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POST-MASTER UNIVERSITY DIPLOMA "ENTREPRENEURIAL AND INTRAPRENEURIAL PROJECT MANAGEMENT"

2024-25 PROGRAM

DIPLOMA AWARDED BY SORBONNE UNIVERSITY

In partnership with
UNIVERSITY OF GENEVA
HEIDELBERG UNIVERSITY
UNIVERSITY OF MILAN
CHARLES UNIVERSITY - PRAGUE
UNIVERSITY OF WARSAW

All members of the 4EU+ UNIVERSITY ALLIANCE

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FOREWORD

The 4EU+ University Diploma in Entrepreneurial and Intrapreneurial Project Management prepares Master and PhD students to lead innovative projects that combine strategic insight, sustainability, and digitalization. This multidisciplinary program emphasizes hands-on experiential learning, enabling students to excel in dynamic multicultural environments while addressing pressing social, environmental, and technological challenges.

Since its launch in 2020, this diploma, awarded by Sorbonne University has evolved into a comprehensive European program taught in English, in partnership with the 4EU+ Alliance,. The program equips students with the skills needed to thrive in a world where sustainability and digitalization are key drivers of innovation.

Our mission is to foster future leaders who excel in project management, champion sustainable practices, and drive digital transformation. By integrating sustainability with cutting-edge technologies such as big data analytics, and digital platforms, we aim to prepare our students to lead in an interconnected world where sustainability and digital innovation are key drivers of global progress. Through a deep commitment to environmental stewardship and innovative digital leadership, we aspire to make a lasting positive impact on both the global ecosystem and the digital economy.

ENTREPRENEURIAL & INTRAPRENEURIAL PROJECT MANAGEMENT PROGRAM

PROGRAM OVERVIEW

PHILOSOPHY AND VISION

Our vision is to develop leaders who navigate the complexities of global business with strategic insight, adaptability, and a commitment to sustainability and digital innovation. We recognize that the future of global business lies at the intersection of technology and sustainability, where leaders must not only understand diverse cultural landscapes but also leverage digital transformation to drive sustainability outcomes.

As businesses increasingly operate across international borders, the imperative to maintain a competitive edge while mitigating inherent risks becomes paramount. This program stands as a reference in innovative management education, focused intensely on the interplay between cultural intelligence and leadership effectiveness.

We are committed to cultivating a profound understanding of cultural differences and norms, recognizing that the essence of successful international project management lies in the ability to adapt and respond to diverse cultural landscapes. Our philosophy extends beyond traditional management frameworks, advocating for a holistic approach that integrates robust academic theories with real-world applications.

By fostering an environment where theoretical knowledge meets practical implementation, we prepare our students to lead with confidence, empathy, and insight. The program not only aims to sharpen practical skills in managing cross-border projects but also strives to develop leaders who can influence and navigate the global business arena with ethical and innovative strategies.

Through this educational journey, we aspire to transform the landscape of global innovation project management, setting new standards of excellence and inclusivity. Our vision is to create a dynamic and adaptive community of leaders who are equipped to turn challenges into opportunities, driving growth and sustainability in an interconnected world.

OBJECTIVES

The Entrepreneurial and Intrapreneurial Project Management program is designed to provide students with a comprehensive foundation in managing innovative projects, while fostering key competencies needed for success in a globalized and dynamic business environment.

The program objectives are:
- **Acquire Practical Knowledge and Skills:** Through a "learning by doing" approach, students actively work on real-world projects that tackle significant societal and environmental challenges. This practical experience, complemented by expert mentorship, equips students with the essential skills needed to navigate complex business landscapes.

- **Cultivate Global Competence:** By collaborating with peers from six different countries, students gain exposure to a variety of cultural perspectives and academic disciplines. This international collaboration enhances their ability to operate effectively in a global economy, fostering adaptability and cross-cultural understanding.
- **Lead with Impact:** Our curriculum integrates sustainability and digital innovation into every aspect of project management. Students learn to lead projects that not only meet business objectives but also contribute to positive social and environmental outcomes, preparing them to drive change in a responsible and impactful way.
- **Engage with Industry Innovators:** Through strategic partnerships with leading companies, students gain direct access to industry leaders and innovators. These connections open doors to valuable networking opportunities, internships, and career pathways, ensuring that students are well-prepared to transition into their professional roles.

STRUCTURE

The program is built around a "learning by doing" philosophy. Most content is delivered online, combined with 2 in-person bootcamps at one of the 4EU+ university sites. Students work in project teams of 10-12, collaborating on real-world challenges and gaining practical experience in entrepreneurial and intrapreneurial settings.

Participants will have the opportunity to learn and interact with experts from various fields of entrepreneurship through a series of intensive masterclasses. These sessions are designed to establish a common "business language" among all students, fostering a deep understanding of the subject matter.

The program aims to bring together European students in collaborative intrapreneurial projects focused on addressing significant societal, social, and environmental challenges. Each project group will work simultaneously, utilizing the processes and tools introduced during the masterclasses. Local tutors will provide support and guidance to ensure the successful implementation of these projects.
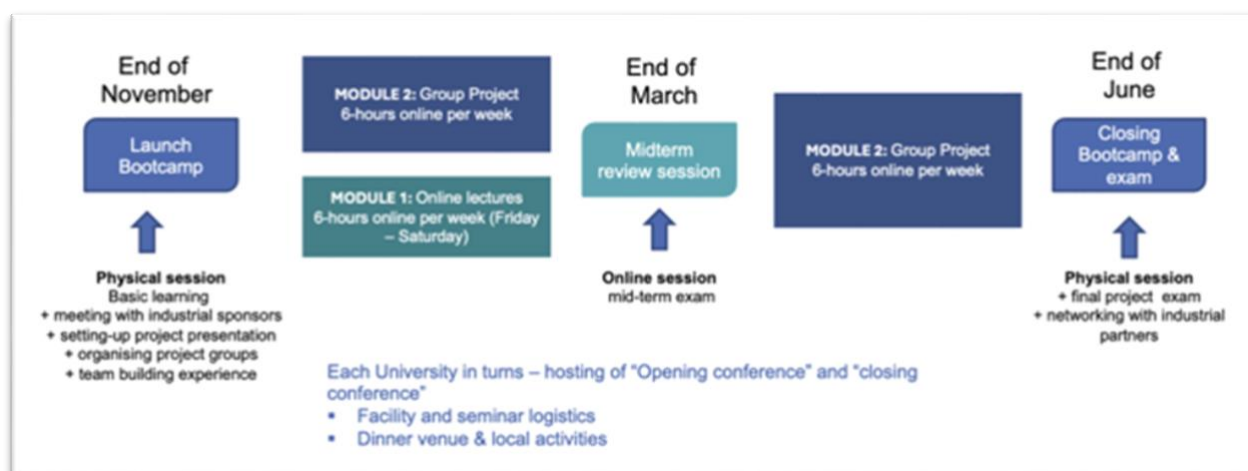
SPECIFIC SKILLS DEVELOPMENT

Strategic and Operational Management
- Comprehensive Project Management: In-depth management of all project phases with a dual focus on profitability and sustainability.
- Resource Optimization: Strategic allocation and management of resources to maximize efficiency and minimize waste.

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- Financial Acumen: Mastery of financial principles for sound business decision-making and sustainability.

Leadership and Communication
- Leadership in Diverse Settings: Leading teams across various contexts, including corporate, startup, and virtual environments.
- Interdisciplinary Communication: Bridging technical and management domains to facilitate understanding and cooperation.
- Adaptability and Flexibility: Adjusting organizational strategies in response to technological and market changes.

Innovation and Market Dynamics
- Opportunity Recognition and Exploitation: Identifying and capitalizing on new business opportunities.
- Entrepreneurial Strategy Development: Formulating business strategies that are responsive to market and environmental changes.
- Digital Transformation Skills: Applying digital technologies to revamp traditional business processes.
- International Business Competence: Skills to navigate the complexities of global markets, including understanding international trade laws and cultural nuances, would enhance leadership in diverse settings.

Environmental and Ethical Responsibility
- Environmental Impact Analysis: Evaluating business activities for their environmental consequences.
- Sustainable Business Practices: Instituting practices that balance economic goals with environmental health.
- Sustainability and Green Innovation: Developing innovations that contribute positively to environmental stewardship.
- Ethical Decision-Making: With strong focuses on sustainability and leadership, explicitly incorporating ethical decision-making frameworks would be beneficial for handling moral dilemmas in business.

SUPPORT FOR LEARNING

Students will receive the following support throughout the program:
- Access to a diverse group of **lecturers and speakers** from the 4EU+ university alliance, offering a wide range of expertise.
- An **innovation project sponsor**, which could be a company, association, administration, or institution. The sponsor will present a genuine business case and allocate time to collaborate with the project team.
- A **dedicated project tutor** who will guide and support the project team's progress, ensuring they receive valuable assistance and mentorship.

EVALUATIONS SET-UP AND SCHEDULE

The program utilizes a comprehensive assessment strategy to effectively evaluate and enhance student learning across all modules.

Key elements of our continuous assessment approach include:
- **Interactive Participation:** Students are expected to regularly participate in masterclasses and workshops.
- **Project Work:** Completion of practical projects is supplemented with reflective essays to encourage deeper understanding.
- **Peer Reviews:** Students actively engage in peer review sessions, fostering a collaborative learning environment.

Additionally, milestone assessments serve as critical checkpoints throughout the program:

- **Innovation challenges:** These are final projects that culminate in presentations before an academic and professional jury, showcasing the students' ability to integrate and apply their learning.
- **360-Degree Feedback:** This includes evaluations from peers, tutors, and industry partners, providing a rounded perspective on student performance.
- **Continuous Reflective Practice:** Regular self-assessment encourages students to reflect on and analyze their learning experiences.

**Post-master University Diploma
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EUROPEAN PROGRAM

MODULE 1: " FUNDAMENTALS OF ENTREPRENEURSHIP "	Lectures & expert talks		% of final grade
	80h		
Embracing the Entrepreneurial Mindset	12h		
Identifying Opportunities for Meaningful Impact	20h		
Crafting a Sustainable Competitive Edge	16h		
Executing with Excellence and Strategic Leadership	18h		
Mastering Entrepreneurial Finance	14h		
Individual evaluation: a two-page note on a current innovation project	30%		
MODULE 2: "INTRAPREUNEURSHIP PROJECT MANAGEMENT – REAL CASE PROJECT"	Technical workshops	Team tutorship & Personal work	% of final grade
	150h	**240h**	**50%**
Navigating the Intrapreneurial Journey	50h		
Leading and Managing High-Performing Teams	50h		
Conducting In-Depth Research and Producing Impactful Insights	25h		
Evaluating Ideas and Building Effective Prototypes	15h		
Driving Meaningful Impact through Strategic Communication	10h		
Collective evaluation: Pitch & project report	40%		
Individual evaluation: presence / commitment / production	10%		
MODULE 3: "INDIVIDUAL KNOWLEDGE PROJECT"		Personal work	% of final grade
Personal work		**60h**	
Individual evaluation: "personal learning journey"			20%

TOTAL EXAM	100%		
TOTAL OF HOURS	**230h**	**300h**	

MODULE 1: " FUNDAMENTALS OF ENTREPRENEURSHIP "
80 HOURS OF ONLINE LECTURES OVER 4 MONTHS

This module provides a platform to learn and interact with leading experts across various entrepreneurship fields, with a strong focus on sustainability, digital innovation integration. Through a series of intensive interactive masterclasses, students will immerse themselves in entrepreneurial thinking, exploring how artificial intelligence, big data, and digital tools can be leveraged to create value through sustainable practices. This module will also feature case studies on how digital technologies have transformed traditional industries into more sustainable, innovative ecosystems.

LEARNING OBJECTIVES:

1. **Understanding Entrepreneurial Innovation**: Apply entrepreneurial methods to foster innovation within established organizations.
2. **Application of Entrepreneurial Concepts**: Master and apply entrepreneurial tools and concepts to real-world scenarios and opportunities.
3. **Leadership and Innovation Skills**: Develop crucial skills for driving innovation, including strategic planning, organizational development, stakeholder engagement, effective measurement tools usage, and cultural transformation.
4. **Social and Economic Impact**: Learn to create both social and economic value through innovative design and strategy development.

Online Course Structure (End of November – End of March)

MODULE 1: " FUNDAMENTALS OF ENTREPRENEURSHIP "	Lectures & expert talks	
	80h	**Key skills**
Embracing the Entrepreneurial Mindset	12h	Engagement with entrepreneurial theories Idea generation and creative problem-solving Opportunity recognition and evaluation Interactive and experiential learning Expert-led discourse and critical thinking
Identifying Opportunities for Meaningful Impact	20h	Global market strategies, Cross-cultural communication, Sustainability integration, ESG performance monitoring, Ethical business practices.
Crafting a Sustainable Competitive Edge	16h	Market trend analysis Strategic thinking and planning Business model innovation Competitive differentiation Dynamic response to market changes

Executing with Excellence and Strategic Leadership	18h	Operational management and optimization Strategic planning and execution Leadership in a business context Performance monitoring and management Adaptive strategy implementation based on real-time feedback.
Mastering Entrepreneurial Finance	14h	Financial planning and management Strategic funding and investment analysis Financial modeling and projection Budget creation and resource optimization Critical financial decision-making

MODULE 1: EVALUATION SET-UP AND SCHEDULE

Weighting: 30%

Assignment: Individual written report, approximately 5000 characters (about two pages), on a current innovation project.
Focus Areas: Basics of entrepreneurship including innovative thinking and foundational business skills.

Submission Date: Friday April 4th at noon. Please send your report via email to herve.marc@sorbonne-universite.fr
Evaluators: 4EU+ jury.

Report Content Expectations:
- Detailed description of the chosen innovation, highlighting its unique aspects.
- Value proposition: How does the innovation create value for customers or users? Discuss the nature of the solution, improvements over existing options, or reduction of defects.
- Overview of the innovation's creation and development process.
- Discussion of the main challenges associated with the project, including social, technological, environmental, economic, or demographic aspects.
- Identification of key stakeholders and players involved.
- Critical skills and expertise required to successfully implement this innovation.

MODULE 2: "INTRAPREUNEURSHIP PROJECT MANAGEMENT – REAL CASE PROJECT"
150 HOURS OF SUPERVISED TEAMWORK &
240 HOURS OF PERSONAL WORK

In this module, students will work on entrepreneurial projects tackling major societal, social, and environmental issues with a deep integration of digital solutions and sustainability goals. Each capstone project will be evaluated not only for its innovative potential but also for its measurable environmental and social impact, including a detailed sustainability report or carbon footprint analysis. Students will be required to utilize digital tools and data analytics, to ensure their projects achieve both profitability and sustainability outcomes.

University Supervision:
- **Coordinator:** 1 university tutor
- **Professional Liaison:** 1 professional referent (Corporate partner ambassador)
- **Pedagogical Support:** 1 university pedagogical referent, expert in methodology.

LEARNING OBJECTIVES:

1. **Innovation Project Management**: Apply sustainable and digital solutions to real-world challenges, using methodologies that balance profitability with social and environmental responsibility.
2. **Teamwork**: Enhance teamwork skills in a digital-first environment, with a focus on driving sustainable outcomes through digital collaboration tools.
3. **Interdisciplinary and Network Development**: Break down disciplinary barriers to foster stronger professional capabilities, integrating sustainability and digital fluency across all project phases.
4. **Communication**: Leverage digital platforms to communicate sustainable practices and social impact effectively to a broad range of audiences.

Online Course Structure (End of November – End of June)

MODULE 2: "INTRAPREUNEURSHIP PROJECT MANAGEMENT – REAL CASE PROJECT"	Technical workshops	
	150h	**Key skills**
Navigating the Intrapreneurial Journey	50h	Agile and lean project management Sustainable resource management and green procurement Proficiency in digital tools for environmental impact minimization Adaptive leadership and role versatility in corporate environments Effective remote collaboration techniques
Leading and Managing High-Performing Teams	50h	Leadership in diverse team settings Conflict resolution and negotiation

		Effective resource management
		Maintenance of positive team dynamics under stress
		Adaptive management strategies for dynamic project conditions
Conducting In-Depth Research and Producing Impactful Insights	25h	Advanced research methodologies
		Survey design and execution.
		Data analysis and interpretation
		Editorial and content production skills
		Utilization of digital research tools for enhanced efficiency
Evaluating Ideas and Building Effective Prototypes	15h	Prototyping and iterative design
		User testing and feedback analysis
		Market validation techniques
		Feedback integration into product development Iterative development and refinement
Driving Meaningful Impact through Strategic Communication	10h	Message structuring and clarity.
		Audience engagement techniques
		Advanced digital communication strategies
		Effective negotiation and persuasion skills
		Application of communication psychology in message delivery
		Strategic stakeholder engagement
		Persuasive presentation crafting
		Advanced public speaking techniques
		Effective communication across digital and traditional media
		Feedback analysis for communication refinement

MODULE 2: EVALUATION SET-UP AND SCHEDULE

Weighting: 50%, split into individual (10%) and team components (40%).

Assignment: Specifications for deliverables will be finalized after the mid-term review. Deliverables should be submitted to the jury two weeks prior to the examination date, via email.
Focus Areas: In-depth project management techniques and their application in real-world scenarios.

Submission Date:
- **Mid-course Exam**: Scheduled for online completion on Thursday March 27th morning or 28th morning.
- **Final Exam**: To be conducted in person at one of the 4EU+ university sites in late June (possibly June 26th and 27th – To be confirmed).

Evaluators: Consists of members from the 4EU+ alliance and representatives from the corporate partner.

Grading Criteria:
- **Individual Contributions (10%):** Measured by attendance, engagement, and quality of contributions. Attendance, active participation, and engagement quality, evaluated by the tutors of the 4EU+ project.
- **Team Contributions (40%):** Evaluated based on the quality of deliverables, effectiveness of presentations, and teamwork capabilities.

MODULE 3: "INDIVIDUAL KNOWLEDGE PROJECT"
60 HOURS OF PERSONAL WORK

In this module, students will design their own learning journeys that emphasize both sustainability and digitalization. Through self-assessment and reflection, students will explore how these themes shape their professional aspirations and how they can apply digital tools to advance sustainable projects.

LEARNING OBJECTIVES:

1. **Self-Assessment of Skills**: Reflect on personal competencies in digital tools and sustainability practices and identify areas for growth.
2. **Development of Autonomy and Reflective Skills**: Enhance digital research capabilities and incorporate sustainable thinking into all aspects of professional development.
3. **Professional Path Construction**: Strategically build a professional path that integrates sustainability and digital transformation as key pillars.
4. **Creation of Editorial Content**: Produce editorial content that reflects the intersection of sustainability, social impact, and digitalization.

This module enables students to take a proactive approach in shaping their educational and professional development, utilizing their intrapreneurial project as a contextual backdrop.

MODULE 3: INDIVIDUAL KNOWLEDGE PROJECT	Personal work	
	60h	**Key skills**
Empowering Self-Diagnosis and Strategic Planning		Self-awareness and critical self-evaluation Strategic planning and goal setting
Executing Your Growth Plan		Resource management and utilization Professional networking and communication Practical application of theoretical knowledge Technological proficiency and data analysis
Adapting to Change: Reflection and Innovation		Reflective practice and adaptive learning Report writing and portfolio development.
Crafting and Strengthening Your Personal Brand		Brand management and digital communication Emotional intelligence and leadership abilities

MODULE 3: EVALUATION SET-UP AND SCHEDULE

Weighting: 20%
Assignment: Individual Written Report (Reflective Logbook), minimum 10 pages, including a reading sheet for an article or book. Creating a reflective journal is a powerful method for participants in any training program to deepen their understanding, document their growth,

and reflect on their experiences. Following these structured rules and recommendations will ensure that your reflective journal is an effective tool for personal and professional development. The purpose is to provide a comprehensive, reflective account of the student's journey throughout the training year, documenting initial self-diagnosis, steps taken, results achieved, and advancements in knowledge, skills, and abilities.

Focus Areas: Independent writing project that reflects personal knowledge and understanding of the entire course content.

Submission Date: . By Friday June 13th at noon. Please send your report via email to herve.marc@sorbonne-universite.fr
Evaluators: A panel from the 4EU+ alliance.

CONCLUSION

The 4EU+ University Diploma in Entrepreneurial and Intrapreneurial Project Management stands at the forefront of innovative education, blending rigorous academic knowledge with cutting-edge digital tools and real-world application. This program is a gateway for students to develop the skills necessary to lead transformative, sustainable projects across diverse sectors, while leveraging the latest advancements in digital technology. It also presents a unique opportunity for our partners to engage with future leaders who are equipped to address pressing global challenges through a combination of sustainability and digital innovation.

Through this collaborative effort between the prestigious institutions within the 4EU+ Alliance, we are preparing a generation of leaders who prioritize sustainability, digital transformation, cultural intelligence, and entrepreneurial innovation in their endeavors. The impact of this program extends far beyond the classroom, fostering a global community of professionals dedicated to driving responsible, digitally empowered, and forward-thinking business practices. Our graduates will not only excel in traditional project management but will also be at the forefront of integrating data analytics, and digital tools to create sustainable solutions that address societal and environmental needs.

We invite you to be part of this exciting journey, whether as a student ready to embrace the challenges of a digitally driven world, an academic eager to contribute to cutting-edge research on sustainability and technology, or an industry partner seeking to collaborate on innovative projects that blend entrepreneurship, digitalization, and social responsibility. Together, we can create a future where entrepreneurial spirit meets digital transformation, sustainability, and where every project serves as a catalyst for meaningful, global change.

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