



Course Catalogue
Master Programmes
Incoming Exchange Students
Lille Campus
Fall 2024

Dear Exchange Students,

Welcome to SKEMA Business School !

Here are a few key instructions on how to consult properly the **Lille Course Catalogue Fall 2024**.

Please read these instructions carefully:

- 1) Students are required to choose **one program** and follow the courses within that one program. It is not possible to mix and match courses from different programs due to frequent scheduling clashes.
- 2) **Pay attention to the pre-requisites!** We have highlighted the pre-requisites for courses **in red**. It is the student's responsibility to ensure he/she has the required academic background to successfully follow the courses.
- 3) **Special Note for Project and Program Management & Business Development Program:** One course is only offered to Dual Degree students and is not open to regular exchange students. This is clearly indicated in the catalogue.
- 4) Courses within the catalogue are subject to slight changes.
- 5) There is a maximum number of seats available per specialization program.

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M1 ABM FRANCE

2TONNES

Course Code	PGE.FINM1.OTCOR.0017
ECTS Credits	0
Course Leader	BOISSIN Denis
Synchronous	3
Discipline	Autre
Program	M1 ABM France
Prerequisites	Climate collage
Course Description	2Tonnes is a serious game where students individually and collectively aim to reach the CO2 emissions objective of 2 tons per person per year by 2050 as set by the Paris Agreement.
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Autre / Other, Belo Horizonte, Lille, Paris, Sophia
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	https://www.2tonnes.org/

ADVANCED EXCEL

Course Code	PGE.FINM1.ISELE.0720
ECTS Credits	1
Course Leader	ANDRE Paul
Synchronous	0
Discipline	Autre
Program	M1 ABM France
Prerequisites	none
Course Description	Excel is something you can't do without ! This course will introduce all the things the students must know in order to honestly pretend to be mastering Excel. The course will be splitted in two parts a first one online (12 hours) and applications done in the classroom with a teacher who's an expert of Excel.
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Stellenbosch-Le Cap, Suzhou
Evaluation	

Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	
Websites	

AI IN BUSINESS CONTEXTS

Course Code	PGE.FINM1.ISCOR.0712
ECTS Credits	2
Course Leader	OKOLI Chitu
Synchronous	15
Discipline	Business Analytics, Data Science & AI
Program	M1 ABM France
Prerequisites	None
Course Description	<p>Artificial intelligence (AI) is the most revolutionary technological advance of our present time. Managers in all sectors of society are challenged to understand the implications of AI for their managerial practices as they face an exciting but uncertain future. Although it is not feasible to expect that every manager would develop a strong technical understanding of AI, it is imperative that they understand it from a practical perspective that would empower them to leverage it for effective managerial action.</p> <p>The objective of this course is to give you a non-technical understanding of the cutting-edge issues that managers face with AI today in the context of business. (Business here should not be understood to only mean commercial; it includes all sectors of doing business in organizations, including government, non-profit organizations, healthcare, education, and so on.) This is not a general introductory course on AI. The instructors will focus on unique areas of their expertise that go beyond common knowledge to help you think critically to push beyond the current boundaries of AI in business contexts.</p>
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Autre / Other, Belo Horizonte, Lille, Paris, Raleigh, Sophia, Suzhou
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	

BUSINESS TRANSFORMATION IN A DIGITAL ECONOMY

Course Code	PGE.FINM1.ECCOR.0906
ECTS Credits	3
Course Leader	DIBIAGGIO Ludovic
Synchronous	24
Discipline	Autre
Program	M1 ABM France
Prerequisites	Microeconomics for business: Costs and production, Perfect and imperfect competition (returns to scale, marginal-cost pricing, monopoly power), market structures (barriers to entry, concentration), network externalities Strategy : Industry analysis (PESTEL, segmentation, Five forces analysis,...) Business models
Course Description	This course provides an opportunity to understand and develop a critical view of the nature and the magnitude of structural changes related to ongoing digital transformations. This transformation reshuffles the architecture of most value chains and affects value creation, delivery, and capture mechanisms. Critical to understanding and evaluating the magnitude of these changes is the analysis of platform business models. Platforms forces all players to think about their role differently and change the competitive game. After an overview of the effects of digitization and artificial intelligence on the competitive environment, the course will focus on strategic principles to design and implement effective business models relying on digital solutions. Through real case analyses, lectures and in-class discussions, students will be able to navigate digital technologies disrupting most industries, and analyze platform-based business models.
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	
Websites	

CAREER MANAGEMENT 3: BUILDING A STRONG CAREER PATH

Course Code	PGE.FINM1.CRCOR.1003
ECTS Credits	1
Course Leader	ANDRE Nathalie
Synchronous	2
Discipline	Autre
Program	M1 ABM France
Prerequisites	No
Course Description	Career management course focused on professional projet and career path construction

Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Dubaï, Lille, Paris, Raleigh, Sophia, Stellenbosch-Le Cap, Suzhou
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	
Websites	

CORPORATE FINANCE

Course Code	PGE.FINM1.FICOR.0503
ECTS Credits	4
Course Leader	GROSLAMBERT Bertrand
Synchronous	27
Discipline	Finance
Program	M1 ABM France
Prerequisites	None
Course Description	Our objective is to bring students to develop a rigorous analytical framework of the major investment and financing decisions. In particular, we will shed lights on the interest rates and the investment valuation. We will focus on different ways of financing between equity, debt. Then, we present the relationship between risk, return and the cost of financing.
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Dubaï, Lille, Paris, Raleigh, Sophia, Suzhou
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	1) Corporate Finance, Hillier, MCGraw-Hill, 4th Edition 2) Corporate Finance Theory and Practice, P. Vernimmen, John Wiley & Sons, 2011, 3rd edition Available freely on Scholarvox by Cyberlibris at http://mediatheque.skema.edu/index.php?id=408

Websites	Http://skema.lms.crossknowledge.com/data/modules/crossknowledge/interfaces/index.php http://www.vernimmen.com/ http://mediatheque.skema.edu/index.php?id=408 http://knowledge.skema.edu/
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GLOBAL ECONOMIC ISSUES : CORPORATE ECONOMICS IN A VUCA WORLD

Course Code	PGE.FINM1.ECCOR.0904
ECTS Credits	2
Course Leader	COMBE Emmanuel
Synchronous	15
Discipline	Economie
Program	M1 ABM France
Prerequisites	-Grands enjeux économiques (L3) ou - RAN economics
Course Description	<p>In VUCA World _ one that is volatile, uncertain, complex, and ambiguous _ as many would characterize today's global economic environment, analytical skills are more important than ever.</p> <p>The challenges companies face in a VUCA world demand a filter to separate opportunities from distractions, and economics helps managers to make good decisions about what to do.</p> <p>This course aims at tackling new challenges corporations and economies face or will face with the rise of a VUCA environment.</p>
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Dubaï, Lille, Paris, Raleigh, Sophia, Suzhou
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	<p>Ph. Aghion & alii (2021) The power of creative destruction, Harvard University Press</p> <p>D. Autor, D. Dorn, G. Hanson (2013) "The China syndrome: local labor market effects of import competition in the United States," American Economic Review.</p> <p>D. Autor & alii (2020) "The Fall of the Labor Share and the Rise of Superstar Firms, The Quarterly Journal of Economics</p> <p>E. Brynjolfsson & alii (2017) "Artificial intelligence and the modern productivity paradox", NBER Working paper</p> <p>E. Combe (2023) Competition: all you should know to talk like an expert, Éditions Concurrences</p> <p>A. Ezechia, M. Stucke (2022) How Big-Tech Barons Smash Innovation and How to Strike Back, Harper Business</p> <p>C. Goodhart (2020) The great demographic reversal, Springer</p> <p>X. Jaravel, E. Sager (2019), What are the Price Effects of Trade? Evidence</p>

	<p>from the US and Implications for Quantitative Trade Models, CEPR Working Paper</p> <p>X. Jaravel, I. Méjean (2021) A Data-Driven Resilience Strategy in a Globalized World, Conseil d'Analyse Economique</p> <p>Th. Philippon (2019) The Great Reversal: How America Gave Up on Free Markets, the Belknap press</p> <p>J. Tirole (2017) Economics for the Common Good, Princeton University Press</p>
Websites	

INNOVATION MANAGEMENT & CREATIVITY

Course Code	PGE.FINM1.HRCOR.0344
ECTS Credits	2
Course Leader	ROSSETTO Dennys Eduardo
Synchronous	18
Discipline	Autre
Program	M1 ABM France
Prerequisites	-
Course Description	This course presents innovation management with a theoretical approach associated with managerial perspectives to undertake in a turbulent world with uncertainties and a post-pandemic context. It presents a wide range of innovation management concepts focusing strongly on the context of the ecosystems, also introducing some elements as of the perspective of emerging markets. So, this course aims the development of managerial and entrepreneurial capabilities to exercise strategic leadership in innovation ecosystems, generating proposals of shared value with a corporate social responsibility approach.
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall
Semester	fall
Campus	Belo Horizonte, Raleigh, Sophia, Stellenbosch-Le Cap
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	<p>1. Introduction and theoretical basis of innovation Management</p> <p>Adams, R., Bessant, J. & Phelps, R. (2006). Innovation management measurement: A review. International Journal of Management Reviews 8, 21-47.</p> <p>Chesbrough, H. (2010). Business Model Innovation: Opportunities and Barriers. Long Range Planning 43, 354-363.</p> <p>Christensen, C. M., Raynor, M. E. & McDonald, R. (2015). What is disruptive innovation. Harvard Business Review 93, 44-53.</p> <p>Garcia, R. & Calantone, R. (2002). A critical look at technological innovation typology and innovativeness terminology: a literature review. 19, 110-132.</p> <p>Howells, J. (2005) The management of innovation and technology: the shaping of technology and institutions of the market economy. Thousand</p>

	<p>Oaks, California: Sage Publications.</p> <p>OECD & Eurostat (2019) Oslo Manual 2018: Guidelines for Collecting, Reporting and Using Data on Innovation (258). Luxembourg: OECD Publishing, Paris/Eurostat.</p> <p>Rossetto, D. E., Bernardes, R. C., Borini, F. M. & Gattaz, C. C. (2018). Structure and evolution of innovation research in the last 60 years: review and future trends in the field of business through the citations and co-citations analysis. <i>Scientometrics</i> 115, 1329-1363.</p> <p>Tidd, J. & Bessant, J. (2013) <i>Managing Innovation: Integrating technological market and organizational change</i> (680). John Wiley & Sons.</p> <p>2. Innovation Challenges for a new world</p> <p>Adams, R., Bessant, J. & Phelps, R. (2006). Innovation management measurement: A review. <i>International Journal of Management Reviews</i> 8, 21-47.</p> <p>Akpan, I. J., Soopramanien, D. & Kwak, D.-H. (2020). Cutting-edge technologies for small business and innovation in the era of COVID-19 global health pandemic. <i>Journal of Small Business & Entrepreneurship</i>, 1-11.</p> <p>Chesbrough, H. (2020). To recover faster from Covid-19, open up: Managerial implications from an open innovation perspective. <i>Industrial Marketing Management</i> 88, 410-413.</p> <p>Damanpour, F. (2014). Footnotes to Research on Management Innovation. <i>Organization Studies</i> 35, 1265-1285.</p> <p>Damanpour, F. & Aravind, D. (2012). Managerial Innovation: Conceptions, Processes, and Antecedents. <i>Management and Organization Review</i> 8, 423-454.</p> <p>Hamel, G. (2006). The why, what, and how of management innovation. <i>Harvard Business Review</i> 84, 72.</p> <p>Kraus, S., Pohjola, M. & Koponen, A. (2012). Innovation in family firms: an empirical analysis linking organizational and managerial innovation to corporate success. <i>Review of Managerial Science</i> 6, 265-286.</p> <p>McCausland, T. (2020). News and Analysis of the Global Innovation Scene. <i>Research-Technology Management</i> 63, 2-8.</p> <p>Millar, C. C. J. M., Groth, O. & Mahon, J. F. (2018). Management Innovation in a VUCA World: Challenges and Recommendations. 61, 5-14.</p> <p>Pedersen, C. L. & Ritter, T. (2020). Preparing your business for a post-pandemic world. <i>Harvard Business Review</i>, 4.</p> <p>3. Innovation Ecosystems Introduction</p> <p>Adner, R. (2006). Match your innovation strategy to your innovation ecosystem. <i>Harvard Business Review</i> 84, 12.</p> <p>Elias, G. C. & David, F. J. C. (2010). Triple Helix, Quadruple Helix and Quintuple Helix and How Do Knowledge, Innovation and the Environment Relate To Each Other? : A Proposed Framework for a Trans-disciplinary Analysis of Sustainable Development and Social Ecology. <i>International Journal of Social Ecology and Sustainable Development (IJSESD)</i> 1, 41-69.</p> <p>Gomes, L. A. d. V., Facin, A. L. F., Salerno, M. S. & Ikenami, R. K. (2018). Unpacking the innovation ecosystem construct: Evolution, gaps and trends. <i>Technological Forecasting and Social Change</i> 136, 30-48.</p> <p>Granstrand, O. & Holgersson, M. (2020). Innovation ecosystems: A conceptual review and a new definition. <i>Technovation</i> 90-91, 102098.</p> <p>Juceviius, G. & Grumadait, K. (2014). Smart Development of Innovation Ecosystem. <i>Procedia - Social and Behavioral Sciences</i> 156, 125-129.</p>
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	<p>Pique, J. M., Berbegal-Mirabent, J. & Etzkowitz, H. (2018). Triple Helix and the evolution of ecosystems of innovation: the case of Silicon Valley. <i>Triple Helix</i> 5, 11.</p> <p>Smith, K. R. (2006). Building an Innovation Ecosystem: Process, Culture and Competencies. <i>20</i>, 219-224.</p> <p>Wang, P. (2009) An integrative framework for understanding the innovation ecosystem. <i>Advancing the Study of Innovation and Globalization in Organizations</i>. (pp. 301-314).</p> <p>Williamson, P. J. & De Meyer, A. (2012). Ecosystem Advantage: How to Successfully Harness the Power of Partners. <i>55</i>, 24-46.</p> <p>Williamson, P. J. & De Meyer, A. (2020) <i>Ecosystem Edge: Sustaining Competitiveness in the Face of Disruption</i> (216). Stanford, California: Stanford University Press.</p> <p>4. Developing Relationships and Value Generation in an Innovation Ecosystems</p> <p>Carroll, A. B. (1999). Corporate Social Responsibility: Evolution of a Definitional Construct. <i>Business & Society</i> 38, 268-295.</p> <p>Dedehayir, O., Mäkinen, S. J. & Roland Ortt, J. (2018). Roles during innovation ecosystem genesis: A literature review. <i>Technological Forecasting and Social Change</i> 136, 18-29.</p> <p>Kapoor, R. (2018). Ecosystems: broadening the locus of value creation. <i>Journal of Organization Design</i> 7, 12.</p> <p>Mirvis, P., Herrera, M. E. B., Googins, B. & Albareda, L. (2016). Corporate social innovation: How firms learn to innovate for the greater good. <i>Journal of Business Research</i> 69, 5014-5021.</p> <p>Porter, M. E., Hills, G., Pfitzer, M., Patscheke, S. & Hawkins, E. (2012) <i>Measuring shared value: How to unlock value by linking business and social results</i>. FSG Publication.</p> <p>Porter, M. E. & Kramer, M. R. (2011). <i>Creating Shared Value</i>. Harvard Business Review.</p> <p>Ritala, P., Agouridas, V., Assimakopoulos, D. & Gies, O. (2013). Value creation and capture mechanisms in innovation ecosystems: a comparative case study. <i>63</i>, 244-267.</p> <p>Ritala, P. & Almpantopoulou, A. (2017). In defense of eco in innovation ecosystem. <i>Technovation</i> 60-61</p> <p>Velu, C. (2015). Knowledge management capabilities of lead firms in innovation ecosystems. <i>AMS Review</i> 5, 123-141.</p> <p>Walrave, B., Talmar, M., Podoyntsyna, K. S., Romme, A. G. L. & Verbong, G. P. J. (2018). A multi-level perspective on innovation ecosystems for path-breaking innovation. <i>Technological Forecasting and Social Change</i> 136, 103-113.</p> <p>5. Entrepreneurship Ecosystems and New Ventures</p> <p>Cavallo, A., Ghezzi, A. & Balocco, R. (2019). Entrepreneurial ecosystem research: present debates and future directions. <i>International Entrepreneurship and Management Journal</i> 15, 1291-1321.</p> <p>Cordova, D. (2014) <i>Creating the environment for entrepreneurial success</i>. In Bettcher, K. E., Kindle, J. & Stroker, F. (Eds.). (pp. 70). Washington, DC, Center for International Private Enterprise.</p> <p>Elia, G., Margherita, A. & Passiante, G. (2020). Digital entrepreneurship ecosystem: How digital technologies and collective intelligence are reshaping the entrepreneurial process. <i>Technological Forecasting and Social Change</i> 150, 119791.</p>
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	<p>Malecki, E. J. (2018). Entrepreneurship and entrepreneurial ecosystems. <i>Geography Compass</i> 12, e12359.</p> <p>Maroufkhani, P., Wagner, R. & Wan Ismail Wan, K. (2018). Entrepreneurial ecosystems: a systematic review. <i>Journal of Enterprising Communities: People and Places in the Global Economy</i> 12, 545-564.</p> <p>Spigel, B. & Harrison, R. (2018). Toward a process theory of entrepreneurial ecosystems. 12, 151-168.</p> <p>Stangler, D. & Bell-Masterson, J. (2015) Measuring an entrepreneurial ecosystem. <i>Kauffman Foundation Research Series on City, Metro, and Regional Entrepreneurship</i>. (pp. 16). Kauffman Foundation.</p> <p>Teece, D. J., Pisano, G. & Shuen, A. (1997). Dynamic capabilities and strategic management. 18, 509-533.</p> <p>Zahra, S. A., Sapienza, H. J. & Davidsson, P. (2006). Entrepreneurship and Dynamic Capabilities: A Review, Model and Research Agenda*. 43, 917-955.</p> <p>6. Leading Innovation in an Ecosystem</p> <p>Acs, Z. J., Stam, E., Audretsch, D. B. & OConnor, A. (2017). The lineages of the entrepreneurial ecosystem approach. <i>Small Business Economics</i> 49, 1-10.</p> <p>Genome, S. (2020) The Global Startup Ecosystem Report. (pp. 221). GSER 2020 edn. San Francisco, CA, Startup Genome - Global Entrepreneurship Network.</p> <p>Godley, A., Morawetz, N. & Soga, L. (2019). The complementarity perspective to the entrepreneurial ecosystem taxonomy. <i>Small Business Economics</i>.</p> <p>Katri, V. (2015). Business, Innovation, and Knowledge Ecosystems: How They Differ and How to Survive and Thrive within Them. <i>Technology Innovation Management Review</i> 5.</p> <p>Lukas, M. P., Andrea, B. & Tina, W. (2020). Conceptual Framework for Collaborative Open Innovation With a Startup Ecosystem. <i>International Journal of Innovation in the Digital Economy (IJIDE)</i> 11, 21-43.</p> <p>Möller, K. & Halinen, A. (2017). Managing business and innovation networks From strategic nets to business fields and ecosystems. <i>Industrial Marketing Management</i> 67, 5-22.</p> <p>Moore, J. F. (2006). Business Ecosystems and the View from the Firm. 51, 31-75.</p> <p>Nambisan, S., Lyytinen, K., Majchrzak, A. & Song, M. (2017). Digital Innovation Management: Reinventing innovation management research in a digital world. <i>MIS Quarterly</i> 41.</p> <p>Pitelis, C. (2012). Clusters, entrepreneurial ecosystem co-creation, and appropriability: a conceptual framework. <i>Industrial and Corporate Change</i> 21, 1359-1388.</p> <p>Talmar, M., Walrave, B., Podoynitsyna, K. S., Holmström, J. & Romme, A. G. L. (2020). Mapping, analyzing and designing innovation ecosystems: The Ecosystem Pie Model. <i>Long Range Planning</i> 53, 101850.</p> <p>7. Broadening the view of Ecosystems and multi-ecosystems Coordination</p> <p>Aarikka-Stenroos, L. & Ritala, P. (2017). Network management in the era of ecosystems: Systematic review and management framework. <i>Industrial Marketing Management</i> 67, 23-36.</p> <p>Adner, R. & Kapoor, R. (2010). Value creation in innovation ecosystems: how the structure of technological interdependence affects firm performance in new technology generations. 31, 306-333.</p> <p>Carayannis, E. G., Barth, T. D. & Campbell, D. F. J. (2012). The Quintuple</p>
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Jarkko, P. & Timo, A.-V. (2016). Managing Innovation Ecosystems to Create and Capture Value in ICT Industries. *Technology Innovation Management Review* 6.

Mantovani, A. & Ruiz-Aliseda, F. (2016). Equilibrium Innovation Ecosystems: The Dark Side of Collaborating with Complementors. 62, 534-549.

Oh, D.-S., Phillips, F., Park, S. & Lee, E. (2016). Innovation ecosystems: A critical examination. *Technovation* 54, 1-6.

Roundy, P. T. (2020). Do we Lead Together? Leadership Behavioral Integration and Coordination in Entrepreneurial Ecosystems. 14, 6-25.

Russell, M. G. & Smorodinskaya, N. V. (2018). Leveraging complexity for ecosystemic innovation. *Technological Forecasting and Social Change* 136, 114-131.

8. Collaborative, Inclusive, and Sustainable Ecosystems

Böhmer, A. I. & Lindemann, U. (2015) Open innovation ecosystem: Towards collaborative innovation. In ICED (Ed., Proceedings of the 20th International Conference on Engineering Design (ICED 15). (pp. 031-040). Milan, Italy, Innovation and Creativity.

Bosch-Sijtsema, P. M. & Bosch, J. (2014) Aligning innovation ecosystem strategies with internal R&D. 2014 IEEE International Conference on Management of Innovation and Technology. (pp. 424-430).

Chesbrough, H., Kim, S. & Agogino, A. (2014). Chez Panisse: Building an Open Innovation Ecosystem. *California Management Review* 56, 144-171.

Estellés-Arolas, E. & González-Ladrón-de-Guevara, F. (2012). Towards an integrated crowdsourcing definition. *Journal of Information Science* 38, 189-200.

Howe, J. (2006) The rise of crowdsourcing. *Wired Magazine*. (pp. 1-4).

Katri, V., Marko, S., Maria, M. & Simo, J.-O. (2017). Orchestrating Innovation Ecosystems: A Qualitative Analysis of Ecosystem Positioning Strategies. *Technology Innovation Management Review* 7.

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Websites	

LANGUAGE: FRENCH BEGINNER I FALL (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4312
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ECTS Credits	2
Course Leader	LI-LANTIGNER Jing
Synchronous	24
Discipline	Autre
Program	M1 ABM France
Prerequisites	There are no-prerequisites for this course.
Course Description	This course is designed for students with no prior knowledge of the language and offers an introduction to French language and francophone culture. Students will study French pronunciation and develop knowledge of the language in all four skills at a basic level. By the end of this course (French Beginner I and II), students will be able to communicate in a range of daily life situations at a basic level. The course aims to prepare students for a period of study abroad by increasing cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French. Overall, this course prepares students to reach a level comparable to A1 CEFR.
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Dubaï, Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	Apprendre le français avec RFI : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais Français Interactif : http://www.laits.utexas.edu/fi/home Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/

LANGUAGE: FRENCH BEGINNER II FALL (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4360
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ECTS Credits	2
Course Leader	LI-LANTIGNER Jing
Synchronous	24
Discipline	Autre
Program	M1 ABM France
Prerequisites	Students must have completed French Beginner I or approx. 25/30 hours of prior learning.
Course Description	This course is the continuation of French Beginner I and offers an introduction to French language and francophone culture. Students will study French pronunciation and develop knowledge of the language in all four skills at a basic level. By the end of this course (French Beginner I and II), students will be able to communicate in a range of daily life situations at a basic level. The course aims to prepare students for a period of study abroad by increasing cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French. Overall, this course prepares students to reach a level comparable to A1 CEFR.
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Dubaï, Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	Apprendre le français avec RFI : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais Français Interactif : http://www.laits.utexas.edu/fi/home Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/

LANGUAGE: FRENCH ELEMENTARY FALL (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4313
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ECTS Credits	2
Course Leader	LI-LANTIGNER Jing
Synchronous	24
Discipline	Autre
Program	M1 ABM France
Prerequisites	Have an elementary knowledge of French and have approximately 100-150 hours of prior study
Course Description	This course is designed for students who have an elementary knowledge of French and who have approximately 100-150 hours of prior study. Students will further develop their ability to use French in the four skills (speaking, listening, reading and writing), improve their pronunciation and increase their confidence in the language. By the end of this course, students will be able to deal with a diverse range of daily life situations and communicate on a range of familiar topics. The course aims to prepare students for a period of study abroad by increasing cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French. Overall, students will attain a level comparable to A2 CEFR.
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Dubai, Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	Apprendre le français avec RFI : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais Français Interactif : http://www.laits.utexas.edu/fi/home Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/

LANGUAGE: FRENCH INTERMEDIATE FALL (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4314
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ECTS Credits	2
Course Leader	LI-LANTIGNER Jing
Synchronous	24
Discipline	Autre
Program	M1 ABM France
Prerequisites	Pass at an Elementary (A2) course or have approximately 200-250 hours of prior study
Course Description	This course is designed for students who have an intermediate knowledge of French (students who have successfully passed the Elementary (A2) course or who have approximately 200-250 hours of prior study). Students will further develop their ability to use French in the four skills (speaking, listening, reading and writing) in familiar work and social contexts. By the end of this course, students will be able to communicate in a range of social and professional situations at intermediate level. The course aims to prepare students for a period of study abroad by further consolidating cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French. Overall, students will attain a level comparable to B1 CEFR.
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Dubai, Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	Apprendre le français avec RFI : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/

LANGUAGE: FRENCH POST-BEGINNER FALL (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4315
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ECTS Credits	2
Course Leader	LI-LANTIGNER Jing
Synchronous	24
Discipline	Autre
Program	M1 ABM France
Prerequisites	Pass at the Beginner I and II course or have approximately 50 hours of prior study
Course Description	This course is designed for students who have a basic knowledge of French (students will have successfully passed the Beginner I and II course or have approximately 50 hours of prior study). Students will consolidate their pronunciation and their knowledge of the language in all four skills at a basic level. By the end of this course, students will be able to communicate in a range of simple daily life situations. The course aims to prepare students for a period of study abroad by increasing cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French. Overall, students will attain a level comparable to A1 CEFR.
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Dubaï, Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	Apprendre le français avec RFI : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais Français Intéactif : http://www.laits.utexas.edu/fi/home Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/

LEADERSHIP & CULTURE

Course Code	PGE.FINM1.ECCOR.0932
ECTS Credits	1
Course Leader	RECH Maximilian

Synchronous	12
Discipline	Economie
Program	M1 ABM France
Prerequisites	
Course Description	
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Lille, Paris, Sophia
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

MANAGING HUMAN RESOURCES

Course Code	PGE.FINM1.HRCOR.0343
ECTS Credits	3
Course Leader	BACHA Eliane
Synchronous	18
Discipline	Autre
Program	M1 ABM France
Prerequisites	No prerequisites
Course Description	<p>This course focuses on some principles and practices used in management and organizations. The aim of the course is to give you the knowledge needed to understand the role of the manager in managing workplace challenges (stress, burnout, sexual harassment) and conflicts.</p> <p>Also, this course gives you an idea about human resources management which is a specialization in the field of management that encompasses several functions including attracting, developing, and maintaining a quality workforce. Furthermore, this course discusses the changes taking place nowadays in the workplace and the role of artificial intelligence (AI) in organizations. Finally, this course gives insights on how to manage in a responsible and sustainable way.</p>
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Dubaï, Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Cartwright, S. and Cooper, C.L. (1997), Managing workplace stress, Sage Publications, Inc., Chapters 1, 4, 5 and 6.

	<p>Crawshaw, J.R., Budhwar, P. and Davis, A. (2017), Human Resource Management: Strategic & International perspectives, Sage, 2nd Edition, Chapters 1, 7, 11 and 13.</p> <p>George, J.M. and Jones, G.R. (2012), Understanding & Managing Organizational Behavior, Pearson, 6th Edition, Chapter 1.</p> <p>Howard, G. (2008), The five minds for the future, Vol 5, N°1/2, pp.17-24 (https://www.jstor.org/stable/10.1086/591814)</p> <p>Robbins (2005), Organizational Behavior, Prentice Hall Inc., Chapter 18.</p> <p>Robbins, Coulter, and Langton (2005), Management, Pearson Education Canada Inc., Eighth Canadian Edition, Chapter 16.</p> <p>Robbins, S.P. (2005), Fundamentals of Management, 4th Canadian Edition, Pearson Education Canada Inc., Chapter 2.</p> <p>Robbins, S. P., Judge, T. A. and Campbell, T. T. (2010), Organizational Behavior, Pearson Education Limited, Chapters 9, 10, 13, 15 and 18.</p> <p>Robbins, S.P. and Coulter, M. (2014), Management, Pearson, 12th Edition, Chapters 1, 4, 5, 7, 13, 14 and 18.</p> <p>Schermerhorn, J.R., Wright, Jr. & Barry (2007), Management, Canadian Edition, John Wiley & Sons Canada, Ltd, Chapter 12.</p> <p>Snell, B. (2013), Management: Leading and collaborating in a competitive world, McGraw-Hill/Irwin, 10th Edition, Chapters 11 and 13.</p> <p>Wilkinson, A., Redman, T. and Dundon, T. (2017), Contemporary Human Resources Management, Pearson Education Limited, 5th Edition, Chapters 3, 4, 6,18, 22.</p>
Websites	

MARKETING STUDIES

Course Code	PGE.FINM1.MKCOR.0411
ECTS Credits	3
Course Leader	ZEUGNER Katharina
Synchronous	18
Discipline	Marketing
Program	M1 ABM France
Prerequisites	Marketing principles
Course Description	This course aims at developing critical decision making skills in strategic marketing and brand management. We use the Brand PRO simulation platform to immerse students in a realistic problem solving environment, developing collaborative and analytical skills.
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Dubai, Lille, Paris, Raleigh, Sophia, Suzhou
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100

Academic reference	- Kotler et al. (2015) Principles of Marketing. Pearson. - Kotler, Ph., Keller, K., Brady M., Goodman, M., & Hansen, T. (2019) Marketing Management, Pearson
Websites	https://web.stratxsimulations.com/simulation/brandpro

STRATEGY

Course Code	PGE.FINM1.STCOR.0841
ECTS Credits	4
Course Leader	CIRILLO Bruno
Synchronous	27
Discipline	Stratégie, Innovation & Entrepreneuriat
Program	M1 ABM France
Prerequisites	Industrial organization; Organizational design; Microeconomics
Course Description	<p>Formulating a sound competitive strategy and achieving growth across multiple, different business units to sustain long-term superior performance are two of the critical tasks for general managers to ensure the success of the firms they lead. The objective of this course is to provide students with an opportunity to understand, through analytical approaches and critical thinking, how companies make strategic decisions to support the development of competitive advantages, corporate growth and shareholder value through the simultaneous pursuit of economic as well as social and ecological performance dimensions. We will focus on strategic issues from the viewpoint of senior management in both domestic and international corporations. Through a combination of lectures, readings, case studies, experiential exercises and a consultancy project, this course introduces students to the tools and knowledge required for critical and effective strategic analysis, thinking, and application. Mastery of these tools and knowledge has relevance to everyone seeking a career in strategy as a manager, an entrepreneur, or a consultant.</p> <p>The course will help students develop a general management point of view and appreciate strategy to the firm's overall growth and welfare. You will learn how to analyze the firm, and its environment, and then align strategies to the firms revenue and profitability goals.</p> <p>You will work in teams on selected companies to produce a final consultancy project. This course will require hard work and thinking, augmented by your creativity, to produce a fun and enriching experience.</p>
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Dubaï, Lille, Paris, Raleigh, Sophia, Stellenbosch-Le Cap, Suzhou
Evaluation	
Final Examination (%)	30
Continuous Assessment (%)	70
Academic reference	Rothaermel FT. 2023. Strategic Management, 6th Edition. McGraw-Hill. Thompson et al. 2021. Crafting & Executing Strategy: Concepts & Cases,

	23rd Edition. McGraw-Hill. The SmartBooks and case studies are available on the McGraw-Hill CONNECT learning platform.
Websites	https://connect.mheducation.com

INTERNATIONAL MARKETING AND BUSINESS DEVELOPMENT LILLE

CAREER MANAGEMENT 1

Course Code	MSC.SFFM2.FICOR.0012
ECTS Credits	0
Course Leader	ANDRE Nathalie
Synchronous	6
Discipline	Autre
Program	International Marketing and Business Development Lille
Prerequisites	-
Course Description	Devellop knowledge and skills about recrutement situation
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall
Semester	fall
Campus	Belo Horizonte, Dubaï, Lille, Paris, Raleigh, Sophia
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	Talent and careers HUB Création du profil personnel
Websites	

LANGUAGE: FRENCH BEGINNER I FALL (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4312
ECTS Credits	1
Course Leader	LI-LANTIGNER Jing
Synchronous	24
Discipline	Autre
Program	M1 ABM France
Prerequisites	There are no-prerequisites for this course.
Course Description	This course is designed for students with no prior knowledge of the language and offers an introduction to French language and francophone culture. Students will study French pronunciation and develop knowledge of the language in all four skills at a basic level. By the end of this course (French Beginner I and II), students will be able to communicate in a range of daily life situations at a basic level. The course

	aims to prepare students for a period of study abroad by increasing cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French. Overall, this course prepares students to reach a level comparable to A1 CEFR.
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Dubaï, Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	Apprendre le français avec RFI : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais Français Interactif : http://www.laits.utexas.edu/fi/home Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/

LANGUAGE: FRENCH BEGINNER II FALL (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4360
ECTS Credits	1
Course Leader	LI-LANTIGNER Jing
Synchronous	24
Discipline	Autre
Program	M1 ABM France
Prerequisites	Students must have completed French Beginner I or approx. 25/30 hours of prior learning.
Course Description	This course is the continuation of French Beginner I and offers an introduction to French language and francophone culture. Students will study French pronunciation and develop knowledge of the language in all four skills at a basic level. By the end of this course (French Beginner I and II), students will be able to communicate in a range of daily life situations at a basic level. The course aims to prepare students for

	a period of study abroad by increasing cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French. Overall, this course prepares students to reach a level comparable to A1 CEFR.
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Dubaï, Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	Apprendre le français avec RFI : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais Français Interactif : http://www.laits.utexas.edu/fi/home Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/

LANGUAGE: FRENCH ELEMENTARY FALL (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4313
ECTS Credits	1
Course Leader	LI-LANTIGNER Jing
Synchronous	24
Discipline	Autre
Program	M1 ABM France
Prerequisites	Have an elementary knowledge of French and have approximately 100-150 hours of prior study
Course Description	This course is designed for students who have an elementary knowledge of French and who have approximately 100-150 hours of prior study. Students will further develop their ability to use French in the four skills (speaking, listening, reading and writing), improve their pronunciation and increase their confidence in the language. By the end of this course, students will be able to deal with a diverse range of daily

	life situations and communicate on a range of familiar topics. The course aims to prepare students for a period of study abroad by increasing cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French. Overall, students will attain a level comparable to A2 CEFR.
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Dubai, Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	Apprendre le français avec RFI : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais Français Interactif : http://www.laits.utexas.edu/fi/home Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/

LANGUAGE: FRENCH INTERMEDIATE FALL (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4314
ECTS Credits	1
Course Leader	LI-LANTIGNER Jing
Synchronous	24
Discipline	Autre
Program	M1 ABM France
Prerequisites	Pass at an Elementary (A2) course or have approximately 200-250 hours of prior study
Course Description	This course is designed for students who have an intermediate knowledge of French (students who have successfully passed the Elementary (A2) course or who have approximately 200-250 hours of prior study). Students will further develop their ability to use French in the four skills (speaking, listening, reading and writing) in familiar work and social contexts. By the end of this course, students will be able to

	communicate in a range of social and professional situations at intermediate level. The course aims to prepare students for a period of study abroad by further consolidating cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French. Overall, students will attain a level comparable to B1 CEFR.
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Dubai, Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	Apprendre le français avec RFI : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/

LANGUAGE: FRENCH POST-BEGINNER FALL (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4315
ECTS Credits	1
Course Leader	LI-LANTIGNER Jing
Synchronous	24
Discipline	Autre
Program	M1 ABM France
Prerequisites	Pass at the Beginner I and II course or have approximately 50 hours of prior study
Course Description	This course is designed for students who have a basic knowledge of French (students will have successfully passed the Beginner I and II course or have approximately 50 hours of prior study). Students will consolidate their pronunciation and their knowledge of the language in all four skills at a basic level. By the end of this course, students will be able to communicate in a range of simple daily life situations. The course aims to prepare students for a period of study abroad by increasing cultural

	awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French. Overall, students will attain a level comparable to A1 CEFR.
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Dubaï, Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	Apprendre le français avec RFI : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais Français Intéreactif : http://www.laits.utexas.edu/fi/home Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/

INTERNATIONAL BUSINESS DEVELOPMENT

Course Code	MSC.IMBM2.MKCOR.0077
ECTS Credits	3
Course Leader	MADUREIRA, Luis-EXT
Synchronous	24
Discipline	Stratégie, Innovation & Entrepreneuriat
Program	International Marketing and Business Development Lille
Prerequisites	No prerequisites needed. Overall understanding of Marketing and Management will help students excel in the course.
Course Description	The course is organized as a sequence of lectures and case studies providing students with their first approach to internationalization. The course has four pillars. First, to challenge the paradigm of competition by emphasizing the need for cooperation in international settings. The second pillar is understanding the modes of internationalization; the different paths undertaken by companies that want to expand their businesses beyond the national frontier. The third element is an overview of how the organizational structure of a company must be adapted for handling international business. The last element is how to deal with local sensibilities and the importance of culture in the process of

	internationalization. This course will look closely at these four aspects of internationalization through concrete examples and case studies with a wide range of companies, sectors, and countries.
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Suzhou
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	<p>List of some references:</p> <p>1. Introduction to IBD and Ecosystems Collinson, S., Narula, R., & Rugman, A. M. (2016). International business. Pearson. (Chapter 1) Brandenburger, A.M. and Nalebuff, B.J., 2002. Use game theory to shape strategy. Strategy: critical perspectives on business and management, 4, p.260. Jacobides, M.G., Cennamo, C. and Gawer, A., 2018. Towards a theory of ecosystems. Strategic Management Journal. Moore, J.F., 1993. Predators and prey: a new ecology of competition. Harvard business review, 71(3), pp.75-86. Teece, D.J., 2007. Explicating dynamic capabilities: the nature and microfoundations of (sustainable) enterprise performance. Strategic management journal, 28(13), pp.1319-1350.</p> <p>2. Internationalization modes Collinson, S., Narula, R., & Rugman, A. M. (2016). International business. Pearson. (Chapter 2) Ghemawat, P., 2001. Distance still matters. Harvard business review, 79(8), pp.137-147.</p> <p>3. Internationalization & Culture: Collinson, S., Narula, R., & Rugman, A. M. (2016). International business. Pearson. (Chapter 5)</p>
Websites	The links will be available on K2 (SKEMA's knowledge platform)

MARKETING RESEARCH

Course Code	MSC.IMBM2.MKCOR.0057
ECTS Credits	3
Course Leader	SOSCIA Isabella
Synchronous	24
Discipline	Marketing
Program	International Marketing and Business Development Lille
Prerequisites	Basic Marketing Course
Course Description	The purpose of marketing research is to provide information for making better business decisions relevant for both international companies and small business (i.e. start up). In this course you will be introduced to

	<p>different stages of the marketing research process. We will focus on qualitative and quantitative aspects of marketing research as it relates to business problems such as market segmentation, positioning, the definition of the communication mix, etc.</p> <p>To get straight to the point, the goals of the course are to:</p> <p>1) Understand the concepts and techniques required to conduct marketing research</p> <p>2) Apply this knowledge in real-world marketing research problems.</p>
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Suzhou
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	<p>Textbooks and References: Malhotra(2007). Marketing research: An applied orientation. Pearson Education Australia.</p> <p>Ryan, G. W., & Bernard, H. R. (2003). Techniques to identify themes. Field methods, 15(1), 85-109.</p>
Websites	

NEW BUSINESS DEVELOPMENT: FROM IDEA TO MARKET

Course Code	MSC.IMBM2.MKCOR.0055
ECTS Credits	3
Course Leader	RIBEIRO Barbara
Synchronous	24
Discipline	Stratégie, Innovation & Entrepreneuriat
Program	International Marketing and Business Development Lille
Prerequisites	M1 Marketing
Course Description	<p>This courses will apply business model strategy and design-thinking as complementary approaches to developing an idea and taking it to market. While moving through the different stages, it will address issues of creativity, ideation, prototyping, seeking proof of concept and pitching ideas to potential investors. It will also explore ideas, models and frameworks relevant to developing creative and innovative learning environments using Knowledge Management principles.</p> <p>This kind of approach may be familiar to some, but as final-year master students, the teams involved will be expected to raise their game and show mastery and understanding of the various stages. There are a range of methods and tools available that must become an integral part of each student's 'toolbox'. And for that, it is not enough to know they are there - skilful application is key.</p> <p>In practical terms, the course will develop the skills needed to generate innovative ideas, test them and then present them with conviction. It will also use real-world innovation tools in the process.</p> <p>These are precisely the skills needed to thrive in an innovation economy.</p>

Course Open to Exchange	Belo /Fall;#Lille /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Suzhou
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Osterwalder, A. and Pigneur, Y. (2010) Business Model Generation. Knapp, J et al. (2016). SPRINT: How to generate ideas and solve problems in just five days by Google Ventures. Liedtka, Jeanne (2013) Solving Problems with Design Thinking : Ten Stories of What Works. Columbia University Press. MIT Sloan Management Review (2019) When Innovation Moves at Digital Speed : Strategies and Tactics to Provoke, Sustain, and Defend Innovation in Today's Unsettled Markets.
Websites	

STRATEGIC BRAND MANAGEMENT

Course Code	MSC.IMBM2.MKCOR.0058
ECTS Credits	4
Course Leader	SPIER Peter
Synchronous	30
Discipline	Marketing
Program	International Marketing and Business Development Lille
Prerequisites	Intermediate marketing is essential Limits may apply to group sizes
Course Description	<p>Few would deny the importance of brands as valuable assets and a potential source of sustainable competitive advantage. Nestlé bought Rowntree (KitKat, After Eight) for almost three times its stock market value and 26 times its earnings. BMW bought the Mini not for the technology, but for the history and the associations. This value is created by the place occupied by the brands in the minds of customers: brand awareness, image, trust and reputation - all built up over many years - are the best guarantee of future cash flows. As one commentator puts it: products are created in the factory. Brands are created in the mind'. Brands provide a short cut for customers when making a purchasing decision, seeking to avoid risk and obtain value for money. Brands provide a relevant, exciting experience. Brands connote a certain life style, values or attitude. Brands can become objects of affection: Lovemarks, even. Buying a brand is an integral part of an individuals quest for identity and meaning.</p> <p>The course will balance theory and practical application, with considerable use of case studies and student project work.</p> <p>Students will learn how companies manage brand equity, clearly a major strategic issue. This course provides a comprehensive introduction to strategic brand management, covering such areas as the building of brand equity, brand identity, brand extension, brand portfolios etc. in national,</p>

	regional and global markets. It will also address issues such as brand personality, emotional branding, brand communities and purpose-driven branding.
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Suzhou
Evaluation	
Final Examination (%)	80
Continuous Assessment (%)	20
Academic reference	A full reading list will be provided on K2 learning platform along with a selection of reports, cases, and articles
Websites	The links will be available on K2 (SKEMA's knowledge platform)

AI & DATA ANALYTICS

Course Code	MSC.IMBM2.MKELE.0202
ECTS Credits	2
Course Leader	OLMEDILLAFERNANDEZ Maria
Synchronous	18
Discipline	Business Analytics, Data Science & AI
Program	International Marketing and Business Development Lille
Prerequisites	A computer is necessary to pursue the course (not a tablet or similar)
Course Description	<p>This course is about giving an overview to the students without programming skills on what is Artificial Intelligence and how it can be used in fields such as Marketing or Business among others.</p> <p>This course also uncovers a role that the students could acquire at the end if they happen to work in a company using AI.</p> <p>The course is divided into two main phases, the first phase is about teaching an introduction to the concepts of AI, and the second phase is all practical based on several projects that do not require a programming background or skills.</p> <p>During the first part the students are taught what are the different applications of AI in marketing, the benefits of using AI in a company, different types of AI, what is Machine Learning, what is Deep Learning, etc.</p>
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Sophia /Fall;#Suzhou /Fall;#Suzhou /Spring
Semester	fall
Campus	Belo Horizonte, Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	30
Continuous Assessment (%)	70
Academic reference	Slides with the lessons provided by the professor. Full access to the Microsoft tools (Power BI, Power Automate, and Azure) to be used during the course.

Websites	The links will be available on K2 (SKEMA's knowledge platform)
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COMPANY CHALLENGE

Course Code	MSC.IMBM2.OTELE.0026
ECTS Credits	2
Course Leader	SPIER Peter
Synchronous	18
Discipline	Stratégie, Innovation & Entrepreneuriat
Program	International Marketing and Business Development Lille
Prerequisites	It is more than useful to have a decent level of French. Exchange students will be accepted after selection, and on understanding that their commitment to the project will be 100%
Course Description	Every year Auchan - the retailer - organizes a challenge in which a business school works together with a local Auchan store to address issues of importance for the retailer. The beauty of this is that students gain hands-on experience in dealing with those issues, with access to real data, in a real-life context. Invariably there will be opportunities to do market research with Auchan's clients. Students work in small teams of three and will present their findings to the stores executive board. The best teams will then present at the regional, and possibly national, level. Students will be coached by a teacher and accompanied by contacts in the company.
Course Open to Exchange	Lille /Fall;#Sophia /Fall;#Sophia /Spring
Semester	fall
Campus	Lille, Sophia
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	Appropriate references will be provided once the topic has been defined
Websites	

DIGITAL GROWTH

Course Code	MSC.IMBM2.MKCOR.0061
ECTS Credits	2
Course Leader	FAURE Camille
Synchronous	18
Discipline	Marketing
Program	International Marketing and Business Development Lille
Prerequisites	No prerequisite. Bringing a personal laptop at every single class is compulsory.
Course Description	To seize the immense potential presented by the digital ecosystem, modern companies must continuously optimize their digital offerings.

	Product Managers play a pivotal role in winning digital organizations: they combine creativity with data analytics to develop the product. Whether it is a website or an application, they are expected to constantly innovate at the very heart of the products features and customer journey. On top of that, students will be learning how to create innovative marketing channels such as chatbots and Augmented Reality.
Course Open to Exchange	Lille /Fall;#Sophia /Spring;#Suzhou /Spring
Semester	fall, spring
Campus	Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	Ellis, Sean, and Morgan Brown. Hacking Growth: How Today's Fastest-Growing Companies Drive Breakout Success. Crown Business, 2017.
Websites	See Official website for Google Analytics: https://analytics.google.com/analytics/academy/ Wordpress: A Step-by-Step Beginners Guide to Build Your Own WordPress Website from Scratch. 2016 https://www.amazon.cn/gp/product/1539991849/ref=oh_aui_detailpage_o00_s00?ie=UTF8&pvc=1 See also official website https://wordpress.org/ for more references.

FINANCE FOR MARKETING AND BUSINESS DEVELOPMENT

Course Code	MSC.IMBM2.FIELE.0122
ECTS Credits	2
Course Leader	BERNARD, Alexandre-EXT
Synchronous	18
Discipline	Finance
Program	International Marketing and Business Development Lille
Prerequisites	
Course Description	
Course Open to Exchange	Lille /Fall
Semester	fall
Campus	Lille
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

MANAGING IN INTERNATIONAL CONTEXTS

Course Code	MSC.IMBM2.MKCOR.0059
ECTS Credits	2
Course Leader	MIDDELMANN Anke
Synchronous	18
Discipline	Management & Organisation
Program	International Marketing and Business Development Lille
Prerequisites	An interest in working across cultures, understanding different mindsets and actions, is a given for this course. While there is no specific academic or prior course requirement, students will be asked to read articles prior to the beginning of the course to ensure a sound foundation from which all students can progress. Any practical experience gained, either while studying, working or general living is a definite plus.
Course Description	<p>In this age of globalization, working in international and therefore multicultural environments is becoming a commonplace occurrence for many managers. Companies value multicultural working environments for the innovative ideas and solutions that can result from different perspectives, approaches and ways of working. At the same time, it is not always easy to navigate multicultural waters stumbling blocks, such as different modes of communication, expectations and assumptions, ways of problem-solving, planning and achieving results--often complicate interactions and results at the international level. In marketing environments, effective multicultural management implies not only the ability to cooperate with others, work in teams and speak different languages, but also to understand the different mindsets of colleagues and consumers and how these will impact not only everyday working but also successful international marketing approaches.</p> <p>This course looks at some of the fundamental obstacles to successful cross-cultural working and, through a learning-by-doing approach, aims not only to raise cultural awareness (both of one's own cultural preferences and those of others) but also provide tools to overcome some of the intuitive and subconscious barriers (such as preconceptions and stereotypes) to permit inclusive and creative working. Moreover, it deals with the necessity of understanding the world views of others--colleagues and consumers--in order not only to work effectively, but also to understand a consumer's cultural mindset.</p>
Course Open to Exchange	Lille /Fall
Semester	fall
Campus	Lille
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	Required readings : Adler, Nancy, "International Dimensions of Organizational Behavior", 2009 Recommended readings :

	Hofstede, G, Hofstede G.J., Minkov, M, "Cultures and Organisations. Software of the Mind", McGraw-Hill, 2010 Steers, R.M., Sanchez-Runde, C.J., Nardon, L., Management Across Cultures, Cambridge University Press, 2010 Additional articles will be provided on the Knowledge course site
Websites	

PANEL DATA ANALYSIS

Course Code	MSC.IMBM2.MKELE.0191
ECTS Credits	2
Course Leader	LIMA Marcos
Synchronous	18
Discipline	Marketing
Program	International Marketing and Business Development Lille
Prerequisites	Intermediate marketing knowledge.
Course Description	<p>Today, data seems more available than ever before, however, many global brands have to rely on external providers to collect data about their performance.</p> <p>Indeed many of those global FMCG brands sell their products via middlemen and retailers, thus, they do not have a direct contact with the consumers, so that they not get clear and precise information about their sales. It is crucial however, to assess the brand performance when designing marketing strategies. This is why they need to purchase information from panels providers: the distributor and households panels, helping them to measure and understand their sales in stores and the purchase behavior on households level, to have a clear picture of the market, the brand and the competition.</p> <p>The aim is to enable students to read, interpret and analyze the panels to identify problematics, but also evaluate growth drivers, in order to recommend targeted and contextualized marketing action plans.</p> <p>The ability to manage panels information is an increasingly important skill, when applying for many marketing positions.</p>
Course Open to Exchange	Lille /Fall
Semester	fall
Campus	Lille
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	Advanced Customer Analytics : Targeting, Valuing, Segmenting and Loyalty Techniques Ed. 1. Grigsby, Mike. Kogan Page, 2016 Methods in Consumer Research, Volume 1 : New Approaches to Classic Methods. Ares, Gaston Elsevier Science. 2018
Websites	

PERFECT PITCH

Course Code	MSC.IMBM2.MKELE.0050
ECTS Credits	2
Course Leader	SPIER Peter
Synchronous	18
Discipline	Marketing
Program	International Marketing and Business Development Lille
Prerequisites	General marketing knowledge
Course Description	This course will take you to the world of public speaking in the business environment. How to overcome stage fright, how to use efficiently your body on stage; How to create a strong connection with the audience using nonverbal communication: voice, inner rhythm, breathing, and eye contact. How to embody a specific status to increase your impact. You will learn about building a business pitch, how to build effective PowerPoint, how to use storytelling, and how to be a better listener. How to adapt to the audience and how to react positively to mistakes and unexpected situations
Course Open to Exchange	Lille /Fall;#Sophia /Fall;#Suzhou /Spring
Semester	fall
Campus	Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	Nabla Leviste : (TedX) créativité immédiate l'importance de se détendre David Servan-Scheiber: Guérir, Le stress, l'anxiété et la dépression sans médicaments ni psychanalyse: coherence cardiaque Keith Johnstone IMPRO, Improvisation & the Theater, Youtube Improv interviews , the suggestibles Improv company- Fear & Risk About spontaneity & originality - Dont do your best (TedX) : Mark Jane Jeux et enjeux, la boîte à outils de l'improvisation théâtrale: Niveaux de tension Jean-Laurent Cochet : L'art et la technique du comédien Keith Johnstone IMPRO, Improvisation & The Theater Status Improv interviews , the suggestibles Improv company: Status National Theater Youtube Channel The World of Comedia del Arte : Character Shape, Didi Hopkins Barbar McAfee: TedX The 5 element framework Wendy Leborgne : Ted X Vocal Branding Beyond Words: How Your Voice Shapes Your Communication Image Roger Love : TedX Is your voice ruining your life David J Philips: Ted X How to avoid death by powerpoint David Beckett best3minutes.com Youtube : How to give the perfect pitch? The Open-3 Close Pitch Canvas, The Pitch Canva Keith Johnstone : Impro for Storytellers Christian Vogler : The Heros Journey Sebastien Durand : Storytelling ré-enchanter votre communication Les 7 histoires qui font la différence

	Michelle Golden : TedX : The Elevator Pitch is out of order Mace Horoff TedX : If youve had sex, you know how to sell
Websites	

RESEARCH METHODS

Course Code	MSC.IMBM2.MKELE.0143
ECTS Credits	2
Course Leader	LIMA Marcos
Synchronous	18
Discipline	Management & Organisation
Program	International Marketing and Business Development Lille
Prerequisites	Market Research, or courses delivery research methodologies (i.e., qualitative vs. quantitative methods). These courses can take place simultaneously with the Research Writing and Critical Thinking.
Course Description	<ol style="list-style-type: none"> 1. Building connections between academic research and practical business activities by getting to know more about how we can use research to make better sense to business; 2. Helping you prepare your upcoming Master Thesis in terms of developing thesis topics and research questions, and better understand research methods; 3. Helping you master the essential skills useful for not only thesis writing, but also marketing consulting/research firms; 4. Helping you better understand marketing practices in a structured and logical way, and major areas of marketing research and/or marketing practices; 5. Helping you dramatically improve your skills in reading, writing, thinking, and public speech/presentation. 6. Helping you strategise your thesis design in order to use your thesis to better position yourself in the job market you are interested in
Course Open to Exchange	Lille /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	Saunders M., Lewis P., Thornhill A. (2016), "Research methods for business students", Pearson.
Websites	<p>On research topics and questions: www.msi.org</p> <p>On writing a literature review: http://www.lib.ncsu.edu/tutorials/litreview/</p> <p>On citing your references: http://fr.slideshare.net/coma-hovadak/harvard-referencing-2011</p> <p>On quoting and paraphrasing: http://owl.english.purdue.edu/owl/resource/563/1/</p> <p>Paraphrasing guidelines : http://owl.english.purdue.edu/owl/resource/619/1/</p>

	Paraphrasing exercise: http://owl.english.purdue.edu/owl/resource/619/02/
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SUSTAINABLE MARKETING & COMMUNICATION

Course Code	MSC.IMBM2.MKELE.0159
ECTS Credits	2
Course Leader	SPIER Peter
Synchronous	18
Discipline	Marketing
Program	International Marketing and Business Development Lille
Prerequisites	No academic prerequisite; however, students should have the basics of marketing (M1 marketing) so they can relate to marketing concepts.
Course Description	The course objective is to provide a comprehensive framework for understanding how sustainability issues can become a part of a successful marketing strategy. Although the primary emphasis of the course will be on sustainable marketing, such an approach necessarily interfaces will all areas of business. Therefore understanding sustainable marketing as embedded in a broader corporate responsibility perspective is needed. Nevertheless, the course gives special attention to the areas of sustainable products/services, communications and consumer behaviour.
Course Open to Exchange	Lille /Fall
Semester	fall, spring
Campus	Lille, Nanjing, Paris
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Sustainability Marketing A global perspective- Belz and Peattie Wiley 2013 Books in French, used to support lectures: Marketing (plus) durable - P.Volle & John W.Schouten- deBoeck Superieur- 2022 Guide de la communication responsable brochure professionnelle editée par IADEME nouvelle édition 2022 - « les clefs pour agir »
Websites	

PROJECT AND PROGRAMME MANAGEMENT AND BUSINESS DEVELOPMENT

CAREER MANAGEMENT 1

Course Code	MSC.SFFM2.FICOR.0012
ECTS Credits	1
Course Leader	ANDRE Nathalie
Synchronous	6
Discipline	Autre

Program	Project and Programme Management and Business Development
Prerequisites	-
Course Description	Devellop knowledge and skills about recrutement situation
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall
Semester	fall
Campus	Belo Horizonte, Dubaï, Lille, Paris, Raleigh, Sophia
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	Talent and careers HUB Création du profil personnel
Websites	

INTERNATIONAL CONTRACT MANAGEMENT

Course Code	MSC.PPMM2.PMCOR.0090
ECTS Credits	2
Course Leader	FISHER, Eddie-EXT
Synchronous	18
Discipline	Management & Organisation
Program	Project and Programme Management and Business Development
Prerequisites	None
Course Description	<p>Ample credible evidence exists that despite the professionalization of project management, projects and the products these projects are producing are failing at an unacceptable rate.</p> <p>One of the major root causes stems from contractually related issues.</p> <p>This course has been designed to help you develop an understanding of what contractually related issues are causing both project and product failures and what we, as project managers, can and should be doing about it.</p> <p>This course is somewhat unique as it looks at contracts and contracting from both the OWNERS and CONTRACTORS perspective, on the premise that the only way to be able to fix the issues lies in creating contracts which are fair and equitable in allocating risks to the party most capable of managing those risks.</p> <p>Because construction is arguably one of the oldest (Pyramids? Great Wall of China? Cathedrals of Europe?) applications of the project management processes and have some of the most sophisticated and well developed contract documents, many of the documents are coming from construction sources.</p> <p>HOWEVER all attempts will be made to demonstrate how these same terms and conditions can be adopted or adapted for use by other sectors. As there are both team and individual projects, students are free to document how they can or would</p>

	modify the contractual terms and conditions found in construction for use in other sectors. (Essentially, all sectors are experiencing the same issues to a greater or lesser extent.)
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic Reference	<p>BEFORE DAY 1 (Pre-Course Reading Assignments)</p> <p>1. Guild of Project Controls Compendium and Reference (GPCCaR) http://www.planningplanet.com/guild/GPCCAR-modules (FREE but you have to fill in a PROFILE that will take you about 10 minutes)</p> <p>a. Module 2-1 Managing People: http://www.planningplanet.com/guild/gpccar/introduction-to-managing-people</p> <p>b. Module 2-6 Identifying and Engaging Stakeholders: http://www.planningplanet.com/guild/gpccar/introduction-to-managing-people</p> <p>c. Module 5-1 Introduction to Managing Contracts: http://www.planningplanet.com/guild/gpccar/introduction-to-managing-contracts</p> <p>d. Module 5-3 Selecting the Project Delivery Method and Contract Type: http://www.planningplanet.com/guild/gpccar/managing-contracts-select-project-delivery-method-contract-type</p> <p>e. Module 5-4 Tendering and Bidding the Contract: http://www.planningplanet.com/guild/gpccar/managing-contracts-tendering-and-bidding-the-project</p> <p>f. Module 5-5 Managing the Contract (Owners and Contractors Perspectives): http://www.planningplanet.com/guild/gpccar/managing-contracts-managing-the-contract</p> <p>g. Module 5-6 Closing the Contract (Owners and Contractors Perspectives) http://www.planningplanet.com/guild/gpccar/managing-contracts-closing-the-contract</p> <p>h. Module 10-1 Introduction to Managing Change: http://www.planningplanet.com/guild/gpccar/introduction-to-managing-change</p> <p>i. Module 10-3 Managing Change- The Owners Perspective: http://www.planningplanet.com/guild/gpccar/managing-change-the-owners-perspective</p> <p>j. Module 10-4 Managing Change- The Contractors Perspective: http://www.planningplanet.com/guild/gpccar/managing-change-the-contractors-perspective</p> <p>k. Module 10-5 Managing Change Using Configuration Management: http://www.planningplanet.com/guild/gpccar/managing-change-configuration-management</p> <p>l. Module 12-1 Introduction to Forensic Analysis:</p>

	<p>http://www.planningplanet.com/guild/gpccar/introduction-to-managing-forensic-analysis</p> <p>2. KPMG Global Construction Survey 2015: https://home.kpmg.com/xx/en/home/insights/2015/03/global-construction-survey.html</p> <p>3. ARCADIS Global Construction Disputes 2015- https://www.arcadis.com/media/2/8/9/%7B289321DC-B266-4A13-82FA-CCBD54B6F535%7DARCADIS%20Construction%20Disputes%20Report%202015%2004.pdf</p> <p>4. Why do Contractors Fail? http://c.ymcdn.com/sites/www.surety.org/resource/resmgr/LearnAboutSurety/Why_Do_Contractors_Fail.pdf</p> <p>5. Ernst & Young Project Efficiency in the Oil and Gas Sector: http://www.ey.com/gl/en/industries/oil---gas/ey-project-efficiency-in-oil-and-gas</p> <p>1. Job outlook 2016: the attributes employers want to see on new college graduates resumes-http://www.naceweb.org/career-development/trends-and-predictions/job-outlook-2016-attributes-employers-want-to-see-on-new-college-graduates-resumes/</p> <p>2. What is project based learning? http://www.bie.org/about/what_pbl</p> <p>3. Kirkpatrick new world model- http://www.kirkpatrickpartners.com/our-philosophy/the-new-world-kirkpatrick-model</p> <p>4. Pay the laborer before his sweat dries: http://www.masjidma.com/2012/09/03/the-employer-employee-relationship/</p> <p>5. Caution- pay when paid clauses: http://www.jdsupra.com/legalnews/caution-pay-when-paid-clauses-are-a-58593/</p> <p>6. Understanding pay-if-paid and pay-when-paid clauses in a construction contract: http://floridaconstructionlawgroup.com/understanding-pay-if-paid-and-pay-when-paid-clauses-in-a-construction-contract/</p> <p>7. Unfair payment clauses in the contracts in the uae: http://www.slqsuae.org/wp-content/uploads/2014/12/article-by-roshan-2014.pdf</p> <p>8. Project management credentials compared against the us professional engineer (pe) license- http://pmworldjournal.net/wp-content/uploads/2016/12/pmwj53-dec2016-giammalvo-certification-benchmarking-2016-update-featured-paper.pdf</p> <p>AIS integrated project delivery approach- https://www.aiacontracts.org/resources/64146-integrated-project-delivery-a-guide</p> <p>9. How to develop competent professional level project management practitioners- http://pmworldjournal.net/wp-content/uploads/2015/07/pmwj36-jul2015-giammalvo-producing-competent-practitioners-second-edition.pdf</p> <p>FOR PURCHASE BY SKEMA FOR YOUR LIBRARY</p> <p>10. FIDIC Red Book: http://fidic.org/books/construction-contract-1st-ed-1999-red-book</p> <p>11. AIA General Conditions of the Contract 2017: https://www.aiacontracts.org/events/86776-aia-2017-documents-the-revised-general-conditions-and-new-sustainable-projects-exhibit-</p> <p>12. EJCDC General conditions: http://www.ejcdc.org/product/c-700-standard-general-conditions-2013-2/</p> <p>13. ConsensusDocs General Conditions http://www.consensusdocs.org/Resource_/FileManager/Redline_of_ConsensusDocs_200_2007_2011_2012_2014.pdf</p> <p>14. CSI Project Resource Manual 5th Edition https://www.amazon.com/Project-Resource-Manual-CSI-Practice/dp/0071370048</p>
Websites	<p>1. Guild of Project Controls- http://www.planningplanet.com/guild</p> <p>2. Guild of Project Controls Competency Certification Home page-</p>

	http://www.planningplanet.com/guild/certification 3. Association for the Advancement of Cost Engineering International- http://web.aacei.org/about-aace
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LANGUAGE: FRENCH BEGINNER I FALL (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4312
ECTS Credits	1
Course Leader	LI-LANTIGNER Jing
Synchronous	24
Discipline	Autre
Program	M1 ABM France
Prerequisites	There are no-prerequisites for this course.
Course Description	<p>This course is designed for students with no prior knowledge of the language and offers an introduction to French language and francophone culture. Students will study French pronunciation and develop knowledge of the language in all four skills at a basic level. By the end of this course (French Beginner I and II), students will be able to communicate in a range of daily life situations at a basic level. The course aims to prepare students for a period of study abroad by increasing cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French.</p> <p>Overall, this course prepares students to reach a level comparable to A1 CEFR.</p>
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Dubaï, Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	Apprendre le français avec RFi : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav

	&utm_campaign=langue-francaise_apprendre-le-francais Français Interactif : http://www.laits.utexas.edu/fi/home Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/
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LANGUAGE: FRENCH BEGINNER II FALL (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4360
ECTS Credits	1
Course Leader	LI-LANTIGNER Jing
Synchronous	24
Discipline	Autre
Program	M1 ABM France
Prerequisites	Students must have completed French Beginner I or approx. 25/30 hours of prior learning.
Course Description	<p>This course is the continuation of French Beginner I and offers an introduction to French language and francophone culture. Students will study French pronunciation and develop knowledge of the language in all four skills at a basic level. By the end of this course (French Beginner I and II), students will be able to communicate in a range of daily life situations at a basic level. The course aims to prepare students for a period of study abroad by increasing cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French.</p> <p>Overall, this course prepares students to reach a level comparable to A1 CEFR.</p>
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Dubaï, Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	Apprendre le français avec RFI : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav

	&utm_campaign=langue-francaise_apprendre-le-francais Français Interactif : http://www.laits.utexas.edu/fi/home Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/
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LANGUAGE: FRENCH ELEMENTARY FALL (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4313
ECTS Credits	1
Course Leader	LI-LANTIGNER Jing
Synchronous	24
Discipline	Autre
Program	M1 ABM France
Prerequisites	Have an elementary knowledge of French and have approximately 100-150 hours of prior study
Course Description	<p>This course is designed for students who have an elementary knowledge of French and who have approximately 100-150 hours of prior study. Students will further develop their ability to use French in the four skills (speaking, listening, reading and writing), improve their pronunciation and increase their confidence in the language. By the end of this course, students will be able to deal with a diverse range of daily life situations and communicate on a range of familiar topics. The course aims to prepare students for a period of study abroad by increasing cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French.</p> <p>Overall, students will attain a level comparable to A2 CEFR.</p>
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Dubai, Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	Apprendre le français avec Rfi : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde :

	http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais Français Interactif : http://www.laits.utexas.edu/fi/home Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/
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LANGUAGE: FRENCH INTERMEDIATE FALL (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4314
ECTS Credits	1
Course Leader	LI-LANTIGNER Jing
Synchronous	24
Discipline	Autre
Program	M1 ABM France
Prerequisites	Pass at an Elementary (A2) course or have approximately 200-250 hours of prior study
Course Description	This course is designed for students who have an intermediate knowledge of French (students who have successfully passed the Elementary (A2) course or who have approximately 200-250 hours of prior study). Students will further develop their ability to use French in the four skills (speaking, listening, reading and writing) in familiar work and social contexts. By the end of this course, students will be able to communicate in a range of social and professional situations at intermediate level. The course aims to prepare students for a period of study abroad by further consolidating cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French. Overall, students will attain a level comparable to B1 CEFR.
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Dubai, Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	Apprendre le français avec RFI : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde :

	http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/
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LANGUAGE: FRENCH POST-BEGINNER FALL (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4315
ECTS Credits	1
Course Leader	LI-LANTIGNER Jing
Synchronous	24
Discipline	Autre
Program	M1 ABM France
Prerequisites	Pass at the Beginner I and II course or have approximately 50 hours of prior study
Course Description	<p>This course is designed for students who have a basic knowledge of French (students will have successfully passed the Beginner I and II course or have approximately 50 hours of prior study). Students will consolidate their pronunciation and their knowledge of the language in all four skills at a basic level. By the end of this course, students will be able to communicate in a range of simple daily life situations. The course aims to prepare students for a period of study abroad by increasing cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French.</p> <p>Overall, students will attain a level comparable to A1 CEFR.</p>
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Dubaï, Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	Apprendre le français avec RFi : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais

	Français Interactif : http://www.laits.utexas.edu/fi/home Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/
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LEADERSHIP SKILLS FOR PROJECTS

Course Code	MSC.PPMM2.PMCOR.0078
ECTS Credits	3
Course Leader	WALKER, Sandra-EXT
Synchronous	24
Discipline	Autre
Program	Project and Programme Management and Business Development
Prerequisites	None
Course Description	<p>Leadership is a critical project management skill. This course is designed to steer participants towards a self-directed learning path to grow and excel as a project manager. Every project is unique, so future leadership scenarios cannot be foreseen with great accuracy. This seminar therefore helps participants to invest in leadership readiness, equipping them with the intellectual and emotional resources required to thrive in an international project situation. Project managers must be able to quickly engage team members and stakeholders, even from another culture, transcend differences and bring them towards the desired project goals in a timely manner, be it on a face-to-face or virtual team.</p> <p>Leadership is about influence, both through personal effectiveness and defined channels of responsibility. The project manager has to be a decision-maker and change agent, creating a vision, building authority and displaying communication creativity and problem solving strategies. The emphasis is on self-awareness and then putting leadership into action, attracting the relevant players to a project and keeping them onboard.</p> <p>Human factor challenges can be overcome by:</p> <ul style="list-style-type: none"> Dynamizing a transversal team and stakeholders towards a positive outcome Making effective presentations of ideas and using influence tactics Communicating effectively with individual team members Overcoming resistance: removing obstacles and dealing with objections <p>The course incorporates a range of modern concepts in this domain, including self-directed learning, strengths-based leadership and transformational strategies. Though of a short duration, it nonetheless offers a solid foundation for the project manager towards leadership development.</p>
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	REQUIRED READINGS Northouse, P. (2010). Leadership: Theory and Practice (5th ed.). Thousand Oaks: Sage.

	<p>Pinto, J., Thoms, P., Trailer, J., Palmer, T., & Govekar, M. (1998). <i>Project Leadership: From Theory to Practice</i>. Newton Square: Project Management Institute.</p> <p>RECOMMENDED READINGS</p> <p>Anbari, F. T., Khilkhanova, E. V, Romanova, Maria, V., Ruggia, M., Han-Huei Tsay, C., & Umpleby, Stuart, A. (2010). <i>Cultural Differences in Projects</i>. Newtown Square.</p> <p>Clarke, N. (2012). Leadership in projects: what we know from the literature and new insights. <i>Team Performance Management</i>, 18(3/4), 128148.</p> <p>Hunter, J. (1998). <i>The Servant</i>. Roseville: Prima.</p> <p>Lee, Margaret, R. (2014). <i>Leading Virtual Project Teams</i>. Boca Raton: CRC Press, Taylor and Francis.</p> <p>Lee-Kelley, L. (2002). Situational leadership: Managing the virtual project team. <i>Journal of Management Development</i>, 21(6), 461476.</p> <p>Levin, G. (2008). Guidelines to Create a Culture to Promote Successful Use of Virtual Teams Benefits and Challenges of Working with Virtual Teams. In PMI (Ed.), <i>PMI Global Congress Proceedings-Denver, Colorado, USA</i> (pp. 19). Denver: PMI.</p> <p>Levin, G. (2009). <i>Team-Building Strategies for the Virtual Team</i>, 110.</p> <p>Levin, G., & Rad, P. (2006). Successful Motivational Techniques for Virtual Teams. In <i>PMI Global Congress Proceedings-Madrid, Spain</i>. Newton Square: PMI.</p> <p>Pinto, J. K., & Trailer, J. (1998). <i>Leadership Skills for project Managers</i>. Newtown Square: Project Management Institute.</p> <p>Rad, P., & Levin, G. (2003). <i>Achieving Project Management Success Using Virtual Teams</i>.</p> <p>Ralf Müller, Konrad Spang, S. O. (2009). Cultural differences in decision making in project teams. <i>International Journal of Managing Projects in Business</i>, 2(1), 70 93.</p> <p>Slevin, D. P., & Pinto, J. K. (1991). Project Leadership: Understanding and Consciously Choosing your Style. <i>Project Management Journal</i>, XXII(1), 3948.</p> <p>Thompson, K. (2010). <i>Servant-Leadership: An effective model for project management</i>. Capella University.</p> <p>Turner, J. R. (2007). <i>Gower Handbook of Project Management</i>. (J. R. Turner, Ed.) (4th ed.). Aldershot: Gower.</p> <p>Turner, J. R., & Müller, R. (2005). The Project Managers Leadership Style as a Success Factor on Projects: a literature review. <i>Project Management Journal</i>, 36(1), 4962.</p> <p>Turner, J. R., & Müller, R. (2006). <i>Choosing Appropriate Project Managers: matching their leadership style to the type of project</i>. Newtown Square: Project Management Institute.</p> <p>Turner, J. R., Müller, R., & Dulewicz, V. (2009). Comparing the leadership styles of functional and project managers. <i>International Journal of Managing Projects in Business</i>, 2(2), 198216.</p>
Websites	<p>WEBLINKS:</p> <p>http://www.ipma.ch/Pages/default.aspx</p> <p>http://www.pmi.edu (Project Management articles)</p> <p>http://www.mckinseyquarterly.com (Management articles)</p> <p>http://www.geert-hofstede.com (Cross cultural)</p> <p>http://www.edwarddebono.com (Thinking strategies)</p> <p>http://www.quadrant1.com (Personal development)</p>

	http://www.12manage.com (Management theories) http://www.fourhourworkweek.com (Personal Life Goals) https://www.ted.com/playlists/140/how_leaders_inspire (Leadership) DVDs: CNBC The Leaders - The Secrets To Their Success FILMS: Remember the Titans (2001) Gandhi (1982) Hotel Rwanda (2006) Twelve Angry Men (1957)
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PEOPLE IN PROJECTS

Course Code	MSC.PPMM2.PMCOR.0079
ECTS Credits	2
Course Leader	BLAIR Berill
Synchronous	18
Discipline	Autre
Program	Project and Programme Management and Business Development
Prerequisites	None
Course Description	Project managers are facing many challenges: an increasing complexity related to fast changing and highly competitive environments that influences the project; a multiple set of internal and external stakeholders with different and sometimes conflicting demands that need to be balanced; as well as issues in acquiring and using human resources, as developing and maintaining trust and/or managing change and conflict, which is probably one of their toughest challenges. This course addresses these challenges from three perspectives: the organization, the team and the individual level. Managing people in projects is a course that introduces Human Resource Management (HRM) for and in projects, with a focus on four main topics: the project oriented organization and its features; HRM in project oriented organizations; HRM in projects and project stakeholder management.
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	Books: Huemann, M. (2015). Human Resource Management in the project-oriented Organization. Gower Applied Research (Chapter 4, 5 and 9) Huemann, M.; Eskerod, P. ; Ringhofer, C. (2016). Rethink! Project Stakeholder Management. PMI (Chapter 3 and 10) Papers: Gustavsson, T.K. (2016), Organizing to avoid projectoverload: The use and

	<p>risks of narrowing strategies in multi-project practice, <i>International Journal of Project Management</i>, 34, 94101.</p> <p>Keegan, A., Huemann, M. & Turner, R.J. (2012), Beyond the line: exploring the HRM responsibilities of line managers, project managers and the HRM department in four project-oriented companies in the Netherlands, Austria, the UK and the USA, <i>International Journal of Human Resource Management</i>, 23 (15). pp. 3085-3104.</p> <p>Freeman, R. E. and McVea, J. (2001), A Stakeholder Approach to Strategic Management, Darden Business School Working Paper, No. 01-02. Available at SSRN: http://ssrn.com/abstract=263511 or http://dx.doi.org/10.2139/ssrn.263511</p> <p>Achterkamp, M.C., & Vos, J.F.J. (2008). Investigating the use of the stakeholder notion in project management literature, a meta-analysis. <i>International Journal of Project Management</i>, 26, 749-757.</p> <p>Additional readings (recommended):</p> <p>Ballejos, L.C. & Montagna, J.M. (2008), Method for stakeholder identification in interorganizational environments. <i>Requirements Engineering</i> 13 (4), 281329.</p> <p>Bryson , J . M . (2004) , What to do when stakeholders matter: Stakeholder identification analysis techniques, <i>Public Management Review</i>, 6 , 21 53 .</p> <p>Jepsen, A.L., Eskerod, P. (2009), Stakeholder analysis in projects: challenges in using current guidelines in the real world. <i>International Journal of Project Management</i>, 27 (4), 335343.</p> <p>Huemann, M., Keegan A.E. and. Turner, J.R. (2007), Human Resource Management in the Project-oriented Company: a review, <i>International Journal of Project Management</i>, 25, 315323.</p> <p>Packendorff, J. (2002), The temporary society and its enemies: Projects from an individual perspective". In: K. Sahlin-Andersson & A. Söderholm (eds.) <i>Beyond Project Management: New Perspectives on the Temporary-Permanent Dilemma</i>: pp. 39-58. Malmö: Liber.</p> <p>Söderlund J & Bredin K. (2006), HRM in project-intensive firms: changes and challenges, <i>Human Resource Management</i>, 45(2):24965.</p>
Websites	

PROJECT MANAGEMENT METHODS

Course Code	MSC.PPMM2.PMCOR.0084
ECTS Credits	2
Course Leader	GARDINER Paul
Synchronous	6
Discipline	Management & Organisation
Program	Project and Programme Management and Business Development
Prerequisites	None
Course Description	Agile PM and SCRUM are two important project management methods used internationally. This course provides foundation level competence in both and an opportunity for certification. The course covers the SCRUM Master Certification requirements based on the Agile Business Consortium syllabus and certified by APMG. Agile PM is a project management method suitable for dynamic projects with high uncertainty and/or complexity. The course covers the key principles of AGILEPM, specifically: underpinning

	philosophy and principles, lifecycle of an AgilePM project, products, techniques, roles and responsibilities. Online help is available by TrainingByteSize.com for both methods. Candidates that pass the course will be provided with an opportunity for certification in both methods. An assignment is included in the course.
Course Open to Exchange	Only for Dual Degree students, not open to regular exchange students
Semester	fall
Campus	Belo Horizonte, Lille, Paris
Evaluation	
Final Examination (%)	70
Continuous Assessment (%)	30
Academic reference	REQUIRED READINGS Manuals for PRINCE2 and Agile PM RECOMMENDED READINGS Other resources and articles will be supplied. NOTE PRINCE2® is a registered trade mark of AXELOS Limited, used under permission of AXELOS Limited. All rights reserved. AgilePM® and AgilePgM® are registered trademarks of Dynamic Systems Development Method Ltd. All rights reserved.
Websites	www.apmgroup.co.uk trainingbytesize.com

PROJECT PLANNING AND CONTROL

Course Code	MSC.PPMM2.PMCOR.0077
ECTS Credits	3
Course Leader	GARDINER Paul
Synchronous	24
Discipline	Management & Organisation
Program	Project and Programme Management and Business Development
Prerequisites	None.
Course Description	This course aims to provide students with the core knowledge areas of project management. The course combines the knowledge available in project management with the PMI Body of Knowledge (PMBok). Focus will be on understanding the application of the tools of project management, such as work breakdown structure, use of critical path scheduling, stakeholder management, risk management and earned value analysis. The principles and tools are integrated and clarified through use of examples, case studies and simulations. Reference is made to the PMBoK project management life cycle and its processes related to each of the course topics.
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris

Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	<p>PRE-READING</p> <p>Read chapter 1, 2 and 3 of: Project Management Institute. 2013. A Guide to the Project Management Body of Knowledge (PMBOK® Guide) Fifth Edition</p> <p>REQUIRED READINGS</p> <ol style="list-style-type: none"> 1. Kerzner, H. 2013. Project Management: A Systems Approach to Planning, Scheduling, and Controlling, 11th Ed. John Wiley & Sons Inc. (available in the library in e-book format) 2. Project Management Institute. 2013. A Guide to the Project Management Body of Knowledge (PMBOK® Guide) Fifth Edition 3. Selected list of journal articles will be communicated to students before the start of the course. <p>RECOMMENDED READINGS</p> <ol style="list-style-type: none"> 1. Gardiner, P. D. 2005. Project Management: A Strategic Planning Approach, Palgrave Macmillan. 2. Pinto, J. K. 2015. Project Management: Achieving Competitive Advantage, 4th Ed. Prentice Hall.
Websites	1. www.pmi.org

PROJECT PRACTICE PORTFOLIO 1

Course Code	MSC.PPMM2.PMOPT.0001
ECTS Credits	3
Course Leader	GARDINER Paul
Synchronous	24
Discipline	Management & Organisation
Program	Project and Programme Management and Business Development
Prerequisites	NONE
Course Description	This course requires you to work in teams on real projects in a portfolio. You will be part of a cell working on several projects and will develop your project management competences through practice. Part 1 is focused on project generation and initiation activities up to and including the project charter. Part 2 is focused on project development and delivery, quality management, audit and control.
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	<p>Required readings</p> <ol style="list-style-type: none"> 1. PMI PMBOK Guide and Agile Practice Guide (latest edition)

	2. IPMA ICB4 3. PRINCE2 guide 4. GAPPS project manager and sponsor standards
Websites	

RESEARCH METHODS 1

Course Code	MSC.PPMM2.PMCOR.0201
ECTS Credits	0
Course Leader	GARDINER Paul
Synchronous	18
Discipline	Autre
Program	Project and Programme Management and Business Development
Prerequisites	None
Course Description	Fundamentals of research methods for business
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

CONSULTING SKILLS: DESIGNING A PROJECT-BASED ORGANIZATIONAL TRANSFORMATION

Course Code	MSC.PPMM2.PMELE.0008
ECTS Credits	2
Course Leader	GARDINER Paul
Synchronous	18
Discipline	Management & Organisation
Program	Project and Programme Management and Business Development
Prerequisites	None
Course Description	This course equips participants with the essential consulting skills needed to design project-based organizational transformations. Learners will explore methodologies for assessing organizational needs, developing transformation strategies, and designing projects that lead to effective change. Through case studies and practical exercises, participants will gain insights into stakeholder engagement, risk management, and creating a culture receptive to change. Ideal for aspiring consultants and organizational leaders, this course lays the foundation for driving impactful transformation initiatives.

Course Open to Exchange	Lille /Fall;#Paris /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	
Websites	

DIGITAL TOOLS FOR PROJECT MANAGEMENT

Course Code	MSC.PPMM2.PMELE.0002
ECTS Credits	1
Course Leader	GARDINER Paul
Synchronous	12
Discipline	Management & Organisation
Program	Project and Programme Management and Business Development
Prerequisites	None.
Course Description	Practical application of MS Project, Power BI and Power Automate to increase efficiency.
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall
Semester	fall
Campus	Lille, Paris
Evaluation	
Final Examination (%)	70
Continuous Assessment (%)	30
Academic reference	None
Websites	None

DIGITAL TRANSFORMATION IN PROJECT MANAGEMENT

Course Code	MSC.PPMM2.PMCOR.0200
ECTS Credits	1
Course Leader	ROMERO-TORRES, Alejandro-EXT
Synchronous	12
Discipline	Autre
Program	Project and Programme Management and Business Development
Prerequisites	No prerequisites

Course Description	A specialisation course to familiarise students with latest developments linking productivity tools and AI to project management. This course is about the application of AI and digital tools in the management of projects and this can impact the different stakeholders, especially the project manager.
Course Open to Exchange	Lille /Fall
Semester	fall
Campus	Lille
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

GEOPOLITICAL CONSIDERATIONS IN PROJECT AND PROGRAM MANAGEMENT

Course Code	MSC.PPMM2.HRELE.0001
ECTS Credits	1
Course Leader	LACHERET Arnaud
Synchronous	12
Discipline	Droit & Humanités
Program	Project and Programme Management and Business Development
Prerequisites	None
Course Description	International relations are more and more impacting business in general and Project Management in particular. Armed conflicts, access to resources, local instability, climate change, international organizations, action of private entities on states many topics have raised during the 21st century and a good project manager has to be aware of them. This class will be an introduction to geopolitics applied to international business and especially project management.
Course Open to Exchange	Lille /Fall;#Paris /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	

GLOBAL PROJECT MANAGEMENT

Course Code	MSC.PPMM2.PMCOR.0080
ECTS Credits	2
Course Leader	DESMOND, Luke
Synchronous	18
Discipline	Autre
Program	Project and Programme Management and Business Development
Prerequisites	None
Course Description	Globalization and technological advances sparked the creation of global projects (GPs) characterized by multicultural teams from various organizations, working in different countries, speaking different languages and collaborating across time zones. This course aims to explain a holistic framework that supports the early identification of global risks and challenges and makes suggestions to students that are looking into improving coordination, communication and collaboration in GPs. Through the case studies, students will assess how companies face the GPM challenges and apply the practices in the framework, expanding it in order to reflect the evolving technologies and increasingly complex human relations in several organizational and geographical contexts.
Course Open to Exchange	Belo /Fall;#Lille /Fall
Semester	fall
Campus	Lille
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	<p>REQUIRED READINGS BEFORE DAY 1</p> <p>1. Binder JC, Gardiner PD, Ritchie JM. A model of success factors for global project management. Project Perspectives 2010;XXXII:411. https://www.researchgate.net/publication/301609227_A_Model_of_Success_Factors_for_Global_Project_Management</p> <p>2. Binder JC. The global project management framework: communication, collaboration and management across borders. Proceedings of the PMI Global Congress EMEA, The Netherlands: Project Management Institute; 2009. https://www.researchgate.net/publication/230663211_The_Global_Project_Management_Framework_Communication_Collaboration_and_Management_Across_Borders https://www.researchgate.net/publication/230663209_Global_project_management_framework_a_Cartesian_concept_model</p>

3. Binder JC. Global project management: communication, collaboration and management across borders. UK: Gower Publishing, Ltd.; 2007.

4. Binder, JC et al, The Project Management Cocktail Model: An Approach for Balancing Agile and ISO 21500. *Procedia - Social and Behavioral Sciences*, 2014. https://www.researchgate.net/publication/261560647_The_Project_Management_Cocktail_Model_An_Approach_for_Balancing_Agile_and_ISO_21500

RECOMMENDED READINGS

1. Aaltonen, K. and Sivonen, R. (2008), 'Response strategies to stakeholder pressures in global projects', *International Journal of Project Management* - In Press.
2. Aaltonen, K., Jaakko, K. and Tuomas, O. (2008), 'Stakeholder salience in global projects', *International Journal of Project Management* 26(5), 509 - 516.
3. Badir, Y. F., Founou, R., Stricker, C. and Bourquin, V. (2003), 'Management of global large-scale projects through a federation of multiple web-based workflow management systems', *Project Management Journal* 34(3), 40 - 47.
4. Binder JC. Types of PMOs (Models). In *PMO SIG Accord 1st Edition* (pp.44-47). Program Management Office Specific Interest Group (PMOSIG); 2008.
5. Binder JC, Gardiner PD, Ritchie JM. A model of success factors for global project management. In *IPMA Scientific Research Paper Series: Human Side of Projects in Modern Business*. Helsinki: IPMA; 2009.
6. Bourgault, M., Drouin, N. and Hamel, Ém. (2008), 'Decision making within distributed project teams: An exploration of formalization and autonomy as determinants of success', *Project Management Journal* 39(S1), S97-S110.
7. Byosiere, P. and Luethge, D. J. (2007), 'Project management processes across borders: A comparison of EU-US corporate subsidiary project activities', *Project Management Journal* 38(2), 18 - 29.
8. de Bakker, K. and Somani, S. (2006) 'Establishing Cultural Influences on Risk Management' *PMI Global Congress 2006 EMEA - Conference proceedings*, Madrid.
9. Diallo, A. and Thuillier, D. (2004), 'The success dimensions of international development projects: the perceptions of African project coordinators', *International Journal of Project Management* 22(1), 19 - 31.
10. Drouin, N., Bourgault, M. and Saunders, S. B. (2008), 'Investigation of contextual factors in shaping HR approaches and determining the success of international joint venture projects: Evidence from the Canadian telecom industry', *International Journal of Project Management* - In Press.
11. Dubé, L. and Paré, G. (2004). 'The multifaceted nature of virtual teams' in Pauleen D. J. (Ed), *Virtual teams: Projects, protocols and processes*. London: Idea Group Publishing.
12. Evaristo, R. and van Fenema, P. C. (1999), 'A typology of project management: emergence and evolution of new forms', *International Journal of Project Management* 17(5), 275 - 281.
13. Ghosh, P. P. and Varghese, J. C. (2004), 'Globally distributed product development using a new project management framework', *International Journal of Project Management* 22(8), 669 - 678.
14. Hameri, A. P. and Nitter, P. (2002), 'Engineering data management through different breakdown structures in a large-scale project', *International Journal of Project Management* 20(5), 375 - 384.
15. Henderson, L. S. (2008), 'The impact of project managers' communication competencies: Validation and extension of a research model for virtuality, satisfaction, and productivity on project teams', *Project Management Journal* 39(2), 48 - 59.

	<p>16. Henrie, M. and Sousa-Poza, A. (2005), 'Project Management: A cultural literary review', <i>Project Management Journal</i> 36(2), 5 - 14.</p> <p>17. Hofstede, G. (1991), 'Culture's consequences: international differences in work-related values', London: SAGE publications.</p> <p>18. Javed, T., E-Maqsood, M. and Durrani, Q. R. (2006), 'Managing geographically distributed clients throughout the project management life cycle', <i>Project Management Journal</i> 37(5), 76 - 87.</p> <p>19. Kendra, K. and Taplin, L. J. (2004), 'Project success: A cultural framework', <i>Project Management Journal</i> 35(1), 30 - 45.</p> <p>20. Khang, D. B. and Moe, T. L. (2008), 'Success Criteria and Factors for International Development Projects: A Life-Cycle-Based Framework', <i>Project Management Journal</i> 39(1), 72 - 84.</p> <p>21. Khattab, A. A., Anchor, J. and Davies, E. (2007), 'Managerial perceptions of political risk in international projects', <i>International Journal of Project Management</i> 25(7), 734 - 743.</p> <p>22. Lee, M. R. (2008), 'E-ethical leadership for virtual project teams', <i>International Journal of Project Management</i> - In Press.</p> <p>23. Lee-Kelley, L. (2006), 'Locus of control and attitudes to working in virtual teams', <i>International Journal of Project Management</i> 24(3), 234 - 243.</p> <p>24. Lee-Kelley, L. and Sankey, T. (2008), 'Global virtual teams for value creation and project success: A case study', <i>International Journal of Project Management</i> 26(1), 51 - 62.</p> <p>25. Mäkilouko, M. (2004), 'Coping with multicultural projects: the leadership styles of Finnish project managers', <i>International Journal of Project Management</i> 22(5), 387 - 396.</p> <p>26. Mayer, M. (1998). 'The virtual edge: embracing technology for distributed project team success'. Pennsylvania: Project Management Institute.</p> <p>27. Milosevic, D. Z. (1999), 'Echoes of the Silent Language of Project Management', <i>Project Management Journal</i> 30(1), 27 - 39.</p> <p>28. Rad, P. and Levin, G. (2003), 'Achieving Project Management Success using Virtual Teams'. USA: J. Ross Publishing.</p> <p>29. Ramaprasad, A. and Prakash, A. N. (2003), 'Emergent project management: how foreign managers can leverage local knowledge', <i>International Journal of Project Management</i> 21(3), 199 - 205.</p> <p>30. Shore, B. (2008), 'Systematic biases and culture in project failures', <i>Project Management Journal</i> 39(4), 5 - 16.</p> <p>31. Shore, B. and Cross, B. J. (2005), 'Exploring the role of national culture in the management of large-scale international science projects', <i>International Journal of Project Management</i> 23(1), 55 - 64.</p> <p>32. Trompenaars, F. and Hampden-Turner, C. (2005), 'Riding the waves of culture: understanding the cultural diversity in business', London: Nicholas Brealey Publishing.</p>
Websites	<p>1. http://www.globalprojectmanagement.org</p> <p>2. https://www.researchgate.net/profile/Jean_Binder</p>

SUSTAINABLE BUSINESS ECOSYSTEMS

Course Code	MSC.PPMM2.PMELE.0006
ECTS Credits	1
Course Leader	NIESTEN Eva

Synchronous	12
Discipline	Management & Organisation
Program	Project and Programme Management and Business Development
Prerequisites	None.
Course Description	You will learn about sustainable business ecosystems which are interconnected networks of businesses, organizations, and stakeholders that collaborate to achieve social, economic, and environmental sustainability. These ecosystems prioritize responsible resource management, social equity, and environmental protection, and are characterized by circular economy principles, collaborative innovation, and long-term thinking. You will discover how to create a more resilient and regenerative economy that balances the needs of people, the planet, and profit, for example, by adopting sustainable practices and working collaboratively with stakeholders to drive systemic change towards a more sustainable future.
Course Open to Exchange	Lille /Fall;#Paris /Fall
Semester	fall
Campus	Lille, Paris
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

WELLBEING MANAGEMENT

Course Code	MSC.PPMM2.PMELE.0010
ECTS Credits	1
Course Leader	GARDINER Paul
Synchronous	12
Discipline	Management & Organisation
Program	Project and Programme Management and Business Development
Prerequisites	None
Course Description	This course on Wellbeing Management integrates mindfulness practices, perceptive decision-making, and powerful dialogues to cultivate a holistic approach to personal and professional wellbeing. Participants will learn to navigate stress, enhance awareness, and engage effectively with others to foster a balanced and fulfilling life.
Course Open to Exchange	Lille /Fall
Semester	fall
Campus	Lille
Evaluation	
Final Examination (%)	0

Continuous Assessment (%)	100
Academic reference	
Websites	