



**Course Catalogue**  
**Master Programmes**  
**Incoming Exchange Students**  
**Sophia Antipolis Campus**  
**Spring 2025**

**Catalogue 1<sup>ère</sup> version  
2024/2025**

Dear Exchange Students,

Welcome to SKEMA Business School!

Here are a few key instructions on how to consult properly the **Sophia Antipolis Course Catalogue Spring 2025**.

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 Corporate Financial Management:** all students must have the required pre-requisites.
- 4) **Attention! The Sport Event and Hospitality Management Program** requires students to have an academic background in tourism or work experience in the industry (hotel, travel agency, caterer, tourism office, airline company, meeting planner, etc.).
- 5) Courses within the catalogue are subject to slight changes.
- 6) There is a maximum number of seats available per course.

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**M1 GBE FRANCE**

**CAREER MANAGEMENT 4: PERSONAL BRANDING TOOLS**

<b>Course Code</b>	PGE.FINM1.CRCOR.1004
<b>ECTS Credits</b>	1
<b>Course Leader</b>	DUFLOS Anne
<b>Synchronous</b>	0
<b>Discipline</b>	Autre
<b>Program</b>	M1 GBE France
<b>Prerequisites</b>	no
<b>Course Description</b>	Career management course, including all element of employability from professional project to job search tools and networking.
<b>Course Open to Exchange</b>	Belo /Spring;#Paris /Spring;#Raleigh /Spring;#Sophia /Spring;#Suzhou /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, Dubaï, Paris, Raleigh, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	40
Continuous Assessment (%)	60
<b>Academic reference</b>	
<b>Websites</b>	

**CORPORATE SOCIAL RESPONSIBILITY: BEYOND THE MAINSTREAM**

<b>Course Code</b>	PGE.FINM1.HRCOR.0345
<b>ECTS Credits</b>	3
<b>Course Leader</b>	GOETHALS Samentha
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	M1 GBE France
<b>Prerequisites</b>	None
<b>Course Description</b>	Amid growing challenges like environmental degradation, wealth disparity, and complex globalized issues, this course equips emerging organizational leaders to critically assess the shortcomings of established business models. We delve into the reasons for and implications of adopting a model of social responsibility that transcends legal obligations, advocating for a more holistic consideration of overlooked stakeholders, including ecological systems and rights-holders. The curriculum offers an interdisciplinary approach, weaving together theoretical constructs, practical application techniques, global standards, and case studies that exemplify both the risks and opportunities inherent in corporate social responsibility (CSR).

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	This course is designed with an emphasis on problem-based learning approaches. This approach maximizes student engagement through simulations, case studies, group projects and activities that link with the topic at hand. Frontal lectures are minimized to the extent it is possible, and the short (interactive) lectures that occur are interchanged with activities that train learners to realize common goals via teamwork and systems thinking.
<b>Course Open to Exchange</b>	Belo /Spring;#Paris /Spring;#Raleigh /Spring;#Sophia /Spring;#Suzhou /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, Dubaï, Paris, Raleigh, Sophia, Stellenbosch-Le Cap, Suzhou
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	Course handbook available as e-copy from SKEMA Learn. Recommended chapters are essential reading to accompany the students learning in each session of the course, to prepare for the final exam, and support the group project development. Rasche A., Morsing M., Moon J., Kourula A., (2023) Corporate Sustainability Managing Responsible Business in a Globalized World, (2nd Ed) Cambridge University Press.
<b>Websites</b>	Other resources including slides, reading, videos, cases, and podcasts to prepare and use during the workshops and lectures will be available for each session on K2

**ENTREPRENEURSHIP**

<b>Course Code</b>	PGE.FINM1.STCOR.0843
<b>ECTS Credits</b>	3
<b>Course Leader</b>	MARINO Marianna
<b>Synchronous</b>	18
<b>Discipline</b>	Stratégie, Innovation & Entrepreneuriat
<b>Program</b>	M1 GBE France
<b>Prerequisites</b>	No prerequisite
<b>Course Description</b>	This course introduces the fundamental concepts at the basis of entrepreneurship. We will use a combination of lectures, case studies and a team project to explore and apply theoretical frameworks and methodologies in different industry and company situations. Basic mastery of these tools has relevance to everyone seeking a career in business as a manager, an entrepreneur, or a consultant. By interacting with entrepreneurs, you'll have the chance to discover their life and their entrepreneurial venture. More specifically, you will be able to grasp the process of developing an idea and of transforming an invention into an innovation (from the idea to the market). You'll discover the diversity of entrepreneurial ventures led by committed entrepreneurs and will be able to grasp what the entrepreneurs 'life is. In addition, you will also discover how did they select the first market.



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<b>Course Open to Exchange</b>	Belo /Spring;#Paris /Spring;#Raleigh /Spring;#Sophia /Spring;#Suzhou /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, Dubaï, Paris, Raleigh, Sophia, Stellenbosch-Le Cap, Suzhou
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	<p>Reading list:</p> <p>Marx, Matt, and David H. Hsu. 2021. Revisiting the Entrepreneurial Commercialization of Academic Science: Evidence from Twin Discoveries. <i>Management Science</i>. <a href="https://doi.org/10.1287/mnsc.2021.3966">https://doi.org/10.1287/mnsc.2021.3966</a> (see introduction)</p> <p>Nanda, Ramana, and Jesper B. Sørensen. 2010. Workplace Peers and Entrepreneurship. <i>Management Science</i> 56(7): 1116-1126. <a href="https://doi.org/10.1287/mnsc.1100.1179">https://doi.org/10.1287/mnsc.1100.1179</a> (see introduction)</p> <p>Giannetti, Mariassunta, and Andrei Simonov. 2009. Social Interactions and Entrepreneurial Activity. <i>Journal of Economics &amp; Management Strategy</i> 18(3): 665-709. <a href="https://doi.org/10.1111/j.1530-9134.2009.00226.x">https://doi.org/10.1111/j.1530-9134.2009.00226.x</a> (see introduction)</p> <p>Lindquist, Matthew J., Joeri Sol, and Mirjam Van Praag. 2015. Why Do Entrepreneurial Parents Have Entrepreneurial Children? <i>Journal of Labor Economics</i> 33(2): 665-709. <a href="https://doi.org/10.1086/678493">https://doi.org/10.1086/678493</a> (see introduction)</p> <p>Eesley, Charles, and Yanbo Wang. 2017. Social influence in career choice: evidence from a randomized field experiment on entrepreneurial mentorship. <i>Research Policy</i> 46(3): 636-650. <a href="https://doi.org/10.1016/j.respol.2017.01.010">https://doi.org/10.1016/j.respol.2017.01.010</a> (see introduction)</p> <p>Lerner, Josh, and Ulrike Malmendier. 2013. With a Little Help from my (Random) Friends: Success and Failure in Post-Business School Entrepreneurship. <i>The Review of Financial Studies</i> 26(10): 2411-2452. <a href="https://doi.org/10.1093/rfs/hht024">https://doi.org/10.1093/rfs/hht024</a> (see introduction)</p> <p>Vladasel, T., Lindquist, M. J., Sol, J., &amp; Van Praag, M. 2021. On the origins of entrepreneurship: Evidence from sibling correlations. <i>Journal of business venturing</i>, 36(5), 106017 <a href="https://www.sciencedirect.com/science/article/pii/S0883902619301247">https://www.sciencedirect.com/science/article/pii/S0883902619301247</a> (see introduction)</p> <p>This article reports the results of the survey-research of the authors on the crisis in decision-making: Dan Lovallo &amp; Olivier Sibony, "The case for behavioral strategy", <i>McKinsey Quarterly</i> : <a href="https://www.mckinsey.com/business-functions/strategy-andcorporate-">https://www.mckinsey.com/business-functions/strategy-andcorporate-</a></p>

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	<p>finance/our-insights/the-case-for-behavioral-strategy This article discusses the authors view of «strategy as theory». By registering as a member you can enjoy up to 3 free downloads from the journal: Teppo Felin &amp; Todd 4 Zenger, "What sets breakthrough strategies apart", MIT Sloan Review: <a href="https://sloanreview.mit.edu/article/what-sets-breakthrough-strategies-apart/">https://sloanreview.mit.edu/article/what-sets-breakthrough-strategies-apart/</a> Camuffo, A., Cordova, A., Gambardella, A., &amp; Spina, C. (2020). A scientific approach to entrepreneurial decision making: Evidence from a randomized control trial. <i>Management Science</i>, 66(2), 564-586 (see introduction &amp; Inkdom case) Berg, J. M. (2016). Balancing on the creative highwire: Forecasting the success of novel ideas in organizations. <i>Administrative Science Quarterly</i>, 61(3), 433-468 (see introduction) This article explains how to develop testable hypotheses <a href="https://blog.leanstack.com/the-art-of-the-scientist/">https://blog.leanstack.com/the-art-of-the-scientist/</a> This article shows how Airbnb systematically tests key hypotheses and evaluates the results of these tests <a href="https://medium.com/airbnb-engineering/experiments-atairbnb-e2db3abf39e7">https://medium.com/airbnb-engineering/experiments-atairbnb-e2db3abf39e7</a> Learn how to pick the right metrics and avoid pitfalls related to numbers <a href="https://hbr.org/2010/02/entrepreneurs-beware-of-vanity-metrics">https://hbr.org/2010/02/entrepreneurs-beware-of-vanity-metrics</a> Learn how Google leveraged data and analytics to improve its HR management <a href="https://www.insidehr.com.au/how-google-reinvented-hr/">https://www.insidehr.com.au/how-google-reinvented-hr/</a> This article describes the growing relevance of evidence-based decision making: Pfeffer, J., &amp; Sutton, R. I. (2006). "Evidence-based management". <i>Harvard business review</i> <a href="https://hbr.org/2006/01/evidence-based-management">https://hbr.org/2006/01/evidence-based-management</a> Disneys New Pricing Magic: More Profit From Fewer Park Visitors, <i>Wall Street Journal</i> <a href="https://www.wsj.com/articles/disneys-new-pricing-magic-more-profitfrom-fewer-park-visitors-11661572819">https://www.wsj.com/articles/disneys-new-pricing-magic-more-profitfrom-fewer-park-visitors-11661572819</a></p>
<b>Websites</b>	

**ESSENTIAL NEGOTIATION SKILLS**

<b>Course Code</b>	PGE.FINM1.HRCOR.0351
<b>ECTS Credits</b>	4
<b>Course Leader</b>	SPIER Peter
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	M1 GBE France
<b>Prerequisites</b>	NONE
<b>Course Description</b>	'Par ma foi ! il y a plus de quarante ans que je dis de la prose sans que j'en susse rien' (My faith!! have been speaking prose for forty years without

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	<p>knowing it), observes Molière's 'Bourgeois gentilhomme'. The same could be said of negotiation. We all do it, whether we realize it or not, and a great deal can be gained from learning to do it better. This skill will be paramount for careers in sales, key account management, purchasing, business development... but it is also key in teamwork, conflict management, relationship building and a myriad other situations involving interaction between two or more parties. The list of different negotiation situations we might encounter is endless and varied: buying a souvenir, a car, an apartment; deciding on a holiday destination or a new sofa with your partner; asking your neighbour to turn down the stereo or look after your cat; negotiating a new deal with a supplier or a client; setting up an agreement with a new distributor or agent... As a means of reaching agreement and navigating differences, it is an essential tool for living and working abroad or working with international partners or clients. Good negotiation skills presuppose an ability to interact constructively with others; cultural differences add one more dimension to this, and it is useful to reflect on how these differences impact the negotiation process. This course will take up and build on frameworks and concepts encountered in the multicultural management course and explore how they play out in a negotiation situation. To do so, we must first develop our knowledge and understanding of the nature and dynamics of negotiation itself. The course will involve a balanced approach, with some theory, practical negotiation exercises and case studies.</p>
<b>Course Open to Exchange</b>	Paris /Spring;#Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Paris, Sophia
<b>Evaluation</b>	
Final Examination (%)	60
Continuous Assessment (%)	40
<b>Academic reference</b>	
<b>Websites</b>	

**INTERNATIONAL FINANCE**

<b>Course Code</b>	PGE.FINM1.FICOR.0514
<b>ECTS Credits</b>	5
<b>Course Leader</b>	DE SOUZA BARBOSA Klenio
<b>Synchronous</b>	30
<b>Discipline</b>	Autre
<b>Program</b>	M1 GBE France
<b>Prerequisites</b>	none
<b>Course Description</b>	Our objective is to provide students with the fundamentals of international finance with emphasis on the basics and emphasis on a managerial perspective. This course starts by presenting an overview of the foundations of International Financial Management while discussing the

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	following topics: Globalization, International Monetary System and Balance of Payments. Next, it presents the foundation of Foreign Exchange Markets, when it covers exchange rate determination, currency derivatives and hedging foreign currency. To conclude, the course presents corporate governance around the world and discusses topics related to foreign direct investment and cross-border acquisitions.
<b>Course Open to Exchange</b>	Belo /Spring;#Paris /Spring;#Raleigh /Spring;#Sophia /Spring;#Suzhou /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, Dubai, Lille, Paris, Raleigh, Sophia, Stellenbosch-Le Cap, Suzhou
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	International Financial Management, By Cheol Eun, Bruce Resnick and Tuugi Chuluun, 10th Edition, 2024
<b>Websites</b>	

**INTERNATIONAL MARKETING**

<b>Course Code</b>	PGE.FINM1.MKCOR.0413
<b>ECTS Credits</b>	3
<b>Course Leader</b>	CASTILHOS Rodrigo
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	M1 GBE France
<b>Prerequisites</b>	none
<b>Course Description</b>	Today's highly globalized economy imposes several challenges for firms. Cultural, economic, competitive, regulatory, and infrastructural particularities of regions and countries fundamentally affect the ways in which companies conceive and implement their international presence worldwide. This course provides state-of-art foundations and tools to (1) critically analyze the globalized marketplace and international consumers, (2) identify country-specific opportunities for doing business internationally, (3) devise marketing strategies for successfully competing in international markets, (4) critically understand how firms can leverage Artificial Intelligence in International Marketing, and (5) critically understand the role of transnational firms as drivers of sustainable development
<b>Course Open to Exchange</b>	Belo /Spring;#Paris /Spring;#Raleigh /Spring;#Sophia /Spring;#Suzhou /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, Dubai, Lille, Paris, Raleigh, Sophia, Stellenbosch-Le Cap, Suzhou
<b>Evaluation</b>	
Final Examination (%)	40

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Continuous Assessment (%)	60
<b>Academic reference</b>	
<b>Websites</b>	

**LANGUAGE: FRENCH ADVANCED SPRING (FOR NON NATIVE SPEAKERS)**

<b>Course Code</b>	PGE.FINM1.LGCOR.4338
<b>ECTS Credits</b>	2
<b>Course Leader</b>	LI-LANTIGNER Jing
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	M1 GBE France
<b>Prerequisites</b>	There are no pre-requisites for this course.
<b>Course Description</b>	This course is designed for students who have an advanced knowledge of French (students who have successfully passed the Intermediate (B1) course or who have 300+ hours of prior study). Students will enhance their ability to use French in the four skills (speaking, listening, reading and writing) in diverse and complex work and social contexts. Students will further enhance their understanding and writing of French in complex texts. By the end of this course, students will be able to communicate in a range of social and professional situations at an advanced level. The course aims to prepare students for a period of study or work abroad by further consolidating cultural awareness of France and other francophone countries and by focusing on contemporary business-related issues. Overall, students will attain a level comparable to B2/C1 CEFR.
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Lille, Paris, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	
<b>Websites</b>	Apprendre le français avec RFi : <a href="https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-">https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-</a>

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	<p>perfectionner-le-francais-2707          Apprendre le français avec TV5 Monde :  <a href="http://apprendre.tv5monde.com/?utm_source=tv5monde&amp;utm_medium=metanav&amp;utm_campaign=langue-francaise_apprendre-le-francais">http://apprendre.tv5monde.com/?utm_source=tv5monde&amp;utm_medium=metanav&amp;utm_campaign=langue-francaise_apprendre-le-francais</a>          Dictionnaire en ligne Reverso : <a href="http://dictionnaire.reverso.net/">http://dictionnaire.reverso.net/</a></p>
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**LANGUAGE: FRENCH BEGINNER I SPRING (FOR NON NATIVE SPEAKERS)**

<b>Course Code</b>	PGE.FINM1.LGCOR.4339
<b>ECTS Credits</b>	2
<b>Course Leader</b>	LI-LANTIGNER Jing
<b>Synchronou s</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	M1 GBE France
<b>Prerequisites</b>	There are no-prerequisites for this course.
<b>Course Description</b>	<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>
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Lille, Paris, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	
<b>Websites</b>	<p>Apprendre le français avec RFi :  <a href="https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707">https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707</a>          Apprendre le français avec TV5 Monde :  <a href="http://apprendre.tv5monde.com/?utm_source=tv5monde&amp;utm_medium=metanav&amp;utm_campaign=langue-francaise_apprendre-le-francais">http://apprendre.tv5monde.com/?utm_source=tv5monde&amp;utm_medium=metanav&amp;utm_campaign=langue-francaise_apprendre-le-francais</a></p>

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**LANGUAGE: FRENCH BEGINNER II SPRING (FOR NON NATIVE SPEAKERS)**

<b>Course Code</b>	PGE.FINM1.LGCOR.4361
<b>ECTS Credits</b>	2
<b>Course Leader</b>	LI-LANTIGNER Jing
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	M1 GBE France
<b>Prerequisites</b>	<u><a href="#">Students must have completed French Beginner I</a></u>
<b>Course Description</b>	<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>
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Lille, Paris, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	
<b>Websites</b>	Apprendre le français avec Rfi : <a href="https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707">https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707</a> Apprendre le français avec TV5 Monde : <a href="http://apprendre.tv5monde.com/?utm_source=tv5monde&amp;utm_medium=metanav&amp;utm_campaign=langue-francaise_apprendre-le-francais">http://apprendre.tv5monde.com/?utm_source=tv5monde&amp;utm_medium=metanav&amp;utm_campaign=langue-francaise_apprendre-le-francais</a>

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**LANGUAGE: FRENCH ELEMENTARY SPRING (FOR NON NATIVE SPEAKERS)**

<b>Course Code</b>	PGE.FINM1.LGCOR.4340
<b>ECTS Credits</b>	2
<b>Course Leader</b>	LI-LANTIGNER Jing
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	M1 GBE France
<b>Prerequisites</b>	There are no pre-requisites for this course.
<b>Course Description</b>	<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>
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Lille, Paris, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	
<b>Websites</b>	Apprendre le français avec Rfi : <a href="https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707">https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707</a> Apprendre le français avec TV5 Monde : <a href="http://apprendre.tv5monde.com/?utm_source=tv5monde&amp;utm_medium=metanav">http://apprendre.tv5monde.com/?utm_source=tv5monde&amp;utm_medium=metanav</a>



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**LANGUAGE: FRENCH INTERMEDIATE SPRING (FOR NON NATIVE SPEAKERS)**

<b>Course Code</b>	PGE.FINM1.LGCOR.4341
<b>ECTS Credits</b>	2
<b>Course Leader</b>	LI-LANTIGNER Jing
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	M1 GBE France
<b>Prerequisites</b>	There are no pre-requisites for this course.
<b>Course Description</b>	<p>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.</p>
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Lille, Paris, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	
<b>Websites</b>	Apprendre le français avec RFI : <a href="https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707">https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707</a> Apprendre le français avec TV5 Monde : <a href="http://apprendre.tv5monde.com/?utm_source=tv5monde&amp;utm_medium=metanav">http://apprendre.tv5monde.com/?utm_source=tv5monde&amp;utm_medium=metanav</a>

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**LANGUAGE: FRENCH POST BEGINNER SPRING (FOR NON NATIVE SPEAKERS)**

<b>Course Code</b>	PGE.FINM1.LGCOR.4342
<b>ECTS Credits</b>	2
<b>Course Leader</b>	LI-LANTIGNER Jing
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	M1 GBE France
<b>Prerequisites</b>	There are no pre-requisites for this course.
<b>Course Description</b>	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.
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Lille, Paris, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	
<b>Websites</b>	Apprendre le français avec Rfi : <a href="https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707">https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707</a> Apprendre le français avec TV5 Monde : <a href="http://apprendre.tv5monde.com/?utm_source=tv5monde&amp;utm_medium=metanav&amp;utm_campaign=langue-francaise_apprendre-le-francais">http://apprendre.tv5monde.com/?utm_source=tv5monde&amp;utm_medium=metanav&amp;utm_campaign=langue-francaise_apprendre-le-francais</a>

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**MANAGEMENT OF INFORMATION SYSTEMS IN THE DIGITAL AGE**

<b>Course Code</b>	PGE.FINM1.ISCOR.0703
<b>ECTS Credits</b>	3
<b>Course Leader</b>	BOUKEF Nabila
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	M1 GBE France
<b>Prerequisites</b>	<u>You need to have basic knowledge about management and economics, including understanding the general structure and functioning of organizations.</u>
<b>Course Description</b>	<p>Advances in information technology (IT) have transformed business models, organizational structures and processes, and the methods for sustaining innovation and firm performance. IT has impacted business activities such as product design, production, purchasing, marketing, customer and supplier relationships, and human resource management, and has contributed significantly to productivity growth. Most firms have realized that IT-based innovation is a strategic imperative. The Internet and associated technological innovations have helped in restructuring the global economy into a networked economy characterized by unprecedented levels of electronically-mediated communication, collaboration, and commerce.</p> <p>With information technologies becoming an important force that shapes entire industries and creates value in firms, it is important that you as future business leaders understand the potential role of IT in creating value and competitive advantage. The objective of this course is to help you develop the critical thinking to assess how IT and systems shape business strategy, innovation, and operations in firms, with the key goal of helping you be better prepared to analyse and evaluate business challenges for maximizing the impact of IT on products, processes, and services in different settings. This course will help you develop sophisticated understanding of the links between IT, business strategy and business process. You will also gain an appreciation of the organizational and management practices that complement IT investments and that are needed to extracting the appropriate return on IT investments.</p>
<b>Course Open to Exchange</b>	Belo /Spring;#Paris /Spring;#Raleigh /Spring;#Sophia /Spring;#Suzhou /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, Dubaï, Paris, Raleigh, Sophia, Stellenbosch-Le Cap, Suzhou
<b>Evaluation</b>	
Final Examination (%)	40
Continuous Assessment (%)	60
<b>Academic reference</b>	Required readings will be provided to you.

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<b>Websites</b>	We will use K2 as the course website.
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**OPERATIONS MANAGEMENT**

<b>Course Code</b>	PGE.FINM1.ISCOR.0714
<b>ECTS Credits</b>	5
<b>Course Leader</b>	DAVARI Morteza
<b>Synchronous</b>	30
<b>Discipline</b>	Management des Opérations
<b>Program</b>	M1 GBE France
<b>Prerequisites</b>	<p><u>Foundational Mathematics:</u> Proficiency in basic mathematical concepts, including arithmetic, algebra, and problem-solving.</p> <p><u>Fundamental Probability Knowledge:</u> Understanding of basic probability theory, including concepts such as probability distributions and statistical reasoning.</p> <p><u>Basic Excel Proficiency:</u> Competency in fundamental Excel skills, encompassing data entry, formula usage, and spreadsheet navigation.</p>
<b>Course Description</b>	<p>Course Description: This comprehensive course provides students with a foundational understanding of Operations Management, a critical discipline that focuses on the effective design, execution, and improvement of organizational processes. Through a series of engaging chapters, students will delve into key aspects of operations, from process analysis to quality management, gaining practical insights that can be applied across various industries.</p> <p>Chapter 1: Introduction to Operations Management Chapter 2: Process Analysis Chapter 3: Inventory Management Chapter 4: Service Management Chapter 5: Revenue Management Chapter 6: Quality Management</p> <p>Throughout the course, students will engage in case studies, business games, practical exercises, and discussions to apply theoretical concepts to real-world scenarios. By the end of the course, participants will have a solid foundation in Operations Management, enabling them to contribute effectively to the enhancement of organizational processes and overall efficiency.</p>
<b>Course Open to Exchange</b>	Belo /Spring;#Paris /Spring;#Raleigh /Spring;#Sophia /Spring;#Suzhou /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, Dubaï, Paris, Raleigh, Sophia, Stellenbosch-Le Cap, Suzhou
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	Managing Business Process Flows: Principles of Operations Management (Anupindi et al)

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	Managing Supply with Demand: An Introduction to Operations Management (Cachon and Terwiesch) Operations Management (Stevenson) Production and Operations Analysis (Steven Nahmias- Tava Lennon Olsen)
<b>Websites</b>	

**ORGANIZATIONAL DEVELOPMENT**

<b>Course Code</b>	PGE.FINM1.HRCOR.0352
<b>ECTS Credits</b>	4
<b>Course Leader</b>	MCGETRICK, Desmond-EXT
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	M1 GBE France
<b>Prerequisites</b>	N/A
<b>Course Description</b>	<p>Amidst the myriad challenges of the decade ahead (including COVID19, climate crises, income &amp; wealth distribution, speculative finance, challenges to trust in authority), what practices and principles could guide organizations, as well as their constituent members (including employees, manager, executives, shareholders, and stakeholders)?</p> <p>Your course in Organizational Development moves beyond the idea that there are organizational patterns (e.g., functional, divisional, matrix) that we can simply impose from above, and invites you on a journey under the surface of the Iceberg to explore how an Organization may engage in sense-making, particularly though not exclusively, in times of transition and disruption.</p> <p>The expected outcome is that students will gain a deeper understanding of the assumptions that underpin an organizational, as well as a hands-on skill set for engaging in organization development.</p> <p>NB: Please DO NOT take this class UNLESS you are willing and able to participate fully: CAMERA ON during all online sessions, accepting that your videos may be shown during the live sessions, ATTENDING PHYSICALLY in the classroom when that is scheduled, participation in all GROUP ACTIVITIES</p>
<b>Course Open to Exchange</b>	Paris /Spring;#Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Paris, Sophia
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	
<b>Websites</b>	

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**POWER BI**

<b>Course Code</b>	PGE.FINM1.ISCOR.0715
<b>ECTS Credits</b>	1
<b>Course Leader</b>	BROWN, Samuel-EXT
<b>Synchronous</b>	0
<b>Discipline</b>	Management des Opérations
<b>Program</b>	M1 GBE France
<b>Prerequisites</b>	N/A
<b>Course Description</b>	In this Power BI (PBI) fundamentals course, we will discover how to use MS Power BI to handle and process Data, Model, and Report views. You will load multiple datasets in the Data view, build a data model to understand the relationships between your tables in Model view, and create your graphical and interactive visualizations in Report view.
<b>Course Open to Exchange</b>	Belo /Spring;#Paris /Spring;#Raleigh /Spring;#Sophia /Spring;#Suzhou /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, Dubaï, Lille, Paris, Raleigh, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	30
Continuous Assessment (%)	70
<b>Academic reference</b>	
<b>Websites</b>	

**QUANTITATIVE FINANCE & MODELLING**

<b>Course Code</b>	PGE.FINM1.FICOR.0520
<b>ECTS Credits</b>	4
<b>Course Leader</b>	LA TORRE Davide
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	M1 GBE France
<b>Prerequisites</b>	<a href="#">Basic Mathematics and Statistics.</a>
<b>Course Description</b>	This course introduces basic tools in Financial Modeling and Econometrics.
<b>Course Open to Exchange</b>	Paris /Spring;#Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Paris, Sophia
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	Instructor's lecture notes and slides.
<b>Websites</b>	

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**DESIGN MARKETING**

<b>Course Code</b>	PGE.FINM1.STCOR.0814
<b>ECTS Credits</b>	4
<b>Course Leader</b>	PITIOT, Roger-EXT
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	M1 GBE France
<b>Prerequisites</b>	none
<b>Course Description</b>	A multi campus workshop based course to highlight why Design Thinking is so relevant for business today. The Design thinking process is an iterative process which means you constantly revise you thinking, changing your vision and ideas according to feedback received. A powerful creative tool that can drive a brand, business or an individual forward positively with innovative solutions
<b>Course Open to Exchange</b>	Belo /Spring;#Paris /Spring;#Raleigh /Spring;#Sophia /Spring;#Suzhou /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, Paris, Raleigh, Sophia, Stellenbosch-Le Cap, Suzhou
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	
<b>Websites</b>	The deep dive (IDEO) (22min) <a href="https://www.youtube.com/watch?v=2Dtrkrz0yoU">https://www.youtube.com/watch?v=2Dtrkrz0yoU</a> Lucky Iron Fish (3min43) <a href="https://www.youtube.com/watch?v=iY0D-PlcgB4">https://www.youtube.com/watch?v=iY0D-PlcgB4</a> d.school Paris and the aging simulator (1min25) <a href="https://www.youtube.com/watch?v=jD5XwdgAq_s">https://www.youtube.com/watch?v=jD5XwdgAq_s</a> How it works : Design Thinking (5min51) <a href="https://www.youtube.com/watch?v=pXtN4y3O35M">https://www.youtube.com/watch?v=pXtN4y3O35M</a> Design Thinking - Tim Brown, CEO and President of IDEO (26min42) <a href="https://www.youtube.com/watch?v=U-hzefHdAMk">https://www.youtube.com/watch?v=U-hzefHdAMk</a>

**BUSINESS CONSULTING AND DECISION INTELLIGENCE**

**CAREER MANAGEMENT 2**

<b>Course Code</b>	MSC.SFFM2.FICOR.0023
<b>ECTS Credits</b>	1
<b>Course Leader</b>	ANDRE Nathalie
<b>Synchronous</b>	6
<b>Discipline</b>	Autre
<b>Program</b>	Business Consulting and Decision Intelligence Sophia
<b>Prerequisites</b>	No prerequisites.

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<b>Course Description</b>	Career management, focusing on recruitment and employability
<b>Course Open to Exchange</b>	Belo /Spring;#Lille /Spring;#Paris /Spring;#Sophia /Spring;#Suzhou /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, Dubaï, Lille, Paris, Raleigh, Sophia
<b>Evaluation</b>	
Final Examination (%)	40
Continuous Assessment (%)	60
<b>Academic reference</b>	Accès Talent and careers HUB
<b>Websites</b>	None.

**CONSULTING PROJECT 2**

<b>Course Code</b>	MSC.BCIM2.PMCOR.0008
<b>ECTS Credits</b>	3
<b>Course Leader</b>	SUAREZ Miguel
<b>Synchronous</b>	24
<b>Discipline</b>	Management & Organisation
<b>Program</b>	Business Consulting and Decision Intelligence Sophia
<b>Prerequisites</b>	<a href="#">Professional Consulting Project 1</a>
<b>Course Description</b>	<p>The course gives an opportunity to practice Project Management knowledge on a real project in direct connection with real companies, while working as a team member (7 members average). The students will have selected the most appropriate approach among Traditional, Agile or Hybrid, and prepared a Project Management plan in the fall semester. In this semester, they will work on delivering the project main outcome, while performing review meetings with sponsors, until finally submitting final result to the Management board.</p> <p>Project Deliverables Spring Semester:</p> <ul style="list-style-type: none"> <li>- Product increments /Sprint Reviews / Retrospectives</li> <li>- Final Product</li> <li>- Final Retrospective / Lessons Learned</li> </ul>
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	Ken Schwaber & Jeff Sutherland The Scrum Guide. Available from download on Scrum.org PMI© Agile Guide, available to download from www.pmi.org
<b>Websites</b>	



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**DATA ANALYTICS ADVANCED**

<b>Course Code</b>	MSC.BCDM2.STELE.0026
<b>ECTS Credits</b>	2
<b>Course Leader</b>	SUAREZ Miguel
<b>Synchronous</b>	18
<b>Discipline</b>	Business Analytics, Data Science & AI
<b>Program</b>	Business Consulting and Decision Intelligence Sophia
<b>Prerequisites</b>	
<b>Course Description</b>	The course provides students with a 360-degree view on Data, Data Analytics and Data Mining, Business Intelligence and Big Data. Fundamentals and concepts will be presented and elaborated with real live use cases. A data lab will allow students to put the learned into practice.
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

**DECARBONIZATION TRANSFORMATION**

<b>Course Code</b>	MSC.BCDM2.STELE.0028
<b>ECTS Credits</b>	2
<b>Course Leader</b>	SUAREZ Miguel
<b>Synchronous</b>	18
<b>Discipline</b>	Management & Organisation
<b>Program</b>	Business Consulting and Decision Intelligence Sophia
<b>Prerequisites</b>	
<b>Course Description</b>	This course addresses the necessary consulting skills to accelerate scope 3 decarbonization. On the one hand, it examines the fast and green delivery trade-offs in the new digital era, consumer relationships to sustainable products and services, and environmental costs of fast-shipping e-commerce. On the other hand, it reviews key concepts in supply chain sustainability, including supply chain carbon footprint, sustainable transportation, green vehicle routing, fleet assignment, truck consolidation, circular supply chains, sustainable sourcing, supply chain transparency, and green inventory management. At the end of the course, students will be able to create the organizations roadmap to net zero, zooming in on key learning objectives such as emissions baselining, ambition-setting, and accurately reporting emissions.

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<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	60
Continuous Assessment (%)	40
<b>Academic reference</b>	
<b>Websites</b>	

**DIGITAL BUSINESS MODELS IN FINANCE**

<b>Course Code</b>	MSC.BCDM2.STCOR.0038
<b>ECTS Credits</b>	2
<b>Course Leader</b>	SUAREZ Miguel
<b>Synchronous</b>	18
<b>Discipline</b>	Management & Organisation
<b>Program</b>	Business Consulting and Decision Intelligence Sophia
<b>Prerequisites</b>	-
<b>Course Description</b>	<p>In this course, students will get an overview of how digital technologies have disrupted the financial industry, and the challenges new players face against the traditional industry incumbents. More specifically, this course will help analyze the frictions, forces and the competitive landscape digital technologies face in the 21st century and what impact they have in shaping a new global future.</p> <p>As an assignment, you will critically assess the role of how digital technologies have changed the financial industry by analyzing a case (written report &amp; oral presentation) on how digital technologies have changed the way business functions from past to present and what role digital consultants can play in the future.</p> <p>This course will equip students to face the challenges and discover new opportunities in the financial world through a focus on the underlying Digital Technologies and their use.</p>
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	
<b>Websites</b>	

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**DIGITAL BUSINESS MODELS IN OPERATIONS**

<b>Course Code</b>	MSC.BCDM2.STCOR.0037
<b>ECTS Credits</b>	2
<b>Course Leader</b>	SUAREZ Miguel
<b>Synchronous</b>	18
<b>Discipline</b>	Management & Organisation
<b>Program</b>	Business Consulting and Decision Intelligence Sophia
<b>Prerequisites</b>	-
<b>Course Description</b>	<p>This course deals with digital transformation in company operations, and given the utmost importance of proper supply chain management therein, design and validation of business models (BM) in the context of digital supply chains (DSC). This includes a review of enabling technologies, social and business trends, inhibitors (e.g. present business environment and regulatory framework) and challenges (e.g. customer behavior and sustainability issues) in the context of digital transformation in supply chains.</p> <p>As a group assignment, you will work on a DSC BM and develop it further in two steps:</p> <p>1.) Elevator pitch: develop and present an initial business design idea in the context of DSC based on business model canvas (BMC) and value proposition canvas (VPC).</p> <p>2.) Written report: Validate and refine this idea, taking explicitly feasibility, desirability and viability risks into consideration.</p> <p>This is complemented by an individual mid-term exam in form of single choice questions.</p>
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	
<b>Websites</b>	

**DIGITAL BUSINESS MODELS IN SALES & MARKETING**

<b>Course Code</b>	MSC.BCDM2.STCOR.0036
<b>ECTS Credits</b>	2
<b>Course Leader</b>	SUAREZ Miguel
<b>Synchronous</b>	18
<b>Discipline</b>	Management & Organisation
<b>Program</b>	Business Consulting and Decision Intelligence Sophia
<b>Prerequisites</b>	-

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<b>Course Description</b>	In this course, students will get an understanding what Marketing and Sales are about in a digital context. They will understand the enablers of Digital Marketing, the role of data and its processing. In the course not only the developments of the last decade, such as changes in consumer behavior, will be reviewed, also an outlook will be given about upcoming trends. In more details, the elements of Digital Marketing will be elaborated, always underlined by real-life examples or impulses. Not only will we look at B2C markets but we will also take a look at what makes Digital Marketing in B2B specific. We will see how products and services reach customers in a digital environment, what are the impact on sales channels and their roles. In the final part of the course, the focus will be on digital transformation, which will be illustrated by real-life cases. A case study run in small groups based on selected example companies will help to apply the knowledge acquired during the course on a practical case.
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	40
Continuous Assessment (%)	60
<b>Academic reference</b>	
<b>Websites</b>	

**DIGITAL TECHNOLOGIES FUNDAMENTALS**

<b>Course Code</b>	MSC.BCDM2.STCOR.0032
<b>ECTS Credits</b>	3
<b>Course Leader</b>	SUAREZ Miguel
<b>Synchronous</b>	24
<b>Discipline</b>	Business Analytics, Data Science & AI
<b>Program</b>	Business Consulting and Decision Intelligence Sophia
<b>Prerequisites</b>	-
<b>Course Description</b>	In this course students will get an overview on digital technologies and how they are driving business to invest and transform to be prevalent in their sectors and ahead of their competitors. The course will cover market trends and market size for each of the introduced technologies.
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0

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<b>Academic reference</b>	
<b>Websites</b>	

**ENERGY TRANSITION**

<b>Course Code</b>	MSC.BCDM2.STELE.0027
<b>ECTS Credits</b>	2
<b>Course Leader</b>	SUAREZ Miguel
<b>Synchronous</b>	18
<b>Discipline</b>	Management & Organisation
<b>Program</b>	Business Consulting and Decision Intelligence Sophia
<b>Prerequisites</b>	
<b>Course Description</b>	<p>Climate change is arguably the biggest challenge we are facing today. It is widely regarded as a consequence of global warming based on a fossil-fuel dominated energy supply. At the same time, the role of energy as a prerequisite for growth and wealth has never been so important. As the global community wants to limit global warming to 1,5 C , greenhouse gas emissions must decline by 43% by 2030.</p> <p>This course covers all aspect of the energy transition which involves the long term structural change of todays energy system. The transition from mainly conventional fuel towards renewable energy is a complex, multifaceted, process. It comes with a series of economic, technical, political &amp; policy making, social and security challenges and trade-offs. The course will look at the historical development, the status quo and the challenges of todays energy system and todays regulatory frameworks. We look at available renewable solutions, the role of innovations, costs implied and how to develop a transition pathway to stay competitive towards a Net Zero world..</p>
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	
<b>Websites</b>	

**SUSTAINABLE DIGITAL TECHNOLOGY**

<b>Course Code</b>	MSC.BCDM2.STELE.0029
<b>ECTS Credits</b>	2
<b>Course Leader</b>	SUAREZ Miguel

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<b>Synchronous</b>	18
<b>Discipline</b>	Management & Organisation
<b>Program</b>	Business Consulting and Decision Intelligence Sophia
<b>Prerequisites</b>	
<b>Course Description</b>	In today's rapidly changing world, the integration of technology and data-driven solutions plays a pivotal role in addressing the most pressing global challenges, including climate change and environmental sustainability. This course is designed to equip students with the knowledge and skills needed to harness the power of technology and data for a more sustainable and eco-friendly future
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	60
Continuous Assessment (%)	40
<b>Academic reference</b>	
<b>Websites</b>	

**CORPORATE FINANCIAL MANAGEMENT**

**CAREER MANAGEMENT 2**

<b>Course Code</b>	MSC.SFFM2.FICOR.0023
<b>ECTS Credits</b>	0
<b>Course Leader</b>	ANDRE Nathalie
<b>Synchronous</b>	6
<b>Discipline</b>	Autre
<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	No prerequisites.
<b>Course Description</b>	Career management, focusing on recruitment and employability
<b>Course Open to Exchange</b>	Belo /Spring;#Lille /Spring;#Paris /Spring;#Sophia /Spring;#Suzhou /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, Dubaï, Lille, Paris, Raleigh, Sophia
<b>Evaluation</b>	
Final Examination (%)	40
Continuous Assessment (%)	60
<b>Academic reference</b>	Accès Talent and careers HUB
<b>Websites</b>	None.

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**FINTECH SEMINAR**

<b>Course Code</b>	MSC.TRCM2.FIOPT.0001
<b>ECTS Credits</b>	0
<b>Course Leader</b>	CHAZOT, Christophe-EXT
<b>Synchronous</b>	12
<b>Discipline</b>	Finance
<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	no
<b>Course Description</b>	An up-to-date examination of the maturing FinTech industry and an understanding of the technologies set to shape the future of finance. Insight into who is currently adopting and driving financial technology innovation and the potential for partnerships between incumbents, start-ups and investors.
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

**FIXED INCOME**

<b>Course Code</b>	MSC.CFMM2.FIELE.0126
<b>ECTS Credits</b>	2
<b>Course Leader</b>	AMYUNI Tarek
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	None.
<b>Course Description</b>	See Course plan.
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	60
Continuous Assessment (%)	40

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<b>Academic reference</b>	Lectures obligatoires / Required readings: Lectures Recommandées / Recommended readings:
<b>Websites</b>	None.

**INVESTMENT AND CORPORATE BANKING**

<b>Course Code</b>	MSC.CFMM2.FICOR.0214
<b>ECTS Credits</b>	3
<b>Course Leader</b>	RENUCCI Céline
<b>Synchronous</b>	24
<b>Discipline</b>	Finance
<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	
<b>Course Description</b>	
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

**M&A AND CORPORATE RESTRUCTURING**

<b>Course Code</b>	MSC.CFMM2.FICOR.0018
<b>ECTS Credits</b>	3
<b>Course Leader</b>	AHMAD Muhammad Farooq
<b>Synchronous</b>	24
<b>Discipline</b>	Finance
<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	<a href="#">Introduction to finance, Financial Mathematics and Corporate Finance.</a>
<b>Course Description</b>	This course is dedicated to the valuation, structuring, financing and negotiation of controlling-equity transactions. It will present some aggregate and historical evidence, before it delves into the core issue of valuation, and then structuring (and restructuring). It provides the students with a background for understanding mergers and acquisitions and corporate restructuring. Most importantly, it provides the building blocks to understand the activity of evaluating a business firm.
<b>Course Open to Exchange</b>	Sophia /Spring;#Suzhou /Spring
<b>Semester</b>	spring



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<b>Campus</b>	Paris, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	60
Continuous Assessment (%)	40
<b>Academic reference</b>	Lectures obligatoires / Required readings: Lectures Recommandées / Recommended readings:
<b>Websites</b>	

**PORTFOLIO MANAGEMENT**

<b>Course Code</b>	MSC.CFMM2.FIELE.0127
<b>ECTS Credits</b>	2
<b>Course Leader</b>	LAI Wan Ni
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	<a href="#">Time value of money, microeconomics, valuation techniques.</a>
<b>Course Description</b>	This course provides an overview into the principles of investment and portfolio management. Built on the concepts of time value of money, risk-return tradeoff and functions of the financial system, this elective seeks to assist students in developing practical knowledge (trading practice, performance evaluation) of common financial products, including stocks, bonds, collective investment funds and alternative assets.
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	None.
<b>Websites</b>	None.

**PRIVATE EQUITY**

<b>Course Code</b>	MSC.CFMM2.FICOR.0183
<b>ECTS Credits</b>	3
<b>Course Leader</b>	RENUCCI Céline
<b>Synchronous</b>	24
<b>Discipline</b>	Finance
<b>Program</b>	Corporate Financial Management

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<b>Prerequisites</b>	<a href="#">Accounting</a> <a href="#">Corporate Valuation</a>
<b>Course Description</b>	The Private Equity course is given by professional of the industry and aims at giving students with Private Equity fundamentals and key skills the understand a Private Equity transaction.
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	60
Continuous Assessment (%)	40
<b>Academic reference</b>	
<b>Websites</b>	

**DATA ANALYSIS (R PROGRAMMING)**

<b>Course Code</b>	MSC.CFMM2.FICOR.0145
<b>ECTS Credits</b>	2
<b>Course Leader</b>	RENUCCI Céline
<b>Synchronous</b>	18
<b>Discipline</b>	Finance
<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	<a href="#">Statistical concepts</a> <a href="#">Financial data modeling with R</a>
<b>Course Description</b>	The aim of the course is to extend knowledge of the research process gained in semester 1, notably through the acquisition of more qualitative and quantitative tools and methods for strategic analysis. This course is to prepare students to be able to carry out complex technical analysis with R
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	60
Continuous Assessment (%)	40
<b>Academic reference</b>	None.
<b>Websites</b>	None.

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**FINANCIAL MODELLING II (VBA)**

<b>Course Code</b>	MSC.CFMM2.FICOR.0173
<b>ECTS Credits</b>	2
<b>Course Leader</b>	CHIKH Sabrina
<b>Synchronous</b>	18
<b>Discipline</b>	Finance
<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	<a href="#">Financial modeling I / Excel and vba level I</a>
<b>Course Description</b>	This course will help the students to deepen their knowledge in Excel and to optimize formulas and functions for financial analysis.
<b>Course Open to Exchange</b>	Belo /Spring;#Sophia /Spring;#Suzhou /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	Classic reference: Financial Modeling - Simon Benninga (2008) Available on ScholarVox: Excel for Finance and Accounting : Learn how to optimize Excel formulas and functions for financial analysis Kumar Lohani, Suraj (2023) Financial Analysis and Modeling using Excel and VBA Chandan Sengupta (2009)
<b>Websites</b>	

**HEDGE FUNDS**

<b>Course Code</b>	MSC.CFMM2.FIELE.0157
<b>ECTS Credits</b>	2
<b>Course Leader</b>	BERTONI Fabio
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	None.
<b>Course Description</b>	The course presents hedge funds, their strategies, and the key steps in setting up a hedge fund program for an institutional investor.
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100

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Continuous Assessment (%)	0
<b>Academic reference</b>	The course is going to be mostly based on the CAIA curriculum Level I and II, and on academic papers on hedge fund performance and role in asset allocation.
<b>Websites</b>	

**REAL ESTATE**

<b>Course Code</b>	MSC.CFMM2.FICOR.0184
<b>ECTS Credits</b>	2
<b>Course Leader</b>	RENUCCI Céline
<b>Synchronous</b>	18
<b>Discipline</b>	Finance
<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	<b>TBC</b>
<b>Course Description</b>	This Real Estate lecture is an introduction to real estate fundamentals, introduction to market economics, different jobs in real estate, developing a view on creating value through real estate asset management and what are the different investments strategies. This lecture aims to develop excel and powerpoint skills extremely used in the real estate industry.
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

**SUSTAINABLE FINANCE**

<b>Course Code</b>	MSC.CFMM2.FIELE.0156
<b>ECTS Credits</b>	2
<b>Course Leader</b>	LASCOLS, Laurent-EXT
<b>Synchronous</b>	18
<b>Discipline</b>	Finance
<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	
<b>Course Description</b>	

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<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

**VENTURE CAPITAL**

<b>Course Code</b>	MSC.CFMM2.FIELE.0135
<b>ECTS Credits</b>	2
<b>Course Leader</b>	RENUCCI Céline
<b>Synchronous</b>	18
<b>Discipline</b>	Finance
<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	none
<b>Course Description</b>	Theoretical bases of venture capital (many US / EU examples) - Understand the context and trends of early stage funding (many US / EU examples) - Apply and test what has been learned in the course through early stage investment gamified case study with 2 to 5 real startups (whether or not from SKEMA) and 2 real VCs (chosen by Raphael)
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

**PYTHON II**

<b>Course Code</b>	MSC.CFMM2.FIOPT.0001
<b>ECTS Credits</b>	2
<b>Course Leader</b>	PETRECZKY, Mihaly-EXT

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<b>Synchronous</b>	18
<b>Discipline</b>	Finance
<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	<a href="#">Python 1</a>
<b>Course Description</b>	Python
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

**DIGITAL MARKETING AND ARTIFICIAL INTELLIGENCE**

**ADVANCED DIGITAL PROJECT MANAGEMENT**

<b>Course Code</b>	MSC.WMIM2.PMCOR.0041
<b>ECTS Credits</b>	2
<b>Course Leader</b>	BOSSARD Frederic
<b>Synchronous</b>	21
<b>Discipline</b>	Autre
<b>Program</b>	Digital Marketing and Artificial Intelligence
<b>Prerequisites</b>	None
<b>Course Description</b>	(P Scotto) Advanced concepts, methods and tools in Project Management & Design Thinking for needs analysis, risks management and decision making. Introduction to Agile, Scrum and Design Thinking fundamentals. Introduction to Agile & Scrum
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings : Project Management HARVEY MAYLOR, fourth Edition, FT Prentice Hall

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	<p>Wiener, N. (1984). Cybernetics. New York: Wiley &amp; Sons.</p> <p>Godet, M. et al., (2001). Manuel de la prospective stratégique. Second édition. Paris : Dunod éditeur.</p> <p>The Design Thinking Toolbox: A Guide to Mastering the Most Popular and Valuable Innovation Methods (Design Thinking Series) Paperback April 14, 2020 by Michael Lewrick, Patrick Link, Larry Leifer (CJ Bonetto)</p> <p><a href="http://www.agilemanifesto.org">www.agilemanifesto.org</a></p>
<b>Websites</b>	Google drive of the MSc and Blog of the MSc

**AI AND BUSINESS MODELS**

<b>Course Code</b>	MSC.DBAM2.MKCOR.0003
<b>ECTS Credits</b>	1
<b>Course Leader</b>	BOSSARD Frederic
<b>Synchronous</b>	6
<b>Discipline</b>	Business Analytics, Data Science & AI
<b>Program</b>	Digital Marketing and Artificial Intelligence
<b>Prerequisites</b>	None
<b>Course Description</b>	The integration of AI (Artificial Intelligence) into a business model can have a significant impact on a company's strategy, operations, and revenue streams.
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	40
Continuous Assessment (%)	60
<b>Academic reference</b>	
<b>Websites</b>	

**AI MANAGEMENT**

<b>Course Code</b>	MSC.DBDM2.STCOR.0001
<b>ECTS Credits</b>	1
<b>Course Leader</b>	BOSSARD Frederic
<b>Synchronous</b>	12
<b>Discipline</b>	Autre
<b>Program</b>	Digital Marketing and Artificial Intelligence
<b>Prerequisites</b>	None.
<b>Course Description</b>	This is an introductory course on concepts, principles and practices of working and managing business applications of AI.

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<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	-
<b>Websites</b>	-

**CAREER MANAGEMENT**

<b>Course Code</b>	MSC.SFFM2.FICOR.0023
<b>ECTS Credits</b>	0
<b>Course Leader</b>	ANDRE Nathalie
<b>Synchronous</b>	6
<b>Discipline</b>	Autre
<b>Program</b>	Digital Marketing and Artificial Intelligence
<b>Prerequisites</b>	No prerequisites.
<b>Course Description</b>	Career management, focusing on recruitment and employability
<b>Course Open to Exchange</b>	Belo /Spring;#Lille /Spring;#Paris /Spring;#Sophia /Spring;#Suzhou /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, Dubaï, Lille, Paris, Raleigh, Sophia
<b>Evaluation</b>	
Final Examination (%)	40
Continuous Assessment (%)	60
<b>Academic reference</b>	Accès Talent and careers HUB
<b>Websites</b>	None.

**CORPORATE DESIGN AND WEB SITE MANAGEMENT**

<b>Course Code</b>	MSC.WMIM2.MKCOR.0086
<b>ECTS Credits</b>	2
<b>Course Leader</b>	BOSSARD Frederic
<b>Synchronous</b>	21
<b>Discipline</b>	Autre
<b>Program</b>	Digital Marketing and Artificial Intelligence
<b>Prerequisites</b>	None
<b>Course Description</b>	Fundamentals in web site management, functional specifications and subcontracting



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<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	<p>Lectures obligatoires / Required readings :</p> <p>Lectures Recommandées / Recommended readings :</p> <p>Mike Castro DEMARIA: Programming PHP, by Kevin Tatroe, Peter MacIntyre, Rasmus Lerdorf. O'Reilly Media; Third Edition edition (February 25, 2013), ISBN-13: 978-1449392772</p> <p>Learning PHP, MySQL, JavaScript, CSS &amp; HTML5: A Step-by-Step Guide to Creating Dynamic Websites, by Robin Nixon. O'Reilly Media; 3 edition (June 16, 2014), ISBN-13: 978-1491949467</p> <p>Learning Web App Development, by Semmy Purewal. O'Reilly Media; ISBN-10 : 9781449370190, ISBN-13 : 978-1449370190</p>
<b>Websites</b>	<p>Mike Castro DEMARIA:  <a href="https://www.w3schools.com/">https://www.w3schools.com/</a>  <a href="https://www.w3schools.com/css/default.asp">https://www.w3schools.com/css/default.asp</a>  <a href="https://www.w3schools.com/html/default.asp">https://www.w3schools.com/html/default.asp</a>  <a href="https://www.w3schools.com/mysql/default.asp">https://www.w3schools.com/mysql/default.asp</a>  <a href="https://www.w3schools.com/php/default.asp">https://www.w3schools.com/php/default.asp</a></p> <p>Virginie DROIT : Subcontracting  <a href="https://www.1min30.com/creation-site-internet/la-gestion-de-projet-web-les-pieges-de-la-planification-de-projet-7294">https://www.1min30.com/creation-site-internet/la-gestion-de-projet-web-les-pieges-de-la-planification-de-projet-7294</a></p>

**DATA SCIENCE 2 : MACHINE LEARNING FOR BUSINESS**

<b>Course Code</b>	MSC.DBAM2.PMCOR.0004
<b>ECTS Credits</b>	3
<b>Course Leader</b>	MONTMARTIN Benjamin
<b>Synchronous</b>	24
<b>Discipline</b>	Business Analytics, Data Science & AI
<b>Program</b>	Digital Marketing and Artificial Intelligence
<b>Prerequisites</b>	Fall semester course: <a href="#">Data Science 1: statistics and econometrics</a>
<b>Course Description</b>	The goal of this course is to provide a solid foundation in Machine Learning for business students and other social scientists. We will focus on practical applications using Python. Topics covered include both supervised and unsupervised Machine Learning algorithms: PCA, K-means, Hierarchical Tree, K-NN, Random Forest and Neural Networks.
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	

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Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

**DATA VISUALIZATION**

<b>Course Code</b>	MSC.DMAM2.ISCOR.0001
<b>ECTS Credits</b>	1
<b>Course Leader</b>	BOSSARD Frederic
<b>Synchronous</b>	12
<b>Discipline</b>	Business Analytics, Data Science & AI
<b>Program</b>	Digital Marketing and Artificial Intelligence
<b>Prerequisites</b>	"As we review how these functions are accessible in Tableau, a basic understanding about the following topics is necessary. <a href="#">Databases: tables, keys, field formats, joins</a> <a href="#">Statistics: linear regression, statistical analysis</a> "
<b>Course Description</b>	"Basics of Data Visualization with Tableau. The purpose of this course is to teach students the power of Data Visualization for reporting, communication and decision making. This can be useful to any department in an organisation. This course provides hands-on experience, so that students are in position to use Data visualization both at work and in their everyday life."
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

**DIGITAL ANALYTICS & GOOGLE ANALYTICS CERTIFICATION**

<b>Course Code</b>	MSC.DMAM2.MKCOR.0004
<b>ECTS Credits</b>	2
<b>Course Leader</b>	TOURE, Baba-EXT
<b>Synchronous</b>	12
<b>Discipline</b>	Autre
<b>Program</b>	Digital Marketing and Artificial Intelligence

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<b>Prerequisites</b>	<a href="#">Basics of Digital Marketing</a> <a href="#">Understanding of Measurement in the age of predictive metrics</a> <a href="#">Basics of AI and Business Intelligence</a> <a href="#">GDPR Compliance</a>
<b>Course Description</b>	Data is considered the new oil of the economy, but privacy concerns limit their use, leading to a widespread sense that data analytics and privacy are contradictory. Therefore, how to collect, measure and analyse data and insight in a privacy-centric world? You will learn : basic and advanced Universal Analytics concepts. This includes: planning and principles; implementation and data collection; configuration and administration; conversion and attribution; and reports, metrics, and dimensions.
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings : <a href="https://www.analyticsmania.com/p/getting-started-with-google-analytics-4/">https://www.analyticsmania.com/p/getting-started-with-google-analytics-4/</a>
<b>Websites</b>	<a href="http://analytics.blogspot.com/">http://analytics.blogspot.com/</a> YouTube Channel for basics : <a href="https://www.youtube.com/channel/UCJ5UyIAa5nEGksjcdp43Iwx">https://www.youtube.com/channel/UCJ5UyIAa5nEGksjcdp43Iwx</a>

**DIGITAL GROWTH**

<b>Course Code</b>	MSC.DMAM2.MKCOR.0103
<b>ECTS Credits</b>	2
<b>Course Leader</b>	NIZON, Emilien-EXT
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	Digital Marketing and Artificial Intelligence
<b>Prerequisites</b>	No pre-requisite to this course.
<b>Course Description</b>	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. Several teaching methods will be used: - Ed, a virtual assistant (chatbot) available 24/7 to help students in need, but also students wishing to go further with certain topics - Workshops : creating a marketing campaign (AR) and a chatbot

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<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	DE SOUSA CARDOSO C., Data Power, Ed. Eyrolles, 2020 ELLIS S., Hacking Growth, Virgin Books, 2017
<b>Websites</b>	

**DIGITAL PROJECT COMPANY CONSULTING II**

<b>Course Code</b>	MSC.DMAM2.MKCOR.0006
<b>ECTS Credits</b>	3
<b>Course Leader</b>	BOSSARD Frederic
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	Digital Marketing and Artificial Intelligence
<b>Prerequisites</b>	<a href="#"><u>Courses of management of the first and second semesters</u></a>
<b>Course Description</b>	<p>Frédéric Bossard &amp; Philippe Scotto: At the end of this course, students will be able to apply all concepts, methods, and tools studied in management courses of the semester (regarding the business plan, law, project cost and the use of IA/Systemic analysis tools). Then, its the same principle as for the consulting course of the first semester. An expert of Real-Time Bidding does a conference on this topic and delivers recommendations in order to be recruited Also, teachers-consultants audit the implementation of lectures on students' project companies. Students apply the knowledge, tools, and methods learned a priori to further advance their company project. Their professors and coaches check their analysis and realization. The team improves their project and at least presents the results to their company during 4 meetings planned in their schedule. At the end of the semester, they present in teams the formal review of their projects to all their professors and company managers.</p> <p>Philippe Eli: Leading a project means embarking people with different profiles and without necessarily relying on hierarchical relationships, and aligning them with common values and objectives. This course titled "Keys to effective project leadership" is aimed at proving students with methodologies helpful when leading teams in project management situations. It includes an introduction to a selection of concepts and tools used by leaders in major international companies and a self assessment that will help each student to better understand his/her behavioural profile. It also incorporates coaching sessions with each</p>

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	company project team to discuss management and leadership aspects of the project, and the best practices each member of the team can get from it, that will be applicable during professional roles.
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	70
Continuous Assessment (%)	30
<b>Academic reference</b>	Philippe Scotto Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings : ESSENTIALS OF FINANCIAL ANALYSIS G.T. Friedlob & L.F. Scleifer edit. Essential series Business Model Generation A. Osterwalder, Y. Prieur Edit. Wiley Philippe Elie: "The Speed of Trust", Stephen Cowley, Pocket Books Business
<b>Websites</b>	Extranet of the project. Students have to manage it and to download the current and validated documents (deliverables) of their project. They also manage the rights for their SKEMA and company coaches.

**SUSTAINABLE AND USER CENTRIC PROJECT MANAGEMENT**

<b>Course Code</b>	MSC.DMAM2.MKCOR.0002
<b>ECTS Credits</b>	1
<b>Course Leader</b>	BOSSARD Frederic
<b>Synchronous</b>	9
<b>Discipline</b>	Autre
<b>Program</b>	Digital Marketing and Artificial Intelligence
<b>Prerequisites</b>	none
<b>Course Description</b>	Through this 9 hour program, students will learn how to understand users behavior, needs and motivations using several methodologies, how they react, and how they can trigger their attention on a website or an app. They will mainly understand how UX is key in any digital experience through several workshops. Several teaching methods will be used: - Ed, a virtual assistant (chatbot) available 24/7 to help students in need, but also students wishing to go further with certain topics - Workshops : creating your first usability test
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	50

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Continuous Assessment (%)	50
<b>Academic reference</b>	
<b>Websites</b>	

**ELECTIVE: ADVANCED GRAPHIC DESIGN**

<b>Course Code</b>	MSC.DMAM2.MKOPT.0001
<b>ECTS Credits</b>	1
<b>Course Leader</b>	BOSSARD Frederic
<b>Synchronous</b>	12
<b>Discipline</b>	Autre
<b>Program</b>	Digital Marketing and Artificial Intelligence
<b>Prerequisites</b>	<a href="#">Basic of web design and HTML and CSS</a>
<b>Course Description</b>	This course is dedicated to students of the MSc DIGITAL MARKETING and ARTIFICIAL INTELLIGENCE who wish to go further in graphical design web design knowledge using artificial intelligence and content-driven creation.
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	Lectures Recommandées / Recommended readings : Learning Bootstrap - Modern, Elegant and Responsive Web Design Made Easy, by Aravind Shenoy. Packt Publishing (December 23, 2014), ASIN: B0ORP13B5S Beginners Guide to Stable Diffusion AI Art: Learn the essential techniques and free software to create AI art (English Edition) Kindle, ASIN : BOBTPNQMXN
<b>Websites</b>	M. Castro de Maria: <a href="https://getbootstrap.com/docs/5.1/getting-started/introduction/">https://getbootstrap.com/docs/5.1/getting-started/introduction/</a>

**ELECTIVE : AGILE CERTIFICATION / CAPM**

<b>Course Code</b>	MSC.DMAM2.PMELE.0002
<b>ECTS Credits</b>	2
<b>Course Leader</b>	DANIEL Carole
<b>Synchronous</b>	21
<b>Discipline</b>	Autre
<b>Program</b>	Digital Marketing and Artificial Intelligence

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<b>Prerequisites</b>	<a href="#"><u>Course Advanced Project Management</u></a> <a href="#"><u>Agile lectures of MSc DIGITAL MARKETING and ARTIFICIAL INTELLIGENCE/</u></a> <a href="#"><u>Manual Agile Business Consortium</u></a>
<b>Course Description</b>	Preparation to Agile PM Certification Advanced concepts, methods and tools in project management for agility
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	AgilePM Handbook v2, Agile Manifesto, Scrum Guide 2020
<b>Websites</b>	

**ELECTIVE: BIG DATA IN E-MARKETING**

<b>Course Code</b>	MSC.DMAM2.MKCOR.0100
<b>ECTS Credits</b>	1
<b>Course Leader</b>	HOURDEL, Bruno-EXT
<b>Synchronous</b>	12
<b>Discipline</b>	Autre
<b>Program</b>	Digital Marketing and Artificial Intelligence
<b>Prerequisites</b>	None
<b>Course Description</b>	Descriptif du cours Course description This course will introduce to Data in e-marketing and how it transforms completely the approach of managing and operating marketing, with a strong focus on AI (impacts, consequences, application domainsetc). The course will describe in details the Data Life Cycle Management for e-marketing purposes, including a clear understanding of the impacts of AI on it
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	> IDC - Create More Business Value from Your Organizational Data [Embrace Organic Integration of AI across the Business] (2023) > The Ultimate Guide to Marketing AI - Data iku (2023) > McKinsey & Company - Marketing & Sales / Big Data, Analytics, and the Future of Marketing & Sales (2015) > Growth hacking: Insights on data-driven decision-making from three firms

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	<p>Kcenter (2019)          &gt; Accenture: Building digital trust: The role of data ethics in the digital age.          &gt; Columbus (2016) Ten Ways Big Data Is Revolutionising Marketing and Sales. Forbes.          &gt; DalleMule and Davenport (2017) Whats your Data Strategy? Harvard Business Review.</p>
<b>Websites</b>	<a href="https://www.youtube.com/watch?v=jUjaOSm78pc">https://www.youtube.com/watch?v=jUjaOSm78pc</a>

**ELECTIVE: COMMUNICATION AND EFFICIENT COPY-STRATEGY**

<b>Course Code</b>	MSC.WMIM2.MKELE.0080
<b>ECTS Credits</b>	1
<b>Course Leader</b>	DROIT, Virginie-EXT
<b>Synchronous</b>	12
<b>Discipline</b>	Autre
<b>Program</b>	Digital Marketing and Artificial Intelligence
<b>Prerequisites</b>	No
<b>Course Description</b>	Through methodes and technics to develop creativity in communication, this course leads students to imagine original approaches and formulate it in efficient copy strategies.
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	<ul style="list-style-type: none"> <li>- La Boîte à outils de la publicité (Servanne Barre, Anne-Marie Gayrard-Carrera), Dunod- Advertising</li> <li>- Creative: Strategy, Copy, and Design (Par Tom Altstiel, Jean Grow), Sage Publications</li> <li>- Graphic Design: The New Basics: Second Edition, Revised and Expanded (Ellen Lupton, Jennifer Cole Phillips)</li> <li>- La Gestalt, psychologie de la forme: L'environnement et les formes influencent-ils nos décisions ? (Nicolas Crombez et 50 minutes)</li> </ul>
<b>Websites</b>	Sign-up for the free and read as often as possible: <a href="http://www.journaldunet.com">http://www.journaldunet.com</a> <a href="http://www.cbnews.fr">http://www.cbnews.fr</a> <a href="http://www.abc-netmarketing.com">http://www.abc-netmarketing.com</a> <a href="http://www.netmarketeur.net">http://www.netmarketeur.net</a> <a href="http://www.marketing-internet.com">http://www.marketing-internet.com</a>

**ELECTIVE: FROM EXCEL TO SQL**

<b>Course Code</b>	MSC.DMAM2.ISELE.0001
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<b>ECTS Credits</b>	1
<b>Course Leader</b>	BOSSARD Frederic
<b>Synchronous</b>	12
<b>Discipline</b>	Marketing
<b>Program</b>	Digital Marketing and Artificial Intelligence
<b>Prerequisites</b>	None
<b>Course Description</b>	This course aims to provide learners with the skills needed to move from analysing data in Excel to using SQL for more complex queries and analysis of large datasets.
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

**ELECTIVE: GOOGLE ADS DISPLAY CERTIFICATION**

<b>Course Code</b>	MSC.DMAM2.MKELE.0002
<b>ECTS Credits</b>	1
<b>Course Leader</b>	TOURE, Baba-EXT
<b>Synchronous</b>	12
<b>Discipline</b>	Autre
<b>Program</b>	Digital Marketing and Artificial Intelligence
<b>Prerequisites</b>	<a href="#">Digital Advertising basics (ideals Google Search Ads)</a>
<b>Course Description</b>	In an AI leading digital ecosystem, demonstrate your ability to develop effective Display strategies and campaigns that achieve specific marketing goals.
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

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**ENTREPRENEURSHIP AND INNOVATION**

**ADVANCED STRATEGY**

<b>Course Code</b>	MSC.EISM2.STCOR.0051
<b>ECTS Credits</b>	2
<b>Course Leader</b>	MESCHI Pierre Xavier
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	Entrepreneurship and Innovation
<b>Prerequisites</b>	<a href="#">Competitive strategy essentials</a>
<b>Course Description</b>	Advanced Strategic Models course aims at developing professional skills in the field of strategic management. In this perspective, this course concentrates on three main issues of strategic management: industry value assessment, strategy-performance analysis and internationalization strategy. They correspond to strategic issues that any CEOs will have to face at one stage or the other of his/her company lifecycle.
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	Philippe Chereau & Pierre-Xavier Meschi (2017). Strategic Consulting, Palgrave, London.
<b>Websites</b>	

**BUSINESS DEVELOPMENT AND NEGOTIATION SKILLS**

<b>Course Code</b>	MSC.EISM2.STCOR.0013
<b>ECTS Credits</b>	2
<b>Course Leader</b>	DIB, Daniel-EXT
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	Entrepreneurship and Innovation
<b>Prerequisites</b>	none
<b>Course Description</b>	The essentials of Business Development in a B2B environment: Forget courting investors, chase customers! In the last few years, the trend has been to raise funds and many time the success of the ventures was evaluated by the amounts raised. The reality for most businesses is that the funds raised are only the enablers. The sustainable way for a business to grow and flourish is to attract and retain customers. This course will strategically reposition the B2B customer at the center of the equation and provide students with the adequate tools to do so. The full cycle of business development will be covered. From why the customer and which type to how to find them; from how to build a pipeline to converting a prospect into a paying customer. With a combination of

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	<p>tools and role play, students will be exposed in an interactive way to the concepts and strategies to anchor and execute successfully a Go To Market strategy.</p> <p>A typical session will draw on a palette of ressources ranging from introducing strategic concepts with best practices and traps to building in class a tool they can use, from role play to anchor the topic at hand to blended learning to continue and expand the learning journey.</p> <p>Furthermore, for the students who wish to work on their own projects, they are able to do so with other students as the group presentation.</p>
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings :
<b>Websites</b>	

**CAREER MANAGEMENT 2**

<b>Course Code</b>	MSC.SFFM2.FICOR.0023
<b>ECTS Credits</b>	0
<b>Course Leader</b>	ANDRE Nathalie
<b>Synchronous</b>	0
<b>Discipline</b>	Autre
<b>Program</b>	Entrepreneurship and Innovation
<b>Prerequisites</b>	No prerequisites.
<b>Course Description</b>	Career management, focusing on recruitment and employability
<b>Course Open to Exchange</b>	Belo /Spring;#Lille /Spring;#Paris /Spring;#Sophia /Spring;#Suzhou /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, Dubaï, Lille, Paris, Raleigh, Sophia
<b>Evaluation</b>	
Final Examination (%)	40
Continuous Assessment (%)	60
<b>Academic reference</b>	Accès Talent and careers HUB
<b>Websites</b>	None.

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**DATA AND CUSTOMER SUCCESS**

<b>Course Code</b>	MSC.EISM2.STCOR.0210
<b>ECTS Credits</b>	1
<b>Course Leader</b>	SERVEL Nicolas
<b>Synchronous</b>	12
<b>Discipline</b>	Business Analytics, Data Science & AI
<b>Program</b>	Entrepreneurship and Innovation
<b>Prerequisites</b>	-
<b>Course Description</b>	-
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

**EXECUTIVE STRATEGIC CONSULTING**

<b>Course Code</b>	MSC.EISM2.STCOR.0017
<b>ECTS Credits</b>	2
<b>Course Leader</b>	SERVEL Nicolas
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	Entrepreneurship and Innovation
<b>Prerequisites</b>	<a href="#">Good knowledge in strategy theories</a>
<b>Course Description</b>	This course is dedicated to transferring methods and tools of Executive Consulting in the field of strategy and organization management. Teaching methods are based on a robust understanding of the best practice of Management Consulting firms transposed into action learning via field-based consulting missions to experience consulting. The core skills developed in this class : data driven analysis, project structuring and clear communication techniques can be applied in a wide range of positions either with Consulting firms or Advisory positions (such as Product Management, Incubator Advisor etc.)
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	60
Continuous Assessment (%)	40

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<b>Academic reference</b>	Lectures obligatoires / Required readings : Strategic Consulting - Chereau & Meschi - PALGRAVE, 2017
<b>Websites</b>	

**LAUNCHING POSITIVE IMPACT PROJECTS**

<b>Course Code</b>	MSC.EISM2.STCOR.0220
<b>ECTS Credits</b>	2
<b>Course Leader</b>	SERVEL Nicolas
<b>Synchronous</b>	18
<b>Discipline</b>	Stratégie, Innovation & Entrepreneuriat
<b>Program</b>	Entrepreneurship and Innovation
<b>Prerequisites</b>	-
<b>Course Description</b>	The world is evolving quickly and a major global trend is currently influencing start-ups but also established organisations : positive impacts projects. While such projects can be related to climate there is also a strong push for more social justice and inclusivity. Launching such projects either in a start-up or in an existing organization requires special skills. They will be covered in this class.
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

**LEADERSHIP AND MINDSET IN A START-UP / SCALE-UP**

<b>Course Code</b>	MSC.EISM2.STCOR.0215
<b>ECTS Credits</b>	1
<b>Course Leader</b>	SERVEL Nicolas
<b>Synchronous</b>	12
<b>Discipline</b>	Stratégie, Innovation & Entrepreneuriat
<b>Program</b>	Entrepreneurship and Innovation
<b>Prerequisites</b>	
<b>Course Description</b>	Start-ups are a very specific environment which requires not only technical skills but also a certain type of mindset. At the same time, in fast growing scale-up, teams are growing very quickly and the leader must ensure that he is not only recruiting individual with this mindset but also at the same time forming a highly effective team.

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	This class will be delivered by an instructor who used to be the COO of a unicorn when it was at an early stage of development.
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

**OKR & OPERATIONNAL EXCELLENCE**

<b>Course Code</b>	MSC.EISM2.STCOR.0209
<b>ECTS Credits</b>	1
<b>Course Leader</b>	LOUSSE, Geoffroy-EXT
<b>Synchronous</b>	12
<b>Discipline</b>	Stratégie, Innovation & Entrepreneuriat
<b>Program</b>	Entrepreneurship and Innovation
<b>Prerequisites</b>	N/A
<b>Course Description</b>	N/A
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

**PRODUCT MANAGEMENT**

<b>Course Code</b>	MSC.EISM2.STCOR.0001
<b>ECTS Credits</b>	1
<b>Course Leader</b>	DAS, Daisy-EXT
<b>Synchronous</b>	12
<b>Discipline</b>	Autre
<b>Program</b>	Entrepreneurship and Innovation
<b>Prerequisites</b>	tbc

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<b>Course Description</b>	tbc
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

**SCALING A START-UP**

<b>Course Code</b>	MSC.EISM2.STELE.0064
<b>ECTS Credits</b>	2
<b>Course Leader</b>	BELLITY, Alexandre-EXT
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	Entrepreneurship and Innovation
<b>Prerequisites</b>	<a href="#">Fall semester Entrepreneurship &amp; Innovation</a>
<b>Course Description</b>	In this elective you will have the opportunity to discover the underside of entrepreneurship. Alexandre Bellity (Skema 2011), founder of Cleany (350 employees in Paris), will guide you through the steps that you can follow when you turn an idea into a real business. You will learn how to truly launch your company, finance it, recruit smartly, manage efficiently, evolve in your role as a founder and grow your start-up to a scale-up! Alexandre will also prove that it possible to grow a fast growing tech start-up in an ethical and sustainable way.
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

**START-UP SUPPORT (PARTNERSHIP WITH INCUBATORS)**

<b>Course Code</b>	MSC.EISM2.STCOR.0018
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<b>ECTS Credits</b>	2
<b>Course Leader</b>	VIAN Dominique
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	Entrepreneurship and Innovation
<b>Prerequisites</b>	none
<b>Course Description</b>	This action aims at delivering business coaching to incubated start-ups. Students will use their knowledge about business modeling and strategy to help firms to sort out strategic issues related to: - technological innovation or - innovative services or - social business
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings : Tous innovateurs: 2 méthodes pour révéler des solutions invisibles dans le complexe <a href="https://www.amazon.fr/Tous-Innovateurs-m%C3%A9thodes-solutions-invisibles/dp/1981069690">https://www.amazon.fr/Tous-Innovateurs-m%C3%A9thodes-solutions-invisibles/dp/1981069690</a>
<b>Websites</b>	

**ARTIFICIAL INTELLIGENCE**

<b>Course Code</b>	MSC.EISM2.STELE.0060
<b>ECTS Credits</b>	2
<b>Course Leader</b>	LA TORRE Davide
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	Entrepreneurship and Innovation
<b>Prerequisites</b>	<u><a href="#">Basic quantitative methods</a></u>
<b>Course Description</b>	This course will focus on the main fundamentals of Artificial Intelligence and Machine Learning techniques and their applications to support decision making.
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100



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Continuous Assessment (%)	0
<b>Academic reference</b>	Instructor's lecture notes and slides. J.P.Mueller, L.Massarou, Artificial Intelligence for Dummies, J.Wiley and Sons, Inc, 2018. J.P.Mueller, L.Massarou, Machine Learning for Dummies, J.Wiley and Sons, Inc, 2016.
<b>Websites</b>	

**CREATION D4ENTREPRISE DROIT & PROPRIETE INTELLECTUELLE**

<b>Course Code</b>	MSC.EISM2.STCOR.0016
<b>ECTS Credits</b>	2
<b>Course Leader</b>	DOSDAT, Aline-EXT
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	Entrepreneurship and Innovation
<b>Prerequisites</b>	<u>Concept généraux de droit</u>
<b>Course Description</b>	<p>Cette élective couvrira les basiques des aspects juridiques à prendre en compte lors de la création d'une entreprise en France et en matière de Propriété Intellectuelle.</p> <p>Le matériel prend toujours plus de place dans la société par la création, l'innovation ou encore le marketing, le droit de la propriété intellectuelle est donc incontestablement une matière salvatrice pour protéger efficacement les droits qui en sont issus. Les logiciels, les sites internet, les œuvres littéraires et graphiques, les inventions, les obtentions végétales, le design, les marques, les appellations d'origine, sont autant d'éléments qui sont sujets à convoitises car créateurs de richesse pour leur propriétaire, et leur exploitant, à savoir l'entreprise. Leur protection juridique est donc une condition essentielle de la pérennité et de la valorisation des entreprises, ce qui implique que tout développement de création et d'innovation doit s'accompagner irrémédiablement de la connaissance et de la mise en place de moyens de protection juridique efficaces.</p> <p>Elle sera donc délivrée en Français par une Avocate et un conseil en Propriété Intellectuelle</p>
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	60
Continuous Assessment (%)	40
<b>Academic reference</b>	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings :
<b>Websites</b>	

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**CREER UNE ENTREPRISE INNOVANTE EN FRANCE**

<b>Course Code</b>	MSC.EISM2.STELE.0008
<b>ECTS Credits</b>	2
<b>Course Leader</b>	DENIS, Vincent-EXT
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	Entrepreneurship and Innovation
<b>Prerequisites</b>	none
<b>Course Description</b>	Ce cours décrit les modalités et les dispositifs associés à la création d'entreprise innovante en France. Il doit permettre aux étudiants d'aborder la création d'entreprise innovante en France en confiance et en ayant conscience des contingences spécifiques au contexte national.
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings :
<b>Websites</b>	

**GROWTH HACKING FOR NEW VENTURES**

<b>Course Code</b>	MSC.EISM2.STELE.0059
<b>ECTS Credits</b>	2
<b>Course Leader</b>	CASTRO DEMARIA, Mike-EXT
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	Entrepreneurship and Innovation
<b>Prerequisites</b>	No particular prerequisites
<b>Course Description</b>	Students will study the essentials of web marketing and apply these to their proposed new venture in order to understand how to use digital tools in the launch of a new business and in future business development...
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	70
Continuous Assessment (%)	30
<b>Academic reference</b>	Lectures obligatoires / Required readings : Readings will be posted on knowledge

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	Lectures Recommandées / Recommended readings : Readings will be posted on Knowledge
<b>Websites</b>	<a href="http://www.entrepreneur.com/socialmedia/index.html">http://www.entrepreneur.com/socialmedia/index.html</a> <a href="http://mashable.com/">http://mashable.com/</a> <a href="http://www.clickz.com/">http://www.clickz.com/</a> <a href="http://www.digitalbuzzblog.com/">http://www.digitalbuzzblog.com/</a> <a href="http://rich-page.com/">http://rich-page.com/</a> <a href="http://www.seo.com/blog/">http://www.seo.com/blog/</a> <a href="http://www.entrepreneuronfire.com/blog/">http://www.entrepreneuronfire.com/blog/</a> <a href="http://blog.getresponse.com/">http://blog.getresponse.com/</a> <a href="http://monetate.com/blog/">http://monetate.com/blog/</a> <a href="http://www.seocopywriting.com/blog/">http://www.seocopywriting.com/blog/</a> <a href="http://www.dailyblogtips.com/">http://www.dailyblogtips.com/</a> <a href="http://cutroni.com/blog/">http://cutroni.com/blog/</a> <a href="http://www.chrisducker.com/blog/">http://www.chrisducker.com/blog/</a>

**VENTURE CAPITAL**

<b>Course Code</b>	MSC.CFMM2.FIELE.0135
<b>ECTS Credits</b>	2
<b>Course Leader</b>	RENUCCI Céline
<b>Synchronous</b>	18
<b>Discipline</b>	Finance
<b>Program</b>	Entrepreneurship and Innovation
<b>Prerequisites</b>	none
<b>Course Description</b>	<p>Theoretical bases of venture capital (many US / EU examples)</p> <ul style="list-style-type: none"> <li>- Understand the context and trends of early stage funding (many US / EU examples)</li> <li>- Apply and test what has been learned in the course through early stage investment gamified case study with 2 to 5 real startups (whether or not from SKEMA) and 2 real VCs (chosen by Raphael)</li> </ul>
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

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**INTERNATIONAL MARKETING AND BUSINESS DEVELOPMENT**

**BUSINESS DEVELOPMENT & SALES**

<b>Course Code</b>	MSC.IMBM2.MKCOR.0065
<b>ECTS Credits</b>	3
<b>Course Leader</b>	SPIER Peter
<b>Synchronous</b>	30
<b>Discipline</b>	Marketing
<b>Program</b>	International Marketing and Business Development Sophia
<b>Prerequisites</b>	<a href="#"><u>Business models, negotiation, sales</u></a>
<b>Course Description</b>	<p>This course covers two strongly related areas: business development and sales.</p> <p>Sales and business development are an essential component of the MSc in International Marketing and Business Development. Companies are seeking to recruit candidates with good potential for sales and a good number of students will begin their careers in the sales function, either moving up into sales management or across into marketing.</p> <p>Two other courses: international business development and new business development focus on these aspects of business development. This course is more concerned with areas such as key account management, sales methods and developing business in existing markets with existing customers.</p> <p><b>SALES:</b></p> <p>The sales component of the course provides will help to develop selling techniques and discover the different kinds of positions available in sales and business development. The course will look at different types of sales situation and reveal how very different sales can be in different sectors. We will look at transactional bargaining situations moving through to more complex situations involving consultative- and solution-selling approaches. Throughout, the emphasis will be on developing students' ability to 'connect' with the other person, to use enquiry to better understand their point of view, to put forward their own position and to communicate and defend value.</p> <p>This course is a 'must' for students who wish to follow a career or spend their first years in sales or marketing. It will help to build confidence and cover the kind of techniques used in companies. The course will be interactive, and students will be expected to participate fully with live simulation.</p> <p>The skills developed in the course will certainly be useful elsewhere: selling ideas, pitching for resources, job interviews, internal selling...</p> <p>This part of the course goes hand in hand with the business development part that looks more specifically at Key account management and negotiation.</p> <p><b>BUSINESS DEVELOPMENT</b></p> <p>Business development involves identifying, analyzing and qualifying opportunities for growth that are both profitable and consistent with a company's strategy, and then making things happen. It is this combination of analysis and strategic vision with a concern for the practical side of things that make the activity so satisfying.</p> <p>This course will look at how companies in a range of sectors grow - whether in new or existing markets, with new or existing clients -, how decisions</p>

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	about which options to pursue can be formulated and evaluated, and how growth strategies can be put in place. There will be a natural focus on the role of key account managers, who are key players in developing business. In Sophia, Lille, Belo and Suzhou, the course will culminate in the annual Sales Challenge, where students will meet and sell to companies. In Paris and Raleigh students will be able to opt for this event as an elective.
<b>Course Open to Exchange</b>	Belo /Spring;#Lille /Spring;#Sophia /Spring;#Suzhou /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	Full reading list will be available on K2 (SKEMA's knowledge platform)
<b>Websites</b>	The links will be available on K2 (SKEMA's knowledge platform)

**CAREER MANAGEMENT 2**

<b>Course Code</b>	MSC.SFFM2.FICOR.0023
<b>ECTS Credits</b>	1
<b>Course Leader</b>	ANDRE Nathalie
<b>Synchronous</b>	6
<b>Discipline</b>	Autre
<b>Program</b>	International Marketing and Business Development Sophia
<b>Prerequisites</b>	No prerequisites.
<b>Course Description</b>	Career management, focusing on recruitment and employability
<b>Course Open to Exchange</b>	Belo /Spring;#Lille /Spring;#Paris /Spring;#Sophia /Spring;#Suzhou /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, Dubaï, Lille, Paris, Raleigh, Sophia
<b>Evaluation</b>	
Final Examination (%)	40
Continuous Assessment (%)	60
<b>Academic reference</b>	Accès Talent and careers HUB
<b>Websites</b>	None.

**PRODUCT MANAGEMENT AND OPERATIONAL MARKETING**

<b>Course Code</b>	MSC.IMBM2.MKCOR.0063
<b>ECTS Credits</b>	3
<b>Course Leader</b>	SPIER Peter

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<b>Synchronous</b>	24
<b>Discipline</b>	Marketing
<b>Program</b>	International Marketing and Business Development Sophia
<b>Prerequisites</b>	<a href="#"><u>Having a marketing background in strategic marketing and some basic knowledge about the marketing mix.</u></a>
<b>Course Description</b>	<p>After introducing the concepts of product management and then reviewing all the steps of the product development process, from market research to releasing a product range onto the market, the final part of this course will focus on the interactions between all the company departments during the product development process.</p> <p>This course will give for the student a clear vision about how the most innovative companies around the world are developing new products and services, managing products and services, and implementing a competitive marketing plan for all of them.</p>
<b>Course Open to Exchange</b>	Belo /Spring;#Lille /Spring;#Sophia /Spring;#Suzhou /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	Mastering Product Management A step-by-step guide Kevin Brennan (facultative reading)
<b>Websites</b>	

**UNDERSTANDING THE ELUSIVE CONSUMER**

<b>Course Code</b>	MSC.IMBM2.MKCOR.0031
<b>ECTS Credits</b>	4
<b>Course Leader</b>	MECIT Alican
<b>Synchronous</b>	30
<b>Discipline</b>	Marketing
<b>Program</b>	International Marketing and Business Development Sophia
<b>Prerequisites</b>	<a href="#"><u>Market research notion, Introduction to Marketing, Research Methods</u></a>
<b>Course Description</b>	<p>Contemporary approaches to business emphasize the importance of adopting a customer focus. Marketing begins and ends with the consumer from determining consumer needs to ensuring customer satisfaction. Today's marketing manager has to possess an in-depth, scientific understanding of consumer judgment and decision-making but also of the way consumption functions in People's lives.</p> <p>The primary goal of this course is to provide a strong foundation for critical thinking in the area of consumer behavior through:</p> <ul style="list-style-type: none"> <li>- focusing on the transition from a traditional economics-driven to a subtler understanding of consumers,</li> <li>- discussing the recent developments in the area with special emphasis on the psychological and socio-cultural advances.</li> </ul>

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<b>Course Open to Exchange</b>	Belo /Spring;#Lille /Spring;#Sophia /Spring;#Suzhou /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	<p>Blackwell, R.; Miniard, P; Engenl, J. (2001). Consumer behavior (9th ed.). Orlando: Harcourt Publishers</p> <p>Khaneman , Daniel (2011). Thinking, fast and slow. New York: Farrar, Straus and Giroux, 2011.</p> <p>Arnould, Eric J., Thompson, Craig J. (2018). Consumer culture theory. London: Sage</p> <p>The list of weekly mandatory readings is provided below.</p> <p>- Recommended textbook: Solomon, Michael R. (2015). Consumer Behavior, Global Edition, 11th Edition, London: Pearson.</p> <p>Cass R. Sunstein, Nudging: A Very Short Guide, 37 J. Consumer Pol'y 583 (2014).</p> <p>Schau, Hope J. (2018) Identity Projects and the Marketplace, Consumer Culture Theory. London: Sage, pp. 19-39.</p> <p>Siebert, Anton, Ahir Gopaldas, Andrew Lindridge, and Cláudia Simões (2020), Customer Experience Journeys: Loyalty Loops Versus Involvement Spirals, JM, 45-66.</p> <p>Iyengar, Sheena S., and Mark R. Lepper. When choice is demotivating: Can one desire too much of a good thing? JPSP, 79.6 (2000): 995-1006.</p> <p>Simonson, Itamar (1989), Choice Based on Reasons: The Case of Attraction and Compromise Effects, JCR, 16, 158-174.</p> <p>Nedungadi, Prakesh. (1990), Recall and Consideration Sets: Influencing Choice Without Altering Brand Evaluations. JCR, 17, 263-276.</p> <p>Lee, A. Y., &amp; Labroo, A. A. (2004). The effect of conceptual and perceptual fluency on brand evaluation. JMR, 41(2), 151-165.</p> <p>Gráinne M. Fitzsimons, Tanya L. Chartrand, and Gavan J. Fitzsimons (2008), Automatic Effects of Brand Exposure on Motivated Behavior: How Apple Makes You Think Different JCR, 35, 21-35.</p> <p>Kupor, D. M. &amp; Z. L. Tormala. (2015) Persuasion, interrupted: The effects of momentary interruptions on message processing and persuasion, JCR, 300-15</p> <p>Lowrey, Tina M., and Larry J. Shrum. (2007) Phonetic symbolism and brand name preference, JCR, 34(3), 406-414.</p> <p>Fishbach, A., &amp; Zhang, Y. (2008) Together or apart: When goals and temptations complement versus compete. JPSP, 94(4), 547.</p> <p>Sundie, J. M., Kenrick, D. T., Griskevicius, V., Tybur, J. M., Vohs, K. D., &amp; Beal, D. J. (2011) Peacocks, Porsches, and Thorstein Veblen: Conspicuous Consumption as a Sexual Signaling System, JPSP, 100 (4), 664-680.</p> <p>Albert M. Muniz, Jr., and Thomas C. O'Guinn. (2001). Brand Community, JCR, 27(4), pp. 41232.</p> <p>HEDIN, Hans,Hirvensalo, Irmeli,Vaarnas, Markko (2014)The Handbook of Market Intelligence : Understand, Compete and Grow in Global Markets Ed. 2. John Wiley &amp; Sons.</p>

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	<p>KOTLER, P. KARTAJAYA, H. SETIAWAN, I (2010). Marketing 3.0: From Products to Customers to the Human Spirit. United States: John Wiley &amp; Sons.</p> <p>KOTLER, P. KARTAJAYA, H. SETIAWAN, I. (2016) Marketing 4.0: Moving from Traditional to Digital. United States: Wiley.</p>
<b>Websites</b>	

**ARTIFICIAL INTELLIGENCE AND MACHINE LEARNING WITH POWER BI**

<b>Course Code</b>	MSC.IMBM2.MKELE.0227
<b>ECTS Credits</b>	2
<b>Course Leader</b>	OLMEDILLAFERNANDEZ Maria
<b>Synchronous</b>	18
<b>Discipline</b>	Marketing
<b>Program</b>	International Marketing and Business Development Sophia
<b>Prerequisites</b>	<p><u>- Laptop/computer</u></p> <p><u>- Windows OS to install PowerBI Desktop (if using MacOS a Virtual Machine will be installed during the course)</u></p> <p><u>- Taken the previous elective AI&amp;Data Analytics (Recommended)</u></p> <p><u>- Have a conceptual background in ML and AI (Recommended)</u></p>
<b>Course Description</b>	<p>Through the completion of this course the students will enter into the era of Big Data and Artificial Intelligence using PowerBI.</p> <p>Using gathered online data, the students will gain a practical understanding about the Artificial Intelligence and Machine Learning tools offered by the Power BI web service and PowerBI Desktop.</p> <p>The students will go through the complete cycle from data to information visualization:</p> <p>They will learn how to create their own data repository on the Power BI web service.</p> <ul style="list-style-type: none"> <li>- Creation of their own data repository on the Power BI web service</li> <li>- Creation of Power BI Data Flows</li> <li>- Working with Power Query Online</li> <li>- Adding AI to data models</li> </ul> <p>The students will become data analysts, they will learn to have more data available, to have connections to many sources and to have a repository where we can model and reuse the data in many reports in order to discover hidden patterns and other insights from them.</p> <p>The students will work on different projects using no-coding tools from Microsoft PowerBI.</p>
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100



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<b>Academic reference</b>	to be supplied on K2
<b>Websites</b>	

**BIG DATA & ANALYTICS (ELECTIVE)**

<b>Course Code</b>	MSC.IMBM2.MKELE.0117
<b>ECTS Credits</b>	2
<b>Course Leader</b>	SPIER Peter
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	International Marketing and Business Development Sophia
<b>Prerequisites</b>	None
<b>Course Description</b>	In this course, students will get an overview of the added value of big data & analytics to help companies to find and implement new sources of competitive advantage in several domains like Digital Business / Marketing / Risk & Fraud / Operational efficiency / ... This lecture will help to understand the Big Data & Analytics landscape and the IBM Data & Analytics technologies (Watson Studio, Watson Machine Learning, Watson services). Students will have the opportunity to practice during Tutorials on Data & Analytics technologies, and to demonstrate their business skills (case study, Tutorials, ).
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	Lectures obligatoires / Required readings : list available on Knowledge platform Lectures Recommandées / Recommended readings : Full list available on Knowledge platform
<b>Websites</b>	Links available on Knowledge platform

**COMPANY CHALLENGE**

<b>Course Code</b>	MSC.IMBM2.OTELE.0026
<b>ECTS Credits</b>	2
<b>Course Leader</b>	SPIER Peter

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<b>Synchronous</b>	18
<b>Discipline</b>	Stratégie, Innovation & Entrepreneuriat
<b>Program</b>	International Marketing and Business Development Sophia
<b>Prerequisites</b>	It is more than useful to have a <u>decent level of French</u> . Exchange students will be accepted after selection, and on understanding that their commitment to the project will be 100%
<b>Course Description</b>	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.
<b>Course Open to Exchange</b>	Lille /Fall;#Sophia /Fall;#Sophia /Spring
<b>Semester</b>	fall, spring
<b>Campus</b>	Lille, Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	Appropriate references will be provided once the topic has been defined
<b>Websites</b>	

**COMPANY PROJECT**

<b>Course Code</b>	MSC.IMBM2.MKCOR.0052
<b>ECTS Credits</b>	2
<b>Course Leader</b>	SPIER Peter
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	International Marketing and Business Development Sophia
<b>Prerequisites</b>	<u>Intermediate marketing</u> : The elective is aimed at students in the final year of the MSc IMBD. Only exchange students with a similar level of study in marketing will be accepted, master's final year in marketing or a final-year marketing specialization for Bachelor students. In view of the need to be able to carry out market research, an <u>operational level of French</u> is necessary to be able to fully contribute to the project work.
<b>Course Description</b>	The aim of this elective is to provide an opportunity for students to work for and with companies. The companies will provide a brief and students will work in project groups on a consultancy basis. The kind of project will vary from company to company and year to year. It often involves market research of some kind. The partner companies will change each year, and both companies and briefs will be announced at the beginning of the

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	<p>semester. Projects will be allocated to teams by the teacher in charge. In real life you don't always get to choose!</p> <p>The course will begin with a presentation by the different companies and end with a presentation by the project teams to the relevant company. The project will take place over the semester and several coaching sessions will take place with the course leader. It is important to understand that this kind of project takes place largely outside of the classroom and requires full commitment. Anyone unable to commit fully should not choose this course.</p>
<b>Course Open to Exchange</b>	Sophia /Fall;#Sophia /Spring
<b>Semester</b>	fall, spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	The reading list of the IMBD market research course will cover the theoretical background needed, while depending on the project, those of other courses might come in useful
<b>Websites</b>	There will be a full reading list on the K2 platform along with a selection of reports, cases and articles where appropriate

**COMPETITIVE INTELLIGENCE FOR IBD**

<b>Course Code</b>	MSC.IMBM2.MKELE.0215
<b>ECTS Credits</b>	2
<b>Course Leader</b>	MADUREIRA, Luis-EXT
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	International Marketing and Business Development Sophia
<b>Prerequisites</b>	<p><b>Highly recommended:</b> <a href="#">International Business Development (Fall Core)</a>, <a href="#">Marketing Research (Fall Core)</a>, <a href="#">Understanding Elusive Consumer (Spring Core)</a></p> <p><b>Recommended:</b> <a href="#">Strategic Planning (Spring Elective)</a>, <a href="#">Business Intelligence with Data Mining (Spring Elective)</a></p>
<b>Course Description</b>	<p>This course will bridge and leverage several previous courses to provide a full overview, understanding, development, and application in the practice of Competitive Strategy in International Marketing and Business Development. The integration of previous courses is done at the Competitive Intelligence level which is the discipline that supports the development of actionable insight that support sound decision-making and strategizing.</p> <p>+ Brandwatch certification</p>
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Paris, Sophia

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<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	<p>Required reading: Madureira, L. (2014). Market and Competitor Analysis Real Exercise. In W. J. Lahneman &amp; R. Arcos (Eds.), The Art of Intelligence: Simulations, Exercises, and Games (1st ed., pp. 125142). Rowman &amp; Littlefield.</p> <p>Recommended reading: Collinson, S., Narula, R., &amp; Rugman, A. M. (2016). International business. Pearson. (Chapter 1, 2)</p> <p>Jacobides, M.G., Cennamo, C. and Gawer, A., 2018. Towards a theory of ecosystems. Strategic Management Journal.</p> <p>Few more articles posted on K2 platform</p>
<b>Websites</b>	

**DIGITAL GROWTH**

<b>Course Code</b>	MSC.IMBM2.MKCOR.0061
<b>ECTS Credits</b>	2
<b>Course Leader</b>	FAURE Camille
<b>Synchronous</b>	18
<b>Discipline</b>	Marketing
<b>Program</b>	International Marketing and Business Development Sophia
<b>Prerequisites</b>	No prerequisite. <b><u>Bringing a personal laptop at every single class is compulsory.</u></b>
<b>Course Description</b>	<p>To seize the immense potential presented by the digital ecosystem, modern companies must continuously optimize their digital offerings.</p> <p>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.</p> <p>On top of that, students will be learning how to create innovative marketing channels such as chatbots and Augmented Reality.</p>
<b>Course Open to Exchange</b>	Lille /Fall;#Sophia /Spring;#Suzhou /Spring
<b>Semester</b>	fall, spring
<b>Campus</b>	Lille, Paris, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	60
Continuous Assessment (%)	40
<b>Academic reference</b>	Ellis, Sean, and Morgan Brown. Hacking Growth: How Today's Fastest-Growing Companies Drive Breakout Success. Crown Business, 2017.
<b>Websites</b>	<p>See Official website for Google Analytics: <a href="https://analytics.google.com/analytics/academy/">https://analytics.google.com/analytics/academy/</a></p> <p>Wordpress: A Step-by-Step Beginners Guide to Build Your Own WordPress</p>

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	<p>Website from Scratch. 2016  <a href="https://www.amazon.cn/gp/product/1539991849/ref=oh_aui_detailpage_o00_s00?ie=UTF8&amp;psc=1">https://www.amazon.cn/gp/product/1539991849/ref=oh_aui_detailpage_o00_s00?ie=UTF8&amp;psc=1</a>          See also official website <a href="https://wordpress.org/">https://wordpress.org/</a> for more references.</p>
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**LEADERSHIP & CULTURE**

<b>Course Code</b>	MSC.IMBM2.MKELE.0214
<b>ECTS Credits</b>	2
<b>Course Leader</b>	DE ROECK Kenneth
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	International Marketing and Business Development Sophia
<b>Prerequisites</b>	None, though <u><a href="#">the course follows naturally after the 'Motivation and well-being at work' elective from the fall semester</a></u>
<b>Course Description</b>	<p>How employees are treated, managed, and led matters a great deal: It affects their happiness their motivation and commitment at work, and as a result their job performance. In an increasingly globalized and competitive business environment, an organizations people can be a valuable source of sustained competitive advantage. It is thus critical to understand how leaders can positively affect employees attitudes and behaviors and thus contribute to an organizational success. In particular, leadership styles, leaders behaviors and the way leaders intentionally try to shape the organizational culture are key components of employees motivation, well-being, commitment and performance at work.</p> <p>Course material is grounded in decades of rigorous scholarly research, empirically-supported theories, established best practices, and recent insights from innovative work in the organizational behavior and management disciplines). An evidenced-based philosophy of practice guides the concepts, theories, and frameworks covered (and not covered!) in each class meeting and their accompanying applications in practice. This is a largely flipped-classroom and experiential course. In-class and online exercises and other course activities provide opportunities for students to apply course material to improve their self- and other-awareness, and inform their efforts to be mindful and intentional about how they lead and interact with others in work and non-work contexts. The course is designed to help students develop a foundation on which they can build a valuable set of interpersonal skillsif, and only if, theyre determined to do so. For most people, achieving meaningful improvements in collaboration, leadership, or other relational skills is hard work, and it requires ongoing practice. Nearly anyone who has invested significant time and energy to do so will tell you that it is definitely worth the effort.</p>
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	

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Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	Lectures Recommandées / Recommended readings : A full reading list will be provided on K2 learning platform along with a selection of reports, cases and articles
<b>Websites</b>	Links will be provided on the K2 course site

**L'OREAL BRANDSTORM CHALLENGE**

<b>Course Code</b>	MSC.IMBM2.MKELE.0195
<b>ECTS Credits</b>	2
<b>Course Leader</b>	SPIER Peter
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	International Marketing and Business Development Sophia
<b>Prerequisites</b>	<a href="#"><u>Final-year marketing specialisation</u></a>
<b>Course Description</b>	Students taking part in this course will form a group and sign up for and participate in the l'Oréal Brandstorm competition that is organized each year by the company. It is they who fix the rules and the deadlines. Groups are generally of three persons, and there are various stages in the competition. There will be some coaching available, but for the most part, students will have to work independently to compete. Information about former challenges can be found online. The elective is a means by which academic credits can be given for participation in a company challenge. This provides valuable experience in working on a marketing concept and useful exposure to company representatives who may be recruiting.
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	NA
<b>Websites</b>	Students should consult the m'Oréal Brandstorm web site

**META CERTIFICATION (FB & INSTAGRAM)**

<b>Course Code</b>	MSC.IMBM2.MKELE.0229
<b>ECTS Credits</b>	2
<b>Course Leader</b>	POHU, Jérémy-EXT

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<b>Synchronous</b>	18
<b>Discipline</b>	Marketing
<b>Program</b>	International Marketing and Business Development Sophia
<b>Prerequisites</b>	<a href="#">Have a laptop with a camera and microphone and access to high-speed internet</a> <a href="#">Basics knowledge of Marketing</a>
<b>Course Description</b>	Over 2.8 million monthly users on Facebook and Instagram and every day they discover new brands, products, and services. Advertising on Facebook and Instagram is part of almost every business today to increase brand awareness, website traffic, and sales. In this Masterclass, you will learn how to create a Facebook and Instagram Ads campaign with a former Facebook employee and get officially META certified. 100% online course to prepare FB/Instagram certification
<b>Course Open to Exchange</b>	Lille /Spring;#Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, Lille, Paris, Raleigh, Sophia
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	
<b>Websites</b>	<a href="http://www.facebookblueprint.com">www.facebookblueprint.com</a> <a href="https://www.facebook.com/business/learn/certification/exams/100-101-exam">https://www.facebook.com/business/learn/certification/exams/100-101-exam</a>

**SOCIAL MEDIA MARKETING**

<b>Course Code</b>	MSC.IMBM2.MKELE.0170
<b>ECTS Credits</b>	2
<b>Course Leader</b>	SPIER Peter
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	International Marketing and Business Development Sophia
<b>Prerequisites</b>	None
<b>Course Description</b>	Social media has disrupted communication channels and created challenges for marketing in the digital age. The change of control of the brand has shifted from the company to the consumer. Brands have become somewhat confused by this new phenomenon requiring a new-found dynamic in their communication approach. In this elective, students will learn how to manage a brand on social media and how to create a social media strategy. Through lectures, discussions, and real world examples, students will learn various theoretical frameworks towards an optimal social media strategy. Topics that are discussed include: the importance of influencers and brand advocates, the benefits of listening and the risks that brands have to face when social media unleashes hater and trolls on them.

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	To complement the course a company guest speaker from a company involved in social media will come to class to share his/her knowledge and experience
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	bibliography to be provided on K2 Learning platform
<b>Websites</b>	

**SUSTAINABLE DESIGN**

<b>Course Code</b>	MSC.IMBM2.MKELE.0222
<b>ECTS Credits</b>	2
<b>Course Leader</b>	SPIER Peter
<b>Synchronous</b>	18
<b>Discipline</b>	Marketing
<b>Program</b>	International Marketing and Business Development Sophia
<b>Prerequisites</b>	None
<b>Course Description</b>	Using an approach rooted in design thinking, this course challenges students to consider the complexity of sustainable design This module presents an introduction into Sustainable Design and considers the practical application of the 17 Sustainable Development Goals within the business environment beyond the obvious baseline of SCP (sustainable consumption and production). The theory presents the history and development of this field The application of Design to ever expanding domains, and the urgent movement towards embedding sustainability within our lives.
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	To be provided on K2
<b>Websites</b>	



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**TRENDS, INNOVATION AND COMPETITION IN THE PERFUME BUSINESS**

<b>Course Code</b>	MSC.IMBM2.MKELE.0135
<b>ECTS Credits</b>	2
<b>Course Leader</b>	COSTE-MANIERE Ivan
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	International Marketing and Business Development Sophia
<b>Prerequisites</b>	<a href="#">Intermediate marketing</a>
<b>Course Description</b>	The MSc IMBD in Sophia provides students with the possibility of exploring innovation and competition in a range of different markets, partly for their intrinsic interest; partly because they highlight the impact on markets of certain things. Perfume is both a matter of local interest (Grasse is the historic centre of the perfume industry) and a fascinating market. Perfume is a fascinating mixture of technical prowess and something that involves the consumer's sense of identity and sexuality. Developing a marketing concept in the perfume market requires awareness of trends and how to distill new social tendencies in a 'jus', a bottle, a packaging...
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	
<b>Websites</b>	

**USING CRM WITH SALESFORCE.COM**

<b>Course Code</b>	MSC.IMBM2.MKELE.0172
<b>ECTS Credits</b>	2
<b>Course Leader</b>	SPIER Peter
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	International Marketing and Business Development Sophia
<b>Prerequisites</b>	<a href="#">This course is aimed at final-year (M2) marketing students</a>
<b>Course Description</b>	Students will acquire an in-depth practical business experience with the CRM application of salesforce.com the worldwide leading provider of CRM solutions through several tutoring sessions. The course will emphasize the key implication of the Sales & Marketing function in the CRM process for developing strategically the Economic and Relational values of a base of Customers. LEARNING OUTCOMES After having taken this course participants will be able to:

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	<ol style="list-style-type: none"> <li>1. Analyze complex customer base situations in an international business environment.</li> <li>2. Evaluate and select customers strategically to develop a loyal relationship with them.</li> <li>3. Create and stimulate a Customer Centric attitude in their future organizations.</li> <li>4. Apply basic rules to promote and use efficiently sophisticated cloud based CRM applications</li> <li>5. Understand the merits of customer segmentation and its impact on company profitability.</li> <li>6. Evaluate the Customer Lifetime Value of a base of Customers in BtoB and BtoC environments.</li> <li>7. Remember how to use CRM tools to make managerial strategic decisions and present them.</li> </ol> <p>Students will also:</p> <ol style="list-style-type: none"> <li>8. Develop the ability to communicate and make a professional management presentation.</li> <li>9. Acquire the basic knowledge to be able to fulfill later Consulting, Marketing/Business Development, Purchasing and Key Account Management positions.</li> <li>10. Their in-depth knowledge of the salesforce CRM application will be a real plus on the job market.</li> </ol>
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	60
Continuous Assessment (%)	40
<b>Academic reference</b>	<p><b>BIBLIOGRAPHY</b></p> <p>Basic books</p> <p>Baran, Galka and Strunk, Principles of Customer Relationship Management, Thomson South-Western, 2008</p> <p>Ed Peelen, Customer Relationship Management, Prentice Hall, 2005</p> <p>Peter Cheverton, Key Account Management, Kogan Page, 2008</p> <p>Other books that you might want to consult:</p> <p>Tom Wong and Liz Kao, Salesforce.com for dummies, Wiley Publishing, 2007</p> <p>Stanley A. Brown, Customer Relationship Management: A Strategic Imperative in the World of e-Business, John Wiley, 2000</p> <p>David J. Finnegan and Leslie P. Willcocks, Implementing CRM, From Technology to Knowledge, John Wiley, 2007</p> <p>James C. Anderson and James A. Narus, Business Market Management, Prentice Hall, 1999</p> <p>Darmon, René Y., Leading the Sales Force: A Dynamic Management Process,</p>

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	Cambridge University Press, 2007
<b>Websites</b>	

**USING EXCEL FOR BUSINESS DEVELOPMENT**

<b>Course Code</b>	MSC.IMBM2.OTELE.0028
<b>ECTS Credits</b>	2
<b>Course Leader</b>	SPIER Peter
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	International Marketing and Business Development Sophia
<b>Prerequisites</b>	<u>this course is not for absolute beginners - some knowledge of excel is necessary.</u> group size may be limited
<b>Course Description</b>	This course will introduce all the needed tools in Excel in a way that will be relevant to future business developers Excel is a tool widely used by managers all around the world. But a large part of the managers use it only as a calculator. This course is designed to drastically increase the skills of the students in the use of Excel. It goes from data analysis with Excel to Optimization problems solving using the Solver. It also covers the creation of a macro by recording.
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings :
<b>Websites</b>	<a href="http://itacademy.microsoftlearning.com">http://itacademy.microsoftlearning.com</a>

**LUXURY AND FASHION MANAGEMENT**

**ADVANCED ADVERTISING STRATEGIES**

<b>Course Code</b>	MSC.LFMM2.MKELE.0028
<b>ECTS Credits</b>	2
<b>Course Leader</b>	COSTE-MANIERE Ivan
<b>Synchronous</b>	15
<b>Discipline</b>	Autre
<b>Program</b>	Luxury and Fashion Management
<b>Prerequisites</b>	None

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<b>Course Description</b>	Theoretical backgrounds. Mediaplanning tools. International approaches and comparative international surveys. Refining the scope. Mass advertising and split sub-segmentation : niche strategies. The roles and uses of agencies. The key concepts and principales are delivered by lectures. Theoretical implications and practical applications are explored in tutorial discussions using excercises and case studies to develop the skills base, using as much as possible intercultural approaches.
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings :
<b>Websites</b>	

**ADVANCED SERVICE MANAGEMENT IN THE LUXURY INDUSTRY**

<b>Course Code</b>	MSC.LFMM2.MKELE.0029
<b>ECTS Credits</b>	2
<b>Course Leader</b>	HOFFMANN Jonas
<b>Synchronous</b>	15
<b>Discipline</b>	Autre
<b>Program</b>	Luxury and Fashion Management
<b>Prerequisites</b>	None
<b>Course Description</b>	<p>Theoretical Bakgrounds. Luxury services in a 5 star enviroment in the hospitality industry. Service in the air, privet jets. Origins of the hospitality industry, one of the oldest service industries.Time sharing and after sales. Updates in hospitality and multi country surveys. Matching the societal shifts and the consumers behavioural changes to newcoming hotels and services</p> <p>B. Brief Overview of Service Marketing in Luxury</p> <p>C. Trends : Understanding the importance of Service in a Luxury-based Industry</p> <p>D. Difference between products and services a. The role of the Services Manager vs. the Product Manager : Implications</p> <p>E. Service Process Map</p> <p>F. Some Marketing Fundamentals specific to Luxury and Fashion industry</p> <p>G. Understanding the Customer in a Services Setting (consumer behaviour)</p>

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	<p>H. Consumer Behavior in Service Encounters</p> <p>I. . The 4Ps plus the 3Ps in luxury branding  a. The 3 Ps of Services Marketing : People  b. The 3 Ps of Services Marketing : Process/Physical Environment</p> <p>I. Tools and Frameworks in luxury services marketing : SERVQUAL / RATER / SERVICE QUALITY GAPS</p> <p>J Exploring Business Models: Pricing Services and Revenue Management</p> <p>K. How can luxury brand innovate through services</p>
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	<p>Lectures obligatoires / Required readings :  <a href="http://www.4hoteliers.com">www.4hoteliers.com</a>, <a href="http://www.hotelsmag.com">www.hotelsmag.com</a>, <a href="http://www.hotelsnews.com">www.hotelsnews.com</a>  Vertu, Neemrana, HiDesign</p> <p>Lectures Recommandées / Recommended readings :  Denney G Rutherford 2001 Hotel Management and Operations .  Micah Solomon 2010, Exceptional Service, Exceptional Profit: The secrets of building a 5 star Customer Service</p>
<b>Websites</b>	

**CAREER MANAGEMENT 2**

<b>Course Code</b>	MSC.SFFM2.FICOR.0023
<b>ECTS Credits</b>	1
<b>Course Leader</b>	ANDRE Nathalie
<b>Synchronous</b>	6
<b>Discipline</b>	Autre
<b>Program</b>	Luxury and Fashion Management
<b>Prerequisites</b>	No prerequisites.
<b>Course Description</b>	Career management, focusing on recruitment and employability
<b>Course Open to Exchange</b>	Belo /Spring;#Lille /Spring;#Paris /Spring;#Sophia /Spring;#Suzhou /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, Dubaï, Lille, Paris, Raleigh, Sophia
<b>Evaluation</b>	
Final Examination (%)	40

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Continuous Assessment (%)	60
<b>Academic reference</b>	Accès Talent and careers HUB
<b>Websites</b>	None.

**CONSUMERS TRENDS AND THEIR IMPACT ON MARKETING STRATEGIES**

<b>Course Code</b>	MSC.LFMM2.MKCOR.0026
<b>ECTS Credits</b>	3
<b>Course Leader</b>	HOFFMANN Jonas
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	Luxury and Fashion Management
<b>Prerequisites</b>	None
<b>Course Description</b>	<p>Consumer behavior is not rocket science, but it is more complicated than that, because human beings are more complicated than the machine. Shortly speaking, this course is to understand why consumers behave in the way they behave. The course involves multiple disciplines including psychology, sociology, behavior science, and marketing of course. The purpose of studying consumer behavior is to improve marketing effectiveness and efficiency. Consumers behavior is complicated, but thanks to the development of social psychology and behavior science, we could now gain good insight into the principles of consumer behavior. By understanding these principles, we could interpret, predict and even influence consumers final purchase.</p> <p>Consumer study helps to diagnose the marketing problems. If your previous job is related to marketing or sales, ask yourself how much time you or your boss have spent on understanding your customers. The reality is managers spend very little time in understanding their customers, averagely less than 5% of their working time. When the sales decline, marketing managers always look for answers from 4P. Is there anything wrong with the product? Is the price too high? Am I selling it in the right channel? Is it because the advertising or promotion is not enough? What they should be aware of is that behind each P there is always a C Consumer. Eventually in many situations, to find out why a marketing stimulus is not effective, marketing managers have to return to consumer study, because it is the consumer who decides to buy or not to buy that product. Therefore, marketers need to check if their marketing stimuli (4P) could appeal to the right motivation, increase consumer attention, improve consumer memory, obtain right interpretation, encourage desirable learning, foster positive attitude and establish customer satisfaction.</p>
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	50

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Continuous Assessment (%)	50
<b>Academic reference</b>	Lectures obligatoires / Required readings : Title: Consumer Behavior Author: Michael Solomon Publisher: Prentice Hall Edition: 7 edition, 2007 (the 6 edition is also available in Chinese) Title: Customer Behavior: A Managerial Perspective Author: Sheth, Jagdish N., and Banwari Mittal Publisher: Thomson/South-Western Edition: 2nd Edition, 2003 Lectures Recommandées / Recommended readings :
<b>Websites</b>	

**FINANCE AND ACCOUNTING IN LUXURY & FASHION**

<b>Course Code</b>	MSC.LFMM2.FICOR.0065
<b>ECTS Credits</b>	2
<b>Course Leader</b>	SOSCIA Isabella
<b>Synchronous</b>	21
<b>Discipline</b>	Autre
<b>Program</b>	Luxury and Fashion Management
<b>Prerequisites</b>	<u>Curiosity in technical elements, ambition to focus on critical elements of financial world.</u> The course is a basic level and does not require pre acquired technical knowledge.
<b>Course Description</b>	This course is dedicated to all students interested in the luxury business. Doing business is a general pattern, doing business in the luxury field is a part of it. Each professional of the luxury business shall be fully aware of finance possibilities and constraints to become a successful actor of the field. This course is thought and drafted to teach the students the backstage existing behind the luxury business façade. - Which are the rationales behind investing in this business? - Which drivers to be used to manage a business in this sector? Throughout the sessions and the lectures students will have disclosure of all the key topics of the finance area of the luxury business including accounting, reporting systems, organization elements, treasury management, real estate, tax and legal, Intellectual Property management, stock markets and financial analysis. Luxury is a business! Investing and managing in luxury means filling in a big puzzle of finance activities that ensure the success (or collapse) of a business venture. Attendees will be up to date and aware of all the relevant areas of an organization acting in the luxury business arena.
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia, Suzhou
<b>Evaluation</b>	

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Final Examination (%)	20
Continuous Assessment (%)	80
<b>Academic reference</b>	Lectures obligatoires / Required readings : Collier, P. M., (2012) Accounting for Managers: interpreting accounting information for decision- making, 4th Edition John Wiley and Sons Ltd Lectures Recommandées / Recommended readings : "Parker, R. H. (2007) Understanding Company Financial Statements, London, Penguin Business Weetman P. (2006) Financial and Management Accounting: An Introduction, London, FT Prentice Hall Dyson JR (2010) 8th ed Accounting for Non-Accounting Students, London, FT Prentice Hall Perks R & Leiwy D (2013) 4th ed. Financial Accounting for Non-Specialists, London, McGraw Hill"
<b>Websites</b>	

**GROWTH STRATEGIES IN LUXURY & FASHION**

<b>Course Code</b>	MSC.LFMM2.MKCOR.0101
<b>ECTS Credits</b>	2
<b>Course Leader</b>	POISSON, Jérôme-EXT
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	Luxury and Fashion Management
<b>Prerequisites</b>	-None
<b>Course Description</b>	-Growth strategies explores strategic growth and innovation approaches undertaken in the luxury field at the offering and ecosystem levels. Building on the course Consumer Trends, it takes socio-ecological strategy lenses (Hoffmann, Ramirez & Lecamp, 2018) to understand how actors need to navigate the macro (contextual environment), meso (ecosystem) and micro (value creating system) levels to innovate (Ramirez & Mannervik, 2016; Vargo & Lusch, 2004). Growth strategies (mergers & acquisitions, internationalisation, organic), luxury innovation strategies and the BA2RE strategic approach (Hoffmann & Lecamp, 2015) are presented and discussed. The course follows an action-learning approach linking scholarship with practice, aiming to bring live cases to the class-room and understand critical ongoing issues faced by luxury actors (eg. digitization, influencer, online retail, sustainability, transparency, inclusivity, geopolitical tensions).
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	50



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Continuous Assessment (%)	50
<b>Academic reference</b>	<p>References</p> <p>Mandatory sources</p> <p>Hoffmann, J. and Lecamp, L. (2015) <i>Independent luxury: the four innovation strategies to endure in the consolidation jungle</i>, London: Palgrave-Macmillan.</p> <p>Hoffmann, J., Ramirez, R. and Lecamp, L. (2018) <i>Right on time Socio-ecological strategy and implications of turbulence in the Swiss watchmaking field</i>, <i>Technological Forecasting and Social Change</i>, 137, 101-117.</p> <p>Ramirez, R., Churchhouse, S., Palermo, A. and Hoffmann, J. (2017) <i>Using Scenario Planning to Reshape Strategy</i>, <i>MIT Sloan Management Review</i>, Summer.</p> <p>Strongly Recommended sources</p> <p>Hoffmann, J. and Coste-Manière, I. (ed.) (2012) <i>Luxury Strategy in Action</i>, London: Palgrave-Macmillan.</p> <p>Hoffmann, J. and Coste-Manière, I. (ed.) (2013) <i>Global Luxury Trends</i>, London: Palgrave-Macmillan.</p> <p>Normann, R. (2001) <i>Reframing Business: when the Map Changes the Landscape</i>, Chichester, NY: Wiley.</p> <p>Ramirez, R. and Mannervik, U. (2016) <i>Strategy for a Networked World</i>, London: Imperial College Press.</p> <p>Ramirez, R. and Wilkinson, A. (2016) <i>Strategic Reframing: The Oxford Scenario Planning Approach</i>, Oxford: OUP.</p> <p>Sempels, C. and Hoffmann, J. (2013) <i>Sustainable Innovation Strategy</i>, London: Palgrave-Macmillan.</p> <p>Vargo, S. and Lusch, R. (2004) <i>Evolving to a New Dominant Logic</i>, <i>Journal of Marketing</i>, 68/1, 1-17.</p> <p>Vargo, S. and Lusch, R. (2016) <i>Service-dominant logic 2025</i>, <i>International Journal of Research in Marketing</i>, 34/1, 46-67.</p> <p>Trade press: <i>Financial Times</i>, <i>Les Echos</i>, <i>The Economist</i>, <a href="http://www.businessoffashion.com">www.businessoffashion.com</a>, <i>Journal du Textile</i>, <a href="http://www.businessmontres.com">www.businessmontres.com</a></p> <p>Recommended sources</p> <p>Berry, C. J. (1994) <i>The Idea of Luxury</i>, Cambridge, UK: Cambridge University Press.</p> <p>Blanckaert, C. (1996) <i>Les chemins du luxe</i>, Paris: Grasset.</p> <p>Blanckaert, C. (2011) <i>Luxe</i>, Paris: Cherche-Midi.</p> <p>Chevalier, M. and Mazzalovo, G. (2008) <i>Luxury Brand Management</i>, London: Wiley.</p> <p>Delmestry, G. and Greenwood, R. (2016) <i>How Cinderella Became a Queen: Theorizing Radical Status Change</i>, <i>Administrative Science Quarterly</i>, 61/4, 507-550.</p> <p>Donzé, P.-Y. (2011) <i>Histoire de l'Industrie Horlogère Suisse</i>, Neuchâtel: Editions Alphil.</p> <p>Donzé, P.-Y. (2011) <i>The Comeback of the Swiss Watch Industry on the World Market: A Business History of the Swatch Group (1983-2010)</i>, Discussion Paper 11-14, Osaka University.</p> <p>Frankopan, P. (2015) <i>The Silk Roads</i>, London: Bloomsbury.</p> <p>Jones, C., Lorenzen, M. and Sapsed, J. (2015) <i>The Oxford Handbook of Creative Industries</i>, Oxford: OUP.</p> <p>Kapferer, J.-N. and Bastien, V. (2012) <i>The Luxury Strategy</i>, 2nd ed. London:</p>

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	<p>Kogan Page.</p> <p>Raffaelli, R. (2018) Technology Reemergence: Creating New Value for Old Technologies in Swiss Mechanical Watchmaking, 1970-2008, Administrative Science Quarterly, available online 16 May 2018.</p> <p>Sicard, M.-C. (2010) Luxe, mensonges et marketing, 3rd ed. Paris : Pearson.</p> <p>Shipilov, A. and Godart, F. (2015) Luxurys talent factories, Harvard Business Review, June.</p> <p>Thomas, D. (2007) Deluxe: How luxury lost its luster, New York: Penguin.</p> <p>Industry Reports</p> <p>Académie des Technologies (2018) Technologie et Soft Power : le cas de l'industrie de la mode et du luxe, Paris: Rapport de l'Académie des Technologies.</p> <p>Bain &amp; Company and Fondazione Altagamma (2018) Worldwide Markets Monitor, Milan.</p> <p>BoF and McKinsey (2018) The State of Fashion 2019, London.</p> <p>ECCIA (2017) Securing the Leadership of the European Cultural and Creative Industries in the Digital Era, Paris: Comité Colbert.</p> <p>To go further</p> <p>Networks &amp; Systems</p> <p>Barabasi, A.-L. (2016) Network Science, Cambridge: Cambridge University Press.</p> <p>Barabasi, A.-L. (2002) Linked, Philadelphia (PA): Basic Books.</p> <p>Capra, F., Jakobsen, O. D. (2017) A conceptual framework for ecological economics based on systemic principles of life, International Journal of Social Economics, 44, 6, 831-844.</p> <p>Capra, F. and Luisi, P. L. (2014) The Systems View of Life: A Unifying Vision, Cambridge (UK): Cambridge University Press.</p> <p>Maturana, H. and Varela, F. (1980) Autopoiesis and cognition the realization of the living, Reidel.</p> <p>Meadows, D. H. (2008) Thinking in Systems: a Primer, White River Junction: Chelsea Green.</p> <p>Morin, E. (2015) L'Aventure de La Méthode, Paris: Seuil.</p> <p>Strategy, Foresight &amp; Innovation</p> <p>Beckert, J. (2016) Imagined Futures, Cambridge, MA: HUP.</p> <p>Christensen, C. (1997) The Innovators Dilemma, Boston, MA: HBP.</p> <p>Fligstein, N. and McAdam, D. (2012) A theory of fields, Oxford: OUP.</p> <p>Freeman, L. (2013) Strategy: A History, Oxford: OUP.</p> <p>Kim, W.C. and Mauborgne, R. (2005) Blue Ocean Strategy, Cambridge (MA): HBSP.</p> <p>Knight, F. (1921) Risk, uncertainty and profit, New York: Sentry Press.</p> <p>Langley, A. and Tsoukas, H. (2017) The SAGE Handbook of Process Organization Studies, London: SAGE.</p>
<b>Websites</b>	

**HOW TO BUILD A BRAND**

<b>Course Code</b>	MSC.LFMM2.MKELE.0030
<b>ECTS Credits</b>	2
<b>Course Leader</b>	COSTE-MANIERE Ivan
<b>Synchronous</b>	18

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<b>Discipline</b>	Autre
<b>Program</b>	Luxury and Fashion Management
<b>Prerequisites</b>	None
<b>Course Description</b>	CREATION DUNE MARQUE DE LUXE (SWISS MADE) EN HORLOGERIE / CREATION OF A SWISS MADE LUXURY WATCH BRAND
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings :
<b>Websites</b>	

**PRICING, DISTRIBUTION RETAIL: SUPPLY CHAIN DYNAMICS IN LUXURY**

<b>Course Code</b>	MSC.LFMM2.MKCOR.0025
<b>ECTS Credits</b>	3
<b>Course Leader</b>	COSTE-MANIERE Ivan
<b>Synchronous</b>	30
<b>Discipline</b>	Autre
<b>Program</b>	Luxury and Fashion Management
<b>Prerequisites</b>	None
<b>Course Description</b>	<p>Retail, distribution and pricing strategies are numerous. They differ from one country to another not merely in distinctive formulations of product, price, distribution, and appeal more and more to customer distinction. They are to be carefully led when dealing with high end products as they could definitely damage the brand awareness, and the branded value in the short and long term. From traditional barometers such as AT Kearneys GRDI, more and more apparel and luxury metastructures have been feeling the evolution and societal shifts among consumers. New distribution and retail models have been appearing, some copying the already existing luxury POS or matching empowered consumers, or even price-hunters approaches. Trust is a must, which gave rise to incentive and fidelity cards, private website, professional bloggers and pop up stores or flagships. From cocooning to hiving, the consumers behavioral changes have been leading a tremendous transformation of the distribution channels, which has been amplified by the blooming of parallel channels, social media. Aesthetic brand ideology is increasingly attractive, same as for the atmosphere of the point of sales, or of the sales forces. The stock consolidation of the big hunters of this specific world is also to be taken in account.</p> <p>The course provides the student with a clear understanding of both the key retail global business issues as well as the challenges and specificities of local markets that shape the B2C and the most often forgotten B2B marketing environment It takes both a theoretical and active learning</p>

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	approach to providing students with the skills and knowledge necessary to identify how the companies, fight for trust and try their best to achieve a competitive advantage with this global environment through any means from sourcing, SCM, or marketing led communications. Students will be introduced to a broad range of practical examples, from different business sectors through in-class activities, case studies and group project. Led by different lecturers who are specialists in their different fields (mobiles, bizz jets, leathergoods, watches ...)
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	80
Continuous Assessment (%)	20
<b>Academic reference</b>	Lectures obligatoires / Required readings : B2B press magazines will be given to students Lectures Recommandées / Recommended readings : Luxury Strategy in Action Palgrave 2011 - J. Hoffmann/I. Coste
<b>Websites</b>	

**SUSTAINABLE DEVELOPMENT: SUSTAINABLE VALUE IN THE LUXURY INDUSTRY**

<b>Course Code</b>	MSC.LFMM2.MKCOR.0027
<b>ECTS Credits</b>	2
<b>Course Leader</b>	SOSCIA Isabella
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	Luxury and Fashion Management
<b>Prerequisites</b>	None
<b>Course Description</b>	<p>The purpose of this course is to train participants with an understanding of sustainability as well as some of the practical approaches to understanding critical social and environmental pressures, assessing their impact on organizations, developing systems for responding to them, and integrating these solutions into an organizations operations and strategy.</p> <p>During the course, we will investigate the challenges of implementing sustainability in a luxury industry context from the perspectives of community impact, labour conditions, climate change, energy use, natural resource use, and ecosystems use.</p> <p>Course will focus on key challenges of sustainability, material risks and opportunities, as well as key trends in response. We will explore companies actions used to enhance competitive advantage, as well as possible interventions that can contribute to long-term corporate sustainability and profitability.</p> <p>The participants will deepen their thinking on sustainability and practice while they carry out individual and team research projects that involve applying the concept of sustainability.</p>

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<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	35
Continuous Assessment (%)	65
<b>Academic reference</b>	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings :
<b>Websites</b>	

**VALUE MANAGEMENT & MARKETING**

<b>Course Code</b>	MSC.LFMM2.MKCOR.0024
<b>ECTS Credits</b>	2
<b>Course Leader</b>	CHHABRA, Sudeep-EXT
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	Luxury and Fashion Management
<b>Prerequisites</b>	-None
<b>Course Description</b>	-Maybe one of the hottest topics in contemporary luxury & fashion activities. From merchandising to mystery shopping, at the crossroads of all the other LFM programme's courses, so that all sessions will be stuffed with activities, real life cases and finance calculation. The branded value concept and the mystery journey will be at the heart of these sessions.
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	80
Continuous Assessment (%)	20
<b>Academic reference</b>	-
<b>Websites</b>	-

**SPORT, EVENT AND HOSPITALITY MANAGEMENT**

**CAREER MANAGEMENT 2**

<b>Course Code</b>	MSC.SFFM2.FICOR.0023
<b>ECTS Credits</b>	1
<b>Course Leader</b>	ANDRE Nathalie

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<b>Synchronous</b>	6
<b>Discipline</b>	Autre
<b>Program</b>	Sport, Event and Hospitality Management
<b>Prerequisites</b>	No prerequisites.
<b>Course Description</b>	Career management, focusing on recruitment and employability
<b>Course Open to Exchange</b>	Belo /Spring;#Lille /Spring;#Paris /Spring;#Sophia /Spring;#Suzhou /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, Dubaï, Lille, Paris, Raleigh, Sophia
<b>Evaluation</b>	
Final Examination (%)	40
Continuous Assessment (%)	60
<b>Academic reference</b>	Accès Talent and careers HUB
<b>Websites</b>	None.

**COMPANY PROJECTS 2**

<b>Course Code</b>	MSC.SEMM2.MKCOR.0009
<b>ECTS Credits</b>	3
<b>Course Leader</b>	WARD-PERKINS, David-EXT
<b>Synchronous</b>	24
<b>Discipline</b>	Stratégie, Innovation & Entrepreneuriat
<b>Program</b>	Sport, Event and Hospitality Management
<b>Prerequisites</b>	None
<b>Course Description</b>	All students will undertake projects on behalf of third parties: organisations or companies working in the fields of sport management, events or tourism, delivering work to high professional standards. The course will also help students define their career objectives. This project-based course is designed to help you develop knowledge and skills necessary to develop marketing strategies at the organization, in contrast to product, level. Emphasis will be on project planning and management. The project ends with presentations to clients.
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	Lectures Recommandées / Recommended readings : Tribe, J. (2010). Strategy for Tourism. Oxford: Goodfellows Various readings related to the specific project the students are working on.
<b>Websites</b>	

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**COMPETITIVE ADVANTAGE & STRATEGY**

<b>Course Code</b>	MSC.SEMM2.PMCOR.0063
<b>ECTS Credits</b>	1
<b>Course Leader</b>	CHADWICK Simon
<b>Synchronous</b>	12
<b>Discipline</b>	Management & Organisation
<b>Program</b>	Sport, Event and Hospitality Management
<b>Prerequisites</b>	No particular prerequisites
<b>Course Description</b>	This course is of interest to all students of tourism, events and sports management, also covering broader topics of entertainment and cultural activity. In these various fields, what are the strategies that allow an organisation to stand out, to capture the attention of its audience, its partners and its customers; to play a driving role in the industry? This course will allow students to explore these critical themes.
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

**MANAGING IN THE DIGITAL ENVIRONMENT**

<b>Course Code</b>	MSC.SEMM2.MKCOR.0120
<b>ECTS Credits</b>	2
<b>Course Leader</b>	BIZOLLON, Pierre-EXT
<b>Synchronous</b>	15
<b>Discipline</b>	Marketing
<b>Program</b>	Sport, Event and Hospitality Management
<b>Prerequisites</b>	No specific prerequisites
<b>Course Description</b>	This course prepares students for an appreciation and understanding of the importance of digital in both marketing and operations: and in the effective use of information technology.
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	60

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Continuous Assessment (%)	40
<b>Academic reference</b>	
<b>Websites</b>	

**PROFESSIONAL EVENTS: CHALLENGES AND TRENDS**

<b>Course Code</b>	MSC.SEMM2.MKCOR.0116
<b>ECTS Credits</b>	3
<b>Course Leader</b>	BREGAND, Héliéna-EXT
<b>Synchronous</b>	24
<b>Discipline</b>	Management & Organisation
<b>Program</b>	Sport, Event and Hospitality Management
<b>Prerequisites</b>	<u>For SEMTM event track students.</u> <u>For exchange students, no specific prerequisite, but the course presumes an active interest in the events industry.</u>
<b>Course Description</b>	The course covers all aspects of professional events, including congresses, trade fairs, incentives or experiential marketing. Also cultural events and entertainment. The course explains, in particular: bidding for congresses, cultural events and other events marketing the destination servicing events enquiries grouping together local business event suppliers advising government on infrastructure requirements influencing local/regional/national opinion leaders (politicians, civil servants, business and scientific eminences) on behalf of the event industry
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	Required reading will be posted on SKEMA's e-learning platform by the lecturer.
<b>Websites</b>	

**SPORTS EVENTS MANAGEMENT**

<b>Course Code</b>	MSC.SEMM2.PMCOR.0060
<b>ECTS Credits</b>	3
<b>Course Leader</b>	CHADWICK Simon
<b>Synchronous</b>	24
<b>Discipline</b>	Management & Organisation



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<b>Program</b>	Sport, Event and Hospitality Management
<b>Prerequisites</b>	<u>The students need to have a good general understanding of business administration and marketing.</u>
<b>Course Description</b>	<p>This is a follow-up and extension of the Global Business of Sport. This course is highly focused on practical issues, working on the basis of case studies. As before, the course is run seminar-style, making use of multiple practical examples, inviting guest speaker from the rich and varied world of sports management.</p> <p>The programme as a whole aims to provide students with a good understanding of sports events management, from planning and marketing to execution and evaluation and post-event strategic sports event and tourism development. Students will understand the complexity of stakeholders involved in past or upcoming sports mega events.</p>
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	70
Continuous Assessment (%)	30
<b>Academic reference</b>	<p>Lectures obligatoires / Required readings : BEECH, J., KAISER, S. &amp; KASPAR, R. (eds.) 2014. The Business of Events Management, Harlow: Pearson Education.</p> <p>Lectures Recommandées / Recommended readings : BEECH, J. &amp; CHADWICK, S. (eds.) 2013. The Business of Sport Management, 2nd edn. Harlow: Pearson Education. BEECH, J. &amp; CHADWICK, S. (eds.) 2006. The Business of Tourism Management, Harlow: Pearson Education. BULL, C. &amp; WEED, M. 2009. Sports Tourism: Participants, Policy and Providers, 2nd edn. Oxford: Butterworth-Heinemann. HIGHAM, J. (ed.) 2005. Sport Tourism Destinations, London: Elsevier Butterworth-Heinemann. MASTERMAN, G. (2009): Strategic sports event management: an international approach. Amsterdam: Elsevier Butterworth-Heinemann</p>
<b>Websites</b>	<a href="http://www.robertkaspar.com">www.robertkaspar.com</a> <a href="http://www.olympic.org">www.olympic.org</a> <a href="http://www.uefa.com">www.uefa.com</a> <a href="http://www.fifa.com">www.fifa.com</a>

**STRATEGIC SALES & DISTRIBUTION**

<b>Course Code</b>	MSC.SEMM2.MKCOR.0015
<b>ECTS Credits</b>	1
<b>Course Leader</b>	LANZA, Sophie-EXT
<b>Synchronous</b>	12
<b>Discipline</b>	Management des Opérations
<b>Program</b>	Sport, Event and Hospitality Management

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<b>Prerequisites</b>	No prerequisites
<b>Course Description</b>	Students will consider the strategic importance of distribution in the tourism, events and sports management industries. The course places particular emphasis on reach and on control of cost and image in the selection of direct and indirect distribution channels. Different remuneration systems will be discussed and students will be able to identify leading international operators and agencies in the tourism industry. Students will also discuss the importance of the peer-to-peer economy on travel and tourism distribution.
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	70
Continuous Assessment (%)	30
<b>Academic reference</b>	Lectures obligatoires / Required readings : Reading posted on Knowledge Lectures Recommandées / Recommended readings : Camilleri, M.A. (2018), « Tourism Distribution Channels ». Cham, Switzerland, Springer Nature.
<b>Websites</b>	<a href="http://www.sabre.com">Http://www.sabre.com</a> <a href="http://www.amadeus.com">http://www.amadeus.com</a> <a href="http://www.travelport.com">http://www.travelport.com</a> <a href="http://www.etoa.org/">http://www.etoa.org/</a> <a href="http://www.ceto.to">http://www.ceto.to</a> <a href="http://www.aito.co.uk/">http://www.aito.co.uk/</a> <a href="https://www.abta.com/">https://www.abta.com/</a> <a href="http://www.travelweekly.co.uk">http://www.travelweekly.co.uk</a> <a href="https://www.travelmole.com">https://www.travelmole.com</a> <a href="https://www.hotelschool.cornell.edu/research/chr/">https://www.hotelschool.cornell.edu/research/chr/</a>

**BUSINESS AND MANAGEMENT OF HOSPITALITY 2**

<b>Course Code</b>	MSC.SEMM2.PMCOR.0062
<b>ECTS Credits</b>	3
<b>Course Leader</b>	STANFORD, Davina-EXT
<b>Synchronous</b>	24
<b>Discipline</b>	Management & Organisation
<b>Program</b>	Sport, Event and Hospitality Management
<b>Prerequisites</b>	No particular prerequisites
<b>Course Description</b>	This wide-ranging course covers the whole gamut of tourism activity and tourism management, including travel and transport; destination management; business and leisure tourism; hospitality; tourism product/experience creation; sustainability; and many other topics. The focus is on the way tourism is evolving and on the ways that destinations and operators are modifying their approach to respond to

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	emerging conditions. The course is run workshop-style, to confront students with cases to analyse and real issues to resolve.
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	
<b>Websites</b>	

**KEY TRENDS IN HOSPITALITY**

<b>Course Code</b>	MSC.SEMM2.STELE.0076
<b>ECTS Credits</b>	1
<b>Course Leader</b>	DEPLACE Antoine
<b>Synchronous</b>	12
<b>Discipline</b>	Stratégie, Innovation & Entrepreneuriat
<b>Program</b>	Sport, Event and Hospitality Management
<b>Prerequisites</b>	
<b>Course Description</b>	
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

**KEY TRENDS IN PROFESSIONAL EVENTS**

<b>Course Code</b>	MSC.SEMM2.MKELE.0141
<b>ECTS Credits</b>	1
<b>Course Leader</b>	BREGAND, Héliéna-EXT
<b>Synchronous</b>	12
<b>Discipline</b>	Management & Organisation

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<b>Program</b>	Sport, Event and Hospitality Management
<b>Prerequisites</b>	No specific prerequisites
<b>Course Description</b>	This course covers key trends in professional events, through case study and example, with involvement of guest speakers that are actively involved in the industry.
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	
<b>Websites</b>	

**LEADING AND MANAGING TRANSFORMATION**

<b>Course Code</b>	MSC.SEMM2.STELE.0075
<b>ECTS Credits</b>	1
<b>Course Leader</b>	CHADWICK Simon
<b>Synchronous</b>	12
<b>Discipline</b>	Stratégie, Innovation & Entrepreneuriat
<b>Program</b>	Sport, Event and Hospitality Management
<b>Prerequisites</b>	<b>For SETM only</b>
<b>Course Description</b>	This highly interactive course will consider how the sports, events and tourism environment is in a state of transformation; and emphasise the importance of a strong vision and effective leadership .
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	60
Continuous Assessment (%)	40
<b>Academic reference</b>	
<b>Websites</b>	

**MANAGING IN SPORT'S GEOPOLITICAL ECONOMY**

<b>Course Code</b>	MSC.SEMM2.PMELE.0007
<b>ECTS Credits</b>	1

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<b>Course Leader</b>	CHADWICK Simon
<b>Synchronous</b>	12
<b>Discipline</b>	Management & Organisation
<b>Program</b>	Sport, Event and Hospitality Management
<b>Prerequisites</b>	No particular prerequisites
<b>Course Description</b>	For over a century, sport has played an important geopolitical role, on the world stage. This course explores the underside of international sport, to understand how cities, regions and nations use sport as an economic driver and as a political tool.
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

**PROJECT MANAGEMENT: FROM STRATEGY TO DELIVERY**

<b>Course Code</b>	MSC.SEMM2.PMELE.0002
<b>ECTS Credits</b>	1
<b>Course Leader</b>	STANFORD, Davina-EXT
<b>Synchronous</b>	12
<b>Discipline</b>	Management & Organisation
<b>Program</b>	Sport, Event and Hospitality Management
<b>Prerequisites</b>	<u>For SEMTM only</u>
<b>Course Description</b>	An overview of the principles and application of project management, in the tourism, events and sports management fields. A hands-on practical course, with multiple examples and exercises.
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	
<b>Websites</b>	

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**RADICAL THINKING WORKSHOPS**

<b>Course Code</b>	MSC.SEMM2.STELE.0077
<b>ECTS Credits</b>	1
<b>Course Leader</b>	DEPLACE Antoine
<b>Synchronous</b>	12
<b>Discipline</b>	Stratégie, Innovation & Entrepreneuriat
<b>Program</b>	Sport, Event and Hospitality Management
<b>Prerequisites</b>	
<b>Course Description</b>	
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

**REVENUE AND PROFITABILITY IN EVENTS AND HOSPITALITY**

<b>Course Code</b>	MSC.SEMM2.PMELE.0003
<b>ECTS Credits</b>	1
<b>Course Leader</b>	FRACCHIA, Carole-EXT
<b>Synchronous</b>	12
<b>Discipline</b>	Management des Opérations
<b>Program</b>	Sport, Event and Hospitality Management
<b>Prerequisites</b>	<b>This course is <u>for SEMTM Event track student</u>. Any exchange student will need to have <u>good notions of Revenue Management</u> and have <u>a strong interest in the hospitality and/or business event industry</u>.</b>
<b>Course Description</b>	The aim of the module is to introduce students to how venues need to consider maximising revenue from different types of operations and the impact it has on business performance. The module will be approached from the viewpoint of the Sales and Marketing Director of a larger venue, who needs to manage this complex activity with the aid of the other services of his organization.
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	50

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Continuous Assessment (%)	50
<b>Academic reference</b>	Lectures obligatoires / Required readings : None Lectures Recommandées / Recommended readings :  Hotel Convention Sales, Services and Operations by Golden-Romero, Pat, Editor: Taylor & Francis, 2007 Precision Marketing : Maximizing Revenue Through Relevance by Zoratti, Sandra, Gallagher, Lee / Kogan Page, 2012
<b>Websites</b>	Www.nice.acropolis.com <a href="http://www.iccaworld.com/cnt/progmdocs/TST05%20-%20Matthias.pdf">http://www.iccaworld.com/cnt/progmdocs/TST05%20-%20Matthias.pdf</a> <a href="http://revenueyourhotel.com">http://revenueyourhotel.com</a> Event management software : <a href="http://ungerboeck.com/home.aspx">http://ungerboeck.com/home.aspx</a> Quality: <a href="http://www.iso.org/iso/home.html">http://www.iso.org/iso/home.html</a>

**SERVICE DESIGN**

<b>Course Code</b>	MSC.SEMM2.MKELE.0015
<b>ECTS Credits</b>	1
<b>Course Leader</b>	CELUCH, Krzysztof-EXT
<b>Synchronous</b>	12
<b>Discipline</b>	Management des Opérations
<b>Program</b>	Sport, Event and Hospitality Management
<b>Prerequisites</b>	<u><a href="#">MSc SETM</a></u>
<b>Course Description</b>	The objective of service design is to cause consistent service delivery with high levels of designed-in usefulness, usability, desirability, efficiency and effectiveness and with resulting improvements in productivity. This course provides the student with an understanding of service design principles and tools that can be applied in a variety of tourism, hospitality and event related services. Hands-on exercises and projects will give students a chance to design or redesign services.
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	Lectures obligatoires / Required readings : Service design and tourism, a free e-book: <a href="http://tiny.cc/c8qwjjw">http://tiny.cc/c8qwjjw</a> Lectures Recommandées / Recommended readings : Stickdorn et al. (2010). This is service design thinking thinking
<b>Websites</b>	<a href="Http://service-design-network.org">Http://service-design-network.org</a> <a href="http://www.designthinkingnetwork.com/group/tourism">http://www.designthinkingnetwork.com/group/tourism</a>

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**FINANCIAL MARKETS AND INVESTMENTS**

**EXOTIC OPTIONS 1**

<b>Course Code</b>	MSC.FMIM2.FIELE.0049
<b>ECTS Credits</b>	1
<b>Course Leader</b>	AMYUNI Tarek
<b>Synchronous</b>	12
<b>Discipline</b>	Autre
<b>Program</b>	Financial Markets and Investments Sophia
<b>Prerequisites</b>	N/A
<b>Course Description</b>	This intermediate course covers the more esoteric or exotic options. What makes an option exotic? The key structural characteristics of the various exotic options are defined and explored. The applications of these types of options and how they can be combined are examined with specific focus on portfolio management
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

**CAREER MANAGEMENT 2**

<b>Course Code</b>	MSC.SFFM2.FICOR.0023
<b>ECTS Credits</b>	1
<b>Course Leader</b>	ANDRE Nathalie
<b>Synchronous</b>	6
<b>Discipline</b>	Autre
<b>Program</b>	Financial Markets and Investments Sophia
<b>Prerequisites</b>	No prerequisites.
<b>Course Description</b>	Career management, focusing on recruitment and employability
<b>Course Open to Exchange</b>	Belo /Spring;#Lille /Spring;#Paris /Spring;#Sophia /Spring;#Suzhou /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, Dubaï, Lille, Paris, Raleigh, Sophia
<b>Evaluation</b>	
Final Examination (%)	40
Continuous Assessment (%)	60



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<b>Academic reference</b>	Accès Talent and careers HUB
<b>Websites</b>	None.

**COMMODITIES & COMMODITY TRADING**

<b>Course Code</b>	MSC.FMIM2.FICOR.0036
<b>ECTS Credits</b>	2
<b>Course Leader</b>	AMYUNI Tarek
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	Financial Markets and Investments Sophia
<b>Prerequisites</b>	N/A
<b>Course Description</b>	-Understand the importance of the underlying physical markets -Understand the interactions and divergences between the price of derivatives (&quot;future&quot;,&quot; forwards &quot;...) and spot prices -Develop a good understanding of the hedging instruments & concepts for decision-making in a real context (exercises and case-studies)
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

**COMPUTATIONAL INVESTING WITH PYTHON**

<b>Course Code</b>	MSC.FMIM2.FIELE.0208
<b>ECTS Credits</b>	1
<b>Course Leader</b>	AMYUNI Tarek
<b>Synchronous</b>	12
<b>Discipline</b>	Finance
<b>Program</b>	Financial Markets and Investments Sophia
<b>Prerequisites</b>	
<b>Course Description</b>	
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	

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Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

**CREDIT AND XVA**

<b>Course Code</b>	MSC.FMIM2.FIELE.0210
<b>ECTS Credits</b>	1
<b>Course Leader</b>	AMYUNI Tarek
<b>Synchronous</b>	12
<b>Discipline</b>	Finance
<b>Program</b>	Financial Markets and Investments Sophia
<b>Prerequisites</b>	
<b>Course Description</b>	
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

**CREDIT DERIVATIVES**

<b>Course Code</b>	MSC.FMIM2.FIELE.0053
<b>ECTS Credits</b>	1
<b>Course Leader</b>	AMYUNI Tarek
<b>Synchronous</b>	12
<b>Discipline</b>	Autre
<b>Program</b>	Financial Markets and Investments Sophia
<b>Prerequisites</b>	<a href="#"><u>Stochastic Calculus.</u></a> <a href="#"><u>Fixed Income 1.</u></a> <a href="#"><u>Introduction to Financial Theory.</u></a> <a href="#"><u>Derivatives</u></a> <a href="#"><u>In link with the Portfolio Management course followed in the meantime.</u></a>
<b>Course Description</b>	All tecnics of CVA and credit risk exposure assessment.
<b>Course Open to Exchange</b>	Sophia /Spring

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<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	Introduce Quantitative Finance. Wiley.
<b>Websites</b>	

**EQUITY / FX STRUCTURED PRODUCTS**

<b>Course Code</b>	MSC.FMIM2.FIELE.0048
<b>ECTS Credits</b>	1
<b>Course Leader</b>	AMYUNI Tarek
<b>Synchronous</b>	12
<b>Discipline</b>	Autre
<b>Program</b>	Financial Markets and Investments Sophia
<b>Prerequisites</b>	<a href="#">Fixed Income course.</a> <a href="#">Equity course.</a>
<b>Course Description</b>	There has been an explosive growth in the number of corporates, investors and financial institutions turning to structured products to achieve cost savings, risk controls and yield enhancements. However, the exact nature, risks and applications of these products and solutions can be complex, and problems arise if the fundamental building blocks and principles are not fully understood
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

**EXOTIC OPTIONS 2**

<b>Course Code</b>	MSC.FMIM2.FICOR.0247
<b>ECTS Credits</b>	1
<b>Course Leader</b>	AMYUNI Tarek
<b>Synchronous</b>	0
<b>Discipline</b>	Finance

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<b>Program</b>	Financial Markets and Investments Sophia
<b>Prerequisites</b>	
<b>Course Description</b>	
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

**FINANCIAL ECONOMETRICS 2 (WITH R PROGRAMMING)**

<b>Course Code</b>	MSC.FMIM2.FICOR.0216
<b>ECTS Credits</b>	1
<b>Course Leader</b>	AMYUNI Tarek
<b>Synchronous</b>	12
<b>Discipline</b>	Autre
<b>Program</b>	Financial Markets and Investments Sophia
<b>Prerequisites</b>	<a href="#">Cross Sectional econometrics.</a>
<b>Course Description</b>	<p>Time Series Analysis (Master level) is an elective course designed for students looking for an intermediate course of Time Series Theory. The stress in the course is made on the sense of facts and methods of time series analysis. Conclusions and proofs are given for some basic formulas and models; this enables the students to understand the principles of economic theory. The main stress is made on the economic interpretation and applications of considered economic models.</p> <p>The students should get acquainted with the main concepts of Time Series theory and methods of analysis. They should know how to use them in examining financial processes and should understand methods, ideas, results and conclusions that can be met in the majority of books and articles on economics and finance . In this course, students should master traditional methods of Time Series analysis, intended mainly for working with time series data. Students should understand the differences between cross-sections and time series, and those specific economic problems, which occur while working with data of these types.</p>
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Paris, Sophia
<b>Evaluation</b>	
Final Examination (%)	100

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Continuous Assessment (%)	0
<b>Academic reference</b>	Enders W. Applied Econometric Time Series. John Wiley & Sons, Inc., 1995 2. Mills, T.C. The Econometric Modelling of Financial Time Series. Cambridge University Press, 1999 3. Andrew C. Harvey. Time Series Models. Harvester wheatsheaf, 1993. 4. Andrew . Harvey. The Econometric Analysis of Time Series. Philip Allan, 1990.
<b>Websites</b>	

**FIXED INCOME 2**

<b>Course Code</b>	MSC.FMIM2.FICOR.0140
<b>ECTS Credits</b>	1
<b>Course Leader</b>	AMYUNI Tarek
<b>Synchronous</b>	12
<b>Discipline</b>	Autre
<b>Program</b>	Financial Markets and Investments Sophia
<b>Prerequisites</b>	<a href="#">Fixed Income (Fall Semester)</a>
<b>Course Description</b>	Bonds with embedded options Difference between callable and non callable bonds Issuer and investors view of callable bonds Pricing of callable bonds using Vasicek Model...
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	Fabozzi. Fixed Income Analysis or Fabozzi. Fixed Income Mathematics
<b>Websites</b>	

**FIXED INCOME STRUCTURED PRODUCTS**

<b>Course Code</b>	MSC.FMIM2.FIELE.0051
<b>ECTS Credits</b>	1
<b>Course Leader</b>	AMYUNI Tarek
<b>Synchronous</b>	12
<b>Discipline</b>	Autre
<b>Program</b>	Financial Markets and Investments Sophia
<b>Prerequisites</b>	<a href="#">Fixed Income course (Fall Semester)</a>
<b>Course Description</b>	Presentation of capital market tasks and explanation on how to structure simple products

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	<p>Real Case Study : Corporate hedging Real situation with Visual Pricer excel based pricer used by Investment banks. Exercises applying Hedging and Investment strategy. Structuring has become an important tool for corporates and local banks in the past few years. The course intends to present the way to structure derivatives from basic bricks.</p>
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

**HIGH BETA FIXED INCOME**

<b>Course Code</b>	MSC.FMIM2.FICOR.0240
<b>ECTS Credits</b>	0
<b>Course Leader</b>	AMYUNI Tarek
<b>Synchronous</b>	4,5
<b>Discipline</b>	Finance
<b>Program</b>	Financial Markets and Investments Sophia
<b>Prerequisites</b>	
<b>Course Description</b>	
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

**INTEREST RATE MODELS FOR FINANCE**

<b>Course Code</b>	MSC.FMIM2.FIELE.0206
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<b>ECTS Credits</b>	1
<b>Course Leader</b>	AMYUNI Tarek
<b>Synchronous</b>	12
<b>Discipline</b>	Finance
<b>Program</b>	Financial Markets and Investments Sophia
<b>Prerequisites</b>	
<b>Course Description</b>	
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

**OPTION BOOK MANAGEMENT**

<b>Course Code</b>	MSC.FMIM2.FIELE.0076
<b>ECTS Credits</b>	1
<b>Course Leader</b>	AMYUNI Tarek
<b>Synchronous</b>	12
<b>Discipline</b>	Autre
<b>Program</b>	Financial Markets and Investments Sophia
<b>Prerequisites</b>	TO BE FILLED IN
<b>Course Description</b>	TO BE FILLED IN
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

**PORTFOLIO MANAGEMENT SIMULATION**

<b>Course Code</b>	MSC.FMIM2.FICOR.0045
<b>ECTS Credits</b>	2

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<b>Course Leader</b>	DISPAS Christophe
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	Financial Markets and Investments Sophia
<b>Prerequisites</b>	<a href="#">Fixed Income</a> <a href="#">Financial Econometrics</a>
<b>Course Description</b>	Examining everything from asset allocation strategies to risk management frameworks. Blending theory with practice for the following topics: the entire flow of the portfolio management process from formulating an investment policy statement to portfolio construction, trade execution, and monitoring and rebalancing a portfolio. Other elements that are discussed include: Managing individual and institutional investor portfolios Capital market expectations Fixed income and equity portfolio management Evaluating portfolio performance Alternative investment portfolio management Global Investment performance standards
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	The course is essentially built on: Reilly F. and K. Brown, 2003, Investment Analysis and Portfolio Management, Thomson South Western College, 7th edition. NB : For availability purpose, the reference is still the 2003 edition. More recent editions are, of course, even better but contains only minor additions
<b>Websites</b>	Academic Papers : Fama, Eugene F., et Kenneth R. French, 1992, The cross section of expected stock returns, Journal of Finance, 46, 427-466. Lakonishok, Jacob, Andrei Shleifer, et Robert Vishny, 1994, Contrarian investment, extrapolation and risk, Journal of Finance, 49, 1541-1578.

**PRESCHOOLING COMPUTATIONAL INVESTING WITH PYTHON**

<b>Course Code</b>	MSC.FMIM2.FIPSC.0009
<b>ECTS Credits</b>	0
<b>Course Leader</b>	AMYUNI Tarek
<b>Synchronous</b>	3
<b>Discipline</b>	Finance
<b>Program</b>	Financial Markets and Investments Sophia
<b>Prerequisites</b>	



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<b>Course Description</b>	
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

**PRESCHOOLING EQUITY / FX STRUCTURED PRODUCTS**

<b>Course Code</b>	MSC.FMIM2.FIPSC.0010
<b>ECTS Credits</b>	0
<b>Course Leader</b>	AMYUNI Tarek
<b>Synchronous</b>	3
<b>Discipline</b>	Finance
<b>Program</b>	Financial Markets and Investments Sophia
<b>Prerequisites</b>	
<b>Course Description</b>	
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

**PRESCHOOLING EXOTIC OPTIONS 1**

<b>Course Code</b>	MSC.FMIM2.FIPSC.0011
<b>ECTS Credits</b>	0
<b>Course Leader</b>	AMYUNI Tarek
<b>Synchronous</b>	3
<b>Discipline</b>	Finance
<b>Program</b>	Financial Markets and Investments Sophia
<b>Prerequisites</b>	
<b>Course Description</b>	

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<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

**PRESCHOOLING FINANCIAL ECONOMETRICS II WITH R**

<b>Course Code</b>	MSC.FMIM2.FICOR.0247
<b>ECTS Credits</b>	0
<b>Course Leader</b>	AMYUNI Tarek
<b>Synchronous</b>	3
<b>Discipline</b>	Finance
<b>Program</b>	Financial Markets and Investments Sophia
<b>Prerequisites</b>	<a href="#"><u>Cross Sectional econometrics.</u></a>
<b>Course Description</b>	<p>Time Series Analysis (Master level) is an elective course designed for students looking for an intermediate course of Time Series Theory. The stress in the course is made on the sense of facts and methods of time series analysis. Conclusions and proofs are given for some basic formulas and models; this enables the students to understand the principles of economic theory. The main stress is made on the economic interpretation and applications of considered economic models.</p> <p>The students should get acquainted with the main concepts of Time Series theory and methods of analysis. They should know how to use them in examining financial processes and should understand methods, ideas, results and conclusions that can be met in the majority of books and articles on economics and finance . In this course, students should master traditional methods of Time Series analysis, intended mainly for working with time series data. Students should understand the differences between cross-sections and time series, and those specific economic problems, which occur while working with data of these types.</p>
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	Enders W. Applied Econometric Time Series. John Wiley & Sons, Inc., 1995 2. Mills, T.C. The Econometric Modelling of Financial Time Series.

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	Cambridge University Press, 1999 3. Andrew C. Harvey. Time Series Models. Harvester wheatsheaf, 1993. 4. Andrew . Harvey. The Econometric Analysis of Time Series. Philip Allan, 1990.
<b>Websites</b>	

**PRESCHOOLING OPTION BOOK MANAGEMENT**

<b>Course Code</b>	MSC.FMIM2.FIPSC.0012
<b>ECTS Credits</b>	0
<b>Course Leader</b>	AMYUNI Tarek
<b>Synchronous</b>	3
<b>Discipline</b>	Finance
<b>Program</b>	Financial Markets and Investments Sophia
<b>Prerequisites</b>	
<b>Course Description</b>	
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

**PRESCHOOLING PYTHON 2 APPLIED TO FINANCE**

<b>Course Code</b>	MSC.FMIM2.FIPSC.0008
<b>ECTS Credits</b>	0
<b>Course Leader</b>	AMYUNI Tarek
<b>Synchronous</b>	3
<b>Discipline</b>	Autre
<b>Program</b>	Financial Markets and Investments Sophia
<b>Prerequisites</b>	-
<b>Course Description</b>	Introduction to object oriented programming in Python- Creation and manipulation of databases with SQLite- Advanced syntax in python and package for datascience (Scipy)- Creating interactive dashboards with JupyterHub- Application to finance with 2 case studies: calibration of a volatility surface, and project covering several topics (exotic options, VaR, portfolio allocation)
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring

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<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

**PYTHON 2 APPLIED TO FINANCE**

<b>Course Code</b>	Msc.FMIM2.FIELE.0166
<b>ECTS Credits</b>	1
<b>Course Leader</b>	AMYUNI Tarek
<b>Synchronous</b>	12
<b>Discipline</b>	Autre
<b>Program</b>	Financial Markets and Investments Sophia
<b>Prerequisites</b>	<a href="#">Python 1 for finance</a>
<b>Course Description</b>	-
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

**QUANTITATIVE PORTFOLIO MANAGEMENT**

<b>Course Code</b>	MSC.FMIM2.FIELE.0050
<b>ECTS Credits</b>	1
<b>Course Leader</b>	AMYUNI Tarek
<b>Synchronous</b>	12
<b>Discipline</b>	Autre
<b>Program</b>	Financial Markets and Investments Sophia
<b>Prerequisites</b>	Nothing specific.
<b>Course Description</b>	State of the art performance analysis reveals that a minority of equity portfolio managers are able to over perform passive strategies persistently. Security selection is one way these managers deliver alpha. This course examines equity analysis and valuation models (CFA Institute material), provides a comparative approach to equity analysts techniques and

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	methodologies, and specifically trains participants in fundamental and quantitative methods.
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

**SEMINAR: OBJECTIVE 2 TONS**

<b>Course Code</b>	MSC.FMIM2.FICOR.0243
<b>ECTS Credits</b>	0
<b>Course Leader</b>	GROSLAMBERT Bertrand
<b>Synchronous</b>	3
<b>Discipline</b>	Autre
<b>Program</b>	Financial Markets and Investments Sophia
<b>Prerequisites</b>	
<b>Course Description</b>	
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

**SQL PROGRAMMING**

<b>Course Code</b>	MSC.FMIM2.FICOR.0178
<b>ECTS Credits</b>	1
<b>Course Leader</b>	AMYUNI Tarek
<b>Synchronous</b>	12
<b>Discipline</b>	Autre
<b>Program</b>	Financial Markets and Investments Sophia

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<b>Prerequisites</b>	Nothing specific
<b>Course Description</b>	Understanding SQL Retrieving Data Sorting Retrieved Data Filtering Data Advanced Data Filtering Using Wildcard Filtering Creating Calculated Fields Using Data Manipulation Functions Summarizing Data Grouping Data Working with Subqueries Joining Tables Creating Advanced Joins Combining Queries Inserting Data Updating and Deleting Data Creating and Manipulating Tables Using Views Working with Stored Procedures Managing Transaction Processing
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

**VALUE AT RISK**

<b>Course Code</b>	MSC.FMIM2.FIELE.0110
<b>ECTS Credits</b>	1
<b>Course Leader</b>	AMYUNI Tarek
<b>Synchronous</b>	12
<b>Discipline</b>	Autre
<b>Program</b>	Financial Markets and Investments Sophia
<b>Prerequisites</b>	N/A
<b>Course Description</b>	This course is the study of risk management practices beginning with an introduction on financial crises and the role of risk management ; moving to quantitative analysis and analysis of the different methodologies and tools developed by financial institutions to identify, measure, report and control their risks arising from their financial activities. Special focus will be given to market risk compared to credit and operational risks. The course will

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	cover both the theory and practice as throughout, a series of examples in Excel will be used and Excel spreadsheet functions and output will be described
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

**VBA 2: VBA QUANTITATIVE DEVELOPMENT**

<b>Course Code</b>	MSC.FMIM2.FIELE.0052
<b>ECTS Credits</b>	1
<b>Course Leader</b>	AMYUNI Tarek
<b>Synchronous</b>	12
<b>Discipline</b>	Autre
<b>Program</b>	Financial Markets and Investments Sophia
<b>Prerequisites</b>	<a href="#"><u>Basic understanding of Microsoft Office.</u></a>
<b>Course Description</b>	You will learn to automate and extend the Excel environment to supercharge your Excel models, automate routine tasks, customize your user interface, and manage large quantities of data. This course is based on the instructor's semester-long courses which had produced hundreds of graduates in the field of finance. Designed for finance professionals who need to take their Excel abilities to the next level, you will not waste time on topics which you are unlikely to use, and you will receive extra attention to the often confusing or overlooked details that will make the most difference to your ultimate understanding of VBA.
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	40
Continuous Assessment (%)	60
<b>Academic reference</b>	
<b>Websites</b>	