



Course Catalogue
Master Programmes
Incoming Exchange Students
Belo Horizonte Campus (Brazil)
Fall 2022

Dear Exchange Students,

Welcome to SKEMA Business School!

Here are a few key instructions on how to consult properly the **Belo Horizonte Course Catalogue Fall 2022**.

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 follow the courses successfully.
- 3) **Special Note for Project and Program Management & Business Development Program!** Certain courses within this program have **extra fees**. These fees will apply because students are able to obtain various professional certifications once passing the course. The fees requested are directly linked in order to enroll the student in the professional certificate examination. Details on the fees are clearly indicated in the course catalogue. Students choosing this program will be required to pay the required fees before receiving their acceptance letter. The SKEMA International Office will contact students with the payment procedure once the nomination period is complete (late June).
- 4) Courses within the catalogue are subject to slight changes.
- 5) There is a maximum number of seats available per specialization program.

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M1 ABM BELO HORIZONTE

CAREER MANAGEMENT (FALL)

Course Code	PGE.FINM1.CRCOR.1003
ECTS Credits	1
Course Leader	BEAUGRAND Audrey
Synchronous	9
Department	Career Center - Employability
Program	M1 ABM Belo Horizonte
Prerequisites	No
Course Description	<p>MARKETABILITY</p> <p>2 workshops of 1h30 each in Fall :</p> <ol style="list-style-type: none"> 1. Personal Branding & Soft-Skills 2. LINKEDIN Profile Development <p>3 workshops of 1h30 each in Spring :</p> <ol style="list-style-type: none"> 1. Storytelling & Pitch 2. Preparation for recruitment interviews 3. The ALUMNI network: how to approach the network? <p>+ evaluation + Career tuesday + Compagny Challenge (effective participation)</p>
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

CORPORATE FINANCE

Course Code	PGE.FINM1.FICOR.0503
ECTS Credits	4
Course Leader	GROSLAMBERT Bertrand
Synchronous	30
Department	Dept. Accounting and Finance
Program	M1 ABM Belo Horizonte
Prerequisites	None
Course Description	<p>Our objective is to bring students to develop a rigorous analytical framework of the major investment and financing decisions. In particular, we will shed lights on the interest rates and the investment valuation. We will focus on different ways of financing between equity, debt. Then, we present the relationship between risk, return and the cost of financing.</p>
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall

Campus	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Suzhou
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	1) Principles of Corporate Finance, 11/e, Brealey, Myers and Allen, McGrawHill Higher Education ed. 2) Corporate Finance Theory and Practice, P. Vernimmen, John Wiley & Sons, 2011, 3rd edition Available freely on Scholarvox by Cyberlibris at http://mediatheque.skema.edu/index.php?id=408
Websites	Http://skema.lms.crossknowledge.com/data/modules/crossknowledge/interfaces/index.php http://www.vernimmen.com/ http://mediatheque.skema.edu/index.php?id=408 http://knowledge.skema.edu/

ENTREPRENEURSHIP

Course Code	PGE.FINM1.STCOR.0828
ECTS Credits	3
Course Leader	MARINO Marianna
Synchronous	18
Department	Dept. Strategy, Entrepreneurship and Economics
Program	M1 ABM Belo Horizonte
Prerequisites	No prerequisite
Course Description	<p>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.</p> <p>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.</p>
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Suzhou
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	
Websites	

GKET SEMINAR

Course Code	PGE.FINM1.HRCOR.0323
ECTS Credits	2
Course Leader	FERRANTE Guillaume
Synchronous	12
Department	Dept. Marketing
Program	M1 ABM Belo Horizonte
Prerequisites	No prerequisite
Course Description	Cultural competence is one the key soft skills of international business management today. The GKET seminar will help students identify the issues and challenges inherent preparing their own internationalisation as well as determine the skills necessary to manage multicultural business environments and the global footprint the student wishes to develop.
Course Open to Exchange	Belo /Fall;#Raleigh /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Suzhou
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	Links provided on the LMS course site

GLOBAL ECONOMIC ISSUES

Course Code	PGE.FINM1.ECCOR.0904
ECTS Credits	2
Course Leader	DESBORDES Rodolphe
Synchronous	12
Department	Dept. Strategy, Entrepreneurship and Economics
Program	M1 ABM Belo Horizonte
Prerequisites	-None
Course Description	The course Global Economic Issues is a series of four lectures of 90 min covering the various issues associated with globalisation.
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris, Sophia, Stellenbosch-Le Cap, Suzhou
Evaluation	
Final Examination (%)	55
Continuous Assessment (%)	45
Academic reference	Baldwin, R. (2016). The great convergence. Harvard University Press. Behraves, N. (2008). Spin-Free Economics. McGraw Hill Professional. Greenwald, B. C., & Kahn, J. (2008). Globalization: n. the irrational fear that someone in

	China will take your job. John Wiley & Sons. Milanovic, B (2016). Global Inequality. A New Approach for the Age of Globalization. Harvard University Press. Mishkin F. (2006). The Next Great Globalization. Princeton University
Websites	

HUMAN RIGHTS AND BUSINESS RESPONSABILITY

Course Code	PGE.FINM1.HRCOR.0355
ECTS Credits	2
Course Leader	GOETHALS Samentha
Synchronous	12
Department	Dept. Management, Law and Organization
Program	M1 ABM Belo Horizonte
Prerequisites	An average of 16 for their L3 final result. The course philosophy is that teaching and learning are a collaborative work. Students are authors of their own learning which tutors can guide and facilitate. This course will encourage an engaged attitude as well as curiosity, autonomy, independence, initiative, peer-learning, and participation. As such, students are invited to bring and reflect on their experience and knowledge from other disciplinary fields, preparation work and independent research from which tutors equally stand to learn.
Course Description	<p>In recent years, human rights have become core concerns and standards of responsible and sustainable business practice. In June 2011, the United Nations endorsed the Guiding Principles on Business and Human Rights Protect, Respect, Remedy (UNGPs). Ten years on, the UNGPs and their operationalizing mechanism Human Rights Due Diligence have become the referent standards requiring business to respect the rights of individuals and communities affected by their activities, as well as through their relationships and modes of organization (e.g. global production networks). These principles and their operational mechanism are not law per se, but they have been integrated in several international frameworks driving responsible business and sustainability (e.g. the OECD Guidelines for Multinational Enterprises, the SDGs) as well as in legislations (e.g. the UK (2015) and Australian (2018) Modern Slavery Acts; the 2018 French Duty of Vigilance Law) and taken up by business groups and civil society organizations to benchmark practice (e.g. UN Global Compact; B Corps; Corporate Human Rights Benchmark). And yet, mobilisation for hard international legal standards to enforce business accountability as well as prevent and sanction corporate-related human rights harms remains as strong as ever (e.g. Campaign for a Treaty on Business Accountability for Human Rights). Meanwhile, questions are being raised about the complementarity of human rights and sustainability approaches in business to protect and realise rights, respond to global and local challenges and transition towards sustainable business and economic models.</p> <p>Thus, if anything, human rights increasingly matter for international business and involves numerous stakeholders. So what does this imply for organizations, their managers, their employees and their diverse external stakeholders be they local communities, states or investors?</p> <p>This three-part introductory course on Human Rights and Responsible Business addresses this question with the aims to inform students about the current standards and their implementation by firms, internal and external stakeholders, and states. Human rights have legal, moral and ethical implications for organizations. Here we will use them as a critical lens to evaluate responsible business practice and imagine how embedding human rights in business strategy can contribute towards sustainability and beyond.</p>

	<p>Part 1 What is? Principles and standards: a series of plenary lectures will offer an overview of the Business and Human Rights Global Governance Framework</p> <p>Part 2 How? Practices: working in case study groups students will explore how this global framework is being implemented in relevant standards and laws, through the mechanism of human rights due diligence by and in organizations, and used as a tool for business responsibility and accountability by other stakeholders (i.e. employees, NGOs, communities, investors, etc.)</p> <p>Part 3 What if? Possibilities: reflecting on the course and their group work, students will produce and get feedback on an individual executive proposal on how a human rights approach could enhance or potentially transform the sustainability goals of the company they studied in their group or one of their own choice</p>
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Stellenbosch-Le Cap, Suzhou
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	<p>Teasers:</p> <p>The UN Guiding Principles on Business and Human Rights: An Introduction (2015) https://www.youtube.com/watch?v=BCoL6JVZHrA Presented by Mike Baab</p> <p>Webinar - Rethinking how to do business: Why should companies hire people with human rights? (2020) https://www.youtube.com/watch?v=n5hM33xqEt4&feature=youtu.be Presented by Björn FASTERLING, Professor of Law and Legal EDHEC Researcher at EDHEC Business School Co-hosted with Joanne Bauer, Adjunct Professor of International and Public Affairs at Columbia</p> <p>Nestle Human Rights Due Diligence webpage https://www.nestle.com/csv/impact/respecting-human-rights/human-rights-impacts</p> <p>Preliminary and indicative resources recommended to peruse ahead of the course: Business and Human Rights Journal https://www.cambridge.org/core/journals/business-and-human-rights-journal (available from KCentre)</p> <p>Ruggie G. (2013) Just Business: Multinational Corporations and Human Rights, W.W. Norton Baumann-Pauly D. & Nolan J (eds), (2016) Business and Human Rights From Principles to Practice, Routledge Rodriguez-Garavito C. (ed), (2017) Business and Human Rights Beyond the End of the Beginning, Cambridge University Press</p> <p>A comprehensive selection of academic articles and e-books will be available on K2.</p>
Websites	<p>Resources recommended to peruse ahead of the course:</p> <p>https://www.ohchr.org/EN/Issues/Business/Pages/BusinessIndex.aspx http://mneguidelines.oecd.org/global-forum/ https://www.ilo.org/global/standards/introduction-to-international-labour-standards/lang-en/index.htm https://www.business-humanrights.org https://humanrights.dk/business-human-rights https://www.openglobalrights.org/corporations/ https://rightscolab.org/about/ https://bcorporation.net</p>

	https://wfto.com https://businessfightspoverty.org http://www.humanrightsandbusiness.org https://www.nottingham.ac.uk/research/beacons-of-excellence/rights-lab/index.aspx
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INNOVATION MANAGEMENT & CREATIVITY

Course Code	PGE.FINM1.HRCOR.0344
ECTS Credits	3
Course Leader	ROSSETTO Dennys Eduardo
Synchronous	0
Department	Dept. Management, Law and Organization
Program	M1 ABM Belo Horizonte
Prerequisites	-
Course Description	This course presents innovation management with a theoretical approach associated with managerial perspectives to undertake in a turbulent world with uncertainties and post-pandemic context. It presents a wide range of innovation management concepts focusing strongly on the context of the ecosystems, also introducing some elements as of the perspective of emerging markets. So, this course aims the development of managerial and entrepreneurial capabilities to exercise strategic leadership in innovation ecosystems, generating proposals of shared value with a corporate social responsibility approach.
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris, Sophia
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	<p>1. Introduction and theoretical basis of innovation Management Adams, R., Bessant, J. & Phelps, R. (2006). Innovation management measurement: A review. <i>International Journal of Management Reviews</i> 8, 21-47. Chesbrough, H. (2010). Business Model Innovation: Opportunities and Barriers. <i>Long Range Planning</i> 43, 354-363. Christensen, C. M., Raynor, M. E. & McDonald, R. (2015). What is disruptive innovation. <i>Harvard Business Review</i> 93, 44-53. Garcia, R. & Calantone, R. (2002). A critical look at technological innovation typology and innovativeness terminology: a literature review. 19, 110-132. Howells, J. (2005) <i>The management of innovation and technology: the shaping of technology and institutions of the market economy</i>. Thousand Oaks, California: Sage Publications. OECD & Eurostat (2019) <i>Oslo Manual 2018: Guidelines for Collecting, Reporting and Using Data on Innovation</i> (258). Luxembourg: OECD Publishing, Paris/Eurostat. Rossetto, D. E., Bernardes, R. C., Borini, F. M. & Gattaz, C. C. (2018). Structure and evolution of innovation research in the last 60 years: review and future trends in the field of business through the citations and co-citations analysis. <i>Scientometrics</i> 115, 1329-1363. Tidd, J. & Bessant, J. (2013) <i>Managing Innovation: Integrating technological market and organizational change</i> (680). John Wiley & Sons.</p> <p>2. Innovation Challenges for a new world</p>

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3. Innovation Ecosystems Introduction

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4. Developing Relationships and Value Generation in an Innovation Ecosystems

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5. Entrepreneurship Ecosystems and New Ventures

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6. Leading Innovation in an Ecosystem

Acs, Z. J., Stam, E., Audretsch, D. B. & OConnor, A. (2017). The lineages of the entrepreneurial ecosystem approach. *Small Business Economics* 49, 1-10.

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7. Broadening the view of Ecosystems and multi-ecosystems Coordination

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8. Collaborative, Inclusive, and Sustainable Ecosystems

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	<p>Transformation. MIT Sloan Management Review 55, 1-6.</p> <p>11. Innovation and Entrepreneurship in Emerging Markets Contexts Arnold, D. J. & Quelch, J. A. (1998). New Strategies in Emerging Markets. Sloan Management Review 40, 7-20.</p> <p>Cavusgil, S. T. (1997). Measuring the potential of emerging markets: An indexing approach. Business Horizons 40, 87-91.</p> <p>Dhanaraj, C. & Khanna, T. (2011). Transforming Mental Models on Emerging Markets. 10, 684-701.</p> <p>Govindarajan, V. & Ramamurti, R. (2011). Reverse innovation, emerging markets, and global strategy. Global Strategy Journal 1, 191-205.</p> <p>Jalonen, H. (2012). The uncertainty of innovation: a systematic review of the literature. Journal of Management Research 4, 47.</p> <p>Jauch, L. R. & Kraft, K. L. (1986). Strategic Management of Uncertainty. 11, 777-790.</p> <p>Khanna, T., Palepu, K. G. & Sinha, J. (2005). Strategies that fit emerging markets. Harvard Business Review 83, 4-19.</p> <p>Liedong, T. A., Peprah, A. A., Amartey, A. O. & Rajwani, T. (2020). Institutional voids and firms' resource commitment in emerging markets: A review and future research agenda. Journal of International Management 26, 100756.</p> <p>Mair, J., Marti Lanuza, I. & Ganly, K. (2007). Institutional voids as spaces of opportunity. European Business Forum Winter, 34-39.</p> <p>Ramamurti, R. & Singh, J. V. (2009) Emerging multinationals in emerging markets. Cambridge University Press.</p> <p>12. Resource-constrained Innovation Agnihotri, A. (2015). Low-cost innovation in emerging markets. Journal of Strategic Marketing 23, 399-411.</p> <p>Ernst, H., Kahle, H. N., Dubiel, A., Prabhu, J. & Subramaniam, M. (2015). The Antecedents and Consequences of Affordable Value Innovations for Emerging Markets. 32, 65-79.</p> <p>Hossain, M. (2016). Grassroots innovation: A systematic review of two decades of research. Journal of Cleaner Production 137, 973-981.</p> <p>Prahalad, C. K. (2012). Bottom of the Pyramid as a Source of Breakthrough Innovations. 29, 6-12.</p> <p>Smith, A., Fressoli, M. & Thomas, H. (2014). Grassroots innovation movements: challenges and contributions. Journal of Cleaner Production 63, 114-124.</p> <p>Tse, E., Ma, K. & Huang, Y. (2009) Shan zhai: A Chinese phenomenon. (pp. 2010). Booz & Company.</p> <p>von Zedtwitz, M., Corsi, S., Sjøberg, P. V. & Frega, R. (2015). A Typology of Reverse Innovation. 32, 12-28.</p> <p>Zeschky, M., Widenmayer, B. & Gassmann, O. (2011). Frugal Innovation in Emerging Markets. Research-Technology Management 54, 38-45.</p> <p>Zeschky, M. B., Winterhalter, S. & Gassmann, O. (2014). From Cost to Frugal and Reverse Innovation: Mapping the Field and Implications for Global Competitiveness. Research-Technology Management 57, 20-27.</p>
Websites	

MARKETING

Course Code	PGE.FINM1.MKCOR.0411
ECTS Credits	3
Course Leader	FERRANTE Guillaume
Synchronous	18

Department	Dept. Marketing
Program	M1 ABM Belo Horizonte
Prerequisites	None
Course Description	This course is an introduction to strategic marketing, branding and operational marketing. In the French Campuses (Paris, Lille, Sophia Antipolis), we divide this course in three parts: in the first part, students attend 13.5h of lectures (online learning, in both synchronous and asynchronous modes) to introduce the main concepts of Marketing Strategy, Branding, Segmentation, Targeting and Positioning, Marketing Mix; in the second part, students are assigned 4,5h of face to face interaction with coaches to help them apply the concepts (in teams of 4-5 students) to "create and launch the product or service of your dreams". This is what we call the GO TO MARKET challenge. In the final 3 hours students have 10 minutes to present their project in front of audience of 40-50 students. Students are expected to devise a marketing and branding strategy, prioritising targets and adjusting their positioning accordingly. They are then expected to make decisions about pricing, product development, distribution and promotion. A final presentation by each group is followed by a debriefing session with the teacher.
Course Open to Exchange	Belo /Fall;#Raleigh /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Stellenbosch-Le Cap, Suzhou
Evaluation	
Final Examination (%)	15
Continuous Assessment (%)	85
Academic reference	- Kotler et al. (2015) Principles of Marketing. Pearson.
Websites	

BRAZIL INTERCULTURAL

Course Code	PGE.FINM1.LGELE.2228
ECTS Credits	2
Course Leader	FERRANTE Guillaume
Synchronous	12
Department	Dept. Languages and Personal Development
Program	M1 ABM Belo Horizonte
Prerequisites	
Course Description	
Course Open to Exchange	Belo /Fall
Semester	fall
Campus	Belo Horizonte
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

EXCEL FALL

Course Code	PGE.FINM1.ISELE.0720
ECTS Credits	2
Course Leader	MILLELIRI André
Synchronous	0
Department	Dept. Management of projects, Information Systems and Supply Chains
Program	M1 ABM Belo Horizonte
Prerequisites	none
Course Description	Excel is something you can't do without ! This course will introduce all the things the students must know in order to honestly pretend to be mastering Excel. The course will be splitted in two parts a first one online (12 hours) and applications done in the classroom with a teacher who's an expert of Excel.
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Stellenbosch-Le Cap, Suzhou
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	
Websites	

INTERNATIONAL MARKETING AND BUSINESS DEVELOPMENT BELO HORIZONTE

CAREER MANAGEMENT 1

Course Code	MSC.FMIM2.FICOR.0201
ECTS Credits	1
Course Leader	BEAUGRAND Audrey
Synchronous	6
Discipline	Autre
Program	International Marketing and Business Development Belo Horizonte
Prerequisites	NoPrerequisites
Course Description	This course is managed by the Talent & Careers Department. In order to validate this course, students have to: 1 MANDATORY : Take E-learning module on Abintegro plateforme (CV check ATS compliant, Job search, Interview simulator) + Conduct 5 cognitive tests on AON platform (Abilities, skills and behaviors at work) + Take mandatory Mooc on your Professional profile + EVALUATION 2 NOT MANDATORY : Attend Career Events during the semester organized by the Talent & Careers on your campus or organized by partners companies (check JOBTEASER Platform)

	MAIN CONTACTS FOR YOUR PROGRAM: LILLE: Audrey BEAUGRAND & Feryel HOUSSEIN PARIS: Laura SINDONINO, Janice M'BENGO & Miina VAISANEN (for International students) SOPHIA: Sylvie MARTINAUD, Anne DUFLOS (for International students) SUZHOU : April YANG RALEIGH : Amanda CHAMBERLAIN BELO HORIZONTE : Geneviève POULINGUE & Ana Cristina BRAGA
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall
Semester	fall
Campus	Belo Horizonte, Paris, Sophia
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings :
Websites	under the YEP go and click on: Talent & Careers -> Jobteaser -> SKEMA TOOLS

DEVELOPING NEW BUSINESS FROM IDEA TO MARKET

Course Code	MSC.IMBM2.MKCOR.0055
ECTS Credits	4
Course Leader	LIMA Marcos
Synchronous	24
Discipline	Autre
Program	International Marketing and Business Development Belo Horizonte
Prerequisites	M1 Marketing
Course Description	<p>This courses will apply business model strategy and design-thinking as complementary approaches to developing an idea and taking it to market. While moving through the different stages, it will address issues of creativity, ideation, prototyping, seeking proof of concept and pitching ideas to potential investors. It will also explore ideas, models and frameworks relevant to developing creative and innovative learning environments using Knowledge Management principles.</p> <p>This kind of approach may be familiar to some, but as final-year master students, the teams involved will be expected to raise their game and show mastery and understanding of the various stages. There are a range of methods and tools available that must become an integral part of each student's 'toolbox'. And for that, it is not enough to know they are there - skilful application is key.</p> <p>In practical terms, the course will develop the skills needed to generate innovative ideas, test them and then present them with conviction. It will also use real-world innovation tools in the process.</p> <p>These are precisely the skills needed to thrive in an innovation economy.</p>
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Sophia /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Suzhou
Evaluation	

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

INTERNATIONAL BUSINESS DEVELOPMENT

Course Code	MSC.IMBM2.MKCOR.0077
ECTS Credits	4
Course Leader	BREA SOLIS Humberto
Synchronous	24
Discipline	Autre
Program	International Marketing and Business Development Belo Horizonte
Prerequisites	Intermediate marketing Numbers may have to be limited to maintain a reasonable group size. A selection would then be made by the course leader
Course Description	The goal of the course is to provide the students the first approach to internationalization. The course is structured in three pillars. First, to change the business paradigm by introducing the concept of Ecosystem. The second pillar is internationalization mode, we analyze the different strategies that companies undertake to expand their businesses beyond the national frontiers. The last element is how to deal with local sensibilities; the importance of culture in the process of internationalization. This course will look closely at these three main aspects of internationalization through concrete examples and case studies with a wide range of companies, sectors and countries
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Sophia /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Suzhou
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	List of some references: 1. Introduction to IBD and Ecosystems Collinson, S., Narula, R., & Rugman, A. M. (2016). International business. Pearson. (Chapter 1) Brandenburger, A.M. and Nalebuff, B.J., 2002. Use game theory to shape strategy. Strategy: critical perspectives on business and management, 4, p.260. Jacobides, M.G., Cennamo, C. and Gawer, A., 2018. Towards a theory of ecosystems. Strategic Management Journal. Moore, J.F., 1993. Predators and prey: a new ecology of competition. Harvard business

	<p>review, 71(3), pp.75-86. ***</p> <p>Teece, D.J., 2007. Explicating dynamic capabilities: the nature and microfoundations of (sustainable) enterprise performance. Strategic management journal, 28(13), pp.1319-1350.</p> <p>2. Internationalization modes</p> <p>Collinson, S., Narula, R., & Rugman, A. M. (2016). International business. Pearson. (Chapter 2)</p> <p>Ghemawat, P., 2001. Distance still matters. Harvard business review, 79(8), pp.137-147.</p> <p>3. Internationalization & Culture:</p> <p>Collinson, S., Narula, R., & Rugman, A. M. (2016). International business. Pearson. (Chapter 5)</p>
Websites	Available on Kknowledge platform

MARKETING RESEARCH

Course Code	MSC.IMBM2.MKCOR.0057
ECTS Credits	4
Course Leader	SOSCIA Isabella
Synchronous	0
Discipline	Autre
Program	International Marketing and Business Development Belo Horizonte
Prerequisites	Intermediate marketing To keep group size reasonable, some limitation on numbers may be necessary. Selection will then be made by the course leader
Course Description	<p>In the today context where market data can be found everywhere and produced at relatively low cost, the main objective of the course is to train students to select and manage the data in a creative but robust and reliable way in order to take the best Marketing decisions and design the most successful business models for the future. .</p> <p>Course will be a mix between theory and practical application with considerable use of examples and case studies.</p>
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Sophia /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Suzhou
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	Full reading list on Knowledge web site along with a selection of reports, cases and articles
Websites	

STRATEGIC BRAND MANAGEMENT

Course Code	MSC.IMBM2.MKCOR.0058
ECTS Credits	5
Course Leader	SPIER Peter
Synchronous	30
Discipline	Autre

Program	International Marketing and Business Development Belo Horizonte
Prerequisites	Intermediate marketing is essential Limits may apply to group sizes
Course Description	<p>Few would deny the importance of brands as valuable assets and a potential source of sustainable competitive advantage. Nestlé bought Rowntree (KitKat, After Eight) for almost three times its stock market value and 26 times its earnings. BMW bought the Mini not for the technology, but for the history and the associations. This value is created by the place occupied by the brands in the minds of customers: brand awareness, image, trust and reputation - all built up over many years - are the best guarantee of future cash flows. As one commentator puts it: products are created in the factory. Brands are created in the mind'. Brands provide a short cut for customers when making a purchasing decision, seeking to avoid risk and obtain value for money. Brands provide a relevant, exciting experience. Brands connote a certain life style, values or attitude. Brands can become objects of affection: Lovemarks, even. Buying a brand is an integral part of an individuals quest for identity and meaning.</p> <p>The course will balance theory and practical application, with considerable use of case studies and student project work.</p> <p>Students will learn how companies manage brand equity, clearly a major strategic issue. This course provides a comprehensive introduction to strategic brand management, covering such areas as the building of brand equity, brand identity, brand extension, brand portfolios etc. in national, regional and global markets. It will also address issues such as brand personality, emotional branding, brand communities and purpose-driven branding.</p>
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Sophia /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Suzhou
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings : A full reading list will be provided on K2 learning platform along with a selection of reports, cases and articles
Websites	Links will be provided on the K2 course site

AI & DATA ANALYTICS

Course Code	MSC.IMBM2.MKELE.0202
ECTS Credits	3
Course Leader	OLMEDILLAFERNANDEZ Maria
Synchronous	0
Discipline	Autre
Program	International Marketing and Business Development Belo Horizonte
Prerequisites	analytics xls
Course Description	An introduction to Artificial Intelligence applied to marketing field. Understand the principles and the data management.

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

GO TO MARKET STRATEGY FOR LATIN AMERICA

Course Code	MSC.IMBM2.MKELE.0174
ECTS Credits	3
Course Leader	RIBEIRO, Aurea-EXT
Synchronous	18
Discipline	Autre
Program	International Marketing and Business Development Belo Horizonte
Prerequisites	None.
Course Description	Considering the challenge to access niches and/or targets under unfavorable conditions, with long distances, fragmented purchases and delivery processes, companies have to take decisions on services & channel strategies to access and engage customers considering opportunities for differentiation and getting superior return on investment by solving the challenge of scale and productivity. Companies have to deal with the following paradoxes: Volume & margins; scale & customer scope; fragmentation (diversity) & efficiency.
Course Open to Exchange	Belo /Fall
Semester	fall
Campus	Belo Horizonte
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	<ul style="list-style-type: none"> - Friedman, Laurence G. Go toMarket Strategy. Elsevier, 2012 - Ismail, Salim. Exponential Organizations. Singularity University Book, 20014. - Lusch, R.F. ;Vargo, S.L. (Eds), The Service-dominant Logic of Marketing: Dialog, - Debate and Directions, M.E. Sharpe, Armonk, NY, pp. 208-23, 2006. - Rangan, Kasturi V., BELL, Marie. Transforming your go to market strategy : the tree disciplines of channel management. Harvard Business School Publishing, 2006.
Websites	

MARKETING ANALYTICS

Course Code	MSC.IMBM2.MKELE.0208
ECTS Credits	3
Course Leader	POULINGUE Genevieve
Synchronou s	18
Discipline	Autre
Program	International Marketing and Business Development Belo Horizonte
Prerequisites	digital literacy
Course Description	<p>The capability to analyze and interpret market data and built models for decision making in marketing is becoming one of the leading skills required for nowadays market managers. This capability becomes increasingly important in the Big Data context, where data become the new gold for business opportunities and Machine Learning (ML) and Artificial Intelligence (AI) poses new competitive challenges for managers.</p> <p>Marketing analytics is a set of procedures, tools, and methods to collect, analyze, and interpret data to construct marketing KPIs and develop marketing decision making models. Raging from the marketing metrics and marketing modelling this course presents approaches and techniques for delivering valuable information to decision making in an era of widespread of huge volume valuable data that varies in terms of formats and reliability, in a fast-changing environment.</p>
Course Open to Exchange	Belo /Fall
Semester	fall
Campus	Belo Horizonte
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	<p>BASIC</p> <p>BEST, Roger J. Market-based management: strategies for growing customer value and profitability. 6. ed. New York: Pearson, 2014.</p> <p>FARRIS, Paul W et al. Key Marketing Metrics. First Edit ed. Edinburgh Gate: Pearson Education, 2009.</p> <p>WINSTON, Wayne L. Marketing Analytics: Data-Driven Microsoft® Techniques with Excel®. 1. ed. Indianapolis: John Wiley & Sons, Inc., 2014.</p> <p>COMPLEMENTARY</p> <p>ARTHUR, Lisa. Big Data Marketing: Engage Your Customers More Effectively and Drive Value (Google eBook). 1. ed. New Jersey: Wiley, 2013. Disponível em: <http://books.google.com/books?id=aSAIAQAAQBAJ&pgis=1>.</p> <p>KAUSHIK, Avinash. Web Analytics 2.0. The art of online accountability & science of customer centricity. Redline Heidelberg, v. 3, n. 1, p. 114, 2008. Disponível em: <http://www.informaworld.com/openurl?genre=article&doi=10.1080/19322900802660292&magic=crossref>.</p> <p>LEEFLANG, Peter S H et al. Challenges and solutions for marketing in a digital era. European Management Journal, v. 32, n. 1, p. 112, 2014. Disponível em:</p>

	<p><http://dx.doi.org/10.1016/j.emj.2013.12.001>. LEEFLANG, Peter S.H.; WITTINK, Dick R; WEDEL, Michel. Building Models For Marketing Decisions. 1. ed. [S.l.]: Kluwer Academic Publishers, 2000. PETERS, Kay et al. Social media metrics - A framework and guidelines for managing social media. Journal of Interactive Marketing, v. 27, n. 4, p. 281298, 2013. WIERENGA, Berend. Handbook of Marketing Decision Models. 1. ed. Stansford: Springer, 2008.</p>
Websites	<p>WEBSITES https://toolbox.google.com/datasetsearch Statista Our World in data: https://databank.worldbank.org/ Global EDGE Offstats EU Europages (European Business Directory) UN Comtrade Database World trade Association tariff data</p>

MARKETING IN AN EMERGING ECONOMY

Course Code	MSC.IMBM2.MKELE.0148
ECTS Credits	3
Course Leader	RIBEIRO, Aurea-EXT
Synchronous	18
Discipline	Autre
Program	International Marketing and Business Development Belo Horizonte
Prerequisites	None
Course Description	<p>The economy of most emerging countries is based on production and selling of commodities. Global productive chains such as agribusiness, automotive, industrial equipment and so on, have important players of the supply chain placed in emergent countries. However, most of times emerging countries export raw materials and import added value products and compete domestically with imported products and most of times, better products and with lower prices. Brazil is an important supplier for the most important global value chains and on the other hand has a huge domestic market, attracting competitors from many different countries and with strong bargain power.</p> <p>Therefore, it is very important for the local industries to compete globally by improving productivity, offering added value solutions and differentiating their products. In this course, students will understand which market variables must be taken into account to commercialize commodities and strategies to add value and differentiate commodities.</p>
Course Open to Exchange	Belo /Fall
Semester	fall
Campus	Belo Horizonte
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40

Academic reference	Hunt, Michael and Speh, Thomas, Business Marketing management : B2B 10th edition - South-West-Cengage Learning. Anderson, James C; Narus, James; NARAYANDAS, Das. Business Market Management: understanding, creating and delivering value. Pearson, 3rd edition, 2009. Anderson, James C; Kumar, Nirmalya; Narus, James; Value Merchants: Demonstrating and documenting superior value in business markets. Harvard Business Review Press, 2007.
Websites	

COMMUNICATION AND ENGAGEMENT IN AN EMERGING SOCIETY

Course Code	MSC.IMBM2.MKELE.0149
ECTS Credits	3
Course Leader	BARCALA, Victor-EXT
Synchronous	18
Discipline	Autre
Program	International Marketing and Business Development Belo Horizonte
Prerequisites	None.
Course Description	This course will conduct discussions over how to do an effective process of communication, bringing engaged customers. A well done communication will impact brand perception, and consequently sales and profitability. Even though this is a common sense, several considerable important companies had lost this battle and several cases will be used to discuss this matter. Keeping the customer aligned , aiming to become the brand advocate, is a difficult challenge in Brazil and Latin America.
Course Open to Exchange	Belo /Fall;#Belo /Spring
Semester	fall, spring
Campus	Belo Horizonte
Evaluation	
Final Examination (%)	70
Continuous Assessment (%)	30
Academic reference	Title: Global Marketing, Global Edition Edition: 9th Edition Authors: Warren J. Keegan, Mark Green ISBN13: 9781292150765 ISBN10: 1292150769 Publisher: Prentice Hall, 9th edition, 2016. PATEL, Hitendra; WYATT, Steve et al. () (Autor secundário). Connectivate! companies innovating to be always available. [S. l.]: Hult International Business School Publishing, 2012. 121p. ISBN 9780984445226 MANAGING economies, trade and international business. Basingstoke: Palgrave Macmillan, 2010. xxxiv, 388 p. ISBN 9780230202566 International Marketing, 6th Edition International Student Version Masaaki (Mike) Kotabe, Kristiaan Helsen ISBN: 978-1-118-83028-4
Websites	http://www.brazil.org.za/environmental-issues.html http://www.aboutbrazilmr.com/ http://www.forbes.com/sites/onmarketing/2013/12/18/why-multinational-marketers-need-to-be-in-brazil/#104b064a2fb5

	https://www.marketingweek.com/2012/02/09/breaking-into-brazil/ http://www.focus-economics.com/countries/brazil https://www.thinkwithgoogle.com/articles/branding-brazil.html http://thebrazilbusiness.com/article/20-greatest-brazilian-brands https://www.marketingweek.com/2012/02/09/breaking-into-brazil/ ftp://ftp.repec.org/opt/ReDIF/RePEc/blg/journal/538dumitrescu%26vinerean.pdf https://hbr.org/2004/09/how-global-brands-compete https://hbr.org/2015/11/strategies-for-succeeding-in-todays-brazil https://www.pwc.com.br/pt/publicacoes/institucionais/assets/2015/doing-deals-15.pdf http://www.organicsbrasil.org/downloads/2016-ORGANICSBRASIL-biofach-section-feb-10.pdf https://hbr.org/1983/05/the-globalization-of-markets http://www.brazil.org.za/environmental-issues.html http://www.aboutbrazilmr.com/ http://www.forbes.com/sites/onmarketing/2013/12/18/why-multinational-marketers-need-to-be-in-brazil/#104b064a2fb5 https://www.marketingweek.com/2012/02/09/breaking-into-brazil/ http://www.focus-economics.com/countries/brazil https://hbr.org/2015/11/strategies-for-succeeding-in-todays-brazil
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OPTIONAL PORTUGUESE SEMESTER FALL & SPRING

Course Code	MSC.IBBM2.LGCOR.0001
ECTS Credits	0
Course Leader	DURANTON Hélène
Synchronous	0
Discipline	Autre
Program	International Marketing and Business Development Belo Horizonte
Prerequisites	-
Course Description	-
Course Open to Exchange	Belo /Fall;#Belo /Spring
Semester	fall, spring
Campus	Belo Horizonte
Evaluation	
Final Examination (%)	30
Continuous Assessment (%)	70
Academic reference	
Websites	

CAREER MANAGEMENT 1

Course Code	MSC.FMIM2.FICOR.0201
ECTS Credits	1
Course Leader	BEAUGRAND Audrey
Synchronous	6
Discipline	Autre
Program	Project and Programme Management and Business Development
Prerequisites	NoPrerequisites
Course Description	<p>This course is managed by the Talent & Careers Department. In order to validate this course, students have to:</p> <p>1 MANDATORY : Take E-learning module on Abintegro plateforme (CV check ATS compliant, Job search, Interview simulator) + Conduct 5 cognitive tests on AON platform (Abilities, skills and behaviors at work) + Take mandatory Mooc on your Professional profile + EVALUATION</p> <p>2 NOT MANDATORY : Attend Career Events during the semester organized by the Talent & Careers on your campus or organized by partners companies (check JOBTEASER Platform)</p> <p>MAIN CONTACTS FOR YOUR PROGRAM:</p> <p>LILLE: Audrey BEAUGRAND & Feryel HOUSSEIN PARIS: Laura SINDONINO, Janice M'BENGO & Miina VAISANEN (for International students) SOPHIA: Sylvie MARTINAUD, Anne DUFLOS (for International students) SUZHOU : April YANG RALEIGH : Amanda CHAMBERLAIN BELO HORIZONTE : Geneviève POULINGUE & Ana Cristina BRAGA</p>
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall
Semester	fall
Campus	Belo Horizonte, Paris, Sophia
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings :
Websites	under the YEP go and click on: Talent & Careers -> Jobteaser -> SKEMA TOOLS

INTERNATIONAL CONTRACT MANAGEMENT

Course Code	MSC.PPMM2.PMCOR.0090
ECTS Credits	3
Course Leader	SALAMA, Mohamed-EXT

Synchronous	9
Discipline	Autre
Program	Project and Programme Management and Business Development
Prerequisites	None
Course Description	<p>Ample credible evidence exists that despite the professionalization of project management, projects and the products these projects are producing are failing at an unacceptable rate.</p> <p>One of the major root causes stems from contractually related issues.</p> <p>This course has been designed to help you develop an understanding of what contractually related issues are causing both project and product failures and what we, as project managers, can and should be doing about it.</p> <p>This course is somewhat unique as it looks at contracts and contracting from both the OWNERS and CONTRACTORS perspective, on the premise that the only way to be able to fix the issues lies in creating contracts which are fair and equitable in allocating risks to the party most capable of managing those risks.</p> <p>Because construction is arguably one of the oldest (Pyramids? Great Wall of China? Cathedrals of Europe?) applications of the project management processes and have some of the most sophisticated and well developed contract documents, many of the documents are coming from construction sources.</p> <p>HOWEVER all attempts will be made to demonstrate how these same terms and conditions can be adopted or adapted for use by other sectors. As there are both team and individual projects, students are free to document how they can or would modify the contractual terms and conditions found in construction for use in other sectors. (Essentially, all sectors are experiencing the same issues to a greater or lesser extent.)</p>
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	<p>BEFORE DAY 1 (Pre-Course Reading Assignments)</p> <p>1. Guild of Project Controls Compendium and Reference (GPCCaR) http://www.planningplanet.com/guild/GPCCAR-modules (FREE but you have to fill in a PROFILE that will take you about 10 minutes)</p> <p>a. Module 2-1 Managing People: http://www.planningplanet.com/guild/gpccar/introduction-to-managing-people</p> <p>b. Module 2-6 Identifying and Engaging Stakeholders: http://www.planningplanet.com/guild/gpccar/introduction-to-managing-people</p> <p>c. Module 5-1 Introduction to Managing Contracts: http://www.planningplanet.com/guild/gpccar/introduction-to-managing-contracts</p> <p>d. Module 5-3 Selecting the Project Delivery Method and Contract Type: http://www.planningplanet.com/guild/gpccar/managing-contracts-select-project-delivery-method-contract-type</p> <p>e. Module 5-4 Tendering and Bidding the Contract: http://www.planningplanet.com/guild/gpccar/managing-contracts-tendering-and-bidding-the-project</p>

f. Module 5-5 Managing the Contract (Owners and Contractors Perspectives):
<http://www.planningplanet.com/guild/gpccar/managing-contracts-managing-the-contract>

g. Module 5-6 Closing the Contract (Owners and Contractors Perspectives)
<http://www.planningplanet.com/guild/gpccar/managing-contracts-closing-the-contract>

h. Module 10-1 Introduction to Managing Change:
<http://www.planningplanet.com/guild/gpccar/introduction-to-managing-change>

i. Module 10-3 Managing Change- The Owners Perspective:
<http://www.planningplanet.com/guild/gpccar/managing-change-the-owners-perspective>

j. Module 10-4 Managing Change- The Contractors Perspective:
<http://www.planningplanet.com/guild/gpccar/managing-change-the-contractors-perspective>

k. Module 10-5 Managing Change Using Configuration Management:
<http://www.planningplanet.com/guild/gpccar/managing-change-configuration-management>

l. Module 12-1 Introduction to Forensic Analysis:
<http://www.planningplanet.com/guild/gpccar/introduction-to-managing-forensic-analysis>

2. KPMG Global Construction Survey 2015:
<https://home.kpmg.com/xx/en/home/insights/2015/03/global-construction-survey.html>

3. ARCADIS Global Construction Disputes 2015-
<https://www.arcadis.com/media/2/8/9/%7B289321DC-B266-4A13-82FA-CCBD54B6F535%7DARCADIS%20Construction%20Disputes%20Report%202015%20004.pdf>

4. Why do Contractors Fail?
http://c.yimcdn.com/sites/www.surety.org/resource/resmgr/LearnAboutSurety/Why_Do_Contractors_Fail.pdf

5. Ernst & Young Project Efficiency in the Oil and Gas Sector: <http://www.ey.com/gl/en/industries/oil-gas/ey-project-efficiency-in-oil-and-gas>

1. Job outlook 2016: the attributes employers want to see on new college graduates resumes-
<http://www.naceweb.org/career-development/trends-and-predictions/job-outlook-2016-attributes-employers-want-to-see-on-new-college-graduates-resumes/>

2. What is project based learning? http://www.bie.org/about/what_pbl

3. Kirkpatrick new world model- <http://www.kirkpatrickpartners.com/our-philosophy/the-new-world-kirkpatrick-model>

4. Pay the laborer before his sweat dries: <http://www.masjidma.com/2012/09/03/the-employer-employee-relationship/>

5. Caution- pay when paid clauses: <http://www.jdsupra.com/legalnews/caution-pay-when-paid-clauses-are-a-58593/>

6. Understanding pay-if-paid and pay-when-paid clauses in a construction contract:
<http://floridaconstructionlawgroup.com/understanding-pay-if-paid-and-pay-when-paid-clauses-in-a-construction-contract/>

7. Unfair payment clauses in the contracts in the uae: <http://www.slqsuae.org/wp-content/uploads/2014/12/article-by-roshan-2014.pdf>

8. Project management credentials compared against the us professional engineer (pe) license-
<http://pmworldjournal.net/wp-content/uploads/2016/12/pmwj53-dec2016-giammalvo-certification-benchmarking-2016-update-featured-paper.pdf>

AIS integrated project delivery approach- <https://www.aiacontracts.org/resources/64146-integrated-project-delivery-a-guide>

9. How to develop competent professional level project management practitioners-
<http://pmworldjournal.net/wp-content/uploads/2015/07/pmwj36-jul2015-giammalvo-producing-competent-practitioners-second-edition.pdf>

FOR PURCHASE BY SKEMA FOR YOUR LIBRARY

10. FIDIC Red Book: <http://fidic.org/books/construction-contract-1st-ed-1999-red-book>

11. AIA General Conditions of the Contract 2017: <https://www.aiacontracts.org/events/86776-aia-2017-documents-the-revised-general-conditions-and-new-sustainable-projects-exhibit->

12. EJCDC General conditions: <http://www.ejcdc.org/product/c-700-standard-general-conditions->

	2013-2/ 13. ConsensusDocs General Conditions http://www.consensusdocs.org/Resource_/FileManager/Redline_of_ConsensusDocs_200_2007_2011_2012_2014.pdf 14. CSI Project Resource Manual 5th Edition https://www.amazon.com/Project-Resource-Manual-CSI-Practice/dp/0071370048
Websites	1. Guild of Project Controls- http://www.planningplanet.com/guild 2. Guild of Project Controls Competency Certification Home page- http://www.planningplanet.com/guild/certification 3. Association for the Advancement of Cost Engineering International- http://web.aacei.org/about-aace

INTERNATIONAL DEVELOPMENT PROJECT CASE STUDIES

Course Code	MSC.PPMM2.PMCOR.0095
ECTS Credits	3
Course Leader	COUTINHO, Heitor-EXT
Synchronous	24
Discipline	Autre
Program	Project and Programme Management and Business Development
Prerequisites	None
Course Description	Selected case studies about International Projects to be developed by companies when their challenges are offshore. Natural resources, regional expansion and merger & acquisitions process are the baseline studies.
Course Open to Exchange	Belo /Fall
Semester	fall
Campus	Belo Horizonte
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	To be added
Websites	To be added

LEADERSHIP SKILLS FOR PROJECTS

Course Code	MSC.PPMM2.PMCOR.0078
ECTS Credits	4
Course Leader	WALKER, Sandra-EXT
Synchronous	30
Discipline	Autre
Program	Project and Programme Management and Business Development
Prerequisites	None
Course Description	Leadership is a critical project management skill. This course is designed to steer participants towards a self-directed learning path to grow and excel as a project manager. Every project is

	<p>unique, so future leadership scenarios cannot be foreseen with great accuracy. This seminar therefore helps participants to invest in leadership readiness, equipping them with the intellectual and emotional resources required to thrive in an international project situation. Project managers must be able to quickly engage team members and stakeholders, even from another culture, transcend differences and bring them towards the desired project goals in a timely manner, be it on a face-to-face or virtual team.</p> <p>Leadership is about influence, both through personal effectiveness and defined channels of responsibility. The project manager has to be a decision-maker and change agent, creating a vision, building authority and displaying communication creativity and problem solving strategies. The emphasis is on self-awareness and then putting leadership into action, attracting the relevant players to a project and keeping them onboard.</p> <p>Human factor challenges can be overcome by:</p> <ul style="list-style-type: none"> Dynamizing a transversal team and stakeholders towards a positive outcome Making effective presentations of ideas and using influence tactics Communicating effectively with individual team members Overcoming resistance: removing obstacles and dealing with objections <p>The course incorporates a range of modern concepts in this domain, including self-directed learning, strengths-based leadership and transformational strategies. Though of a short duration, it nonetheless offers a solid foundation for the project manager towards leadership development.</p>
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	<p>REQUIRED READINGS</p> <p>Northouse, P. (2010). <i>Leadership: Theory and Practice</i> (5th ed.). Thousand Oaks: Sage.</p> <p>Pinto, J., Thoms, P., Trailer, J., Palmer, T., & Govekar, M. (1998). <i>Project Leadership: From Theory to Practice</i>. Newton Square: Project Management Institute.</p> <p>RECOMMENDED READINGS</p> <p>Anbari, F. T., Khilkhanova, E. V, Romanova, Maria, V., Ruggia, M., Han-Huei Tsay, C., & Umpleby, Stuart, A. (2010). <i>Cultural Differences in Projects</i>. Newtown Square.</p> <p>Clarke, N. (2012). Leadership in projects: what we know from the literature and new insights. <i>Team Performance Management</i>, 18(3/4), 128148.</p> <p>Hunter, J. (1998). <i>The Servant</i>. Roseville: Prima.</p> <p>Lee, Margaret, R. (2014). <i>Leading Virtual Project Teams</i>. Boca Raton: CRC Press, Taylor and Francis.</p> <p>Lee-Kelley, L. (2002). Situational leadership: Managing the virtual project team. <i>Journal of Management Development</i>, 21(6), 461476.</p> <p>Levin, G. (2008). Guidelines to Create a Culture to Promote Successful Use of Virtual Teams Benefits and Challenges of Working with Virtual Teams. In PMI (Ed.), <i>PMI Global Congress Proceedings-Denver, Colorado, USA</i> (pp. 19). Denver: PMI.</p> <p>Levin, G. (2009). <i>Team-Building Strategies for the Virtual Team</i>, 110.</p> <p>Levin, G., & Rad, P. (2006). Successful Motivational Techniques for Virtual Teams. In <i>PMI Global Congress Proceedings-Madrid, Spain</i>. Newton Square: PMI.</p> <p>Pinto, J. K., & Trailer, J. (1998). <i>Leadership Skills for project Managers</i>. Newtown Square: Project Management Institute.</p> <p>Rad, P., & Levin, G. (2003). <i>Achieving Project Management Success Using Virtual Teams</i>.</p>

	<p>Ralf Müller, Konrad Spang, S. O. (2009). Cultural differences in decision making in project teams. <i>International Journal of Managing Projects in Business</i>, 2(1), 70-93.</p> <p>Slevin, D. P., & Pinto, J. K. (1991). Project Leadership: Understanding and Consciously Choosing your Style. <i>Project Management Journal</i>, XXII(1), 3948.</p> <p>Thompson, K. (2010). <i>Servant-Leadership: An effective model for project management</i>. Capella University.</p> <p>Turner, J. R. (2007). <i>Gower Handbook of Project Management</i>. (J. R. Turner, Ed.) (4th ed.). Aldershot: Gower.</p> <p>Turner, J. R., & Müller, R. (2005). The Project Managers Leadership Style as a Success Factor on Projects: a literature review. <i>Project Management Journal</i>, 36(1), 4962.</p> <p>Turner, J. R., & Müller, R. (2006). Choosing Appropriate Project Managers: matching their leadership style to the type of project. Newtown Square: Project Management Institute.</p> <p>Turner, J. R., Müller, R., & Dulewicz, V. (2009). Comparing the leadership styles of functional and project managers. <i>International Journal of Managing Projects in Business</i>, 2(2), 1982-16.</p>
Websites	<p>WEBLINKS:</p> <p>http://www.ipma.ch/Pages/default.aspx</p> <p>http://www.pmi.edu (Project Management articles)</p> <p>http://www.mckinseyquarterly.com (Management articles)</p> <p>http://www.geert-hofstede.com (Cross cultural)</p> <p>http://www.edwarddebono.com (Thinking strategies)</p> <p>http://www.quadrant1.com (Personal development)</p> <p>http://www.12manage.com (Management theories)</p> <p>http://www.fourhourworkweek.com (Personal Life Goals)</p> <p>https://www.ted.com/playlists/140/how_leaders_inspire (Leadership)</p> <p>DVDs:</p> <p>CNBC The Leaders - The Secrets To Their Success</p> <p>FILMS:</p> <p>Remember the Titans (2001)</p> <p>Gandhi (1982)</p> <p>Hotel Rwanda (2006)</p> <p>Twelve Angry Men (1957)</p>

PEOPLE IN PROJECTS

Course Code	MSC.PPMM2.PMCOR.0079
ECTS Credits	3
Course Leader	SILVIUS - ZUCHI, Dagmar-EXT
Synchronous	24
Discipline	Autre
Program	Project and Programme Management and Business Development
Prerequisites	None
Course Description	<p>Project managers are facing many challenges: an increasing complexity related to fast changing and highly competitive environments that influences the project; a multiple set of internal and external stakeholders with different and sometimes conflicting demands that need to be balanced; as well as issues in acquiring and using human resources, as developing and maintaining trust and/or managing change and conflict, which is probably one of their toughest challenges. This course addresses these challenges from three perspectives: the organization, the team and the individual level. Managing people in projects is a course that introduces Human Resource Management (HRM) for and in projects, with a focus on four</p>

	main topics: the project oriented organization and its features; HRM in project oriented organizations; HRM in projects and project stakeholder management.
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	<p>Books:</p> <p>Huemann, M. (2015). Human Resource Management in the project-oriented Organization. Gower Applied Research (Chapter 4, 5 and 9)</p> <p>Huemann, M.; Eskerod, P. ; Ringhofer, C. (2016). Rethink! Project Stakeholder Management. PMI (Chapter 3 and 10)</p> <p>Papers:</p> <p>Gustavsson, T.K. (2016), Organizing to avoid projectoverload: The use and risks of narrowing strategies in multi-project practice, International Journal of Project Management, 34, 94101.</p> <p>Keegan, A., Huemann, M. & Turner, R.J. (2012), Beyond the line: exploring the HRM responsibilities of line managers, project managers and the HRM department in four project-oriented companies in the Netherlands, Austria, the UK and the USA, International Journal of Human Resource Management, 23 (15). pp. 3085-3104.</p> <p>Freeman, R. E. and McVea, J. (2001), A Stakeholder Approach to Strategic Management, Darden Business School Working Paper, No. 01-02. Available at SSRN: http://ssrn.com/abstract=263511 or http://dx.doi.org/10.2139/ssrn.263511</p> <p>Achterkamp, M.C., & Vos, J.F.J. (2008). Investigating the use of the stakeholder notion in project management literature, a meta-analysis. International Journal of Project Management, 26, 749-757.</p> <p>Additional readings (recommended):</p> <p>Ballejos, L.C. & Montagna, J.M. (2008), Method for stakeholder identification in interorganizational environments. Requirements Engineering 13 (4), 281329.</p> <p>Bryson , J . M . (2004), What to do when stakeholders matter: Stakeholder identification analysis techniques, Public Management Review, 6 , 21 53 .</p> <p>Jepsen, A.L., Eskerod, P. (2009), Stakeholder analysis in projects: challenges in using current guidelines in the real world. International Journal of Project Management, 27 (4), 335343.</p> <p>Huemann, M., Keegan A.E. and. Turner, J.R. (2007), Human Resource Management in the Project-oriented Company: a review, International Journal of Project Management, 25, 315323.</p> <p>Packendorff, J. (2002), The temporary society and its enemies: Projects from an individual perspective". In: K. Sahlin-Andersson & A. Söderholm (eds.) Beyond Project Management: New Perspectives on the Temporary-Permanent Dilemma: pp. 39-58. Malmö: Liber.</p> <p>Söderlund J & Bredin K. (2006), HRM in project-intensive firms: changes and challenges, Human Resource Management, 45(2):24965.</p>
Websites	

PROJECT MANAGEMENT METHODS
EXTRA FEES! PLEASE SEE DETAILS BELOW

Course Code	MSC.PPMM2.PMCOR.0084
ECTS Credits	3
Course Leader	GARDINER Paul
Synchronous	0
Discipline	Autre
Program	Project and Programme Management and Business Development
Prerequisites	None
Course Description	<p>PRINCE2® and Agile PM are two important project management methods used internationally. This course provides foundation level competence in both and an opportunity for certification. The course covers the PRINCE2 framework: Principles, themes, processes and techniques. Agile PM is an alternative project management method suitable for dynamic projects with high uncertainty and/or complexity. The course covers the key principles of AGILEPM, specifically: underpinning philosophy and principles, lifecycle of an AgilePM project, products, techniques, roles and responsibilities.</p> <p>Online help is available by TrainingByteSize.com for both methods. Candidates that pass the course will be provided with an opportunity for certification in both methods. A comparative analysis between the two methods and when to apply each is also included in the course.</p>
Extra fees	<p>For the PRINCE 2 Online Training = 150€ + TVA (mandatory) For the AGILE PM Online Training = 150€ + TVA (mandatory) For the PRINCE 2 Certificate Examination = 249€+ TVA (optional) For the AGILE PM Certificate Examination = 175€ + TVA (optional) Total for Trainings (mandatory) = 300€ + TVA Totale for Certificate Examinations (optional) = 424€ + TVA * The international office will contact students who have chosen this specialization program with the payment procedures in order to pay these extra fees (late June).</p>
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris
Evaluation	
Final Examination (%)	70
Continuous Assessment (%)	30
Academic reference	<p>REQUIRED READINGS Manuals for PRINCE2 and Agile PM RECOMMENDED READINGS Other resources and articles will be supplied. NOTE PRINCE2® is a registered trade mark of AXELOS Limited, used under permission of AXELOS Limited. All rights reserved. AgilePM® and AgilePgM® are registered trademarks of Dynamic Systems Development Method Ltd. All rights reserved.</p>
Websites	www.apmgroup.co.uk trainingbytesize.com

PROJECT PLANNING AND CONTROL

Course Code	MSC.PPMM2.PMCOR.0077
ECTS Credits	4
Course Leader	ELTIGANI Adil

Synchronous	36
Discipline	Autre
Program	Project and Programme Management and Business Development
Prerequisites	None.
Course Description	This course aims to provide students with the core knowledge areas of project management. The course combines the knowledge available in project management with the PMI Body of Knowledge (PMBOK). Focus will be on understanding the application of the tools of project management, such as work breakdown structure, use of critical path scheduling, stakeholder management and risk management. The principles and tools are integrated and clarified through use of examples, case studies and simulations. Reference is made to the PMBoK project management life cycle and its processes related to each of the course topics.
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	<p>PRE-READING</p> <p>Read chapter 1, 2 and 3 of: Project Management Institute. 2013. A Guide to the Project Management Body of Knowledge (PMBOK® Guide) Fifth Edition</p> <p>REQUIRED READINGS</p> <ol style="list-style-type: none"> 1. Kerzner, H. 2013. Project Management: A Systems Approach to Planning, Scheduling, and Controlling, 11th Ed. John Wiley & Sons Inc. (available in the library in e-book format) 2. Project Management Institute. 2013. A Guide to the Project Management Body of Knowledge (PMBOK® Guide) Fifth Edition 3. Selected list of journal articles will be communicated to students before the start of the course. <p>RECOMMENDED READINGS</p> <ol style="list-style-type: none"> 1. Gardiner, P. D. 2005. Project Management: A Strategic Planning Approach, Palgrave Macmillan. 2. Pinto, J. K. 2015. Project Management: Achieving Competitive Advantage, 4th Ed. Prentice Hall.
Websites	1. www.pmi.org

PROJECT PRACTICE PORTFOLIO 1

Course Code	MSC.PPMM2.PMOPT.0001
ECTS Credits	3
Course Leader	GARDINER Paul
Synchronous	12
Discipline	Autre
Program	Project and Programme Management and Business Development
Prerequisites	NONE
Course Description	This course requires you to work in teams on real projects in a portfolio. You will be part of a cell working on several projects and will develop your project management competences through practice. Part 1 is focused on project generation and initiation activities up to and

	including the project charter. Part 2 is focused on project development and delivery, quality management, audit and control.
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	Required readings (1) APM Competence Framework Recommended readings 1. PMI PMBOK Guide 2. APM Body of Knowledge 3. PRINCE2 guide 4. AgilePM Guide 5. GAPPS project manager and sponsor standards
Websites	Visit the websites of PMI, APM, GAPPS

BUSINESS AND PROJECT MANAGEMENT AGILITY

Course Code	MSC.PPMM2.PMCOR.0030
ECTS Credits	3
Course Leader	GARDINER Paul
Synchronous	18
Discipline	Autre
Program	Project and Programme Management and Business Development
Prerequisites	Foundation level agile project management.
Course Description	The course is about the integration of business agility and agile project management in a modern, sustainable and global business context.
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	PMI Agile Practice Guide.
Websites	None.

DIGITAL TRANSFORMATION IN PROJECT MANAGEMENT

Course Code	MSC.PPMM2.PMCOR.0200
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ECTS Credits	3
Course Leader	ROMERO-TORRES, Alejandro-EXT
Synchronous	0
Discipline	Autre
Program	Project and Programme Management and Business Development
Prerequisites	No prerequisites
Course Description	A specialisation course to familiarise students with latest developments linking productivity tools and AI to project management. This course is about the application of AI and digital tools in the management of projects and this can impact the different stakeholders, especially the project manager.
Course Open to Exchange	Lille /Fall
Semester	fall
Campus	Lille
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

CORPORATE FINANCIAL MANAGEMENT

CAPITAL BUDGETING

Course Code	MSC.CFMM2.FICOR.0140
ECTS Credits	3
Course Leader	LAI Wan Ni
Synchronous	18
Discipline	Autre
Program	Corporate Financial Management
Prerequisites	Master1 Accounting prerequisites corporate finance prerequisites
Course Description	The main objective of this course is to teach students how to make effective capital budgeting decisions as financial managers. Focusing on asset valuation, this course emphasis on the evaluation of cash flows that is fundamental to the capital budgeting decision. Starting with a general introduction to the framework of corporate finance, students will learn (i) methods to evaluate projects and investment rules, (ii) skills to analyze risk and return of various projects, and finally (iii) the different ways of raising capital in a corporation.
Course Open to Exchange	Belo /Fall;#Sophia /Fall
Semester	fall
Campus	Belo Horizonte, Paris, Sophia, Suzhou

Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings :
Websites	

CAPITAL STRUCTURE AND DIVIDEND POLICY

Course Code	MSC.CFMM2.FICOR.0141
ECTS Credits	3
Course Leader	RENUCCI Céline
Synchronous	18
Discipline	Autre
Program	Corporate Financial Management
Prerequisites	Basics on Financial Markets
Course Description	The main objective of this course is to teach students the fundamentals of capital structure in a company and how to make effective dividend policies as financial managers. Focusing on the nature of debt and equity, this course emphasis on the effects of financing the company through debt and equity. Starting with a general introduction to the framework of debt and equity valuation, students will learn (i) importance of capital structure and limits to the use of debt, (ii) the cost of capital in a leveraged firm, and finally (iii) the principles of setting dividend policy in a company.
Course Open to Exchange	Belo /Fall;#Sophia /Fall
Semester	fall
Campus	Belo Horizonte, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings :
Websites	

CAREER MANAGEMENT 1

Course Code	MSC.FMIM2.FICOR.0201
ECTS Credits	1
Course Leader	BEAUGRAND Audrey
Synchronous	0
Discipline	Autre
Program	Corporate Financial Management
Prerequisites	NoPrerequisites

Course Description	<p>This course is managed by the Talent & Careers Department. In order to validate this course, students have to:</p> <p>1 MANDATORY : Take E-learning module on Abintegro plateforme (CV check ATS compliant, Job search, Interview simulator) + Conduct 5 cognitive tests on AON platform (Abilities, skills and behaviors at work) + Take mandatory Mooc on your Professional profile + EVALUATION</p> <p>2 NOT MANDATORY : Attend Career Events during the semester organized by the Talent & Careers on your campus or organized by partners companies (check JOBTEASER Platform)</p> <p>MAIN CONTACTS FOR YOUR PROGRAM:</p> <p>LILLE: Audrey BEAUGRAND & Feryel HOUSSEIN PARIS: Laura SINDONINO, Janice M'BENGO & Miina VAISANEN (for International students) SOPHIA: Sylvie MARTINAUD, Anne DUFLOS (for International students) SUZHOU : April YANG RALEIGH : Amanda CHAMBERLAIN BELO HORIZONTE : Geneviève POULINGUE & Ana Cristina BRAGA</p>
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall
Semester	fall
Campus	Belo Horizonte, Paris, Sophia
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings :
Websites	under the YEP go and click on: Talent & Careers -> Jobteaser -> SKEMA TOOLS

CORPORATE TREASURY MANAGEMENT

Course Code	MSC.CFMM2.FICOR.0142
ECTS Credits	3
Course Leader	LAI Wan Ni
Synchronous	18
Discipline	Autre
Program	Corporate Financial Management
Prerequisites	None
Course Description	<p>The main objective of this course is to introduce students to the different financial instruments used for treasury management in a company. It prepares students to make treasury management decisions as financial managers.</p> <p>The first part of the course focus on the financial markets, this course introduces the various financial instruments and the mechanism of financial markets. Starting with a general introduction to the financial markets, students will learn (i) how each market functions, (ii) the specifics of various financial instruments, and finally (iii) the foundations of investment management.</p> <p>The second part of the course focus on the banking system, and evaluation of credit risks, as students learn how financial managers work with the corporate banks in the treasury management process.</p>

Course Open to Exchange	Belo /Fall;#Sophia /Fall
Semester	fall
Campus	Belo Horizonte, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

CORPORATE VALUATION METHODS

Course Code	MSC.CFMM2.FICOR.0138
ECTS Credits	3
Course Leader	CHIKH Sabrina
Synchronous	18
Discipline	Autre
Program	Corporate Financial Management
Prerequisites	Advanced understanding of Corporate Finance acquired through intensive reading of Vernimmen (Pascal Quiry) or any advanced corporate finance book. A paper version is often the best format for learning. Daily reading of Financial Times or Wall Street Journal is a non-negotiable daily routine of any financial professional hence including you as a new member of tomorrows financial expert.
Course Description	Analysing financial statements and valuing firms is an integrated process in which the student must understand industry competitive dynamics, firm strategy, accounting information content and quality, profitability and risk assessment, forecasting, and valuation models. This course strives to integrate these six components of the process. Interpreting profitability and risk ratios requires an understanding of the economic characteristics of the industries in which a firm competes and the business strategies a firm has selected to compete in those industries. The student should not naively accept reported financial statement information when performing profitability and risk analysis but should first assess its quality and make appropriate adjustments. Forecasts of future earnings, cash flows, and dividends provide the bases for valuing a firm. The students will analyse a listed company applying the theories of the course terminating with individual report of approximately 10 pages and a fully integrated excel model.
Course Open to Exchange	Belo /Fall;#Sophia /Fall
Semester	fall
Campus	Belo Horizonte, Paris, Suzhou
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	James M. WAHLEN, Stephen BAGINSKI, Mark BRADSHAW, Financial Reporting, Financial Statement Analysis and Valuation, A Strategic Perspective, 8th Edition, 2015, Cengage,

Websites	www.ft.com www.wsj.com www.vernimmen.net Damodaran Stern University
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FINANCIAL MARKETS AND PRODUCTS

Course Code	MSC.CFMM2.FICOR.0150
ECTS Credits	3
Course Leader	CARVALHO, Monica-EXT
Synchronous	18
Discipline	Autre
Program	Corporate Financial Management
Prerequisites	None
Course Description	This course is designed to provide students with a broad view of the functioning of Financial Markets, while introducing them to the main products. The focus is on integrating this knowledge to the reality of companies and what are the instruments they use to access financing sources.
Course Open to Exchange	Belo /Fall
Semester	fall
Campus	Belo Horizonte
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	"GARPs proprietary Financial Markets and Products book Financial Risk Manager Handbook Plus Test Bank (Jorion, 2010). Chapter 6, 7, 8, 9, 10, 11 and 18."
Websites	www.garp.org

FINANCIAL REPORTING AND ANALYSIS

Course Code	MSC.CFMM2.FICOR.0139
ECTS Credits	3
Course Leader	CHIKH Sabrina
Synchronous	18
Discipline	Autre
Program	Corporate Financial Management
Prerequisites	Fundamentals of Accounting,
Course Description	This module aims to prepare students for an in-depth examination and comprehensive analysis of various financial accounting topics. It introduces the students to the basic framework of international financial reporting standards (IFRS). Nowadays, financial reporting objectives are much broader than just crunching or generating numbers. This course will illustrate that reporting involves a comprehensive knowledge of businesses in order to provide the information required by the many stakeholders. The main objective

	of this course is to develop students analytical skills and critical assessment of individual financial statements, and/or consolidated integrated annual reports in an international environment.
Course Open to Exchange	Belo /Fall;#Sophia /Fall
Semester	fall
Campus	Belo Horizonte, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings : 1. Robinson Alexander D., Britton A., Jorissen A., Hoogendoorn M. & Van Mourik C. (2017), International Financial Reporting and Analysis, 7th Edition, Cengage Learning EMEA. 2. Th., Henry E. Pirie W. & Broihahn M. (2015), International Financial Statement Analysis, 3rd Edition, CFA Institute Investment Series, John Wiley & Sons,
Websites	

GOVERNANCE AND SUSTAINABLE FINANCE

Course Code	MSC.CFMM2.FICOR.0130
ECTS Credits	3
Course Leader	SAIDANE Dhafer
Synchronous	18
Discipline	Autre
Program	Corporate Financial Management
Prerequisites	Principles of Finance and Strategic Management.
Course Description	The course describes the operational risks that the companies have to deal with. It also provides a deep approach the organization of a modern corporation and ethics matter in Business. Corporate governance is discussed from different perspectives. An overview of international practice is also provided.
Course Open to Exchange	Belo /Fall
Semester	fall, spring
Campus	Belo Horizonte, Suzhou
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	Lectures obligatoires / Required readings: (...). Lectures Recommandées / Recommended readings: (...).
Websites	

POWER BI AND AI BELO

Course Code	MSC.CFMM2.FICOR.0200
ECTS Credits	2
Course Leader	SAIDANE Dhafer
Synchronous	0
Discipline	Autre
Program	Corporate Financial Management
Prerequisites	NO
Course Description	<p>1- Introduction (Finance IA Business analysis Business Intelligence- modification in the market)</p> <p>2- Importing data from an excel, from the web, heterogenous data, sources</p> <p>3- Pre-treatments and transforming data (adding, deleting, appending data), why?? Practical cases</p> <p>4- Visualisation (axe, extraction information from the graphs)</p> <p>5- Still missing the information: What to do => to enrich the data</p> <p>6- Introduction to IA, model, machine learning, supervised/unsupervised model</p> <p>7- Use the Dataflows (inputs) => with the appropriate learning algorithm</p> <p>8- Reporting</p> <p>9- Advantages of using Power BI:</p> <ul style="list-style-type: none"> - no need to get well the ML skills (prediction/ regression/ classifications,) - updating data and reports automatically - <p>10- disadvantage/ limitation:</p> <ul style="list-style-type: none"> - Visual configuration - Not the easiest to deal with - Slow when dealing with Big Data - <p>10- Example with Financial Data</p> <ul style="list-style-type: none"> - Selecting data - Fields, outputs type - Using automatic ML o Binary Prediction o Classification model o Prediction model
Course Open to Exchange	Belo /Fall
Semester	fall
Campus	Belo Horizonte
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

BLOCKCHAIN AND CRYPTO ASSETS

Course Code	MSC.CFMM2.FICOR.0182
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ECTS Credits	3
Course Leader	CARVALHO, Monica-EXT
Synchronous	0
Discipline	Autre
Program	Corporate Financial Management
Prerequisites	to be added
Course Description	to be added
Course Open to Exchange	Belo /Fall
Semester	fall
Campus	Belo Horizonte
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

FINANCIAL RISK MANAGEMENT TRAINING

Course Code	MSC.CFMM2.FIELE.0167
ECTS Credits	3
Course Leader	CARVALHO, Monica-EXT
Synchronous	18
Discipline	Autre
Program	Corporate Financial Management
Prerequisites	Financial Risk Management
Course Description	The course prepares students for the FRM Certification; the FRM is a professional certification offered by the Global Association of Risk Professionals (GARP). It is recognized in every major market, being the leading certification for risk managers. Usually taken in one year, it is consistently in demand by nearly every major bank and companies in the world. By taking this course and proceeding to obtain the certification, students may increase their employability, as it is viewed as the globally recognized gold standard for risk professionals. The course may be taught by one or more specialized professors, who guide and follow up with students in their preparation for the FRM exams.
Course Open to Exchange	Belo /Fall;#Belo /Spring
Semester	fall, spring
Campus	Belo Horizonte
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	FRM Certification / GARP proprietary manuals and all bibliography used in the whole Financial Risk Management track.
Websites	www.garp.org

