



**Course Catalogue**  
**Master Programmes**  
**Incoming Exchange Students**  
**Belo Horizonte Campus (Brazil)**  
**Spring 2023**

Dear Exchange Students,

Welcome to SKEMA Business School !

Here are a few key instructions on how to consult properly the **Belo Horizonte Course Catalogue Spring 2023**.

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 around mid-November.
- 4) **Special Note for Corporate Financial Management:** This specialization is only open to students with the required pre-requisites for each course. Be sure to consult the catalogue carefully and all of the pre-requisites highlighted in red.
- 5) Courses within the catalogue are subject to slight changes.
- 6) There is a maximum number of seats available per specialization program.

<b>M1 GBE BELO HORIZONTE .....</b>	<b>5</b>
CAREER MANAGEMENT (SPRING) .....	5
BRAZIL INTERCULTURAL .....	5
CHANGE & CRISIS MANAGEMENT.....	6
CORPORATE SOCIAL RESPONSIBILITY.....	6
DESIGN THINKING .....	7
DIGITAL TRANSFORMATION & STRATEGY.....	7
INTERNATIONAL FINANCE.....	8
INTERNATIONAL MARKETING .....	9
INTERNATIONAL NEGOTIATION .....	9
MANAGEMENT OF INFORMATION SYSTEMS IN THE DIGITAL AGE .....	11
STRATEGY .....	11
BUSINESS INTELLIGENCE WITH DATA MINING.....	12
MANAGEMENT, PRINCIPLES & PRACTICES.....	13
WELLBEING AND QUALITY OF LIFE AT WORK .....	14
EXCEL VBA .....	18
<b>PROJECT AND PROGRAMME MANAGEMENT AND BUSINESS DEVELOPMENT.....</b>	<b>18</b>
CAREER MANAGEMENT 2 .....	18
INNOVATION PROJECTS AND KNOWLEDGE MANAGEMENT .....	19
LARGE PROGRAMMES AND MEGAPROJECTS.....	20
MANAGING RISK, UNCERTAINTY AND COMPLEXITY.....	22
ORGANIZATIONAL PERFORMANCE MANAGEMENT .....	23
PORTFOLIO MANAGEMENT AND PMO (EXTRA FEES).....	24
PROJECT FINANCING .....	25
PROJECT PRACTICE PORTFOLIO 2.....	25
SUSTAINABLE AND ETHICAL PROJECT MANAGEMENT .....	26
AI BUSINESS APPLICATIONS RELEVANT TO PROJECT MANAGEMENT.....	27
<b>CORPORATE FINANCIAL MANAGEMENT.....</b>	<b>28</b>
CAREER MANAGEMENT 2 .....	28
CLIMATE CHANGE AND IMPACT INVESTING .....	28
CREDIT RISK MEASUREMENT AND MANAGEMENT .....	29
EMERGING MARKETS OPPORTUNITIES .....	29
FOUNDATIONS OF RISK MANAGEMENT .....	30
M&A AND CORPORATE RESTRUCTURING .....	31
QUANTITATIVE ANALYSIS.....	32
RISK MANAGEMENT AND INVESTMENT MANAGEMENT.....	32
SUSTAINABILITY AND CLIMATE RISK .....	33
VALUATION AND RISK MODELS .....	33
BLOOMBERG SEMINAR .....	34
FINANCIAL MODELING II .....	34
FINANCIAL RISK MANAGEMENT TRAINING.....	35
<b>INTERNATIONAL MARKETING AND BUSINESS DEVELOPMENT BELO HORIZONTE.....</b>	<b>36</b>
BUSINESS DEVELOPMENT & SALES .....	36
CAREER MANAGEMENT 2 .....	38
PRODUCT MANAGEMENT AND OPERATIONAL MARKETING .....	39
STRATEGIC MARKETING BUSINESS GAME .....	40
UNDERSTANDING THE ELUSIVE CONSUMER .....	40
DIGITAL MARKETING OPPORTUNITIES IN EMERGING MARKETS.....	41

MARKETING AND CONSCIOUS CAPITALISM ..... 42  
NEW BUSINESS MODELS FOR UNDEREXPLORED SEGMENTS ..... 43  
SALES CHALLENGE ..... 44  
SERVICES AND CUSTOMER EXPERIENCE MANAGEMENT..... 44  
COMMUNICATION AND ENGAGEMENT IN AN EMERGING SOCIETY ..... 45  
OPTIONAL PORTUGUESE SEMESTER FALL & SPRING ..... 46

## M1 GBE BELO HORIZONTE

### CAREER MANAGEMENT (SPRING)

<b>Course Code</b>	PGE.FINM1.CRCOR.1004
<b>ECTS Credits</b>	1
<b>Course Leader</b>	BEAUGRAND Audrey
<b>Synchronous</b>	6
<b>Department</b>	Career Center - Employability
<b>Program</b>	M1 GBE Belo Horizonte
<b>Prerequisites</b>	no
<b>Course Description</b>	3 workshops of 1h30 each : 1. Storytelling & Pitch 2. Preparation for recruitment interviews 3. The ALUMNI network: how to approach the network? + evaluation + Career Tuesdays + Career fairs/ recruitment days
<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, Suzhou
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

### BRAZIL INTERCULTURAL

<b>Course Code</b>	PGE.FINM1.ECCOR.0913
<b>ECTS Credits</b>	2
<b>Course Leader</b>	POULINGUE Genevieve
<b>Synchronous</b>	12
<b>Department</b>	Dept. Stratégie, Entrepreneurship and Economics
<b>Program</b>	M1 GBE Belo Horizonte
<b>Prerequisites</b>	-
<b>Course Description</b>	-
<b>Course Open to Exchange</b>	
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	

<b>Websites</b>	
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## CHANGE & CRISIS MANAGEMENT

<b>Course Code</b>	PGE.FINM1.HRCOR.0331
<b>ECTS Credits</b>	3
<b>Course Leader</b>	EZZEROUALI Amine
<b>Synchronous</b>	18
<b>Department</b>	Dept. Management, Law and Organization
<b>Program</b>	M1 GBE Belo Horizonte
<b>Prerequisites</b>	Management 1 (PGE M1)
<b>Course Description</b>	This course introduces two related topics, managing change and managing crisis, with one overall aim: to discuss change and crisis in relation to the complexities of organisational life. Failure to change may lead to crises, as change and transformation initiatives are far from being easy tasks, they are rather difficult, complex and challenging. Crises may also lead to changes and transformations, as one of the aims of crisis management is not only to manage a crisis successfully, but most importantly to keep it from reoccurring, and that is through organisational learning. The most successful organisations are those who commit to change and who learn from their mistakes when facing crises.
<b>Course Open to Exchange</b>	Belo /Spring;#Suzhou /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, Paris, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	Burnes (2017), Managing Change, Pearson Education Limited. Senior and Swales (2016), Organisational Change, Pearson Education Limited. Crandall, Parnell and Spillan (2014), Crisis Management Leading in the New Strategy Landscape, Sage Publication.
<b>Websites</b>	

## CORPORATE SOCIAL RESPONSIBILITY

<b>Course Code</b>	PGE.FINM1.HRCOR.0345
<b>ECTS Credits</b>	2
<b>Course Leader</b>	BARRAQUIER Anne
<b>Synchronous</b>	12
<b>Department</b>	Dept. Stratégie, Entrepreneurship and Economics
<b>Program</b>	M1 GBE Belo Horizonte
<b>Prerequisites</b>	Students should master fundamental knowledge on strategic management and financial markets.
<b>Course Description</b>	the course is intended to provide the necessary knowledge to understand how a firm can become socially responsible and integrate sustainability practices.
<b>Course Open to Exchange</b>	
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, Paris, Sophia, Suzhou

<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	Provided on K2
<b>Websites</b>	Provided on K2

## DESIGN THINKING

<b>Course Code</b>	PGE.FINM1.STCOR.0814
<b>ECTS Credits</b>	3
<b>Course Leader</b>	MELILLO Francesca
<b>Synchronous</b>	18
<b>Department</b>	Dept. Management of projects, Information Systems and Supply Chains
<b>Program</b>	M1 GBE Belo Horizonte
<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, 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>

## DIGITAL TRANSFORMATION & STRATEGY

<b>Course Code</b>	PGE.FINM1.STCOR.0822
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<b>ECTS Credits</b>	3
<b>Course Leader</b>	BOUKEF Nabila
<b>Synchronous</b>	18
<b>Department</b>	Dept. Management of projects, Information Systems and Supply Chains
<b>Program</b>	M1 GBE Belo Horizonte
<b>Prerequisites</b>	Students need to have basic knowledge about Information systems. This course is built on the knowledge students acquired from the information systems course.
<b>Course Description</b>	This course aims to endow students with practical knowledge in order to better understand and analyze the opportunities and challenges companies face when they go through a digital transformation. During this course, students will work on case studies and practical examples of companies in order to solve digital related problems and bring creative solutions.
<b>Course Open to Exchange</b>	Belo /Spring;#Suzhou /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, Lille, Paris, Sophia, Suzhou
<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>	4
<b>Course Leader</b>	GROSLAMBERT Bertrand
<b>Synchronous</b>	24
<b>Department</b>	Dept. Accounting and Finance
<b>Program</b>	M1 GBE Belo Horizonte
<b>Prerequisites</b>	-none
<b>Course Description</b>	-This course provides an overview of the nature and operation of global capital markets and traded financial instruments. Students are exposed to the organisation of the international financial system and the markets for stocks, bonds, commodities and foreign exchange
<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, Lille, Paris, Raleigh, Sophia, Stellenbosch-Le Cap, Suzhou
<b>Evaluation</b>	
Final Examination (%)	60
Continuous Assessment (%)	40
<b>Academic reference</b>	Principles of Corporate Finance, 12/e.Brealey, Myers and Allen. McGraw-Hill ed.
<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>	24
<b>Department</b>	Dept. Marketing
<b>Program</b>	M1 GBE Belo Horizonte
<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, and (3) devise marketing strategies for successfully competing in international markets.
<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, Lille, Paris, Raleigh, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	40
Continuous Assessment (%)	60
<b>Academic reference</b>	
<b>Websites</b>	

## INTERNATIONAL NEGOTIATION

<b>Course Code</b>	PGE.FINM1.MKCOR.0407
<b>ECTS Credits</b>	3
<b>Course Leader</b>	SPIER Peter
<b>Synchronous</b>	18
<b>Department</b>	Dept. Marketing
<b>Program</b>	M1 GBE Belo Horizonte
<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! I have been speaking prose for forty years without 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. On international campuses, there will naturally be some degree of emphasis on learning to negotiate within the local culture.
<b>Course Open to Exchange</b>	Belo /Spring;#Suzhou /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, Paris, Raleigh, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	80
Continuous Assessment (%)	20
<b>Academic reference</b>	<p>Below are some suggestions of books to read on the subject of negotiation. The list is not exclusive and you should feel free to consider other titles. You will also see suggested titles on the PPT slides used during the course</p> <p>Roger Fisher, William Ury, Bruce Patton, Getting to yes: negotiating agreement without giving in, ISBN: 0-14-015735-2. This is an absolute classic, published in an edition that shouldn't break the bank. Less thorough, perhaps, than the Essentials (see below) in its coverage of the topic, and more inclined to argue in favour of an integrative approach to negotiation than to present itself as an academic text, it is certainly an influential work.</p> <p>Roy Lewicki et al., Essentials of negotiation (3rd edition, McGraw Hill 2003), ISBN 0071232540. A standard text for negotiation courses that covers the theoretical topics thoroughly and in a very readable fashion. There are two other books by the same authors: Negotiation (ISBN 0 07 112315 6) which is the full version from which the Essentials is taken, and Negotiation: readings, exercises and cases (ISBN 0 07 112316 4) which contains what the titles suggests. This whole series is very good indeed and will provide one of the fullest introductions to the subject.</p> <p>Maude, B. (2014). International business negotiation: principles and practice. Palgrave Macmillan.</p> <p>Shell, R. (1999). Bargaining for advantage. New York: Viking Books. An excellent, comprehensive and readable book.</p> <p>Thompson, L. (1998). The mind and heart of the negotiator. Upper Saddle River, NJ: Prentice Hall. Another very good book. Unfortunately a little bit expensive.</p> <p>Lax, D., &amp; Sebenius, J (1986). The manager as negotiator: bargaining for cooperation and competitive gain. New York: Free Press. A solid, level-headed and readable book.</p> <p>Ury, W. (1991). Getting past no: negotiating with difficult people. New York: Bantam Books. A book from the Getting to yes team that will prove useful when the going gets tough.</p> <p>Camp, J. (2002). Start with NO. The negotiating tools that pros don't want you to know. New York: Crown Business. As the title suggests, the author takes a different stance to that of most integrative approaches and has a hardball tactics approach that is interesting. A good companion work to the Getting to yes books.</p>
<b>Websites</b>	Useful links will be provided on the Knowledge learning platform

## MANAGEMENT OF INFORMATION SYSTEMS IN THE DIGITAL AGE

<b>Course Code</b>	PGE.FINM1.ISCOR.0703
<b>ECTS Credits</b>	4
<b>Course Leader</b>	BOUKEF Nabila
<b>Synchronous</b>	24
<b>Department</b>	Dept. Management of projects, Information Systems and Supply Chains
<b>Program</b>	M1 GBE Belo Horizonte
<b>Prerequisites</b>	You need to have basic knowledge about management and economics, including understanding the general structure and functioning of organizations.
<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, 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.
<b>Websites</b>	We will use K2 as the course website.

## STRATEGY

<b>Course Code</b>	PGE.FINM1.STCOR.0801
<b>ECTS Credits</b>	4
<b>Course Leader</b>	CIRILLO Bruno
<b>Synchronous</b>	30

<b>Department</b>	Dept. Stratégý, Entrepreneurship and Economics
<b>Program</b>	M1 GBE Belo Horizonte
<b>Prerequisites</b>	None
<b>Course Description</b>	This strategy course introduces the fundamental concepts, analytical tools, and strategic options at the basis of strategic analysis and action. 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. For instance, we will explore methods for assessing the strength of competition and the relative bargaining power, for anticipating competitors actions, for analyzing cost and value structures and their relevance to competition, and for assessing potential changes in the scope of the firm (diversification and vertical integration).
<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, Lille, Paris, Raleigh, Sophia, Stellenbosch-Le Cap, Suzhou
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	Grant, R. M. (2016). Contemporary strategy analysis and cases: text and cases, 9th Edition. John Wiley & Sons.
<b>Websites</b>	

## BUSINESS INTELLIGENCE WITH DATA MINING

<b>Course Code</b>	PGE.FINM1.ISCOR.0707
<b>ECTS Credits</b>	2
<b>Course Leader</b>	OKOLI Chitu
<b>Synchronous</b>	15
<b>Department</b>	Dept. Management of projects, Information Systems and Supply Chains
<b>Program</b>	M1 GBE Belo Horizonte
<b>Prerequisites</b>	<p><b>GENERAL BUSINESS EDUCATION:</b> This course takes a no-code approach to data mining using the RapidMiner advanced data analytics platform (available for free). The course is designed for general business students, so there are no mathematics or computer programming prerequisites. However, you must have some general business education, otherwise it will be hard to understand the business intelligence aspects of the course.</p> <p><b>A LOT OF HARD WORK:</b> This course will give you a lot of valuable and practical learning so that you will be able to not just talk about business intelligence, but actually apply it for real. After completing this course, you will be able to do real data mining for your master's thesis; for your internship; and for your full-time job. (You will be able to put that on your CV.) But to accomplish that in a short course requires a lot of work. Thus, the course might involve much more reading and homework exercises than what you are used to. Past students have said that this course requires even more work than regular core courses, but that they learn a lot, even if they had no prior experience. If you are not able or willing to invest the time necessary to really understand business intelligence and to do the numerous practical data mining exercises, then this course is not for you.</p> <p><b>ASYNCHRONOUS ONLINE COURSE.</b> The course content is delivered through high-quality online video lessons, exercises and readings. This is not a synchronous online course; that is,</p>

	there are no live lectures that present any content. However, the teacher is very present online to answer questions and provide support whenever needed, including one-on-one support meetings. The asynchronous format is necessary to be able to deliver the course to hundreds of students at the same time. If you are not willing to learn from a high-quality asynchronous online course, then this course is not for you.
<b>Course Description</b>	Business intelligence is a set of comprehensive tools, techniques, approaches whose goal is to harness the data in organizations to make sense of it so that we can make intelligent business decisions. This course teaches business intelligence from the perspective of data mining, a process of discovering meaningful relationships that are hidden in large datasets. You will learn how to follow the data mining cycle to understand business needs, understand the data, prepare the data, model the data, evaluate the data, and then iterate through the preceding steps until a solution is sufficiently reliable and practical to be deployed. In this course, you will learn how to conduct standard data mining techniques, how to properly evaluate their results, and how to interpret them in terms of effective managerial action. Please be sure to carefully read the prerequisites to have realistic expectations for the course. In summary, the course is for business students (no computer programming experience required); you will learn a lot and so you must work a lot; and it is asynchronous online.
<b>Course Open to Exchange</b>	Belo /Spring;#Suzhou /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, Suzhou
<b>Evaluation</b>	
Final Examination (%)	60
Continuous Assessment (%)	40
<b>Academic reference</b>	
<b>Websites</b>	

## MANAGEMENT, PRINCIPLES & PRACTICES

<b>Course Code</b>	PGE.FINM1.HRELE.0324
<b>ECTS Credits</b>	2
<b>Course Leader</b>	EZZEROUALI Amine
<b>Synchronous</b>	0
<b>Department</b>	Dept. Management, Law and Organization
<b>Program</b>	M1 GBE Belo Horizonte
<b>Prerequisites</b>	None
<b>Course Description</b>	<p>« Management » is probably one the most used words in business &amp; organisations, and yet, its understanding may differ from one person to another. Is management a science? A process? A job? An activity? An art?</p> <p>« Management Principles and Practices » is an online elective that introduces the four main managerial functions: Planning, Organising, Leading and Controlling. The main objective of this elective is to help students develop their managerial skills. Key concepts and applications of "what managers really do" will be addressed in 4 modules, each connecting theory to practice through texts, case studies and videos.</p> <p>Regarding the assessment, there are two individual assignments. First, each student will submit a short video of 2-3 minutes in which they illustrate one of the four managerial functions. Second, each student will complete a Multiple Choice Questionnaire (MCQ) that</p>

	tackles the course content (course content and papers). The short video assignment will count for 50% of the grade, and the MCQ will count for 50% of the grade.
<b>Course Open to Exchange</b>	Suzhou /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, Paris, Raleigh, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	Fundamentals of Management: Essential concepts and applications. 9th Edition. Robbins S., DeCenzo D. and Coulter M. (2015). Pearson. Management, Global Edition. 11th Edition. Robbins S. and Coulter M. (2016). Pearson.
<b>Websites</b>	

## WELLBEING AND QUALITY OF LIFE AT WORK

<b>Course Code</b>	PGE.FINM1.HRELE.0326
<b>ECTS Credits</b>	2
<b>Course Leader</b>	CHASSERIO Stéphanie
<b>Synchronous</b>	0
<b>Department</b>	Dept. Management, Law and Organization
<b>Program</b>	M1 GBE Belo Horizonte
<b>Prerequisites</b>	Basics of organisational theory and organisational behaviour
<b>Course Description</b>	This online course aims to present how and why wellbeing and quality of life at work are intrinsic elements of the managerial work. In the current context, the workers' expectations towards organizations are growing in terms of working conditions, organizational culture and managerial practices. Wellbeing at work is a differentiation factor to attract talents for companies. The managers are central in the implementation of this topic in the organization.
<b>Course Open to Exchange</b>	Suzhou /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, Paris, Raleigh, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	Ahmad, S. (2013) Paradigms of Quality of Work Life. Journal of Human Values. [Online] 19 (1), 7382. Available at: doi:10.1177/0971685812470345. ANACT (2016) 10 questions sur... La qualité de vie au travail. Une voie pour innover [Online]. Available at: <a href="https://www.anact.fr/10-questions-sur-la-qualite-de-vie-au-travail">https://www.anact.fr/10-questions-sur-la-qualite-de-vie-au-travail</a> . ANACT (2015) 10questions sur les espaces de discussion [Online]. Available at:

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	<p>critiques. La découverte Recherches. Paris.</p> <p>Thebaud-Mony, A., Davezies, P., Vogel, L. and Volkoff, S. (2015) Les risques du travail. Pour ne pas perdre sa vie à la gagner. La Découverte. Paris.</p> <p>Valcour, M. (2016) Beating Burnout. Harvard Business Review.</p> <p>Weinberg, A. and Cooper, C. (2007) Surviving the workplace. A guide to emotional well-being. Psychology at work. Thomson. London.</p> <p>Wright, T. and Cropanzano, R. (2007) The happy/productive worker thesis revisited. Research in Personnel and Human Resources Management. [Online] 26269307. Available at: doi:10.1016/S0742-7301(07)26006-2.</p>
<b>Websites</b>	

## EXCEL VBA

<b>Course Code</b>	PGE.FINM1.ISELE.0724
<b>ECTS Credits</b>	2
<b>Course Leader</b>	MILLELIRI André
<b>Synchronous</b>	0
<b>Department</b>	Dept. Management of projects, Information Systems and Supply Chains
<b>Program</b>	M1 GBE Belo Horizonte
<b>Prerequisites</b>	none
<b>Course Description</b>	The goal of the course is to introduce the students to a programming language which is embedded in Excel. This language will make them able to automatize processes within Excel. It is also a skill which is required in many fields and specifically for Corporate Finance, Market finance and consulting and many more. Coding is a trending activity in our Data Science Era and this course will be a comprehensive introduction.
<b>Course Open to Exchange</b>	Belo /Spring;#Suzhou /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, Paris, Raleigh, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	
<b>Websites</b>	

## PROJECT AND PROGRAMME MANAGEMENT AND BUSINESS DEVELOPMENT

### CAREER MANAGEMENT 2

<b>Course Code</b>	MSC.FMIM2.FICOR.0223
<b>ECTS Credits</b>	1
<b>Course Leader</b>	BEAUGRAND Audrey
<b>Synchronous</b>	6
<b>Discipline</b>	Autre
<b>Program</b>	Project and Programme Management and Business Development

<b>Prerequisites</b>	No prerequisites.
<b>Course Description</b>	This course is managed by the Talent & Careers Department. In order to validate this course, students have to: 1 MANDATORY : take the questionnaire « Talents » PRADITUS (Personalities in the workplace, Work relationships, Strengths and areas of improvement) + take 2 Mooc, one on Personal Profile & Soft skills and a second on Salary Negotiation + EVALUATION 2 NOT MANDATORY : Attend Career Events during the semester organized by the Talent & Careers team on your campus or by our partners companies MAIN CONTACTS FOR YOUR PROGRAM: LILLE: Audrey BEAUGRAND & Feryel HOUSSEIN PARIS: Laura SINDONINO, Sophie Ripoche & Janice M'BENGO (for International students) SOPHIA: Sylvie MARTINAUD, Anne DUFLOS (for International students) SUZHOU : April YANG RALEIGH : Amanda CHAMBERLAIN BELO HORIZONTE : Geneviève POULINGUE & Ana Cristina BRAGA
<b>Course Open to Exchange</b>	Belo /Spring;#Lille /Spring;#Paris /Spring;#Raleigh /Spring;#Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, Paris, 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>	None.

## INNOVATION PROJECTS AND KNOWLEDGE MANAGEMENT

<b>Course Code</b>	MSC.PPMM2.PMCOR.0096
<b>ECTS Credits</b>	3
<b>Course Leader</b>	COUTINHO, Heitor-EXT
<b>Synchronou s</b>	30
<b>Discipline</b>	Autre
<b>Program</b>	Project and Programme Management and Business Development
<b>Prerequisites</b>	None.
<b>Course Description</b>	The course explains how innovation performs a strategic role on the organizational competitiveness. The course provides a comprehensive toolset of practices and approaches to manage innovative projects. It discusses the dynamics involved in the different types of innovation, presenting Knowledge Management (KM) and agile project management as pathways to deal with the changing scope and risks associated with innovative projects. The course offers a broader perspective of open innovation, recognizing the roles of the network connections between the organization and public agents, universities and research centers.

<b>Course Open to Exchange</b>	Belo /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte
<b>Evaluation</b>	
Final Examination (%)	40
Continuous Assessment (%)	60
<b>Academic reference</b>	<p>Required readings :</p> <p>Research papers and press articles delivered in class</p> <p>Recommended readings :</p> <p>Tidd, Joe and Bessant, John (2013). Managing innovation: integrating technological, market and organizational change. Fifth edition. (Available on SKEMA Scholarvox.)</p> <p>OECD (2005). Oslo Manual: Guidelines for Collecting and Interpreting Innovation Data, 3rd Edition.</p> <p>Christensen, Clayton M. (2016). The Innovators Dilemma: When New Technologies Cause Great Firms to Fail (Management of Innovation and Change). Harvard Business Review Press.</p> <p>Nonaka, I.; Takeuchi, H. (2011). The Knowledge Creating Company. Harvard Business Review Press.</p> <p>Schwabe (2004). Agile project management with Scrum. Available at Google Books.</p> <p>Chesbrough, Henry. (2005). Open Innovation: The New Imperative for Creating And Profiting from Technology. Harvard Business School Press.</p>
<b>Websites</b>	<p><a href="http://www.oecd.org/sti/inno/oslomanualguidelinesforcollectingandinterpretinginnovationdata3rdedition.htm">http://www.oecd.org/sti/inno/oslomanualguidelinesforcollectingandinterpretinginnovationdata3rdedition.htm</a></p> <p><a href="https://theinnovationenterprise.com/">https://theinnovationenterprise.com/</a></p>

## LARGE PROGRAMMES AND MEGAPROJECTS

<b>Course Code</b>	MSC.PPMM2.PMCOR.0088
<b>ECTS Credits</b>	3
<b>Course Leader</b>	DESMOND, Luke-EXT
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	Project and Programme Management and Business Development
<b>Prerequisites</b>	None.
<b>Course Description</b>	This course aims to provide a practical understanding of the issues, problems and opportunities associated with managing large programmes and megaprojects in the real world. Although theoretical aspects will be discussed, the primary focus will be on the actual difficulties of of managing large programmes in a real world environment.
<b>Course Open to Exchange</b>	Belo /Spring;#Lille /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, Lille
<b>Evaluation</b>	
Final Examination (%)	100

Continuous Assessment (%)	0
<b>Academic reference</b>	<p>REQUIRED READINGS</p> <p>DAY 1</p> <ol style="list-style-type: none"> <li>1. Wideman, R. M. (1992). Project and program risk management: a guide to managing project risks and opportunities. Newtown Square, PA: Project Management Institute.</li> <li>2. Bourne, L. and Walker, D. H. T. (2008). Project relationship management and the stakeholder circle. <i>International Journal of Managing Projects in Business</i>, vol. 1 (1), pp. 125-130.</li> <li>3. Charette, R. N. (1996). Large-scale project management is risk management. <i>IEEE Software</i>, vol. 13 (4), pp. 110-117.</li> <li>4. Cooper, D. F., Grey, S., Raymond, G. and Walker, P. (2004). Project risk management guidelines: managing risk in large projects and complex procurements. Jossey-Bass.</li> <li>5. Department for Business Innovation and Skills. (2010). Guidelines for managing programmes: understanding programmes and programme management. Available at: <a href="https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/31978/10-1256-guidelines-for-programme-management.pdf">https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/31978/10-1256-guidelines-for-programme-management.pdf</a></li> <li>6. Ferns, D. C. (1991). Developments in programme management. <i>International Journal of Project Management</i>, vol. 9 (3), pp. 148-156.</li> <li>7. Flyvbjerg, B. (2014). What you should know about megaprojects and why: an overview. <i>Project Management Journal</i>, vol. 45, pp. 6-19.</li> <li>8. Flyvbjerg, B., Bruzelius, N. and Rothengatter, W. (2003). Megaprojects and risk: an anatomy of ambition. Cambridge University Press.</li> <li>9. Gellert, P. K. and Lynch, B. D. (2003). Mega-projects as displacements. <i>International Social Science Journal</i>, 55, pp. 15-22.</li> <li>10. Horwitch, M. (1984). Managing large-scale programs: the managerial dilemma. <i>Technology in Society</i>, vol. 6 (2), pp. 161-171.</li> <li>11. Kardes, I., Ozturk, A., Cavusgil, S. T. and Cavusgil, E. (2013). Managing global megaprojects: Complexity and risk management. <i>International Business Review</i>, 22, pp. 905-917.</li> <li>12. Kettner, P. M., Moroney, R. M. and Martin, L. L. (eds). (2007). Designing and managing programs: an effectiveness-based approach. Sage Publications.</li> <li>13. Lycett, M., Rassau, A. and Danson, J. (2004). Programme management: a critical review. <i>International Journal of Project Management</i>, vol. 22 (4), pp. 289-299.</li> <li>14. Merrow, E. W. (2011). Industrial megaprojects. New Jersey: John Wiley &amp; Sons, Inc.</li> <li>15. Office of Government Commerce. (2007). Managing successful programmes. 3rd ed. UK.</li> <li>16. Van Marrewijk, A., Veenswijk, M., Clegg, S. R. and Pitsis, T. S. (2008). Managing public-private megaprojects: Paradoxes, complexity, and project design. <i>International Journal of Project Management</i>, 26, pp. 591-600.</li> </ol> <p>DAY 2</p> <ol style="list-style-type: none"> <li>17. Binder, J. (2007). Global project management: communication, collaboration and management across borders. Surrey, England: Gower.</li> <li>18. Eweje, J., Turner, R. and Muller, R. (2012). Maximizing strategic value from megaprojects: the influence of information-feed on decision-making by the project manager. <i>International Journal of Project Management</i>, vol. 30, pp. 639-651.</li> <li>19. Müller, R. and Turner, J. R. (2007). Matching the project managers leadership style to project type. <i>International Journal of Project Management</i>, vol. 25 (1), pp. 21-32. Available at: <a href="http://www.nao.org.uk/wp-content/uploads/2012/12/1213794.pdf">http://www.nao.org.uk/wp-content/uploads/2012/12/1213794.pdf</a></li> <li>20. Partington, D., Pellegrinelli, S. and Young, M. (2005). Attributes and levels of programme management competence: an interpretive study. <i>International Journal of Project Management</i>, vol. 23 (2), pp. 87-95.</li> <li>21. Thomas, J. and Mengel, T. (2008). Preparing project managers to deal with complexity -</li> </ol>

	<p>Advanced project management education. International Journal of Project Management, 26, pp. 304-315.</p> <p>DAY 3</p> <p>22. Flyvbjerg, B., Holm, M. S. and Buhl, S. (2002). Underestimating costs in public works projects: error or lie? Journal of the American Planning Association, vol. 68, pp. 279-295.</p> <p>23. Thiry, M. (2002). Combining value and project management into an effective programme management model. International Journal of Project Management, vol. 20 (3), pp. 221-227.</p> <p>RECOMMENDED READINGS</p> <p>1. Reiss, G. (2006). Gower handbook of programme management. Hampshire: Gower.</p> <p>2. Graham, A. K. (2000). Beyond PM 101: lessons for managing large development programmes. Project Management Journal, Vol. 31(4), pp. 7-18.</p> <p>3. Pellegrinelli, S., Partington, D., Hemingway, C., Mohdzain, Z. and Shah, M. (2007). The importance of context in programme management: an empirical review of programme practices. International Journal of Project Management, vol. 25(1), pp. 41-55.</p> <p>4. Shehua, Z. and Akintoyeb, A. (2010). Major challenges to the successful implementation and practice of programme management in the construction environment: a critical analysis. International Journal of Project Management, vol. 28 (1), pp. 26-39.</p> <p>5. Vereecke, A., Pandelaere, E., Deschoolmeester, D. and Stevens, M. (2003). A classification of development programmes and its consequences for programme management. International Journal of Operations and Production Management, vol. 23 (10), pp. 1279-1290.</p>
<b>Websites</b>	<p>1. National Audit Office. A series of critical reports on UK Government programmes. Available at: <a href="https://www.nao.org.uk/">https://www.nao.org.uk/</a></p>

## MANAGING RISK, UNCERTAINTY AND COMPLEXITY

<b>Course Code</b>	MSC.PPMM2.PMCOR.0086
<b>ECTS Credits</b>	3
<b>Course Leader</b>	INCERTI Valerio
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	Project and Programme Management and Business Development
<b>Prerequisites</b>	None.
<b>Course Description</b>	<p>Projects are the business activities that make the firm able to adapt, change, grow and innovate. Unfortunately, inside the Firms portfolio of projects, some situations are very simple and some are very complex to manage. Contrary to business repetitive operations, project activities have a high rate of failure, and these failures mean under performance. The capacity to anticipate complex situations need to identify which situations are in predictable uncertainty and which are in unpredictable uncertainty before implementing risk management processes.</p> <p>Traditional risk management from standards are effective to manage situations in predictable uncertainty. But for situations in unpredictable uncertainty, it is necessary to understand how complex projects work, and to efficiently behave in conditions of high uncertainty. This is a key managerial capacity today for Top and Middle managers in changing and competitive environments.</p> <p>With the « VIO » Model, a dynamic model for complex project , we identify complex situations in unpredictable uncertainty, and we elaborate tactics to manage critical stakeholders sources of these unpredictable situations to have an effective organisation to manage under uncertainty.</p>
<b>Course Open to Exchange</b>	Belo /Spring;#Lille /Spring;#Paris /Spring

<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, Lille, Paris
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	<p>REQUIRED READINGS</p> <ul style="list-style-type: none"> <li>- PMBOK Guide, Chapter 11 : Project Risk management</li> <li>- PRINCE2, Managing successful project with Prince2, Chapter 8 : Risk</li> </ul> <p>RECOMMENDED READINGS</p> <ul style="list-style-type: none"> <li>- Atkinson, R., Crawford, L., Ward, S., 2006. Fundamental uncertainties in projects and the scope of project management. International Journal of Project Management, 24, 687-698.</li> <li>- De Meyer, A., Loch, C.H., Pich, M.T., 2002. Managing Project Uncertainty : From Variation to Chaos. MIT Sloan Management Review, winter 2002, 60-67</li> <li>- Geraldi, J.G., Maylor, H., Williams, T., 2011. Now, let's make it really complex (complicated): A systematic review of the complexities of projects. International Journal of Operations &amp; Production Management, 31, 966-990</li> <li>- Loch, C.H., Solt, M.E., Bailey, E.M., 2008. Diagnosing Unforeseeable Uncertainty in a New Venture. Journal of Product Innovation Management, 25, 28-46.</li> <li>- Simon, H.A., 1969. The Science of the Artificial. MIT Press, Boston</li> <li>- Sommer, S.C., Loch, C.H., 2004. Selectionism and Learning in Projects with Complexity and Unforeseeable Uncertainty. Management Science, 50, 1334-1347</li> <li>- Sommer, S.C., Loch, C.H., Dong, J., 2009. Managing Complexity and Unforeseeable Uncertainty in Startup Companies: An Empirical Study. Organization Science, vol. 20, 118-133.</li> <li>- White, D., Fortune, J., 2002. Current Practice in Project Management - An Empirical Study. International Journal of Project Management, 20, 1-11</li> </ul>
<b>Websites</b>	None.

## ORGANIZATIONAL PERFORMANCE MANAGEMENT

<b>Course Code</b>	MSC.PPMM2.PMCOR.0075
<b>ECTS Credits</b>	4
<b>Course Leader</b>	ELTIGANI Adil
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	Project and Programme Management and Business Development
<b>Prerequisites</b>	Knowledge about strategy
<b>Course Description</b>	This course aims to introduce the concepts of organizational performance management. This includes approaches followed in strategy translation, cascade and alignment to ensure execution and value creation.
<b>Course Open to Exchange</b>	Belo /Spring;#Lille /Spring;#Paris /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, Lille, Paris
<b>Evaluation</b>	
Final Examination (%)	50

Continuous Assessment (%)	50
<b>Academic reference</b>	<p>REQUIRED READINGS</p> <ol style="list-style-type: none"> <li>1. Project Management Institute, 2013. Organizational project management maturity model (OPM3) knowledge foundation (3rd ed.). Newtown Square</li> <li>2. International Project Management Association (IPMA), 2016. Project Excellence Baseline for Achieving Excellence in Projects and Programmes. IPMA Global Standard</li> <li>3. Kerzner, H. 2005. Using the Project Management Maturity Model: Strategic Planning for Project Management 2nd Edition, 2nd Ed. John Wiley &amp; Sons Inc.</li> <li>4. R. Kaplan and R. de Pinho (2014), Volkswagen do Brasil: Driving Strategy with the Balanced Scorecard, Harvard Business Review</li> <li>5. KAPLAN, R. S. &amp; NORTON, D. R. (1992) The Balanced Scorecard: Measures That Drive Performance. Harvard Business Review, 71-79.</li> <li>6. Selected list of journal articles will be communicated to students before the start of the course.</li> </ol> <p>RECOMMENDED READINGS</p> <ol style="list-style-type: none"> <li>1. Kerzner, H. 2013. Project Management: A Systems Approach to Planning, Scheduling, and Controlling, 11th Ed. John Wiley &amp; Sons Inc. (available in the library in e-book format)</li> <li>2. P. Niven (2006), Balanced scorecard step-by-step for government and non-profit agencies, John Wiley</li> </ol>
<b>Websites</b>	<a href="http://www.ipma.world/">http://www.ipma.world/</a> <a href="https://www.pmi.org/">https://www.pmi.org/</a>

### PORTFOLIO MANAGEMENT AND PMO ( EXTRA FEES)

<b>Course Code</b>	MSC.PPMM2.PMCOR.0203
<b>ECTS Credits</b>	3
<b>Course Leader</b>	GARDINER Paul
<b>Synchronous</b>	0
<b>Discipline</b>	Autre
<b>Program</b>	Project and Programme Management and Business Development
<b>Prerequisites</b>	None.
<b>Course Description</b>	Fundamentals of portfolio management and PMO.
<b>Extra fees</b>	<p>Simultrain Portfolio Management simulation = 45 euros plus TVA*</p> <p>*The SKEMA International Office will contact students on the payment procedure once the nomination period is complete (mid-November).</p>
<b>Course Open to Exchange</b>	Belo /Spring;#Lille /Spring;#Paris /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, Lille, Paris
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	



## PROJECT FINANCING

<b>Course Code</b>	MSC.PPMM2.PMCOR.0204
<b>ECTS Credits</b>	3
<b>Course Leader</b>	BAJAJ, Deepak-EXT
<b>Synchronous</b>	12
<b>Discipline</b>	Autre
<b>Program</b>	Project and Programme Management and Business Development
<b>Prerequisites</b>	None.
<b>Course Description</b>	Principles of project financing.
<b>Course Open to Exchange</b>	Belo /Spring;#Lille /Spring;#Paris /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, Lille, Paris
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

## PROJECT PRACTICE PORTFOLIO 2

<b>Course Code</b>	MSC.PPMM2.PMOPT.0002
<b>ECTS Credits</b>	3
<b>Course Leader</b>	GARDINER Paul
<b>Synchronous</b>	12
<b>Discipline</b>	Autre
<b>Program</b>	Project and Programme Management and Business Development
<b>Prerequisites</b>	None.
<b>Course Description</b>	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.
<b>Course Open to Exchange</b>	Belo /Spring;#Lille /Spring;#Paris /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, Lille, Paris
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0

<b>Academic reference</b>	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
<b>Websites</b>	Visit the websites of PMI, APM, GAPPS

## SUSTAINABLE AND ETHICAL PROJECT MANAGEMENT

<b>Course Code</b>	MSC.PPMM2.PMCOR.0081
<b>ECTS Credits</b>	3
<b>Course Leader</b>	CARBONI, Joel-EXT
<b>Synchronous</b>	12
<b>Discipline</b>	Autre
<b>Program</b>	Project and Programme Management and Business Development
<b>Prerequisites</b>	None
<b>Course Description</b>	PRiSM (Projects integrating Sustainable Methods) is a project management and sustainability course that is designed to prepare individuals to improve the way they view, approach, manage, and drive change. The course blends instruction with in-class case studies using real world examples that bring project management to life in a manner that not only meets the needs of business in today's economy but also accounts for the needs of society and the environment by incorporating sustainable development goals through the GPM P5 Standard and principles for sustainable project management.
<b>Course Open to Exchange</b>	Belo /Spring;#Lille /Spring;#Paris /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, Lille, Paris
<b>Evaluation</b>	
Final Examination (%)	75
Continuous Assessment (%)	25
<b>Academic reference</b>	REQUIRED READINGS BEFORE DAY 1 The GPM PRiSM Methodology for Project Management The GPM P5 Standard for Sustainability Management. RECOMMENDED READINGS The Association for Project Management (APM) Body of Knowledge The UN Global Compact Ten Principles The GRI G4 Reporting Framework The UN Post 2015 Business Engagement Architecture The UN Global Compact SDG Compass ISO Standards from a project management perspective including: ISO 21500 Guidance on Project Management ISO 50001 The Energy Management Standard ISO 14001 The Environmental Management Standard ISO 9001 Principles of Quality Management

	ISO 26000 Guidance on Social Responsibility ISO 55000 Asset Management
<b>Websites</b>	www.greenprojectmanagement.org blog.greenprojectmanagement.org

### AI BUSINESS APPLICATIONS RELEVANT TO PROJECT MANAGEMENT

<b>Course Code</b>	MSC.PPMM2.PMCOR.0100
<b>ECTS Credits</b>	3
<b>Course Leader</b>	ELTIGANI Adil
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	Project and Programme Management and Business Development
<b>Prerequisites</b>	None
<b>Course Description</b>	This course introduces the latest technological developments in AI and their current and potential applications in business with focus on project, programme and portfolio management
<b>Course Open to Exchange</b>	Belo /Spring;#Lille /Spring;#Paris /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, Lille, Paris
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

**CAREER MANAGEMENT 2**

<b>Course Code</b>	MSC.FMIM2.FICOR.0223
<b>ECTS Credits</b>	1
<b>Course Leader</b>	BEAUGRAND Audrey
<b>Synchronous</b>	0
<b>Discipline</b>	Autre
<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	No prerequisites.
<b>Course Description</b>	<p>This course is managed by the Talent &amp; Careers Department. In order to validate this course, students have to:</p> <p>1 MANDATORY : take the questionnaire « Talents » PRADITUS (Personalities in the workplace, Work relationships, Strengths and areas of improvement) + take 2 Mooc, one on Personal Profile &amp; Soft skills and a second on Salary Negotiation + EVALUATION</p> <p>2 NOT MANDATORY : Attend Career Events during the semester organized by the Talent &amp; Careers team on your campus or by our partners companies</p> <p>MAIN CONTACTS FOR YOUR PROGRAM:</p> <p>LILLE: Audrey BEAUGRAND &amp; Feryel HOUSSEIN</p> <p>PARIS: Laura SINDONINO, Sophie Ripoché &amp; Janice M'BENGO (for International students)</p> <p>SOPHIA: Sylvie MARTINAUD, Anne DUFLOS (for International students)</p> <p>SUZHOU : April YANG</p> <p>RALEIGH : Amanda CHAMBERLAIN</p> <p>BELO HORIZONTE : Geneviève POULINGUE &amp; Ana Cristina BRAGA</p>
<b>Course Open to Exchange</b>	Belo /Spring;#Lille /Spring;#Paris /Spring;#Raleigh /Spring;#Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, Paris, 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>	None.

**CLIMATE CHANGE AND IMPACT INVESTING**

<b>Course Code</b>	MSC.CFMM2.FICOR.0171
<b>ECTS Credits</b>	2
<b>Course Leader</b>	CARVALHO, Monica-EXT
<b>Synchronous</b>	12
<b>Discipline</b>	Autre
<b>Program</b>	Corporate Financial Management

<b>Prerequisites</b>	There are no mandatory pre-requisites for this course, but we suggest that students have taken International Finance (M1) and / or Financial Markets and Products (MSc CFM / first semester)
<b>Course Description</b>	In this course, students will become acquainted with the different instruments in capital markets and asset management associated with initiatives with social and environmental impact. The course explores a hands-on approach to present students to actual issues such as green bonds, social bonds, and their application as catalyzers of climate risk mitigation. Likewise, different risk-management tools gradually being developed are explored and applied.
<b>Course Open to Exchange</b>	Belo /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

#### CREDIT RISK MEASUREMENT AND MANAGEMENT

<b>Course Code</b>	MSC.CFMM2.FICOR.0187
<b>ECTS Credits</b>	3
<b>Course Leader</b>	CARVALHO, Monica-EXT
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	TBC
<b>Course Description</b>	TBC
<b>Course Open to Exchange</b>	Belo /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

#### EMERGING MARKETS OPPORTUNITIES

<b>Course Code</b>	MSC.CFMM2.FIELE.0134
<b>ECTS Credits</b>	3

<b>Course Leader</b>	CARVALHO, Monica-EXT
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	Corporate valuation methods.
<b>Course Description</b>	Managing Risks and exploiting opportunities on BRICs and Emerging Markets countries. Economic outlook. Political Risk. Compliance. Technological readiness and Innovation. Contemporary challenges of the countries today.
<b>Course Open to Exchange</b>	Belo /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	"Selected Case studies focusing each of the topics. Empirical local data. References Arnold, D. J.; Quelch, J. A. (1998). New strategies in emerging economies. Sloan Management Review, v. 40, n.1, p. 7-20. Ayyagari, M.; Dau, L. A.; Spencer, J. (2015). Strategic responses to FDI in emerging markets: are core members more responsive than peripheral members of business groups? Academy of Management Journal, v. 58, n.6, p. 1869-1894. Hoskisson, R.; Eden, L.; Lau, C.; Wright, M. (2000). Strategy in emerging economies. Academy of Management Journal, v.43, n.3, p. 249-267. Wylde, C. (2017). Emerging markets and the state: developmentalism in the 21st century. Richmond: Palgrave MacMillan. Hitt, M., Ireland, D., Hoskisson R. Thomson/South-Western. Strategic Management: Competitiveness and Globalization, Concepts and cases, Chapter 8. HBS Case Study: The Rise and Fall of Petrobras, by Andrew C. Inkpen. Pub Date: Jan 1, 2016 HBS Case Study: Equity International: The Second Act, by Nicolas P. Retsinas; Ben Creo; Ricardo Reisen de Pinho. Pub Date: Apr 3, 2009 HBS Case Study: Banco do Brasil: From Brazil to the World?, by Claudio Conti; Felipe L Monteiro. Pub Date: Sep 29, 2014 "
<b>Websites</b>	<a href="http://markets.ft.com/data">http://markets.ft.com/data</a> <a href="http://www.imf.org/external">http://www.imf.org/external</a> <a href="http://www.worldbank.org/">http://www.worldbank.org/</a> <a href="http://www.bloomberg.com/">http://www.bloomberg.com/</a> <a href="http://www.economist.com/">http://www.economist.com/</a> <a href="http://www.doingbusiness.org/">http://www.doingbusiness.org/</a> <a href="http://www.focus-economics.com/regions/latin-america">http://www.focus-economics.com/regions/latin-america</a> <a href="http://www.latinfinance.com/">http://www.latinfinance.com/</a>

## FOUNDATIONS OF RISK MANAGEMENT

<b>Course Code</b>	MSC.CFMM2.FICOR.0178
<b>ECTS Credits</b>	3
<b>Course Leader</b>	CARVALHO, Monica-EXT
<b>Synchronous</b>	18

<b>Discipline</b>	Autre
<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	Financial mathematics
<b>Course Description</b>	"The main objective of this course is to teach students how to identify and manage risks at the enterprise level as financial managers. This course emphasis on enterprise risk management that covers the four main aspects of risk in a corporation: Hazard risks, financial risks, operational risks and strategic risks. The course provides an introduction to enterprise risk management, explains the financial risk exposures of a company (foreign exchange, transaction, economic) and methods of hedging financial risks."
<b>Course Open to Exchange</b>	Belo /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	"GARPs proprietary Foundations of Risk Management book Financial Risk Manager Handbook Plus Test Bank (Jorion, 2010). Chapter 1."
<b>Websites</b>	www.garp.org

## M&A AND CORPORATE RESTRUCTURING

<b>Course Code</b>	MSC.CFMM2.FICOR.0018
<b>ECTS Credits</b>	4
<b>Course Leader</b>	ROSZAK Sabrina
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	Introduction to finance, Financial Mathematics and Corporate Finance.
<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
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, 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>	

## QUANTITATIVE ANALYSIS

<b>Course Code</b>	MSC.CFMM2.FICOR.0179
<b>ECTS Credits</b>	3
<b>Course Leader</b>	CARVALHO, Monica-EXT
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	"Financial data modeling with R"
<b>Course Description</b>	The goal of this course is to provide the student with analytical tools in statistics applied to finance.
<b>Course Open to Exchange</b>	Belo /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	"GARPs proprietary Quantitative Analysis book Financial Risk Manager Handbook Plus Test Bank (Jorion, 2010). Chapter 2, 3 and 5."
<b>Websites</b>	www.garp.org

## RISK MANAGEMENT AND INVESTMENT MANAGEMENT

<b>Course Code</b>	MSC.CFMM2.FICOR.0186
<b>ECTS Credits</b>	3
<b>Course Leader</b>	CARVALHO, Monica-EXT
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	Corporate Valuation Methods;
<b>Course Description</b>	This course focuses on portfolio management techniques and the main features of risk measurement and monitoring in portfolio management.
<b>Course Open to Exchange</b>	Belo /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte
<b>Evaluation</b>	
Final Examination (%)	50



Continuous Assessment (%)	50
<b>Academic reference</b>	Financial Risk Manager Handbook Plus Test Bank (Jorion, 2010). Chapter 29 and 30.
<b>Websites</b>	<a href="https://www.garp.org">https://www.garp.org</a>

## SUSTAINABILITY AND CLIMATE RISK

<b>Course Code</b>	MSC.CFMM2.FICOR.0181
<b>ECTS Credits</b>	3
<b>Course Leader</b>	CARVALHO, Monica-EXT
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	n/a
<b>Course Description</b>	<p>FINANCE PROFESSIONALS</p> <p>Sustainability &amp; Climate Risk helps professionals in sustainability management, climate risk management, and other critical areas of financial and environmental-related service industries to broaden their knowledge of the different types of sustainability and climate risk to enhance their current skillset. Finance and ESG-linked measurements and methods are increasingly intertwined, making the SCR a vital link to existing risk management practices. Those who are just beginning their careers benefit from the breadth of the curriculum, which exposes candidates to the major strategic aspects of sustainability and climate risk management. More established practitioners choose to become SCR certificate with GARP holders to ensure that they are apprised of the latest trends in sustainability and climate risk management.</p>
<b>Course Open to Exchange</b>	Belo /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, Paris
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	
<b>Websites</b>	

## VALUATION AND RISK MODELS

<b>Course Code</b>	MSC.CFMM2.FICOR.0185
<b>ECTS Credits</b>	3
<b>Course Leader</b>	CARVALHO, Monica-EXT
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	Corporate valuation methods

<b>Course Description</b>	The main objective of this course is to teach students how to identify, as managers, the risks related to the valuation of different financial instruments. The evaluation of tangible and intangible assets, as well as managing market perception and ratings are explored.
<b>Course Open to Exchange</b>	Belo /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	"GARPs proprietary Valuation and Risk Models book Financial Risk Manager Handbook Plus Test Bank (Jorion, 2010). Chapter 7,9, 14, 20, 24 and 25"
<b>Websites</b>	www.garp.org

### BLOOMBERG SEMINAR

<b>Course Code</b>	MSC.CFMM2.FIELE.0145
<b>ECTS Credits</b>	0
<b>Course Leader</b>	CARVALHO, Monica-EXT
<b>Synchronous</b>	6
<b>Discipline</b>	Autre
<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	no
<b>Course Description</b>	Bloomberg is the global leader in business and financial data, news and insight.
<b>Course Open to Exchange</b>	Belo /Fall;#Belo /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

### FINANCIAL MODELING II

<b>Course Code</b>	MSC.CFMM2.FICOR.0173
<b>ECTS Credits</b>	3
<b>Course Leader</b>	CHIKH Sabrina
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	Corporate Financial Management

<b>Prerequisites</b>	FINANCIAL MODELING I/ EXCEL AND VBA LEVEL 1
<b>Course Description</b>	This course will help the students to know how to build an abstract representation of a real world financial situation. It will enhance their capacities to design a model that will simulate the performance of a financial asset or portfolio of a business, project, or any other investment.
<b>Course Open to Exchange</b>	Belo /Spring;#Sophia /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>	
<b>Websites</b>	

#### FINANCIAL RISK MANAGEMENT TRAINING

<b>Course Code</b>	MSC.CFMM2.FIELE.0167
<b>ECTS Credits</b>	3
<b>Course Leader</b>	CARVALHO, Monica-EXT
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	Financial Risk Management
<b>Course Description</b>	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.
<b>Course Open to Exchange</b>	Belo /Fall;#Belo /Spring
<b>Semester</b>	fall, spring
<b>Campus</b>	Belo Horizonte
<b>Evaluation</b>	
Final Examination (%)	60
Continuous Assessment (%)	40
<b>Academic reference</b>	FRM Certification / GARP proprietary manuals and all bibliography used in the whole Financial Risk Management track.
<b>Websites</b>	www.garp.org

## INTERNATIONAL MARKETING AND BUSINESS DEVELOPMENT BELO HORIZONTE

### BUSINESS DEVELOPMENT & SALES

<b>Course Code</b>	MSC.IMBM2.MKCOR.0065
<b>ECTS Credits</b>	5
<b>Course Leader</b>	SPIER Peter
<b>Synchronous</b>	0
<b>Discipline</b>	Autre
<b>Program</b>	International Marketing and Business Development Belo Horizonte
<b>Prerequisites</b>	Business models, negotiation, sales

<b>Course Description</b>	<p>This course covers two strongly related areas: business development and sales. 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 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.</p> <p>In Sophia, Lille and Suzhou, the course will culminate in the annual Sales Challenge, where students will meet and sell to companies. In Paris and Belo, students will be able to opt for this event as an elective.</p> <p><b>Topics:</b></p> <p><b>SALES</b></p> <p>Sales technics/ Engaging with the client / pitching a product or service/ doing a sales pitch / communicating value / defending value / building trust and relationships / using enquiry to better understand the customers concerns / solution and consultative selling/international selling/social selling/sales management/Sales enablement/sales automation/negotiation</p> <p><b>BUSINESS DEVELOPMENT</b></p> <p>KAM/Identifying growth opportunities / analyzing growth opportunities / qualifying growth opportunities / assessing profitability and attractiveness / maintaining strategic consistency / exploring growth strategies in a variety of industries.</p>
<b>Course Open to Exchange</b>	Belo /Spring;#Lille /Spring;#Sophia /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>	Lectures obligatoires / Required readings: Available on knowledge website. Lectures Recommandées / Recommended readings: Full reading list on K2 website.
<b>Websites</b>	Useful links will be provided on the K2 platform

## CAREER MANAGEMENT 2

<b>Course Code</b>	MSC.FMIM2.FICOR.0223
<b>ECTS Credits</b>	1
<b>Course Leader</b>	BEAUGRAND Audrey
<b>Synchronous</b>	6
<b>Discipline</b>	Autre
<b>Program</b>	International Marketing and Business Development Belo Horizonte
<b>Prerequisites</b>	No prerequisites.
<b>Course Description</b>	<p>This course is managed by the Talent &amp; Careers Department. In order to validate this course, students have to:</p> <p>1 MANDATORY : take the questionnaire « Talents » PRADITUS (Personalities in the workplace, Work relationships, Strengths and areas of improvement) + take 2 Mooc, one on Personal Profile &amp; Soft skills and a second on Salary Negotiation + EVALUATION</p> <p>2 NOT MANDATORY : Attend Career Events during the semester organized by the Talent &amp; Careers team on your campus or by our partners companies</p> <p>MAIN CONTACTS FOR YOUR PROGRAM:</p> <p>LILLE: Audrey BEAUGRAND &amp; Feryel HOUSEIN</p> <p>PARIS: Laura SINDONINO, Sophie Ripoche &amp; Janice M'BENGO (for International students)</p> <p>SOPHIA: Sylvie MARTINAUD, Anne DUFLOS (for International students)</p> <p>SUZHOU : April YANG</p> <p>RALEIGH : Amanda CHAMBERLAIN</p> <p>BELO HORIZONTE : Geneviève POULINGUE &amp; Ana Cristina BRAGA</p>
<b>Course Open to Exchange</b>	Belo /Spring;#Lille /Spring;#Paris /Spring;#Raleigh /Spring;#Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, Paris, 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>	None.

## PRODUCT MANAGEMENT AND OPERATIONAL MARKETING

<b>Course Code</b>	MSC.IMBM2.MKCOR.0063
<b>ECTS Credits</b>	4
<b>Course Leader</b>	SPIER Peter
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	International Marketing and Business Development Belo Horizonte
<b>Prerequisites</b>	None.
<b>Course Description</b>	<p>In the last 10 years, new methodologies of product development and product management were created and implemented in the most important centers of entrepreneurship as the Silicon Valley. Those methodologies must work together with the traditional ones to develop new products and services and to allow marketing professionals to create the best strategy for each one.</p> <p>The objective of this course is to give the student a global insight on product management, product development and product marketing, three activities that are fundamental for a product or service company. The student will identify all the steps of the product life cycle and will understand how every department of a company (creatives, marketing, sales, finance, operations, etc.) do participate and interfere into the process of research, creation, development and commercialization of a product. As a future CEO, Sales Manager, Product/Category/Brand Manager, Marketing Manager or even CFO or COO, the student will appreciate to get this global vision on how all the departments and all the functions of a company do gravitate around its core business, the Product, and how do each department converge towards the same direction in order to achieve a common goal. Besides that, this course will give for the students the capacity to implement the most moderns methodologies as Lean, Scrum, Sprint, Omnichannel, Consumer Journey, Co-creation process and innovation.</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
<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>Marketing 4.0, Philip Kotler.            Scrum, Jeff Sutherland.            Design Thinking, Tim Brown.            Sprint, Jake Kinapp.            The Lean Startup, Eric Ries.            Brand Strategic Management, Kevin Lane Keller.            Managing, Henry Mintzberg.</p>
<b>Websites</b>	<p><a href="http://www.deloitte.com">www.deloitte.com</a>.  <a href="http://www.innovationexcellence.com">www.innovationexcellence.com</a>.  <a href="http://www.reddit.com">www.reddit.com</a>.  <a href="http://www.iddeaconnection.com">www.iddeaconnection.com</a>.</p>

## STRATEGIC MARKETING BUSINESS GAME

<b>Course Code</b>	MSC.IMBM2.MKCOR.0079
<b>ECTS Credits</b>	3
<b>Course Leader</b>	POULINGUE Genevieve
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	International Marketing and Business Development Belo Horizonte
<b>Prerequisites</b>	M1 level
<b>Course Description</b>	This simulation exposes students to all aspects of modern marketing. It allows the students to develop and execute a complete marketing strategy, including brand design, pricing, ad copy design, media placement, distribution, and sales force management. Throughout the exercise, students receive information on customer needs as well as a feedback on customer satisfaction with brands, prices and advertising. They discover how their actions reflect in both brand profitability and firm profitability. They will learn to prepare sales projections and analyze simple accounting statements. They will study competitive tactics and adjust their marketing strategy to stay ahead of the competition. This course uses the most advanced marketing simulation game ( <a href="http://www.marketplace-simulation.com/advanced-strategic-marketing">http://www.marketplace-simulation.com/advanced-strategic-marketing</a> ), used by the best business schools around the world and hundreds of big corporations to prepare their executives to the real life challenge and develop a big picture sense and management skills, integrating all marketing concepts and practices in one place. It is an awesome experience
<b>Course Open to Exchange</b>	Belo /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	
<b>Websites</b>	<a href="http://www.marketplace-simulation.com/advanced-strategic-marketing">http://www.marketplace-simulation.com/advanced-strategic-marketing</a>

## UNDERSTANDING THE ELUSIVE CONSUMER

<b>Course Code</b>	MSC.IMBM2.MKCOR.0031
<b>ECTS Credits</b>	5
<b>Course Leader</b>	CASTILHOS Rodrigo
<b>Synchronous</b>	30
<b>Discipline</b>	Autre
<b>Program</b>	International Marketing and Business Development Belo Horizonte
<b>Prerequisites</b>	Market research notion
<b>Course Description</b>	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 individuals' lives. The primary goal of this course is to enhance your understanding of consumer behavior. Whereas our primary focus will be on understanding consumer behavior theories, we will



	discuss many of these applications in class, we want to develop and evaluate marketing strategies intended to influence their behavior.
<b>Course Open to Exchange</b>	Belo /Spring;#Lille /Spring;#Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	30
Continuous Assessment (%)	70
<b>Academic reference</b>	HEDIN, Hans,Hirvensalo, Irmeli,Vaarnas, Markko (2014)The Handbook of Market Intelligence : Understand, Compete and Grow in Global Markets Ed. 2. John Wiley & Sons. KOTLER, P. KARTAJAYA, H. SETIAWAN, I (2010). Marketing 3.0: From Products to Customers to the Human Spirit. United States: John Wiley & Sons. KOTLER, P. KARTAJAYA, H. SETIAWAN, I. (2016) Marketing 4.0: Moving from Traditional to Digital. United States: Wiley. BLACKWELL, Roger D. MINIARD, Paul W. ENGEL, James F. (2005) Consumer Behavior (10th, 06). United States: SouthWestern Colege Pub. Schiffman, L. G., & Kanuk, L. L. (2012). Consumer behaviour. Solomon, M. R., Dahl, D. W., White, K., Zaichkowsky, J. L., & Polegato, R. (2014). Consumer behavior: Buying, having, and being (Vol. 10). London: Pearson Szmigin, I. & Piacentini, M. (2018). Consumer Behaviour. Oxford Press
<b>Websites</b>	

## DIGITAL MARKETING OPPORTUNITIES IN EMERGING MARKETS

<b>Course Code</b>	MSC.IMBM2.MKELE.0184
<b>ECTS Credits</b>	3
<b>Course Leader</b>	POULINGUE Genevieve
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	International Marketing and Business Development Belo Horizonte
<b>Prerequisites</b>	None.
<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. This course will focus on the challenges of product management at a growing startup, driven by two major objectives: improvements to the user experience (also called UX) & conversion (percentage of users completing a desired task, i.e. subscribing).To help guide us on this journey, we will learn the tools (i.e. A/B testing, Growth Hacks) and the data-driven mindset required to quickly and cheaply jumpstart an organizations KPIs.
<b>Course Open to Exchange</b>	Belo /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte

<b>Evaluation</b>	
Final Examination (%)	30
Continuous Assessment (%)	70
<b>Academic reference</b>	<p>Understanding Digital Marketing : Marketing Strategies for Engaging the Digital. Generation Ed. 4.  Author: Ryan, Damian.  Publisher: Kogan Page.  Pub. Date: 2016.</p> <p>Digital Marketing Strategy : An Integrated Approach to Online Marketing Ed. 1.  Author: Kingsnorth, Simon.  Publisher: Kogan Page.  Pub. Date: 2016.</p> <p>Building Digital Culture : A Practical Guide to Successful Digital Transformation Ed. 1.  Author: Rowles, Daniel, Brown, Thomas.  Publisher: Kogan Page.  Pub. Date: 2017.</p> <p>Mobile Marketing : How Mobile Technology is Revolutionizing Marketing, Communications and Advertising Ed. 2.  Author: Rowles, Daniel.  Publisher: Kogan Page.  Pub. Date: 2017.</p>
<b>Websites</b>	Provided on the Knowledge platform.

## MARKETING AND CONSCIOUS CAPITALISM

<b>Course Code</b>	MSC.IMBM2.MKELE.0185
<b>ECTS Credits</b>	3
<b>Course Leader</b>	RIBEIRO, Aurea-EXT
<b>Synchronou s</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	International Marketing and Business Development Belo Horizonte
<b>Prerequisite s</b>	None.
<b>Course Description</b>	<p>Capitalism is changing rapidly due to pressures from environmental change, social activism, and new demands and expectations from shareholders, employees and clients. Companies are under pressure to adjust (or disrupt) their business models in order to face face new competitors and to improve social and environmental results of their business.</p> <p>The course will discuss many aspects of this new competitive environment, presenting examples of international and Brazilian companies that succumbed or thrived at the market due to their (lack of) ability to innovate or to improve their companies.</p>
<b>Course Open to Exchange</b>	Belo /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte
<b>Evaluation</b>	

Final Examination (%)	40
Continuous Assessment (%)	60
<b>Academic reference</b>	<p>CLARK; FEINER; VIEHS (2015). From Stockholder to stakeholder: how sustainability can drive financial outperformance.</p> <p>HART; MILSTEIN (2003). Creating sustainable value.</p> <p>LALOUX (2015). The Future of Management is Teal.</p> <p>OSTERWALDER; PIGNEUR. The Business Model Generator.</p> <p>PORTER; KRAMER (2011). Crating shared value.</p> <p>ZADEK (2004). The Path to Corporate Responsibility.</p>
<b>Websites</b>	<p><a href="https://www.bsr.org/reports/Understanding%20_Preventing_Greenwash.pdf">https://www.bsr.org/reports/Understanding%20_Preventing_Greenwash.pdf</a></p> <p><a href="https://www.wearefuterra.com/wpcontent/uploads/2015/10/FuterraBSR_SellingSustainability2015.pdf">https://www.wearefuterra.com/wpcontent/uploads/2015/10/FuterraBSR_SellingSustainability2015.pdf</a></p> <p><a href="https://www.wearefuterra.com/2017/05/31/sustainabilitymarketing">https://www.wearefuterra.com/2017/05/31/sustainabilitymarketing</a></p>

## NEW BUSINESS MODELS FOR UNDEREXPLORED SEGMENTS

<b>Course Code</b>	MSC.IMBM2.MKELE.0176
<b>ECTS Credits</b>	3
<b>Course Leader</b>	POULINGUE Genevieve
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	International Marketing and Business Development Belo Horizonte
<b>Prerequisites</b>	M1 level
<b>Course Description</b>	The course aims to define market strategies to explore niche markets. In societies with great diversity of cultures, races, tastes, and great distances between income patterns, there are many market opportunities that need to be addressed through economically viable business models. The concept of "long tail" popularized by Chris Anderson in 2004 will also be discussed, which presents how information technology is enabling organizations to reach niche markets profitably.
<b>Course Open to Exchange</b>	Belo /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte
<b>Evaluation</b>	
Final Examination (%)	60
Continuous Assessment (%)	40
<b>Academic reference</b>	<p>ANDERSON, Chris. The Long Tail: Why the Future of Business Is Selling Less of More. Huyperion, 2006.</p> <p>HOPE, Eric V. Van Der . Mastering Niche Marketing: A Definitive Guide to Profiting From Ideas in a Competitive Market, Globalnet Publishing, 2008</p>
<b>Websites</b>	

## SALES CHALLENGE

<b>Course Code</b>	MSC.IMBM2.MKELE.0096
<b>ECTS Credits</b>	3
<b>Course Leader</b>	SPIER Peter
<b>Synchronous</b>	0
<b>Discipline</b>	Autre
<b>Program</b>	International Marketing and Business Development Belo Horizonte
<b>Prerequisites</b>	Negotiation and sales course or experience
<b>Course Description</b>	<p>This sales challenge has been running for a number of years now and provides a wonderful opportunity for students to test their selling skills with companies while discovering different types of commercial activity. It is also an excellent way for students to meet potential employers.</p> <p>Students will have already done a course in sales. The challenge is for those who are seriously considering a job in sales for all or part of their career.</p>
<b>Course Open to Exchange</b>	Belo /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, Paris, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	<p>Lectures obligatoires / Required readings : none</p> <p>Lectures Recommandées / Recommended readings : none</p>
<b>Websites</b>	students are advised to spend time on the company web sites prior to the competition

## SERVICES AND CUSTOMER EXPERIENCE MANAGEMENT

<b>Course Code</b>	MSC.IMBM2.MKELE.0186
<b>ECTS Credits</b>	3
<b>Course Leader</b>	POULINGUE Genevieve
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	International Marketing and Business Development Belo Horizonte
<b>Prerequisites</b>	None.
<b>Course Description</b>	<p>The participation of the services sector is growing in almost all the economies of the world. As an economy develops, the service sector's relevance to job and income generation increases dramatically. In Brazil, the services sector already accounts for two-thirds of GDP. But the relevance of services is also increasing as a strategy for differentiating offers. Recently, marketing discipline has assimilated the concept of the dominant logic of the service, which is based on the assertion that all product is a service and that products do not create value but only have the potential to create value and value is always co-created by the customer in the process of using and interacting with the offers.</p> <p>Considering this theory, it is very important for marketers to be closer to customer in order to understand the customer's process of using and value cocreation in order to participate of the value creation. Therefore, marketers are increasingly challenged to understand the nature of services, learn how to manage services, and especially understand how services</p>

	can create value and memorable experiences for customers while delivering sustainable competitive advantages.
<b>Course Open to Exchange</b>	Belo /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte
<b>Evaluation</b>	
Final Examination (%)	60
Continuous Assessment (%)	40
<b>Academic reference</b>	LOVELOCK Christopher, WIRTZ, Jochen, HEMZO, Angelo. Services Marketing: people, technology and strategy. 7th ed. Prentice Hall, 2010. LUSCH, Robert, VARGO, Stephen. Service-Dominant Logic: Premises, Perspectives, Possibilities. Cambridge University Press, 2014. STICKDORN, Marc, SHNIDER, Jacob. This is service design thinking : Basics, tools, Cases. BIS Publication, 2010.
<b>Websites</b>	

#### COMMUNICATION AND ENGAGEMENT IN AN EMERGING SOCIETY

<b>Course Code</b>	MSC.IMBM2.MKELE.0149
<b>ECTS Credits</b>	3
<b>Course Leader</b>	BARCALA, Victor-EXT
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	International Marketing and Business Development Belo Horizonte
<b>Prerequisites</b>	None.
<b>Course Description</b>	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.
<b>Course Open to Exchange</b>	Belo /Fall;#Belo /Spring
<b>Semester</b>	fall, spring
<b>Campus</b>	Belo Horizonte
<b>Evaluation</b>	
Final Examination (%)	70
Continuous Assessment (%)	30
<b>Academic reference</b>	Title: Global Marketing, Global Edition Edition: 9th Edition Authors: Warren J. Keegan, Mark Green ISBN13: 9781292150765 ISBN10: 1292150769 Publisher: Prentice Hall, 9th edition, 2016.



Continuous Assessment (%)	70
<b>Academic reference</b>	
<b>Websites</b>	