



Course Catalogue
Master Programmes
Incoming Exchange Students
Lille Campus
Fall 2022

Dear Exchange Students,

Welcome to SKEMA Business School !

Here are a few key instructions on how to consult properly the **Lille 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 successfully follow the courses.
- 3) **Special Note for Project and Program Management & Business Development Program:** Certain courses within this program have **extra fees**. Fees apply because students are able to obtain various professional certifications once passing the course. The fees are directly linked with the enrollment of the student in the professional certificate examination. Fee details 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 on 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.

M1 ABM FRANCE	5
BUSINESS TRANSFORMATION IN A DIGITAL ECONOMY	5
CAREER MANAGEMENT (FALL)	5
CORPORATE FINANCE	6
ENTREPRENEURSHIP	7
FRENCH BEGINNER I FALL (FOR NON NATIVE SPEAKERS)	7
FRENCH BEGINNER II FALL (FOR NON NATIVE SPEAKERS)	8
FRENCH ELEMENTARY FALL (FOR NON NATIVE SPEAKERS)	9
FRENCH POST-BEGINNER FALL (FOR NON NATIVE SPEAKERS)	10
GLOBAL ECONOMIC ISSUES	11
HUMAN RIGHTS & ETHICS.....	12
INNOVATION MANAGEMENT & CREATIVITY	14
MARKETING.....	20
ADVANCED ACCOUNTING AND FINANCE.....	20
DIGITAL LITERACY FALL	21
ECONOMICS	21
EXCEL FALL	22
GEOPOLITICS	22
GRANDS DEBATS ECONOMIQUES CONTEMPORAINS	23
INTRODUCTORY ACCOUNTING & FINANCE.....	23
MARKETING REFRESHER FALL	24
OPERATIONS & SUPPLY CHAIN MANAGEMENT.....	24
PROJECT AND PROGRAMME MANAGEMENT AND BUSINESS DEVELOPMENT	25
CAREER MANAGEMENT 1	25
GLOBAL PROJECT MANAGEMENT	26
INTERNATIONAL CONTRACT MANAGEMENT	29
LEADERSHIP SKILLS FOR PROJECTS	31
PEOPLE IN PROJECTS	33
PROJECT MANAGEMENT METHODS (EXTRA FEES).....	34
PROJECT PLANNING AND CONTROL.....	35
PROJECT PRACTICE PORTFOLIO 1.....	36
BUSINESS AND PROJECT MANAGEMENT AGILITY	37
DIGITAL TOOLS FOR PROJECT MANAGEMENT	37
DIGITAL TRANSFORMATION IN PROJECT MANAGEMENT	38
OPEN INNOVATION AND KNOWLEDGE MANAGEMENT	38
INTERNATIONAL MARKETING AND BUSINESS DEVELOPMENT LILLE	39
CAREER MANAGEMENT 1	39
DEVELOPING NEW BUSINESS FROM IDEA TO MARKET	40
DIGITAL GROWTH.....	41
SUSTAINABILITY AND MARKETING.....	42
TRADE MARKETING AND CATEGORY MANAGEMENT	43
CHALLENGE AUCHAN	44
INTERNATIONAL BUSINESS DEVELOPMENT	45
MARKETING RESEARCH	46
STRATEGIC BRAND MANAGEMENT.....	47
AI & DATA ANALYTICS	47
FINANCE FOR MARKETING & NEW BUSINESS DEVELOPMENT	48

GOOGLE TOOLS AND SEM 49
MANAGING IN INTERNATIONAL CONTEXTS..... 49
NEGOTIATION..... 50
PANEL DATA ANALYSIS 51
PERFECT PITCH 52
PERSUASIVE LEADERSHIP IN A MILLENNIAL WORLD 53
RESEARCH METHODS 53

M1 ABM FRANCE

BUSINESS TRANSFORMATION IN A DIGITAL ECONOMY

Course Code	PGE.FINM1.ECCOR.0906
ECTS Credits	3
Course Leader	DIBIAGGIO Ludovic
Synchronous	18
Department	Dept. Stratégie, Entrepreneurship and Economics
Program	M1 ABM France
Prerequisites	None
Course Description	This course overviews structural changes in the global economy and in the competitive game of most industries due to digital transformation. This transformation reshuffles the architecture of the value creation, delivery, and capture mechanisms by moving from product to platform focus, thus changing the organization of the value chain and of transaction modes between stakeholders. These changes impact economic environments and performance (such as productivity gain, economic growth, wage disparities, etc.), question the organization of industries and of companies, and challenge standard management principles. They also affect strategic mechanisms to design and implement a sustainable competitive advantage. Mastering basic concepts and analytical tools will help students understand better key strategic challenges of digital technologies. Through real case examples, lectures and in-class discussions, students will be able to navigate digital technologies disrupting most industries (such as Artificial Intelligence), analyze platform-based business models, and address critical questions such as the limits of organizational disruptions, the decentralization and disintermediation of activities.
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	
Websites	

CAREER MANAGEMENT (FALL)

Course Code	PGE.FINM1.CRCOR.1003
ECTS Credits	1
Course Leader	BEAUGRAND Audrey
Synchronous	9
Department	Career Center - Employability
Program	M1 ABM France
Prerequisites	No
Course Description	MARKETABILITY 2 workshops of 1h30 each in Fall :

	1. Personal Branding & Soft-Skills 2. LINKEDIN Profile Development 3 workshops of 1h30 each in Spring : 1. Storytelling & Pitch 2. Preparation for recruitment interviews 3. The ALUMNI network: how to approach the network? + evaluation + Career tuesday + Compagny Challenge (effective participation)
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 France
Prerequisites	None
Course Description	Our objective is to bring students to develop a rigorous analytical framework of the major investment and financing decisions. In particular, we will shed lights on the interest rates and the investment valuation. We will focus on different ways of financing between equity, debt. Then, we present the relationship between risk, return and the cost of financing.
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, 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. Stratégy, Entrepreneurship and Economics
Program	M1 ABM France
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	

FRENCH BEGINNER I FALL (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4312
ECTS Credits	2
Course Leader	DURANTON Hélène
Synchronou s	24

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

FRENCH BEGINNER II FALL (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4360
ECTS Credits	2
Course Leader	DURANTON Hélène
Synchronous	24

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

FRENCH ELEMENTARY FALL (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4313
ECTS Credits	2
Course Leader	DURANTON Hélène
Synchronous	24

Department	Dept. Languages and Personal Development
Program	M1 ABM France
Prerequisites	There are no pre-requisites for this course.
Course Description	This course is designed for students who have an elementary knowledge of French and who have approximately 100-150 hours of prior study. Students will further develop their ability to use French in the four skills (speaking, listening, reading and writing), improve their pronunciation and increase their confidence in the language. By the end of this course, students will be able to deal with a diverse range of daily life situations and communicate on a range of familiar topics. The course aims to prepare students for a period of study abroad by increasing cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French. Overall, students will attain a level comparable to A2 CEFR.
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	Apprendre le français avec RFi : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais Français Interactif : http://www.laits.utexas.edu/fi/home Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/

FRENCH POST-BEGINNER FALL (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4315
ECTS Credits	2
Course Leader	DURANTON Hélène
Synchronou s	24
Department	Dept. Languages and Personal Development
Program	M1 ABM France

Prerequisites	There are no pre-requisites for this course.
Course Description	This course is designed for students who have a basic knowledge of French (students will have successfully passed the Beginner I and II course or have approximately 50 hours of prior study). Students will consolidate their pronunciation and their knowledge of the language in all four skills at a basic level. By the end of this course, students will be able to communicate in a range of simple daily life situations. The course aims to prepare students for a period of study abroad by increasing cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French. Overall, students will attain a level comparable to A1 CEFR.
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	Apprendre le français avec RFi : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais Français Interactif : http://www.laits.utexas.edu/fi/home Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/

GLOBAL ECONOMIC ISSUES

Course Code	PGE.FINM1.ECCOR.0904
ECTS Credits	2
Course Leader	DESBORDES Rodolphe
Synchronous	12
Department	Dept. Stratégie, Entrepreneurship and Economics
Program	M1 ABM France
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 & ETHICS

Course Code	PGE.FINM1.HRCOR.0355
ECTS Credits	2
Course Leader	GOETHALS Samentha
Synchronous	12
Department	Dept. Management, Law and Organization
Program	M1 ABM France
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	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. Thus, if anything, human rights increasingly matter for international business and involves numerous stakeholders. So what does this imply for organizations, their managers, their

	<p>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	Resources recommended to peruse ahead of the course: 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 https://wfto.com https://businessfightspoverty.org http://www.humanrightsandbusiness.org https://www.nottingham.ac.uk/research/beacons-of-excellence/rights-lab/index.aspx
--	---

INNOVATION MANAGEMENT & CREATIVITY

Course Code	PGE.FINM1.HRCOR.0344
ECTS Credits	3
Course Leader	ROSSETTO Dennys Eduardo
Synchronous	9
Department	Dept. Management, Law and Organization
Program	M1 ABM France
Prerequisites	-
Course Description	This course presents innovation management with a theoretical approach associated with managerial perspectives to undertake in a turbulent world with uncertainties and 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.</p> <p>Chesbrough, H. (2010). Business Model Innovation: Opportunities and Barriers. <i>Long Range Planning</i> 43, 354-363.</p> <p>Christensen, C. M., Raynor, M. E. & McDonald, R. (2015). What is disruptive innovation. <i>Harvard Business Review</i> 93, 44-53.</p> <p>Garcia, R. & Calantone, R. (2002). A critical look at technological innovation typology and innovativeness terminology: a literature review. 19, 110-132.</p> <p>Howells, J. (2005) <i>The management of innovation and technology: the shaping of technology and institutions of the market economy</i>. Thousand Oaks, California: Sage Publications.</p>

OECD & Eurostat (2019) Oslo Manual 2018: Guidelines for Collecting, Reporting and Using Data on Innovation (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. *Scientometrics* 115, 1329-1363.

Tidd, J. & Bessant, J. (2013) *Managing Innovation: Integrating technological market and organizational change* (680). John Wiley & Sons.

2. Innovation Challenges for a new world

Adams, R., Bessant, J. & Phelps, R. (2006). Innovation management measurement: A review. *International Journal of Management Reviews* 8, 21-47.

Akpan, I. J., Soopramanien, D. & Kwak, D.-H. (2020). Cutting-edge technologies for small business and innovation in the era of COVID-19 global health pandemic. *Journal of Small Business & Entrepreneurship*, 1-11.

Chesbrough, H. (2020). To recover faster from Covid-19, open up: Managerial implications from an open innovation perspective. *Industrial Marketing Management* 88, 410-413.

Damanpour, F. (2014). Footnotes to Research on Management Innovation. *Organization Studies* 35, 1265-1285.

Damanpour, F. & Aravind, D. (2012). Managerial Innovation: Conceptions, Processes, and Antecedents. *Management and Organization Review* 8, 423-454.

Hamel, G. (2006). The why, what, and how of management innovation. *Harvard Business Review* 84, 72.

Kraus, S., Pohjola, M. & Koponen, A. (2012). Innovation in family firms: an empirical analysis linking organizational and managerial innovation to corporate success. *Review of Managerial Science* 6, 265-286.

McCausland, T. (2020). News and Analysis of the Global Innovation Scene. *Research-Technology Management* 63, 2-8.

Millar, C. C. J. M., Groth, O. & Mahon, J. F. (2018). Management Innovation in a VUCA World: Challenges and Recommendations. 61, 5-14.

Pedersen, C. L. & Ritter, T. (2020). Preparing your business for a post-pandemic world. *Harvard Business Review*, 4.

3. Innovation Ecosystems Introduction

Adner, R. (2006). Match your innovation strategy to your innovation ecosystem. *Harvard Business Review* 84, 12.

Elias, G. C. & David, F. J. C. (2010). Triple Helix, Quadruple Helix and Quintuple Helix and How Do Knowledge, Innovation and the Environment Relate To Each Other? : A Proposed Framework for a Trans-disciplinary Analysis of Sustainable Development and Social Ecology. *International Journal of Social Ecology and Sustainable Development (IJSESD)* 1, 41-69.

Gomes, L. A. d. V., Facin, A. L. F., Salerno, M. S. & Ikenami, R. K. (2018). Unpacking the innovation ecosystem construct: Evolution, gaps and trends. *Technological Forecasting and Social Change* 136, 30-48.

Granstrand, O. & Holgersson, M. (2020). Innovation ecosystems: A conceptual review and a new definition. *Technovation* 90-91, 102098.

Jucevicius, G. & Grumadait, K. (2014). Smart Development of Innovation Ecosystem. *Procedia - Social and Behavioral Sciences* 156, 125-129.

Pique, J. M., Berbegal-Mirabent, J. & Etzkowitz, H. (2018). Triple Helix and the evolution of ecosystems of innovation: the case of Silicon Valley. *Triple Helix* 5, 11.

Smith, K. R. (2006). Building an Innovation Ecosystem: Process, Culture and Competencies. 20, 219-224.

Wang, P. (2009) An integrative framework for understanding the innovation ecosystem. *Advancing the Study of Innovation and Globalization in Organizations*. (pp. 301-314).

Williamson, P. J. & De Meyer, A. (2012). Ecosystem Advantage: How to Successfully Harness the Power of Partners. 55, 24-46.

Williamson, P. J. & De Meyer, A. (2020) *Ecosystem Edge: Sustaining Competitiveness in the Face of Disruption* (216). Stanford, California: Stanford University Press.

4. Developing Relationships and Value Generation in an Innovation Ecosystems

Carroll, A. B. (1999). *Corporate Social Responsibility: Evolution of a Definitional Construct*. *Business & Society* 38, 268-295.

Dedehayir, O., Mäkinen, S. J. & Roland Ortt, J. (2018). Roles during innovation ecosystem genesis: A literature review. *Technological Forecasting and Social Change* 136, 18-29.

Kapoor, R. (2018). Ecosystems: broadening the locus of value creation. *Journal of Organization Design* 7, 12.

Mirvis, P., Herrera, M. E. B., Googins, B. & Albareda, L. (2016). Corporate social innovation: How firms learn to innovate for the greater good. *Journal of Business Research* 69, 5014-5021.

Porter, M. E., Hills, G., Pfitzer, M., Patscheke, S. & Hawkins, E. (2012) *Measuring shared value: How to unlock value by linking business and social results*. FSG Publication.

Porter, M. E. & Kramer, M. R. (2011). *Creating Shared Value*. *Harvard Business Review*.

Ritala, P., Agouridas, V., Assimakopoulos, D. & Gies, O. (2013). Value creation and capture mechanisms in innovation ecosystems: a comparative case study. 63, 244-267.

Ritala, P. & Almpantopoulou, A. (2017). In defense of eco in innovation ecosystem. *Technovation* 60-61

Velu, C. (2015). Knowledge management capabilities of lead firms in innovation ecosystems. *AMS Review* 5, 123-141.

Walrave, B., Talmar, M., Podoyntsyna, K. S., Romme, A. G. L. & Verbong, G. P. J. (2018). A multi-level perspective on innovation ecosystems for path-breaking innovation. *Technological Forecasting and Social Change* 136, 103-113.

5. Entrepreneurship Ecosystems and New Ventures

Cavallo, A., Ghezzi, A. & Balocco, R. (2019). Entrepreneurial ecosystem research: present debates and future directions. *International Entrepreneurship and Management Journal* 15, 1291-1321.

Cordova, D. (2014) *Creating the environment for entrepreneurial success*. In Bettcher, K. E., Kindle, J. & Stroker, F. (Eds.). (pp. 70). Washington, DC, Center for International Private Enterprise.

Elia, G., Margherita, A. & Passiante, G. (2020). Digital entrepreneurship ecosystem: How digital technologies and collective intelligence are reshaping the entrepreneurial process. *Technological Forecasting and Social Change* 150, 119791.

Malecki, E. J. (2018). Entrepreneurship and entrepreneurial ecosystems. *Geography Compass* 12, e12359.

Maroufkhani, P., Wagner, R. & Wan Ismail Wan, K. (2018). Entrepreneurial ecosystems: a systematic review. *Journal of Enterprising Communities: People and Places in the Global Economy* 12, 545-564.

Spigel, B. & Harrison, R. (2018). Toward a process theory of entrepreneurial ecosystems. 12, 151-168.

Stangler, D. & Bell-Masterson, J. (2015) *Measuring an entrepreneurial ecosystem*. Kauffman Foundation Research Series on City, Metro, and Regional Entrepreneurship. (pp. 16). Kauffman Foundation.

Teece, D. J., Pisano, G. & Shuen, A. (1997). Dynamic capabilities and strategic management. 18, 509-533.

Zahra, S. A., Sapienza, H. J. & Davidsson, P. (2006). Entrepreneurship and Dynamic Capabilities: A Review, Model and Research Agenda*. 43, 917-955.

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.

Genome, S. (2020) *The Global Startup Ecosystem Report*. (pp. 221). GSER 2020 edn. San

Francisco, CA, Startup Genome - Global Entrepreneurship Network.

Godley, A., Morawetz, N. & Soga, L. (2019). The complementarity perspective to the entrepreneurial ecosystem taxonomy. *Small Business Economics*.

Katri, V. (2015). Business, Innovation, and Knowledge Ecosystems: How They Differ and How to Survive and Thrive within Them. *Technology Innovation Management Review* 5.

Lukas, M. P., Andrea, B. & Tina, W. (2020). Conceptual Framework for Collaborative Open Innovation With a Startup Ecosystem. *International Journal of Innovation in the Digital Economy (IJIDE)* 11, 21-43.

Möller, K. & Halinen, A. (2017). Managing business and innovation networks From strategic nets to business fields and ecosystems. *Industrial Marketing Management* 67, 5-22.

Moore, J. F. (2006). Business Ecosystems and the View from the Firm. 51, 31-75.

Nambisan, S., Lyytinen, K., Majchrzak, A. & Song, M. (2017). Digital Innovation Management: Reinventing innovation management research in a digital world. *MIS Quarterly* 41.

Pitelis, C. (2012). Clusters, entrepreneurial ecosystem co-creation, and appropriability: a conceptual framework. *Industrial and Corporate Change* 21, 1359-1388.

Talmar, M., Walrave, B., Podoyntsyna, K. S., Holmström, J. & Romme, A. G. L. (2020). Mapping, analyzing and designing innovation ecosystems: The Ecosystem Pie Model. *Long Range Planning* 53, 101850.

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

Aarikka-Stenroos, L. & Ritala, P. (2017). Network management in the era of ecosystems: Systematic review and management framework. *Industrial Marketing Management* 67, 23-36.

Adner, R. & Kapoor, R. (2010). Value creation in innovation ecosystems: how the structure of technological interdependence affects firm performance in new technology generations. 31, 306-333.

Carayannis, E. G., Barth, T. D. & Campbell, D. F. J. (2012). The Quintuple Helix innovation model: global warming as a challenge and driver for innovation. *Journal of Innovation and Entrepreneurship* 1, 2.

Carayannis, E. G., Grigoroudis, E., Stamati, D. & Valvi, T. (2019). Social Business Model Innovation: A Quadruple/Quintuple Helix-Based Social Innovation Ecosystem. *IEEE Transactions on Engineering Management*, 1-14.

Galvao, A., Mascarenhas, C., Marques, C., Ferreira, J. & Ratten, V. (2019). Triple helix and its evolution: a systematic literature review. *Journal of Science and Technology Policy Management* 10, 812-833.

Jarkko, P. & Timo, A.-V. (2016). Managing Innovation Ecosystems to Create and Capture Value in ICT Industries. *Technology Innovation Management Review* 6.

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

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

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

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

8. Collaborative, Inclusive, and Sustainable Ecosystems

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

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

Chesbrough, H., Kim, S. & Agogino, A. (2014). *Chez Panisse: Building an Open Innovation*

Ecosystem. *California Management Review* 56, 144-171.

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

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

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

Liu, Z. & Stephens, V. (2019). Exploring Innovation Ecosystem from the Perspective of Sustainability: Towards a Conceptual Framework. 5, 48.

Luoma-aho, V. & Halonen, S. (2010). Intangibles and innovation: the role of communication in the innovation ecosystem. *Innovation Journalism* 7, 1-20.

Mashelkar, R. A. (2012) On building an inclusive innovation ecosystem. In *Development, C. o. I. f. I.* (Ed. (pp. 54). Cape Town.

Mercier-Laurent, E. (2015) *The innovation biosphere: Planet and brains in the digital era*. London: John Wiley & Sons.

Ramaswamy, V. & Ozcan, K. (2014) *The co-creation paradigm*. Stanford University Press.

Shneor, R., Zhao, L. & Flåten, B.-T. (2020) Introduction: From Fundamentals to Advances in Crowdfunding Research and Practice. In Shneor, R., Zhao, L. & Flåten, B.-T. (Eds.), *Advances in Crowdfunding: Research and Practice*. (pp. 543). Switzerland, Palgrave Macmillan.

Williamson, P. J. & De Meyer, A. (2012). Ecosystem Advantage: How to Successfully Harness the Power of Partners. 55, 24-46.

9. Creativity: Thinking beyond boxes

Amabile, T. M. (1988). A model of creativity and innovation in organizations. *Research in organizational behavior* 10, 123-167.

Amabile, T. M. (1996) *Creativity and Innovation in Organizations: A case study*. Harvard Business School. (pp. 15). Boston, HBS Press.

Carayannis, E. G. (2013) *Encyclopedia of creativity, invention, innovation and entrepreneurship*. Washington, DC: Springer Publisher.

Cropley, D. H., Kaufman, J. C. & Cropley, A. J. (2011). Measuring Creativity for Innovation Management. *Journal of technology management & innovation* 6, 13-30.

Greer, C. R. & Lei, D. (2012). Collaborative Innovation with Customers: A Review of the Literature and Suggestions for Future Research*. 14, 63-84.

Gurteen, D. (1998). Knowledge, Creativity and Innovation. *Journal of Knowledge Management* 2, 5-13.

Legrenzi, P. (2005) Creativity and innovation (75). *Icon*.

Sawyer, R. K. (2011) *Explaining Creativity: The Science of Human Innovation*. Oxford University Press.

Shneor, R., Zhao, L. & Flåten, B.-T. (2020) *Advances in Crowdfunding: Research and Practice* (543). Switzerland: Palgrave Macmillan.

Sternberg, R. J. (2006). The nature of creativity. *Creativity Research Journal* 18, 87-98.

Swink, M. (2006). Building Collaborative Innovation Capability. *Research-Technology Management* 49, 37-47.

Udwadia, F. E. (1990). Creativity and innovation in organizations: Two models and managerial implications. *Technological Forecasting and Social Change* 38, 65-80.

Unsworth, K. (2001). Unpacking Creativity. *Academy of Management Review* 26, 289-297.

10. Digital Transformation in Innovation Ecosystems

Andal-Ancion, A., Cartwright, P. A. & Yip, G. S. (2003). The digital transformation of traditional business. *MIT Sloan Management Review* 44, 10.

Andriole, S. J. (2017). Five myths about digital transformation. *MIT Sloan Management Review* 58.

Bharadwaj, A., El Sawy, O. A., Pavlou, P. A. & Venkatraman, N. (2013). Digital Business Strategy: Toward a Next Generation of Insights. *MIS Quarterly* 37, 471-482.

	<p>Kane, G. C. (2016). The dark side of the digital revolution. MIT Sloan Management Review 57.</p> <p>Nadkarni, S. & Prügl, R. (2020). Digital transformation: a review, synthesis and opportunities for future research. Management Review Quarterly.</p> <p>Nambisan, S., Wright, M. & Feldman, M. (2019). The digital transformation of innovation and entrepreneurship: Progress, challenges and key themes. Research Policy 48, 103773.</p> <p>Vial, G. (2019). Understanding digital transformation: A review and a research agenda. The Journal of Strategic Information Systems 28, 118-144.</p> <p>Westerman, G., Bonnet, D. & McAfee, A. (2014). The Nine Elements of Digital Transformation. MIT Sloan Management Review 55, 1-6.</p> <p>11. Innovation and Entrepreneurship in Emerging Markets Contexts</p> <p>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., Peparah, 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</p> <p>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 France
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	

ADVANCED ACCOUNTING AND FINANCE

Course Code	PGE.FINM1.FIELE.0519
ECTS Credits	2
Course Leader	FERRANTE Guillaume
Synchronous	0
Department	Dept. Accounting and Finance
Program	M1 ABM France
Prerequisites	Finance and accounting basics
Course Description	Advanced finance course
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Lille, Paris, Sophia

Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

DIGITAL LITERACY FALL

Course Code	PGE.FINM1.ISELE.0719
ECTS Credits	2
Course Leader	FAURE Camille
Synchronous	0
Department	Dept. Management of projects, Information Systems and Supply Chains
Program	M1 ABM France
Prerequisites	none
Course Description	In partnership with TheHackingProject company, this elective is an immersion into the digital world. Peer to peer learning, user experience, coding, tools oriented (Slack/ Discord). 100% online class - group work
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

ECONOMICS

Course Code	PGE.FINM1.ECELE.0915
ECTS Credits	0
Course Leader	FERRANTE Guillaume
Synchronous	9
Department	Dept. Strategy, Entrepreneurship and Economics
Program	M1 ABM France
Prerequisites	None.
Course Description	For an international manager, investing without understanding the economy is like taking a trip without knowing anything about the climate of your destination or what season you'll be in when you get there (Richard Yamarone)
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall

Campus	Lille, Paris, Sophia
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	- The teachings will be based on the : Krugman/Obfeld/ Melitz International Economics : Theory and Practice. 9th edition - Optional book if you want to go deeper: Money, Banking and Financial Markets; Mishkin / Pearson, 9th ed.
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 France
Prerequisites	none
Course Description	Excel is something you can't do without ! This course will introduce all the things the students must know in order to honestly pretend to be mastering Excel. The course will be splitted in two parts a first one online (12 hours) and applications done in the classroom with a teacher who's an expert of Excel.
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#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	

GEOPOLITICS

Course Code	PGE.FINM1.STCOR.0816
ECTS Credits	0
Course Leader	MENEUT, Emmanuel-EXT
Synchronous	0
Department	Dept. Stratégie, Entrepreneurship and Economics
Program	M1 ABM France
Prerequisites	-
Course Description	-

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

GRANDS DEBATS ECONOMIQUES CONTEMPORAINS

Course Code	PGE.FINM1.STELE.0819
ECTS Credits	2
Course Leader	COMBE Emmanuel
Synchronous	12
Department	Dept. Stratégie, Entrepreneurship and Economics
Program	M1 ABM France
Prerequisites	
Course Description	
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Lille, Paris, Sophia
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

INTRODUCTORY ACCOUNTING & FINANCE

Course Code	PGE.FINM1.FIELE.0518
ECTS Credits	0
Course Leader	FERRANTE Guillaume
Synchronous	12
Department	Dept. Accounting and Finance
Program	M1 ABM France
Prerequisites	None
Course Description	The course is an interactive, online introduction to financial accounting. The course helps students understand (i) basic financial accounting terms and concepts, (ii) financial statements, (iii) the approach used to construct the financial statements, and (iv) some ratios that capture key elements of firm performance. After completing the course, students should

	be able to understand fundamental financial accounting issues and challenges faced by managers today.
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Lille, Paris, Sophia
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	
Websites	

MARKETING REFRESHER FALL

Course Code	PGE.FINM1.MKCOR.0408
ECTS Credits	0
Course Leader	OLMEDILLAFERNANDEZ Maria
Synchronous	0
Department	Dept. Marketing
Program	M1 ABM France
Prerequisites	-None
Course Description	-This course provides an introduction to the core concepts in marketing. It will provide basic knowledge that students will need in more advanced marketing courses. In this course students will learn the tools and resources marketing managers and though leaders have available to use
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Lille, Paris, Sophia
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	
Websites	

OPERATIONS & SUPPLY CHAIN MANAGEMENT

Course Code	PGE.FINM1.PMCOR.0002
ECTS Credits	3
Course Leader	MAZAHIR Muhammad Shumail
Synchronous	18
Department	Dept. Management of projects, Information Systems and Supply Chains
Program	M1 ABM France

Prerequisites	1) Quantitative background. 2) Fundamental course in Economics
Course Description	The businesses have to design and manage a set of processes for the creation of products and services. Operations Management is the study of planning and controlling process structure and process driver to achieve the desired result. Massive globalization, short product life cycle, and digitalization mean that effective management of operations and efficient utilization of resources is critical to preserving the bottom line. This course will provide an analytical toolkit to identify and remove inefficiencies in business processes and improve productivity. A fundamental source of productivity loss is a demand/supply mismatch, which occurs because processes have variability and businesses have to make decisions with incomplete and imprecise information. This course will teach how to design a process and ensure quality in presence of the variability.
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	30
Continuous Assessment (%)	70
Academic reference	Books: a. Managing Business Process Flows: Principles of Operations Management Ravi Anupindi,Sunil Chopra, et al. b. Matching Supply with Demand: An Introduction to Operations Management Gerard Cachon,Christian Terwiesch c. Operations management: theory and practice William J Stevenson
Websites	

PROJECT AND PROGRAMME MANAGEMENT AND BUSINESS DEVELOPMENT

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

GLOBAL PROJECT MANAGEMENT

Course Code	MSC.PPMM2.PMCOR.0080
ECTS Credits	3
Course Leader	DESMOND, Luke
Synchronous	12

Discipline	Autre
Program	Project and Programme Management and Business Development
Prerequisites	None
Course Description	<p>Globalization and technological advances sparked the creation of global projects (GPs) characterized by multicultural teams from various organizations, working in different countries, speaking different languages and collaborating across time zones. This course aims to explain a holistic framework that supports the early identification of global risks and challenges and makes suggestions to students that are looking into improving coordination, communication and collaboration in GPs.</p> <p>Through the case studies, students will assess how companies face the GPM challenges and apply the practices in the framework, expanding it in order to reflect the evolving technologies and increasingly complex human relations in several organizational and geographical contexts.</p>
Course Open to Exchange	Lille /Fall
Semester	fall
Campus	Lille
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	<p>REQUIRED READINGS BEFORE DAY 1</p> <ol style="list-style-type: none"> 1. Binder JC, Gardiner PD, Ritchie JM. A model of success factors for global project management. <i>Project Perspectives</i> 2010;XXXII:411. https://www.researchgate.net/publication/301609227_A_Model_of_Success_Factors_for_Global_Project_Management 2. Binder JC. The global project management framework: communication, collaboration and management across borders. <i>Proceedings of the PMI Global Congress EMEA, The Netherlands: Project Management Institute; 2009.</i> https://www.researchgate.net/publication/230663211_The_Global_Project_Management_Framework_Communication_Collaboration_and_Management_Across_Borders https://www.researchgate.net/publication/230663209_Global_project_management_framework_a_Cartesian_concept_model 3. Binder JC. <i>Global project management: communication, collaboration and management across borders.</i> UK: Gower Publishing, Ltd.; 2007. 4. Binder, JC et al, <i>The Project Management Cocktail Model: An Approach for Balancing Agile and ISO 21500.</i> <i>Procedia - Social and Behavioral Sciences</i>, 2014. https://www.researchgate.net/publication/261560647_The_Project_Management_Cocktail_Model_An_Approach_for_Balancing_Agile_and_ISO_21500 <p>RECOMMENDED READINGS</p> <ol style="list-style-type: none"> 1. Aaltonen, K. and Sivonen, R. (2008), 'Response strategies to stakeholder pressures in global projects', <i>International Journal of Project Management</i> - In Press. 2. Aaltonen, K., Jaakko, K. and Tuomas, O. (2008), 'Stakeholder salience in global projects', <i>International Journal of Project Management</i> 26(5), 509 - 516. 3. Badir, Y. F., Founou, R., Stricker, C. and Bourquin, V. (2003), 'Management of global large-scale projects through a federation of multiple web-based workflow management systems', <i>Project Management Journal</i> 34(3), 40 - 47. 4. Binder JC. Types of PMOs (Models). In <i>PMO SIG Accord 1st Edition</i> (pp.44-47). Program Management Office Specific Interest Group (PMOSIG); 2008. 5. Binder JC, Gardiner PD, Ritchie JM. A model of success factors for global project

- management. In IPMA Scientific Research Paper Series: Human Side of Projects in Modern Business. Helsinki: IPMA; 2009.
6. Bourgault, M., Drouin, N. and Hamel, Ém. (2008), 'Decision making within distributed project teams: An exploration of formalization and autonomy as determinants of success', *Project Management Journal* 39(S1), S97-S110.
 7. Byosiére, P. and Luethge, D. J. (2007), 'Project management processes across borders: A comparison of EU-US corporate subsidiary project activities', *Project Management Journal* 38(2), 18 - 29.
 8. de Bakker, K. and Somani, S. (2006) 'Establishing Cultural Influences on Risk Management' PMI Global Congress 2006 EMEA - Conference proceedings, Madrid.
 9. Diallo, A. and Thuillier, D. (2004), 'The success dimensions of international development projects: the perceptions of African project coordinators', *International Journal of Project Management* 22(1), 19 - 31.
 10. Drouin, N., Bourgault, M. and Saunders, S. B. (2008), 'Investigation of contextual factors in shaping HR approaches and determining the success of international joint venture projects: Evidence from the Canadian telecom industry', *International Journal of Project Management* - In Press.
 11. Dubé, L. and Paré, G. (2004). 'The multifaceted nature of virtual teams' in Pauleen D. J. (Ed), *Virtual teams: Projects, protocols and processes*. London: Idea Group Publishing.
 12. Evaristo, R. and van Fenema, P. C. (1999), 'A typology of project management: emergence and evolution of new forms', *International Journal of Project Management* 17(5), 275 - 281.
 13. Ghosh, P. P. and Varghese, J. C. (2004), 'Globally distributed product development using a new project management framework', *International Journal of Project Management* 22(8), 669 - 678.
 14. Hameri, A. P. and Nitter, P. (2002), 'Engineering data management through different breakdown structures in a large-scale project', *International Journal of Project Management* 20(5), 375 - 384.
 15. Henderson, L. S. (2008), 'The impact of project managers' communication competencies: Validation and extension of a research model for virtuality, satisfaction, and productivity on project teams', *Project Management Journal* 39(2), 48 - 59.
 16. Henrie, M. and Sousa-Poza, A. (2005), 'Project Management: A cultural literary review', *Project Management Journal* 36(2), 5 - 14.
 17. Hofstede, G. (1991), 'Culture's consequences: international differences in work-related values', London: SAGE publications.
 18. Javed, T., E-Maqsood, M. and Durrani, Q. R. (2006), 'Managing geographically distributed clients throughout the project management life cycle', *Project Management Journal* 37(5), 76 - 87.
 19. Kendra, K. and Taplin, L. J. (2004), 'Project success: A cultural framework', *Project Management Journal* 35(1), 30 - 45.
 20. Khang, D. B. and Moe, T. L. (2008), 'Success Criteria and Factors for International Development Projects: A Life-Cycle-Based Framework', *Project Management Journal* 39(1), 72 - 84.
 21. Khattab, A. A., Anchor, J. and Davies, E. (2007), 'Managerial perceptions of political risk in international projects', *International Journal of Project Management* 25(7), 734 - 743.
 22. Lee, M. R. (2008), 'E-ethical leadership for virtual project teams', *International Journal of Project Management* - In Press.
 23. Lee-Kelley, L. (2006), 'Locus of control and attitudes to working in virtual teams', *International Journal of Project Management* 24(3), 234 - 243.
 24. Lee-Kelley, L. and Sankey, T. (2008), 'Global virtual teams for value creation and project success: A case study', *International Journal of Project Management* 26(1), 51 - 62.
 25. Mäkilouko, M. (2004), 'Coping with multicultural projects: the leadership styles of Finnish project managers', *International Journal of Project Management* 22(5), 387 - 396.

	<p>26. Mayer, M. (1998). 'The virtual edge: embracing technology for distributed project team success'. Pennsylvania: Project Management Institute.</p> <p>27. Milosevic, D. Z. (1999), 'Echoes of the Silent Language of Project Management', Project Management Journal 30(1), 27 - 39.</p> <p>28. Rad, P. and Levin, G. (2003), 'Achieving Project Management Success using Virtual Teams'. USA: J. Ross Publishing.</p> <p>29. Ramaprasad, A. and Prakash, A. N. (2003), 'Emergent project management: how foreign managers can leverage local knowledge', International Journal of Project Management 21(3), 199 - 205.</p> <p>30. Shore, B. (2008), 'Systematic biases and culture in project failures', Project Management Journal 39(4), 5 - 16.</p> <p>31. Shore, B. and Cross, B. J. (2005), 'Exploring the role of national culture in the management of large-scale international science projects', International Journal of Project Management 23(1), 55 - 64.</p> <p>32. Trompenaars, F. and Hampden-Turner, C. (2005), 'Riding the waves of culture: understanding the cultural diversity in business', London: Nicholas Brealey Publishing.</p>
Websites	<p>1. http://www.globalprojectmanagement.org</p> <p>2. https://www.researchgate.net/profile/Jean_Binder</p>

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</p>

	construction for use in other sectors. (Essentially, all sectors are experiencing the same issues to a greater or lesser extent.)
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	<p>BEFORE DAY 1 (Pre-Course Reading Assignments)</p> <p>1. Guild of Project Controls Compendium and Reference (GPCCaR) http://www.planningplanet.com/guild/GPCCAR-modules (FREE but you have to fill in a PROFILE that will take you about 10 minutes)</p> <p>a. Module 2-1 Managing People: http://www.planningplanet.com/guild/gpccar/introduction-to-managing-people</p> <p>b. Module 2-6 Identifying and Engaging Stakeholders: http://www.planningplanet.com/guild/gpccar/introduction-to-managing-people</p> <p>c. Module 5-1 Introduction to Managing Contracts: http://www.planningplanet.com/guild/gpccar/introduction-to-managing-contracts</p> <p>d. Module 5-3 Selecting the Project Delivery Method and Contract Type: http://www.planningplanet.com/guild/gpccar/managing-contracts-select-project-delivery-method-contract-type</p> <p>e. Module 5-4 Tendering and Bidding the Contract: http://www.planningplanet.com/guild/gpccar/managing-contracts-tendering-and-bidding-the-project</p> <p>f. Module 5-5 Managing the Contract (Owners and Contractors Perspectives): http://www.planningplanet.com/guild/gpccar/managing-contracts-managing-the-contract</p> <p>g. Module 5-6 Closing the Contract (Owners and Contractors Perspectives) http://www.planningplanet.com/guild/gpccar/managing-contracts-closing-the-contract</p> <p>h. Module 10-1 Introduction to Managing Change: http://www.planningplanet.com/guild/gpccar/introduction-to-managing-change</p> <p>i. Module 10-3 Managing Change- The Owners Perspective: http://www.planningplanet.com/guild/gpccar/managing-change-the-owners-perspective</p> <p>j. Module 10-4 Managing Change- The Contractors Perspective: http://www.planningplanet.com/guild/gpccar/managing-change-the-contractors-perspective</p> <p>k. Module 10-5 Managing Change Using Configuration Management: http://www.planningplanet.com/guild/gpccar/managing-change-configuration-management</p> <p>l. Module 12-1 Introduction to Forensic Analysis: http://www.planningplanet.com/guild/gpccar/introduction-to-managing-forensic-analysis</p> <p>2. KPMG Global Construction Survey 2015: https://home.kpmg.com/xx/en/home/insights/2015/03/global-construction-survey.html</p> <p>3. ARCADIS Global Construction Disputes 2015- https://www.arcadis.com/media/2/8/9/%7B289321DC-B266-4A13-82FA-CCBD54B6F535%7DARCADIS%20Construction%20Disputes%20Report%202015%20004.pdf</p> <p>4. Why do Contractors Fail? http://c.ymcdn.com/sites/www.surety.org/resource/resmgr/LearnAboutSurety/Why_Do_Contractors_Fail.pdf</p> <p>5. Ernst & Young Project Efficiency in the Oil and Gas Sector: http://www.ey.com/gl/en/industries/oil--</p>

	<p>-gas/ey-project-efficiency-in-oil-and-gas</p> <ol style="list-style-type: none"> 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 <p>AIS integrated project delivery approach- https://www.aiacontracts.org/resources/64146-integrated-project-delivery-a-guide</p> <ol style="list-style-type: none"> 9. How to develop competent professional level project management practitioners- http://pmworldjournal.net/wp-content/uploads/2015/07/pmwj36-jul2015-giammalvo-producing-competent-practitioners-second-edition.pdf <p>FOR PURCHASE BY SKEMA FOR YOUR LIBRARY</p> <ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 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

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

	<p>Project Management Institute. Rad, P., & Levin, G. (2003). Achieving Project Management Success Using Virtual Teams. 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. Slevin, D. P., & Pinto, J. K. (1991). Project Leadership: Understanding and Consciously Choosing your Style. <i>Project Management Journal</i>, XXII(1), 3948. Thompson, K. (2010). <i>Servant-Leadership: An effective model for project management</i>. Capella University. Turner, J. R. (2007). <i>Gower Handbook of Project Management</i>. (J. R. Turner, Ed.) (4th ed.). Aldershot: Gower. 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. Turner, J. R., & Müller, R. (2006). <i>Choosing Appropriate Project Managers: matching their leadership style to the type of project</i>. Newtown Square: Project Management Institute. Turner, J. R., Müller, R., & Dulewicz, V. (2009). Comparing the leadership styles of functional and project managers. <i>International Journal of Managing Projects in Business</i>, 2(2), 198216.</p>
Websites	<p>WEBLINKS: http://www.ipma.ch/Pages/default.aspx http://www.pmi.edu (Project Management articles) http://www.mckinseyquarterly.com (Management articles) http://www.geert-hofstede.com (Cross cultural) http://www.edwarddebono.com (Thinking strategies) http://www.quadrant1.com (Personal development) http://www.12manage.com (Management theories) http://www.fourhourworkweek.com (Personal Life Goals) https://www.ted.com/playlists/140/how_leaders_inspire (Leadership)</p> <p>DVDs: CNBC The Leaders - The Secrets To Their Success</p> <p>FILMS: Remember the Titans (2001) Gandhi (1982) Hotel Rwanda (2006) 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</p>

	introduces Human Resource Management (HRM) for and in projects, with a focus on four main topics: the project oriented organization and its features; HRM in project oriented organizations; HRM in projects and project stakeholder management.
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	<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)

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 Total 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 TOOLS FOR PROJECT MANAGEMENT

Course Code	MSC.PPMM2.PMELE.0002
--------------------	----------------------

ECTS Credits	3
Course Leader	GARDINER Paul
Synchronous	18
Discipline	Management & Organisation
Program	Project and Programme Management and Business Development
Prerequisites	None.
Course Description	Practical application of MS Project, Power BI and Power Automate to increase efficiency.
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris
Evaluation	
Final Examination (%)	70
Continuous Assessment (%)	30
Academic reference	None
Websites	None

DIGITAL TRANSFORMATION IN PROJECT MANAGEMENT

Course Code	MSC.PPMM2.PMCOR.0200
ECTS Credits	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	

OPEN INNOVATION AND KNOWLEDGE MANAGEMENT

Course Code	MSC.PPMM2.PMELE.0001
--------------------	----------------------

ECTS Credits	3
Course Leader	NIESTEN Eva
Synchronous	18
Discipline	Autre
Program	Project and Programme Management and Business Development
Prerequisites	none
Course Description	This course will provide an overview of Knowledge Management from the perspective of large firms as well as of startups and incubators. Course objectives: - Understand the challenges and digital tools of Knowledge Management - Make use of analytical concepts to design and develop different Knowledge strategies - Develop critical thinking in the development of real cases - Develop professional skills in writing and presenting reports
Course Open to Exchange	Lille /Fall;#Paris /Fall
Semester	fall
Campus	Lille, Paris
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	- The Knowledge Managers Handbook (2016), Milton, N. and Lambe, P., Kogan Page - Data Strategy : How to Profit from a World of Big Data, Analytics and the Internet of Things Ed. 1 (2017), Marr, B., Kogan Page
Websites	

INTERNATIONAL MARKETING AND BUSINESS DEVELOPMENT LILLE

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 Sophia

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

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 Lille
Prerequisites	M1 Marketing
Course Description	<p>This courses will apply business model strategy and design-thinking as complementary approaches to developing an idea and taking it to market. While moving through the different stages, it will address issues of creativity, ideation, prototyping, seeking proof of concept and pitching ideas to potential investors. It will also explore ideas, models and frameworks relevant to developing creative and innovative learning environments using Knowledge Management principles.</p> <p>This kind of approach may be familiar to some, but as final-year master students, the teams involved will be expected to raise their game and show mastery and understanding of the various stages. There are a range of methods and tools available that must become an integral part of each student's 'toolbox'. And for that, it is not enough to know they are there - skilful application is key.</p> <p>In practical terms, the course will develop the skills needed to generate innovative ideas, test them and then present them with conviction. It will also use real-world innovation tools in the process.</p> <p>These are precisely the skills needed to thrive in an innovation economy.</p>
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Sophia /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Suzhou
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	<p>Osterwalder, A. and Pigneur, Y. (2010) Business Model Generation.</p> <p>Knapp, J et al. (2016). SPRINT: How to generate ideas and solve problems in just five days by Google Ventures.</p> <p>Liedtka, Jeanne (2013) Solving Problems with Design Thinking : Ten Stories of What Works. Columbia University Press.</p> <p>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.</p>
Websites	

DIGITAL GROWTH

Course Code	MSC.IMBM2.MKCOR.0061
ECTS Credits	3
Course Leader	FAURE Camille
Synchronous	18
Discipline	Autre
Program	International Marketing and Business Development Sophia

Prerequisites	Marketing Fundamentals.
Course Description	<p>To seize the immense potential presented by the digital ecosystem, modern companies must continuously optimize their digital offerings.</p> <p>Product Managers play a pivotal role in winning digital organizations: they combine creativity with data analytics to develop the product. Whether it is a website or an application, they are expected to constantly innovate at the very heart of the products features and customer journey.</p> <p>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).</p> <p>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.</p>
Course Open to Exchange	Lille /Fall;#Lille /Spring;#Sophia /Spring
Semester	fall, spring
Campus	Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	30
Continuous Assessment (%)	70
Academic reference	<p>Lectures obligatoires / Required readings :</p> <p>Provided on Knowledge platform</p> <p>Lectures Recommandées / Recommended readings :</p> <p>Provided on the Knowledge platform</p>
Websites	Provided on the Knowledge platform

SUSTAINABILITY AND MARKETING

Course Code	MSC.IMBM2.MKELE.0219
ECTS Credits	3

Course Leader	BARRAQUIER Anne
Synchronous	18
Discipline	Autre
Program	International Marketing and Business Development Sophia
Prerequisites	Students should master the fundamentals of marketing as well as a thorough knowledge of globalisation context, antecedents and impacts. They must also master the key sustainability issues.
Course Description	The course focuses on the various dimensions of sustainability and on what they mean for marketing strategies in different types of businesses. It looks at the changes that business must conduct to sustainably create new products and services, and put sustainable products and/or services on the market. It reviews what sustainable design means for marketing teams, and how they should coordinate their efforts to other parts of their organization. It questions fundamental assumptions about product design, promotion, sales, and most of all consumption. It compels students to think out of the box, to find comprehensive marketing solutions.
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia
Evaluation	
Final Examination (%)	30
Continuous Assessment (%)	70
Academic reference	Press articles, journal articles and other documents provided on K2 and printed for some of them.
Websites	will appear on K2

TRADE MARKETING AND CATEGORY MANAGEMENT

Course Code	MSC.IMBM2.MKCOR.0071
ECTS Credits	3
Course Leader	LIMA Marcos

Synchronous	18
Department	Dept. Marketing
Program	International Marketing and Business Development Lille
Prerequisites	Intermediate marketing
Course Description	<p>Trade Marketing and Category Management are at the heart of developing retail brands, be it in stores or on the web. It is a main driver impacting:</p> <ul style="list-style-type: none"> - Increasing demand at wholesaler, retailer or distributor level - Methods of Trade Marketing - Current trends in trade marketing - Store & web profitability (buyer rate, average basket, contribution/m2,) - Customer experience and retention, - Value proposition differentiation - Merchandising and Supply Chain optimization - Vendor relationships <p>The course will detail all the key concepts of Category Management and will enable all participants to build an actual category plan through an on the ground case study.</p>
Course Open to Exchange	Lille /Fall;#Lille /Spring
Semester	fall, spring
Campus	Lille
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	<p>Lectures obligatoires / Required readings :</p> <ul style="list-style-type: none"> . Le Category Management, Serge Cogitore, Dunod . Berkhout, C. (2015) Retail Marketing Strategy. Delivering Shopper Delight (available at Scholarvox.com) <p>Lectures Recommandées / Recommended readings : Full reading list on Knowledge web site along with a selection of reports, cases and articles</p> <ul style="list-style-type: none"> . The 22 Immutable Laws of Marketing: Violate them at your own risk, by Al Ries and Jack Trout, . Blue Ocean Strategy : How to create uncontested market space and make the competition irrelevant, by Kim Chan and Renée Mauborgne, Harvard Business School Press
Websites	

CHALLENGE AUCHAN

Course Code	MSC.IMBM2.OTELE.0026
ECTS Credits	3
Course Leader	SPIER Peter
Synchronous	0
Department	Dept. Marketing
Program	International Marketing and Business Development Lille
Prerequisites	It is more than useful to have a decent level of French. Exchange students will be accepted after selection, and on understanding that their commitment to the project will be 100%

Course Description	Every year Auchan - the retailer - organizes a challenge in which a business school works together with a local Auchan store to address issues of importance for the retailer. The beauty of this is that students gain hands-on experience in dealing with those issues, with access to real data, in a real-life context. Invariably there will be opportunities to do market research with Auchan's clients. Students work in small teams of three and will present their findings to the stores executive board. The best teams will then present at the regional, and possibly national, level. Students will be coached by a teacher and accompanied by contacts in the company.
Course Open to Exchange	Lille /Fall;#Sophia /Fall;#Sophia /Spring
Semester	fall
Campus	Lille, Sophia
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	Appropriate references will be provided once the topic has been defined
Websites	

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 Lille
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	<p>List of some references:</p> <p>1. Introduction to IBD and Ecosystems Collinson, S., Narula, R., & Rugman, A. M. (2016). International business. Pearson. (Chapter 1)</p> <p>Brandenburger, A.M. and Nalebuff, B.J., 2002. Use game theory to shape strategy. Strategy: critical perspectives on business and management, 4, p.260.</p> <p>Jacobides, M.G., Cennamo, C. and Gawer, A., 2018. Towards a theory of ecosystems. Strategic Management Journal.</p> <p>Moore, J.F., 1993. Predators and prey: a new ecology of competition. Harvard business 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 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: 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	24
Discipline	Autre
Program	International Marketing and Business Development Lille
Prerequisites	<p>Intermediate marketing</p> <p>To keep group size reasonable, some limitation on numbers may be necessary. Selection will then be made by the course leader</p>
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 Lille
Prerequisites	Intermediate marketing is essential Limits may apply to group sizes
Course Description	<p>Few would deny the importance of brands as valuable assets and a potential source of sustainable competitive advantage. Nestlé bought Rowntree (KitKat, After Eight) for almost three times its stock market value and 26 times its earnings. BMW bought the Mini not for the technology, but for the history and the associations. This value is created by the place occupied by the brands in the minds of customers: brand awareness, image, trust and reputation - all built up over many years - are the best guarantee of future cash flows. As one commentator puts it: products are created in the factory. Brands are created in the mind'. Brands provide a short cut for customers when making a purchasing decision, seeking to avoid risk and obtain value for money. Brands provide a relevant, exciting experience. Brands connote a certain life style, values or attitude. Brands can become objects of affection: Lovemarks, even. Buying a brand is an integral part of an individuals quest for identity and meaning.</p> <p>The course will balance theory and practical application, with considerable use of case studies and student project work.</p> <p>Students will learn how companies manage brand equity, clearly a major strategic issue. This course provides a comprehensive introduction to strategic brand management, covering such areas as the building of brand equity, brand identity, brand extension, brand portfolios etc. in national, 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 Lille
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

FINANCE FOR MARKETING & NEW BUSINESS DEVELOPMENT

Course Code	MSC.IMBM2.FIELE.0122
ECTS Credits	3
Course Leader	LAI Wan Ni
Synchronous	18
Discipline	Autre
Program	International Marketing and Business Development Lille
Prerequisites	Please note that this course has been created specifically for students in the MSc IMBD who are also doing the innovation and creativity course and need additional support in finance for the new business development project. Priority for access will therefore be given to students who are following this course also.
Course Description	Finance for Marketing and Business Development applies tools and techniques of corporate finance to entrepreneurial business development. It closely follows a "life cycle of the firm" approach in a very accessible manner. The class will explore the theories, knowledge, and financial tools needed by an entrepreneur in starting, building, and harvesting a successful business. The course will focus on sound financial management practices, how and where to obtain the financial capital necessary to run and grow the venture, and how and when to interact with the financial institutions and regulatory agencies central to financing ventures as they grow and ultimately look for liquidity for their investors
Course Open to Exchange	Lille /Fall;#Sophia /Fall
Semester	fall
Campus	Lille, Sophia
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100

Academic reference	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings : PPTs, Financial Models, articles available on Knowledge
Websites	FT.COM + WALL STREET JOURNAL + REUTERS.COM + BLOOMBERG.COM

GOOGLE TOOLS AND SEM

Course Code	MSC.IMBM2.MKELE.0197
ECTS Credits	3
Course Leader	LIMA Marcos
Synchronous	18
Discipline	Autre
Program	International Marketing and Business Development Lille
Prerequisites	None
Course Description	At the end of this module, students will know the different levers of traffic generation and the operation of search engines. They will be able to use a range of analytical tools wisely to control these levers of traffic acquisition, and then optimize performance. In this module students will: <ul style="list-style-type: none"> - Know how the search engine works - Know the different levers of traffic acquisition - Master the tools of analysis - Track and monitor performance indicators
Course Open to Exchange	Lille /Fall;#Lille /Spring
Semester	fall, spring
Campus	Lille, Sophia
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Cutura, Kristina (2013) Advertising on Google: The High Performance Cookbook. Packt Publishing. Available at Scholarvox.com: http://www.scholarvox.com/catalog/book/docid/88850298
Websites	

MANAGING IN INTERNATIONAL CONTEXTS

Course Code	MSC.IMBM2.MKCOR.0059
ECTS Credits	3
Course Leader	MIDDELMANN Anke
Synchronous	18
Discipline	Autre
Program	International Marketing and Business Development Lille
Prerequisites	An interest in working across cultures, understanding different mindsets and actions, is a given for this course. While there is no specific academic or prior course requirement, students will be asked to read articles prior to the beginning of the course to ensure a sound

	foundation from which all students can progress. Any practical experience gained, either while studying, working or general living is a definite plus.
Course Description	<p>In this age of globalization, working in international and therefore multicultural environments is becoming a commonplace occurrence for many managers. Companies value multicultural working environments for the innovative ideas and solutions that can result from different perspectives, approaches and ways of working. At the same time, it is not always easy to navigate multicultural waters--stumbling blocks, such as different modes of communication, expectations and assumptions, ways of problem-solving, planning and achieving results--often complicate interactions and results at the international level. In marketing environments, effective multicultural management implies not only the ability to cooperate with others, work in teams and speak different languages, but also to understand the different mindsets of colleagues and consumers and how these will impact not only everyday working but also successful international marketing approaches.</p> <p>This course looks at some of the fundamental obstacles to successful cross-cultural working and, through a learning-by-doing approach, aims not only to raise cultural awareness (both of one's own cultural preferences and those of others) but also provide tools to overcome some of the intuitive and subconscious barriers (such as preconceptions and stereotypes) to permit inclusive and creative working. Moreover, it deals with the necessity of understanding the world views of others--colleagues and consumers--in order not only to work effectively, but also to understand a consumer's cultural mindset.</p>
Course Open to Exchange	Lille /Fall
Semester	fall
Campus	Lille
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	<p>Required readings :</p> <p>Adler, Nancy, "International Dimensions of Organizational Behavior", 2009</p> <p>Recommended readings :</p> <p>Hofstede, G, Hofstede G.J., Minkov, M, "Cultures and Organisations. Software of the Mind", McGraw-Hill, 2010</p> <p>Steers, R.M., Sanchez-Runde, C.J., Nardon, L., Management Across Cultures, Cambridge University Press, 2010</p> <p>Additional articles will be provided on the Knowledge course site</p>
Websites	

NEGOTIATION

Course Code	MSC.IMBM2.MKELE.0128
ECTS Credits	3
Course Leader	SPIER Peter
Synchronous	18
Discipline	Autre
Program	International Marketing and Business Development Lille
Prerequisites	None

Course Description	<p>This course is positioned as a complement aside the classic courses of marketing :</p> <ul style="list-style-type: none"> - At the end of their studies, about 50% of the students in Economics, Business Development, start in their professional life with a commercial function. - Companies offer more jobs in sales than in marketing positions (with a ratio of 10 for 1 according to some surveys). <p>The purpose is thus to give the participants some understanding of what negotiation is, to develop their own personal skills in negotiation, and to give them benchmarks about professional commercial behaviour, should they have tomorrow an occupation in Sales & Marketing.</p>
Course Open to Exchange	Lille /Fall
Semester	fall
Campus	Lille
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	Tracy, Brian. (2013). Negotiation. Amacom, 2013 http://www.scholarvox.com/catalog/book/docid/88813662
Websites	

PANEL DATA ANALYSIS

Course Code	MSC.IMBM2.MKELE.0191
ECTS Credits	3
Course Leader	LIMA Marcos
Synchronous	18
Discipline	Autre
Program	International Marketing and Business Development Lille
Prerequisites	Intermediate marketing knowledge.
Course Description	<p>Retail channels are an important part of the marketing equation. Whether you are working in or working with retail, it is vital to understand what makes retail tick. It is in a retail environment that consumers will have their 'first moment of truth' with a product. But retail is more than just a setting: it is an experience, a source of value, a frame of reference...</p> <p>Many students will find themselves working in consumer goods. Your key partners will be stores. What matters to the store manager? What is his/her business model? How can you better work together to align your interests?</p> <p>Industrial companies, such as Coca Cola, or Nestlé, might have their products distributed by intermediaries such as hypermarkets and chainstores. We thus, do not get the clear and precise information about the sell-out (sales to final consumers, who are the clients of those distributors), of our brand, nor its competitors. So, it is hard to evaluate its relative performance and be able to recommend actions without this type of information. In order to successfully design and implement a retail strategy, data is necessary both from distributor panels and consumer panels. Panels provide the insight on the performance, consumption and buying behaviours not only of brands but also of their competitors.</p> <p>This class aims to enable students to elaborate retail strategies by reading marketing panels to define problems but also to evaluate growth drivers, in order to recommend suitable, targeted and contextualized marketing actions.</p>

	The ability to read and interpret such "panel information" is becoming an increasingly important skills for many marketing positions.
Course Open to Exchange	Lille /Fall
Semester	fall
Campus	Lille
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	Advanced Customer Analytics : Targeting, Valuing, Segmenting and Loyalty Techniques Ed. 1. Grigsby, Mike. Kogan Page, 2016 Methods in Consumer Research, Volume 1 : New Approaches to Classic Methods. Ares, Gaston Elsevier Science. 2018
Websites	

PERFECT PITCH

Course Code	MSC.IMBM2.MKELE.0050
ECTS Credits	3
Course Leader	FAURE Camille
Synchronous	18
Discipline	Autre
Program	International Marketing and Business Development Lille
Prerequisites	None Limits may apply to group sizes
Course Description	This course is about concise, effective, persuasive communication. In today's business environment, you have to 'sell' your ideas, grabbing the attention of colleagues and customers, expressing your ideas briefly, with clarity and impact. In this course, you will learn how to master such communication even under pressure, how to interest and convince, in other words, how to 'make a pitch.
Course Open to Exchange	Lille /Fall;#Sophia /Fall
Semester	fall
Campus	Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Lectures obligatoires / Required readings : There is no required reading list. Lectures Recommandées / Recommended readings : Students are encouraged to read any published books on effective speaking, effective selling, etc., however to treat them with caution. Two possible publications: - Life's a Pitch, by Philip Delves Broughton - Small Message: Big Impact, by Terri Sjoden

Websites	Nothing required.
-----------------	-------------------

PERSUASIVE LEADERSHIP IN A MILLENNIAL WORLD

Course Code	MSC.IMBM2.MKELE.0166
ECTS Credits	3
Course Leader	FAURE Camille
Synchronous	18
Discipline	Autre
Program	International Marketing and Business Development Lille
Prerequisites	M1
Course Description	In a digital world ruled by innovation, artificial intelligence and uncertainty, Millennials will quickly be taken into high-level management positions in a context of cultural and generational diversity. This course has been designed to help them better understand what is leadership today. It combines theory and practice and fundamental tools to develop hard and soft skills and communicate about them persuasively. By becoming aware of their self-leadership, they will also be able to formulate an ambitious and unique professional project : theirs."
Course Open to Exchange	Lille /Fall;#Lille /Spring
Semester	fall, spring
Campus	Lille, Paris, Sophia
Evaluation	
Final Examination (%)	70
Continuous Assessment (%)	30
Academic reference	Delivered during the first class
Websites	

RESEARCH METHODS

Course Code	MSC.IMBM2.MKELE.0143
ECTS Credits	3
Course Leader	LIMA Marcos
Synchronous	0
Discipline	Autre
Program	International Marketing and Business Development Lille
Prerequisites	M1

Course Description	<p>This course is an introduction to the methods and techniques of research and critical thinking that will be useful to students in order to write their dissertation. It will provide students with the tools necessary to discriminate between well-designed and poor research. Also, the course will expose students to the research literature in their discipline.</p> <p>Regardless of professional aspirations, a sound knowledge of the principles and methods of research is critical in order to contend with the management problems and issues that pertain to the field of marketing.</p> <p>As a result of the course, students will have acquired through a step-by-step process, the necessary skills to be able to write their research proposal, which is the first step towards writing a dissertation</p>
Course Open to Exchange	Lille /Fall;#Sophia /Fall
Semester	fall
Campus	Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	70
Continuous Assessment (%)	30
Academic reference	<p>Saunders M., Lewis P., Thornhill A. (2016), "Research methods for business students", Pearson. https://ea171e12-a-62cb3a1a-sites.googlegroups.com/site/hgthdryrdftyjtykyt/ghfhgyuyuityiutyudfgedtryt/Research-Methods-for-.pdf?attachauth=ANoY7crFzXTToJ9dbkmvFOLedmzYb_ggfujylZ_kwR2-pWm92M2IPREhp1D_64NVb9EwwtLfiwp6SnEMP5CSDE8Unao5D6TIJIFeQCkRP_FYH024zQDCTS_xZKtlvqD68uPGDTDeYPb1Wx_WCQ6DFmKbdKohct92amgC-uN9n6TNA2vF3iGPVG67B7t1VMszowrhNcSLw_STzfQd4ugjvecqZ1ea6jXfTXJ6_MthuT2Dql1el5ziCvLtd4YpzUf2lyZJ-TryTrDUhR4kQGxVbdK415-4ojU6g%3D%3D&attredirects=0</p>
Websites	<p>On research topics and questions: www.msi.org On writing a literature review: http://www.lib.ncsu.edu/tutorials/litreview/ On citing your references: http://fr.slideshare.net/coma-hovadak/harvard-referencing-2011 On quoting and paraphrasing: http://owl.english.purdue.edu/owl/resource/563/1/ Paraphrasing guidelines : http://owl.english.purdue.edu/owl/resource/619/1/ Paraphrasing exercise: http://owl.english.purdue.edu/owl/resource/619/02/</p>

