



**Course Catalogue**  
**Master Programmes**  
**Incoming Exchange Students**  
**Paris Campus**  
**Fall 2022**

**Catalogue 1<sup>ère</sup> version  
2022/2023**

Dear Exchange Students,

Welcome to SKEMA Business School !

Here are a few key instructions on how to consult properly the **Paris 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.

**Catalogue 1<sup>ère</sup> version  
2022/2023**

<b>M1 ABM FRANCE.....</b>	<b>6</b>
BUSINESS TRANSFORMATION IN A DIGITAL ECONOMY .....	6
CAREER MANAGEMENT (FALL) .....	6
CORPORATE FINANCE .....	7
ENTREPRENEURSHIP .....	8
FRENCH BEGINNER I FALL (FOR NON NATIVE SPEAKERS) .....	8
FRENCH BEGINNER II FALL (FOR NON NATIVE SPEAKERS) .....	9
FRENCH ELEMENTARY FALL (FOR NON NATIVE SPEAKERS) .....	10
FRENCH POST-BEGINNER FALL (FOR NON NATIVE SPEAKERS) .....	11
GLOBAL ECONOMIC ISSUES .....	12
HUMAN RIGHTS AND BUSINESS RESPONSABILITY .....	13
INNOVATION MANAGEMENT & CREATIVITY .....	15
ADVANCED ACCOUNTING AND FINANCE.....	21
DIGITAL LITERACY FALL .....	21
ECONOMICS .....	22
EXCEL FALL .....	22
GEOPOLITICS .....	23
GRANDS DEBATS ECONOMIQUES CONTEMPORAINS .....	23
INTRODUCTORY ACCOUNTING & FINANCE.....	24
MARKETING REFRESHER FALL .....	24
OPERATIONS & SUPPLY CHAIN MANAGEMENT .....	25
<b>INTERNATIONAL BUSINESS .....</b>	<b>26</b>
AI FOR INTERNATIONAL BUSINESS.....	26
CAREER MANAGEMENT 1 .....	27
IMPORTING AND EXPORTING IN A GLOBAL MARKET .....	27
INTERNATIONAL MARKETING MANAGEMENT.....	28
INTERNATIONAL PROJECT MANAGEMENT .....	29
INTERNATIONALIZATION OF THE FIRM .....	30
MANAGING MULTICULTURAL TEAMS.....	30
GEOPOLITICS OF EUROPE.....	31
GLOBAL STAKEHOLDERS MANAGEMENT .....	32
RESEARCH METHOD .....	33
<b>INTERNATIONAL HUMAN RESOURCES &amp; PERFORMANCE MANAGEMENT .....</b>	<b>35</b>
ADVANCED ORGANISATIONAL BEHAVIOUR.....	35
ARTIFICIAL INTELLIGENCE FOR HRM .....	35
CAREER MANAGEMENT 1 .....	36
CORPORATE SOCIAL RESPONSIBILITY AND BUSINESS PERFORMANCE .....	37
GLOBALISATION AND HRM: THE CULTURAL IMPACT ON PEOPLE AND ORGANISATIONS.....	38
HRM: FUNDAMENTALS OF ORGANISATIONAL STRUCTURES.....	38
MANAGING HR AND CAREERS IN INTERNATIONAL ORGANISATIONS .....	40
MANAGING INDIVIDUAL & COLLECTIVE PERFORMANCE SYSTEMS .....	41
RECRUITMENT TECHNIQUES .....	41
STRATEGIC HUMAN RESOURCES MANAGEMENT .....	42
CONFLICT MANAGEMENT .....	43
DROIT SOCIAL.....	44

**Catalogue 1<sup>ère</sup> version  
2022/2023**

EMPLOYER BRANDING STRATEGIES AND EMPLOYER ATTRACTIVENESS .....	44
RESEARCH METHODS .....	45
<b>INTERNATIONAL STRATEGY AND INFLUENCE.....</b>	<b>46</b>
CAREER MANAGEMENT 1 .....	46
CONSULTING PROJECT 1 .....	47
EFFECTUATION .....	47
INTERNATIONAL STRATEGY.....	48
ORGANIZATIONAL DYNAMICS.....	48
SOCIAL MEDIA ANALYSIS.....	49
STRATEGIC AND COMPETITIVE INTELLIGENCE .....	50
STRATEGY, BUSINESS MODELS AND SUSTAINABILITY.....	51
CRITICAL THINKING AND METHODS.....	52
FINANCIAL INTELLIGENCE .....	52
GEOSTRATEGIE .....	53
GOVERNANCE AND SUSTAINABILITY STRATEGIES .....	54
MULTICULTURAL MANAGEMENT .....	55
PREPARING FOR CONSULTING JOBS 1 .....	56
<b>PROJECT AND PROGRAMME MANAGEMENT AND BUSINESS DEVELOPMENT.....</b>	<b>57</b>
CAREER MANAGEMENT 1 .....	57
INTERNATIONAL CONTRACT MANAGEMENT .....	58
LEADERSHIP SKILLS FOR PROJECTS .....	60
ORGANISATIONAL EXCELLENCE AND MATURITY MODELS .....	62
PEOPLE IN PROJECTS .....	63
PROJECT MANAGEMENT METHODS (EXTRA FEES) .....	64
PROJECT PLANNING AND CONTROL.....	65
PROJECT PRACTICE PORTFOLIO 1.....	66
BUSINESS AND PROJECT MANAGEMENT AGILITY .....	67
DIGITAL TOOLS FOR PROJECT MANAGEMENT .....	67
OPEN INNOVATION AND KNOWLEDGE MANAGEMENT .....	68
PROJECT MANAGEMENT FOR COMPETITIVE ADVANTAGE.....	68
<b>SUSTAINABLE FINANCE AND FINTECH .....</b>	<b>71</b>
APPLIED RESEARCH METHODS.....	71
BIG DATA, ARTIFICIAL INTELLIGENCE .....	71
BLOCKCHAIN AND CRYPTO ASSETS .....	72
CAREER MANAGEMENT 1 .....	72
CSR & GREEN BUSINESS .....	73
FINANCIAL INCLUSION AND DIGITILISATION.....	74
FINTECH SEMINAR.....	75
FINANCIAL MODELING I .....	76
FUNDAMENTAL & SUSTAINABLE FINANCE & TAX.....	76
PROGRAMMING WITH PYTHON I.....	77
SUSTAINABLE BANKS.....	77
ACCOUNTING PREREQUISITES .....	78
CORPORATE FINANCE PREQUISITES.....	79

**Catalogue 1<sup>ère</sup> version  
2022/2023**

**M1 ABM FRANCE**

**BUSINESS TRANSFORMATION IN A DIGITAL ECONOMY**

<b>Course Code</b>	PGE.FINM1.ECCOR.0906
<b>ECTS Credits</b>	3
<b>Course Leader</b>	DIBIAGGIO Ludovic
<b>Synchronous</b>	18
<b>Department</b>	Dept. Strategy, Entrepreneurship and Economics
<b>Program</b>	M1 ABM France
<b>Prerequisites</b>	None
<b>Course Description</b>	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.
<b>Course Open to Exchange</b>	Lille /Fall;#Paris /Fall;#Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	40
Continuous Assessment (%)	60
<b>Academic reference</b>	
<b>Websites</b>	

**CAREER MANAGEMENT (FALL)**

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

**Catalogue 1<sup>ère</sup> version  
2022/2023**

	<p>2. LINKEDIN Profile Development 3 workshops of 1h30 each in Spring :</p> <ol style="list-style-type: none"> <li>1. Storytelling &amp; Pitch</li> <li>2. Preparation for recruitment interviews</li> <li>3. The ALUMNI network: how to approach the network?</li> </ol> <p>+ evaluation + Career tuesday + Compagny Challenge (effective participation)</p>
<b>Course Open to Exchange</b>	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

**CORPORATE FINANCE**

<b>Course Code</b>	PGE.FINM1.FICOR.0503
<b>ECTS Credits</b>	4
<b>Course Leader</b>	GROSLAMBERT Bertrand
<b>Synchronous</b>	30
<b>Department</b>	Dept. Accounting and Finance
<b>Program</b>	M1 ABM France
<b>Prerequisites</b>	None
<b>Course Description</b>	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.
<b>Course Open to Exchange</b>	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	60
Continuous Assessment (%)	40
<b>Academic reference</b>	<p>1) Principles of Corporate Finance, 11/e, Brealey, Myers and Allen, McGrawHill Higher Education ed.</p> <p>2) Corporate Finance Theory and Practice, P. Vernimmen, John Wiley &amp; Sons, 2011, 3rd edition Available freely on Scholarvox by Cyberlibris at <a href="http://mediatheque.skema.edu/index.php?id=408">http://mediatheque.skema.edu/index.php?id=408</a></p>
<b>Websites</b>	<p><a href="Http://skema.lms.crossknowledge.com/data/modules/crossknowledge/interfaces/index.php">Http://skema.lms.crossknowledge.com/data/modules/crossknowledge/interfaces/index.php</a> <a href="http://www.vernimmen.com/">http://www.vernimmen.com/</a></p>

**Catalogue 1<sup>ère</sup> version  
2022/2023**

	<a href="http://mediatheque.skema.edu/index.php?id=408">http://mediatheque.skema.edu/index.php?id=408</a> <a href="http://knowledge.skema.edu/">http://knowledge.skema.edu/</a>
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**ENTREPRENEURSHIP**

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

**FRENCH BEGINNER I FALL (FOR NON NATIVE SPEAKERS)**

<b>Course Code</b>	PGE.FINM1.LGCOR.4312
<b>ECTS Credits</b>	2
<b>Course Leader</b>	DURANTON Hélène
<b>Synchronou s</b>	24
<b>Department</b>	Dept. Languages and Personal Development
<b>Program</b>	M1 ABM France
<b>Prerequisite s</b>	There are no-prerequisites for this course.



**Catalogue 1<sup>ère</sup> version  
2022/2023**

<b>Course Description</b>	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.
<b>Course Open to Exchange</b>	Lille /Fall;#Paris /Fall;#Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Lille, Paris, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	
<b>Websites</b>	Apprendre le français avec RFi : <a href="https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707">https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707</a> Apprendre le français avec TV5 Monde : <a href="http://apprendre.tv5monde.com/?utm_source=tv5monde&amp;utm_medium=metanav&amp;utm_campaign=langue-francaise_apprendre-le-francais">http://apprendre.tv5monde.com/?utm_source=tv5monde&amp;utm_medium=metanav&amp;utm_campaign=langue-francaise_apprendre-le-francais</a> Français Interactif : <a href="http://www.laits.utexas.edu/fi/home">http://www.laits.utexas.edu/fi/home</a> Dictionnaire en ligne Reverso : <a href="http://dictionnaire.reverso.net/">http://dictionnaire.reverso.net/</a>

**FRENCH BEGINNER II FALL (FOR NON NATIVE SPEAKERS)**

<b>Course Code</b>	PGE.FINM1.LGCOR.4360
<b>ECTS Credits</b>	2
<b>Course Leader</b>	DURANTON Hélène
<b>Synchronou s</b>	24
<b>Department</b>	Dept. Languages and Personal Development
<b>Program</b>	M1 ABM France
<b>Prerequisite s</b>	<b>Students must have completed French Beginner I.</b>
<b>Course Description</b>	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

**Catalogue 1<sup>ère</sup> version  
2022/2023**

	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.
<b>Course Open to Exchange</b>	Lille /Fall;#Paris /Fall;#Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Lille, Paris, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	
<b>Websites</b>	Apprendre le français avec RFI : <a href="https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707">https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707</a> Apprendre le français avec TV5 Monde : <a href="http://apprendre.tv5monde.com/?utm_source=tv5monde&amp;utm_medium=metanav&amp;utm_campaign=langue-francaise_apprendre-le-francais">http://apprendre.tv5monde.com/?utm_source=tv5monde&amp;utm_medium=metanav&amp;utm_campaign=langue-francaise_apprendre-le-francais</a> Français Interactif : <a href="http://www.laits.utexas.edu/fi/home">http://www.laits.utexas.edu/fi/home</a> Dictionnaire en ligne Reverso : <a href="http://dictionnaire.reverso.net/">http://dictionnaire.reverso.net/</a>

**FRENCH ELEMENTARY FALL (FOR NON NATIVE SPEAKERS)**

<b>Course Code</b>	PGE.FINM1.LGCOR.4313
<b>ECTS Credits</b>	2
<b>Course Leader</b>	DURANTON Hélène
<b>Synchronous</b>	24
<b>Department</b>	Dept. Languages and Personal Development
<b>Program</b>	M1 ABM France
<b>Prerequisites</b>	There are no pre-requisites for this course.
<b>Course Description</b>	This course is designed for students who have an 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

**Catalogue 1<sup>ère</sup> version  
2022/2023**

	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.
<b>Course Open to Exchange</b>	Lille /Fall;#Paris /Fall;#Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Lille, Paris, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	
<b>Websites</b>	Apprendre le français avec RFi : <a href="https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707">https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707</a> Apprendre le français avec TV5 Monde : <a href="http://apprendre.tv5monde.com/?utm_source=tv5monde&amp;utm_medium=metanav&amp;utm_campaign=langue-francaise_apprendre-le-francais">http://apprendre.tv5monde.com/?utm_source=tv5monde&amp;utm_medium=metanav&amp;utm_campaign=langue-francaise_apprendre-le-francais</a> Français Interactif : <a href="http://www.laits.utexas.edu/fi/home">http://www.laits.utexas.edu/fi/home</a> Dictionnaire en ligne Reverso : <a href="http://dictionnaire.reverso.net/">http://dictionnaire.reverso.net/</a>

**FRENCH POST-BEGINNER FALL (FOR NON NATIVE SPEAKERS)**

<b>Course Code</b>	PGE.FINM1.LGCOR.4315
<b>ECTS Credits</b>	2
<b>Course Leader</b>	DURANTON Hélène
<b>Synchronou s</b>	24
<b>Department</b>	Dept. Languages and Personal Development
<b>Program</b>	M1 ABM France
<b>Prerequisite s</b>	There are no pre-requisites for this course.
<b>Course Description</b>	This course is designed for students who have a basic knowledge of French (students will have successfully passed the Beginner I and II course or have approximately 50 hours of prior study). Students will consolidate their pronunciation and their knowledge of the language in all four skills at a basic level. By the end of this course, students will be able to communicate in a range of simple daily life situations. The course aims to prepare students for a period of study abroad by increasing cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French. Overall, students will attain a level comparable to A1 CEFR.

**Catalogue 1<sup>ère</sup> version  
2022/2023**

<b>Course Open to Exchange</b>	Lille /Fall;#Paris /Fall;#Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Lille, Paris, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	
<b>Websites</b>	Apprendre le français avec RFi : <a href="https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707">https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707</a> Apprendre le français avec TV5 Monde : <a href="http://apprendre.tv5monde.com/?utm_source=tv5monde&amp;utm_medium=metanav&amp;utm_campaign=langue-francaise_apprendre-le-francais">http://apprendre.tv5monde.com/?utm_source=tv5monde&amp;utm_medium=metanav&amp;utm_campaign=langue-francaise_apprendre-le-francais</a> Français Interactif : <a href="http://www.laits.utexas.edu/fi/home">http://www.laits.utexas.edu/fi/home</a> Dictionnaire en ligne Reverso : <a href="http://dictionnaire.reverso.net/">http://dictionnaire.reverso.net/</a>

**GLOBAL ECONOMIC ISSUES**

<b>Course Code</b>	PGE.FINM1.ECCOR.0904
<b>ECTS Credits</b>	2
<b>Course Leader</b>	DESBORDES Rodolphe
<b>Synchronous</b>	12
<b>Department</b>	Dept. Stratégie, Entrepreneurship and Economics
<b>Program</b>	M1 ABM France
<b>Prerequisites</b>	-None
<b>Course Description</b>	The course Global Economic Issues is a series of four lectures of 90 min covering the various issues associated with globalisation.
<b>Course Open to Exchange</b>	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris, Sophia, Stellenbosch-Le Cap, Suzhou
<b>Evaluation</b>	
Final Examination (%)	55
Continuous Assessment (%)	45
<b>Academic reference</b>	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

**Catalogue 1<sup>ère</sup> version  
2022/2023**

	University Press. Mishkin F. (2006). The Next Great Globalization. Princeton University
<b>Websites</b>	

**HUMAN RIGHTS AND BUSINESS RESPONSABILITY**

<b>Course Code</b>	PGE.FINM1.HRCOR.0355
<b>ECTS Credits</b>	2
<b>Course Leader</b>	GOETHALS Samentha
<b>Synchronous</b>	12
<b>Department</b>	Dept. Management, Law and Organization
<b>Program</b>	M1 ABM France
<b>Prerequisites</b>	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.
<b>Course Description</b>	<p>In recent years, human rights have become core concerns and standards of responsible and sustainable business practice. In June 2011, the United Nations endorsed the Guiding Principles on Business and Human Rights Protect, Respect, Remedy (UNGPs). Ten years on, the UNGPs and their operationalizing mechanism Human Rights Due Diligence have become the referent standards requiring business to respect the rights of individuals and communities affected by their activities, as well as through their relationships and modes of organization (e.g. global production networks). These principles and their operational mechanism are not law per se, but they have been integrated in several international frameworks driving responsible business and sustainability (e.g. the OECD Guidelines for Multinational Enterprises, the SDGs) as well as in legislations (e.g. the UK (2015) and Australian (2018) Modern Slavery Acts; the 2018 French Duty of Vigilance Law) and taken up by business groups and civil society organizations to benchmark practice (e.g. UN Global Compact; B Corps; Corporate Human Rights Benchmark). And yet, mobilisation for hard international legal standards to enforce business accountability as well as prevent and sanction corporate-related human rights harms remains as strong as ever (e.g. Campaign for a Treaty on Business Accountability for Human Rights). Meanwhile, questions are being raised about the complementarity of human rights and sustainability approaches in business to protect and realise rights, respond to global and local challenges and transition towards sustainable business and economic models.</p> <p>Thus, if anything, human rights increasingly matter for international business and involves numerous stakeholders. So what does this imply for organizations, their managers, their employees and their diverse external stakeholders be they local communities, states or investors?</p> <p>This three-part introductory course on Human Rights and Responsible Business addresses this question with the aims to inform students about the current standards and their implementation by firms, internal and external stakeholders, and states. Human rights have legal, moral and ethical implications for organizations. Here we will use them as a critical lens to evaluate responsible business practice and imagine how embedding human rights in business strategy can contribute towards sustainability and beyond.</p> <p>Part 1 What is? Principles and standards: a series of plenary lectures will offer an overview of the Business and Human Rights Global Governance Framework</p>

**Catalogue 1<sup>ère</sup> version  
2022/2023**

	<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>
<b>Course Open to Exchange</b>	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Stellenbosch-Le Cap, Suzhou
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	<p>Teasers:</p> <p>The UN Guiding Principles on Business and Human Rights: An Introduction (2015)  <a href="https://www.youtube.com/watch?v=BCoL6JVZHrA">https://www.youtube.com/watch?v=BCoL6JVZHrA</a>  Presented by Mike Baab</p> <p>Webinar - Rethinking how to do business: Why should companies hire people with human rights? (2020)  <a href="https://www.youtube.com/watch?v=n5hM33xqEt4&amp;feature=youtu.be">https://www.youtube.com/watch?v=n5hM33xqEt4&amp;feature=youtu.be</a>  Presented by Björn FASTERLING, Professor of Law and Legal EDHEC Researcher at EDHEC Business School</p> <p>Co-hosted with Joanne Bauer, Adjunct Professor of International and Public Affairs at Columbia</p> <p>Nestle Human Rights Due Diligence webpage  <a href="https://www.nestle.com/csv/impact/respecting-human-rights/human-rights-impacts">https://www.nestle.com/csv/impact/respecting-human-rights/human-rights-impacts</a></p> <p>Preliminary and indicative resources recommended to peruse ahead of the course:  Business and Human Rights Journal <a href="https://www.cambridge.org/core/journals/business-and-human-rights-journal">https://www.cambridge.org/core/journals/business-and-human-rights-journal</a> (available from KCentre)</p> <p>Ruggie G. (2013) Just Business: Multinational Corporations and Human Rights, W.W. Norton  Baumann-Pauly D. &amp; Nolan J (eds), (2016) Business and Human Rights From Principles to Practice, Routledge</p> <p>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>
<b>Websites</b>	<p>Resources recommended to peruse ahead of the course:</p> <p><a href="https://www.ohchr.org/EN/Issues/Business/Pages/BusinessIndex.aspx">https://www.ohchr.org/EN/Issues/Business/Pages/BusinessIndex.aspx</a>  <a href="http://mneguidelines.oecd.org/global-forum/">http://mneguidelines.oecd.org/global-forum/</a>  <a href="https://www.ilo.org/global/standards/introduction-to-international-labour-standards/lang-en/index.htm">https://www.ilo.org/global/standards/introduction-to-international-labour-standards/lang-en/index.htm</a>  <a href="https://www.business-humanrights.org">https://www.business-humanrights.org</a>  <a href="https://humanrights.dk/business-human-rights">https://humanrights.dk/business-human-rights</a>  <a href="https://www.openglobalrights.org/corporations/">https://www.openglobalrights.org/corporations/</a>  <a href="https://rightscolab.org/about/">https://rightscolab.org/about/</a>  <a href="https://bcorporation.net">https://bcorporation.net</a></p>

**Catalogue 1<sup>ère</sup> version  
2022/2023**

	<a href="https://wfto.com">https://wfto.com</a> <a href="https://businessfightspoverty.org">https://businessfightspoverty.org</a> <a href="http://www.humanrightsandbusiness.org">http://www.humanrightsandbusiness.org</a> <a href="https://www.nottingham.ac.uk/research/beacons-of-excellence/rights-lab/index.aspx">https://www.nottingham.ac.uk/research/beacons-of-excellence/rights-lab/index.aspx</a>
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**INNOVATION MANAGEMENT & CREATIVITY**

<b>Course Code</b>	PGE.FINM1.HRCOR.0344
<b>ECTS Credits</b>	3
<b>Course Leader</b>	ROSSETTO Dennys Eduardo
<b>Synchronous</b>	9
<b>Department</b>	Dept. Management, Law and Organization
<b>Program</b>	M1 ABM France
<b>Prerequisites</b>	-
<b>Course Description</b>	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.
<b>Course Open to Exchange</b>	Belo /Fall;#Lille /Fall;#Paris /Fall;#Sophia /Fall;#Suzhou /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris, Sophia
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	<p>1. Introduction and theoretical basis of innovation Management  Adams, R., Bessant, J. &amp; 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. &amp; McDonald, R. (2015). What is disruptive innovation. <i>Harvard Business Review</i> 93, 44-53.</p> <p>Garcia, R. &amp; 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> <p>OECD &amp; Eurostat (2019) <i>Oslo Manual 2018: Guidelines for Collecting, Reporting and Using Data on Innovation</i> (258). Luxembourg: OECD Publishing, Paris/Eurostat.</p> <p>Rossetto, D. E., Bernardes, R. C., Borini, F. M. &amp; Gattaz, C. C. (2018). Structure and evolution of innovation research in the last 60 years: review and future trends in the field of business through the citations and co-citations analysis. <i>Scientometrics</i> 115, 1329-1363.</p> <p>Tidd, J. &amp; Bessant, J. (2013) <i>Managing Innovation: Integrating technological market and organizational change</i> (680). John Wiley &amp; Sons.</p>

**Catalogue 1<sup>ère</sup> version  
2022/2023**

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3. Innovation Ecosystems Introduction  
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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.  
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4. Developing Relationships and Value Generation in an Innovation Ecosystems  
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**Catalogue 1<sup>ère</sup> version  
2022/2023**

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**Catalogue 1<sup>ère</sup> version  
2022/2023**

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**Catalogue 1<sup>ère</sup> version  
2022/2023**

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**Catalogue 1<sup>ère</sup> version  
2022/2023**

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**Catalogue 1<sup>ère</sup> version  
2022/2023**

	Innovation: Mapping the Field and Implications for Global Competitiveness. Research-Technology Management 57, 20-27.
<b>Websites</b>	

**ADVANCED ACCOUNTING AND FINANCE**

<b>Course Code</b>	PGE.FINM1.FIELE.0519
<b>ECTS Credits</b>	2
<b>Course Leader</b>	FERRANTE Guillaume
<b>Synchronous</b>	0
<b>Department</b>	Dept. Accounting and Finance
<b>Program</b>	M1 ABM France
<b>Prerequisites</b>	Finance and accounting basics
<b>Course Description</b>	Advanced finance course
<b>Course Open to Exchange</b>	Lille /Fall;#Paris /Fall;#Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Lille, Paris, Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

**DIGITAL LITERACY FALL**

<b>Course Code</b>	PGE.FINM1.ISELE.0719
<b>ECTS Credits</b>	2
<b>Course Leader</b>	FAURE Camille
<b>Synchronous</b>	0
<b>Department</b>	Dept. Management of projects, Information Systems and Supply Chains
<b>Program</b>	M1 ABM France
<b>Prerequisites</b>	none
<b>Course Description</b>	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
<b>Course Open to Exchange</b>	Lille /Fall;#Paris /Fall;#Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	100

**Catalogue 1<sup>ère</sup> version  
2022/2023**

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

**ECONOMICS**

<b>Course Code</b>	PGE.FINM1.ECELE.0915
<b>ECTS Credits</b>	0
<b>Course Leader</b>	FERRANTE Guillaume
<b>Synchronous</b>	9
<b>Department</b>	Dept. Strategy, Entrepreneurship and Economics
<b>Program</b>	M1 ABM France
<b>Prerequisites</b>	None.
<b>Course Description</b>	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)
<b>Course Open to Exchange</b>	Lille /Fall;#Paris /Fall;#Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Lille, Paris, Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	- The teachings will be based on the : Krugman/Obstfeld/ 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.
<b>Websites</b>	

**EXCEL FALL**

<b>Course Code</b>	PGE.FINM1.ISELE.0720
<b>ECTS Credits</b>	2
<b>Course Leader</b>	MILLELIRI André
<b>Synchronous</b>	0
<b>Department</b>	Dept. Management of projects, Information Systems and Supply Chains
<b>Program</b>	M1 ABM France
<b>Prerequisites</b>	none
<b>Course Description</b>	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.
<b>Course Open to Exchange</b>	Belo /Fall;#Lille /Fall;#Paris /Fall;#Sophia /Fall;#Suzhou /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Stellenbosch-Le Cap, Suzhou

**Catalogue 1<sup>ère</sup> version  
2022/2023**

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

**GEOPOLITICS**

<b>Course Code</b>	PGE.FINM1.STCOR.0816
<b>ECTS Credits</b>	0
<b>Course Leader</b>	MENEUT, Emmanuel-EXT
<b>Synchronous</b>	0
<b>Department</b>	Dept. Stratégie, Entrepreneurship and Economics
<b>Program</b>	M1 ABM France
<b>Prerequisites</b>	-
<b>Course Description</b>	-
<b>Course Open to Exchange</b>	Lille /Fall;#Paris /Fall;#Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	
<b>Websites</b>	

**GRANDS DEBATS ECONOMIQUES CONTEMPORAINS**

<b>Course Code</b>	PGE.FINM1.STELE.0819
<b>ECTS Credits</b>	2
<b>Course Leader</b>	COMBE Emmanuel
<b>Synchronous</b>	12
<b>Department</b>	Dept. Stratégie, Entrepreneurship and Economics
<b>Program</b>	M1 ABM France
<b>Prerequisites</b>	
<b>Course Description</b>	
<b>Course Open to Exchange</b>	Lille /Fall;#Paris /Fall;#Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Lille, Paris, Sophia
<b>Evaluation</b>	

**Catalogue 1<sup>ère</sup> version  
2022/2023**

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

**INTRODUCTORY ACCOUNTING & FINANCE**

<b>Course Code</b>	PGE.FINM1.FIELE.0518
<b>ECTS Credits</b>	0
<b>Course Leader</b>	FERRANTE Guillaume
<b>Synchronous</b>	12
<b>Department</b>	Dept. Accounting and Finance
<b>Program</b>	M1 ABM France
<b>Prerequisites</b>	None
<b>Course Description</b>	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.
<b>Course Open to Exchange</b>	Lille /Fall;#Paris /Fall;#Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Lille, Paris, Sophia
<b>Evaluation</b>	
Final Examination (%)	60
Continuous Assessment (%)	40
<b>Academic reference</b>	
<b>Websites</b>	

**MARKETING REFRESHER FALL**

<b>Course Code</b>	PGE.FINM1.MKCOR.0408
<b>ECTS Credits</b>	0
<b>Course Leader</b>	OLMEDILLAFERNANDEZ Maria
<b>Synchronous</b>	0
<b>Department</b>	Dept. Marketing
<b>Program</b>	M1 ABM France
<b>Prerequisites</b>	-None
<b>Course Description</b>	-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



**Catalogue 1<sup>ère</sup> version  
2022/2023**

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

**OPERATIONS & SUPPLY CHAIN MANAGEMENT**

<b>Course Code</b>	PGE.FINM1.PMCOR.0002
<b>ECTS Credits</b>	3
<b>Course Leader</b>	MAZAHIR Muhammad Shumail
<b>Synchronous</b>	18
<b>Department</b>	Dept. Management of projects, Information Systems and Supply Chains
<b>Program</b>	M1 ABM France
<b>Prerequisites</b>	1) Quantitative background; 2) Fundamental course in Economics
<b>Course Description</b>	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.
<b>Course Open to Exchange</b>	Lille /Fall;#Paris /Fall;#Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Lille, Paris, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	30
Continuous Assessment (%)	70
<b>Academic reference</b>	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
<b>Websites</b>	

**INTERNATIONAL BUSINESS**

**AI FOR INTERNATIONAL BUSINESS**

<b>Course Code</b>	MSC.IBRM2.STCOR.0034
<b>ECTS Credits</b>	3
<b>Course Leader</b>	EZZEROUALI Amine
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	International Business
<b>Prerequisites</b>	None
<b>Course Description</b>	<p>Artificial Intelligence, or AI, is a very trendy word and a subject of multiple interpretations, some of which may converge or diverge. There is one fact however that is common for all actors- researchers, politicians, and practitioners alike: AI is transforming our societies, our businesses, our lives. This transformative impact is at the core of this course. Indeed, the purpose of the course is to help future International Business professionals deal with AI and use it as a tool to help improve the performance of their teams and their organizations.</p> <p>From a theoretical perspective, we will start by breaking down the meaning behind AI terminology (Machine Learning, Data Science, Neural Networks, etc.). We will then explore how International Trade and Global Businesses react to and deal with AI development and spread.</p> <p>From a practical perspective, we will be exploring and testing one of the most used zero/low code platforms for AI: the Microsoft PowerApps Platform. The core philosophy of the course being the "Citizen Developer" approach to AI.</p>
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Paris, Raleigh, Suzhou
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	<p>Stuart, R., &amp; Peter, N. (2016). Artificial intelligence-a modern approach 3rd ed.</p> <p>Akerkar, R. (2018). Artificial intelligence for business. Springer.</p> <p>Yao, M., Zhou, A., &amp; Jia, M. (2018). Applied artificial intelligence: A handbook for business leaders. Topbots Inc..</p>
<b>Websites</b>	<p><a href="https://skemagloballab.io/">https://skemagloballab.io/</a></p> <p><a href="https://sloanreview.mit.edu/tag/artificial-intelligence/">https://sloanreview.mit.edu/tag/artificial-intelligence/</a></p> <p><a href="https://www.csail.mit.edu/">https://www.csail.mit.edu/</a></p> <p><a href="http://news.mit.edu/topic/artificial-intelligence2">http://news.mit.edu/topic/artificial-intelligence2</a></p>

**Catalogue 1<sup>ère</sup> version  
2022/2023**

**CAREER MANAGEMENT 1**

<b>Course Code</b>	MSC.FMIM2.FICOR.0201
<b>ECTS Credits</b>	1
<b>Course Leader</b>	BEAUGRAND Audrey
<b>Synchronous</b>	6
<b>Discipline</b>	Autre
<b>Program</b>	International Business
<b>Prerequisites</b>	NoPrerequisites
<b>Course Description</b>	<p>This course is managed by the Talent &amp; Careers Department. In order to validate this course, students have to:</p> <p>1 MANDATORY : Take E-learning module on Abintegro platform (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 &amp; Careers on your campus or organized by partners companies (check JOBTEASER Platform)</p> <p>MAIN CONTACTS FOR YOUR PROGRAM:</p> <p>LILLE: Audrey BEAUGRAND &amp; Feryel HOUSSEIN PARIS: Laura SINDONINO, Janice M'BENGO &amp; Miina VAISANEN (for International students) SOPHIA: Sylvie MARTINAUD, Anne DUFLOS (for International students) SUZHOU : April YANG RALEIGH : Amanda CHAMBERLAIN BELO HORIZONTE : Geneviève POULINGUE &amp; Ana Cristina BRAGA</p>
<b>Course Open to Exchange</b>	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Paris, Sophia
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings :
<b>Websites</b>	under the YEP go and click on: Talent & Careers -> Jobteaser -> SKEMA TOOLS

**IMPORTING AND EXPORTING IN A GLOBAL MARKET**

<b>Course Code</b>	MSC.IBUM2.STCOR.0061
<b>ECTS Credits</b>	5
<b>Course Leader</b>	COSTE-MANIERE Ivan
<b>Synchronous</b>	30
<b>Discipline</b>	Autre
<b>Program</b>	International Business

**Catalogue 1<sup>ère</sup> version  
2022/2023**

<b>Prerequisites</b>	None
<b>Course Description</b>	The conduct of international trade, including Strategy & Management, Global Marketing, Trade Finance and Supply Chain. Specific focus with Harmonized Codes, terms of sale (INCOTERMS), financing arrangements, means of payment, credit insurance, shipping and insurance issues, market research, support services, legal and tax implications, and trade facilitation. Course will cover global trade functions that will be seen daily by an international trade professional, but will be focused through a USA perspective.
<b>Course Open to Exchange</b>	Paris /Fall;#Raleigh /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Paris, Raleigh, Suzhou
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	<ul style="list-style-type: none"> <li>- Albaum, G. and E. Duerr (2016), International Marketing and Export Marketing, Printice Hall FT, 7th Edition.</li> <li>- Weiss, Kenneth D. (2010), "Building an Import/Export Business", 4th Edition.</li> <li>- ICC Chamber of Commerce (2010), "Incoterms 2010".</li> <li>- Selected case studies to be provided before the begining of the course.</li> </ul>
<b>Websites</b>	

**INTERNATIONAL MARKETING MANAGEMENT**

<b>Course Code</b>	MSC.IBNM2.MKCOR.0016
<b>ECTS Credits</b>	5
<b>Course Leader</b>	RIGAUD Emmanuelle
<b>Synchronous</b>	30
<b>Discipline</b>	Autre
<b>Program</b>	International Business
<b>Prerequisites</b>	Some studies in marketing would be helpful to the students. However, this is not a prerequisite.
<b>Course Description</b>	This course has been designed to prepare students the best for their marketing career or an understanding in marketing in an international context. It is based on real-life experiences in terms of brand building, product adaptation and launch in various markets across the globe, from Europe to Middle East, Asia and the US. You will learn to make the right twist in the marketing mix when it comes to « glocalization », by always integrating the intercultural notions you will obtain at the beginning of the class. This course is highly interactive and provides a mix between theory and real-life business bestpractices. You will work on cases written and experienced by the professor herself during her professional career.
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris, Stellenbosch-Le Cap
<b>Evaluation</b>	

**Catalogue 1<sup>ère</sup> version  
2022/2023**

Final Examination (%)	30
Continuous Assessment (%)	70
<b>Academic reference</b>	<p>Lectures obligatoires / Required readings : Will be provided via Knowledge</p> <p>Lectures Recommandées / Recommended readings : Will be provided via Knowledge See during courses</p> <p>Keller, K.L. (2008). Strategic Brand Management. (3rd edition) Prentice-Hall.</p> <p>Kapferer, J.N. (2008). The New Strategic Brand Management: Creating and Sustaining Brand Equity Long Term. Kogan Page</p> <p>Osterwalder, A., &amp; Pigneur, Y. (2012). Designing business models and similar strategic objects: the contribution of IS. Journal of the Association for information systems, 14(5), 3.</p> <p>Osterwalder, A., &amp; Pigneur, Y. (2010). Business model generation: a handbook for visionaries, game changers, and challengers. John Wiley &amp; Sons.</p>
<b>Websites</b>	See with professor during courses

**INTERNATIONAL PROJECT MANAGEMENT**

<b>Course Code</b>	MSC.IBNM2.PMCOR.0005
<b>ECTS Credits</b>	5
<b>Course Leader</b>	ELTIGANI Adil
<b>Synchronous</b>	30
<b>Discipline</b>	Autre
<b>Program</b>	International Business
<b>Prerequisites</b>	Course Project Management Fundamentals
<b>Course Description</b>	The Project Management track is dedicated to deliver practical and theoretical PM fundamentals. based on « best practices » collected from worldwide Professionals and documented by PMI® (Project Management Institute) thru the PMBOK® (Project Management Body Of Knowledge), a worldwide Project Management Standard.
<b>Course Open to Exchange</b>	Paris /Fall;#Raleigh /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris, Raleigh, Stellenbosch-Le Cap, Suzhou
<b>Evaluation</b>	
Final Examination (%)	60
Continuous Assessment (%)	40
<b>Academic reference</b>	<p>Lectures obligatoires / Required readings : PMBOK 5th Edition (edited by PMI) English version. Electronic PDF version free of charge for PMI member</p>
<b>Websites</b>	<p>Www.pmi.org: For PMI members, Access to all PMI standards, including PMBOK 5th edition, and an electronic PM library with more than 300 PM Books.</p> <p>Www.pmexam.com: Example of daily questions in same format as for the real exam)</p>

**Catalogue 1<sup>ère</sup> version  
2022/2023**

**INTERNATIONALIZATION OF THE FIRM**

<b>Course Code</b>	MSC.IBNM2.STCOR.0028
<b>ECTS Credits</b>	5
<b>Course Leader</b>	LINDER Christian
<b>Synchronous</b>	30
<b>Discipline</b>	Autre
<b>Program</b>	International Business
<b>Prerequisites</b>	none
<b>Course Description</b>	The course will teach students through academic lectures and tutorials the practice of the process of internationalization of firms, from the decision to internationalize to the organizational structuring of internationalization.
<b>Course Open to Exchange</b>	Paris /Fall;#Raleigh /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Paris, Raleigh, Stellenbosch-Le Cap, Suzhou
<b>Evaluation</b>	
Final Examination (%)	40
Continuous Assessment (%)	60
<b>Academic reference</b>	Lectures obligatoires / Required readings : Mike Peng and Klaus Meyer (2019) International Business (3rd edition), Cengage. ISBN: 978-1-4737-5843-8. Lectures Recommandées / Recommended readings : -Individual articles (posted)
<b>Websites</b>	

**MANAGING MULTICULTURAL TEAMS**

<b>Course Code</b>	MSC.IBUM2MLCOR.0008
<b>ECTS Credits</b>	3
<b>Course Leader</b>	MIDDELMANN Anke
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	International Business
<b>Prerequisites</b>	While there is no academic or course pre-requisite, students should reflect on their personal international and intercultural experiences prior to the course. They should also read any documentation sent to them prior to the start of the class.
<b>Course Description</b>	Multicultural teams offer a number of advantages to international firms, including deep knowledge of different product markets, culturally sensitive customer service, and 24-hour work rotations. In addition, many companies rely on such teams to develop innovative approaches and solutions. Nevertheless, such advantages may be outweighed by challenges stemming from cultural differences, which can seriously impair the effectiveness of a team or even bring it to a stalemate. To enable future managers to better cope with culture-based challenges, this course

**Catalogue 1<sup>ère</sup> version  
2022/2023**

	<p>examines the cultural impact of individuals' attitudes, preferences and mindsets, and their effect in international and multicultural workplace settings in terms of interpersonal relationships, planning and decision-making, issues of hierarchy and matrix working, and change.</p> <p>The class will be a "laboratory" of the multicultural team environment. Formal learning on cross-cultural theories will be put into practice through "learning by doing" activities, in which students will be immersed into a variety of multicultural situations to experience the impact of cultural and personal differences in international settings. Students will be required to reflect not only on the working preferences, attitudes and expectations of individuals from other cultures, but also, and importantly, be asked examine their own culture--and the resulting cultural lenses through which they perceive the multicultural experience.</p> <p>Through the combination of theoretical and practical experiential approaches, students will develop ways of reconciling different cultural approaches and ways of working to develop beneficial and productive working relationships.</p>
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris, Stellenbosch-Le Cap
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	<p>Adler, N., International Dimensions of Organizational Behavior.</p> <p>Barna, L., Intercultural Stumbling Blocks to Intercultural Communication. In: Bennett, M., (2013), Basic Concepts of Intercultural Communication: Paradigms, Principles, and Practices.</p> <p>Hammer, M., Bennett, M. &amp; Wiseman, R. (2003), Measuring intercultural sensitivity: The intercultural development inventory. International Journal of Intercultural Relations, 27 (2003) 421443.</p> <p>Steers, R., Nardon, L., Sanchez-Runde, C.J. (2016), Management across Cultures: Developing Global Competencies. Cambridge University Press.</p>
<b>Websites</b>	<p><a href="https://www.hofstede-insights.com/">https://www.hofstede-insights.com/</a></p> <p><a href="https://www.idrinstitute.org/dmis/">https://www.idrinstitute.org/dmis/</a></p> <p>The Society for Intercultural Education, Training and Research has national chapters all over the world, with different website links. This one is for Europe: <a href="https://www.sietareu.org/">https://www.sietareu.org/</a></p>

**GEOPOLITICS OF EUROPE**

<b>Course Code</b>	MSC.IBSM2.STELE.0050
<b>ECTS Credits</b>	3
<b>Course Leader</b>	LASSALLE, Paul-EXT
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	International Business
<b>Prerequisites</b>	n/a

**Catalogue 1<sup>ère</sup> version  
2022/2023**

<b>Course Description</b>	This course provides students with the opportunity to examine key geopolitical developments in Europe. The course will review contemporary conceptualisations of Europe, examine regional political cooperation, European and Transatlantic integration, new emerging security challenges and national foreign policy development.
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	75
Continuous Assessment (%)	25
<b>Academic reference</b>	Academic sources: Journal of Common Market Studies European View international affairs Journal of World Trade International Business Review Journal of International Business Studies Annals of the Association of American Geographers Journal of European Public Policy Baylis, J. et al. (2014) The globalization of world politics: An introduction to international relations (6th Edition). Oxford University Press Nayar B. (2005) The geopolitics of globalization : the consequences for development. Oxford University Press, Oxford India Paperback.
<b>Websites</b>	IMF European Commission OECD Financial Time The Economist <a href="http://europa.eu/">http://europa.eu/</a>

**GLOBAL STAKEHOLDERS MANAGEMENT**

<b>Course Code</b>	MSC.IBNM2.STELE.0048
<b>ECTS Credits</b>	3
<b>Course Leader</b>	EZZEROUALI Amine
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	International Business
<b>Prerequisites</b>	None.
<b>Course Description</b>	Every organization needs to engage with a set of internal and external stakeholders that influence the process of wealth and value creation. Customers and users, suppliers, shareholders, employees, labor unions, NGOs, government agencies, etc. are examples of some of the key stakeholders with which organizations engage locally and globally. Knowing when and how to build and maintain short and long-term stakeholder engagement is highly



**Catalogue 1<sup>ère</sup> version  
2022/2023**

	critical in a complex and fast changing environment. This course addresses managerial, political, economic, sociological and psychological foundations of global stakeholder management and engagement through extant theory and case study examples of successful and failed stakeholder management strategies in various industries and multiple countries.
<b>Course Open to Exchange</b>	Paris /Fall;#Raleigh /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris, Raleigh
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	Freeman, E. R. (1984). Strategic Management: A Stakeholder Approach. Boston: Pitman. Carroll, A., & Buchholtz, A. (2014). Business and Society: Ethics, Sustainability, and Stakeholder Management. Cengage Learning. Freeman, E. R., Harrison, J. S., Wicks, A. C., Parmar, B. L., & de Colle, S. (2010). Stakeholder theory: the state of the art. Cambridge University Press.
<b>Websites</b>	<a href="http://stakeholdertheory.org/">http://stakeholdertheory.org/</a>

**RESEARCH METHOD**

<b>Course Code</b>	MSC.IBUM2.STELE.0058
<b>ECTS Credits</b>	3
<b>Course Leader</b>	FERRARA Laurent
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	International Business
<b>Prerequisites</b>	n/a
<b>Course Description</b>	This course provides a comprehensive introduction to research proposal writing. It is designed to help students to identify a study topic, critically analyze published research, formulate inquiry questions, organize a literature review, and select appropriate (quantitative or qualitative) data collection method. By the end of the course, students will complete a proposal that includes an introduction, problem statement, literature review, methods section and references. This course will also develop students awareness of the ethical principles of research. After a successful completion of this course, students will convert this proposal into a full research that will include the following sections: findings, discussion, conclusions, and references. THIS ELECTIVE IS MANDATORY FOR THOSE PURSUING A MSc DEGREE.
<b>Course Open to Exchange</b>	Paris /Fall;#Raleigh /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Paris, Raleigh, Stellenbosch-Le Cap, Suzhou
<b>Evaluation</b>	
Final Examination (%)	100

**Catalogue 1<sup>ère</sup> version  
2022/2023**

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

**INTERNATIONAL HUMAN RESOURCES & PERFORMANCE MANAGEMENT**

**ADVANCED ORGANISATIONAL BEHAVIOUR**

<b>Course Code</b>	MSC.IHRM2.MLCOR.0002
<b>ECTS Credits</b>	2
<b>Course Leader</b>	BACHA Eliane
<b>Synchronous</b>	12
<b>Discipline</b>	Autre
<b>Program</b>	International Human Resources & Performance Management
<b>Prerequisites</b>	None
<b>Course Description</b>	This course provides students with the essential background to organisations and management of and within these. Students will examine issues of leadership, management, motivation, ethics, and other aspects fundamental for anyone working in international organisations--and specifically in HR functions.
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	George, J.M. and Jones, G.R. (2012), <i>Understanding &amp; Managing Organizational Behavior</i> , Pearson, 6th Edition. Robbins, S. and Coulter, M. (2014), <i>Management</i> , Upper Saddle River, NJ: Pearson (12th Edition). Robbins, S., Coulter, M. and De Cenzo (2015), <i>Fundamentals of Management: Essentials concepts &amp; applications</i> , Upper Saddle River, NJ: Pearson (9th Edition) Robbins, S. P., Judge, T. A. and Campbell, T. T. (2010), <i>Organizational Behavior</i> , 1st European Edition.
<b>Websites</b>	

**ARTIFICIAL INTELLIGENCE FOR HRM**

<b>Course Code</b>	MSC.IHRM2.MLCOR.0031
<b>ECTS Credits</b>	3
<b>Course Leader</b>	EZZEROUALI Amine
<b>Synchronous</b>	18
<b>Discipline</b>	Autre

**Catalogue 1<sup>ère</sup> version  
2022/2023**

<b>Program</b>	International Human Resources & Performance Management
<b>Prerequisites</b>	There are no prerequisites for this course.
<b>Course Description</b>	This course is an introduction to artificial intelligence for HRM. We will explore the main workloads of AI, its applications in HRM, and then tackle AI with a low-code/no code approach through the Microsoft Power Platform.
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	TBC
<b>Websites</b>	TBC

**CAREER MANAGEMENT 1**

<b>Course Code</b>	MSC.FMIM2.FICOR.0201
<b>ECTS Credits</b>	1
<b>Course Leader</b>	BEAUGRAND Audrey
<b>Synchronous</b>	6
<b>Discipline</b>	Autre
<b>Program</b>	International Human Resources & Performance Management
<b>Prerequisites</b>	NoPrerequisites
<b>Course Description</b>	<p>This course is managed by the Talent &amp; Careers Department. In order to validate this course, students have to:</p> <p>1 MANDATORY : Take 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 &amp; Careers on your campus or organized by partners companies (check JOBTEASER Platform)</p> <p>MAIN CONTACTS FOR YOUR PROGRAM:</p> <p>LILLE: Audrey BEAUGRAND &amp; Feryel HOUSSEIN PARIS: Laura SINDONINO, Janice M'BENGO &amp; Miina VAISANEN (for International students) SOPHIA: Sylvie MARTINAUD, Anne DUFLOS (for International students) SUZHOU : April YANG RALEIGH : Amanda CHAMBERLAIN BELO HORIZONTE : Geneviève POULINGUE &amp; Ana Cristina BRAGA</p>
<b>Course Open to Exchange</b>	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Paris, Sophia
<b>Evaluation</b>	

**Catalogue 1<sup>ère</sup> version  
2022/2023**

Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings :
<b>Websites</b>	under the YEP go and click on: Talent & Careers -> Jobteaser -> SKEMA TOOLS

**CORPORATE SOCIAL RESPONSIBILITY AND BUSINESS PERFORMANCE**

<b>Course Code</b>	MSC.IHRM2.MLCOR.0029
<b>ECTS Credits</b>	2
<b>Course Leader</b>	EZZEROUALI Amine
<b>Synchronous</b>	12
<b>Discipline</b>	Autre
<b>Program</b>	International Human Resources & Performance Management
<b>Prerequisites</b>	While there is no formal course pre-requisite, students may be asked to read relevant documentation or do prior work, as requested by the teacher.
<b>Course Description</b>	For several decades, corporate social responsibility, or CSR, has played an increasingly important role in companies' efforts to increase or restore trustworthiness and enhance their brand image among both internal and external stakeholders (e.g., employees, customers, shareholders, local communities...the environments they support, they are sometimes also regarded as serving only the benefit of the company. CSR is here to stay, and it could be argued that HR functions have an important role to play in developing and implementing their firms' CSR policies. This course provides an essential background of CSR, examines both the strategic and operational implementation of such policies, and analyses the benefits of such actions for the performance of the organisations and the benefits for its stakeholders.
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	Recommended book: Carroll, A., & Buchholtz, A. (2014). Business and society: Ethics, sustainability, and stakeholder management. Nelson Education. A selection of academic papers is available on K2.
<b>Websites</b>	<a href="http://www.un.org/en/universal-declaration-human-rights/">http://www.un.org/en/universal-declaration-human-rights/</a> <a href="http://www.ilo.org/inform/online-information-resources/research-guides/lang--en/index.htm">http://www.ilo.org/inform/online-information-resources/research-guides/lang--en/index.htm</a> <a href="http://thecro.com/100-best/the-100-best-corporate-citizens-2/">http://thecro.com/100-best/the-100-best-corporate-citizens-2/</a> <a href="https://business-humanrights.org/">https://business-humanrights.org/</a> <a href="https://www.corporateknights.com/">https://www.corporateknights.com/</a>

**Catalogue 1<sup>ère</sup> version  
2022/2023**

	<a href="https://www.responsible-economy.org/en/">https://www.responsible-economy.org/en/</a> <a href="http://www.greatplacetowork.fr/">http://www.greatplacetowork.fr/</a>
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**GLOBALISATION AND HRM: THE CULTURAL IMPACT ON PEOPLE AND ORGANISATIONS**

<b>Course Code</b>	MSC.IHRM2.MLCOR.0027
<b>ECTS Credits</b>	3
<b>Course Leader</b>	MIDDELMANN Anke
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	International Human Resources & Performance Management
<b>Prerequisites</b>	While there is no formal requirement for this course, students may be required to do some preliminary work.
<b>Course Description</b>	<p>For many businesses, globalisation implies greater markets and larger numbers of consumers worldwide. What is sometimes neglected, but has a profound impact on every business "behind the scenes" in international organisations or businesses working across the globe, is the impact that different cultural backgrounds and belief systems have on how companies are structured, how people in companies act, what they believe to be important, and how, therefore, all of this affects all aspects of business.</p> <p>HR professionals need to be keenly aware of these intercultural aspects, as they potentially have a serious impact on business success or failure, both in terms of business itself, but also in terms of expatriation, day-to-day working, operating in multicultural teams, or virtually, etc.</p> <p>This course thus looks at the cultural impact on people and organisations; how businesses meet the demands of operating in international environments and how people function within them, and how individuals cope within such ever changing environments.</p>
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	60
Continuous Assessment (%)	40
<b>Academic reference</b>	
<b>Websites</b>	

**HRM: FUNDAMENTALS OF ORGANISATIONAL STRUCTURES**

<b>Course Code</b>	MSC.IHRM2.MLCOR.0001
<b>ECTS Credits</b>	2
<b>Course Leader</b>	CHASSERIO Stéphanie
<b>Synchronous</b>	12
<b>Discipline</b>	Autre

**Catalogue 1<sup>ère</sup> version  
2022/2023**

<b>Program</b>	International Human Resources & Performance Management
<b>Prerequisites</b>	None
<b>Course Description</b>	<p>This course aims to present an integrative view of the organization with some aspects of organizations theories. This course establishes between Organizations and HRM. In this seminar, we introduce organization theory as a necessary prerequisite to undertake an organizational diagnosis. As HR manager, you have to develop and implement the most appropriate policies for the organization and its people. To do that, it is essential to analyse and understand the organization, its components and its relationship with the external environment</p> <p>Therefore this course aims to:</p> <ul style="list-style-type: none"> <li>-set up seminal concepts in organization theory (environment, structure, components of the organization, etc)</li> <li>-expose links between the different levels of the organizational analysis (individual, group, structure, environment)</li> <li>-understand how HR policies and practices are impacted by the organization and its different component</li> </ul>
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	<p>Lectures obligatoires / Required readings</p> <p>Subramaniam Anatham and Christopher Chan. 2013. Challenges and strategies for global human resources executives: Perspectives from Canada and the United States. <i>European Management Journal</i>, 31, 223-233.</p> <p>Powell and DiMaggio. 1983. The iron cage revisited. Institutional isomorphism and collective rationality in organizational fields. <i>American Sociological Review</i>, 48(2), 147-16</p> <p>Jay B. Barney. 1986. Organizational culture: Can it be a source of a sustained advantage. <i>Academy of Management Review</i>, 11(3), 656-665.</p> <p>Mintzberg (1981) Organization design: fashion or fit? <i>Harvard Business Review</i>, January-February, 103-116</p> <p>Hatch , Chapter 3, Organization-Environment Relations, page 57</p> <p>The case of Gore Tex</p> <p><a href="http://www.managementexchange.com/story/innovation-democracy-wl-gores-original-management-model">http://www.managementexchange.com/story/innovation-democracy-wl-gores-original-management-model</a></p> <p>Marchington, Rubery, Earnshaw, Lee Cooke and Vincent .2000. Changing organizational forms and the employment relationship. Working paper. ESRC Future of Work Programme. Manchester School of Management</p> <p>Swart, Purcell and Kinnie. 2005. Knowledge work and new organizational forms: The HRM Challenge. Working Paper Series 2005.06. University of Bath School of Management. additional articles forthcoming</p> <p>Optionnelles / Recommended readings</p> <p>Cichocki Patricia and Christine Irwin. 2014. Organizational design: A guide to building effective organization 2nd Edition. Kogan Page.</p> <p>Hatch Mary-Jo and Ann L. Cunliffe. 2012. Organization Theory: Modern, Symbolic and</p>

**Catalogue 1<sup>ère</sup> version  
2022/2023**

	Postmodern Perspectives, Oxford University Press. Helms Mills Jean. 2008. Understanding organizational change. Taylor& Francis.
<b>Websites</b>	Organizational Dynamics ( <a href="http://www.journals.elsevier.com/organizational-dynamics/">http://www.journals.elsevier.com/organizational-dynamics/</a> ) Academy of Management Harvard Business Review Organizations MIT Sloan Review

**MANAGING HR AND CAREERS IN INTERNATIONAL ORGANISATIONS**

<b>Course Code</b>	MSC.IHRM2.MLCOR.0007
<b>ECTS Credits</b>	3
<b>Course Leader</b>	EZZEROUALI Amine
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	International Human Resources & Performance Management
<b>Prerequisites</b>	None, English
<b>Course Description</b>	In global firms, the Human Resources organisation plays a critical role in accompanying the increasing complexity of global businesses. Some of the challenges HR managers have to face are detailed in this course, such as: - Developing the HR company brand, - international HR management, - optimising a geographical workforce presence, - facilitating international mobility, - driving the engagement of a worldwide workforce, - supporting company culture & values, - managing & developing talents internationally - balancing local and global HR needs,
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	60
Continuous Assessment (%)	40
<b>Academic reference</b>	Recommanded readings : International Human Resource Management: Globalization, National Systems and Multinational Companies New edition Edition by Tony Edwards (Author), Chris Rees (Author), Oct 19, 2016 Managing a Global Workforce, Nov 8, 2014 by Charles M Vance and Yongsun Paik International Human Resource Management: Contemporary HR Issues in Europe (Global HRM) 3rd Edition, Mar 7, 2016
<b>Websites</b>	



**Catalogue 1<sup>ère</sup> version  
2022/2023**

**MANAGING INDIVIDUAL & COLLECTIVE PERFORMANCE SYSTEMS**

<b>Course Code</b>	MSC.IHRM2.MLCOR.0011
<b>ECTS Credits</b>	3
<b>Course Leader</b>	EZZEROUALI Amine
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	International Human Resources & Performance Management
<b>Prerequisites</b>	None
<b>Course Description</b>	In this course, students will develop and understanding of the fundamental concepts of performance management and linked disciplines (organisational sociology, social psychology, sociology of work); learn about the different performance management approaches and understand their benefits and challenges; understand the various stages of the performance management process, and measuring performance.
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	40
Continuous Assessment (%)	60
<b>Academic reference</b>	To be communicated by the teacher
<b>Websites</b>	

**RECRUITMENT TECHNIQUES**

<b>Course Code</b>	MSC.IHRM2.MLELE.0006
<b>ECTS Credits</b>	2
<b>Course Leader</b>	EZZEROUALI Amine
<b>Synchronous</b>	12
<b>Discipline</b>	Autre
<b>Program</b>	International Human Resources & Performance Management
<b>Prerequisites</b>	None
<b>Course Description</b>	This course will allow students to understand all the facets of the recruitment process to enable them to effectively manage this process in a professional setting. The course will look at all the steps of the recruitment process, from job definition to candidate integration. As such, it examines: the roles of all actors in the process (functional manager, HR, candidate, consultant, etc.); various recruitment methods and methodologies; issues of objectivity/judgment and discrimination in the selection process. The recruitment process will be studied from the perspective of both the recruiter and the interviewee.
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris

**Catalogue 1<sup>ère</sup> version  
2022/2023**

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

**STRATEGIC HUMAN RESOURCES MANAGEMENT**

<b>Course Code</b>	MSC.IHRM2.MLCOR.0021
<b>ECTS Credits</b>	3
<b>Course Leader</b>	FERRARY Michel
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	International Human Resources & Performance Management
<b>Prerequisites</b>	None
<b>Course Description</b>	<p>Course overview: A strategic issue is to create a tighter fit between the workforce strategy and the firms business strategy. Strategic human resources management supposes to align strategic intent and HR practices. Organizations whose HR systems incorporate a cluster of high-commitment practices (teams, more participation, employment security, intense screening and socialization,) obtain greater productivity and higher quality than other firms. However, the efficiency of this HR system depends on its compliance with the firms competitiveness. The relationship between the use of specific employment practices and organizational performance is posited to be contingent on an organizations strategy.</p> <p>Learning goals:</p> <ol style="list-style-type: none"> <li>1. Define how HR practices can be aligned to a coherent system that contributes to firm performance.</li> <li>2. Explain the relationship of human resource strategy with overall organizational strategy.</li> <li>3. Understand the relationship between the dual labour market of the firm and its strategic human assets.</li> <li>4. Identify how the attractiveness of the firm on the labour market contributes to the firms competitiveness.</li> <li>5. Analyze how the attractiveness of the firms employee value proposition contributes to the firms competitiveness</li> </ol>
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	Lectures obligatoires / Required readings Ferrary M. (2012), « Attractiveness of the firm as a competitive advantage for knowledge-

**Catalogue 1<sup>ère</sup> version  
2022/2023**

	<p>intense firms » pp. 45-83, in Dibiaggio L. and Meschi P.-X., Management in the Knowledge Economy, Pearson, 323 p.</p> <p>Ferrary M. (2015), Investing in transferable strategic human capital through alliances in the luxury hotel industry, Journal of Knowledge Management, vol. 19(5), pp. 1007-1028</p> <p>Rynes S. and Barber A. (1990), « Applicant Attraction Strategies: An Organizational Perspective », Academy of Management Review, vol. 15, n°2, pp. 286-310</p> <p>Optionnelles / Recommended readings</p> <p>Wright P., Dunford B. and Snell S. (2001) "Human resources and the resource based view of the firm, Journal of Management, vol. 27, pp. 701-721</p> <p>Gardner T. (2002), « In the trenches at the talent wars: competitive interaction for scarce human resources », Human Resource Management. Vol. 41. n°2, pp. 225-237</p> <p>Chambers E. et al. (1998), « The War for Talent », The McKinsey Quarterly, n°3, pp. 44-57</p>
<b>Websites</b>	

**CONFLICT MANAGEMENT**

<b>Course Code</b>	MSC.IHRM2.MLELE.0002
<b>ECTS Credits</b>	3
<b>Course Leader</b>	EZZEROUALI Amine
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	International Human Resources & Performance Management
<b>Prerequisites</b>	None
<b>Course Description</b>	<p>Conflicts are impossible to avoid due to different characters, opinions, interests, needs, and cultures. However, in many situations we act as if nothing happened, trying to avoid or ignore them. In a company this attitude can be very costly, both in financial and human terms, because unresolved conflicts take up a lot of energy and time. For this reason, it is important to develop to develop effective conflict management and communication skills. While these are very important for future HR professionals, they are also useful for individuals from other backgrounds and functions.</p>
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	70
Continuous Assessment (%)	30
<b>Academic reference</b>	<p>Optionnelles / Recommended readings</p> <p>Marshall B. Rosenberg, (2003) Nonviolent Communication: A Language of Life, Puddle Dancer Press</p> <p>The Pfeiffer Book of Successful Conflict Management Tools , 2003John Wiley&amp;Sons, Inc.</p>
<b>Websites</b>	<a href="http://www.ted.com/talks/margaret_heffernan_dare_to_disagree">Http://www.ted.com/talks/margaret_heffernan_dare_to_disagree</a>

**Catalogue 1<sup>ère</sup> version  
2022/2023**

**DROIT SOCIAL**

<b>Course Code</b>	MSC.IHRM2.MLELE.0008
<b>ECTS Credits</b>	3
<b>Course Leader</b>	TAQUET François
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	International Human Resources & Performance Management
<b>Prerequisites</b>	Licence Droit
<b>Course Description</b>	Trois grands thèmes seront vus: - Le contrat de travail (qu'est ce qu'un contrat de travail - types de contrats...) - La rupture du contrat (démission, licenciement, rupture conventionnelle....) - L'état de santé au travail (maladie, accident du travail, maternité...)
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	
<b>Websites</b>	www.Legifrance.gouv.fr

**EMPLOYER BRANDING STRATEGIES AND EMPLOYER ATTRACTIVENESS**

<b>Course Code</b>	MSC.IRHM2.MLELE.0011
<b>ECTS Credits</b>	3
<b>Course Leader</b>	EZZEROUALI Amine
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	International Human Resources & Performance Management
<b>Prerequisites</b>	None
<b>Course Description</b>	Employer attractiveness is key in both acquisition and retention of human resources. This elective tackles employer branding strategies and employer attractiveness and their challenges for HR professionals.
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	TBC
<b>Websites</b>	TBC

**Catalogue 1<sup>ère</sup> version  
2022/2023**

**RESEARCH METHODS**

<b>Course Code</b>	MSC.IHRM2.MLCOR.0030
<b>ECTS Credits</b>	3
<b>Course Leader</b>	BACHA Eliane
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	International Human Resources & Performance Management
<b>Prerequisites</b>	This course is mandatory for MSc students and PGE students wishing to do the double diploma. It serves as a pre-requisite for the MSc dissertation.
<b>Course Description</b>	<p>This course presents the useful methods and techniques of academic and business research to analyze professional management issues. thus, while it is an essential preparation for the MSc Dissertation, it should also be considered as an essential tool that needed for any business projects and reports that HR professionals may be asked to undertake.</p> <p>Thus the e course provides students with the main research methods required both for the academic dissertation and more professionally-based writing, looking at how to turn ideas into workable project/dissertation topics, how to use academic and other data, develop the Literature Review and link this with the empirical data, and to develop critical analysis and thinking around the topic.</p> <p>The various stages of qualitative and quantitative research methodology will also be considered with a specific emphasis on the logic underlying the research process.</p>
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

**INTERNATIONAL STRATEGY AND INFLUENCE**

**CAREER MANAGEMENT 1**

<b>Course Code</b>	MSC.FMIM2.FICOR.0201
<b>ECTS Credits</b>	1
<b>Course Leader</b>	BEAUGRAND Audrey
<b>Synchronous</b>	0
<b>Discipline</b>	Autre
<b>Program</b>	International Strategy and Influence
<b>Prerequisites</b>	NoPrerequisites
<b>Course Description</b>	<p>This course is managed by the Talent &amp; Careers Department. In order to validate this course, students have to:</p> <p>1 MANDATORY : Take E-learning module on Abintegro platform (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 &amp; Careers on your campus or organized by partners companies (check JOBTEASER Platform)</p> <p>MAIN CONTACTS FOR YOUR PROGRAM: LILLE: Audrey BEAUGRAND &amp; Feryel HOUSSEIN PARIS: Laura SINDONINO, Janice M'BENGO &amp; Miina VAISANEN (for International students) SOPHIA: Sylvie MARTINAUD, Anne DUFLOS (for International students) SUZHOU : April YANG RALEIGH : Amanda CHAMBERLAIN BELO HORIZONTE : Geneviève POULINGUE &amp; Ana Cristina BRAGA</p>
<b>Course Open to Exchange</b>	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Paris, Sophia
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings :
<b>Websites</b>	under the YEP go and click on: Talent & Careers -> Jobteaser -> SKEMA TOOLS

**Catalogue 1<sup>ère</sup> version  
2022/2023**

**CONSULTING PROJECT 1**

<b>Course Code</b>	MSC.ISIM2.STCOR.0081
<b>ECTS Credits</b>	4
<b>Course Leader</b>	BISSON, Christophe
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	International Strategy and Influence
<b>Prerequisites</b>	Basics in Management
<b>Course Description</b>	This project-based course consists in a professional training in consulting. It is taught by consultants and is based on real missions issued by our partnering companies. It is designed to provide students with professional and commercial skills in the field of consulting.
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	Chereau, P. & Meschi, P-X. (2017) Strategic Consulting: tools and methods for successful strategy missions
<b>Websites</b>	

**EFFECTUATION**

<b>Course Code</b>	MSC.ISIM2.FICOR.0095
<b>ECTS Credits</b>	2
<b>Course Leader</b>	VIAN Dominique
<b>Synchronous</b>	12
<b>Discipline</b>	Autre
<b>Program</b>	International Strategy and Influence
<b>Prerequisites</b>	Aucun / None
<b>Course Description</b>	Introduction au cadre théorique de l'effectuation et son utilité dans le cadre de la définition d'une stratégie pour l'entreprise. / Introduction to the theoretical framework of effectuation and its usefulness in the context of defining a strategy.
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	40
Continuous Assessment (%)	60
<b>Academic reference</b>	
<b>Websites</b>	

**Catalogue 1<sup>ère</sup> version  
2022/2023**

**INTERNATIONAL STRATEGY**

<b>Course Code</b>	MSC.ISIM2.STCOR.0080
<b>ECTS Credits</b>	3
<b>Course Leader</b>	MESCHI Pierre Xavier
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	International Strategy and Influence
<b>Prerequisites</b>	Basics in strategic management
<b>Course Description</b>	<p>The course is based on a business simulation game called SKEMA SIM, addressing crucial questions of International Strategy such like the rationale for internationalisation, choice of location, modes of entry and the strategic management of globalization. Specific objectives of this course include:</p> <ul style="list-style-type: none"> <li>Understanding the multi-faceted dimensions of global strategy risk</li> <li>Assessing the rising economic and geopolitical power of emerging market countries</li> <li>Understanding the regulatory role of IFIs and its limits</li> <li>Assessing the main sources of risks and opportunities arising from the growing integration of international financial markets from the firms standpoint;</li> </ul> <p>Globalization is the turbulent background against which SKEMA's students are going to have to play out their careers.</p> <p>Globalization is described by The Economist as the death of distance. Martin Wolf describes it as the integration of economic activities, across borders, through markets. And Anne Krueger adds that its main consequence is that economic agents, in any given part of the world, are much more affected by events elsewhere than before. Basically, it is the worldwide extension of the market economy.</p>
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

**ORGANIZATIONAL DYNAMICS**

<b>Course Code</b>	MSC.ISIM2.HRCOR.0049
<b>ECTS Credits</b>	3
<b>Course Leader</b>	EZZEROUALI Amine
<b>Synchronous</b>	18



**Catalogue 1<sup>ère</sup> version  
2022/2023**

<b>Discipline</b>	Autre
<b>Program</b>	International Strategy and Influence
<b>Prerequisites</b>	None
<b>Course Description</b>	International business strategies may not be reproducible but adapted according to the type of organisation and according to organisational and procedural contexts of firms. This course introduces the challenges of monitoring and dissemination of strategic information according to organisational configurations. Using sociology of organisations and human resources (social capital) perspectives will provide students with a new approach of strategic analysis models.
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	<p>Module "The organization in its environment":  P.R.Lawrence and J.W.Lorch (1967). High-performing organizations in three environments.  R.E.Miles and C.C.Snow (1984). Organizational fit.  M.T.Hannan and J.Freeman (1977). The population ecology of organizations.</p> <p>Module "Management and decision making"  H.Fayol (1916). General principles of management.  F.W.Taylor (1912). Scientific Management.  J.G.March (1976). The technology of foolishness.</p> <p>Module "People in organizations"  E.Mayo (1949). Hawthorne and the Western Electric Company.  E.H.Shein (1993). Career anchor.  K.E.Weick (1988). Enacted sensemaking in crisis situations.  C.Argyris (1985). Defensive routines.  M.Crozier and E.Friedberg (1994). Lacteur et le système.</p> <p>Module "Organizational change and learning"  P.J.Dimaggio and W.W.Powel (1983). Institutional isomorphism.  A.M.Pettigrew (1987). Context and action in the transformation of the firm.  P.Senge (1990). Building learning organizations.  T.Peters (1994). Creating the curious corporation.</p>
<b>Websites</b>	<a href="https://jorgdesign.springeropen.com/">https://jorgdesign.springeropen.com/</a> <a href="https://sloanreview.mit.edu/tag/organizational-structure/">https://sloanreview.mit.edu/tag/organizational-structure/</a> <a href="https://www.mckinsey.com/featured-insights/future-of-work#">https://www.mckinsey.com/featured-insights/future-of-work#</a> <a href="https://www.mckinsey.com/quarterly/overview#">https://www.mckinsey.com/quarterly/overview#</a> <a href="https://www2.deloitte.com/us/en/insights/focus/human-capital-trends.html">https://www2.deloitte.com/us/en/insights/focus/human-capital-trends.html</a>

**SOCIAL MEDIA ANALYSIS**

<b>Course Code</b>	MSC.ISIM2.STCOR.0063
<b>ECTS Credits</b>	3
<b>Course Leader</b>	BISSON, Christophe

**Catalogue 1<sup>ère</sup> version  
2022/2023**

<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	International Strategy and Influence
<b>Prerequisites</b>	None
<b>Course Description</b>	Mastery of data being a critical skill in our digital society, any professional must be able to integrate a system of strategic watch in his practices. Being able to question this data, automate its collection and pre-define analysis thanks to Machine Learning are all skills that we will develop in this course.
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	60
Continuous Assessment (%)	40
<b>Academic reference</b>	Required readings : The New Competitor Intelligence, Leonard M. Fuld, éditions Wiley The Art of War, Sun Tzu Recommended readings : Competitive Intelligence: How To Acquire & Use Strategic Intelligence & Counterintelligence (Management Briefings Executive Series) Douglas Bernhardt Competitive Intelligence and Decision Problems (ISTE) Amos David Wiley-ISTE
<b>Websites</b>	

**STRATEGIC AND COMPETITIVE INTELLIGENCE**

<b>Course Code</b>	MSC.ISIM2.STCOR.0059
<b>ECTS Credits</b>	5
<b>Course Leader</b>	BISSON, Christophe
<b>Synchronous</b>	30
<b>Discipline</b>	Autre
<b>Program</b>	International Strategy and Influence
<b>Prerequisites</b>	<b>Basics in strategic management.</b>
<b>Course Description</b>	The course introduces the concept, tools and practice of strategic and competitive intelligence (SCI), and its role for organisations and states. This course will enable students to understand the different cultural and contextual approaches and methods of SCI in firms. The course will also highlight the positioning of France and Europe compared to other major nations with respect to SCI approaches.
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	50

**Catalogue 1<sup>ère</sup> version  
2022/2023**

Continuous Assessment (%)	50
<b>Academic reference</b>	Lectures obligatoires / Required readings : Ranjit Bose, (2008) "Competitive intelligence process and tools for intelligence analysis", Industrial Management & Data Systems, Vol. 108 Iss: 4, pp.510 - 528 Jonathan L. Calof, Sheila Wright, (2008) "Competitive intelligence: A practitioner, academic and inter-disciplinary perspective", European Journal of Marketing, Vol. 42 Iss: 7/8, pp.717 - 730 Rouach Daniel et Santi Patrice, (2001) "Competitive intelligence adds value: Five intelligence attitudes, European Management Journal, Vol. 19, N°5, pp. 552-559
<b>Websites</b>	www.ie-news.com www.veille.com www.ihedn.com www.inhesj.fr www.ege.fr

**STRATEGY, BUSINESS MODELS AND SUSTAINABILITY**

<b>Course Code</b>	MSC.ISIM2.STCOR.0086
<b>ECTS Credits</b>	3
<b>Course Leader</b>	HENRY, Jérôme-EXT
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	International Strategy and Influence
<b>Prerequisites</b>	Fundamentals of Strategic management
<b>Course Description</b>	Nowadays, companies require doing more than creating a brilliant new product or service. It is essential to find innovative ways to create and capture value while considering companies externalities into the definition of their business model. Successful managers implement changes that go beyond mere adjustments of the value proposition or the revenue model; they reshape the whole organization in order to optimize its value creation and value capturing capabilities while minimizing negative social and environmental impact. The goal of the course Strategy and Business Models is to provide the students the theoretical foundation and the analytical tools to analyze business models and to entice their creativity in finding new sustainable ways of doing business.
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	
<b>Websites</b>	

**Catalogue 1<sup>ère</sup> version  
2022/2023**

**CRITICAL THINKING AND METHODS**

<b>Course Code</b>	MSC.ISIM2.OTCOR.0020
<b>ECTS Credits</b>	2
<b>Course Leader</b>	POROLI Corinne
<b>Synchronous</b>	12
<b>Discipline</b>	Autre
<b>Program</b>	International Strategy and Influence
<b>Prerequisites</b>	None
<b>Course Description</b>	<p>This course presents the useful methods and techniques of research in order to analyze professional management issues. The aim here is to provide students with research skills for managers.</p> <p>In addition, it acts as a preparation for the Master dissertation work. Thus, it provides students methods to turn ideas into dissertation project, to link academic literature with empirical data (theory and practice) and to develop their own way of well-argued thinking based on a chosen topic. The various stages of research methodology will be considered with a specific emphasis on the logic underlying the research process.</p>
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	<p>Lectures obligatoires / Required readings :</p> <p>Lectures Recommandées / Recommended readings :</p> <p>Fisher C.M. (2010), Researching and writing a dissertation. An essential guide for business students, third edition, Pearson Education Limited.</p> <p>Gharry P., Gronhaug K., Strange R. (2020), Research methods in business Studies, 5th edition, Cambridge University Press.</p> <p>Salkind N.J. (2017), Exploring research, 9th edition, Pearson International Edition.</p> <p>Saunders M., Lewis P. and Thorhill A., (2019), Research methods for business students, eighth edition, Pearson Education Limited.</p>
<b>Websites</b>	

**FINANCIAL INTELLIGENCE**

<b>Course Code</b>	MSC.ISIM2.STELE.0078
<b>ECTS Credits</b>	2
<b>Course Leader</b>	BISSON, Christophe
<b>Synchronous</b>	12
<b>Discipline</b>	Autre
<b>Program</b>	International Strategy and Influence
<b>Prerequisites</b>	Competitive Intelligence course

**Catalogue 1<sup>ère</sup> version  
2022/2023**

<b>Course Description</b>	<p>Financial analysis and competitive intelligence belong fully to the decision-making process that creates value for a company. And both are fundamentally linked: financial analysis strengthens the relevance of the findings of competitive analysis.</p> <p>After an adequate and oriented introduction or reminder (depending on your knowledge level in finance) to financial analysis, you will:</p> <p>Find out how the different types of corporate documents companies annual report (including directors report, balance sheet, profit &amp; loss account, cash flow statement, notes to the financial statement, and auditors report) are important for competitive intelligence and how they can be analyzed and used to formulate corporate and competitive assessments and recommendations for action.</p> <p>Identify how to use, analyze, and benchmark financial data in order to better understand the competitive and business ecosystem in which a company operates.</p> <p>Determine the relevant data (ie. KPIs or Key Performance Indicators) that can be extracted for benchmarking and analysis.</p> <p>In summary, the lessons learned will help you to assess the weaknesses and development opportunities of a company and its competitors.</p>
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	<p>S. David Young, Jacob Cohen and D. A. Bens, Corporate Financial Reporting and Analysis: A Global Perspective, Wiley, 2019</p> <p>Ilias Basioudis, Financial Accounting: The Basics, Routledge, 2019</p> <p>Wolfgang Dick and F. Missonier Piera, Financial Reporting under IFRS: A Topic Based Approach. Wiley, 2010</p>
<b>Websites</b>	<p>RECOMMENDED AND USEFUL</p> <p><a href="https://www.sec.gov/edgar/searchedgar/companysearch.html">https://www.sec.gov/edgar/searchedgar/companysearch.html</a></p> <p><a href="https://www.wsj.com/">https://www.wsj.com/</a></p>

**GEOSTRATEGIE**

<b>Course Code</b>	MSC.ISIM2.STELE.0074
<b>ECTS Credits</b>	2
<b>Course Leader</b>	BISSON, Christophe
<b>Synchronous</b>	12
<b>Discipline</b>	Autre
<b>Program</b>	International Strategy and Influence
<b>Prerequisites</b>	<p>Basics in strategy (i) the companies industry and external environment,</p> <p>(ii) the companies resources and capabilities</p> <p>(iii) the companies strategic choices (business and corporate)</p>

**Catalogue 1<sup>ère</sup> version  
2022/2023**

<b>Course Description</b>	Information and knowledge become strategic assets in the knowledge economy. Understanding the role of geostrategy and methods of influence in the development and implementation of a firm's strategy in the context of international business is a central issue. Therefore, future strategists must be able to analyze a competitive strategy within its geopolitical environment in order to design the appropriate organization and define the relevant strategy.
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	<ul style="list-style-type: none"> <li>- Baumard Ph. "From noticing to sense making the use of intelligence in strategizing" in international journal of intelligence and counter intelligence, vol 7, n'1, 1994.</li> <li>- Wilensky, H. Organizational intelligence: knowledge and Policy in government and industry, NY, basic book, 1967.</li> <li>- Ansoff H. Igor. "management strategic surprise by response to weak signals" in California management review, XVIII, 1975.</li> <li>- Herring, J.P. (1992) the role of intelligence in formulating strategy, Journal of Business Strategy, vol. 13(5), pp. 103-109</li> </ul>
<b>Websites</b>	www.ciworldwide.org

**GOVERNANCE AND SUSTAINABILITY STRATEGIES**

<b>Course Code</b>	MSC.ISIM2.STELE.007
<b>ECTS Credits</b>	2
<b>Course Leader</b>	BARRAQUIER Anne
<b>Synchronous</b>	12
<b>Discipline</b>	Autre
<b>Program</b>	International Strategy and Influence
<b>Prerequisites</b>	Students should review fundamental knowledge about financial markets (basics about stock exchange mechanisms, IPOs), and corporate governance (investors, board of directors). However, the course does not require technical / hard knowledge in either field. Rather, it will focus on "the way things work" between a corporation, its board and shareholders and their respective roles in sustainability strategies.
<b>Course Description</b>	<p>Corporate governance has become a buzz word in the field of strategic management, finance, accounting and corporate social responsibility. Mastering the concepts of corporate governance is necessary to understand the relationship and power relations between investors, boards of directors and the CEO, and how it affects the short term and long term decisions.</p> <p>In particular, we will examine how environmental and social issues are discussed among managers, directors and investors, and how they are implemented in the corporation.</p>
<b>Course Open to Exchange</b>	Paris /Fall

**Catalogue 1<sup>ère</sup> version  
2022/2023**

<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	<p>ARTICLES</p> <p>Barraquier, A. (2011). Ethical behaviour in practice: Decision outcomes and strategic implications. <i>British Journal of Management</i>, 22(s1), S28-S46.</p> <p>Mitchell, R. K., Agle, B. R., &amp; Wood, D. J. (1997). Toward a theory of stakeholder identification and salience: Defining the principle of who and what really counts. <i>Academy of management review</i>, 22(4), 853-886.</p> <p>Cavagnaro, E., &amp; Curiel, G. (2012). <i>The three levels of sustainability</i>. Greenleaf Pub.</p>
<b>Websites</b>	

**MULTICULTURAL MANAGEMENT**

<b>Course Code</b>	MSC.ISIM2.STELE.0075
<b>ECTS Credits</b>	2
<b>Course Leader</b>	MIDDELMANN Anke
<b>Synchronous</b>	12
<b>Discipline</b>	Autre
<b>Program</b>	International Strategy and Influence
<b>Prerequisites</b>	No academic prerequisite; however, students should think about their prior international/inter- or multicultural experiences.
<b>Course Description</b>	<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 working 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 how these will impact not only everyday working. 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--in order not only to work effectively but also to develop cultural agility.</p>
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris

**Catalogue 1<sup>ère</sup> version  
2022/2023**

<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	Hofstede, G, Hofstede G.J., Minkov, M, "Cultures and Organisations. Software of the Mind", McGraw-Hill, 2010 Meyer, Erin The Culture Map Lewis, Richard D. When Cultures collide T. Hall, Edward Understanding cultural differences
<b>Websites</b>	www.cultureconnector.com Leadership methods from around the world -infography : www.visualistan.com/2016/07/leadership-methods-from-around-world.html https://geert-hofstede.com/

**PREPARING FOR CONSULTING JOBS 1**

<b>Course Code</b>	MSC.ISIM2.STELE.0077
<b>ECTS Credits</b>	2
<b>Course Leader</b>	BISSON, Christophe
<b>Synchronous</b>	12
<b>Discipline</b>	Autre
<b>Program</b>	International Strategy and Influence
<b>Prerequisites</b>	Basics in Strategy
<b>Course Description</b>	This course is dedicated to introduce, through testimonials and best practices transfer from professionals to students, the value chain of strategic consulting with a focus on two key dimensions: - the multifaceted dimension of consulting jobs and careers - the preparation to consulting job interviews
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	



**PROJECT AND PROGRAMME MANAGEMENT AND BUSINESS DEVELOPMENT**

**CAREER MANAGEMENT 1**

<b>Course Code</b>	MSC.FMIM2.FICOR.0201
<b>ECTS Credits</b>	1
<b>Course Leader</b>	BEAUGRAND Audrey
<b>Synchronous</b>	6
<b>Discipline</b>	Autre
<b>Program</b>	Project and Programme Management and Business Development
<b>Prerequisites</b>	NoPrerequisites
<b>Course Description</b>	<p>This course is managed by the Talent &amp; Careers Department. In order to validate this course, students have to:</p> <p>1 MANDATORY : Take E-learning module on Abintegro platform (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 &amp; Careers on your campus or organized by partners companies (check JOBTEASER Platform)</p> <p>MAIN CONTACTS FOR YOUR PROGRAM:</p> <p>LILLE: Audrey BEAUGRAND &amp; Feryel HOUSSEIN PARIS: Laura SINDONINO, Janice M'BENGO &amp; Miina VAISANEN (for International students) SOPHIA: Sylvie MARTINAUD, Anne DUFLOS (for International students) SUZHOU : April YANG RALEIGH : Amanda CHAMBERLAIN BELO HORIZONTE : Geneviève POULINGUE &amp; Ana Cristina BRAGA</p>
<b>Course Open to Exchange</b>	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Paris, Sophia
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings :
<b>Websites</b>	under the YEP go and click on: Talent & Careers -> Jobteaser -> SKEMA TOOLS

**Catalogue 1<sup>ère</sup> version  
2022/2023**

**INTERNATIONAL CONTRACT MANAGEMENT**

<b>Course Code</b>	MSC.PPMM2.PMCOR.0090
<b>ECTS Credits</b>	3
<b>Course Leader</b>	SALAMA, Mohamed-EXT
<b>Synchronous</b>	9
<b>Discipline</b>	Autre
<b>Program</b>	Project and Programme Management and Business Development
<b>Prerequisites</b>	None
<b>Course Description</b>	<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. One of the major root causes stems from contractually related issues.</p> <p>This course has been designed to help you develop an understanding of what contractually related issues are causing both project and product failures and what we, as project managers, can and should be doing about it.</p> <p>This course is somewhat unique as it looks at contracts and contracting from both the OWNERS and CONTRACTORS perspective, on the premise that the only way to be able to fix the issues lies in creating contracts which are fair and equitable in allocating risks to the party most capable of managing those risks.</p> <p>Because construction is arguably one of the oldest (Pyramids? Great Wall of China? Cathedrals of Europe?) applications of the project management processes and have some of the most sophisticated and well developed contract documents, many of the documents are coming from construction sources.</p> <p>HOWEVER all attempts will be made to demonstrate how these same terms and conditions can be adopted or adapted for use by other sectors. As there are both team and individual projects, students are free to document how they can or would modify the contractual terms and conditions found in construction for use in other sectors. (Essentially, all sectors are experiencing the same issues to a greater or lesser extent.)</p>
<b>Course Open to Exchange</b>	Belo /Fall;#Lille /Fall;#Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	<p>BEFORE DAY 1 (Pre-Course Reading Assignments)</p> <p>1. Guild of Project Controls Compendium and Reference (GPCCaR)  <a href="http://www.planningplanet.com/guild/GPCCAR-modules">http://www.planningplanet.com/guild/GPCCAR-modules</a> (FREE but you have to fill in a PROFILE that will take you about 10 minutes)</p> <p>a. Module 2-1 Managing People: <a href="http://www.planningplanet.com/guild/gpccar/introduction-to-">http://www.planningplanet.com/guild/gpccar/introduction-to-</a></p>

**Catalogue 1<sup>ère</sup> version  
2022/2023**

	<p>managing-people</p> <p>b. Module 2-6 Identifying and Engaging Stakeholders: <a href="http://www.planningplanet.com/guild/gpccar/introduction-to-managing-people">http://www.planningplanet.com/guild/gpccar/introduction-to-managing-people</a></p> <p>c. Module 5-1 Introduction to Managing Contracts: <a href="http://www.planningplanet.com/guild/gpccar/introduction-to-managing-contracts">http://www.planningplanet.com/guild/gpccar/introduction-to-managing-contracts</a></p> <p>d. Module 5-3 Selecting the Project Delivery Method and Contract Type: <a href="http://www.planningplanet.com/guild/gpccar/managing-contracts-select-project-delivery-method-contract-type">http://www.planningplanet.com/guild/gpccar/managing-contracts-select-project-delivery-method-contract-type</a></p> <p>e. Module 5-4 Tendering and Bidding the Contract: <a href="http://www.planningplanet.com/guild/gpccar/managing-contracts-tendering-and-bidding-the-project">http://www.planningplanet.com/guild/gpccar/managing-contracts-tendering-and-bidding-the-project</a></p> <p>f. Module 5-5 Managing the Contract (Owners and Contractors Perspectives): <a href="http://www.planningplanet.com/guild/gpccar/managing-contracts-managing-the-contract">http://www.planningplanet.com/guild/gpccar/managing-contracts-managing-the-contract</a></p> <p>g. Module 5-6 Closing the Contract (Owners and Contractors Perspectives) <a href="http://www.planningplanet.com/guild/gpccar/managing-contracts-closing-the-contract">http://www.planningplanet.com/guild/gpccar/managing-contracts-closing-the-contract</a></p> <p>h. Module 10-1 Introduction to Managing Change: <a href="http://www.planningplanet.com/guild/gpccar/introduction-to-managing-change">http://www.planningplanet.com/guild/gpccar/introduction-to-managing-change</a></p> <p>i. Module 10-3 Managing Change- The Owners Perspective: <a href="http://www.planningplanet.com/guild/gpccar/managing-change-the-owners-perspective">http://www.planningplanet.com/guild/gpccar/managing-change-the-owners-perspective</a></p> <p>j. Module 10-4 Managing Change- The Contractors Perspective: <a href="http://www.planningplanet.com/guild/gpccar/managing-change-the-contractors-perspective">http://www.planningplanet.com/guild/gpccar/managing-change-the-contractors-perspective</a></p> <p>k. Module 10-5 Managing Change Using Configuration Management: <a href="http://www.planningplanet.com/guild/gpccar/managing-change-configuration-management">http://www.planningplanet.com/guild/gpccar/managing-change-configuration-management</a></p> <p>l. Module 12-1 Introduction to Forensic Analysis: <a href="http://www.planningplanet.com/guild/gpccar/introduction-to-managing-forensic-analysis">http://www.planningplanet.com/guild/gpccar/introduction-to-managing-forensic-analysis</a></p> <p>2. KPMG Global Construction Survey 2015: <a href="https://home.kpmg.com/xx/en/home/insights/2015/03/global-construction-survey.html">https://home.kpmg.com/xx/en/home/insights/2015/03/global-construction-survey.html</a></p> <p>3. ARCADIS Global Construction Disputes 2015- <a href="https://www.arcadis.com/media/2/8/9/%7B289321DC-B266-4A13-82FA-CCBD54B6F535%7DARCADIS%20Construction%20Disputes%20Report%202015%20004.pdf">https://www.arcadis.com/media/2/8/9/%7B289321DC-B266-4A13-82FA-CCBD54B6F535%7DARCADIS%20Construction%20Disputes%20Report%202015%20004.pdf</a></p> <p>4. Why do Contractors Fail? <a href="http://c.yimcdn.com/sites/www.surety.org/resource/resmgr/LearnAboutSurety/Why_Do_Contractors_Fail.pdf">http://c.yimcdn.com/sites/www.surety.org/resource/resmgr/LearnAboutSurety/Why_Do_Contractors_Fail.pdf</a></p> <p>5. Ernst &amp; Young Project Efficiency in the Oil and Gas Sector: <a href="http://www.ey.com/gl/en/industries/oil--gas/ey-project-efficiency-in-oil-and-gas">http://www.ey.com/gl/en/industries/oil--gas/ey-project-efficiency-in-oil-and-gas</a></p> <p>1. Job outlook 2016: the attributes employers want to see on new college graduates resumes- <a href="http://www.naceweb.org/career-development/trends-and-predictions/job-outlook-2016-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/</a></p> <p>2. What is project based learning? <a href="http://www.bie.org/about/what_pbl">http://www.bie.org/about/what_pbl</a></p> <p>3. Kirkpatrick new world model- <a href="http://www.kirkpatrickpartners.com/our-philosophy/the-new-world-kirkpatrick-model">http://www.kirkpatrickpartners.com/our-philosophy/the-new-world-kirkpatrick-model</a></p> <p>4. Pay the laborer before his sweat dries: <a href="http://www.masjidma.com/2012/09/03/the-employer-employee-relationship/">http://www.masjidma.com/2012/09/03/the-employer-employee-relationship/</a></p> <p>5. Caution- pay when paid clauses: <a href="http://www.jdsupra.com/legalnews/caution-pay-when-paid-clauses-are-a-58593/">http://www.jdsupra.com/legalnews/caution-pay-when-paid-clauses-are-a-58593/</a></p> <p>6. Understanding pay-if-paid and pay-when-paid clauses in a construction contract: <a href="http://floridaconstructionlawgroup.com/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/</a></p> <p>7. Unfair payment clauses in the contracts in the uae: <a href="http://www.slqsuae.org/wp-content/uploads/2014/12/article-by-roshan-2014.pdf">http://www.slqsuae.org/wp-content/uploads/2014/12/article-by-roshan-2014.pdf</a></p> <p>8. Project management credentials compared against the us professional engineer (pe) license-</p>
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**Catalogue 1<sup>ère</sup> version  
2022/2023**

	<p><a href="http://pmworldjournal.net/wp-content/uploads/2016/12/pmwj53-dec2016-giammalvo-certification-benchmarking-2016-update-featured-paper.pdf">http://pmworldjournal.net/wp-content/uploads/2016/12/pmwj53-dec2016-giammalvo-certification-benchmarking-2016-update-featured-paper.pdf</a>          AIS integrated project delivery approach- <a href="https://www.aiacontracts.org/resources/64146-integrated-project-delivery-a-guide">https://www.aiacontracts.org/resources/64146-integrated-project-delivery-a-guide</a>          9. How to develop competent professional level project management practitioners-  <a href="http://pmworldjournal.net/wp-content/uploads/2015/07/pmwj36-jul2015-giammalvo-producing-competent-practitioners-second-edition.pdf">http://pmworldjournal.net/wp-content/uploads/2015/07/pmwj36-jul2015-giammalvo-producing-competent-practitioners-second-edition.pdf</a>          FOR PURCHASE BY SKEMA FOR YOUR LIBRARY          10. FIDIC Red Book: <a href="http://fidic.org/books/construction-contract-1st-ed-1999-red-book">http://fidic.org/books/construction-contract-1st-ed-1999-red-book</a>          11. AIA General Conditions of the Contract 2017: <a href="https://www.aiacontracts.org/events/86776-aia-2017-documents-the-revised-general-conditions-and-new-sustainable-projects-exhibit-12">https://www.aiacontracts.org/events/86776-aia-2017-documents-the-revised-general-conditions-and-new-sustainable-projects-exhibit-</a>          12. EJCDC General conditions: <a href="http://www.ejcdc.org/product/c-700-standard-general-conditions-2013-2/">http://www.ejcdc.org/product/c-700-standard-general-conditions-2013-2/</a>          13. ConsensusDocs General Conditions  <a href="http://www.consensusdocs.org/Resource_/FileManager/Redline_of_ConsensusDocs_200_2007_2011_2012_2014.pdf">http://www.consensusdocs.org/Resource_/FileManager/Redline_of_ConsensusDocs_200_2007_2011_2012_2014.pdf</a>          14. CSI Project Resource Manual 5th Edition <a href="https://www.amazon.com/Project-Resource-Manual-CSI-Practice/dp/0071370048">https://www.amazon.com/Project-Resource-Manual-CSI-Practice/dp/0071370048</a></p>
<b>Websites</b>	<p>1. Guild of Project Controls- <a href="http://www.planningplanet.com/guild">http://www.planningplanet.com/guild</a>          2. Guild of Project Controls Competency Certification Home page-  <a href="http://www.planningplanet.com/guild/certification">http://www.planningplanet.com/guild/certification</a>          3. Association for the Advancement of Cost Engineering International- <a href="http://web.aacei.org/about-aace">http://web.aacei.org/about-aace</a></p>

**LEADERSHIP SKILLS FOR PROJECTS**

<b>Course Code</b>	MSC.PPMM2.PMCOR.0078
<b>ECTS Credits</b>	4
<b>Course Leader</b>	WALKER, Sandra-EXT
<b>Synchronous</b>	30
<b>Discipline</b>	Autre
<b>Program</b>	Project and Programme Management and Business Development
<b>Prerequisites</b>	None
<b>Course Description</b>	<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:          Dynamizing a transversal team and stakeholders towards a positive outcome</p>

**Catalogue 1<sup>ère</sup> version  
2022/2023**

	<p>Making effective presentations of ideas and using influence tactics          Communicating effectively with individual team members          Overcoming resistance: removing obstacles and dealing with objections          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>
<b>Course Open to Exchange</b>	Belo /Fall;#Lille /Fall;#Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris
<b>Evaluation</b>	
Final Examination (%)	40
Continuous Assessment (%)	60
<b>Academic reference</b>	<p>REQUIRED READINGS          Northouse, P. (2010). Leadership: Theory and Practice (5th ed.). Thousand Oaks: Sage.          Pinto, J., Thoms, P., Trailer, J., Palmer, T., &amp; Govekar, M. (1998). Project Leadership: From Theory to Practice. Newton Square: Project Management Institute.</p> <p>RECOMMENDED READINGS          Anbari, F. T., Khilkanova, E. V, Romanova, Maria, V., Ruggia, M., Han-Huei Tsay, C., &amp; Umpleby, Stuart, A. (2010). Cultural Differences in Projects. Newtown Square.          Clarke, N. (2012). Leadership in projects: what we know from the literature and new insights. Team Performance Management, 18(3/4), 128148.          Hunter, J. (1998). The Servant. Roseville: Prima.          Lee, Margaret, R. (2014). Leading Virtual Project Teams. Boca Raton: CRC Press, Taylor and Francis.          Lee-Kelley, L. (2002). Situational leadership: Managing the virtual project team. Journal of Management Development, 21(6), 461476.          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.          Levin, G. (2009). Team-Building Strategies for the Virtual Team, 110.          Levin, G., &amp; Rad, P. (2006). Successful Motivational Techniques for Virtual Teams. In PMI Global Congress Proceedings-Madrid, Spain. Newton Square: PMI.          Pinto, J. K., &amp; Trailer, J. (1998). Leadership Skills for project Managers. Newtown Square: Project Management Institute.          Rad, P., &amp; 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. International Journal of Managing Projects in Business, 2(1), 70 93.          Slevin, D. P., &amp; Pinto, J. K. (1991). Project Leadership: Understanding and Consciously Choosing your Style. Project Management Journal, XXII(1), 3948.          Thompson, K. (2010). Servant-Leadership: An effective model for project management. Capella University.          Turner, J. R. (2007). Gower Handbook of Project Management. (J. R. Turner, Ed.) (4th ed.). Aldershot: Gower.          Turner, J. R., &amp; Müller, R. (2005). The Project Managers Leadership Style as a Success Factor on Projects: a literature review. Project Management Journal, 36(1), 4962.          Turner, J. R., &amp; Müller, R. (2006). Choosing Appropriate Project Managers: matching their</p>

**Catalogue 1<sup>ère</sup> version  
2022/2023**

	leadership style to the type of project. 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.
<b>Websites</b>	<p>WEBLINKS:  <a href="http://www.ipma.ch/Pages/default.aspx">http://www.ipma.ch/Pages/default.aspx</a>  <a href="http://www.pmi.edu">http://www.pmi.edu</a> (Project Management articles)  <a href="http://www.mckinseyquarterly.com">http://www.mckinseyquarterly.com</a> (Management articles)  <a href="http://www.geert-hofstede.com">http://www.geert-hofstede.com</a> (Cross cultural)  <a href="http://www.edwarddebono.com">http://www.edwarddebono.com</a> (Thinking strategies)  <a href="http://www.quadrant1.com">http://www.quadrant1.com</a> (Personal development)  <a href="http://www.12manage.com">http://www.12manage.com</a> (Management theories)  <a href="http://www.fourhourworkweek.com">http://www.fourhourworkweek.com</a> (Personal Life Goals)  <a href="https://www.ted.com/playlists/140/how_leaders_inspire">https://www.ted.com/playlists/140/how_leaders_inspire</a> (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>

**ORGANISATIONAL EXCELLENCE AND MATURITY MODELS**

<b>Course Code</b>	MSC.PPMM2.PMCOR.0092
<b>ECTS Credits</b>	3
<b>Course Leader</b>	ELTIGANI Adil
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	Project and Programme Management and Business Development
<b>Prerequisites</b>	Project management
<b>Course Description</b>	This course aims to introduce the concepts of project maturity models and excellence in project management. The course also introduces the concepts of excellence and performance improvement at the a wider organisational level.
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	<p>REQUIRED READINGS</p> <ol style="list-style-type: none"> <li>1. Project Management Institute, 2013. Organizational project management maturity model (OPM3) knowledge foundation (3rd ed.). Newtown Square</li> <li>2. International Project Management Association (IPMA), 2016. Project Excellence Baseline for Achieving Excellence in Projects and Programmes. IPMA Global Standard</li> </ol>

**Catalogue 1<sup>ère</sup> version  
2022/2023**

	<p>3. Kerzner, H. 2005. Using the Project Management Maturity Model: Strategic Planning for Project Management 2nd Edition, 2nd Ed. John Wiley &amp; Sons Inc.</p> <p>4. EFQM 2013, EFQM Excellence Model - EFQM 2013, EFQM Publications</p> <p>5. Selected list of journal articles will be communicated to students before the start of the course.</p> <p>RECOMMENDED READINGS</p> <p>Kerzner, H. 2013. Project Management: A Systems Approach to Planning, Scheduling, and Controlling, 11th Ed. John Wiley &amp; Sons Inc. (available in the library in e-book format)</p>
<b>Websites</b>	<p><a href="http://www.ipma.world/">http://www.ipma.world/</a></p> <p><a href="http://www.efqm.org">http://www.efqm.org</a></p>

**PEOPLE IN PROJECTS**

<b>Course Code</b>	MSC.PPMM2.PMCOR.0079
<b>ECTS Credits</b>	3
<b>Course Leader</b>	SILVIUS - ZUCHI, Dagmar-EXT
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	Project and Programme Management and Business Development
<b>Prerequisites</b>	None
<b>Course Description</b>	<p>Project managers are facing many challenges: an increasing complexity related to fast changing and highly competitive environments that influences the project; a multiple set of internal and external stakeholders with different and sometimes conflicting demands that need to be balanced; as well as issues in acquiring and using human resources, as developing and maintaining trust and/or managing change and conflict, which is probably one of their toughest challenges. This course addresses these challenges from three perspectives: the organization, the team and the individual level. Managing people in projects is a course that introduces Human Resource Management (HRM) for and in projects, with a focus on four main topics: the project oriented organization and its features; HRM in project oriented organizations; HRM in projects and project stakeholder management.</p>
<b>Course Open to Exchange</b>	Belo /Fall;#Lille /Fall;#Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	<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>

**Catalogue 1<sup>ère</sup> version  
2022/2023**

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

**PROJECT MANAGEMENT METHODS (EXTRA FEES)**

<b>Course Code</b>	MSC.PPMM2.PMCOR.0084
<b>ECTS Credits</b>	3
<b>Course Leader</b>	GARDINER Paul
<b>Synchronous</b>	0
<b>Discipline</b>	Autre
<b>Program</b>	Project and Programme Management and Business Development
<b>Prerequisites</b>	None
<b>EXTRA FEES</b>	<p>For the PRINCE 2 Online Training = 150€ + TVA (mandatory)</p> <p>For the AGILE PM Online Training = 150€ + TVA (mandatory)</p> <p>For the PRINCE 2 Certificate Examination = 249€+ TVA (optional)</p> <p>For the AGILE PM Certificate Examination = 175€ + TVA (optional)</p> <p>Total for Trainings (mandatory) = 300€ + TVA</p> <p>Totale for Certificate Examinations (optional) = 424€ + TVA</p> <p><i>* 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).</i></p>
<b>Course Description</b>	<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</p>



**Catalogue 1<sup>ère</sup> version  
2022/2023**

	for dynamic projects with high uncertainty and/or complexity. The course covers the key principles of AGILEPM, specifically: underpinning philosophy and principles, lifecycle of an AgilePM project, products, techniques, roles and responsibilities. Online help is available by TrainingByteSize.com for both methods. Candidates that pass the course will be provided with an opportunity for certification in both methods. A comparative analysis between the two methods and when to apply each is also included in the course.
<b>Course Open to Exchange</b>	Belo /Fall;#Lille /Fall;#Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris
<b>Evaluation</b>	
Final Examination (%)	70
Continuous Assessment (%)	30
<b>Academic reference</b>	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.
<b>Websites</b>	www.apmgroup.co.uk trainingbytesize.com

**PROJECT PLANNING AND CONTROL**

<b>Course Code</b>	MSC.PPMM2.PMCOR.0077
<b>ECTS Credits</b>	4
<b>Course Leader</b>	ELTIGANI Adil
<b>Synchronous</b>	36
<b>Discipline</b>	Autre
<b>Program</b>	Project and Programme Management and Business Development
<b>Prerequisites</b>	None.
<b>Course Description</b>	This course aims to provide 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.
<b>Course Open to Exchange</b>	Belo /Fall;#Lille /Fall;#Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris
<b>Evaluation</b>	

**Catalogue 1<sup>ère</sup> version  
2022/2023**

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

**PROJECT PRACTICE PORTFOLIO 1**

<b>Course Code</b>	MSC.PPMM2.PMOPT.0001
<b>ECTS Credits</b>	3
<b>Course Leader</b>	GARDINER Paul
<b>Synchronous</b>	12
<b>Discipline</b>	Autre
<b>Program</b>	Project and Programme Management and Business Development
<b>Prerequisites</b>	NONE
<b>Course Description</b>	This course requires you to work in teams on real projects in a portfolio. You will be part of a cell working on several projects and will develop your project management competences through practice. Part 1 is focused on project generation and initiation activities up to and including the project charter. Part 2 is focused on project development and delivery, quality management, audit and control.
<b>Course Open to Exchange</b>	Belo /Fall;#Lille /Fall;#Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	<p>Required readings</p> <p>(1) APM Competence Framework</p> <p>Recommended readings</p>

**Catalogue 1<sup>ère</sup> version  
2022/2023**

	<ol style="list-style-type: none"> <li>1. PMI PMBOK Guide</li> <li>2. APM Body of Knowledge</li> <li>3. PRINCE2 guide</li> <li>4. AgilePM Guide</li> <li>5. GAPPS project manager and sponsor standards</li> </ol>
<b>Websites</b>	Visit the websites of PMI, APM, GAPPS

**BUSINESS AND PROJECT MANAGEMENT AGILITY**

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

**DIGITAL TOOLS FOR PROJECT MANAGEMENT**

<b>Course Code</b>	MSC.PPMM2.PMELE.0002
<b>ECTS Credits</b>	3
<b>Course Leader</b>	GARDINER Paul
<b>Synchronous</b>	18
<b>Discipline</b>	Management & Organisation
<b>Program</b>	Project and Programme Management and Business Development
<b>Prerequisites</b>	None.
<b>Course Description</b>	Practical application of MS Project, Power BI and Power Automate to increase efficiency.
<b>Course Open to Exchange</b>	Belo /Fall;#Lille /Fall;#Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris
<b>Evaluation</b>	

**Catalogue 1<sup>ère</sup> version  
2022/2023**

Final Examination (%)	70
Continuous Assessment (%)	30
<b>Academic reference</b>	None
<b>Websites</b>	None

**OPEN INNOVATION AND KNOWLEDGE MANAGEMENT**

<b>Course Code</b>	MSC.PPMM2.PMELE.0001
<b>ECTS Credits</b>	3
<b>Course Leader</b>	NIESTEN Eva
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	Project and Programme Management and Business Development
<b>Prerequisites</b>	none
<b>Course Description</b>	This course 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
<b>Course Open to Exchange</b>	Lille /Fall;#Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Lille, Paris
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	- 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
<b>Websites</b>	

**PROJECT MANAGEMENT FOR COMPETITIVE ADVANTAGE**

<b>Course Code</b>	MSC.PPMM2.PMCOR.0069
<b>ECTS Credits</b>	3
<b>Course Leader</b>	KEEYS, Lynn-EXT
<b>Synchronous</b>	30
<b>Discipline</b>	Autre
<b>Program</b>	Project and Programme Management and Business Development

**Catalogue 1<sup>ère</sup> version  
2022/2023**

<b>Prerequisites</b>	None
<b>Course Description</b>	This course considers the strategic factors required for project management to contribute to a firm's competitive advantage for long-term sustainable growth. The role of standardization, customization, best practices, structure and innovation are considered along with theories and practices relating to dynamic capabilities to show how project management can drive up competitive advantage in organisations.
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	<p>1. Cooke-Davies, T. (2002). The real success factors on projects. <i>International Journal of Project Management</i>, 20, pp. 185-190.</p> <p>2. Winter, M. and Szczepanek, T. (2008). Projects and programmes as value creation processes: a new perspective and some practical implications, <i>International Journal of Project Management</i>, Volume 26, Issue 1, Pages 95-103.</p> <p>3. Projects and adding value, competitive advantage - a research study report PMI. Researching the Value of Project Management by Janice Thomas, PhD and Mark Mullaly, PMP (pages 355-367)</p> <p>4. Dynamic Capabilities and Knowledge Management: an Integrative Role for Learning?, Mark Easterby-Smith and Isabel M. Prieto, <i>British Journal of Management</i>, Vol. 19, 235-249 (2008).</p> <p>5. Regner, P. (2008). Strategy-as-practice and dynamic capabilities: Steps towards a dynamic view of strategy, <i>Human Relations</i>, 61, 565-588.</p> <p>6. Teece, D. J. (2012), Dynamic Capabilities: Routines versus Entrepreneurial Action. <i>Journal of Management Studies</i>, 49: 1395-1401. doi: 10.1111/j.1467-6486.2012.01080.x</p> <p>7. Gardiner, P.D (2014). Creating and appropriating value from project management resource assets using an integrated systems approach, <i>Procedia Social and Behavioural Sciences</i>, Published by Elsevier, ISSN: 1877-0428</p> <p>8. Gardiner, P.D. and Eltigani, A. (2014). Toward a theory and practice of learning in project management systems, PMI Research and Education Conference, Portland, Oregon, USA, July 2014.</p> <p>Recommended readings</p> <p>1. Soderlund, J. and Tell, F. (2009). The P-form organization and the dynamics of project competence: Project epochs in Asea/ABB, 1950-2000, <i>International Journal of Project Management</i> 27 (2009) 1011-12.</p> <p>2. Soderlund, J. and Tell, F. (2011). Strategy and capabilities in the P-form corporation: linking strategic direction with organizational capabilities, <i>Project-Based Organizing and Strategic Management Advances in Strategic Management</i>, Volume 28, 235-262.</p> <p>3. Amit, R. and Schoemaker, P.J.H. (1993). Strategic assets and organizational rent, <i>Strategic Management Journal</i>, 14, 33-46.</p> <p>4. Heising, W. (2012). The integration of ideation and project portfolio management a key factor for sustainable success. <i>International Journal of Project Management</i>, vol. 30 (5), pp. 582-595.</p> <p>5. Green, S. (2005). Strategic Project Management: from maturity model to star project leadership, 20 October, PMI World Congress.</p>

**Catalogue 1<sup>ère</sup> version  
2022/2023**

	<p>6. Martinsuo, M. &amp; Lehtonen, P. (2007). Role of single-project management in achieving portfolio management efficiency. <i>International Journal of Project Management</i>, vol. 25 (1), pp. 56-65.</p> <p>7. Shenhar, A.J., Milosevic, D., Dvir, D. and Thamhain, H. (2007). <i>Linking Project Management to Business Strategy</i>, Newtown Square, PA: Project Management Insitute.</p> <p>8. Dye, L.D. and Pennypacker, J.S. (eds). (1999). <i>Project portfolio management: selecting and prioritizing projects for competitive advantage</i>. Glen Mills, PA : Center for Business practices.</p> <p>9. Killen, C.P., Hunt, R.A. &amp; Kleinschmidt, E.J. (2008). Project portfolio management for product innovation <i>The International Journal of Quality &amp; Reliability Management</i>, 25, 1, 24-38.</p> <p>10. Paulo Augusto Cauchick Migue. (2008). Portfolio management and new product development implementation: a case study in a manufacturing firm. <i>International Journal of Quality &amp; Reliability Management</i>, vol. 25 (1), pp.10 23.</p> <p>11. Sanchez, H. and Robert, B. (2010). Measuring portfolio strategic performance using key performance indicators, <i>Project Management Journal</i>, 4, 5, 64-73.</p> <p>12. Simon M. (2009). <i>Strategic project portfolio management: enabling a productive organization</i>. Hoboken, N.J: Wiley.</p> <p>13. Szymczak, C. C. &amp; Walker, D. H. T. (2003). Boeing a case study example of enterprise project management from a learning organization perspective. <i>The Learning Organization</i>, vol. 10, (3), pp.125 137.</p> <p>14.</p>
<b>Websites</b>	

**SUSTAINABLE FINANCE AND FINTECH**

**APPLIED RESEARCH METHODS**

<b>Course Code</b>	MSC.CFMM2.FICOR.0170
<b>ECTS Credits</b>	2
<b>Course Leader</b>	SAIDANE Dhafer
<b>Synchronous</b>	0
<b>Discipline</b>	Autre
<b>Program</b>	Sustainable Finance and Fintech
<b>Prerequisites</b>	Mandatory for the MSc candidates
<b>Course Description</b>	The aim of the course is to train students to benchmark existing discipline-based knowledge and develop strategies for keeping up to date with new techniques or issues in both an academic research and a practitioner environment.
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	Biggam, J., 2008. Succeeding with Your Master's Dissertation : A step-by-step handbook, McGraw-Hill. Available online on La Fusée website in Cyberlibris / Scholarvox: <a href="http://ezp.skema.edu:2057/bookshelf/list/folderid/62679">http://ezp.skema.edu:2057/bookshelf/list/folderid/62679</a> Additional references will be provided by the instructor during the class.
<b>Websites</b>	

**BIG DATA, ARTIFICIAL INTELLIGENCE**

<b>Course Code</b>	MSC.CFMM2.FICOR.0163
<b>ECTS Credits</b>	2
<b>Course Leader</b>	SAIDANE Dhafer
<b>Synchronous</b>	0
<b>Discipline</b>	Autre
<b>Program</b>	Sustainable Finance and Fintech
<b>Prerequisites</b>	As a prerequisite, students should have: - Corporate finance notions in management control and performance management - Information Systems management notions - Business Process monitoring notions

**Catalogue 1<sup>ère</sup> version  
2022/2023**

<b>Course Description</b>	In the actual digital era, Corporate Finance has to adapt: become more agile, more forward looking and support more than ever decision-making. Financial Managers used to be the guarantor of business profitability. To continue ensuring their role, Financial Managers now need to master IS dedicated to monitor business performance such as Big Data, AI, XBRL, Analytics, etc,, and understand their implications (legal, ethical and social)
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	70
Continuous Assessment (%)	30
<b>Academic reference</b>	
<b>Websites</b>	

**BLOCKCHAIN AND CRYPTO ASSETS**

<b>Course Code</b>	MSC.CFMM2.FICOR.0177
<b>ECTS Credits</b>	4
<b>Course Leader</b>	IYIDOGAN Engin
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	Sustainable Finance and Fintech
<b>Prerequisites</b>	There is no prerequisite for this course.
<b>Course Description</b>	The course runs for 8 weeks and is split into two parts of 4 weeks. In the first four weeks, we cover the basics of blockchain technology and how it is used by crypto-assets. In the second part of the class, we cover algorithms and pseudocode for frontier financial products.
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	<a href="https://sites.google.com/view/engin-iyidogan">https://sites.google.com/view/engin-iyidogan</a>

**CAREER MANAGEMENT 1**

<b>Course Code</b>	MSC.FMIM2.FICOR.0201
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**Catalogue 1<sup>ère</sup> version  
2022/2023**

<b>ECTS Credits</b>	1
<b>Course Leader</b>	BEAUGRAND Audrey
<b>Synchronous</b>	0
<b>Discipline</b>	Autre
<b>Program</b>	Sustainable Finance and Fintech
<b>Prerequisites</b>	NoPrerequisites
<b>Course Description</b>	<p>This course is managed by the Talent &amp; Careers Department. In order to validate this course, students have to:</p> <p>1 MANDATORY : Take 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 &amp; Careers on your campus or organized by partners companies (check JOBTEASER Platform)</p> <p>MAIN CONTACTS FOR YOUR PROGRAM:</p> <p>LILLE: Audrey BEAUGRAND &amp; Feryel HOUSSEIN PARIS: Laura SINDONINO, Janice M'BENGO &amp; Miina VAISANEN (for International students) SOPHIA: Sylvie MARTINAUD, Anne DUFLOS (for International students) SUZHOU : April YANG RALEIGH : Amanda CHAMBERLAIN BELO HORIZONTE : Geneviève POULINGUE &amp; Ana Cristina BRAGA</p>
<b>Course Open to Exchange</b>	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Paris, Sophia
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings :
<b>Websites</b>	under the YEP go and click on: Talent & Careers -> Jobteaser -> SKEMA TOOLS

**CSR & GREEN BUSINESS**

<b>Course Code</b>	MSC.CFMM2.FICOR.0165
<b>ECTS Credits</b>	3
<b>Course Leader</b>	SINCLAIR-DESGAGNE Bernard
<b>Synchronous</b>	0
<b>Discipline</b>	Autre
<b>Program</b>	Sustainable Finance and Fintech
<b>Prerequisites</b>	to complete
<b>Course Description</b>	This course introduces students to academic research and business practices concerning corporate social responsibility (CSR) and environmental stewardship. The first lecture defines the two notions, examines their desirability, and considers their practical scope. The second

**Catalogue 1<sup>ère</sup> version  
2022/2023**

	lecture lays out the basics of sustainable corporate finance. The third lecture copes with the issue of creating value through making a firm greener. The fourth lecture looks at green entrepreneurship and firms specialized in delivering environmental goods and services (which form, nowadays, the so-called eco-industry). Taking stock of the latter, the fifth lecture considers how to make global value chains greener. The sixth lecture, finally, discusses good and bad practices in stakeholders management.
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	Books: (Required) Mark Antony Camilleri (2017), Corporate Sustainability, Social Responsibility, and Environmental Management An introduction to theory and practice with case studies, Springer. Joseph E. Stiglitz (2019), People, Power and Profits for an Age of Discontents, W. W. Norton. Articles: All the articles mentioned in the course outline below will be provided online on K2 or another outlet. The ones which are mandatory readings will be specified in due time.
<b>Websites</b>	European policy on CSR: <a href="https://ec.europa.eu/growth/industry/sustainability/corporate-social-responsibility_en">https://ec.europa.eu/growth/industry/sustainability/corporate-social-responsibility_en</a> World Business Council for Sustainable Development: <a href="https://www.wbcsd.org/">https://www.wbcsd.org/</a> ISO 26000 Social Responsibility: <a href="https://www.iso.org/iso-26000-social-responsibility.html">https://www.iso.org/iso-26000-social-responsibility.html</a> ISO 14000 Environmental Management: <a href="https://www.iso.org/fr/iso-14001-environmental-management.html">https://www.iso.org/fr/iso-14001-environmental-management.html</a> Eco-Manag. and Audit Sch. (EMAS): <a href="https://ec.europa.eu/environment/emas/index_en.htm">https://ec.europa.eu/environment/emas/index_en.htm</a>

**FINANCIAL INCLUSION AND DIGITILISATION**

<b>Course Code</b>	MSC.CFMM2.FICOR.0166
<b>ECTS Credits</b>	3
<b>Course Leader</b>	SAIDANE Dhafer
<b>Synchronous</b>	0
<b>Discipline</b>	Autre
<b>Program</b>	Sustainable Finance and Fintech
<b>Prerequisites</b>	to complete
<b>Course Description</b>	Digital financial inclusion involves the deployment of the cost-saving digital means to reach currently financially excluded and underserved populations with a range of formal financial services suited to their needs that are responsibly delivered at a cost affordable to customers and sustainable for providers.
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall

**Catalogue 1<sup>ère</sup> version  
2022/2023**

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

**FINTECH SEMINAR**

<b>Course Code</b>	MSC.CFMM2.FICOR.0167
<b>ECTS Credits</b>	3
<b>Course Leader</b>	SCHWIENBACHER Armin
<b>Synchronous</b>	0
<b>Discipline</b>	Autre
<b>Program</b>	Sustainable Finance and Fintech
<b>Prerequisites</b>	to complete
<b>Course Description</b>	<p>The aim of the course is to study fintech from the perspective of entrepreneurial startups, and combine it with the financing of entrepreneurial opportunities. Thus, it is an entrepreneurial finance course for startups active in the fintech area. Students will better understand what constitutes entrepreneurial opportunities in the fintech space and how they are financed.</p> <p>Topics covered include important areas of fintech and entrepreneurial finance:</p> <ul style="list-style-type: none"> <li>- Blockchain, smart contracts, and ICOs</li> <li>- Use of big data and algorithms in finance and insurance</li> <li>- Tokenization of assets and the emergence of crypto-assets</li> <li>- Various sources of entrepreneurial funding: venture capital, crowdfunding, ICOs</li> <li>- Financing techniques using optimal contracting structures for new ventures (security issuance and investment documentation)</li> </ul> <p>Lectures build on theory, business cases and exercises that will be discussed in class. Students will be required to work on real-world business cases to develop their own view on different forms of entrepreneurial finance and fintech topics. This year, we will also do business cases on (equity) crowdfunding and ICO.</p>
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

**Catalogue 1<sup>ère</sup> version  
2022/2023**

**FINANCIAL MODELING I**

<b>Course Code</b>	MSC.CFMM2.FICOR.0169
<b>ECTS Credits</b>	2
<b>Course Leader</b>	BUCHWALTER Bastien
<b>Synchronous</b>	0
<b>Department</b>	Dept. Accounting and Finance
<b>Program</b>	Sustainable Finance and Fintech
<b>Prerequisites</b>	to complete
<b>Course Description</b>	Financial Modeling I
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

**FUNDAMENTAL & SUSTAINABLE FINANCE & TAX**

<b>Course Code</b>	MSC.CFMM2.FICOR.0161
<b>ECTS Credits</b>	4
<b>Course Leader</b>	SAIDANE Dhafer
<b>Synchronous</b>	0
<b>Discipline</b>	Autre
<b>Program</b>	Sustainable Finance and Fintech
<b>Prerequisites</b>	NO The course will be taught in the form of lectures and selected case studies intended for classroom discussion. Each student will be part of a study group composed of at least five members who each session will provide a collective discussion. A class participation grade will be obtained from individual quizzes and discussions of the financial case studies.
<b>Course Description</b>	An increased awareness in international markets particularly dictated by the scarcity of resources, the efficient pursuit of profit and climate change has influenced the financial decisions worldwide. Sustainability became the new corporate norm in the financial world. Investors explore additional factors in their financial decisions and durability continues to democratize. This course examines sustainable finance as an integrated subject, starting with an introduction of funding mechanisms and investment to go towards the financial analysis, financing and evaluation. It covers various aspects of sustainable investment and offers effective tools for financial and risk evaluation. It fully meets the desire of companies to

**Catalogue 1<sup>ère</sup> version  
2022/2023**

	ensure a continued prosperity, expansion, or simply their own survival. The sustainability analysis is the hub of economic, social and environmental analyses. To this, sustainable finance includes additional elements such as investment measures, investment conditions, risk, ethics, and responsibility.
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	70
Continuous Assessment (%)	30
<b>Academic reference</b>	- Krosinsky, C., N. Robins, and Stephen Viederman (2012): Evolutions in Sustainable Investing: Strategies, Funds and Thought Leadership, Wiley Finance. - Labatt, S. and R. Rodney (2002): Environmental Finance: A Guide to Environmental Risk Assessment and Financial Products, Wiley Finance.
<b>Websites</b>	

**PROGRAMMING WITH PYTHON I**

<b>Course Code</b>	MSC.CFMM2.FICOR.0168
<b>ECTS Credits</b>	2
<b>Course Leader</b>	PETRECZKY, Mihaly-EXT
<b>Synchronous</b>	0
<b>Discipline</b>	Autre
<b>Program</b>	Sustainable Finance and Fintech
<b>Prerequisites</b>	to complete
<b>Course Description</b>	Python I
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

**SUSTAINABLE BANKS**

<b>Course Code</b>	MSC.CFMM2.FICOR.0164
<b>ECTS Credits</b>	3

**Catalogue 1<sup>ère</sup> version  
2022/2023**

<b>Course Leader</b>	SAIDANE Dhafer
<b>Synchronous</b>	0
<b>Discipline</b>	Autre
<b>Program</b>	Sustainable Finance and Fintech
<b>Prerequisites</b>	to complete
<b>Course Description</b>	The courses key objective is to provide students with a personalized academic environment to obtain a solid understanding of International banking and sustainable finance. The Sustainable Finance course aims at analyzing and assessing the stability of Globalized financial system. It is opened to no-specialists and gives a clear understanding between international banking forces, sustainability, regulation and financial instability in globalized economy. The course will assess the impact of financial deregulation as well as structural reforms upon the banking business models. The target students might want to work in the sustainable development / CSR department of corporates.
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

**ACCOUNTING PREREQUISITES**

<b>Course Code</b>	MSC.CFMM2.FIELE.0146
<b>ECTS Credits</b>	0
<b>Course Leader</b>	CHIKH Sabrina
<b>Synchronous</b>	0
<b>Discipline</b>	Autre
<b>Program</b>	Sustainable Finance and Fintech
<b>Prerequisites</b>	Objective: This module is a prerequisite course for students having a first level or limited knowledge in accounting. It enables them to understand and analyze basic annual reports and financial statements of general businesses.
<b>Course Description</b>	Description: This module emphasizes on the fundamentals of financial accounting and is customized for students entering postgraduate level studies, without a substantial accounting background. The module will introduce general accounting standards, but students are NOT expected to have a comprehensive knowledge of IAS/IFRS standards in financial reporting and analysis. It is a foundation course where an understanding of accounting is a basic requirement.
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Paris, Suzhou

**Catalogue 1<sup>ère</sup> version  
2022/2023**

<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	David Alexander and Christopher Nobes (2020), Financial Accounting an international introduction, Pearson (Higher Edition), 7th edition.
<b>Websites</b>	

**CORPORATE FINANCE PREQUISITES**

<b>Course Code</b>	MSC.CFMM2.FIELE.0147
<b>ECTS Credits</b>	0
<b>Course Leader</b>	CHIKH Sabrina
<b>Synchronous</b>	0
<b>Discipline</b>	Autre
<b>Program</b>	Sustainable Finance and Fintech
<b>Prerequisites</b>	This is an introductory course in preparation for Corporate Finance, therefore requirements for this preparatory stage are restricted to the use of basic financial mathematics & calculation.
<b>Course Description</b>	In this six-hour preparation course students will be acquainted with introductory concepts and practice necessary for the further development of Capital Budgeting, Dividend policies, corporate valuation to be explored in the whole CFM program.
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Paris, Suzhou
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	Ross, Stephen A. Fundamentals of Corporate Finance. Toronto: McGraw-Hill Ryerson, 2002. Chapters 1 - 4.
<b>Websites</b>	