



Course Catalogue
Master Programmes
Incoming Exchange Students
Paris Campus
Spring 2023

**Catalogue 1^{ère} 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 Spring 2023**.

Please read these instructions carefully:

- 1) Students are required to choose **one program** and follow the courses within that one program. It is not possible to mix and match courses from different programs due to frequent scheduling clashes.

- 2) **Pay attention to the pre-requisites!** We have highlighted the pre-requisites for courses **in red**. It is the student's responsibility to ensure he/she has the required academic background to 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.

- 4) Courses within the catalogue **are subject to slight changes**.

- 5) There is a **maximum number of seats available** per specialization program.

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M1 GBE FRANCE

CAREER MANAGEMENT (SPRING)

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

CORPORATE SOCIAL RESPONSIBILITY

Course Code	PGE.FINM1.HRCOR.0345
ECTS Credits	2
Course Leader	BARRAQUIER Anne
Synchronous	24
Department	Dept. Strategy, Entrepreneurship and Economics
Program	M1 GBE France
Prerequisites	Students should master fundamental knowledge on strategic management and financial markets.
Course Description	the course is intended to provide the necessary knowledge to understand how a firm can become socially responsible and integrate sustainability practices.
Course Open to Exchange	Belo /Spring;#Paris /Spring;#Sophia /Spring;#Suzhou /Spring
Semester	spring
Campus	Belo Horizonte, Paris, Sophia, Suzhou
Evaluation	

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Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	Provided on K2
Websites	Provided on K2

DESIGN THINKING

Course Code	PGE.FINM1.STCOR.0814
ECTS Credits	3
Course Leader	MELILLO Francesca
Synchronous	18
Department	Dept. Management of projects, Information Systems and Supply Chains
Program	M1 GBE France
Prerequisites	-none
Course Description	A multi campus workshop based course to highlight why Design Thinking is so relevant for business today. The Design thinking process is an iterative process which means you constantly revise you thinking, changing your vision and ideas according to feedback received. A powerful creative tool that can drive a brand, business or an individual forward positively with innovative solutions
Course Open to Exchange	Belo /Spring;#Paris /Spring;#Raleigh /Spring;#Sophia /Spring;#Suzhou /Spring
Semester	spring
Campus	Belo Horizonte, Paris, Raleigh, Sophia, Suzhou
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	
Websites	The deep dive (IDEO) (22min) https://www.youtube.com/watch?v=2Dtrkrz0yoU Lucky Iron Fish (3min43) https://www.youtube.com/watch?v=iY0D-PlcgB4 d.school Paris and the aging simulator (1min25) https://www.youtube.com/watch?v=jD5XwdgAq_s How it works : Design Thinking (5min51) https://www.youtube.com/watch?v=pXtN4y3O35M Design Thinking - Tim Brown, CEO and President of IDEO (26min42) https://www.youtube.com/watch?v=U-hzefHdAMk

FRENCH BEGINNER I SPRING (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4339
ECTS Credits	2

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Course Leader	POMMIER Jean-Paul
Synchronou s	24
Department	Dept. Languages and Personal Development
Program	M1 GBE France
Prerequisite s	There are no-prerequisites for this course.
Course Description	This course is designed for students with no prior knowledge of the language and offers an introduction to French language and francophone culture. Students will study French pronunciation and develop knowledge of the language in all four skills at a basic level. By the end of this course (French Beginner I and II), students will be able to communicate in a range of daily life situations at a basic level. The course aims to prepare students for a period of study abroad by increasing cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French. Overall, this course prepares students to reach a level comparable to A1 CEFR.
Course Open to Exchange	Paris /Spring;#Sophia /Spring
Semester	spring
Campus	Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	Apprendre le français avec RFi : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais Français Interactif : http://www.laits.utexas.edu/fi/home Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/

FRENCH BEGINNER II SPRING (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4361
ECTS Credits	2
Course Leader	POMMIER Jean-Paul

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Synchronou s	24
Department	Dept. Languages and Personal Development
Program	M1 GBE France
Prerequisite s	Students must have completed French Beginner I.
Course Description	This course is the continuation of French Beginner I and offers an introduction to French language and francophone culture. Students will study French pronunciation and develop knowledge of the language in all four skills at a basic level. By the end of this course (French Beginner I and II), students will be able to communicate in a range of daily life situations at a basic level. The course aims to prepare students for a period of study abroad by increasing cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French. Overall, this course prepares students to reach a level comparable to A1 CEFR.
Course Open to Exchange	Paris /Spring;#Sophia /Spring
Semester	spring
Campus	Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	Apprendre le français avec RFi : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais Français Interactif : http://www.laits.utexas.edu/fi/home Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/

FRENCH ELEMENTARY SPRING (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4340
ECTS Credits	2
Course Leader	POMMIER Jean-Paul
Synchronou s	24
Department	Dept. Languages and Personal Development

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

FRENCH INTERMEDIATE SPRING (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4341
ECTS Credits	2
Course Leader	POMMIER Jean-Paul
Synchronou s	24
Department	Dept. Languages and Personal Development
Program	M1 GBE France
Prerequisites	There are no pre-requisites for this course.

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Course Description	This course is designed for students who have an intermediate knowledge of French (students who have successfully passed the Elementary (A2) course or who have approximately 200-250 hours of prior study). Students will further develop their ability to use French in the four skills (speaking, listening, reading and writing) in familiar work and social contexts. By the end of this course, students will be able to communicate in a range of social and professional situations at intermediate level. The course aims to prepare students for a period of study abroad by further consolidating cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French. Overall, students will attain a level comparable to B1 CEFR.
Course Open to Exchange	Paris /Spring;#Sophia /Spring
Semester	spring
Campus	Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	Apprendre le français avec RFi : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/

FRENCH POST BEGINNER SPRING (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4342
ECTS Credits	2
Course Leader	POMMIER Jean-Paul
Synchronou s	24
Department	Dept. Languages and Personal Development
Program	M1 GBE France
Prerequisite s	There are no pre-requisites for this course.
Course Description	This course is designed for students who have a basic knowledge of French (students will have successfully passed the Beginner I and II course or have approximately 50 hours of prior study). Students will consolidate their pronunciation and their knowledge of the language in all four skills at a basic level. By the end of this course, students will be able to communicate in a range of simple daily

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	life situations. The course aims to prepare students for a period of study abroad by increasing cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French. Overall, students will attain a level comparable to A1 CEFR.
Course Open to Exchange	Paris /Spring;#Sophia /Spring
Semester	spring
Campus	Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	Apprendre le français avec RFi : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais Français Interactif : http://www.laits.utexas.edu/fi/home Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/

INTERNATIONAL FINANCE

Course Code	PGE.FINM1.FICOR.0514
ECTS Credits	4
Course Leader	GROSLAMBERT Bertrand
Synchronous	24
Department	Dept. Accounting and Finance
Program	M1 GBE France
Prerequisites	-none
Course Description	-This course provides an overview of the nature and operation of global capital markets and traded financial instruments. Students are exposed to the organisation of the international financial system and the markets for stocks, bonds, commodities and foreign exchange
Course Open to Exchange	Belo /Spring;#Paris /Spring;#Raleigh /Spring;#Sophia /Spring;#Suzhou /Spring
Semester	spring
Campus	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Stellenbosch-Le Cap, Suzhou
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	Principles of Corporate Finance, 12/e.Brealey, Myers and Allen. McGraw-Hill ed.

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Websites	
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INTERNATIONAL MARKETING

Course Code	PGE.FINM1.MKCOR.0413
ECTS Credits	3
Course Leader	CASTILHOS Rodrigo
Synchronous	24
Department	Dept. Marketing
Program	M1 GBE France
Prerequisites	none
Course Description	Today's highly globalized economy imposes several challenges for firms. Cultural, economic, competitive, regulatory, and infrastructural particularities of regions and countries fundamentally affect the ways in which companies conceive and implement their international presence worldwide. This course provides state-of-art foundations and tools to (1) critically analyze the globalized marketplace and international consumers, (2) identify country-specific opportunities for doing business, and (3) devise marketing strategies for successfully competing in international markets.
Course Open to Exchange	Belo /Spring;#Paris /Spring;#Raleigh /Spring;#Sophia /Spring;#Suzhou /Spring
Semester	spring
Campus	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Suzhou
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	
Websites	

MANAGEMENT OF INFORMATION SYSTEMS IN THE DIGITAL AGE

Course Code	PGE.FINM1.ISCOR.0703
ECTS Credits	4
Course Leader	BOUKEF Nabila
Synchronous	21
Department	Dept. Management of projects, Information Systems and Supply Chains
Program	M1 GBE France
Prerequisites	You need to have basic knowledge about management and economics, including understanding the general structure and functioning of organizations.
Course Description	Advances in information technology (IT) have transformed business models, organizational structures and processes, and the methods for sustaining innovation and firm performance. IT has impacted business activities such as product design, production, purchasing, marketing, customer and supplier relationships, and human resource management, and has contributed significantly to productivity growth. Most firms have realized that IT-based innovation is a strategic imperative. The Internet and associated technological innovations have helped in restructuring the global economy into a networked economy characterized by unprecedented levels of electronically-mediated communication, collaboration, and commerce.

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	With information technologies becoming an important force that shapes entire industries and creates value in firms, it is important that you as future business leaders understand the potential role of IT in creating value and competitive advantage. The objective of this course is to help you develop the critical thinking to assess how IT and systems shape business strategy, innovation, and operations in firms, with the key goal of helping you be better prepared to analyse and evaluate business challenges for maximizing the impact of IT on products, processes and services in different settings. This course will help you develop sophisticated understanding of the links between IT, business strategy and business process. You will also gain an appreciation of the organizational and management practices that complement IT investments and that are needed to extracting the appropriate return on IT investments.
Course Open to Exchange	Belo /Spring;#Paris /Spring;#Raleigh /Spring;#Sophia /Spring;#Suzhou /Spring
Semester	spring
Campus	Belo Horizonte, Paris, Raleigh, Sophia, Stellenbosch-Le Cap, Suzhou
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	Required readings will be provided to you.
Websites	We will use K2 as the course website.

STRATEGIC MARKETING

Course Code	PGE.FINM1.MKCOR.0417
ECTS Credits	3
Course Leader	PELET, Jean-Eric-EXT
Synchronous	15
Department	Dept. Marketing
Program	M1 GBE France
Prerequisites	
Course Description	
Course Open to Exchange	----
Semester	spring
Campus	Paris, Sophia
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

STRATEGY

Course Code	PGE.FINM1.STCOR.0801
ECTS Credits	4

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Course Leader	CIRILLO Bruno
Synchronous	30
Department	Dept. Stratégie, Entrepreneurship and Economics
Program	M1 GBE France
Prerequisites	None
Course Description	This strategy course introduces the fundamental concepts, analytical tools, and strategic options at the basis of strategic analysis and action. We will use a combination of lectures, case studies and a team project to explore and apply theoretical frameworks and methodologies in different industry and company situations. For instance, we will explore methods for assessing the strength of competition and the relative bargaining power, for anticipating competitors actions, for analyzing cost and value structures and their relevance to competition, and for assessing potential changes in the scope of the firm (diversification and vertical integration).
Course Open to Exchange	Belo /Spring;#Paris /Spring;#Raleigh /Spring;#Sophia /Spring;#Suzhou /Spring
Semester	spring
Campus	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Stellenbosch-Le Cap, Suzhou
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Grant, R. M. (2016). Contemporary strategy analysis and cases: text and cases, 9th Edition. John Wiley & Sons.
Websites	

INTERNATIONAL BUSINESS

ADVANCED STRATEGY

Course Code	PGE.APPM2.STCOR.3311
ECTS Credits	3
Course Leader	JOLINK Albert
Synchronous	18
Discipline	Autre
Program	International Business
Prerequisites	Strategy 1 (M1)
Course Description	In this course you will learn more about the theory and practice of collaborations of firms, from the motivation to collaborate with other firms to the organizational structuring of collaboration. The objective of the course is to understand how companies elaborate

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	<p>strategic collaboration to support corporate performance. It is a condition to survive for startup companies. It often is a means to guarantee profitability for larger corporations. However, it is difficult to achieve in the long run and may put the company at risk if not successful.</p> <p>By using a combination of lectures, case studies, and team projects, this course will provide an overview of collaborative options in different contexts.</p>
Course Open to Exchange	Paris /Spring;#Raleigh /Spring
Semester	spring
Campus	Paris, Raleigh, Stellenbosch-Le Cap, Suzhou
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Child et al. (2019) Cooperative Strategy, Oxford University Press
Websites	

CAREER MANAGEMENT 2

Course Code	MSC.FMIM2.FICOR.0223
ECTS Credits	1
Course Leader	BEAUGRAND Audrey
Synchronous	6
Discipline	Autre
Program	International Business
Prerequisites	No prerequisites.
Course Description	<p>This course is managed by the Talent & Careers Department. In order to validate this course, students have to:</p> <p>1 MANDATORY : take the questionnaire « Talents » PRADITUS (Personalities in the workplace, Work relationships, Strengths and areas of improvement) + take 2 Mooc, one on Personal Profile & Soft skills and a second on Salary Negotiation + EVALUATION</p> <p>2 NOT MANDATORY : Attend Career Events during the semester organized by the Talent & Careers team on your campus or by our partners companies</p> <p>MAIN CONTACTS FOR YOUR PROGRAM:</p> <p>LILLE: Audrey BEAUGRAND & Feryel HOUSSEIN</p> <p>PARIS: Laura SINDONINO, Sophie Ripoche & Janice M'BENGO (for International students)</p> <p>SOPHIA: Sylvie MARTINAUD, Anne DUFLOS (for International students)</p> <p>SUZHOU : April YANG</p> <p>RALEIGH : Amanda CHAMBERLAIN</p> <p>BELO HORIZONTE : Geneviève POULINGUE & Ana Cristina BRAGA</p>
Course Open to Exchange	Belo /Spring;#Lille /Spring;#Paris /Spring;#Raleigh /Spring;#Sophia /Spring
Semester	spring
Campus	Belo Horizonte, Paris, Sophia
Evaluation	

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Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Lectures obligatoires / Required readings: Lectures Recommandées / Recommended readings:
Websites	None.

EUROPEAN LEGAL ISSUES FOR BUSINESS

Course Code	MSC.IBNM2.LTCOR.0003
ECTS Credits	3
Course Leader	STAPLETON, Arthur-EXT
Synchronous	18
Discipline	Autre
Program	International Business
Prerequisites	n/a
Course Description	This course provides an understanding of the essential elements of International contracts. Thus, students will become familiar with an International contract in particular real international contracts, templates and contract forms. They will develop skills to identify the main clauses and the unavoidable elements of an international agreement. Students will become familiar and comfortable with the contract terms, so that they could be aware of contract traps.
Course Open to Exchange	Paris /Spring
Semester	spring
Campus	Paris
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	A powerpoint file is available on K2.
Websites	

GLOBAL PRODUCT DEVELOPMENT AND MANAGEMENT

Course Code	MSC.IBNM2.MKCOR.0019
ECTS Credits	5
Course Leader	REICHERT, Roger-EXT
Synchronous	30
Discipline	Autre
Program	International Business
Prerequisites	-

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Course Description	The world is becoming increasingly connected, raising many challenges in terms of organisational management, product development and cross-border collaboration. Global product development is a new way of thinking that aims to utilise and manage the power of the global market to design and manufacture intelligent, sustainable and internationally competitive products. This course develops highly employable leaders able to respond to the challenges and demands of modern globalised markets. Students are introduced to cutting-edge technologies for worldwide product development and management, including concept creation and creativity for practical product engineering. We will use the approach of "design thinking" as the front end method for this course.
Course Open to Exchange	Paris /Spring
Semester	spring
Campus	Paris, Stellenbosch-Le Cap
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	Don Norman (2013), The Design of everyday things. Basic books Peter G. Rowe(1987) Design Thinking, The MIT Press Roger Martin (2009) The Design of business, Harward Business Press Marc Stickdorn and Jakob Schneider (2011), This is service design thinking, John Wiley & Sons, Inc. Richard D. Lewis (2006)When cultures collide. Hachette Book Group Peter Watson (2006) Ideas: a history. Phoenix
Websites	

INTERNATIONAL BUSINESS GAME: SKEMASIM

Course Code	MSC.IBNM2.STCOR.0032
ECTS Credits	3
Course Leader	MESCHI Pierre Xavier
Synchronous	18
Discipline	Autre
Program	International Business
Prerequisites	Strategy
Course Description	The « SKEMA Multicampus Business Simulation » (otherwise known as SKEMASIM) course is a 5-day seminar organized simultaneously in the different SKEMA campuses across the world (France, Brazil, China and USA). It is made up of the business simulation itself, some tutorial conferences, and the writing of an annual activity report. The « SKEMA Multicampus Business Simulation » is a business game simulating the general management of mid-sized fictitious firms located in different countries (France, Brazil, China and USA, for further information, see Participants Guide). Some tutorial conferences will be arranged in order to present the rules of the game, the simulation scenarios, the features of the different countries environment,

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	the quarterly (strategic, partnership, managerial, financial, marketing, human) decisions that will have to be made by each team of students. A comprehensive analysis presenting the corporate strengths and weaknesses of these fictitious firms will be provided to each team. To this aim, a particular attention will be paid to the comparative economic advantage of each country (especially in terms of labour cost, R&D cost, long-term interest rate, tax rate) and to the different growth options that available in this simulation (local and international alliances, subcontracting,). Throughout the seminar, the tutorial conferences will also allow the simulation administrators to inform the different teams about the changes in their respective countrys environment as well as their quarterly firm performance. At the end of the seminar, each team will be asked to send over an annual activity report to simulation administrators. The teams will be assessed according to 1/ the performance of their company (measured by the ROI and ROE evolution) and 2/ the relevance and accuracy of their activity report.
Course Open to Exchange	Paris /Spring;#Raleigh /Spring
Semester	spring
Campus	Paris, Raleigh, Suzhou
Evaluation	
Final Examination (%)	25
Continuous Assessment (%)	75
Academic reference	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings : (1) BRULHART F., GUIEU, G. & MESCHI P.-X., La Croissance de l'Entreprise avec la Méthode des Cas, Eyrolles et Centrale des Cas et des Médias Pédagogiques, 2011. (2) RUGMAN A. & HODGETTS R., International Business, Prentice Hall, 2003.
Websites	www.webtolearn.com/skemasim

INTERNATIONAL FINANCE

Course Code	MSC.IBNM2.FICOR.0061
ECTS Credits	5
Course Leader	FERRARA Laurent
Synchronous	30
Discipline	Autre
Program	International Business
Prerequisites	None
Course Description	This course is designed to train business leaders of tomorrows multinational enterprises to recognize and capitalize on the unique characteristics of global markets. We will discuss exchange rate determination, the international monetary system and global financial markets, and gain firmer understanding of FX markets that underpin the rapid evolution of our global marketplace. Further, we will consider financing options for the global firm and study the intricacies of foreign investment, including cross-border mergers and acquisitions. Throughout the course we will work on a number of real-world cases to help is gain hands-on experience and understanding of international finance.

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Course Open to Exchange	Paris /Spring;#Raleigh /Spring
Semester	spring
Campus	Paris, Raleigh, Stellenbosch-Le Cap, Suzhou
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	Lectures obligatoires / Required readings : Available on Cyberlibris at www.scholarvox.com : 1) Economics for Investment Decision Makers Workbook : Micro, Macro, and International Economics, Piros and Pinto, John Wiley & Sons, 2013, Chapters 5, 8, 9 and 10. 2) International Economics 6th edition, Dunn and Mutti, Taylor & Francis, 2003, Chapters 12 to 20 Lectures Recommandées / Recommended readings : Ephraim CLARK, INTERNATIONAL FINANCE, (London: Thomson Learning, 2002)
Websites	http://databank.worldbank.org/data/home.aspx http://stats.oecd.org/

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Course Code	MSC.IBNM2.HRCOR.0003
ECTS Credits	4
Course Leader	JARRETT, Vanessa-EXT
Synchronous	24
Discipline	Autre
Program	International Business
Prerequisites	N/A
Course Description	This programme introduces Human Resources Management and Strategic HR Practices in today's global economy. The role and responsibilities of the International HR Manager is explored and essential key qualities, competencies to operate within a global context and the challenges faced both on a macro and micro level.
Course Open to Exchange	Paris /Spring
Semester	spring
Campus	Paris, Stellenbosch-Le Cap
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	Lectures obligatoires / Required readings : Specified in the course syllabus and specific to each campus. Lectures Recommandées / Recommended readings : Dowling, Festing & Engle. 2007. International Human Resources Management. Thompson Learning. Evans, Pucik & Bjorkman. 2010. The Global Challenge: Frameworks from International Human Resource Management. McGraw Hill Higher Education. Harzing &

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	Ruyssveldt (Ed.). 2010. International Human Resource Management: An Integrated Approach. Sage Publications Inc.Ozbilgin. 2004. International Human Resource Management: Theory and Practice. Palgrave Macmillan.Perkins & Shortland 2009. Strategic International Human Resource Management: Choices and Consequences in Multinational People Management. Kogan Page Ltd.Rees & Edwards. 2010. International Human Resource Management: Globalization, National Systems and Multinational Companies. Financial Times/Prentice Hall.Rowley & Warner. 2010. Globalizing International Human Resource Management. Routledge.Tayed. 2004. International Human Resource Management: A Multinational Company Perspective. OUP Oxford.
Websites	

RISK AND CRISIS MANAGEMENT FOR GLOBAL BUSINESSES

Course Code	MSC.IBRM2.STELE.0054
ECTS Credits	3
Course Leader	EZZEROUALI Amine
Synchronous	18
Discipline	Autre
Program	International Business
Prerequisites	N/A
Course Description	This course addresses risk and crisis management frameworks for MNCs, focusing on strategic, operational and technological risks through extant theory and case study examples of successful and failed risk and crisis management strategies. At the end of this course, students are expected to know what are the main foundations, frameworks and practices of risk and crisis management; to identify the key challenges in managing risk and crisis within Global businesses; and to be able to implement effective risk and crisis management strategies and practices.
Course Open to Exchange	Paris /Spring;#Raleigh /Spring
Semester	spring
Campus	Paris, Raleigh
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Crandall, W. R., Parnell, J. A., Spillan, J. E. 2009. Crisis Management in the New Strategy Landscape, Sage publications. Regester, M., Larkin, J. 2005. Risk Issues and Crisis Management : A Casebook of Best Practice (3rd Edition), Kogan Page.
Websites	

EFFECTUAL LOGIC AND OPERATIONAL APPLICATIONS

Course Code	MSC.IBUM2.STELE.0066
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ECTS Credits	3
Course Leader	LEGER, Fabrice-EXT
Synchronous	18
Discipline	Autre
Program	International Business
Prerequisites	A strong desire to be open to work and think differently.
Course Description	Problems to solve are more and more complex. The course introduces you to a new way to tackle them: the concept of effectuation logic and mindset (exercising control without predicting the future). You will use 2 effectual methods, Focal and ISMA360, to develop an innovative concept and build your strategic marketing of innovation.
Course Open to Exchange	Paris /Spring
Semester	spring
Campus	Paris
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	https://www.effectuation.org/

INTERNATIONAL CORPORATE GOVERNANCE

Course Code	MSC.IBUM2.STELE.0063
ECTS Credits	3
Course Leader	GIROD-A-PETIT-LOUIS, Patricia-EXT
Synchronous	18
Discipline	Autre
Program	International Business
Prerequisites	Good knowledge of Fundamentals of corporate governance
Course Description	The course will emphasize governance practices and development across continents. Globalization has emphasized differences in the control of corporations. Unlike the anglo-saxon model, other governance models may emphasize the importance of other stakeholders such as employees (german model), the state (China and other emerging economies), or bank (Japan). The course will focus on a few examples across the world and discuss implications for management performance, corporate conduct and at the macro-level how it affects the economy.
Course Open to Exchange	Paris /Spring
Semester	spring
Campus	Paris, Stellenbosch-Le Cap
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60

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Academic reference	Provided on K2 prior to starting the course (research articles)
Websites	

INTERNATIONAL NEGOTIATION PRACTICE

Course Code	MSC.IBNM2.STELE.0047
ECTS Credits	3
Course Leader	HENARD, David H.-EXT
Synchronous	18
Discipline	Autre
Program	International Business
Prerequisites	None
Course Description	This course is designed to provide students with both a conceptual and practical understanding of interpersonal relationship: communication techniques serving as successful negotiation. Class sessions are highly interactive and require the active engagement of each student in order to learn the multiple facets of negotiation. Course content includes the fundamentals of negotiation, based upon a highly effective methodology (from preparation to closing the deal) used by professionals all over the world. It encompasses the whole process of developing a fruitful discussion that eventually leads to an agreement. Practise is the key word, and filmed role plays are used as the most effective tool to understand and learn these techniques. Students will participate in one-to-one, one-to-several, with the complexity of negotiations increasing as the course progresses. This course is designed in an executive education format; as such, there are no formal presentations.
Course Open to Exchange	Paris /Spring;#Raleigh /Spring
Semester	spring
Campus	Paris, Raleigh, Stellenbosch-Le Cap, Suzhou
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	The Mind and Heart of the Negotiator, Leigh L. Thompson (reference; not required)
Websites	http://davidhenard.com

INTERNATIONAL HUMAN RESOURCES & PERFORMANCE MANAGEMENT

AGILE PROJECT MANAGEMENT

Course Code	MSC.IHRM2.MLCOR.0022
ECTS Credits	3
Course Leader	CHASSERIO Stéphanie
Synchronous	18
Discipline	Autre
Program	International Human Resources & Performance Management
Prerequisites	None
Course Description	This course is aimed to train future HR professionals on Agility and project management methodology and techniques. Participants will have the opportunity to train and pass the Agile PM certification.
Course Open to Exchange	Paris /Spring
Semester	spring
Campus	Paris
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	To be communicated during the course
Websites	To be communicated during the course

BENEFITS AND COMPENSATION IN INTERNATIONAL ORGANISATIONS

Course Code	MSC.IHRM2.MLCOR.0008
ECTS Credits	2
Course Leader	CHASSERIO Stéphanie
Synchronous	12
Discipline	Autre
Program	International Human Resources & Performance Management
Prerequisites	No formal academic pre-requisite. Students may be required to do pre-course work.
Course Description	This course looks at the various aspects of Benefits and Compensation within organisations and their place within human resources. It will introduce students to salary models and policies; the issues and challenges accompanying the internationalisation of businesses will also be examined.
Course Open to Exchange	Paris /Spring

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Semester	spring
Campus	Paris
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Berger, Lance A. and Dorothy R. Berger. The compensation handbook. Sixth Edition. New York: McGraw-Hill, 2015.
Websites	https://www.shrm.org

CAREER MANAGEMENT 2

Course Code	MSC.FMIM2.FICOR.0223
ECTS Credits	1
Course Leader	BEAUGRAND Audrey
Synchronous	6
Discipline	Autre
Program	International Human Resources & Performance Management
Prerequisites	No prerequisites.
Course Description	<p>This course is managed by the Talent & Careers Department. In order to validate this course, students have to:</p> <p>1 MANDATORY : take the questionnaire « Talents » PRADITUS (Personalities in the workplace, Work relationships, Strengths and areas of improvement) + take 2 Mooc, one on Personal Profile & Soft skills and a second on Salary Negotiation + EVALUATION</p> <p>2 NOT MANDATORY : Attend Career Events during the semester organized by the Talent & Careers team on your campus or by our partners companies</p> <p>MAIN CONTACTS FOR YOUR PROGRAM:</p> <p>LILLE: Audrey BEAUGRAND & Feryel HOUSSEIN</p> <p>PARIS: Laura SINDONINO, Sophie Ripoche & Janice M'BENGO (for International students)</p> <p>SOPHIA: Sylvie MARTINAUD, Anne DUFLOS (for International students)</p> <p>SUZHOU : April YANG</p> <p>RALEIGH : Amanda CHAMBERLAIN</p> <p>BELO HORIZONTE : Geneviève POULINGUE & Ana Cristina BRAGA</p>
Course Open to Exchange	Belo /Spring;#Lille /Spring;#Paris /Spring;#Raleigh /Spring;#Sophia /Spring
Semester	spring
Campus	Belo Horizonte, Paris, Sophia
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Lectures obligatoires / Required readings: Lectures Recommandées / Recommended readings:
Websites	None.

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HR AND THE LEGAL ENVIRONMENT - COMPARATIVE LABOUR LAW

Course Code	MSC.IHRM2.MLCOR.0003
ECTS Credits	3
Course Leader	EZZEROUALI Amine
Synchronous	18
Discipline	Autre
Program	International Human Resources & Performance Management
Prerequisites	While there may not be a specific pre-requisite for this course, students will be encouraged to do pre-reading to ensure a basic understanding prior to the start of the course.
Course Description	<p>The aim of the course is to give students comprehensive and coherent knowledge of the key concepts of Comparative Labor Law, and to provide tools to solve or to avoid legal problems arising in the practice of international business.</p> <p>This course focuses on the main issues relating to Comparative Labor Law. Students will become familiar with the different employee hiring methods. Then, they will understand the measures adopted to protect employees against discrimination (eg: wages; minority groups, etc). The new technologies as a threat to privacy will be also analysed. Students will become familiar with labor law clauses; they will be able to write labor law contract. Last, students will manage the different ways to end a labor law contract.</p>
Course Open to Exchange	Paris /Spring
Semester	spring
Campus	Paris
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	<p>Recommended Readings: M.W. FINKIN and G. MUNDLAK, Comparative Labor Law (Research Handbooks in Comparative Law series) (Elgar Original Reference), Elgar Pub, 2015, 512 p.</p>
Websites	Http://www.ilo.org/global/about-the-ilo/who-we-are/international-labour-office/lang--en/index.htm

HR METRICS AND THE BALANCED SCORECARD

Course Code	MSC.IHRM2.MLCOR.0012
ECTS Credits	3
Course Leader	SANDU Raluca
Synchronous	18
Discipline	Autre
Program	International Human Resources & Performance Management
Prerequisites	None
Course Description	In this course, students will learn about the theoretical foundations of performance measurement and management; study the difference approaches of performance measurement and study the main issues in performance management from an HR

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	perspective, with a focus on integrated reporting, human capital navigators, and the balanced scorecard.
Course Open to Exchange	Paris /Spring
Semester	spring
Campus	Paris
Evaluation	
Final Examination (%)	70
Continuous Assessment (%)	30
Academic reference	Norton & Kaplan (2003) : Le tableau de bord prospectif Norton & Kaplan (1992) : The Balanced Scorecard - Measures That drives Performance - HBR Becker, Huselid, Ulrich (2001) : The HR Scorecard, Linking People, Strategy, and Performance Collectif HBR (1999) : Les systèmes de mesure de la performance
Websites	

INFORMATION SYSTEMS FOR HRM

Course Code	MSC.IHRM2.MLCOR.0014
ECTS Credits	2
Course Leader	EZZEROUALI Amine
Synchronous	12
Discipline	Autre
Program	International Human Resources & Performance Management
Prerequisites	Advanced knowledge of HR, basic skills in computer
Course Description	-Studies of all kind of ISHR (Information Systems of HumanResources), methods of selection and choice, project building and following, methods of writing a book of technical specifications
Course Open to Exchange	Paris /Spring
Semester	spring
Campus	Paris
Evaluation	
Final Examination (%)	100
Continuous Assessments (%)	0

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Academic reference	http://www.vuibert.fr/ouvrage-9782311010503-le-sirh.html http://www.eyrolles.com/Entreprise/Livre/les-fiches-outils-du-sirh-9782212562606 http://librairie.studyrama.com/produit/2004/9782759020669/Le%20SIRH%20de%20demain%20en%20100%20questions http://www.dunod.com/entreprise-economie/entreprise-et-management/ressources-humaines-management/ouvrages-professionnels/le-sirh-1
Websites	http://www.le-cercle-sirh.com/ http://www.observatoiresirh.com/

INTERNATIONAL LABOUR RELATIONS

Course Code	MSC.IHRM2.MLCOR.0006
ECTS Credits	3
Course Leader	EZZEROUALI Amine
Synchronous	18
Discipline	Autre
Program	International Human Resources & Performance Management
Prerequisites	None
Course Description	This course looks at some of the main aspects of industrial relations in international contexts. As such, it will examine the different types of employer-employee relationship, the roles of trade unions, and the central role of the HR function in representing the interests of both sides, and juggling different expectations, demands and cultural parameter. The course will focus on industrial relations models as practiced in northern and southern Europe, as well as the UK.
Course Open to Exchange	Paris /Spring
Semester	spring
Campus	Paris
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	TBD
Websites	TBD

ORGANISATIONAL DEVELOPMENT AND CHANGE MANAGEMENT

Course Code	MSC.IHRM2.MLELE.0007
ECTS Credits	3
Course Leader	CHASSERIO Stéphanie
Synchronous	18
Discipline	Autre
Program	International Human Resources & Performance Management
Prerequisites	None

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Course Description	This course enables students to understand the different levels of organisational change and development with which they will be confronted as HR professionals. From the premise that transformation is systemic, it is thus important to understand that even when bringing about change in one area, this inevitably leads to evolution and reactions in the whole organisational construct. this course will therefore examine the impact of transformation on individual and more general workplace levels. At the same time, it looks at how the individuals effecting this change also form part of this transformation equation, how they may also experience their own change.
Course Open to Exchange	Paris /Spring
Semester	spring
Campus	Paris
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	Senior B and S Swailes (2010) Organizational Change, Fourth edition, London: Financial Times/Prentice-Hall. Kotter, J. P. (1995). Leading change: why transformation efforts fail. Harvard Business Review, 73(2), 59-67.
Websites	https://sloanreview.mit.edu/tag/digital-transformation/ https://www.mckinsey.com on Agile Transformation

PERSONAL AND PROFESSIONAL DEVELOPMENT FOR THE HR MANAGER

Course Code	MSC.IHRM2.MLCOR.0020
ECTS Credits	3
Course Leader	CHASSERIO Stéphanie
Synchronous	18
Discipline	Autre
Program	International Human Resources & Performance Management
Prerequisites	None
Course Description	This module is designed to provide essential skills and professional development for future HR Managers/HR Professionals, who will become a manager/coach in the workplace and be responsible for supporting employees continued professional development (CPD) and performance. The programme will raise self-awareness, personal impact and develop coaching styles and practices to apply in the HR role. Students will be able to consider models and tools to support employees and be able to design supporting career management strategies that will act as a driver for change, capability and engagement.
Course Open to Exchange	Paris /Spring
Semester	spring
Campus	Paris
Evaluation	

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Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Coaching for Performance: The Principles and Practices of Coaching and Leadership (People Skills for Professionals)--by John Whitmore (Author) The Coaching Manual: The Definitive Guide to the Process, Principles and Skills of Personal Coaching-Julie Starr (Author) Performance Coaching: The handbook for managers, HR professionals and coaches Paperback - by Angus McLeod PhD (Author) Challenging Coaching: Going Beyond Traditional Coaching to Face the FACTS Paperback-by Ian Day (Author), John Blakey Career Management--by Jeffrey H. Greenhaus (Author), Gerard A. Callanan (Author) The Reflective Journal Diary-by Barbara Bassot
Websites	www.cipd.co.uk www.right.com www.mindtools.com

QUALITY OF LIFE AND WELL-BEING AT WORK

Course Code	MSC.IHRM2.MLCOR.0013
ECTS Credits	3
Course Leader	CHASSERIO Stéphanie
Synchronous	18
Discipline	Autre
Program	International Human Resources & Performance Management
Prerequisites	None
Course Description	This course aims to offer a first approach on the topic of quality of life at work. Well-being of employee is recognised as a factor of success for business , but it's also a social responsibility of employers. Indeed the ILO (International labor organization) prioritizes health and well being at work as a main challenge for the future. This topic undoubtedly will be a central concern in the professional life of the HR managers. This seminar will introduce this topic which is central in the current organizational life.
Course Open to Exchange	Paris /Spring
Semester	spring
Campus	Paris
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50

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Academic reference	<p>Lectures obligatoires / Required readings Forthcoming Optionnelles / Recommended readings Ardito C, dErrico A, Leombruni R, et al. (2012) Health and well-being at work. A report based on the fifth European Working Conditions Survey. Dublin: Eurofound, Available from: http://www.eurofound.europa.eu/pubdocs/2013/02/en/1/EF1302EN.pdf. Bevan S (2010) The business case for employees health and wellbeing. A report prepared for Investors in People, Available from: http://www.mbsportal.bl.uk/secure/subjareas/hrmemplyrelat/twf/114598businesscaseeehealth10.pdf (accessed 3 October 2014). Brockner J, Grover S, OMalley M, et al. (1993) Threat of future layoffs, self-esteem, and survivorsreactions:evidence from the laboratory and the field. Strategic Management Journal, 14, 153166. Buffet MA, Gervais R, Liddle M, et al. (2013) Well-being at work: creating a positive work environment. Luxembourg: European Agency for Safety and Health at Work. Cañibano A (2013) Implementing innovative HRM: trade-off effects on employee well-being. Management Decision, 51(3), 643660. Helliwell J and Layard R (2013) World happiness report 2013. Available from: http://unsdsn.org/wp-content/uploads/2014/02/WorldHappinessReport2013_online.pdf. Hewlett SA and Luce CB (2006) Extreme jobsThe dangerous Allure of the 70-hour workweek. Harvard Business Review, 84(12), 4959. International Labor Office (2015) World employment and social outlook 2015. [Place of publication not identified]: Brookings Institution Pr. Järvensivu A, Kokkinu L, Kasvio A, et al. (2014) Changes at work - a challenge and an opportunity for well-being at work, careers and the quality of work life. The Finnish Institute of occupational health, Available from: http://www.ttl.fi/en/publications/Electronic_publications/Documents/Changes_at_Work.pdf. Karasek RA (1979) Job Demands, Job Decision Latitude, and Mental Strain: Implications for Job Redesign. Administrative Science Quarterly, 24(2), 285. Maslach C (2011) Engagement research: Some thoughts from a burnout perspective. European Journal of Work and Organizational Psychology, 20(1), 4752. Moss Kanter R (2011) How great companies think differently? Harvard Business Review. Nelson K, Boudrias J-S, Brunet L, et al. (2014) Authentic leadership and psychological well-being at work of nurses: The mediating role of work climate at the individual level of analysis. Burnout Research, 1(2), 90101. Ryan RM and Deci EL (2001) On happiness and human potentials: A review of research on hedonic and eudaimonic well-being. Annual review of psychology, 52(1), 141166. Tehrani N, Humpage S, Willmott B, et al. (n.d.) Change Agenda. Whats happening with well-being at work? CIPD Chartered Institute of personnel and devlopment, Available from: http://www.cipd.co.uk/nr/rdonlyres/dcce94d7-781a-485a-a702-6daab5ea7b27/0/whthapwbwrk.pdf. Weinberg A and Cooper C (2007) Surviving the workplace. A guide to emotional well-being. Thomson. Psychology at work, London.</p>
Websites	<p>INRS OMS</p>

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TRAINING AND DEVELOPMENT - DESIGNING INNOVATIVE LEARNING

Course Code	MSC.IHRM2.MLCOR.0018
ECTS Credits	2
Course Leader	EZZEROUALI Amine
Synchronous	12
Discipline	Autre
Program	International Human Resources & Performance Management
Prerequisites	None
Course Description	The learning organization is not a myth. Increasingly, companies need to recreate innovative learning environments, not only to boost employees' skills but also to create a culture of sharing, trust and creativity (essential skills for 21st century leaders). Digital technologies will also be examined as one of the components of new ways of learning nowadays.
Course Open to Exchange	Paris /Spring
Semester	spring
Campus	Paris
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	
Websites	

DROIT DE LA FORMATION PROFESSIONNELLE CONTINUE

Course Code	MSC.IHRM2.MLELE.0004
ECTS Credits	2
Course Leader	PAILOT Philippe
Synchronous	12
Discipline	Autre
Program	International Human Resources & Performance Management
Prerequisites	Ce cours nécessite de maîtriser les principaux éléments juridiques relatifs au droit du contrat de travail et d'avoir une très bonne maîtrise de la langue française.
Course Description	Ce cours vise à former les étudiants à la maîtrise du droit de la formation professionnelle continue. Il doit leur permettre de décliner de manière opérationnelle ces aspects juridiques dans la pratique de la gestion de la formation en entreprise. En s'appuyant sur un exercice de simulation, le cours s'efforce ainsi d'établir un lien entre droit et gestion. Cette simulation vise à permettre aux étudiants d'apprécier les difficultés opérationnelles de l'application des principales règles juridiques en situation d'entreprise.
Course Open to Exchange	Paris /Spring
Semester	spring
Campus	Paris
Evaluation	
Final Examination (%)	100

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Continuous Assessment (%)	0
Academic reference	Voir sur K2 pour les lectures recommandées.
Websites	http://travail-emploi.gouv.fr/formation-professionnelle/

GREEN HUMAN RESOURCE MANAGEMENT

Course Code	MSC.IHRM2.MLELE.0001
ECTS Credits	2
Course Leader	BACHA Eliane
Synchronous	12
Discipline	Autre
Program	International Human Resources & Performance Management
Prerequisites	No prerequisites
Course Description	Green HRM gives an idea about green issues related to the functions of HRM. The purpose is to create awareness and to think how we can improve our behaviors in organizations to be environmentally friendly.
Course Open to Exchange	Paris /Spring
Semester	spring
Campus	Paris
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	Pascal Paillé (2020), Greening the workplace: Theories, Methods, and Research. Raseem Abdul Khader P., Nissar, P., Vishnuprasad, T. (2020), Green Human Resource Management
Websites	

HR MARKETING AND EMPLOYER BRANDING

Course Code	MSC.IHRM2.MLCOR.0015
ECTS Credits	2
Course Leader	EZZEROUALI Amine
Synchronous	12
Discipline	Autre
Program	International Human Resources & Performance Management
Prerequisites	None
Course Description	HR Marketing and Employer Branding are key for HR professional in order to attract and retain people. The purpose of the course is to introduce HR marketing and Employer Branding fundamentals and practices, using a mix of theoretical concepts and practical applications.

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Course Open to Exchange	Paris /Spring
Semester	spring
Campus	Paris
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	
Websites	

PROJECT AND PROGRAMME MANAGEMENT AND BUSINESS DEVELOPMENT

CAREER MANAGEMENT 2

Course Code	MSC.FMIM2.FICOR.0223
ECTS Credits	1
Course Leader	BEAUGRAND Audrey
Synchronous	6
Discipline	Autre
Program	Project and Programme Management and Business Development
Prerequisites	No prerequisites.
Course Description	<p>This course is managed by the Talent & Careers Department. In order to validate this course, students have to:</p> <p>1 MANDATORY : take the questionnaire « Talents » PRADITUS (Personalities in the workplace, Work relationships, Strengths and areas of improvement) + take 2 Mooc, one on Personal Profile & Soft skills and a second on Salary Negotiation + EVALUATION</p> <p>2 NOT MANDATORY : Attend Career Events during the semester organized by the Talent & Careers team on your campus or by our partners companies</p> <p>MAIN CONTACTS FOR YOUR PROGRAM:</p> <p>LILLE: Audrey BEAUGRAND & Feryel HOUSSEIN</p> <p>PARIS: Laura SINDONINO, Sophie Ripoche & Janice M'BENGO (for International students)</p> <p>SOPHIA: Sylvie MARTINAUD, Anne DUFLOS (for International students)</p> <p>SUZHOU : April YANG</p> <p>RALEIGH : Amanda CHAMBERLAIN</p> <p>BELO HORIZONTE : Geneviève POULINGUE & Ana Cristina BRAGA</p>
Course Open to Exchange	Belo /Spring;#Lille /Spring;#Paris /Spring;#Raleigh /Spring;#Sophia /Spring
Semester	spring
Campus	Belo Horizonte, Paris, Sophia
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Lectures obligatoires / Required readings: Lectures Recommandées / Recommended readings:
Websites	None.

MANAGING RISK, UNCERTAINTY AND COMPLEXITY

Course Code	MSC.PPMM2.PMCOR.0086
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ECTS Credits	3
Course Leader	INCERTI Valerio
Synchronous	24
Discipline	Autre
Program	Project and Programme Management and Business Development
Prerequisites	None.
Course Description	<p>Projects are the business activities that make the firm able to adapt, change, grow and innovate. Unfortunately, inside the Firms portfolio of projects, some situations are very simple and some are very complex to manage. Contrary to business repetitive operations, project activities have a high rate of failure, and these failures mean under performance. The capacity to anticipate complex situations need to identify which situations are in predictable uncertainty and which are in unpredictable uncertainty before implementing risk management processes.</p> <p>Traditional risk management from standards are effective to manage situations in predictable uncertainty. But for situations in unpredictable uncertainty, it is necessary to understand how complex projects work, and to efficiently behave in conditions of high uncertainty. This is a key managerial capacity today for Top and Middle managers in changing and competitive environments.</p> <p>With the « VIO » Model, a dynamic model for complex project , we identify complex situations in unpredictable uncertainty, and we elaborate tactics to manage critical stakeholders sources of these unpredictable situations to have an effective organisation to manage under uncertainty.</p>
Course Open to Exchange	Belo /Spring;#Lille /Spring;#Paris /Spring
Semester	spring
Campus	Belo Horizonte, Lille, Paris
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	<p>REQUIRED READINGS</p> <ul style="list-style-type: none"> - PMBOK Guide, Chapter 11 : Project Risk management - PRINCE2, Managing successful project with Prince2, Chapter 8 : Risk <p>RECOMMENDED READINGS</p> <ul style="list-style-type: none"> - Atkinson, R., Crawford, L., Ward, S., 2006. Fundamental uncertainties in projects and the scope of project management. International Journal of Project Management, 24, 687-698. - De Meyer, A., Loch, C.H., Pich, M.T., 2002. Managing Project Uncertainty : From Variation to Chaos. MIT Sloan Management Review, winter 2002, 60-67 - Geraldi, J.G., Maylor, H., Williams, T., 2011. Now, let's make it really complex (complicated): A systematic review of the complexities of projects. International Journal of Operations & Production Management, 31, 966-990 - Loch, C.H., Solt, M.E., Bailey, E.M., 2008. Diagnosing Unforeseeable Uncertainty in a New Venture. Journal of Product Innovation Management, 25, 28-46. - Simon, H.A., 1969. The Science of the Artificial. MIT Press, Boston - Sommer, S.C., Loch, C.H., 2004. Selectionism and Learning in Projects with Complexity and Unforeseeable Uncertainty. Management Science, 50, 1334-1347 - Sommer, S.C., Loch, C.H., Dong, J., 2009. Managing Complexity and Unforeseeable Uncertainty in Startup Companies: An Empirical Study. Organization Science, vol. 20, 118-

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	133. - White, D., Fortune, J., 2002. Current Practice in Project Management - An Empirical Study. International Journal of Project Management, 20, 1-11
Websites	None.

ORGANIZATIONAL PERFORMANCE MANAGEMENT (EXTRA FEES)

Course Code	MSC.PPMM2.PMCOR.0075
ECTS Credits	4
Course Leader	ELTIGANI Adil
Synchronous	24
Discipline	Autre
Program	Project and Programme Management and Business Development
Prerequisites	Knowledge about strategy
Extra Fees	Six Sigma training and certification = 178 euros plus TVA *The SKEMA International Office will contact students on the payment procedure once the nomination period is complete (mid-November).
Course Description	This course aims to introduce the concepts of organisational performance management. This includes approaches followed in strategy translation, cascade and alignment to ensure execution and value creation.
Course Open to Exchange	Belo /Spring;#Lille /Spring;#Paris /Spring
Semester	spring
Campus	Belo Horizonte, Lille, Paris
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	REQUIRED READINGS 1. Project Management Institute, 2013. Organizational project management maturity model (OPM3) knowledge foundation (3rd ed.). Newtown Square 2. International Project Management Association (IPMA), 2016. Project Excellence Baseline for Achieving Excellence in Projects and Programmes. IPMA Global Standard 3. Kerzner, H. 2005. Using the Project Management Maturity Model: Strategic Planning for Project Management 2nd Edition, 2nd Ed. John Wiley & Sons Inc. 4. R. Kaplan and R. de Pinho (2014), Volkswagen do Brasil: Driving Strategy with the Balanced Scorecard, Harvard Business Review 5. KAPLAN, R. S. & NORTON, D. R. (1992) The Balanced Scorecard: Measures That Drive Performance. Harvard Business Review, 71-79. 6. Selected list of journal articles will be communicated to students before the start of the course. RECOMMENDED READINGS 1. Kerzner, H. 2013. Project Management: A Systems Approach to Planning, Scheduling, and Controlling, 11th Ed. John Wiley & Sons Inc. (available in the library in e-book format)

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	2. P. Niven (2006), Balanced scorecard step-by-step for government and non-profit agencies, John Wiley
Websites	http://www.ipma.world/ https://www.pmi.org/

PORTFOLIO MANAGEMENT AND PMO (EXTRA FEES)

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

PRINCIPLES AND PRACTICE OF PERFORMANCE IMPROVEMENT

Course Code	MSC.PPMM2.PMCOR.0101
ECTS Credits	3
Course Leader	ELTIGANI Adil
Synchronous	18
Discipline	Autre
Program	Project and Programme Management and Business Development
Prerequisites	None.
Course Description	This course will introduce the basics of quality management tool, techniques and methodologies and includes details of Lean Six Sigma
Course Open to Exchange	Paris /Spring
Semester	spring

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

PROJECT FINANCING

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

PROJECT PRACTICE PORTFOLIO 2

Course Code	MSC.PPMM2.PMOPT.0002
ECTS Credits	3
Course Leader	GARDINER Paul
Synchronous	12
Discipline	Autre
Program	Project and Programme Management and Business Development
Prerequisites	None.
Course Description	This course requires you to work in teams on real projects in a portfolio. You will be part of a cell working on several projects and will develop your project management competences through practice. Part 1 is focused on project generation and initiation activities up to and including the project charter.

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

SUSTAINABLE AND ETHICAL PROJECT MANAGEMENT

Course Code	MSC.PPMM2.PMCOR.0081
ECTS Credits	3
Course Leader	CARBONI, Joel-EXT
Synchronous	12
Discipline	Autre
Program	Project and Programme Management and Business Development
Prerequisites	None
Course Description	PRISM (Projects integrating Sustainable Methods) is a project management and sustainability course that is designed to prepare individuals to improve the way they view, approach, manage, and drive change. The course blends instruction with in-class case studies using real world examples that bring project management to life in a manner that not only meets the needs of business in today's economy but also accounts for the needs of society and the environment by incorporating sustainable development goals through the GPM P5 Standard and principles for sustainable project management.
Course Open to Exchange	Belo /Spring;#Lille /Spring;#Paris /Spring
Semester	spring
Campus	Belo Horizonte, Lille, Paris
Evaluation	
Final Examination (%)	75
Continuous Assessment (%)	25

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Academic reference	<p>REQUIRED READINGS</p> <p>BEFORE DAY 1</p> <p>The GPM PRISM Methodology for Project Management</p> <p>The GPM P5 Standard for Sustainability Management.</p> <p>RECOMMENDED READINGS</p> <p>The Association for Project Management (APM) Body of Knowledge</p> <p>The UN Global Compact Ten Principles</p> <p>The GRI G4 Reporting Framework</p> <p>The UN Post 2015 Business Engagement Architecture</p> <p>The UN Global Compact SDG Compass</p> <p>ISO Standards from a project management perspective including:</p> <p>ISO 21500 Guidance on Project Management</p> <p>ISO 50001 The Energy Management Standard</p> <p>ISO 14001 The Environmental Management Standard</p> <p>ISO 9001 Principles of Quality Management</p> <p>ISO 26000 Guidance on Social Responsibility</p> <p>ISO 55000 Asset Management</p>
Websites	<p>www.greenprojectmanagement.org</p> <p>blog.greenprojectmanagement.org</p>

AI BUSINESS APPLICATIONS RELEVANT TO PROJECT MANAGEMENT

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

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BUSINESS PLANS, MODELS AND SOCIAL ENTREPRENEURSHIP

Course Code	MSC.PPMM2.PMCOR.0028
ECTS Credits	3
Course Leader	BREA SOLIS Humberto
Synchronous	18
Discipline	Autre
Program	Project and Programme Management and Business Development
Prerequisites	None.
Course Description	The course objectives for students are to know and master concepts that are used for making business plans, and for developing and tuning business models. Tools and techniques used to issue these plans and models are explained. Examples and practice allow a full capacity. Lessons learned are exhibited.
Course Open to Exchange	Lille /Spring;#Paris /Spring
Semester	spring
Campus	Lille, Paris
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	<p>REQUIRED READINGS</p> <p>BEFORE DAY 1</p> <ul style="list-style-type: none"> - Wirtz, B. W., et al. (2016). "Business Models: Origin, Development and Future Research Perspectives." Long Range Planning 49(1): 36-54. - DaSilva, C. M. and P. Trkman (2014). "Business Model: What It Is and What It Is Not." Long Range Planning 47(6): 379-389 - Wikström, K., et al. (2010). "Business models in project business." International Journal of Project Management 28(8): 832-841 - Achtenhagen, L., et al. (2013). "Dynamics of Business Models Strategizing, Critical Capabilities and Activities for Sustained Value Creation." Long Range Planning 46(6): 427-442. <p>BEFORE DAY 2</p> <ul style="list-style-type: none"> - Chen, X.-P., et al. (2009). "Entrepreneur Passion and Preparedness in Business Plan Presentations: A Persuasion Analysis of Venture Capitalists' Funding Decisions." The Academy of Management Journal 52(1): 199-214. - Kirsch, D., et al. (2009). "Form or Substance: The Role of Business Plans in Venture Capital Decision Making." Strategic Management Journal 30(5): 487-515. - Great products are not enough? Alexander Osterwalder, video on youtube <p>RECOMMENDED READINGS</p> <ul style="list-style-type: none"> - Moingeon, B. and L. Lehmann-Ortega (2010). "Creation and Implementation of a New Business Model: a Disarming Case Study." M@n@gement 13: 266-297.
Websites	None.

INTERNATIONAL BUSINESS DEVELOPMENT : PROPOSALS, TENDERS & BIDS

Course Code	MSC.PPMM2.PMCOR.0087
ECTS Credits	3

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Course Leader	HAINGLAISE, Jean-Charles
Synchronous	24
Discipline	Autre
Program	Project and Programme Management and Business Development
Prerequisites	None.
Course Description	<p>This course provides fundamentals and overall framework of what is bid management and tendering.</p> <p>The purpose of this course is to explain how to organize and answer to calls for tender or project.</p> <p>This course will present the main typologies of tenders and the key practices that helps to make a tender successfull.</p> <p>A focus will be done on call for project through a case study to be run in team.</p>
Course Open to Exchange	Lille /Spring;#Paris /Spring
Semester	spring
Campus	Lille, Paris
Evaluation	
Final Examination (%)	30
Continuous Assessment (%)	70
Academic reference	<p>Aid Delivery Methods - Project Cycle Management Guidelines Vol 1, March 2014.</p> <p>Project Management A strategic planning approach. Paul D. Gardiner.</p> <p>The PMBOK.</p>
Websites	<p>http://ec.europa.eu/contracts_grants/contracts_en.htm</p> <p>https://ec.europa.eu/europeaid/sites/devco/files/methodology-aid-delivery-methods-project-cycle-management-200403_en_2.pdf</p> <p>https://en.wikipedia.org/wiki/Request_for_proposal</p> <p>Http://www.project-management-knowhow.com/contract_management.html</p>

INTERNATIONAL STRATEGY AND INFLUENCE

AI FOR STRATEGY

Course Code	MSC.ISIM2.STCOR.0090
ECTS Credits	3
Course Leader	BISSON, Christophe
Synchronous	18
Discipline	Autre
Program	International Strategy and Influence
Prerequisites	-
Course Description	<p>-AI is increasingly an important force that shape entire industries and create value for firms. Thus, it is important that business leaders understand the potential role of AI in helping collecting and analyzing data/information to get intelligence about the market and strengthen strategies. This course provides insights about AI and critically assesses how AI can shape business strategy in firms. Students will also acquire knowledge of a low/ no code platform (Microsoft) and practice to deliver augmented strategies for some economic sectors. A focus will be made on understanding typical use cases of Low Code and how it can provide insights.</p> <p>In addition, students will appreciate the force and limitations of AI. Finally, by getting the necessary knowledge about AI, they will be able to work with data scientists and programmers in companies as AI will be demystified.</p>
Course Open to Exchange	Paris /Spring
Semester	spring
Campus	Paris
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	Textbook: Augmented Intelligence: The Business Power of Human-Machine Collaboration (2019). Judith

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	<p>Hurwitz, Henry Morris, Candace Sidner, Daniel Kirsch, CRC Press. Link: How Decision Intelligence Connects Data, Actions, and Outcomes for a Better World (2019). Lorien Pratt. Emerald Articles: Bisson and Warin (2020). Data Science and Strategic Complexity. IEEE ICTMOD. Williams and Dougherty (2018). Humans and AI are joining forces</p>
Websites	

CAREER MANAGEMENT 2

Course Code	MSC.FMIM2.FICOR.0223
ECTS Credits	1
Course Leader	BEAUGRAND Audrey
Synchronous	0
Discipline	Autre
Program	International Strategy and Influence
Prerequisites	No prerequisites.
Course Description	<p>This course is managed by the Talent & Careers Department. In order to validate this course, students have to:</p> <p>1 MANDATORY : take the questionnaire « Talents » PRADITUS (Personalities in the workplace, Work relationships, Strengths and areas of improvement) + take 2 Mooc, one on Personal Profile & Soft skills and a second on Salary Negotiation + EVALUATION</p> <p>2 NOT MANDATORY : Attend Career Events during the semester organized by the Talent & Careers team on your campus or by our partners companies</p> <p>MAIN CONTACTS FOR YOUR PROGRAM:</p> <p>LILLE: Audrey BEAUGRAND & Feryel HOUSEIN PARIS: Laura SINDONINO, Sophie Ripoche & Janice M'BENGO (for International students) SOPHIA: Sylvie MARTINAUD, Anne DUFLOS (for International students) SUZHOU : April YANG RALEIGH : Amanda CHAMBERLAIN BELO HORIZONTE : Geneviève POULINGUE & Ana Cristina BRAGA</p>
Course Open to Exchange	Belo /Spring;#Lille /Spring;#Paris /Spring;#Raleigh /Spring;#Sophia /Spring
Semester	spring
Campus	Belo Horizonte, Paris, Sophia
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	<p>Lectures obligatoires / Required readings: Lectures Recommandées / Recommended readings:</p>
Websites	None.

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CONSULTING PROJECTS 2

Course Code	MSC.ISIM2.STCOR.0082
ECTS Credits	4
Course Leader	BISSON, Christophe
Synchronous	24
Discipline	Autre
Program	International Strategy and Influence
Prerequisites	Consulting project (1): contracting - first semester
Course Description	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.
Course Open to Exchange	Paris /Spring
Semester	spring
Campus	Paris
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	
Websites	

GROWTH STRATEGY

Course Code	MSC.ISIM2.STCOR.008
ECTS Credits	2
Course Leader	BISSON, Christophe
Synchronous	12
Discipline	Autre
Program	International Strategy and Influence
Prerequisites	Basics in strategic management
Course Description	Growth companies are the engine of value creation, and growing is one of the most common objective of corporations Advanced strategy course aims at preparing students to recognize and analyse growth opportunities and design growth strategy through the use of concepts, methods and tools. of The course will focus on the following issues: <ul style="list-style-type: none"> - How and why corporate growth matters ? - Strategic choices: formulation and evaluation? - Innovation as a leverage for growth - Platform strategies and two sided markets - Growth options (Diversification, Spinoffs, M&A, joint ventures)
Course Open to Exchange	Paris /Spring
Semester	spring
Campus	Paris
Evaluation	

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Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	<ol style="list-style-type: none"> 1. Michael Porter (1987) From Competitive Advantage to Corporate Strategy, Harvard Business Review 65, no. 3 (May/June) 2. Kutcher, E., O. Nottebohm, and K. Sprague (2014) Grow fast or die slow, McKinsey&Company 3. Christensen, C. M. (1992). Exploring the limits of the technology Scurve. Part II: Architectural technologies. Production and Operations Management, 1(4), 358-366. 4. Christensen, C. M., M.E. Raynor, and R. McDonald (2015) What Is Disruptive Innovation? - Harvard Business Review 5. Van Alstyne, M. W., Parker, G. G., & Choudary, S. P. (2016). Pipelines, platforms, and the new rules of strategy. Harvard Business Review, 94(4), 54-62. 6. Teece, D. J. (2010). Business models, business strategy and innovation. Long range planning, 43(2), 172-194. 7. Kutcher, E., O. Nottebohm, and K. Sprague (2014) Grow fast or die slow, McKinsey&Company
Websites	

INFLUENCE AND INTERNATIONAL NEGOTIATION

Course Code	MSC.ISIM2.STCOR.0077
ECTS Credits	3
Course Leader	BISSON, Christophe
Synchronous	18
Discipline	Autre
Program	International Strategy and Influence
Prerequisites	Courses on competitive intelligence and strategic analysis (first semester)
Course Description	<p>The objective of the course aims at providing information on international organizations and their role on the political scene when the international community is facing a crisis situation. The course will focus on the relations between these organizations and the impact of national concerns and political interests.</p> <p>Students will be invited to play roles in these simulated organizations (EU, UN and NATO) having to cope with an international crisis situation in the European Union neighborhood. Simulations are a very efficient training tool: by experiencing themselves the difficulties of the decision-making process, students get a hands-on knowledge of international influence, policymaking, rules, and constraints.</p> <p>In order for the students to learn as much as possible, the simulation will be constructed as realistically as possible.</p> <p>The students will all be given the role of a country. They will have to prepare their country's position on an official agenda which will be sent to them beforehand; and will have to negotiate their country's position during two day-long simulations</p>
Course Open to Exchange	Paris /Spring
Semester	spring
Campus	Paris

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Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	<p>French: François, L. and Zerbib, R. (2015) <i>Influentia, La référence des stratégies d'influence</i>, Eds Lavauzelle. Revel, Claude (2012) <i>La France, un pays sous influence?</i> Vuibert F.J. FARNEL, « Le lobbying : stratégies et techniques d'intervention », Éditions d'Organisation, 1994</p> <p>B. GOSSELIN, « Le dictionnaire du lobbying » Editions EMS, 2003</p> <p>Viviane DE BEAUFORT, <i>Lobbying, portraits croisés : pour en finir avec les idées reçues</i>, Ed. Autrement 2008</p> <p>Stéphane DESSELAS, <i>Un Lobbying professionnel à visage découvert : enquête sur l'influence des Français à 41</i> Bruxelles - Ed. du Palio 2007</p> <p>Bernard LECHERBONNIER, <i>Les Lobbies à l'assaut de l'Europe</i> - Albin Michel 2006</p> <p>Michel CLAMEN, <i>Le Lobbying et ses secrets : guide des techniques d'influence</i> Ed. Dunod 2000</p> <p>Jean- François VIGIER, <i>Une entreprise artisanale de lobbying</i> Ed. Territorial éditions 2006</p> <p>Xavier DELECROIX, <i>Influencer la démocratie et démocratiser l'influence. Enjeux et perspectives dun lobbying démystithifié</i>, Ed. AFCAP 2004</p>
Websites	

INTERNATIONAL MERGER & ACQUISITION

Course Code	MSC.ISIM2.FICOR.0001
ECTS Credits	2
Course Leader	MESCHI Pierre Xavier
Synchronous	12
Discipline	Autre
Program	International Strategy and Influence
Prerequisites	Basics in corporate finance and accounting; basics in strategic management
Course Description	Why do so many M&A transactions fail? And what drives the success of those deals that are consummated? M&A can be understood as a response by managers to forces of turbulence in their environment. Despite the material failure rates of mergers and acquisitions, those pulling the trigger on key strategic decisions can make them work if they spend great care and rigor in the development of their M&A deals. The course try to highlight those factors and drivers.
Course Open to Exchange	Paris /Spring
Semester	spring
Campus	Paris
Evaluation	
Final Examination (%)	0

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Continuous Assessment (%)	100
Academic reference	Robert F. Bruner, Applied Merger and Acquisition. Wiley Finance Joshua Rosenbaum, Joshua Pearl. Investment Banking: Valuation, Leveraged Buyouts, and Mergers and Acquisitions
Websites	

KNOWLEDGE & DATA ANALYSIS

Course Code	MSC.ISIM2.OTCOR.0021
ECTS Credits	2
Course Leader	BISSON, Christophe
Synchronous	12
Discipline	Autre
Program	International Strategy and Influence
Prerequisites	Critical thinking and methods and Knowledge Management (first semester)
Course Description	The aim of the course is to extend knowledge of the research process gained in semester 1, notably through the acquisition of more qualitative and quantitative tools and methods for strategic analysis. In the long term it is to prepare students to carry out complex technical projects.
Course Open to Exchange	Paris /Spring
Semester	spring
Campus	Paris
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	
Websites	

STRATEGIC MANAGEMENT OF INNOVATION

Course Code	MSC.ISIM2.STCOR.0065
ECTS Credits	3
Course Leader	MARINO Marianna
Synchronous	18
Discipline	Autre
Program	International Strategy and Influence
Prerequisites	Good knowledge in strategy
Course Description	The purpose of this course is to teach the rationales of innovation management from a strategic perspective, considering that innovation is one of the essential means for a firm to achieve strategic goals. Strategy-innovation fit will be analysed from both innovation

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	performance and financial performance insights. Critical thinking and controversy using research papers and practical case studies will be encouraged.
Course Open to Exchange	Paris /Spring
Semester	spring
Campus	Paris
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Lectures obligatoires / Required readings : Research papers will be provided to students prior the elective. Lectures Recommandées / Recommended readings : Porter, M.E. (1996) - What Is Strategy? - Harvard Business Review, November-December issue, p. 61-78 Ketchen (2003) - An interview with Raymond E. Miles and Charles C. Snow Academy of Management Executive Vol. 17(4)
Websites	

WEB 3.0 : INTERNET : MENACES OU ATOUTS ?

Course Code	MSC.ISIM2.STELE.0072
ECTS Credits	3
Course Leader	BISSON, Christophe
Synchronous	18
Discipline	Autre
Program	International Strategy and Influence
Prerequisites	Pas de prérequis
Course Description	La cybersécurité est un enjeu majeur pour l'entreprise qui est la cible privilégiée d'attaques en tout genre afin de s'approprier l'information (fichiers clients, savoir-faire, etc), bloquer l'accès au site, etc. Même si l'utilisateur constitue la première des failles en matière de sécurité numérique, l'entreprise doit aujourd'hui développer une véritable culture de cybersécurité qui passe notamment par de bonnes connaissances juridiques des dispositifs qu'elle peut mettre en œuvre. Dans une société de l'information où tous les citoyens peuvent être des acteurs actifs, via les réseaux sociaux, l'entreprise doit être en veille permanente et savoir réagir immédiatement à toute attaque. À l'instar des entreprises, les services de l'État contribuent au dispositif général de lutte contre la cybercriminalité.
Course Open to Exchange	Paris /Spring
Semester	spring
Campus	Paris
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0

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Academic reference	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings : Bouchet Michel-Henry et Guilhon Le Fraper du Hellen Alice, Intelligence économique et gestion des risques, Pearson, Paris, 2007. Delbecque Eric et Harbulot Christian, La guerre économique, PUF, Paris, 2010.
Websites	http://www.inhesj.fr/

ADVANCED STRATEGIC MODELS

Course Code	MSC.ISIM2.STELE.0066
ECTS Credits	3
Course Leader	MESCHI Pierre Xavier
Synchronous	18
Discipline	Autre
Program	International Strategy and Influence
Prerequisites	Basics in strategy; complementary to the course Advanced Strategy
Course Description	<p>Le cours de « modèles stratégiques avancés » a pour objectif de présenter les outils du conseil stratégique de l'entreprise en se focalisant sur leurs méthodologies d'utilisation. Dans cette optique, ce cours se concentre sur deux grandes missions de conseil en stratégie. Ces missions correspondent à des enjeux de diagnostic, de repositionnement et de croissance auxquels tout dirigeant est confronté à un stade ou un autre du cycle de vie de son entreprise.</p> <p>Advanced strategic models course aims at presenting the strategic consulting tools by focusing on their methodologies. In this perspective, this course concentrates on two main strategic consulting missions. These missions pertain to company analysis, repositioning, and growth, which any CEOs will have to face at one stage or the other of his/her company lifecycle.</p>
Course Open to Exchange	Paris /Spring
Semester	spring
Campus	Paris
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	Philippe Chereau & Pierre-Xavier Meschi (2014). Le Conseil Stratégique pour l'Entreprise, Pearson, Paris.
Websites	

GESTION DE CRISE

Course Code	MSC.ISIM2.STELE.0073
ECTS Credits	2
Course Leader	BISSON, Christophe

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Synchronous	12
Discipline	Autre
Program	International Strategy and Influence
Prerequisites	Pas de prérequis
Course Description	Pour l'entreprise la question n'est pas de savoir si elle sera impactée par une crise mais plutôt quand elle le sera. Elle doit donc se préparer à cette échéance inévitable aujourd'hui. Encore doit-elle au préalable avoir défini ce qui pourrait pour elle constituer une crise. Cette étape franchie, elle aura ainsi une vision claire de ses fonctions vitales à préserver impérativement dans le cadre d'un plan de continuité d'activité. Mais la crise, c'est aussi une communication maîtrisée qui ne laisse aucun doute sur la capacité de l'entreprise à surmonter les difficultés rencontrées. L'étude de cas pratiques apporte une vision opérationnelle de la gestion de crise sur des événements majeurs.
Course Open to Exchange	Paris /Spring
Semester	spring
Campus	Paris
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings : Bouchet Michel-Henry et Guilhon Le Fraper du Hellen Alice, Intelligence économique et gestion des risques, Pearson, Paris, 2007. Delbecque Eric et Harbulot Christian, La guerre économique, PUF, Paris, 2010. Lecarpentier Fanny et Linardos Dimitri, Business en milieu hostile. La sûreté des entreprises à l'international, Vuibert, Paris, 2010.
Websites	http://www.inhesj.fr/

NOUVEAUX RISQUES ET NOUVEAUX DÉFIS

Course Code	MSC.ISIM2.STELE.0070
ECTS Credits	2
Course Leader	BISSON, Christophe
Synchronous	12
Discipline	Autre
Program	International Strategy and Influence
Prerequisites	Pas de prérequis
Course Description	Ce module vise à positionner la sécurité économique dans le contexte mondial d'hyperconcurrence et de montrer aux étudiants que les stratégies de puissance des Etats se centralisent aujourd'hui sur la conquête de marché et de puissance économique. L'Europe et la France sont loin d'avoir pris toute la mesure de ces enjeux. Notre pays en a-t-il la volonté et les moyens dans un contexte budgétaire toujours contraint qui l'oblige à penser la Sécurité non plus seulement comme une mission régalienne de l'Etat mais aussi comme une exigence pour toutes les organisations ?

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Course Open to Exchange	Paris /Spring
Semester	spring
Campus	Paris
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings : Delbecque Eric, L'intelligence économique. Une nouvelle culture pour un nouveau monde, PUF, Paris, 2006. Delbecque Eric et Harbulot Christian, La guerre économique, PUF, Paris, 2010. Lecarpentier Fanny et Linardos Dimitri, Business en milieu hostile. La sûreté des entreprises à l'international, Vuibert, Paris, 2010. Revel Claude, La France. Un pays sous influence?, Vuibert, Paris, 2012.
Websites	http://www.inhesj.fr/

PREPARING FOR CONSULTING JOBS 2

Course Code	MSC.ISIM2.STELE.0068
ECTS Credits	2
Course Leader	BISSON, Christophe
Synchronous	12
Discipline	Autre
Program	International Strategy and Influence
Prerequisites	Strategic analysis essentials
Course Description	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
Course Open to Exchange	Paris /Spring
Semester	spring
Campus	Paris
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	Lectures obligatoires / Required readings : Philippe Chereau & Pierre-Xavier Meschi (2014). Le Conseil Stratégique pour l'Entreprise, Pearson, Paris. Lectures Recommandées / Recommended readings : Laurence Lehmann Frédéric Leroy, Bernard Garrette, Pierre Dussauge, Rodolphe Durand

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	<p>(2013 edition) "Strategor --Toute la stratégie d'entreprise" 6^{ème} édition, Dunod (In French)</p> <p>Barbara Pinto (2008) "The Pyramid Principle: Logic in Writing and Thinking", Financial Times Prentice Hall</p> <p>Carl Stern, Michael Deimler, (2006) "The Boston Consulting Group on Strategy: Classic Concepts and New Perspectives", John Wiley & Sons</p> <p>Ethan M. Rasiel and Paul N. Friga (2002), The McKinsey Mind: Understanding and Implementing the Problem-Solving Tools and Management Techniques of the World's Top Strategic Consulting Firm, Mc Graw Hill</p>
Websites	<p>www.bcgperspectives.com</p> <p>http://www.capgemini.com/</p> <p>www.hbr.org</p>

RISK ANALYSIS

Course Code	MSC.ISIM2.STELE.0069
ECTS Credits	2
Course Leader	CHAFTAR, Jamil-EXT
Synchronous	12
Discipline	Autre
Program	International Strategy and Influence
Prerequisites	None
Course Description	<p>The courses key objective is to provide students with a personalized academic environment to obtain a solid understanding of Financial risks, financial Information and International finance. It is opened to no-specialists and gives a clear understanding between international banking forces, risk, information, 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.</p>
Course Open to Exchange	Paris /Spring
Semester	spring
Campus	Paris
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	<p>Colquitt J. (2007), Credit risk management: How to Avoid Lending Disasters and Maximize Earnings, Mercy College.</p> <p>Fight A. (2004), Credit Risk Management, Elsevier.</p> <p>Reports</p> <p>Annual Report of the Bank for International Settlements (BIS)</p> <p>Annual Report of the European Central Bank (ECB)</p> <p>Bank for International Settlements, « Report on Consolidation in The Financial Sector ». Group of Ten, 2001.</p> <p>Banking Annual Reports (see banks Website).</p> <p>European Central Bank,</p>

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Websites	<p>Website European Central Bank: http://www.ecb.int/ Bank for International Settlements: http://www.bis.org/ Datamonitor : http://www.datamonitor.com International Data Corporation (IDC) : http://www.idc.com/ Federal Deposit Insurance Corporation : http://www.fdic.gov The Bond Market Association : http://www.bondmarkets.com Federal Reserve System, http://www.federalreserve.gov Forbes, Global 2000 Leading Compagnie, http://www.forbes.com</p>
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SÉCURITÉ ÉCONOMIQUE

Course Code	MSC.ISIM2.STELE.0071
ECTS Credits	3
Course Leader	BISSON, Christophe
Synchronous	18
Discipline	Autre
Program	International Strategy and Influence
Prerequisites	Pas de prérequis
Course Description	Ce module permet aux étudiants d'acquérir les connaissances fondamentales sur le dispositif public de sécurité économique. Il aborde également sous un angle opérationnel les risques auxquels l'entreprise peut aujourd'hui être confrontée tout en apportant les solutions et parades préconisées par l'Etat pour en réduire les impacts. Le témoignage d'un directeur sûreté d'un grand groupe du CAC40 complète d'un point de vue très pratique et pragmatique les connaissances théoriques abordées dans ce module.
Course Open to Exchange	Paris /Spring
Semester	spring
Campus	Paris
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	<p>Lectures obligatoires / Required readings :</p> <p>Lectures Recommandées / Recommended readings :</p> <p>Delbecque Eric, L'intelligence économique. Une nouvelle culture pour un nouveau monde, PUF, Paris, 2006.</p> <p>Delbecque Eric et Harbulot Christian, La guerre économique, PUF, Paris, 2010.</p> <p>Lecarpentier Fanny et Linardos Dimitri, Business en milieu hostile. La sûreté des entreprises à l'international, Vuibert, Paris, 2010.</p> <p>Revel Claude, La France. Un pays sous influence?, Vuibert, Paris, 2012.</p>
Websites	http://www.inhesj.fr/

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STRATEGIC CONSULTING

Course Code	MSC.ISIM2.STELE.0067
ECTS Credits	3
Course Leader	BISSON, Christophe
Synchronous	18
Discipline	Autre
Program	International Strategy and Influence
Prerequisites	Essentials of strategic management
Course Description	This course is dedicated to transferring methods and tools of Executive Consulting in the field of strategy and organization management. Methods are based on a robust understanding of strategic and organizational management theories transposed into consulting and change management best practices.
Course Open to Exchange	Paris /Spring
Semester	spring
Campus	Paris
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	Lectures obligatoires / Required readings : Chereau & Meschi (2017) Strategic Consulting: tools and methods for successful strategy missions Lectures Recommandées / Recommended readings : Le Conseil Stratégique pour l'Entreprise - Chereau & Meschi - PEARSON, 2014
Websites	

SUSTAINABLE FINANCE AND FINTECH

ASSET MANAGEMENT, GREEN BONDS & ESG INTEGRATION

Course Code	MSC.CFMM2.FICOR.0172
ECTS Credits	4
Course Leader	SAIDANE Dhafer
Synchronous	0
Discipline	Autre
Program	Sustainable Finance and Fintech
Prerequisites	<ul style="list-style-type: none"> - Financial Analysis - Firm valuation - Financial modelling - Corporate Finance - Strategic analysis - Fixed income investment - Portfolio construction
Course Description	<p>In 1990 was launched the first ESG index (MSCI KLD 400 Social Index). Before then, ESG investing was relegated to the province of values-investing and had remained at the fringes of investments management for a couple of decades.</p> <p>In 2020, amounts of new investments in sustainable assets through mutual funds and ETFs increased 96% vs. 2019 to stand at \$288 bn globally (source: Blackrock). It is now estimated that the total amount of assets invested according to explicit criteria for Environmental, Social and Governance factors represent app. 30% of total invested assets. As demand for sustainable assets keeps increasing, professional practices and regulations improve, growth in ESG assets is expected to continue to grow rapidly at the expense of more traditional assets.</p> <p>While ESG investing considered at best as a risk management tool, it now encompasses many different approaches, notably as a source of value-creation opportunities. This trend forces the assets-managers to entirely rethink their role and responsibility towards the greater society, and how they can navigate the sometimes contradictory demands of their clients, their regulators, their employees and the firms they invest in.</p> <p>After decades of decision-making predicated on hard-data supported also by more qualitative judgements usually limited to only the business aspects of a firm or a sector, the</p>

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	<p>assets management industry is facing a set of unique challenges to integrate ESG consideration to meet the demand of its clients and deliver superior risk-adjusted returns to their clients.</p> <p>No area of the assets management sector is left untouched by this long-term fundamental evolution. The management of publicly listed instruments is primarily concerned, principally equities and also increasingly fixed-income products with the rapid rise of issuance of Green bonds. This evolution touches also the realm of private investments (eg. Private Equity, Venture-Capital, Real-estate) and brings to the fore important strategic decisions about which investments to support or not.</p> <p>This course will explore the practical dimensions of integrating ESG considerations into the investment -decision process of assets managers. The academic underpinnings of ESG investing will also be discussed, as they have an impact on strategic decisions taken by investors in the way they allocate capital to enrich, foster the integration of ESG in their investment process.</p>
Course Open to Exchange	Paris /Spring
Semester	spring
Campus	Paris
Evaluation	
Final Examination (%)	70
Continuous Assessment (%)	30
Academic reference	
Websites	https://www.unpri.org/ https://www.sasb.org/ https://www.globalreporting.org/ https://vigeo-eiris.com/ https://www.oecd.org/fr/finances/esg-investing.htm

CAREER MANAGEMENT 2

Course Code	MSC.FMIM2.FICOR.0223
ECTS Credits	1
Course Leader	BEAUGRAND Audrey
Synchronous	0
Discipline	Autre
Program	Sustainable Finance and Fintech
Prerequisites	No prerequisites.
Course Description	<p>This course is managed by the Talent & Careers Department. In order to validate this course, students have to:</p> <p>1 MANDATORY : take the questionnaire « Talents » PRADITUS (Personalities in the workplace, Work relationships, Strengths and areas of improvement) + take 2 Mooc, one on Personal Profile & Soft skills and a second on Salary Negotiation + EVALUATION</p> <p>2 NOT MANDATORY : Attend Career Events during the semester organized by the Talent & Careers team on your campus or by our partners companies</p> <p>MAIN CONTACTS FOR YOUR PROGRAM:</p>

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	LILLE: Audrey BEAUGRAND & Feryel HOUSSEIN PARIS: Laura SINDONINO, Sophie Ripoche & Janice M'BENGO (for International students) SOPHIA: Sylvie MARTINAUD, Anne DUFLOS (for International students) SUZHOU : April YANG RALEIGH : Amanda CHAMBERLAIN BELO HORIZONTE : Geneviève POULINGUE & Ana Cristina BRAGA
Course Open to Exchange	Belo /Spring;#Lille /Spring;#Paris /Spring;#Raleigh /Spring;#Sophia /Spring
Semester	spring
Campus	Belo Horizonte, Paris, Sophia
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Lectures obligatoires / Required readings: Lectures Recommandées / Recommended readings:
Websites	None.

CLIMATE CHANGE RISK AND NET ZERO TRANSITION

Course Code	MSC.CFMM2.FICOR.0171
ECTS Credits	3
Course Leader	SAIDANE Dhafer
Synchronous	18
Discipline	Autre
Program	Sustainable Finance and Fintech
Prerequisites	An understanding of the basic concepts of corporate financing accounting principles is required. A basic understanding of programming languages or excel spreadsheet is also suggested, although not strongly required.
Course Description	The objective of the course is to provide students with relevant sustainable finance tools used by practitioners and policy makers in taking decisions about climate change risk and net zero transition. The course will also provide the foundations about theories, policies and regulations to allow students to understand and participate in the climate leadership debate.
Course Open to Exchange	Paris /Spring
Semester	spring
Campus	Paris
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	
Websites	

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CORPORATE INTEGRATED REPORTING

Course Code	MSC.CFMM2.FICOR.0173
ECTS Credits	3
Course Leader	ROSZAK Sabrina
Synchronous	0
Discipline	Autre
Program	Sustainable Finance and Fintech
Prerequisites	-to complete
Course Description	-
Course Open to Exchange	Paris /Spring
Semester	spring
Campus	Paris
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

DIGITALIZATION, M&A AND CORPORATE RESTRUCTURING STRATEGY

Course Code	MSC.CFMM2.FICOR.0174
ECTS Credits	3
Course Leader	AHMAD Muhammad Farooq
Synchronous	0
Discipline	Autre
Program	Sustainable Finance and Fintech
Prerequisites	Irrespective of your career path, whether you are Chief Executive Officer of a company, an investment banker, financial advisor, engineer, lawyer, an academic, there are the chances that you will encounter mergers and acquisitions deal in one way or the other. Thus, the course mainly targets a large base of students from different disciplines. Therefore, there are no formal pre-requisites for this course. However, part of this course covers the valuation techniques used to evaluate the M&A transaction, I yet recommend taking a firm valuation course prior to starting this course.
Course Description	During the last three decades, we have witnessed a massive increase in mergers and acquisitions (M&A) activity both in the United States and the rest of the world. The development of the Fintech M&A market is a recent phenomenon and has contributed to changing financial institutions' landscape. Corporate finance theory proposes that mergers and acquisitions can be used as a strategic tool by the traditional corporations as well as the financial institutions while responding to the change in the economic environment and ultimately creating value for their shareholders. The course covers the main aspects of mergers and acquisitions activity with the main focus on Fintech M&A. The course starts by explaining the motives and strategic aspects of mergers and acquisitions, the role of agency

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	<p>problems (between management and shareholders of a company) in mergers, the tactics, and defenses used by the entrenched managers, the effects of mergers and acquisitions on shareholders value and spillover effects of mergers and acquisitions for peer firms. We will then learn about the most common valuation techniques used in mergers and acquisitions for both public and private companies. We will discuss the sources of value creation in Fintech mergers and acquisitions and introduce the event study technique to study the shareholders market reaction to announced M&A transactions. Next to discussing the factors associated with both domestic and cross-border mergers, the course will highlight the additional factors that are only relevant for cross-border M&A transactions which include cultural differences, corporate governance motives, currency valuations in cross-border deals, the role of industry specialization, stock market valuation differences, labor laws, and international trade affecting the cross-border mergers activity. These contents would be covered using both anecdotal evidences and support them using the relevant theories.</p>
Course Open to Exchange	Paris /Spring
Semester	spring
Campus	Paris
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	<p>Ahern, Kenneth, Daniele Daminelli, and Cesare Fracassi, (2015). Lost in Translation? The Effect of Cultural Values on Mergers around the World, <i>Journal of Financial Economics</i> 117, 165189.</p> <p>Ahmad, Muhammad Farooq, de bodt, Eric and Jarrad Harford (2021). International Trade and the propagation of Mergers Waves. <i>Review of Financial Studies</i>.</p> <p>Ahmad, Muhammad Farooq, de bodt, Eric and Jarrad Harford (2021). The Innovation Arms Race. SSRN Working Paper.</p> <p>Erel, Isil, Rose Liao, and Michael Weisbach, 2012, Determinants of Cross-Border Mergers and Acquisitions, <i>Journal of Finance</i> 67, 10311043.</p> <p>Dessaint, Olivier, Andrey Golubov, and Paolo Volpin, (2017), Employment Protection and Takeovers, <i>Journal of Financial Economics</i>, 125, 369-388.</p> <p>Harford, Jarrad, Mark, Humphery-Jenner and Ronan Powell (2012). The sources of value destruction in acquisitions by entrenched managers, <i>Journal of Financial Economics</i>, 106, 247-261.</p> <p>Masulis, R., Wang, C. and Xie, F., (2007). Corporate Governance and Acquirer Returns. <i>Journal of Finance</i> 62, 18511889.</p> <p>Moeller, B. Sara, Frederik, P. Schlingemann. and Stulz, Rene. (2005). Wealth destruction on a massive scale: A study of acquiring firm. <i>Journal of Finance</i>, 60, 757-782.</p> <p>Servaes, Henri and Ane Tamayo. (2014). How Do Industry Peers Respond to Control Threats? <i>Management Science</i>, 60, 265-540.</p>
Websites	

EXTRA FINANCIAL PERFORMANCE & REFINITIV EIKON DATASTREAM

Course Code	MSC.CFMM2.FICOR.0175
ECTS Credits	3

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Course Leader	SAIDANE Dhafer
Synchronous	0
Discipline	Autre
Program	Sustainable Finance and Fintech
Prerequisites	-Students should have basic knowledge in sustainable finance.
Course Description	<p>-The objective of this course is to provide students with an overview of integrated thinking. It focuses on case studies. The course will provide academic and practical information on the challenges of aligning benefits with social and environmental value.</p> <p>-Through this course, we question the traditional performance approaches of the firm. We will be particularly interested in both financial and extra financial performance (environmental, social and governance objectives).</p> <p>-This course is also based on practical cases using the Refinitiv database</p> <p>-The idea is to show that the integration of environmental and social issues is an essential prerequisite and that economic value should not be created at the expense of environmental and social impacts.</p>
Course Open to Exchange	Paris /Spring
Semester	spring
Campus	Paris
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	<p>1- Alan S. Gutterman (2021). Sustainable Finance and Impact Investing. Business Expert Press, LLC</p> <p>2- Alex Nicholls (2021). Impact Measurement and Management in Sustainable Finance. Report Asian Development Outlook 2021: Financing a Green and Inclusive Recovery.</p> <p>3- Ben Abdallah. S., Saïdane. D., & Ben Slama. M. (2020). CSR and banking soundness: A causal perspective. Business Ethics: A European Review. https://onlinelibrary.wiley.com/doi/abs/10.1111/beer.12294</p> <p>4- Ben Abdallah. S., Ben Slama. M., Fdhila. I., & Saïdane. D.(2018). Mesure de la performance durable des banques européennes : vers un reporting intégré.Revue d'économie financière . https://www.cairn.info/revue-d-economie-financiere-2018-1-page-269.htm</p> <p>5- Daniel Cash (2021). Sustainability Rating Agencies vs Credit Rating Agencies: The Battle to Serve the Mainstream Investor. Palgrave Studies in Impact Finance</p> <p>6- Judith Rodin and Margot Brandenburg (2014). THE POWER OF IMPACT INVESTING: Putting Markets to Work for Profit and Global Good. The Rockefeller Foundation</p> <p>7- Keith Allman and Ximena Escobar de Nogales (2015). Impact Investment: A Practical Guide to Investment Process and Social Impact Analysis + Website, Wiley</p> <p>8- Mario La Torre (2017). Impact Investing: Instruments, Mechanisms and Actors. Palgrave Studies in Impact Finance.</p> <p>9- MSCI (2021). MSCI ESG ratings methodology: Executive Summary. MSCI ESG Research, December 2020</p> <p>10- Refinitiv (2021). Environmental, social and governance (esg) scores from refinitiv, April 2021</p> <p>11- Sustainalitics (2021). The ESG risk rating: frequently asked questions for companies, August 2020</p>

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Websites	<p>1- Refinitiv ESG company scores: https://www.refinitiv.com/en/sustainable-finance/esg-scores</p> <p>2- ESG scores methodology - Refinitiv: https://www.refinitiv.com/content/dam/marketing/en_us/documents/methodology/refinitiv-esg-scores-methodology.pdf</p> <p>3- Overview of sustainable finance (European Commission): https://ec.europa.eu/info/business-economy-euro/banking-and-finance/sustainable-finance/overview-sustainable-finance_en.</p>
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FINANCIAL MODELING II (EXCEL + VBA)

Course Code	MSC.CFMM2.FICOR.0179
ECTS Credits	2
Course Leader	ROSZAK Sabrina
Synchronous	0
Discipline	Autre
Program	Sustainable Finance and Fintech
Prerequisites	-to complete
Course Description	-
Course Open to Exchange	Paris /Spring
Semester	spring
Campus	Paris
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

GOVERNANCE, REGULATION & ETHICS

Course Code	MSC.CFMM2.FICOR.0176
ECTS Credits	3
Course Leader	GOETHALS Samentha
Synchronous	18
Discipline	Autre
Program	Sustainable Finance and Fintech
Prerequisites	-to complete
Course Description	-Society and the markets require that companies abide by ethical and comprehensive principles that avoid bad practices and that integrate and manage social, environmental and financial risks. This 18h course is divided in three parts covering the need and development, current benchmarks and uses, and the future of Environmental, Social and Governance standards and practices towards sustainable finance. The first four 3h sessions will combine a

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	mix of lectures, case studies and class discussions taking you through the historical foundations and contemporary uses and developments of each of the distinct but interlocking E, S and G standards. The last two 3h sessions will explore the future of sustainable finance on the basis of ESG and will be led by the students Using a scenario-based approach and building on knowledge acquired in this course and other courses that you have read in your MSc, you will work in groups to present a vision of finance towards sustainability in different sectors of the economy in 2030.
Course Open to Exchange	Paris /Spring
Semester	spring
Campus	Paris
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	See course plan
Websites	see course plan

INTEGRATED THINKING & IMPACT INVESTMENT

Course Code	MSC.CFMM2.FICOR.0162
ECTS Credits	4
Course Leader	SAIDANE Dhafer
Synchronous	0
Discipline	Autre
Program	Sustainable Finance and Fintech
Prerequisites	Study of Integrated Thinking and Impact Investing implies from the student previous financial background like Innovation and Financial Analysis. Plus, students are expected to actively contribute and participate in class discussions and exercises. Some suggested readings to better catch the seminar : - Antimanuel d'économie Tomes 1 & 2 - Bernard Maris (French) ; - L'ordre de l'argent - Critique de l'économie (French) ; - David Graeber - Debt: The First 5000 Years (English).
Course Description	This course introduces the fundamental concepts of Social Economy and Impact Investing. We will use a combination of lectures and a team project to explore and apply theoretical frameworks (old vs new economy) and methodologies in different industries and companies situations. After a quick recap of economic theories and its evolutions, we will work from professional perspective with both listed companies and private equity environments to catch the stakes of Impact Investing and Integrated Thinking as tools for the current transition among financial world..
Course Open to Exchange	Paris /Spring
Semester	spring
Campus	Paris
Evaluation	

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Final Examination (%)	70
Continuous Assessment (%)	30
Academic reference	
Websites	

SUSTAINABLE AND DIGITAL JOB MARKET OPPORTUNITIES

Course Code	MSC.CFMM2.FICOR.0180
ECTS Credits	1
Course Leader	SAIDANE Dhafer
Synchronous	0
Discipline	Autre
Program	Sustainable Finance and Fintech
Prerequisites	Employability career I
Course Description	<p>Training for the job market</p> <p>Part 1: The selection of candidates</p> <p>The students work in group of 3 as a recruiter team</p> <p>They have to select 3 candidates for an offer that they have to staff</p> <p>They have to complete a form for each received application. The quality and relevancy of the written comments will be included in the assessment.</p> <p>The students work individually as a candidate</p> <p>They have to apply to the offers they are interested in, and to send their application to the concerned recruiter teams</p> <p>The offers have been sent by experts in the field who will assist to the interview part.</p> <p>Part 2: The interviews</p> <p>The recruiter teams interview each of the 3 selected candidates.</p> <p>They have to complete a form for each interviewed candidate.</p> <p>The students have one interview as a candidate</p> <p>Some experts in the field assist to the interviews and give a constructive feedback to the students</p> <p>They also fill an assessment grill that will be taken into account for the grade</p>
Course Open to Exchange	Paris /Spring
Semester	spring
Campus	Paris
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

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CSR AND TAX

Course Code	MSC.CFMM2.FICOR.0161
ECTS Credits	0
Course Leader	SAIDANE Dhafer
Synchronous	0
Discipline	Autre
Program	Sustainable Finance and Fintech
Prerequisites	CSR & Tax
Course Description	CSR & Tax
Course Open to Exchange	Paris /Spring
Semester	spring
Campus	Paris
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

PROGRAMMING WITH PYTHON II

Course Code	MSC.CFMM2.FICOR.0178
ECTS Credits	3
Course Leader	PETRECZKY, Mihaly-EXT
Synchronous	0
Department	Dept. Accounting and Finance
Program	Sustainable Finance and Fintech
Prerequisites	-to complete
Course Description	-
Course Open to Exchange	Paris /Spring
Semester	spring
Campus	Paris
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

FUNDAMENTALS OF FINANCE

Course Code	MSC.CFMM2.FIELE.0146
ECTS Credits	0

**Catalogue 1^{ère} version
2022/2023**

Course Leader	RAKOTOVOLOLONA, Heritiana-EXT
Synchronous	0
Discipline	Autre
Program	Sustainable Finance and Fintech
Prerequisites	This module is a fundamental course for students having a first level or limited knowledge in finance. It enables them to focus on the core principles of finance such as financial management, investment or capital markets.
Course Description	This module is customized for students entering postgraduate level studies, without a substantial accounting and financial background and emphasizes on the practice of financial management. It is a foundation course for students who want to gain a stronger understanding of finance but lack a business background. At the end of this module, students are expected to have a general understanding of financial management and risk analysis for decision-making.
Course Open to Exchange	Paris /Spring
Semester	spring
Campus	Paris
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

PROGRAMMING WITH PYTHON I

Course Code	MSC.CFMM2.FIELE.0140
ECTS Credits	0
Course Leader	SAIDANE Dhafer
Synchronous	0
Discipline	Autre
Program	Sustainable Finance and Fintech
Prerequisites	There are no prerequisites, no prior knowledge of programming is assumed.
Course Description	Python is a versatile programming language, which is becoming increasingly popular in finance applications, especially in applications involving statistics, optimization and data science. In fact, Python is the workhorse of modern machine learning/artificial intelligence. The goal of the course is to get a basic working knowledge of coding in general and the Python programming language in particular. The goal is to train students to become proficient in using Python: they should be able to write simple Python programs and to use and adapt existing programs written in Python. The course will be practice oriented, the students will be expected to do exercises and to write simple programs in Python.
Course Open to Exchange	Belo /Spring

**Catalogue 1^{ère} version
2022/2023**

Semester	spring
Campus	Paris, Suzhou
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	
Websites	