



**Course Catalogue**  
**Master Programmes**  
**Incoming Exchange Students**  
**Raleigh Campus (USA)**  
**Fall 2022**

Dear Exchange IN Students,

Welcome to SKEMA Business School!

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

Please read these instructions carefully:

- 1) Students are required to choose **one program** and follow the courses within that one program. It is not possible to mix and match courses from different programs due to frequent scheduling clashes.
- 2) **Pay attention to the pre-requisites!** We have highlighted the pre-requisites for courses **in red**. It is the student's responsibility to ensure he/she has the required academic background to follow the courses successfully.
- 3) **Special Note for International Business Program:** The academic director will review student transcripts to ensure they have the required academic background to follow the program. Approval by the academic director is required before being officially admitted.
- 4) **Special Note for Financial Markets & Investments:** This program is **extremely selective**. The academic director will screen students' transcripts and CV to ensure they have the required academic and professional background to follow the program. Once pre-selected, a Skype interview with the academic director will be required for final validation of admittance. If a student is not selected, a second program choice will be requested.
- 5) Courses within the catalogue are subject to slight changes.
- 6) There is a maximum number of seats available per specialization program.

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## M1 ABM RALEIGH

### CAREER MANAGEMENT (FALL)

<b>Course Code</b>	PGE.FINM1.CRCOR.1003
<b>ECTS Credits</b>	1
<b>Course Leader</b>	BEAUGRAND Audrey
<b>Synchronous</b>	7
<b>Department</b>	Career Center - Employability
<b>Program</b>	M1 ABM Raleigh
<b>Prerequisites</b>	No
<b>Course Description</b>	MARKETABILITY 2 workshops of 1h30 each in Fall : 1. Personal Branding & Soft-Skills 2. LINKEDIN Profile Development 3 workshops of 1h30 each in Spring : 1. Storytelling & Pitch 2. Preparation for recruitment interviews 3. The ALUMNI network: how to approach the network? + evaluation + Career tuesday + Compagny Challenge (effective participation)
<b>Course Open to Exchange</b>	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

### CORPORATE FINANCE

<b>Course Code</b>	PGE.FINM1.FICOR.0503
<b>ECTS Credits</b>	4
<b>Course Leader</b>	GROSLAMBERT Bertrand
<b>Synchronous</b>	27
<b>Department</b>	Dept. Accounting and Finance
<b>Program</b>	M1 ABM Raleigh
<b>Prerequisites</b>	None
<b>Course Description</b>	Our objective is to bring students to develop a rigorous analytical framework of the major investment and financing decisions. In particular, we will shed lights on the interest rates and the investment valuation. We will focus on different ways of financing between equity, debt. Then, we present the relationship between risk, return and the cost of financing.
<b>Course Open to Exchange</b>	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
<b>Semester</b>	fall

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

## ENTREPRENEURSHIP

<b>Course Code</b>	PGE.FINM1.STCOR.0828
<b>ECTS Credits</b>	4
<b>Course Leader</b>	MARINO Marianna
<b>Synchronous</b>	27
<b>Department</b>	Dept. Strategy, Entrepreneurship and Economics
<b>Program</b>	M1 ABM Raleigh
<b>Prerequisites</b>	No prerequisite
<b>Course Description</b>	<p>This course introduces the fundamental concepts at the basis of entrepreneurship. We will use a combination of lectures, case studies and a team project to explore and apply theoretical frameworks and methodologies in different industry and company situations. Basic mastery of these tools has relevance to everyone seeking a career in business as a manager, an entrepreneur or a consultant.</p> <p>By interacting with entrepreneurs, you'll have the chance to discover their life and their entrepreneurial venture. More specifically, you will be able to grasp the process of developing an idea and of transforming an invention into an innovation (from the idea to the market). You'll discover the diversity of entrepreneurial ventures led by committed entrepreneurs and will be able to grasp what the entrepreneurs 'life is. In addition, you will also discover how did they select the first market.</p>
<b>Course Open to Exchange</b>	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	
<b>Websites</b>	

## GKET SEMINAR

<b>Course Code</b>	PGE.FINM1.HRCOR.0323
<b>ECTS Credits</b>	2
<b>Course Leader</b>	FERRANTE Guillaume
<b>Synchronous</b>	13
<b>Department</b>	Dept. Marketing
<b>Program</b>	M1 ABM Raleigh
<b>Prerequisites</b>	No prerequisite
<b>Course Description</b>	Cultural competence is one the key soft skills of international business management today. The GKET seminar will help students identify the issues and challenges inherent preparing their own internationalisation as well as determine the skills necessary to manage multicultural business environments and the global footprint the student wishes to develop.
<b>Course Open to Exchange</b>	Belo /Fall;#Raleigh /Fall;#Suzhou /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	Links provided on the LMS course site

## HUMAN RESOURCES MANAGEMENT

<b>Course Code</b>	PGE.FINM1.HRCOR.0327
<b>ECTS Credits</b>	2
<b>Course Leader</b>	CHIRINO-KLEVANS, Flor Ivonne-EXT
<b>Synchronous</b>	13
<b>Department</b>	Dept. Management, Law and Organization
<b>Program</b>	M1 ABM Raleigh
<b>Prerequisites</b>	Sociologie L3
<b>Course Description</b>	This course focuses on some principles and practices used in management and organization. The aim of the course is to equip students with the necessary knowledge to understand management theories, understand HR functions and help their future organizations in becoming more efficient. Hence, this course is designed to improve your effectiveness as a future manager.
<b>Course Open to Exchange</b>	Raleigh /Fall
<b>Semester</b>	fall
<b>Campus</b>	Raleigh
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50

Academic reference	
Websites	

## HUMAN RIGHTS AND BUSINESS RESPONSABILITY

<b>Course Code</b>	PGE.FINM1.HRCOR.0355
<b>ECTS Credits</b>	2
<b>Course Leader</b>	GOETHALS Samentha
<b>Synchronous</b>	12
<b>Department</b>	Dept. Management, Law and Organization
<b>Program</b>	M1 ABM Raleigh
<b>Prerequisites</b>	An average of 16 for their L3 final result. The course philosophy is that teaching and learning are a collaborative work. Students are authors of their own learning which tutors can guide and facilitate. This course will encourage an engaged attitude as well as curiosity, autonomy, independence, initiative, peer-learning, and participation. As such, students are invited to bring and reflect on their experience and knowledge from other disciplinary fields, preparation work and independent research from which tutors equally stand to learn.
<b>Course Description</b>	<p>In recent years, human rights have become core concerns and standards of responsible and sustainable business practice. In June 2011, the United Nations endorsed the Guiding Principles on Business and Human Rights Protect, Respect, Remedy (UNGPs). Ten years on, the UNGPs and their operationalizing mechanism Human Rights Due Diligence have become the referent standards requiring business to respect the rights of individuals and communities affected by their activities, as well as through their relationships and modes of organization (e.g. global production networks). These principles and their operational mechanism are not law per se, but they have been integrated in several international frameworks driving responsible business and sustainability (e.g. the OECD Guidelines for Multinational Enterprises, the SDGs) as well as in legislations (e.g. the UK (2015) and Australian (2018) Modern Slavery Acts; the 2018 French Duty of Vigilance Law) and taken up by business groups and civil society organizations to benchmark practice (e.g. UN Global Compact; B Corps; Corporate Human Rights Benchmark). And yet, mobilisation for hard international legal standards to enforce business accountability as well as prevent and sanction corporate-related human rights harms remains as strong as ever (e.g. Campaign for a Treaty on Business Accountability for Human Rights). Meanwhile, questions are being raised about the complementarity of human rights and sustainability approaches in business to protect and realise rights, respond to global and local challenges and transition towards sustainable business and economic models.</p> <p>Thus, if anything, human rights increasingly matter for international business and involves numerous stakeholders. So what does this imply for organizations, their managers, their employees and their diverse external stakeholders be they local communities, states or investors?</p> <p>This three-part introductory course on Human Rights and Responsible Business addresses this question with the aims to inform students about the current standards and their implementation by firms, internal and external stakeholders, and states. Human rights have legal, moral and ethical implications for organizations. Here we will use them as a critical lens to evaluate responsible business practice and imagine how embedding human rights in business strategy can contribute towards sustainability and beyond.</p> <p>Part 1 What is? Principles and standards: a series of plenary lectures will offer an overview of the Business and Human Rights Global Governance Framework</p> <p>Part 2 How? Practices: working in case study groups students will explore how this global</p>

	<p>framework is being implemented in relevant standards and laws, through the mechanism of human rights due diligence by and in organizations, and used as a tool for business responsibility and accountability by other stakeholders (i.e. employees, NGOs, communities, investors, etc.)</p> <p>Part 3 What if? Possibilities: reflecting on the course and their group work, students will produce and get feedback on an individual executive proposal on how a human rights approach could enhance or potentially transform the sustainability goals of the company they studied in their group or one of their own choice</p>
<b>Course Open to Exchange</b>	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Stellenbosch-Le Cap, Suzhou
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	<p>Teasers:</p> <p>The UN Guiding Principles on Business and Human Rights: An Introduction (2015)  <a href="https://www.youtube.com/watch?v=BCoL6JVZHRa">https://www.youtube.com/watch?v=BCoL6JVZHRa</a>  Presented by Mike Baab</p> <p>Webinar - Rethinking how to do business: Why should companies hire people with human rights? (2020)  <a href="https://www.youtube.com/watch?v=n5hM33xqEt4&amp;feature=youtu.be">https://www.youtube.com/watch?v=n5hM33xqEt4&amp;feature=youtu.be</a>  Presented by Björn FASTERLING, Professor of Law and Legal EDHEC Researcher at EDHEC Business School</p> <p>Co-hosted with Joanne Bauer, Adjunct Professor of International and Public Affairs at Columbia</p> <p>Nestle Human Rights Due Diligence webpage  <a href="https://www.nestle.com/csv/impact/respecting-human-rights/human-rights-impacts">https://www.nestle.com/csv/impact/respecting-human-rights/human-rights-impacts</a></p> <p>Preliminary and indicative resources recommended to peruse ahead of the course:</p> <p>Business and Human Rights Journal <a href="https://www.cambridge.org/core/journals/business-and-human-rights-journal">https://www.cambridge.org/core/journals/business-and-human-rights-journal</a> (available from KCentre)</p> <p>Ruggie G. (2013) Just Business: Multinational Corporations and Human Rights, W.W. Norton</p> <p>Baumann-Pauly D. &amp; Nolan J (eds), (2016) Business and Human Rights From Principles to Practice, Routledge</p> <p>Rodriguez-Garavito C. (ed), (2017) Business and Human Rights Beyond the End of the Beginning, Cambridge University Press</p> <p>A comprehensive selection of academic articles and e-books will be available on K2.</p>
<b>Websites</b>	<p>Resources recommended to peruse ahead of the course:</p> <p><a href="https://www.ohchr.org/EN/Issues/Business/Pages/BusinessIndex.aspx">https://www.ohchr.org/EN/Issues/Business/Pages/BusinessIndex.aspx</a></p> <p><a href="http://mneguidelines.oecd.org/global-forum/">http://mneguidelines.oecd.org/global-forum/</a></p> <p><a href="https://www.ilo.org/global/standards/introduction-to-international-labour-standards/lang-en/index.htm">https://www.ilo.org/global/standards/introduction-to-international-labour-standards/lang-en/index.htm</a></p> <p><a href="https://www.business-humanrights.org">https://www.business-humanrights.org</a></p> <p><a href="https://humanrights.dk/business-human-rights">https://humanrights.dk/business-human-rights</a></p> <p><a href="https://www.openglobalrights.org/corporations/">https://www.openglobalrights.org/corporations/</a></p> <p><a href="https://rightscolab.org/about/">https://rightscolab.org/about/</a></p> <p><a href="https://bcorporation.net">https://bcorporation.net</a></p> <p><a href="https://wfto.com">https://wfto.com</a></p> <p><a href="https://businessfightspoverty.org">https://businessfightspoverty.org</a></p> <p><a href="http://www.humanrightsandbusiness.org">http://www.humanrightsandbusiness.org</a></p>



	<a href="https://www.nottingham.ac.uk/research/beacons-of-excellence/rights-lab/index.aspx">https://www.nottingham.ac.uk/research/beacons-of-excellence/rights-lab/index.aspx</a>
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## MARKETING

<b>Course Code</b>	PGE.FINM1.MKCOR.0411
<b>ECTS Credits</b>	3
<b>Course Leader</b>	FERRANTE Guillaume
<b>Synchronous</b>	20
<b>Department</b>	Dept. Marketing
<b>Program</b>	M1 ABM Raleigh
<b>Prerequisites</b>	None
<b>Course Description</b>	This course is an introduction to strategic marketing, branding and operational marketing. In the French Campuses (Paris, Lille, Sophia Antipolis), we divide this course in three parts: in the first part, students attend 13.5h of lectures (online learning, in both synchronous and asynchronous modes) to introduce the main concepts of Marketing Strategy, Branding, Segmentation, Targeting and Positioning, Marketing Mix; in the second part, students are assigned 4,5h of face to face interaction with coaches to help them apply the concepts (in teams of 4-5 students) to "create and launch the product or service of your dreams". This is what we call the GO TO MARKET challenge. In the final 3 hours students have 10 minutes to present their project in front of audience of 40-50 students. Students are expected to devise a marketing and branding strategy, prioritising targets and adjusting their positioning accordingly. They are then expected to make decisions about pricing, product development, distribution and promotion. A final presentation by each group is followed by a debriefing session with the teacher.
<b>Course Open to Exchange</b>	Belo /Fall;#Raleigh /Fall;#Suzhou /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Stellenbosch-Le Cap, Suzhou
<b>Evaluation</b>	
Final Examination (%)	15
Continuous Assessment (%)	85
<b>Academic reference</b>	- Kotler et al. (2015) Principles of Marketing. Pearson.
<b>Websites</b>	

## US CULTURE & BUSINESS

<b>Course Code</b>	PGE.FINM1.STCOR.0831
<b>ECTS Credits</b>	2
<b>Course Leader</b>	DESOKY Mohamed
<b>Synchronous</b>	13
<b>Department</b>	Dept. Stratégy, Entrepreneurship and Economics
<b>Program</b>	M1 ABM Raleigh
<b>Prerequisites</b>	
<b>Course Description</b>	

<b>Course Open to Exchange</b>	Raleigh /Fall
<b>Semester</b>	fall
<b>Campus</b>	Raleigh
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

## INTERNATIONAL BUSINESS - RALEIGH

### CONSULTING IN INTERNATIONAL BUSINESS DEVELOPMENT

<b>Course Code</b>	MSC.IBNM2.STELE.0030
<b>ECTS Credits</b>	6
<b>Course Leader</b>	DESOKY Mohamed
<b>Synchronous</b>	0
<b>Discipline</b>	Autre
<b>Program</b>	International Business - Raleigh
<b>Prerequisites</b>	none
<b>Course Description</b>	<p>Consulting in International Business Development is intended to be a challenging, rigorous and stimulating course for graduate students. It is generally recognized that a consultant is a person in a position to have some influence over an individual, a group, or an organization, but has no direct power to make changes or implement programs.</p> <p>This course will examine the scholar-practitioner aspects of consulting with small and medium-sized enterprises (SMEs) on global business management, marketing, supply chain management, and trade finance.</p>
<b>Course Open to Exchange</b>	Raleigh /Fall
<b>Semester</b>	fall
<b>Campus</b>	Raleigh
<b>Evaluation</b>	
Final Examination (%)	25
Continuous Assessment (%)	75
<b>Academic reference</b>	<p>Required:            Flawless Consulting: a guide to getting your expertise used (3rd Ed), Peter Block (2011). San Francisco, CA: Pfeiffer, ISBN 978-0-470-62074-8 (hbk.).</p> <p>Suggested:            Process Consultation: lessons for managers and consultants (Vol. 2), Edgar H. Schein (1987). USA: Addison-Wesley, ISBN 0-201-06744-7 (pbk.).            The Consulting Process in Action (2nd Ed), Gordon Lippitt &amp; Ronald Lippitt (1986). San</p>

	<p>Francisco, CA: Jossey-Bass/Pfeiffer, ISBN 0-88390-201-X (pbk.).  The Global Entrepreneur: taking your business international (3rd Ed), James F. Foley (2014).  USA: Jamric, ISBN 978-0-9753153-1-6 (pbk.).  The Trusted Advisor Fieldbook: a comprehensive toolkit for leading with trust, Charles H. Green &amp; Andrea P. Howe (2012). Hoboken, NJ: Wiley, ISBN 978-1-118-08564-6 (pbk.).</p>
<b>Websites</b>	<p><a href="http://www.sbtadc.org/programs/export/">http://www.sbtadc.org/programs/export/</a>  <a href="http://nasbite.org">http://nasbite.org</a></p>

## IMPORTING AND EXPORTING IN A GLOBAL MARKET

<b>Course Code</b>	MSC.IBUM2.STCOR.0061
<b>ECTS Credits</b>	6
<b>Course Leader</b>	COSTE-MANIERE Ivan
<b>Synchronous</b>	0
<b>Discipline</b>	Autre
<b>Program</b>	International Business - Raleigh
<b>Prerequisites</b>	None
<b>Course Description</b>	The conduct of international trade, including Strategy & Management, Global Marketing, Trade Finance and Supply Chain. Specific focus with Harmonized Codes, terms of sale (INCOTERMS), financing arrangements, means of payment, credit insurance, shipping and insurance issues, market research, support services, legal and tax implications, and trade facilitation. Course will cover global trade functions that will be seen daily by an international trade professional, but will be focused through a USA perspective.
<b>Course Open to Exchange</b>	Paris /Fall;#Raleigh /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Paris, Raleigh, Suzhou
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	<ul style="list-style-type: none"> <li>- Albaum, G. and E. Duerr (2016), International Marketing and Export Marketing, Printice Hall FT, 7th Edition.</li> <li>- Weiss, Kenneth D. (2010), "Building an Import/Export Business", 4th Edition.</li> <li>- ICC Chamber of Commerce (2010), "Incoterms 2010".</li> <li>- Selected case studies to be provided before the begining of the course.</li> </ul>
<b>Websites</b>	

## INTERNATIONAL PROJECT MANAGEMENT

<b>Course Code</b>	MSC.IBNM2.PMCOR.0005
<b>ECTS Credits</b>	6
<b>Course Leader</b>	ELTIGANI Adil
<b>Synchronous</b>	0
<b>Discipline</b>	Autre
<b>Program</b>	International Business - Raleigh

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

## INTERNATIONALIZATION OF THE FIRM

<b>Course Code</b>	MSC.IBNM2.STCOR.0028
<b>ECTS Credits</b>	6
<b>Course Leader</b>	LINDER Christian
<b>Synchronous</b>	0
<b>Discipline</b>	Autre
<b>Program</b>	International Business - Raleigh
<b>Prerequisites</b>	none
<b>Course Description</b>	The course will teach students through academic lectures and tutorials the practice of the process of internationalization of firms, from the decision to internationalize to the organizational structuring of internationalization.
<b>Course Open to Exchange</b>	Paris /Fall;#Raleigh /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Paris, Raleigh, Stellenbosch-Le Cap, Suzhou
<b>Evaluation</b>	
Final Examination (%)	40
Continuous Assessment (%)	60
<b>Academic reference</b>	Lectures obligatoires / Required readings : Mike Peng and Klaus Meyer (2019) International Business (3rd edition), Cengage. ISBN: 978-1-4737-5843-8. Lectures Recommandées / Recommended readings : -Individual articles (posted)
<b>Websites</b>	

## RESEARCH METHOD

<b>Course Code</b>	MSC.IBUM2.STELE.0058
<b>ECTS Credits</b>	3
<b>Course Leader</b>	FERRARA Laurent
<b>Synchronous</b>	0
<b>Discipline</b>	Autre
<b>Program</b>	International Business - Raleigh
<b>Prerequisites</b>	n/a
<b>Course Description</b>	<p>This course provides a comprehensive introduction to research proposal writing. It is designed to help students to identify a study topic, critically analyze published research, formulate inquiry questions, organize a literature review, and select appropriate (quantitative or qualitative) data collection method. By the end of the course, students will complete a proposal that includes an introduction, problem statement, literature review, methods section and references. This course will also develop students awareness of the ethical principles of research. After a successful completion of this course, students will convert this proposal into a full research that will include the following sections: findings, discussion, conclusions, and references.</p> <p>THIS ELECTIVE IS MANDATORY FOR THOSE PURSUING A MSc DEGREE.</p>
<b>Course Open to Exchange</b>	Paris /Fall;#Raleigh /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Paris, Raleigh, Stellenbosch-Le Cap, Suzhou
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

## BALANCED SCORECARD FOR STRATEGY EXECUTION

<b>Course Code</b>	MSC.IBUM2.STELE.0059
<b>ECTS Credits</b>	3
<b>Course Leader</b>	DESOKY Mohamed
<b>Synchronous</b>	0
<b>Discipline</b>	Autre
<b>Program</b>	International Business - Raleigh
<b>Prerequisites</b>	NA
<b>Course Description</b>	<p>Most business strategies fail, not because they are poor strategies, but because they are poorly executed! In order to achieve their missions and visions, todays leaders must translate their organizational strategy into a comprehensive set of operational targets and goals. They must develop a scorecard to accurately measure and monitor progress and align the entire organization in pursuit of the strategic objectives.</p> <p>The Balanced Scorecard has become the dominant management approach for strategy execution worldwide as business and government organizations have recognized the power of the Balanced Scorecard (BSC) to deliver higher performance and outstanding results. It has</p>

	<p>been estimated that over 50% of companies in the Europe and the US claim to use some form of balanced scorecard (Bain &amp; Co.). The BSC adds strategic non-financial performance measures to traditional financial metrics to give managers and executives a more 'balanced' view to proactively drive organizational performance. It transforms an organizations strategic plan from a passive document into the "marching orders" for the organization on a daily basis. The BSC and the Strategy Map provide frameworks that develop and communicate key performance measurements (KPIs) enabling management and employees to identify and do what should be done and measured. It enables executives to engage the organization to truly execute the strategy.</p> <p>In this course, you will have the opportunity to work with companies like Uber, H&amp;M, and TripAdvisor to deepen your understanding on how to effectively execute strategy, measure performance and manage change within the organization, with the Balanced Scorecard and Strategy Map through lectures, exercises, case studies, simulations, and group discussions. This will be a highly interactive class.</p>
<b>Course Open to Exchange</b>	Raleigh /Fall
<b>Semester</b>	fall
<b>Campus</b>	Raleigh
<b>Evaluation</b>	
Final Examination (%)	30
Continuous Assessment (%)	70
<b>Academic reference</b>	
<b>Websites</b>	

## GLOBAL STAKEHOLDERS MANAGEMENT

<b>Course Code</b>	MSC.IBNM2.STELE.0048
<b>ECTS Credits</b>	3
<b>Course Leader</b>	EZZEROUALI Amine
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	International Business
<b>Prerequisites</b>	None.
<b>Course Description</b>	<p>Every organization needs to engage with a set of internal and external stakeholders that influence the process of wealth and value creation. Customers and users, suppliers, shareholders, employees, labor unions, NGOs, government agencies, etc. are examples of some of the key stakeholders with which organizations engage locally and globally. Knowing when and how to build and maintain short and long-term stakeholder engagement is highly critical in a complex and fast changing environment. This course addresses managerial, political, economic, sociological and psychological foundations of global stakeholder management and engagement through extant theory and case study examples of successful and failed stakeholder management strategies in various industries and multiple countries.</p>
<b>Course Open to Exchange</b>	Paris /Fall;#Raleigh /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris, Raleigh
<b>Evaluation</b>	
Final Examination (%)	50

Continuous Assessment (%)	50
<b>Academic reference</b>	Freeman, E. R. (1984). Strategic Management: A Stakeholder Approach. Boston: Pitman. Carroll, A., & Buchholtz, A. (2014). Business and Society: Ethics, Sustainability, and Stakeholder Management. Cengage Learning. Freeman, E. R., Harrison, J. S., Wicks, A. C., Parmar, B. L., & de Colle, S. (2010). Stakeholder theory: the state of the art. Cambridge University Press.
<b>Websites</b>	<a href="http://stakeholdertheory.org/">http://stakeholdertheory.org/</a>

## RESEARCH METHOD

<b>Course Code</b>	MSC.IBUM2.STELE.0058
<b>ECTS Credits</b>	3
<b>Course Leader</b>	FERRARA Laurent
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	International Business
<b>Prerequisites</b>	n/a
<b>Course Description</b>	This course provides a comprehensive introduction to research proposal writing. It is designed to help students to identify a study topic, critically analyze published research, formulate inquiry questions, organize a literature review, and select appropriate (quantitative or qualitative) data collection method. By the end of the course, students will complete a proposal that includes an introduction, problem statement, literature review, methods section and references. This course will also develop students awareness of the ethical principles of research. After a successful completion of this course, students will convert this proposal into a full research that will include the following sections: findings, discussion, conclusions, and references. THIS ELECTIVE IS MANDATORY FOR THOSE PURSUING A MSc DEGREE.
<b>Course Open to Exchange</b>	Paris /Fall;#Raleigh /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Paris, Raleigh, Stellenbosch-Le Cap, Suzhou
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

## FINANCIAL MARKETS AND INVESTMENTS RALEIGH

### ASSET VALUATION & BEHAVIORAL FINANCE

<b>Course Code</b>	MSC.FMIM2.FICOR.0124
<b>ECTS Credits</b>	3

<b>Course Leader</b>	DESHKOVSKI Alexander
<b>Synchronous</b>	20
<b>Discipline</b>	Autre
<b>Program</b>	Financial Markets and Investments Raleigh
<b>Prerequisites</b>	No prerequisite.
<b>Course Description</b>	This course will introduce the student to "traditional" methods of valuation and stress the role of the "rationality" of investors (and define what this means) as a foundational assumption of the CAPM and APT. We will then examine the ways that investors deviate from this ideal, exploring (the Nobel Prize winning) topics in behavioral finance that were advanced by Tversky, Kahneman, and Thaler. We will discuss (and demonstrate with in-class experiments) how tendencies such as "anchoring" and "recency bias" color investors' thinking. We will incorporate all 3 readings on behavioral finance from the CFA Level III, Volume 2, Behavioral Finance, Individual Investors, and Institutional Investors.
<b>Course Open to Exchange</b>	Raleigh /Fall
<b>Semester</b>	fall
<b>Campus</b>	Raleigh
<b>Evaluation</b>	
Final Examination (%)	35
Continuous Assessment (%)	65
<b>Academic reference</b>	CFA Level III, Volume 2
<b>Websites</b>	

## CORPORATE FINANCE II

<b>Course Code</b>	MSC.FMIM2.FICOR.0131
<b>ECTS Credits</b>	2
<b>Course Leader</b>	DESHKOVSKI Alexander
<b>Synchronous</b>	13
<b>Discipline</b>	Autre
<b>Program</b>	Financial Markets and Investments Raleigh
<b>Prerequisites</b>	N/A
<b>Course Description</b>	Intermediate Corporate Finance. The course will cover time value of money, investments, raising capital (equity, debt), instruments (stocks, bonds), capital budgeting, and capital structure. Readings from CFA Program Level II, Volume 3: Corporate Finance" will include: Capital Budgeting (Reading #21 by Stowe)  Capital Structure (Reading #22 by Aggarwal)  Dividends and Share Repurchases (Reading #23 by Noronha) Corporate Performance, Governance, and Business Ethics (Reading #24 by Hill & Jones and Reading #25 by McEnally & Kim) and Mergers & Acquisitions (Reading #26 by Chang & Moore)
<b>Course Open to Exchange</b>	Raleigh /Fall
<b>Semester</b>	fall
<b>Campus</b>	Raleigh



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

## CREDIT RISK MANAGEMENT

<b>Course Code</b>	MSC.FMIM2.FICOR.0149
<b>ECTS Credits</b>	3
<b>Course Leader</b>	DESHKOVSKI Alexander
<b>Synchronous</b>	20
<b>Discipline</b>	Autre
<b>Program</b>	Financial Markets and Investments Raleigh
<b>Prerequisites</b>	- Calculus - Basic statistics
<b>Course Description</b>	<p>The objective of the course is to provide an introduction as well as an in-depth understanding of issues in credit risk, its modelling and analysis of credit related instruments such as default-prone debt underlying credit derivatives.</p> <p>The objective is also to provide an understanding of how and why these products played such a critical role in the ongoing crisis. As with any derivatives model, the idea is to learn it well so that one knows when not to use it! Hence, the objective is to provide a balance between developing, on one hand, a sound conceptual framework and, on the other, market understanding and insight, especially with respect to liquidity effects that are often so important in markets from a practitioners standpoint. We regard both as essential to the informed practitioner and academic.</p>
<b>Course Open to Exchange</b>	Raleigh /Fall
<b>Semester</b>	fall
<b>Campus</b>	Raleigh
<b>Evaluation</b>	
Final Examination (%)	40
Continuous Assessment (%)	60
<b>Academic reference</b>	<p>Optional text but recommended: Hull, John. Risk Management and Financial Institutions. Vol. 733. John Wiley &amp; Sons, 2012. ISBN: 978-1-118-95594-9</p> <p>Optional Text Financial Markets and Institutions, by Frederic Mishkin and Stanley Eakens, Pearson Education,</p>
<b>Websites</b>	

## DERIVATIVE INSTRUMENTS

<b>Course Code</b>	MSC.FMIM2.FICOR.0035
<b>ECTS Credits</b>	3
<b>Course Leader</b>	DESHKOVSKI Alexander
<b>Synchronous</b>	20
<b>Discipline</b>	Autre
<b>Program</b>	Financial Markets and Investments Raleigh
<b>Prerequisites</b>	Basic understanding of financial markets, the time value of money, mathematics and statistics.
<b>Course Description</b>	<p>This course presents and analyzes derivatives, such as forwards, futures, swaps, and options. These instruments have become extremely popular investment tools over the past several decades, as they allow one to tailor the amount and kind of risk one takes, be it risk associated with changes in interest rates, exchange rates, stock prices, commodity prices, inflation, weather, etc. They are used by institutions as well as investors, sometimes to hedge (reduce) unwanted risks or even take on additional risk motivated by views regarding future market movements.</p> <p>This course is an introduction to derivative security markets. The goal of the course is to develop a core set of principles that will help us make sense of the diverse ways derivatives are used in practice by using mathematics and statistics for development, critique, evaluation and application of various financial models. These principles are developed through a series of real-world examples with an emphasis on simultaneously developing intuition and familiarity with a broad spectrum of markets and institutions. The valuation and use (e.g., hedging and speculation) of forwards, futures, swaps, and options will be a focal point of the course. Core concepts covered include valuation of forwards and futures, stochastic processes, binomial pricing of options, the Black-Scholes option pricing equation, delta-hedging, and swap pricing. We will use statistical analysis, numerical, computational and simulation methods, stochastic processes in finance. Please remember the Derivatives is highly Mathematical discipline and you should expect to spend most of your time on Financial Mathematics. At the end of the course, we expect the student to be able to understand the concept of derivatives and know how to use the instruments as a part of their practical work.</p>
<b>Course Open to Exchange</b>	Raleigh /Fall
<b>Semester</b>	fall
<b>Campus</b>	Raleigh
<b>Evaluation</b>	
Final Examination (%)	35
Continuous Assessment (%)	65
<b>Academic reference</b>	Options, Futures, and other Derivatives, by John C. Hull, Pearson, latest edition, for example ISBN: 978-0-134-47208-9 Risk Management and Financial Institutions, by John C. Hull, Wiley, latest edition, for example ISBN 978-1-118-95594-9
<b>Websites</b>	<p>Students are required to obtain the Investment Foundations certificate (CFA Institute Investment Foundations® Program).</p> <p>The course is free of charge. Students are expected to register for it, take and pass the exam by October 31st. Please take a note that the CFA requires 30 days after registration to take the certificate test. Students should register at:</p> <p><a href="https://www.cfainstitute.org/en/programs/investment-foundations">https://www.cfainstitute.org/en/programs/investment-foundations</a></p>

## FINANCIAL REPORTING AND ANALYSIS I

<b>Course Code</b>	MSC.FMIM2.FICOR.0173
<b>ECTS Credits</b>	3
<b>Course Leader</b>	DESHKOVSKI Alexander
<b>Synchronous</b>	20
<b>Discipline</b>	Autre
<b>Program</b>	Financial Markets and Investments Raleigh
<b>Prerequisites</b>	Not applicable
<b>Course Description</b>	This course contains topics on what the financial statements convey about the condition and performance of a business firm as well as how the numbers have been derived. This course helps users of financial statement to: (1) understand the complexity of the accounting rules that underlie the preparation and presentation of financial statements; (2) understand the volume of information and accounting rules contained in financial statements; (3) analyse financial statements by calculating and interpreting financial ratios, examining trends over time, comparing a firms condition and performance with its competitors, and assessing the future potential of the firm based on its historical record. By the end of this course students will be able to provide insights into a firms strengths and weaknesses.
<b>Course Open to Exchange</b>	Raleigh /Fall
<b>Semester</b>	fall
<b>Campus</b>	Raleigh
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	
<b>Websites</b>	

## FIXED INCOME INVESTMENT I

<b>Course Code</b>	MSC.FMIM2.FICOR.0043
<b>ECTS Credits</b>	3
<b>Course Leader</b>	DESHKOVSKI Alexander
<b>Synchronous</b>	20
<b>Discipline</b>	Autre
<b>Program</b>	Financial Markets and Investments Raleigh
<b>Prerequisites</b>	- Time value of money - Basic calculus
<b>Course Description</b>	The course covers the valuation of a wide variety of fixed income securities including government and corporate bonds, pure discount and coupon bonds, yields and yield curves, bond valuation, valuation models (including binomial trees), etc. The course is designed for CFA II students. It will follow the CFA curriculum very closely. The candidate should be able to estimate the risks and expected returns for fixed-income instruments, analyze the term structure of interest rates and yield spreads, and evaluate

	fixed-income instruments with embedded options and unique features. The "Fixed Income Investments I" course aims to help student to prepare for CFA Level II examination. The course will cover The Term Structure and Interest Rate Dynamics, The Arbitrage-Free valuation Framework, Valuation and Analysis, Bonds with Embedded Options.
<b>Course Open to Exchange</b>	Raleigh /Fall
<b>Semester</b>	fall
<b>Campus</b>	Raleigh
<b>Evaluation</b>	
Final Examination (%)	40
Continuous Assessment (%)	60
<b>Academic reference</b>	
<b>Websites</b>	

### MATHEMATICAL FINANCE: STATISTICS AND ECONOMETRICS

<b>Course Code</b>	MSC.FMIM2.FICOR.0172
<b>ECTS Credits</b>	2
<b>Course Leader</b>	DESHKOVSKI Alexander
<b>Synchronous</b>	13
<b>Discipline</b>	Autre
<b>Program</b>	Financial Markets and Investments Raleigh
<b>Prerequisites</b>	FMI standing
<b>Course Description</b>	Mathematical Finance: Statistics and Econometrics is the intersection of statistical techniques and empirical finance, providing a set of tools that are useful for modeling financial data and testing beliefs about how markets work and prices are formed. Conversely, new techniques in analyzing financial data can lead to empirical facts inconsistent with existing theories, begging for new models or investment strategies. The aim of the course is to train students in financial econometrics using Python. Students will acquire knowledge of applied statistical tools that will enable them to do original empirical research in finance. The course will help student carry out complex technical projects in their future jobs in the financial industry.
<b>Course Open to Exchange</b>	Raleigh /Fall
<b>Semester</b>	fall
<b>Campus</b>	Raleigh
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	
<b>Websites</b>	

## FINANCE AND TECHNICAL QUESTIONS ON JOB INTERVIEWS

<b>Course Code</b>	MSC.FMIM2.FIELE.0195
<b>ECTS Credits</b>	2
<b>Course Leader</b>	DESHKOVSKI Alexander
<b>Synchronous</b>	13
<b>Discipline</b>	Autre
<b>Program</b>	Financial Markets and Investments Raleigh
<b>Prerequisites</b>	None
<b>Course Description</b>	During the course we will discuss general strategies of answering technical questions on Finance job interviews. We will talk about Mathematics, Statistics, Finance and Computational questions. We will practice and do several mock-interviews.
<b>Course Open to Exchange</b>	Raleigh /Fall
<b>Semester</b>	fall
<b>Campus</b>	Raleigh
<b>Evaluation</b>	
Final Examination (%)	30
Continuous Assessment (%)	70
<b>Academic reference</b>	
<b>Websites</b>	

## FINANCE PRACTICAL TRAINING I AND II

<b>Course Code</b>	MSC.FMIM2.FIELE.0150
<b>ECTS Credits</b>	2
<b>Course Leader</b>	DESHKOVSKI Alexander
<b>Synchronous</b>	13
<b>Discipline</b>	Autre
<b>Program</b>	Financial Markets and Investments Raleigh
<b>Prerequisites</b>	Permission of the course instructor. The number of places is limited.
<b>Course Description</b>	Work on real-life project (individually or in a team) for a US company. At the conclusion of the project students will have the opportunity to apply for OPT with the company they work for.
<b>Course Open to Exchange</b>	Raleigh /Fall;#Raleigh /Spring
<b>Semester</b>	fall, spring
<b>Campus</b>	Raleigh
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

## GLOBAL MACRO - TACTICAL ASSET ALLOCATION

<b>Course Code</b>	MSC.FMIM2.FICOR.0151
<b>ECTS Credits</b>	2
<b>Course Leader</b>	DESHKOVSKI Alexander
<b>Synchronous</b>	13
<b>Discipline</b>	Autre
<b>Program</b>	Financial Markets and Investments Raleigh
<b>Prerequisites</b>	English, Corporate Finance, Research methods/techniques (optional)
<b>Course Description</b>	This course is the study of recent developments in the financial management literature as well as the application of financial theories and techniques of analysis to the search for optimal solutions to financial management problems.
<b>Course Open to Exchange</b>	Raleigh /Fall
<b>Semester</b>	fall
<b>Campus</b>	Raleigh
<b>Evaluation</b>	
Final Examination (%)	30
Continuous Assessment (%)	70
<b>Academic reference</b>	
<b>Websites</b>	

## IBM SKILLS ACADEMY – DATA SCIENCE

<b>Course Code</b>	MSC.FMIM2.FINAP.0001
<b>ECTS Credits</b>	2
<b>Course Leader</b>	DESHKOVSKI Alexander
<b>Synchronous</b>	13
<b>Discipline</b>	Autre
<b>Program</b>	Financial Markets and Investments Raleigh
<b>Prerequisites</b>	None
<b>Course Description</b>	<p>Course on Artificial Intelligence.</p> <p>Understand the evolution and relevance of AI in the world today.</p> <p>Explore opportunities brought by the intersection between human expertise and machine learning.</p> <p>Analyze existing and future implementations of AI solutions across multiple industries including: automotive, education, policy, social media, government, consumer, and others.</p> <p>Gain a competitive edge using low-code cloud-based AI tools and pre-built machine learning algorithms.</p> <p>Understand AI technology building blocks, including: natural language processing, machine and deep learning, neural networks, virtual agents, autonomies and computer vision.</p> <p>Develop a deeper understanding of machine learning techniques and the algorithms that power those systems.</p> <p>Learn in-demand agile industry practices for design thinking and AI through an end-to-end industry use case experience.</p>

	Engage in role-playing challenge-based scenarios to propose real-world solutions to different industries using AI and design thinking.
<b>Course Open to Exchange</b>	Raleigh /Fall
<b>Semester</b>	fall
<b>Campus</b>	Raleigh
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

### PYTHON FOUNDATIONS FOR FINANCE I

<b>Course Code</b>	MSC.FMIM2.FIELE.0147
<b>ECTS Credits</b>	2
<b>Course Leader</b>	DESHKOVSKI Alexander
<b>Synchronous</b>	13
<b>Discipline</b>	Autre
<b>Program</b>	Financial Markets and Investments Raleigh
<b>Prerequisites</b>	N/A
<b>Course Description</b>	This course is an introduction to computation in Finance. We will learn basic operations in a computing language named PYTHON: input, mathematical operations, functions, simple statistical analysis, graphing, and output. Everybody should have access to / install Python (free software available for download at <a href="https://www.python.org/downloads">https://www.python.org/downloads</a> )
<b>Course Open to Exchange</b>	Raleigh /Fall
<b>Semester</b>	fall
<b>Campus</b>	Raleigh
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	
<b>Websites</b>	<a href="https://www.python.org">https://www.python.org</a> <a href="https://www.python.org/downloads">https://www.python.org/downloads</a>

### VBA FOUNDATIONS FOR FINANCE I

<b>Course Code</b>	MSC.FMIM2.FICOR.0154
<b>ECTS Credits</b>	2
<b>Course Leader</b>	DESHKOVSKI Alexander
<b>Synchronous</b>	13
<b>Discipline</b>	Autre

<b>Program</b>	Financial Markets and Investments Raleigh
<b>Prerequisites</b>	NONE
<b>Course Description</b>	This course is designed to increase your daily productivity by learning VBA (Visual Basic for Applications). Create custom functions and automate repetitive tasks. Learn how to write code to develop new macros and update existing macros to improve their functionality. Master the VBA programming language to accelerate your workflow and reduce your daily workload by several hours.
<b>Course Open to Exchange</b>	Raleigh /Fall
<b>Semester</b>	fall
<b>Campus</b>	Raleigh
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

#### IBM SKILLS ACADEMY - CLOUD COMPUTING

<b>Course Code</b>	MSC.FMIM2.FIELE.0197
<b>ECTS Credits</b>	2
<b>Course Leader</b>	DESHKOVSKI Alexander
<b>Synchronous</b>	13
<b>Discipline</b>	Autre
<b>Program</b>	Financial Markets and Investments Raleigh
<b>Prerequisites</b>	None
<b>Course Description</b>	The IBM Skills Academy Program is a blended, turn-key learning program designed to teach students relevant Data Science, Artificial Intelligence and Cloud Computing skills needed in today's workforce; and provide digital badges to those that successfully complete the program. The IBM Academic Initiative enables students to access select IBM resources through a free self- service program that will provide them with the skills to differentiate themselves in their career. IBM will provide a cloud-enabled learning environment with blended learning models leveraging IBM and open source.
<b>Course Open to Exchange</b>	Raleigh /Fall
<b>Semester</b>	fall, spring
<b>Campus</b>	Raleigh
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	