



Course Catalogue
Master Programmes
Incoming Exchange Students
Lille Campus
Spring 2020

Dear Exchange Students,

Welcome to SKEMA Business School !

Here are a few key instructions on how to consult properly the **Lille Course Catalogue Spring 2020**.

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 (mid-November).
- 4) **Special Note for Supply Chain Management & Purchasing 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 (mid-November).
- 5) Courses within the catalogue are subject to slight changes.
- 6) There is a maximum number of seats available per specialization program.

Table of Contents

MSc - Corporate Financial Management	4
Big data and Business intelligence	4
Digital Business	4
Digital job market opportunities	5
EMPLOYABILITY AND CAREER 2	6
Entrepreneurial Finance.....	6
Financial modeling II	7
M&As and Corporate Restructuring.....	8
Management Accounting	8
Portfolio and Risk management.....	9
Programming with Python	9
FINTECH Seminar	
MSc - International Marketing and Business Development Lille	11
BUSINESS DEVELOPMENT & SALES	11
Digital Growth	12
EMPLOYABILITY AND CAREER 2	13
MOBILE MARKETING	14
OMNICHANNEL STRATEGY AND DIGITALIZATION OF THE POINT OF SALE	14
PERSUASIVE LEADERSHIP IN A MILLENNIAL WORLD	15
PHOTOSHOP	16
PRODUCT MANAGEMENT AND OPERATIONAL MARKETING	16
UNDERSTANDING THE ELUSIVE CONSUMER	17
UX Design and Usability	18
Instagram and Social Media in the Luxury Industry	
Google Tools and SEM	
MSc - Project and Programme Management and Business Development.....	23
EMPLOYABILITY AND CAREER 2	23
INTERNATIONAL BUSINESS DEVELOPMENT : PROPOSALS, TENDERS & BIDS	24
Large Programmes and Megaprojects	25
Managing Risk, Uncertainty and Complexity	26
Portfolio Management, PMO and Financing (EXTRA FEES).....	26
Project Planning and Control (EXTRA FEES)	27
Business Plans and Business Models	
Project Practice Portfolio 2	
MSc - Supply Chain Management and Purchasing.....	32
ADVANCED MANAGERIAL AND COMMUNICATION SKILLS	32
EMPLOYABILITY AND CAREER 2	33
FINANCE IN THE VALUE CHAIN.....	34
FUNDAMENTALS OF PRODUCTION PLANNING (EXTRA FEES).....	34
LEAN MANUFACTURING & SIX-SIGMA (EXTRA FEES).....	35
PRINCE 2 Project Management (EXTRA FEES).....	36
PURCHASING NEGOTIATION	37
SCOR-S.....	37
STRATEGY & BUSINESS MODELS	38
SUPPLY CHAIN AUDIT	38
E-Logistic and Operations in the Economy 3.0: E-Commerce	

SPRING

MSc - Corporate Financial Management

Big data and Business intelligence

Course Code	MSC.CFMM2.FICOR.0149
ECTS Credits	3
Course Leader	SAIDANE Dhafer
Contact Hours	18
Department	Dept. Accounting and Finance
Programme	MSc - Corporate Financial Management
Prerequisites	As a prerequisite, students should have: <ul style="list-style-type: none">- Corporate finance notions in management control and performance management- Information Systems management notions- Business Process monitoring notions
Course Description	In the actual digital era, Corporate Finance has to adapt: become more agile, more forward looking and support more than ever decision-making. Financial Managers used to be the guarantor of business profitability. To continue ensuring their role, Financial Managers now need to master IS dedicated to monitor business performance such as Big Data, XBRL, Analytics, etc,...
Course Open to Exchange Students	Lille /Spring; Suzhou /Spring
Semester	spring
Campus	Lille; Suzhou
Evaluation	
Final Examination (%)	60
Nature of final exam	Report / Dissertation
Continuous Assessment (%)	40
Recommended Reading	
Websites	

Digital Business

Course Code	MSC.CFMM2.FICOR.0152
ECTS Credits	3
Course Leader	SAIDANE Dhafer
Contact Hours	18
Department	Dept. Accounting and Finance
Programme	MSc - Corporate Financial Management
Prerequisites	Business strategy.
Course Description	Digital business is disrupting approach of old companies in telecommunications, transportation, advertising, e-commerce, automotive, insurance and many other industries.

	<p>This course will explore the business models of software disruptors of the west such as Apple, Google, Facebook and Amazon, and the east such as Xiaomi and weChat.</p> <p>The class uses a structured framework for analysing business models with numerous examples so that students can apply it to their own business or case study.</p> <p>We will explore how software developers are not just the innovators but also the decision makers in modern competitive battles from mobile to cloud, and from consumer goods to enterprise software. And we will also explain how developers are the engine of digital business models, using examples from diverse industries – from healthcare to aviation.</p>
Course Open to Exchange Students	Lille /Spring; Suzhou /Spring
Semester	spring
Campus	Lille; Suzhou
Evaluation	
Final Examination (%)	60
Nature of final exam	Quizz
Continuous Assessment (%)	40
Recommended Reading	O. A. El Sawy and F. Pereira, Business Modelling in the Dynamic Digital Space, SpringerBriefs in Digital Spaces, DOI
Websites	

Digital job market opportunities

Course Code	1234
ECTS Credits	1
Course Leader	SAIDANE Dhafer
Contact Hours	6
Department	Dept. Accounting and Finance
Programme	MSc - Corporate Financial Management
Prerequisites	No
Course Description	Organisation de sequences de négociations de Job Market avec l'appui techniques d'entreprises locale dont Village by CA.
Course Open to Exchange Students	Lille /Spring
Semester	spring
Campus	Lille; Suzhou
Evaluation	
Final Examination (%)	100
Nature of final exam	Report / Dissertation; Others
Continuous Assessment (%)	0
Recommended Reading	
Websites	

EMPLOYABILITY AND CAREER 2

Course Code	MSC.TRCM2.DREOR.0002
ECTS Credits	1
Course Leader	BEAUGRAND Audrey
Contact Hours	6
Department	Career Center - Employability
Programme	MSc - Corporate Financial Management
Prerequisites	No prerequisites.
Course Description	<p>This course is managed by the Career Center. In order to validate this course, students have to:</p> <p>1 MANDATORY : Attend two workshops (1h30 each) on specific themes (1st workshop : Wage Negotiation & 2nd workshop : How to succeed in the first position (Risks/Leadership/Corporate Codes) ?) + EVALUATION</p> <p>2 NOT MANDATORY : Attend Career Events during the semester (date to be determined) organized by the career center of your campus</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 : Laura SCLAFANI</p> <p>BELO HORIZONTE : Geneviève POULINGUE</p>
Course Open to Exchange Students	Belo /Spring;Lille /Spring;Paris /Spring;Raleigh /Spring;Sophia /Spring;Suzhou /Spring
Semester	spring
Campus	Belo Horizonte;Lille;Paris;Raleigh;Sophia;Suzhou
Evaluation	
Final Examination (%)	100
Nature of final exam	Report / Dissertation;Class participation
Continuous Assessment (%)	0
Recommended Reading	Lectures obligatoires / Required readings: Lectures Recommandées / Recommended readings:
Websites	None.

Entrepreneurial Finance

Course Code	MSC.CFMM2.FICOR.0134
ECTS Credits	3
Course Leader	CHIKH Sabrina
Contact Hours	18
Department	Dept. Accounting and Finance
Programme	MSc - Corporate Financial Management
Prerequisites	Basic knowledge of finance and accounting

Course Description	The objective of this course is to facilitate learners on a learning journey that will cover key concepts and principles of 1. Entrepreneurship, 2. How to build a business that will permit for sustainable and scalable growth, 3. How to raise money, 4. What investors are looking for and 5. How to prepare your financials for investor evaluation.
Course Open to Exchange Students	Lille /Spring; Suzhou /Spring
Semester	spring
Campus	Paris
Evaluation	
Final Examination (%)	100
Nature of final exam	Presentation; Report / Dissertation; Class participation
Continuous Assessment (%)	0
Recommended Reading	None.
Websites	None.

Financial modeling II

Course Code	MSC.CFMM2.FICOR.0173
ECTS Credits	3
Course Leader	CHIKH Sabrina
Contact Hours	18
Department	Dept. Accounting and Finance
Programme	MSc - Corporate Financial Management
Prerequisites	FINANCIAL MODELING I
Course Description	EXCEL + VBA ADVANCED
Course Open to Exchange Students	Lille /Spring; Suzhou /Spring
Semester	spring
Campus	Belo Horizonte; Lille; Paris; Suzhou
Evaluation	
Final Examination (%)	100
Nature of final exam	Quizz
Continuous Assessment (%)	0
Recommended Reading	
Websites	

M&As and Corporate Restructuring

Course Code	MSC.CFMM2.FICOR.0018
ECTS Credits	4
Course Leader	ROSZAK Sabrina
Contact Hours	24
Department	Dept. Accounting and Finance
Programme	MSc - Corporate Financial Management
Prerequisites	Introduction to finance, Financial Mathematics and Corporate Finance.
Course Description	<p>This course is dedicated to the valuation, structuring, financing and negotiation of controlling-equity transactions.</p> <p>It will present some aggregate and historical evidence, before it delves into the core issue of valuation, and then structuring (and restructuring).</p> <p>It provides the students with a background for understanding mergers and acquisitions and corporate restructuring. Most importantly, it provides the building blocks to understand the activity of evaluating a business firm.</p>
Course Open to Exchange Students	Belo /Spring;Lille /Spring;Sophia /Spring;Suzhou /Spring
Semester	spring
Campus	Lille;Paris;Sophia;Suzhou
Evaluation	
Final Examination (%)	100
Nature of final exam	Quizz
Continuous Assessment (%)	0
Recommended Reading	Lectures obligatoires / Required readings: Lectures Recommandées / Recommended readings:
Websites	

Management Accounting

Course Code	MSC.CFMM2.FICOR.0106
ECTS Credits	3
Course Leader	CHIKH Sabrina
Contact Hours	18
Department	Dept. Accounting and Finance
Programme	MSc - Corporate Financial Management
Prerequisites	Financial anaysis or equivalent year 1 accounting module.
Course Description	<p>The module examines the techniques of management accounting which will help operational managers make decisions, achieve their objectives and contribute to the overall performance of the company.</p> <p>Specifically, it provides students with the necessary understanding, methodology and tools to be able to:</p> <ul style="list-style-type: none"> •Measure, analyse and control costs and profitability. •Manage the planning process and prepare operating and cash budgets.

	<ul style="list-style-type: none"> •Measure and monitor performance. •Assess long-term capital investment projects.
Course Open to Exchange Students	Belo /Spring;Lille /Spring;Suzhou /Spring
Semester	spring
Campus	Belo Horizonte;Lille;Paris;Suzhou
Evaluation	
Final Examination (%)	100
Nature of final exam	Quizz;Report / Dissertation
Continuous Assessment (%)	0
Recommended Reading	Lectures obligatoires / Required readings: Lectures Recommandées / Recommended readings:
Websites	None.

Portfolio and Risk management

Course Code	MSC.CFMM2.FICOR.0158
ECTS Credits	3
Course Leader	SAIDANE Dhafer
Contact Hours	18
Department	Dept. Accounting and Finance
Programme	MSc - Corporate Financial Management
Prerequisites	Financial markets
Course Description	The course delivers the principles of financial risks management and portfolio management
Course Open to Exchange Students	Lille /Spring;Suzhou /Spring
Semester	fall
Campus	Lille;Suzhou
Evaluation	
Final Examination (%)	60
Nature of final exam	Quizz
Continuous Assessment (%)	40
Recommended Reading	
Websites	

Programming with Python

Course Code	MSC.CFMM2.FICOR.0159
ECTS Credits	3

Course Leader	SAIDANE Dhafer
Contact Hours	18
Department	Dept. Accounting and Finance
Programme	MSc - Corporate Financial Management
Prerequisites	Python Syntax
Course Description	<p>Python is a high-level programming language for general-purpose programming. Created in 1991, Python has a design philosophy that emphasizes code readability, notably using significant whitespace. It provides constructs that enable clear programming on both small and large scales.</p> <p>Python features a dynamic type system and automatic memory management. It supports multiple programming paradigms, including object-oriented, imperative, functional and procedural, and has a large and comprehensive standard library Python is a general-purpose, versatile and popular programming language. It's great as a first language because it is concise and easy to read, and it is also a good language to have in any programmer's stack as it can be used for everything from web development to software development and scientific applications.</p>
Course Open to Exchange Students	Lille /Spring; Suzhou /Spring
Semester	spring
Campus	Lille; Suzhou
Evaluation	
Final Examination (%)	60
Nature of final exam	Epreuve sur table - Supervised exam; Report / Dissertation; Class participation
Continuous Assessment (%)	40
Recommended Reading	Hans Petter Langtangen "A Primer on Scientific Programming with Python" (Texts in Computational Science and Engineering) Jul 9, 2016. Hans Petter Langtangen "Python Scripting for Computational Science" (Texts in Computational Science and Engineering) Feb
Websites	https://www.python.org/

FINTECH SEMINAR

Course Code	MSC.CFMM2.FICOR.0156
ECTS Credits	3
Course Leader	SAIDANE Dhafer
Contact Hours	18
Department	Dept. Accounting and Finance
Program	Corporate Financial Management
Prerequisites	Fundamentals of Finance
Course Description	This seminar will cover the main segments of fintech and propose discussions on various topics related to fintech. Part of the lectures will be based on external guests, others on student presentations.
Course Open to Exchange	Lille /Fall; #Suzhou /Fall
Semester	spring
Campus	Lille, Suzhou

Recommended Reading	
Websites	

MSc - International Marketing and Business Development Lille

BUSINESS DEVELOPMENT & SALES

Course Code	MSC.IMBM2.MKCOR.0065
ECTS Credits	5
Course Leader	SPIER Peter
Contact Hours	30
Department	Dept. Marketing
Programme	MSc - International Marketing and Business Development Lille
Prerequisites	On those campuses where this is possible, there will be a limited number of places available for exchange students, who will be selected by the course leader.
Course Description	<p>This course covers two strongly related areas: business development and sales.</p> <p>SALES</p> <p>Sales and business development are an essential component of the MSc in International Marketing and Business Development. Companies are seeking to recruit candidates with good potential for sales and a good number of students will begin their careers in the sales function, either moving up into sales management or across into marketing.</p> <p>Two other courses: international business development and new business development focus on these aspects of business development. This course is more concerned with areas such as key account management, sales methods and developing business in existing markets with existing customers.</p> <p>The sales component of the course provides will help to develop basic selling techniques and discover the different kinds of positions available in sales and business development. The course will look at different types of sales situation and reveal how very different sales can be in different sectors. We will look at more traditional 'transactional' bargaining situations but then move through to more complex situations involving consultative- and solution-selling approaches.</p> <p>Throughout, the emphasis will be on developing students' ability to 'connect' with the other person, to use enquiry to better understand their point of view, to put forward their own position and to communicate and defend value.</p> <p>This course is a 'must' for students who wish to follow a career or spend their first years in sales. It will help to build confidence and cover the kind of techniques used in companies. The course will be interactive, and students will be expected to participate fully.</p> <p>The skills developed in the course will certainly be useful elsewhere: selling ideas, pitching for resources, job interviews, internal selling...</p> <p>This part of the course goes hand in hand with the business development part that looks more specifically at Key account management and negotiation.</p> <p>BUSINESS DEVELOPMENT</p> <p>Business development involves identifying, analyzing and qualifying opportunities for growth that are both profitable and consistent with a company's strategy, and then making things happen. It is this combination of analysis and strategic vision with a concern for the practical side of things that make the activity so satisfying.</p>

	<p>This course will look at how companies in a range of sectors grow - whether in new or existing markets, with new or existing clients -, how decisions about which options to pursue can be formulated and evaluated, and how growth strategies can be put in place. There will be a natural focus on the role of key account managers, who are key players in developing business.</p> <p>In Sophia and Lille, the course will culminate in the annual sales challenge, where students will meet and sell to companies. In Paris, students will be able to opt for this event as an elective.</p>
Course Open to Exchange Students	Belo /Spring;Lille /Spring;Sophia /Spring;Suzhou /Spring
Semester	spring
Campus	Belo Horizonte;Lille;Paris;Sophia;Suzhou
Evaluation	
Final Examination (%)	50
Nature of final exam	Presentation;Others
Continuous Assessment (%)	50
Recommended Reading	Lectures obligatoires / Required readings: Available on knowledge website. Lectures Recommandées / Recommended readings: Full reading list on K2 website.
Websites	Useful links will be provided on the K2 platform

Digital Growth

Course Code	MSC.IMBM2.MKCOR.0061
ECTS Credits	3
Course Leader	FAURE Camille
Contact Hours	18
Department	Dept. Marketing
Programme	MSc - International Marketing and Business Development Lille
Prerequisites	Marketing Fundamentals.
Course Description	<p>To seize the immense potential presented by the digital ecosystem, modern companies must continuously optimize their digital offerings.</p> <p>Product Managers play a pivotal role in winning digital organizations: they combine creativity with data analytics to develop the product. Whether it is a website or an application, they are expected to constantly innovate at the very heart of the product's features and customer journey.</p> <p>This course will focus on the challenges of product management at a growing startup, driven by two major objectives: improvements to the user experience (also called UX) & conversion (percentage of users completing a desired task, i.e. subscribing).</p> <p>To help guide us on this journey, we will learn the tools (i.e. A/B testing, Growth Hacks) and the data-driven mindset required to quickly and cheaply jumpstart an organization's KPIs.</p>
Course Open to Exchange Students	Lille /Spring;Sophia /Spring;Suzhou /Spring
Semester	spring
Campus	Lille;Paris;Sophia
Evaluation	

Final Examination (%)	30
Nature of final exam	Quizz
Continuous Assessment (%)	70
Recommended Reading	Lectures obligatoires / Required readings : Provided on Knowledge platform Lectures Recommandées / Recommended readings : Provided on the Knowledge platform
Websites	Provided on the Knowledge platform

EMPLOYABILITY AND CAREER 2

Course Code	MSC.TRCM2.DREOR.0002
ECTS Credits	1
Course Leader	BEAUGRAND Audrey
Contact Hours	6
Department	Career Center - Employability
Programme	MSc - International Marketing and Business Development Lille
Prerequisites	No prerequisites.
Course Description	<p>This course is managed by the Career Center. In order to validate this course, students have to:</p> <p>1 MANDATORY : Attend two workshops (1h30 each) on specific themes (1st workshop : Wage Negotiation & 2nd workshop : How to succeed in the first position (Risks/Leadership/Corporate Codes) ?) + EVALUATION</p> <p>2 NOT MANDATORY : Attend Career Events during the semester (date to be determined) organized by the career center of your campus</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 : Laura SCLAFANI</p> <p>BELO HORIZONTE : Geneviève POULINGUE</p>
Course Open to Exchange Students	Belo /Spring;Lille /Spring;Paris /Spring;Raleigh /Spring;Sophia /Spring;Suzhou /Spring
Semester	spring
Campus	Belo Horizonte;Lille;Paris;Raleigh;Sophia;Suzhou
Evaluation	
Final Examination (%)	100
Nature of final exam	Report / Dissertation;Class participation
Continuous Assessment (%)	0
Recommended Reading	Lectures obligatoires / Required readings: Lectures Recommandées / Recommended readings:
Websites	None.

MOBILE MARKETING

Course Code	MSC.IMBD2.MKELE.0098
ECTS Credits	3
Course Leader	LIMA Marcos
Contact Hours	18
Department	Dept. Marketing
Programme	MSc - International Marketing and Business Development Lille
Prerequisites	M1 marketing
Course Description	With the development of digital solutions and the development of mobile services, mobile phones, tablets and Smartphone are communication tools that are used by more and more companies. The objective of this elective is to acquire knowledge both globally and in details on what are the various areas and solutions of mobile marketing, including mobile advertising, mobile CRM, mobile direct marketing, M-Commerce ...
Course Open to Exchange Students	Lille /Spring; Suzhou /Spring
Semester	spring
Campus	Lille
Evaluation	
Final Examination (%)	100
Nature of final exam	Quizz
Continuous Assessment (%)	0
Recommended Reading	Suggestions will be provided on the Knowledge platform
Websites	Links will be provided on the Knowledge platform

OMNICHANNEL STRATEGY AND DIGITALIZATION OF THE POINT OF SALE

Course Code	MSC.IMBM2.MKCOR.0073
ECTS Credits	3
Course Leader	LIMA Marcos
Contact Hours	18
Department	Dept. Marketing
Programme	MSc - International Marketing and Business Development Lille
Prerequisites	Intermediate marketing
Course Description	One of the main drivers of the changes in multichannel shopping behavior, and consequently also in optimizing shopper marketing actions, is technology. Technology has always played a role as the primary enabler of change in the evolution of retailing. Today, as bricks-and-mortar retailers are preparing for battle with online merchants, there are several areas they can draw upon in order to gain a competitive advantage. This course sheds light on the fairly underexplored topic of the promising role of technology for traditional retailers to survive in today's fierce multichannel competition. By focusing on both academic literature, and professional testimonials/experiences, it try to study the newest and best practices in the domain of point of sale digitalization, and Omnichannel strategies.

Course Open to Exchange Students	Lille /Spring
Semester	spring
Campus	Lille
Evaluation	
Final Examination (%)	50
Nature of final exam	Quizz
Continuous Assessment (%)	50
Recommended Reading	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings : Full reading list on Knowledge Réussir sa stratégie cross et omni-canal : Pour des marques et des entreprises connectées. Vanheems, Régine. EMS Editions, 2015 h
Websites	

PERSUASIVE LEADERSHIP IN A MILLENNIAL WORLD

Course Code	MSC.IMBM2.MKELE.0166
ECTS Credits	3
Course Leader	FAURE Camille
Contact Hours	18
Department	Dept. Marketing
Programme	MSc - International Marketing and Business Development Lille
Prerequisites	Master 1
Course Description	This course is dedicated to To help students understanding what is leadership today and find the way to become a great and respected leader in a changing world. In this course, the students will be highly involved in the process, with a very high participation and interaction expected. They will study and learn some tools and invite students to define their own leadership.
Course Open to Exchange Students	Lille /Spring
Semester	spring
Campus	Lille;Paris
Evaluation	
Final Examination (%)	60
Nature of final exam	Presentation
Continuous Assessment (%)	40
Recommended Reading	Delivered during the first class
Websites	

PHOTOSHOP

Course Code	MSC.IMBM2.MKELE.0180
ECTS Credits	3
Course Leader	BERNARD, Pierre-Alexis-EXT
Contact Hours	18
Department	Dept. Marketing
Programme	MSc - International Marketing and Business Development Lille
Prerequisites	None
Course Description	This class provides meaningful skills and techniques to become proficient in graphic design using Photoshop from Adobe. This Photoshop initiation will allow students to acquire skills they can use on a regular basis, but also create their very own projects to build marketing campaigns or design communication mediums. Besides, students will experience project management and implement Agile concepts in a company-like environment. This course adopts a hands-on approach to learn and practice Photoshop.
Course Open to Exchange Students	Lille /Spring
Semester	spring
Campus	Lille
Evaluation	
Final Examination (%)	100
Nature of final exam	Others
Continuous Assessment (%)	0
Recommended Reading	To be communicated in class
Websites	To be communicated in class

PRODUCT MANAGEMENT AND OPERATIONAL MARKETING

Course Code	MSC.IMBM2.MKCOR.0063
ECTS Credits	4
Course Leader	SPIER Peter
Contact Hours	24
Department	Dept. Marketing
Programme	MSc - International Marketing and Business Development Lille
Prerequisites	None.
Course Description	In the last 10 years, new methodologies of product development and product management were created and implemented in the most important centers of entrepreneurship as the Silicon Valley. Those methodologies must work together with the traditional ones to develop new products and services ant to allow marketing professionals to create the best strategy for each one. The objective of this course is to give the student a global insight on product management, product development and product marketing, three activities that are fundamental for a

	product or service company. The student will identify all the steps of the product life cycle and will understand how every department of a company (creatives, marketing, sales, finance, operations, etc.) do participate and interfere into the process of research, creation, development and commercialization of a product. As a future CEO, Sales Manager, Product/Category/Brand Manager, Marketing Manager or even CFO or COO, the student will appreciate to get this global vision on how all the departments and all the functions of a company do gravitate around its core business, the Product, and how do each department converge towards the same direction in order to achieve a common goal. Besides that, this course will give for the students the capacity to implement the most moderns' methodologies as Lean, Scrum, Sprint, Omnichannel, Consumer Journey, Co-creation process and innovation. This course will give for the student a clear vision about how the most innovative companies around the world are developing new products and services, managing products and services, and implementing a competitive marketing plan for all of them.
Course Open to Exchange Students	Belo /Spring;Lille /Spring;Sophia /Spring;Suzhou /Spring
Semester	spring
Campus	Belo Horizonte;Lille;Paris;Sophia;Suzhou
Evaluation	
Final Examination (%)	50
Nature of final exam	Quizz
Continuous Assessment (%)	50
Recommended Reading	Marketing 4.0, Philip Kotler. Scrum, Jeff Sutherland. Design Thinking, Tim Brown. Sprint, Jake Kinapp. The Lean Startup, Eric Ries. Brand Strategic Management, Kevin Lane Keller. Managing, Henry Mintzberg.
Websites	www.deloitte.com. www.innovationexcellence.com. www.reddit.com. www.iddeaconnection.com.

UNDERSTANDING THE ELUSIVE CONSUMER

Course Code	MSC.IMBM2.MKCOR.0031
ECTS Credits	5
Course Leader	TURE Meltem
Contact Hours	30
Department	Dept. Marketing
Programme	MSc - International Marketing and Business Development Lille
Prerequisites	Market research notion
Course Description	<p>Contemporary approaches to business emphasize the importance of adopting a customer focus. Marketing begins and ends with the consumer – from determining consumer needs to ensuring customer satisfaction. Today's marketing manager has to possess an in-depth, scientific understanding of consumer judgment and decision-making but also of the way consumption functions in individuals' lives.</p> <p>The primary goal of this course is to enhance your understanding of consumer behavior. Whereas our primary focus will be on understanding consumer behavior theories, we will discuss many of these applications in class, we want to develop and evaluate marketing strategies intended to influence their behavior.</p>

Course Open to Exchange Students	Belo /Spring;Lille /Spring;Sophia /Spring;Suzhou /Spring
Semester	spring
Campus	Belo Horizonte;Lille;Paris;Sophia;Suzhou
Evaluation	
Final Examination (%)	30
Nature of final exam	Quizz
Continuous Assessment (%)	70
Recommended Reading	HEDIN, Hans,Hirvensalo, Irmeli,Vaarnas, Markko (2014)The Handbook of Market Intelligence : Understand, Compete and Grow in Global Markets Ed. 2. John Wiley & Sons. KOTLER, P. KARTAJAYA, H. SETIAWAN, I (2010). Marketing 3.0: From Products to Customers to
Websites	

UX Design and Usability

Course Code	MSC.IMBM2.MKELE.0181
ECTS Credits	3
Course Leader	LIMA Marcos
Contact Hours	18
Department	Dept. Marketing
Programme	MSc - International Marketing and Business Development Lille
Prerequisites	None
Course Description	UX Design and Usability focuses on understanding user behaviors, needs, and motivations through observation techniques, task analysis, and other feedback methodologies. Examples from Deezer, Vente-Privée (and many other pure players), various workshops and case studies will be provided to help you understand how you can create an efficient website / app that will make users love your product !
Course Open to Exchange Students	Lille /Spring
Semester	spring
Campus	Lille
Evaluation	
Final Examination (%)	100
Nature of final exam	Presentation;Report / Dissertation
Continuous Assessment (%)	0
Recommended Reading	Understanding Your Users : A Practical Guide to User Research Methods Ed. 2. Baxter, Kathy,Courage, Catherine,Caine, Kelly. Elsevier Science, 2015 Practical UX Design. Faranello, Scott. Packt Publishing, 2016
Websites	To be communicated in class

Instagram and Social Media in the Luxury Industry

Code du cours Course Code MSC.IMBM2.MKELE. 0194	Titre du cours Course title Instagram and Social Media in the Luxury Industry					
Crédits Credits 3	Période d'enseignement Teaching period spring				Année Académique Academic Year 2019/2020	
Charge de travail Student workload	Face à Face Contact hours 18	Distanciel Distance learning 0	Travail en équipe Team work 5	Travail personnel Personal work 35	Evaluation 3	Charge totale de travail Total workload 61
Pré-Requis Prerequisite	None					
Descriptif du cours / Course description	Social media marketing helps increase brand awareness and promote products through the use of carefully targeted content. In the luxury industry, story-telling is a particularly valuable tool. Through the use of photography and video luxury brands optimize their communication on social networks such as Facebook, Pinterest and, increasingly, Instagram. This class walks students through the process of creating and reinforcing Brand Identity using the 15 laws of Instagram, as published in the teacher's own book. With a wealth of examples and case studies, Sébastien GIRARD will share his decades of experience in marketing of luxury brands, with new insights on how social media in general and Instagram in particular can be used to create powerful communication campaigns targeting generations Y and Z.					
Thèmes / Topics	<ul style="list-style-type: none"> - Social Media Strategies in the Luxury Industries - Instagramming - The Rules of Instagram in the Luxury Industry 					
Résultats d'apprentissage / Intended Learning Outcomes and Skills	<p>A l'issue de la formation, vous serez capable de / As a result of this module, you will be able to:</p> <p>Connaissances / Knowledge and Understanding (subject specific)</p> <ul style="list-style-type: none"> - Create and manage a community of valuable followers - Understand the codes and symbols of the luxury industry - Develop a wide vocabulary of social media and community management <p>Aptitudes cognitives / Cognitive skills</p> <ul style="list-style-type: none"> - Critical thinking - Creative thinking <p>Attitudes / Key transferable skills</p> <ul style="list-style-type: none"> - Community management - Written communication <p>Ethical and social understanding</p> <ul style="list-style-type: none"> - Ethical communication - Social communication 					
Contribution aux objectifs pédagogiques du	Indiquer les learning objectives auxquels contribue le cours (en se basant sur le curriculum mapping du programme) / Indicate which learning objectives the course contributes to (based on the program curriculum mapping)					

programme / Contribution to learning objectives	<p>LO1.1 : To recognize potential ethical dilemmas : LG1 : Graduates should behave as responsible managers in order to deliver sustainable performance in complex environments</p> <p>LO2.1 : To contribute substantively to the product of a group and demonstrate leadership skills : LG2 : Graduates should be able to work effectively in a multicultural team</p> <p>LO2.2 : To recognize and use positively the various dimensions of diversity : LG2 : Graduates should be able to work effectively in a multicultural team</p> <p>LO4.1 : To analyze globalization and evaluate its effects on business : LG4 : Graduates should be able to manage in the global knowledge economy</p> <p>LO5.1 : To analyze and apply advanced concepts in a specialized discipline : LG5 : Graduates should be able to think critically and to assess business issues in a specialized discipline</p> <p>LO4.3 : To benchmark existing knowledge and apply it to finding new solutions to problems : LG4 : Graduates should be able to manage in the global knowledge economy</p>												
	<p>Cours soumis à évaluation dans le cadre de l'Assurance of Learning pour l'année en cours ? Non / No</p>												
Evaluation des étudiants Student Assessment	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">Evaluation finale (DS) Final examination</td> <td style="text-align: center;">0%</td> </tr> <tr> <td colspan="2" style="text-align: center;">(Précisez la nature pour l'évaluation finale / Explain type for final examination)</td> </tr> <tr> <td colspan="2">Autre, précisez / Other, precise:</td> </tr> <tr> <td style="text-align: center;">Contrôle continu Continuous Assessment</td> <td style="text-align: center;">100%</td> </tr> <tr> <td colspan="2" style="text-align: center;">préciser nature / Explain type</td> </tr> <tr> <td></td> <td style="text-align: right;">Nb midterms : 0</td> </tr> </table>	Evaluation finale (DS) Final examination	0%	(Précisez la nature pour l'évaluation finale / Explain type for final examination)		Autre, précisez / Other, precise:		Contrôle continu Continuous Assessment	100%	préciser nature / Explain type			Nb midterms : 0
Evaluation finale (DS) Final examination	0%												
(Précisez la nature pour l'évaluation finale / Explain type for final examination)													
Autre, précisez / Other, precise:													
Contrôle continu Continuous Assessment	100%												
préciser nature / Explain type													
	Nb midterms : 0												
Méthodes d'enseignement Teaching Methods	<p>Format de cours / Course format</p> <p>Activités d'apprentissage / Learning activities</p> <p>Cours interactifs / Interactive lectures - Projet / Project-based learning - Etudes de cas / Case studies</p>												
Plan de cours Course Plan	<p>Instagram and community building</p> <p>Fashion Industry and social media branding</p> <p>Other Social Media tools for fashion branding</p>												
Bibliographie References	<p>Girard, S. (2017). Instagramming. l'Art de Développer une Marque de Luxe Sur Instagram. MELTEM.</p>												
Site(s) web / Web sites	<p>http://www.meltemeditions.com/s%C3%A9bastien-girard----instagramming.html</p>												

Google Tools and SEM

Code du cours Course Code MSC.IMBM2.MKELE. 0197	Titre du cours Course title Google Tools and SEM					
Crédits Credits 3	Période d'enseignement Teaching period spring				Année Académique Academic Year 2019/2020	
Charge de travail Student workload	Face à Face Contact hours 18	Distanciel Distance learning 0	Travail en équipe Team work 21	Travail personnel Personal work 21	Evaluation 0	Charge totale de travail Total workload 60
Type de cours Course type	elective					
Pré-Requis Prerequisite	None					
Descriptif du cours Course description	<p>At the end of this module, students will know the different levers of traffic generation and the operation of search engines. They will be able to use a range of analytical tools wisely to control these levers of traffic acquisition, and then optimize performance.</p> <p>In this module students will:</p> <ul style="list-style-type: none"> - Know how the search engine works - Know the different levers of traffic acquisition - Master the tools of analysis - Track and monitor performance indicators 					
Thèmes Topics	<ul style="list-style-type: none"> - How does the Google search engine work? - What is traffic acquisition? - Why use it? - The stakes of a good SEO on Google - First focus on analysis tools like &#58; Trends, Barometers, Answer the Public, SEMrush - The stakes of SEA on Google - The different levers of traffic generation &#58; Social Ads, Display, Marketplace ... - Definitions, uses and basic principles for each lever - Measuring the effectiveness of acquisition campaigns - What is audience analysis? - Audience measurement tools &#58; Google Analytics and Instagram Analytics - From measurement to data interpretation - Key performance indicators - Piloting and monitoring KPIs with a spreadsheet - Optimization of traffic generation and acquisition actions 					
Résultats d'apprentissage Intended Learning Outcomes and Skills	<p>A l'issue de la formation, vous serez capable de / As a result of this module, you will be able to:</p> <p>Connaissances / Knowledge and Understanding (subject specific)</p> <p>At the end of this module, students will know the different levers of traffic generation and the operation of search engines. They will be able to use a range of analytical tools wisely to control these levers of traffic acquisition, and then optimize performance.</p> <p>Aptitudes cognitives / Cognitive skills</p> <p>Develop a a critical understanding of the functioning of search engines and the various tools used to manage their use.</p> <p>Attitudes / Key transferable skills</p>					

	<p>Ability to build growth thanks to better use of search engines and analytics</p> <p>Ethical and social understanding Understand the ethical challenges of private data collection and compilation; take responsibility for storing and analyzing data securely and anonymously.</p>
Contribution aux objectifs pédagogiques du programme / Contribution to learning objectives	<p>Indiquer les learning objectives auxquels contribue le cours (en se basant sur le curriculum mapping du programme) / Indicate which learning objectives the course contributes to (based on the program curriculum mapping)</p> <p>LO1.1 : To recognize potential ethical dilemmas : 10;#LG1 : Graduates should behave as responsible managers in order to deliver sustainable performance in complex environments LO2.1 : To contribute substantively to the product of a group and demonstrate leadership skills : 15;#LG2 : Graduates should be able to work effectively in a multicultural team LO2.2 : To recognize and use positively the various dimensions of diversity : 15;#LG2 : Graduates should be able to work effectively in a multicultural team LO4.1 : To analyze globalization and evaluate its effects on business : 23;#LG4 : Graduates should be able to manage in the global knowledge economy LO5.1 : To analyze and apply advanced concepts in a specialized discipline : 25;#LG5 : Graduates should be able to think critically and to assess business issues in a specialized discipline LO5.2 : To assess a business issue and formulate solutions in a specialized discipline : 25;#LG5 : Graduates should be able to think critically and to assess business issues in a specialized discipline LO4.3 : To benchmark existing knowledge and apply it to finding new solutions to problems : 23;#LG4 : Graduates should be able to manage in the global knowledge economy</p>
	<p>Cours soumis à évaluation dans le cadre de l'Assurance of Learning pour l'année en cours ? Non / No</p>
	<p>Evaluation finale (DS) 50% Final examination</p> <p>(Précisez la nature pour l'évaluation finale / Explain type for final examination)</p> <p>Autre, précisez / Other, precise: Case study / project application</p> <p>Contrôle continu 50% Continuous Assessment</p> <p>préciser nature / Explain type</p> <p style="text-align: right;">Nb midterms : 0</p>
Méthodes d'enseignement Teaching Methods	<p>Format de cours / Course format</p> <p>TD / Tutorials</p> <p>Activités d'apprentissage / Learning activities</p>

	Cours interactifs / Interactive lectures - Projet / Project-based learning - Etudes de cas / Case studies
Plan de cours Course Plan	<p>Lesson # 1:</p> <ul style="list-style-type: none"> - How does the Google search engine work? - What is traffic acquisition? - Why use it? - The basics of a good SEO on Google <p>Lesson # 2:</p> <ul style="list-style-type: none"> - First focus on analysis tools like : Trends, Barometers, Answer the Public, SEMrush - Second focus on analysis tools like : Trends, Barometers, Answer the Public, SEMrush - The stakes of SEA on Google <p>Lesson # 3</p> <ul style="list-style-type: none"> - The different levers of traffic generation: SEO, SEA, Social Ads, Display, Marketplace ... <p>+ MOOCs:</p> <ul style="list-style-type: none"> - Definitions, uses and basic principles for each lever of traffic generation - Measuring the effectiveness of acquisition campaigns - What is audience analysis? <p>Lesson # 4&5 + MOOCs:</p> <ul style="list-style-type: none"> - Audience measurement tools : Google Analytics and Instagram Analytics - From measurement to data interpretation - Key performance indicators <p>Lesson # 6:</p> <ul style="list-style-type: none"> - Piloting and monitoring KPIs - Optimization of traffic generation and acquisition actions
Bibliographie References	Cutura, Kristina (2013) Advertising on Google: The High Performance Cookbook. Packt Publishing. Available at Scholarvox.com: http://www.scholarvox.com/catalog/book/docid/88850298

MSc - Project and Programme Management and Business Development

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 (mid-November).

EMPLOYABILITY AND CAREER 2

Course Code	MSC.TRCM2.DREOR.0002
ECTS Credits	1
Course Leader	BEAUGRAND Audrey
Contact Hours	6
Department	Career Center - Employability
Programme	MSc - Project and Programme Management and Business Development
Prerequisites	No prerequisites.
Course Description	This course is managed by the Career Center. In order to validate this course, students have to:

	<p>1 MANDATORY : Attend two workshops (1h30 each) on specific themes (1st workshop : Wage Negotiation & 2nd workshop : How to succeed in the first position (Risks/Leadership/Corporate Codes) ?) + EVALUATION</p> <p>2 NOT MANDATORY : Attend Career Events during the semester (date to be determined) organized by the career center of your campus</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 : Laura SCLAFANI</p> <p>BELO HORIZONTE : Geneviève POULINGUE</p>
Course Open to Exchange Students	Belo /Spring;Lille /Spring;Paris /Spring;Raleigh /Spring;Sophia /Spring;Suzhou /Spring
Semester	spring
Campus	Belo Horizonte;Lille;Paris;Raleigh;Sophia;Suzhou
Evaluation	
Final Examination (%)	100
Nature of final exam	Report / Dissertation;Class participation
Continuous Assessment (%)	0
Recommended Reading	Lectures obligatoires / Required readings: Lectures Recommandées / Recommended readings:
Websites	None.

INTERNATIONAL BUSINESS DEVELOPMENT : PROPOSALS, TENDERS & BIDS

Course Code	MSC.PPMM2.PMCOR.0087
ECTS Credits	4
Course Leader	HAINGLAISE, Jean-Charles
Contact Hours	24
Department	Dept. Management of projects, Information Systems and Supply Chains
Programme	MSc - 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 successful.</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 Students	Lille /Spring
Semester	spring
Campus	Lille
Evaluation	

Final Examination (%)	30
Nature of final exam	Quizz
Continuous Assessment (%)	70
Recommended Reading	• Aid Delivery Methods - Project Cycle Management Guidelines Vol 1, March 2014. • Project Management – A strategic planning approach. Paul D. Gardiner. • The PMBOK.
Websites	http://ec.europa.eu/contracts_grants/contracts_en.htm https://ec.europa.eu/europeaid/sites/devco/files/methodology-aid-delivery-methods-project-cycle-management-200403_en_2.pdf https://en.wikipedia.org/wiki/Request_for_proposal Http://www.project-management-knowhow.com/contract_management.html

Large Programmes and Megaprojects

Course Code	MSC.PPMM2.PMCOR.0088
ECTS Credits	4
Course Leader	BLACKWELL Paul
Contact Hours	24
Department	Dept. Management of projects, Information Systems and Supply Chains
Programme	MSc - Project and Programme Management and Business Development
Prerequisites	None.
Course Description	This course aims to provide a practical understanding of the issues, problems and opportunities associated with managing large programmes and megaprojects in the 'real world'. Although theoretical aspects will be discussed, the primary focus will be on the actual difficulties of of managing large programmes in a 'real world' environment.
Course Open to Exchange Students	Lille /Spring
Semester	spring
Campus	Lille
Evaluation	
Final Examination (%)	100
Nature of final exam	Quizz
Continuous Assessment (%)	0
Recommended Reading	REQUIRED READINGS DAY 1 1. Wideman, R. M. (1992). Project and program risk management: a guide to managing project risks and opportunities. Newtown Square, PA: Project Management Institute. 2. Bourne, L. and Walker, D. H. T. (2008). Project relationship
Websites	1. National Audit Office. A series of critical reports on UK Government programmes. Available at: https://www.nao.org.uk/

Managing Risk, Uncertainty and Complexity

Course Code	MSC.PPMM2.PMCOR.0086
ECTS Credits	4
Course Leader	DANIEL Pierre
Contact Hours	24
Department	Dept. Management of projects, Information Systems and Supply Chains
Programme	MSc - 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 Firm's 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. 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 Students	Belo /Spring;Lille /Spring;Paris /Spring
Semester	spring
Campus	Belo Horizonte;Lille;Paris
Evaluation	
Final Examination (%)	100
Nature of final exam	Quizz
Continuous Assessment (%)	0
Recommended Reading	REQUIRED READINGS - PMBOK Guide, Chapter 11 : Project Risk management - PRINCE2, Managing successful project with Prince2, Chapter 8 : Risk RECOMMENDED READINGS - Atkinson, R., Crawford, L., Ward, S., 2006. Fundamental uncertainties in projects and the
Websites	None.

Portfolio Management, PMO and Financing (EXTRA FEES)

Course Code	MSC.PPMM2.PMCOR.0030
ECTS Credits	6
Course Leader	GARDINER Paul
Contact Hours	36
Department	Dept. Management of projects, Information Systems and Supply Chains
Programme	MSc - 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	The course will explain portfolio management approaches to managing projects in multiple project environments where resources are limited and stakeholders expect to get the most benefit for their investments. Themes explored include organisational project management, quality management, ERM, types and functions of PMO, project portfolio decision making, project audit, business case development and analysis, project financing and financial analysis, public private partnerships, project budgeting and earned value analysis. Several case studies will be analysed in groups.
Course Open to Exchange Students	Belo /Spring;Lille /Spring;Paris /Spring
Semester	spring
Campus	Belo Horizonte;Lille;Paris
Evaluation	
Final Examination (%)	40
Nature of final exam	Quizz
Continuous Assessment (%)	60
Recommended Reading	Required readings (1) Lee Merkhofer Consulting Priority Systems (2010). 'Project Portfolio Management Tools: Which Approach is Best?' A seven-part paper available at: http://www.prioritysystem.com/toolsabstract.html (2) Martinsuo, M. (2013). 'Project port
Websites	None.

Project Planning and Control (EXTRA FEES)

Course Code	MSC.PPMM2.PMCOR.0077
ECTS Credits	6
Course Leader	ELTIGANI Adil
Contact Hours	36
Department	Dept. Management of projects, Information Systems and Supply Chains
Programme	MSc - Project and Programme Management and Business Development
Prerequisites	None.
Extra Fees	Simultrain Project Management simulation (45 euros plus TVA) (all campuses)* *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 provide students with the core knowledge areas of project management. The course combines the knowledge available in project management with the PMI Body of Knowledge (PMBok). Focus will be on understanding the application of the tools of project management, such as work breakdown structure, use of critical path scheduling, stakeholder management and risk management. The principles and tools are integrated and clarified

	through use of examples, case studies and simulations. Reference is made to the PMBoK project management life cycle and its processes related to each of the course topics.
Course Open to Exchange Students	Belo /Spring;Lille /Spring;Paris /Spring
Semester	spring
Campus	Belo Horizonte;Lille;Paris
Evaluation	
Final Examination (%)	100
Nature of final exam	Quizz
Continuous Assessment (%)	0
Recommended Reading	PRE-READING Read chapter 1, 2 and 3 of: Project Management Institute. 2013. A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Fifth Edition REQUIRED READINGS 1. Kerzner, H. 2013. Project Management: A Systems Approach to Planning, Sch
Websites	1. www.pmi.org

Business Plans and Business Models

Code du cours Course Code MSC.PPMM2.PMCO R.0028	Titre du cours Course title Business Plans and Business Models					
Crédits Credits 3	Période d'enseignement Teaching period spring				Année Académique Academic Year 2019/2020	
Charge de travail Student workload	Face à Face Contact hours 18	Distanciel Distance learning 0	Travail en équipe Team work 16	Travail personnel Personal work 26	Evaluation 0	Charge totale de travail Total workload 60
Type de cours Course type	core					
Pré-Requis Prerequisite	None.					
Descriptif du cours / 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.					
Thèmes / Topics	Business models. Business plans. Business presentation. Business modeling.					

Résultats d'apprentissage / Intended Learning Outcomes and Skills	<p>A l'issue de la formation, vous serez capable de / As a result of this module, you will be able to:</p> <p>Connaissances / Knowledge and Understanding (subject specific) Learn what are a business plan and a business model; understand what are their differences and their mutual contribution. Understand the aim of such concepts and tools in project business and in business creation</p> <p>Aptitudes cognitives / Cognitive skills Recognise, identify and explain the relevant elements of a future business. Connect the way of thinking a future business and the way of implementing a future business.</p> <p>Attitudes / Key transferable skills Work in ways which are reflective, critical (for themselves and others), based on research/evidence.</p> <p>Ethical and social understanding Develop awareness of ethical issues related to business models.</p>														
Contribution aux objectifs pédagogiques du programme / Contribution to learning objectives	<p>Indiquer les learning objectives auxquels contribue le cours (en se basant sur le curriculum mapping du programme) / Indicate which learning objectives the course contributes to (based on the program curriculum mapping)</p> <p>LO2.1 : To contribute substantively to the product of a group and demonstrate leadership skills : 15;#LG2 : Graduates should be able to work effectively in a multicultural team</p> <p>LO3.1 : To produce clear, well organized verbal presentations : 21;#LG3 : Graduates should be able to communicate in an international environment</p> <p>LO3.2 : To produce clear, well organized written communication : 21;#LG3 : Graduates should be able to communicate in an international environment</p> <p>LO5.2 : To assess a business issue and formulate solutions in a specialized discipline : 25;#LG5 : Graduates should be able to think critically and to assess business issues in a specialized discipline</p> <p>Cours soumis à évaluation dans le cadre de l'Assurance of Learning pour l'année en cours ? Non / No</p>														
Evaluation des étudiants / Student Assessment	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">Evaluation finale (DS) / Final examination</td> <td style="text-align: right;">0%</td> </tr> <tr> <td colspan="2" style="text-align: center;">(Précisez la nature pour l'évaluation finale / Explain type for final examination)</td> </tr> <tr> <td colspan="2">QCM - Quizz</td> </tr> <tr> <td colspan="2">Autre, précisez / Other, precise:</td> </tr> <tr> <td style="text-align: center;">Contrôle continu / Continuous Assessment</td> <td style="text-align: right;">100%</td> </tr> <tr> <td colspan="2" style="text-align: center;">préciser nature / Explain type</td> </tr> <tr> <td>QCM - Quizz: 0 % Etude de cas - Case study: 50 % Présentation orale - Presentation: 0 % Rapport écrit / Dissertation - Report / Dissertation: 50 % Participation - Class participation: 0 % Examen intermédiaires - Mid-term examination: 0 % Autre - Others: 0 %</td> <td style="vertical-align: middle;">Nb midterms : 0</td> </tr> </table>	Evaluation finale (DS) / Final examination	0%	(Précisez la nature pour l'évaluation finale / Explain type for final examination)		QCM - Quizz		Autre, précisez / Other, precise:		Contrôle continu / Continuous Assessment	100%	préciser nature / Explain type		QCM - Quizz: 0 % Etude de cas - Case study: 50 % Présentation orale - Presentation: 0 % Rapport écrit / Dissertation - Report / Dissertation: 50 % Participation - Class participation: 0 % Examen intermédiaires - Mid-term examination: 0 % Autre - Others: 0 %	Nb midterms : 0
Evaluation finale (DS) / Final examination	0%														
(Précisez la nature pour l'évaluation finale / Explain type for final examination)															
QCM - Quizz															
Autre, précisez / Other, precise:															
Contrôle continu / Continuous Assessment	100%														
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QCM - Quizz: 0 % Etude de cas - Case study: 50 % Présentation orale - Presentation: 0 % Rapport écrit / Dissertation - Report / Dissertation: 50 % Participation - Class participation: 0 % Examen intermédiaires - Mid-term examination: 0 % Autre - Others: 0 %	Nb midterms : 0														
Méthodes d'enseignement	Format de cours / Course format Cours magistral / Lecture														

Teaching Methods	Activités d'apprentissage / Learning activities Cours interactifs / Interactive lectures - Projet / Project-based learning - Devoirs / Assignments
Plan de cours Course Plan	NOTE: This course descriptor is indicative and draft and subject to periodic updates. PRE SESSION ACTIVITIES Reading of papers cited in references before day 1 DAY ONE: What is a business model? Concept of business model The context of business creation and the context of project business Modelling a business model (value proposition canvas and business model canvas) DAY TWO: Planning a business model Content of a business plan 3 types of business plan (pitch, presentation, report) The mutual contribution between business model and business plan DAY THREE (several weeks after day 2): Presentations of a company business model and business plan Presentation, reflection and peer review POST SESSION ACTIVITIES Writing a business plan report
Bibliographie References	REQUIRED READINGS BEFORE DAY 1 - 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. BEFORE DAY 2 - 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 RECOMMENDED READINGS - 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.
Site(s) web / Web sites	None.

Project Practice Portfolio 2

Code du cours Course Code MSC.PPMM2.PMOPT .0002	Titre du cours Course title Project Practice Portfolio 2	
Crédits Credits 2	Période d'enseignement Teaching period spring	Année Académique Academic Year 2019/2020

Charge de travail Student workload	Face à Face Contact hours	Distanciel Distance learning	Travail en équipe Team work	Travail personnel Personal work	Evaluation	Charge totale de travail Total workload
	12	0	14	14	0	40
Type de cours Course type	core					
Pré-Requis Prerequisite	None.					
Descriptif du cours / Course description	This course requires you to work in teams on real projects in a portfolio. You will be part of a cell working on several projects and will develop your project management competences through practice. Part 1 is focused on project generation and initiation activities up to and including the project charter. Part 2 is focused on project development and delivery, quality management, audit and control.					
Thèmes / Topics	Team development and leadership, Project reporting, Communications, Risk management in practice, Quality management in practice, Sponsor management in practice, Stakeholder relationship management, Project control in practice, Project audit, Project closure in practice, Lessons learned and transfer of learning.					
Résultats d'apprentissage / Intended Learning Outcomes and Skills	<p>A l'issue de la formation, vous serez capable de / As a result of this module, you will be able to:</p> <p>Connaissances / Knowledge and Understanding (subject specific) Understanding how to measure and improve project management competencies. Understand which processes are relevant in project delivery and control</p> <p>Aptitudes cognitives / Cognitive skills Recognise when to take corrective action.</p> <p>Attitudes / Key transferable skills Apply the main project management processes in practice.</p> <p>Ethical and social understanding Discuss the impact of ethical behavior in project management</p>					
Contribution aux objectifs pédagogiques du programme / Contribution to learning objectives	<p>Indiquer les learning objectives auxquels contribue le cours (en se basant sur le curriculum mapping du programme) / Indicate which learning objectives the course contributes to (based on the program curriculum mapping)</p> <p>LO2.1 : To contribute substantively to the product of a group and demonstrate leadership skills : 15;#LG2 : Graduates should be able to work effectively in a multicultural team</p> <p>LO2.2 : To recognize and use positively the various dimensions of diversity : 15;#LG2 : Graduates should be able to work effectively in a multicultural team</p> <p>Cours soumis à évaluation dans le cadre de l'Assurance of Learning pour l'année en cours ? Non / No</p>					
Evaluation des étudiants Student Assessment	<p>Evaluation finale (DS) Final examination 100%</p> <p>(Précisez la nature pour l'évaluation finale / Explain type for final examination)</p> <p>Autre - Others</p> <p>Autre, précisez / Other, precise: (1) Competence development review (peer assessed) (25%) (2) Cell reports (continuous assessment) (25%) (3) Final project reports (50%)</p> <p>Contrôle continu 0%</p>					

	Continuous Assessment	
	préciser nature / Explain type	
	QCM - Quiz: 0 % Etude de cas - Case study: 0 % Présentation orale - Presentation: 0 % Rapport écrit / Dissertation - Report / Dissertation: 0 % Participation - Class participation: 0 % Examen intermédiaires - Mid-term examination: 0 % Autre - Others: 0 %	Nb midterms : 0
Méthodes d'enseignement Teaching Methods	Format de cours / Course format	
	TD / Tutorials	
	Activités d'apprentissage / Learning activities	
	Projet / Project-based learning - Personal guided study - Devoirs / Assignments	
Plan de cours Course Plan	NOTE: Indicative only. Detailed course plan will be issued in class. Project team meetings to discuss progress and issues on cell projects and give guidance Occasional contribution from guest project managers	
Bibliographie References	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	
Site(s) web / Web sites	Visit the websites of PMI, APM, GAPPS	

MSc - Supply Chain Management and Purchasing

Special Note for Supply Chain Management & Purchasing 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 (mid-November).

ADVANCED MANAGERIAL AND COMMUNICATION SKILLS

Course Code	MSC.SCMM2.HRELE.0051
ECTS Credits	2
Course Leader	WALKER, Sandra-EXT
Contact Hours	12
Department	Dept. Management, Law and Organization
Programme	MSc - Supply Chain Management and Purchasing
Prerequisites	None
Course Description	Supply Chain Managers are required to engage in many face-to-face and virtual meetings: to present ideas, overcome resistance and build team cohesion on an international project. It is thus necessary to build a communication strategy both at an individual and team level and then react according to unexpected interpersonal situations. This course builds on participants' existing personal influence skills. It aims to further develop communication ability in a range of

	challenging situations. During the course, the emphasis is on practical exercises for immediate achievement of learning outcomes.
Course Open to Exchange Students	Lille /Spring
Semester	spring
Campus	Lille
Evaluation	
Final Examination (%)	50
Nature of final exam	Presentation
Continuous Assessment (%)	50
Recommended Reading	Lectures obligatoires / Required readings : NLP Business Masterclass, Molden, David, Pearson Education, 2001 Lectures Recommandées / Recommended readings : • 7 steps to Emotional Intelligence, Patrick E. Merlevede, Denis Bridoux, M.S.c & Rudy Vandamme,
Websites	• http://www.mckinseyquarterly.com • http://www.quadrant1.com • http://www.12manage.com • http://www.ted.com

EMPLOYABILITY AND CAREER 2

Course Code	MSC.TRCM2.DREOR.0002
ECTS Credits	1
Course Leader	BEAUGRAND Audrey
Contact Hours	6
Department	Career Center - Employability
Programme	MSc - Supply Chain Management and Purchasing
Prerequisites	No prerequisites.
Course Description	<p>This course is managed by the Career Center. In order to validate this course, students have to:</p> <p>1 MANDATORY : Attend two workshops (1h30 each) on specific themes (1st workshop : Wage Negotiation & 2nd workshop : How to succeed in the first position (Risks/Leadership/Corporate Codes) ?) + EVALUATION</p> <p>2 NOT MANDATORY : Attend Career Events during the semester (date to be determined) organized by the career center of your campus</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 : Laura SCLAFANI</p> <p>BELO HORIZONTE : Geneviève POULINGUE</p>
Course Open to Exchange Students	Belo /Spring;Lille /Spring;Paris /Spring;Raleigh /Spring;Sophia /Spring;Suzhou /Spring
Semester	spring
Campus	Belo Horizonte;Lille;Paris;Raleigh;Sophia;Suzhou
Evaluation	
Final Examination (%)	100
Nature of final exam	Report / Dissertation;Class participation

Continuous Assessment (%)	0
Recommended Reading	Lectures obligatoires / Required readings: Lectures Recommandées / Recommended readings:
Websites	None.

FINANCE IN THE VALUE CHAIN

Course Code	MSC.SCMM2.FIELE.0066
ECTS Credits	2
Course Leader	BRUSSET Xavier
Contact Hours	12
Department	Dept. Management of projects, Information Systems and Supply Chains
Programme	MSc - Supply Chain Management and Purchasing
Prerequisites	Before the course, students should read the Scotts case and Chapter 3 of « Logistics & Supply Chain Management » entitled « measuring Logistics costs and performance
Course Description	The integration of finance, supply chain management and marketing is an increasingly important aspect of doing business in the 21st century. This course will discuss the implications of supply chain and marketing decisions on firm performance. Course Aim The aim of the elective is to enable participants to be able to quantify the impact of supply chain and marketing initiatives on the financial performance of an organisation.
Course Open to Exchange Students	Lille /Spring
Semester	spring
Campus	Lille
Evaluation	
Final Examination (%)	50
Nature of final exam	Presentation;Report / Dissertation
Continuous Assessment (%)	50
Recommended Reading	Lectures obligatoires / Required readings : The Scotts Company (A): Transforming the European Supply Chain INSEAD Case Study No. 602-070-1 Course materials Lectures Recommandées / Recommended readings :
Websites	

FUNDAMENTALS OF PRODUCTION PLANNING

Course Code	MSC.SCMM2.PMCOR.0013
ECTS Credits	5
Course Leader	BRUSSET Xavier
Contact Hours	30
Department	Dept. Management of projects, Information Systems and Supply Chains

Programme	MSc - Supply Chain Management and Purchasing
Prerequisites	Excel: advanced level (formulas, graphs...); Statistics: basics (average, standard deviation...)
Course Description	This course explains to the student every step of the supply chain. Each step is detailed, explained: why doing it, how to do it, when to do it. Student will understand also how supply chain impacts other departments and how it can be a decisive advantage versus competitors.
Course Open to Exchange Students	Lille /Spring
Extra Fees	Apics Certification: 1109€ *The SKEMA International Office will contact students on the payment procedure once the nomination period is complete (mid-November).
Semester	spring
Campus	Lille
Evaluation	
Final Examination (%)	65
Nature of final exam	Quizz
Continuous Assessment (%)	35
Recommended Reading	Lectures obligatoires / Required readings : Chapman, S., 2006. The fundamentals of production planning and control. Pearson Prentice Hall: Pearson Education. ISBN 0-13-017615-X Lectures Recommandées / Recommended readings :
Websites	

LEAN MANUFACTURING & SIX-SIGMA

Course Code	MSC.SCMM2.PMCOR.0016
ECTS Credits	6
Course Leader	BRUSSET Xavier
Contact Hours	35
Department	Dept. Management of projects, Information Systems and Supply Chains
Programme	MSc - Supply Chain Management and Purchasing
Prerequisites	Understanding of management of operations
Course Description	Students will understand the history of Lean Management and its main principles as one of the proven methodologies that are driving world-class supply chains with a specific focus on how they can be applied across the entire Supply Chain domain, not just manufacturing. The Fundamentals of quality management will also be presented.
Course Open to Exchange Students	Lille /Spring
Semester	spring
Extra Fees	Six Sigma Green Belt: 270 € *The SKEMA International Office will contact students on the payment procedure once the nomination period is complete (mid-November).

Campus	Lille
Evaluation	
Final Examination (%)	100
Nature of final exam	Quizz
Continuous Assessment (%)	0
Recommended Reading	Lectures obligatoires / Required readings : Course materials Lectures Recommandées / Recommended readings : The Certified six sigmas green belt, handbook, By R. Munro, M; Maio, M. Ramu, D. Zrymiak. Ed. ASQR
Websites	

PRINCE 2 Project Management

Course Code	MSC.SCMM2.PMCOR.0072
ECTS Credits	6
Course Leader	BRUSSET Xavier
Contact Hours	42
Department	Dept. Management of projects, Information Systems and Supply Chains
Programme	MSc - Supply Chain Management and Purchasing
Prerequisites	Preliminary reading of the PRINCE 2 textbook and do the exercises included.
Course Description	<p>PRINCE2 certification preparation.</p> <p>This course has as purpose to prepare the students for the certification exam and pass that exam. The outcome is the PRINCE 2 certificate which has a worldwide validity and recognition. PRINCE2 is a trade mark of AXELOS Limited, used under permission of AXELOS Limited. All rights reserved.</p> <p>The Swirl logo™ is a trade mark of AXELOS Limited, used under permission of AXELOS Limited. All rights reserved.</p>
Course Open to Exchange Students	Lille /Spring
Semester	spring
Extra Fees	<p>Prince 2 Certification: 468 €</p> <p>*The SKEMA International Office will contact students on the payment procedure once the nomination period is complete (mid-November).</p>
Campus	Lille
Evaluation	
Final Examination (%)	100
Nature of final exam	Quizz
Continuous Assessment (%)	0
Recommended Reading	

Websites	
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PURCHASING NEGOTIATION

Course Code	MSC.SCMM2.PMCOR.0071
ECTS Credits	3
Course Leader	BRUSSET Xavier
Contact Hours	18
Department	Dept. Management of projects, Information Systems and Supply Chains
Programme	MSc - Supply Chain Management and Purchasing
Prerequisites	ok
Course Description	Knowledge of a negotiation strategy such as "one shot, the Salami or still the game(set,play).
Course Open to Exchange Students	Lille /Spring
Semester	spring
Campus	Lille
Evaluation	
Final Examination (%)	0
Nature of final exam	Quizz
Continuous Assessment (%)	100
Recommended Reading	
Websites	

SCOR-S

Course Code	MSC.SCMM2.PMELE.0018
ECTS Credits	2
Course Leader	BRUSSET Xavier
Contact Hours	12
Department	Dept. Management of projects, Information Systems and Supply Chains
Programme	MSc - Supply Chain Management and Purchasing
Prerequisites	ok
Course Description	SCOR: Supply Chain Operations Reference Model. The supply chain operations reference model (SCOR) is a management tool used to address, improve, and communicate supply chain management decisions within a company and with suppliers and customers of a company (1). The model describes the business processes required to satisfy a customer's demands.
Course Open to Exchange Students	Lille /Spring
Semester	spring
Campus	Lille
Evaluation	

Final Examination (%)	0
Nature of final exam	Quizz
Continuous Assessment (%)	100
Recommended Reading	Lectures obligatoires / Required readings : SCOR training materials (copy of slides mainly) Lectures Recommandées / Recommended readings : SCOR Manual
Websites	www.supply-chain.org

STRATEGY & BUSINESS MODELS

Course Code	MSC.SCMM2.PMCOR.0075
ECTS Credits	2
Course Leader	BREA SOLIS Humberto
Contact Hours	12
Department	Dept. Management of projects, Information Systems and Supply Chains
Programme	MSc - Supply Chain Management and Purchasing
Prerequisites	n/a
Course Description	Nowadays, companies require doing more than creating a brilliant new product or service. It is essential to find innovative ways of organizing the internal logic of the firm. Successful managers implement changes that go beyond mere adjustments of the value proposition or the revenue model; they reshape the whole organization in order to optimize its value creation and value capturing capabilities. The goal of the course "Strategy and Business Models" is to provide the students the theoretical foundation and the tools to analyze business models and to entice their creativity in finding new ways of doing business.
Course Open to Exchange Students	Lille /Spring
Semester	spring
Campus	Lille
Evaluation	
Final Examination (%)	50
Nature of final exam	Presentation;Report / Dissertation
Continuous Assessment (%)	50
Recommended Reading	Baden-Fuller, C. and Morgan, M.S., 2010. Business models as models. Long range planning, 43(2-3), pp.156-171. Casadesus-Masanell, R. Ricart, JE. 2010. From strategy to business model and onto tactics. Special Issue on Business Models, Long Range Plannin
Websites	

SUPPLY CHAIN AUDIT

Course Code	MSC.SCMM2.PMCOR.0017
ECTS Credits	4

Course Leader	BRUSSET Xavier
Contact Hours	24
Department	Dept. Management of projects, Information Systems and Supply Chains
Programme	MSc - Supply Chain Management and Purchasing
Prerequisites	Fundamentals of project management, SCM, production planning, inventory management, purchasing and supply
Course Description	The course is the result of a teaching partnership between SKEMA Business School and aslog (French association). An ASLOG consultant teaches the "ASLOG" logistics assessment tool (FOUR days). Students then apply the tool during a four-day exposure to a company. "ASLOG assessment" is a tool which aims to assess and improve the logistics performance of the company, both internally and in terms of their relationships with their customers and suppliers. The tool aims to facilitate the setting up of an action plan, which will ultimately improve the company's competitive advantage.
Course Open to Exchange Students	Lille /Spring
Semester	spring
Campus	Lille
Evaluation	
Final Examination (%)	70
Nature of final exam	Quizz
Continuous Assessment (%)	30
Recommended Reading	Lectures obligatoires / Required readings : Course materials Lectures Recommandées / Recommended readings :
Websites	

E-Logistic and Operations in the Economy 3.0: E-Commerce

Code du cours Course Code MSC.SCMM2.PMCOR .0076	Titre du cours Course title E-Logistic and Operations in the Economy 3.0: E-Commerce					
Crédits Credits 5	Période d'enseignement Teaching period spring				Année Académique Academic Year 2019/2020	
Charge de travail Student workload	Face à Face Contact hours 30	Distanciel Distance learning 0	Travail en équipe Team work 18	Travail personnel Personal work 60	Evaluation 0	Charge totale de travail Total workload 108
Type de cours Course type	core					
Pré-Requis Prerequisite	Knowledge of Operations Management and Logistics is preferable.					

Descriptif du cours / Course description	<p>This lecture aims at providing students with concepts and practical tools in order to understand and master Operations and E-Logistic stakes, challenges and constraints in the E-Commerce environment.</p> <ul style="list-style-type: none"> - Students will first understand why E-Commerce and classical Commerce (Sales channel) are different. They will be able to grasp all stakes and specificities Operations and Logistics drive in the E-commerce world. - They will consequently be able to put in relation physical constrains -attached to the operational aspects delivery and stock management represent- with digital possibilities the E-commerce environment can offer. - Finally, with this course, students will learn concepts, theories and practical tools allowing them to put together concrete and economically viable solutions in order to respond to the problematics they will face. <p>NB: this lectures particularity holds in 2 main things: 1) Various and numerous case studies will be deeply analyzed 2) The global approach of the course will foster an environment for students to think out of the box and challenge the statu-quo so that they can provide a critical analysis and offer an addedvalue approach, key in our current professional environment, which is rapidly evolutive.</p>
Thèmes / Topics	<p>To understand and master Operations and E-Logistic stakes, challenges and constraints in the E-Commerce environment.</p>
Résultats d'apprentissage / Intended Learning Outcomes and Skills	<p>A l'issue de la formation, vous serez capable de / As a result of this module, you will be able to:</p> <p>Connaissances / Knowledge and Understanding (subject specific) Students will first understand why E-Commerce and classical Commerce (Sales channel) are different. They will be able to grasp all stakes and specificities Operations and Logistics drive in the E-commerce world.</p> <p>Aptitudes cognitives / Cognitive skills</p> <p>Attitudes / Key transferable skills Understanding of key issues stemming from e-commerce and cloud based applications as regards supply chain management.</p> <p>Ethical and social understanding</p>
Contribution aux objectifs pédagogiques du programme / Contribution to learning objectives	<p>Indiquer les learning objectives auxquels contribue le cours (en se basant sur le curriculum mapping du programme) / Indicate which learning objectives the course contributes to (based on the program curriculum mapping)</p> <p>LO4.2 : To apply theories and key concepts in the field of the management of knowledge assets, technological progress and innovation : LG4 : Graduates should be able to manage in the global knowledge economy LO5.2 : To assess a business issue and formulate solutions in a specialized discipline : LG5 : Graduates should be able to think critically and to assess business issues in a specialized discipline</p> <p>Cours soumis à évaluation dans le cadre de l'Assurance of Learning pour l'année en cours ? Non / No</p>
Evaluation des étudiants / Student Assessment	<p>Evaluation finale (DS) / Final examination 80%</p> <p>(Précisez la nature pour l'évaluation finale / Explain type for final examination)</p> <p>Epreuve sur table - Supervised exam, Autre - Others</p>

	Autre, précisez / Other, precise: étude de cas	
	Contrôle continu Continuous Assessment	20%
	préciser nature / Explain type	
		Nb midterms : 0
Méthodes d'enseignement Teaching Methods	Format de cours / Course format	
	TD / Tutorials	
	Activités d'apprentissage / Learning activities	
	Etudes de cas / Case studies - Devoirs / Assignments	
Plan de cours Course Plan	<p>Part 1 - E-Commerce, definitions and originality 5 hours (course: 5 hours)</p> <ul style="list-style-type: none"> i) Understand why E-Commerce is particular and singular <ul style="list-style-type: none"> - Similarities with the classical sales channel - Evolutions compared to the classical sales channel - Differences compared to the classical sales channel ii) A singularity that leads to a completely new Operational Structure <ul style="list-style-type: none"> - The ordering process online - Multiplication of production and delivery centers - Various stocks - Delivery process within the web 3.0 iii) A customer-centric economical and operational world, as opposed to the former merchantcentric context. <ul style="list-style-type: none"> - The Amazons effect - Merchant versus consumer - The new E-Merchant <p>Part 2 - From this new economical context, unique stakes and challenges arise 9 hours (course: 5 hours + case study: 4 hours)</p> <ul style="list-style-type: none"> i) Key Success items <ul style="list-style-type: none"> - Pricing and shipping cost policy <p>Case-Study => various shipping policies exist: which one to put in place and why?</p> <ul style="list-style-type: none"> - Delivery and Order processing lead time - Delivery options - Returns management <p>Case Study => which picking method fits ones business best?</p> <ul style="list-style-type: none"> ii) NPS (Net Promoter Score): the new key success benchmark? iii) Particularities of a strong impact: direct correlation between the physical and digital world <ul style="list-style-type: none"> - The stock and return management <p>Case Study => how to set an efficient return policy?</p> <ul style="list-style-type: none"> - IT interfaces and the Big Data <p>Part 3 - A new environment that fosters a new full ecosystem, then new logistic partners 8 hours (course: 5 hours + case study: 3 hours)</p> <ul style="list-style-type: none"> i) Understand the differences between new and old stakeholders (a constantly moving niche market) <ul style="list-style-type: none"> => Zoom on the new market Operators, IT aggregators, Start-ups that are disrupting the market and how the classic industry cope with such a changing environment ii) Understand the T&C and the contractual documentations that will cement the relationship iii) Key Performance Indicators (aka KPIs), the must-have metrics (logistics cost, fulfilment cost, return %, DOT, DOTIF) <p>Case Study => Example of a company who decided to focus on its lead-time metrics and took</p>	

business decisions that impacted conversion rate and margin. Lets look at it!

Part 4 - Conclusion and future development
8 hours (course: 4 hours + case study: 2 hours + discussion: 2 hours)

i) Summary of the key concepts and learnings
=> Zoom on how to use best the concepts weve detailed during the lecture and how to adapt each concept to different industries and fields of activity

ii) The broader impact of E-Logistics in the complete Supply Chain
=> Zoom and details on Inbound and Outbound E-Logistics + Supplier Management

Case Study (to close) => Complete and detailed example of a company that leveraged on all of the concepts studied during this lecture and analysis of impacts, pros and cons followed by a final discussion on the latter (with openings for further development and thoughts) Planning

Day 1 (total 6 hours)
Part 1 = 5-hour course
Part 2 = 1-hour course

Day 2 (total 6 hours)
Part 2 = 4-hour course
Part 2 = 2-hour case study

Day 3 (total 6 hours)
Part 2 = 2-hour case study
Part 3 = 4-hour course

Day 4 (total 6 hours)
Part 3 = 1-hour course
Part 3 = 3-hour case study
Part 4 = 2-hour course

Day 5 (total 6 hours)
Part 4 = 2-hour course
Part 4 = 2-hour case study
Part 4 = 2-hour discussion