



Course Catalogue
Master Programmes
Incoming Exchange Students
Raleigh Campus (USA)
Spring 2020

Dear Exchange IN Students,

Welcome to SKEMA Business School !

Here are a few key instructions on how to consult properly the **Raleigh 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 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 (admission results mid-November). **Also, please note that there are two tracks in this program: International Technology & Business Development Track and Marketing Analytics Track. It is not possible to mix courses between these two tracks.**
- 4) Courses within the catalogue are subject to slight changes.
- 5) There is a maximum number of seats available per specialization program.

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PGE – Master 1 Raleigh

- EMPLOYABILITE & CAREER.....
- MANAGEMENT 2 - ETHICS & GOVERNANCE
- INTERNATIONAL NEGOCIATION
- STRATEGY
- DIGITAL TRANSFORMATION & STRATEGY.....
- LANGUAGES
- DESIGN THINKING
- INTERNATIONAL FINANCE
- MANAGEMENT OF INFORMATION SYSTEMS

MSc - International Business

ADVANCED STRATEGY

Course Code	PGE.APPM2.STCOR.3311
ECTS Credits	3
Course Leader	WEISBERG, Mitchell-EXT
Contact Hours	18
Department	Dept. Strategy, Entrepreneurship and Economics
Programme	MSc - International Business
Prerequisites	Strategy 1 (M1)
Course Description	<p>The objective of the course is to understand how companies elaborate strategic decisions to support corporate growth. Profitable growth remains a top-priority for most companies. It is a condition to survive for startup companies. It often is a means to guarantee sustainable profitability for larger corporations. However, it is difficult to achieve in the long run and may put the company at risk if not successful.</p> <p>By using a combination of lectures, teaching, case studies, team projects, this course will provide an overview of growth options in different contexts.</p>
Course Open to Exchange Students	Belo /Spring;Paris /Spring;Raleigh /Spring;Suzhou /Spring
Semester	spring
Campus	Belo Horizonte;Paris;Raleigh
Evaluation	
Final Examination (%)	50
Nature of final exam	Quizz
Continuous Assessment (%)	50
Recommended Reading	
Websites	

CROSS-CULTURAL COMPETENCIES IN THE USA

Course Code	MSC.IBRM2.PMCOR.0071
ECTS Credits	2
Course Leader	DESOKY Mohamed
Contact Hours	13
Department	Dept. Strategy, Entrepreneurship and Economics
Programme	MSc - International Business
Prerequisites	n/a
Course Description	<p>This course is designed to introduce the dominant themes of U.S. cultural values as experienced in present-day society. The course will begin with an introduction to life as an outsider in the U.S. and understanding the most commonly held U.S. cultural values. We will then consider NC State University history and campus life as an example of higher education in the United States and become oriented to the campus surroundings for increased integration into the student body. Next, the course will study and practice cross-cultural</p>

	communication and developing intercultural friendships in structured and semi-structured environments. The course will also highlight a U.S. value of community public service, particularly as demonstrated in NCSU's engaged student body in volunteerism and service learning opportunities. In addition to periodic debriefing of cultural events and activities throughout the semester, our course will contain formal reflections on your cross-cultural experiences in the form of two personal essays.
Course Open to Exchange Students	Raleigh /Fall;Raleigh /Spring
Semester	fall;spring
Campus	Raleigh
Evaluation	
Final Examination (%)	0
Nature of final exam	Quizz
Continuous Assessment (%)	100
Recommended Reading	Class 1: U.S. Cultural Values & Preparing for Your Experience at NC State University NC State University Office of International Services. Local Customs and Cultural Adjustment: http://internationalservices.ncsu.edu/local-customs-cultural-adjustment Koh
Websites	

CUSTOMER ANALYTICS AND RELATIONSHIP MANAGEMENT

Course Code	MSC.IBUM2.STCOR.0064
ECTS Credits	6
Course Leader	DESOKY Mohamed
Contact Hours	39
Department	Dept. Strategy, Entrepreneurship and Economics
Programme	MSc - International Business
Prerequisites	N/A
Course Description	<p>The Customer Analytics and Relationship Management course offers a comprehensive treatment of Customer Relationship Management (CRM) with a focus on implementing a CRM strategy that uses various metrics to create and measure customer value. The course emphasizes the importance of using technology and data analytics to provide a digital solution for CRM systems and processes.</p> <p>The course goal is for students to obtain a comprehensive understanding of CRM strategy and concepts as they relate to digital tools and data analytics. Learning method will focus on case studies, group development of strategic and operational deliverables, and review of practitioner experiences.</p>
Course Open to Exchange Students	Raleigh /Spring
Semester	spring
Campus	Raleigh
Evaluation	

Final Examination (%)	20
Nature of final exam	Epreuve sur table - Supervised exam
Continuous Assessment (%)	80
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 - International Business
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 PARIS: Laura SINDONINO, Sophie Ripoche & Janice M'BENGO (for International students) SOPHIA: Sylvie MARTINAUD, Anne DUFLOS (for International students) SUZHOU : April YANG RALEIGH : Laura SCLAFANI 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.

GLOBAL DIGITAL MARKETING

Course Code	MSC.IBUM2.STCOR.0066
ECTS Credits	6
Course Leader	DESOKY Mohamed
Contact Hours	39
Department	Dept. Marketing
Programme	MSc - International Business
Prerequisites	None
Course Description	<p>This course examines the opportunities and challenges associated with marketing across national borders and cultural barriers. The impact on international marketing of the business, economic, political, cultural and technological environments in different countries will be analyzed.</p> <p>Strategies and tactics for developing each of the four "P's" internationally and globally will be examined, including developing 1) product, service, and branding policies, 2) advertising, promotion, and communications plans, 3) channels of distributions, and 4) pricing policies in the global context. Approaches for deciding the extent to which marketing should be globalized versus localized will be explored.</p> <p>This course covers both the theoretical understanding of what makes global marketing different from domestic marketing as well as the practical implications of those differences. Students experience this first-hand through a semester long, global marketing computer simulation through which they formulate and execute their own strategies for engaging in business in several international markets. The simulation allows students to analyze the actual results of their management of their global businesses.</p>
Course Open to Exchange Students	Raleigh /Spring
Semester	spring
Campus	Raleigh
Evaluation	
Final Examination (%)	50
Nature of final exam	Quizz;Epreuve sur table - Supervised exam
Continuous Assessment (%)	50
Recommended Reading	
Websites	

INTERNATIONAL BUSINESS GAME: SKEMASIM

Course Code	MSC.IBNM2.STCOR.0032
ECTS Credits	3
Course Leader	MESCHI Pierre Xavier
Contact Hours	18
Department	Dept. Stratégie, Entrepreneurship and Economics
Programme	MSc - International Business
Prerequisites	Strategy

Course Description	The « SKEMA Multicampus Business Simulation » (otherwise known as SKEMASIM) course is a 6-day seminar organized simultaneously in the different SKEMA campuses across the world (France, China and USA). It is made up of the business simulation itself, some tutorial conferences, and the writing of an annual activity report.
Course Open to Exchange Students	Belo /Spring;Paris /Spring;Raleigh /Spring;Suzhou /Spring
Semester	spring
Campus	Belo Horizonte;Paris;Raleigh;Suzhou
Evaluation	
Final Examination (%)	25
Nature of final exam	Report / Dissertation
Continuous Assessment (%)	75
Recommended Reading	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings : (1) BRULHART F., GUIEU, G. & MESCHI P.-X., La Croissance de l'Entreprise avec la Méthode des Cas, Eyrolles et Centrale des Cas et des Médias Pédagogiques, 2011.
Websites	www.webtolearn.com/skemasim

INTERNATIONAL FINANCE

Course Code	MSC.IBNM2.FICOR.0061
ECTS Credits	6
Course Leader	DESOKY Mohamed
Contact Hours	30
Department	Dept. Accounting and Finance
Programme	MSc - International Business
Prerequisites	None
Course Description	This course provides an overview of the nature and operation of global capital markets and traded financial instruments. Students are exposed to the organisation of the international financial system and the markets for stocks, bonds, commodities and foreign exchange.
Course Open to Exchange Students	Belo /Spring;Paris /Spring;Raleigh /Spring;Suzhou /Spring
Semester	spring
Campus	Belo Horizonte;Paris;Raleigh;Suzhou
Evaluation	
Final Examination (%)	40
Nature of final exam	Quizz
Continuous Assessment (%)	60
Recommended Reading	Lectures obligatoires / Required readings : Available on Cyberlibris at www.scholarvox.com : 1) Economics for Investment Decision Makers Workbook : Micro, Macro, and International Economics, Piros and Pinto, John Wiley & Sons, 2013, Chapters 5, 8, 9 and 1
Websites	http://databank.worldbank.org/data/home.aspx http://stats.oecd.org/

INTERNATIONAL TECHNOLOGY MANAGEMENT

Course Code	MSC.IBRM2.PMCOR.0008
ECTS Credits	6
Course Leader	AMMAR Oussama
Contact Hours	39
Department	Dept. Management of projects, Information Systems and Supply Chains
Programme	MSc - International Business
Prerequisites	n/a
Course Description	This course focuses on the theory as well as practical experiences and examples to support organizational decision-making and technology management. The course emphasizes the importance of using technology in business for strategic competitive advantage and improved productivity. To gain the best perspective, the course sessions integrate the major topics of technology strategy, portfolio management, professional leadership, and technology products and services. The course also addresses some of the unique issues in managing different types of technology professionals, different types of products and services, and the introduction of new technologies. Ultimately this course is designed to provide the student with knowledge and skills to succeed in a variety of roles in which technology application is leveraged to provide businesses a distinct advantage.
Course Open to Exchange Students	Raleigh /Spring
Semester	spring
Campus	Raleigh
Evaluation	
Final Examination (%)	40
Nature of final exam	Quizz
Continuous Assessment (%)	60
Recommended Reading	Required text: The Future of Technology Management and the Business Environment: Lessons on Innovation, Disruption, and Strategy Execution, Alfred A. Marcus, First Edition, Pearson FT Press, ©2015.
Websites	

MARKETING MANAGEMENT IN THE GLOBAL ENVIRONMENT

Course Code	MSC.IBUM2.STCOR.0065
ECTS Credits	6
Course Leader	DESOKY Mohamed
Contact Hours	39
Department	Dept. Marketing
Programme	MSc - International Business
Prerequisites	None.

Course Description	This course covers both the theoretical understanding of what makes global marketing different from domestic marketing as well as the practical implications of those differences. Students experience this first-hand via a semester long, global marketing computer simulation through which they formulate and execute their own strategies for engaging in business in several international markets. This simulation allows students to analyze the actual results of their global marketing management on an on-going basis throughout the entire semester.
Course Open to Exchange Students	Raleigh /Spring
Semester	spring
Campus	Raleigh
Evaluation	
Final Examination (%)	25
Nature of final exam	Epreuve sur table - Supervised exam
Continuous Assessment (%)	75
Recommended Reading	
Websites	

NEGOTIATION PRACTICE

Course Code	MSC.IBNM2.STELE.0047
ECTS Credits	3
Course Leader	AMMAR Oussama
Contact Hours	18
Department	Dept. Marketing
Programme	MSc - International Business
Prerequisites	None
Course Description	This course is designed to provide students with both a conceptual and practical understanding of interpersonal relationship: communication techniques serving as successful negotiation. Class sessions are highly interactive and require the active engagement of each student in order to learn the multiple facets of negotiation. Course content includes the fundamentals of negotiation, based upon a highly effective methodology (from preparation to closing the deal) used by professionals all over the world. It encompasses the whole process of developing a fruitful discussion that eventually leads to an agreement. Practise is the key word, and filmed role plays are used as the most effective tool to understand and learn these techniques. Students will participate in one-to-one, one-to-several, with the complexity of negotiations increasing as the course progresses. This course is designed in an executive education format; as such, there are no formal presentations.
Course Open to Exchange Students	Paris /Spring;Raleigh /Spring;Suzhou /Spring
Semester	spring
Campus	Paris;Raleigh;Suzhou
Evaluation	
Final Examination (%)	50
Nature of final exam	Class participation

Continuous Assessment (%)	50
Recommended Reading	The Mind and Heart of the Negotiator, Leigh L. Thompson (reference; not required)
Websites	http://davidhenard.com

PROGRAMMING FOR ANALYTICS

Course Code	MSC.IBUM2.STELE.0064
ECTS Credits	3
Course Leader	DESOKY Mohamed
Contact Hours	19,5
Department	Dept. Marketing
Programme	MSc - International Business
Prerequisites	None
Course Description	This course is intended for students with little or no programming knowledge and experience. The goal of this course is to get students familiar with programming concepts and gain programming skills to write small programs to solve simple problems and get prepared for the more advanced programming and/or analytics courses.
Course Open to Exchange Students	Raleigh /Spring
Semester	spring
Campus	Raleigh
Evaluation	
Final Examination (%)	40
Nature of final exam	Presentation;Report / Dissertation
Continuous Assessment (%)	60
Recommended Reading	
Websites	

RISK AND CRISIS MANAGEMENT FOR GLOBAL BUSINESSES

Course Code	MSC.IBRM2.STELE.0054
ECTS Credits	3
Course Leader	EZZEROUALI Amine
Contact Hours	18
Department	Dept. Management, Law and Organization
Programme	MSc - International Business
Prerequisites	N/A
Course Description	This course addresses risk and crisis management frameworks for MNCs, focusing on strategic, operational and technological risks through extant theory and case study examples of successful and failed risk and crisis management strategies. At the end of this course, students

	are expected to know what are the main foundations, frameworks and practices of risk and crisis management; to identify the key challenges in managing risk and crisis within Global businesses; and to be able to implement effective risk and crisis management strategies and practices.
Course Open to Exchange Students	Paris /Spring;Raleigh /Spring
Semester	spring
Campus	Paris;Raleigh
Evaluation	
Final Examination (%)	50
Nature of final exam	Quizz
Continuous Assessment (%)	50
Recommended Reading	Crandall, W. R., Parnell, J. A., Spillan, J. E. 2009. Crisis Management in the New Strategy Landscape, Sage publications. Regester, M., Larkin, J. 2005. Risk Issues and Crisis Management : A Casebook of Best Practice (3rd Edition), Kogan Page.
Websites	

Social Media and Web Analytics

Course Code	MSC.IBUM2.STCOR.0067
ECTS Credits	3
Course Leader	DESOKY Mohamed
Contact Hours	19,5
Department	Dept. Stratégy, Entrepreneurship and Economics
Programme	MSc - International Business
Prerequisites	None
Course Description	<p>Social media is changing how business is done around the world in almost every industry. The marketing and business worlds are undergoing fundamental changes in how consumers interact with brands and each other. Social media has helped give consumers a voice and connect them with their friends and other like-minded consumers, and it has also opened up numerous new communication channels available for marketers and brands to connect with current and potential customers.</p> <p>This course is designed to help you understand how marketing has (and has not) changed due to the rise of social media and changes in various underlying contextual factors, such as dramatically increased speed of information dissemination across consumers and brands. The overarching goal is to obtain a clear perspective on what is really going on in digital/social/mobile marketing so that you can begin to appreciate its true value to consumers, to managers, and to other corporate stakeholders. Web analytics will be used to build social media marketing strategies and also to track their effectiveness. This course will equip you with the relevant knowledge, perspectives, and practical skills required to develop marketing strategies that leverage the opportunities inherent in social media and consumer-to-consumer social interactions for achieving business and marketing goals.</p>
Course Open to Exchange Students	Raleigh /Spring
Semester	spring

Campus	Raleigh
Evaluation	
Final Examination (%)	40
Nature of final exam	Quizz;Epreuve sur table - Supervised exam
Continuous Assessment (%)	60
Recommended Reading	
Websites	

US PERSPECTIVES ON BUSINESS LAW

Course Code	MSC.IBNM2.LTCOR.0002
ECTS Credits	6
Course Leader	AMMAR Oussama
Contact Hours	39
Department	Dept. Management, Law and Organization
Programme	MSc - International Business
Prerequisites	none
Course Description	Rules of law govern many aspects of business. This US business law course will explore legal concepts and reasoning that the student can apply in real-world situations. An understanding of the fundamental legal issues will provide a framework for making sound business decisions and facilitate US and international commercial transactions that are encountered in the everyday business community.
Course Open to Exchange Students	Raleigh /Spring
Semester	spring
Campus	Raleigh
Evaluation	
Final Examination (%)	60
Nature of final exam	Presentation;Class participation
Continuous Assessment (%)	40
Recommended Reading	
Websites	

INTERNATIONAL MANAGEMENT

Code du cours Course Code	Titre du cours Course title INTERNATIONAL MANAGEMENT
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MSC.IBNM2.LTCOR.004						
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 19,5	Distanciel Distance learning 0	Travail en équipe Team work 10	Travail personnel Personal work 39	Evaluation 6	Charge totale de travail Total workload 74,5
Programme Program	International Business					
Départements Department	Dept. Stratégie, Entrepreneurship and Economics					
Module	-					
Type de cours Course type	elective					
Campus	Raleigh					
Course open to students in exchange						
Langue d'enseignement Teaching language	Anglais / English					
Responsable du cours Course leader	DESOKY Mohamed					
Pré-Requis Prerequisite	NA.					
Nom des intervenants par campus Instructor(s) names by campus	Belo Horizonte					
	Lille					
	Paris					
	Sophia					
	Suzhou					
	Raleigh	AZAR Robert				
	Other					

Descriptif du cours / Course description	This course examines the opportunities and challenges associated with managing across national borders and cultural barriers. This course analyzes the impact on global management of the business, economic, political, cultural and technological environments in different countries and regions around the world.
Thèmes / Topics	Economies, companies, business and employees are managed differently throughout the world. What different management approaches, strategies and practices do executives need to adopt in

	<p>order to maximize their success in global business? Being aware of these differences and knowing how to effectively navigate them is essential for all managers in global business.</p>
<p>Résultats d'apprentissage / Intended Learning Outcomes and Skills</p>	<p>A l'issue de la formation, vous serez capable de / As a result of this module, you will be able to: Connaissances / Knowledge and Understanding (subject specific) Learn how global management differs from managing in ones domestic market Understand the key characteristics of important country markets in different regions of the world and learn how to develop management approaches for these diverse international markets Recognize the impact of the social, cultural, economic, political, legal, regulatory, technological and historical environments of different countries and how they impact management in specific international markets Learn how management needs to adjust most major facets of a companys business in order to succeed in international business</p> <p>Aptitudes cognitives / Cognitive skills Develop the ability to think critically about and apply different perspectives on global management</p> <p>Attitudes / Key transferable skills Explore how management, sales and marketing, human resource development, product offerings, R&D, logistics, distribution, customer service, vendor relations, currency risk, country risk, organizational behavior and finance differ in global markets</p> <p>Ethical and social understanding</p>
<p>Contribution aux objectifs pédagogiques du programme / Contribution to learning objectives</p>	<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 : LG1 : Graduates should behave as responsible managers in order to deliver sustainable performance in complex environments LO1.2 : To select the best course of action to follow in order to behave as responsible managers : 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 : LG2 : Graduates should be able to work effectively in a multicultural team LO2.2 : To recognize and use positively the various dimensions of diversity : LG2 : Graduates should be able to work effectively in a multicultural team LO3.1 : To produce clear, well organized verbal presentations : LG3 : Graduates should be able to communicate in an international environment LO3.2 : To produce clear, well organized written communication : LG3 : Graduates should be able to communicate in an international environment LO4.1 : To analyze globalization and evaluate its effects on business : LG4 : Graduates should be able to manage in the global knowledge economy 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</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>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>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>
<p>Evaluation des étudiants Student Assessment</p>	<p>Evaluation finale (DS) Final examination 25%</p>
	<p>(Précisez la nature pour l'évaluation finale / Explain type for final examination)</p>
	<p>Présentation orale - Presentation, Rapport écrit / Dissertation - Report / Dissertation</p>
	<p>Autre, précisez / Other, precise:</p>
	<p>Contrôle continu Continuous Assessment 75%</p>
	<p>préciser nature / Explain type</p>
	<p>Nb midterms : 1</p>
<p>Méthodes d'enseignement Teaching Methods</p>	<p>Format de cours / Course format</p>
	<p>Cours magistral / Lecture</p>
	<p>Activités d'apprentissage / Learning activities</p>
	<p>Cours interactifs / Interactive lectures - Jeu d'entreprise / Business game - Projet / Project-based learning - Etudes de cas / Case studies</p>
<p>Plan de cours Course Plan</p>	
<p>Bibliographie References</p>	
<p>Site(s) web / Web sites</p>	

EMPLOYABILITY & CAREER

Code du cours Course Code PGE.FINM1.CRCOR.1 004	Titre du cours Course title EMPLOYABILITE & CARRIERE (spring)					
Crédits Credits 1	Période d'enseignement Teaching period spring				Année Académique Academic Year 2019/2020	
Charge de travail Student workload	Face à Face Contact hours 6	Distanciel Distance learning 0	Travail en équipe Team work 0	Travail personnel Personal work 0	Evaluation 0	Charge totale de travail Total workload 6
Pré-Requis Prerequisite	no					
Descriptif du cours / Course description	3 workshops of 1h30 each : 1. Storytelling & Pitch 2. Preparation for recruitment interviews 3. The ALUMNI network: how to approach the network? + evaluation + Career Tuesdays + Career fairs/ recruitment days					
Résultats d'apprentissage / Intended Learning Outcomes and Skills	A l'issue de la formation, vous serez capable de / As a result of this module, you will be able to: Connaissances / Knowledge and Understanding (subject specific) Aptitudes cognitives / Cognitive skills Attitudes / Key transferable skills Ethical and social understanding					
Contribution aux objectifs pédagogiques du programme / Contribution to learning objectives	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)					
	Cours soumis à évaluation dans le cadre de l'Assurance of Learning pour l'année en cours ?				Non / No	
Evaluation des étudiants Student Assessment	Evaluation finale (DS) Final examination		100%			
	(Précisez la nature pour l'évaluation finale / Explain type for final examination)					

MANAGEMENT 2 - ETHICS & GOVERNANCE

Code du cours Course Code PGE.FINM1.HRCOR.0 328	Titre du cours Course title MANAGEMENT 2 - ETHICS & GOVERNANCE					
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 24	Distanciel Distance learning 0	Travail en équipe Team work 12	Travail personnel Personal work 24	Evaluation 0	Charge totale de travail Total workload 60
Type de cours Course type	core					
Pré-Requis Prerequisite	Principles of Corporate Finance and Corporate Management.					
Descriptif du cours / Course description	The course explains what corporate governance is about, that is how the shareholding structure, the board of directors and the top managers interact. It emphasizes ethical issues inherent to strategic choices and management practices. It offers a perspective on a variety of governance models from the US shareholder oriented model to the German and Japanese stakeholder oriented models. SUZHOU AND BELO SHOULD ADD SPECIFI TOPICS RELEVANT TO THE REGIONAL CONTEXT					
Thèmes / Topics	Public, private and state corporations Institutional investors Typology of Investment funds in public corporations The role and duties of the Board of Directors; financial, ethical and environmental obligations. Management performance and executive compensation; performance and ethical issues. Stakeholder management SUZHOU AND BELO SHOULD ADD SPECIFI TOPICS RELEVANT TO THE REGIONAL CONTEXT					
Résultats d'apprentissage / Intended Learning Outcomes and Skills	A l'issue de la formation, vous serez capable de / As a result of this module, you will be able to: Connaissances / Knowledge and Understanding (subject specific) Aptitudes cognitives / Cognitive skills Attitudes / Key transferable skills Ethical and social understanding					
Contribution aux objectifs pédagogiques du programme / Contribution to learning objectives	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) LO1.1 : To recognize potential ethical dilemmas : LG1 : Graduates should behave as responsible managers in order to deliver sustainable performance in complex environments LO1.2 : To select the best course of action to follow in order to behave as responsible managers : LG1 : Graduates should					

	behave as responsible managers in order to deliver sustainable performance in complex environments	
	Cours soumis à évaluation dans le cadre de l'Assurance of Learning pour l'année en cours ?	Non / No
Evaluation des étudiants Student Assessment	Evaluation finale (DS) Final examination	40%
	(Précisez la nature pour l'évaluation finale / Explain type for final examination)	
	QCM - Quizz	
	Autre, précisez / Other, precise:	
	Contrôle continu Continuous Assessment	60%
	préciser nature / Explain type	
	QCM - Quizz: 0 % Etude de cas - Case study: 0 % Présentation orale - Presentation: 100 % Rapport écrit / Dissertation - Report / Dissertation: 0 % Participation - Class participation: 0 % Examen intermédiaires - Mid-term examination: 0 % Autre - Others: 0 %	Nb midterms : 1
Méthodes d'enseignement Teaching Methods	Format de cours / Course format	
	Cours magistral / Lecture - TD / Tutorials	
	Activités d'apprentissage / Learning activities	
	Cours interactifs / Interactive lectures - Etudes de cas / Case studies - Devoirs / Assignments	
Plan de cours Course Plan	<p>1. General introduction and ownership: fundamentals of corporate law, property rights, private and public corporations, state owned companies. Ownership and control.</p> <p>2. What is governance ? History, emergence of financial markets. From the entrepreneurial corporation to the managerial corporation (Berle and Means 1932). Separation of ownership and control, agency theory, agency effect.</p> <p>3. Institutional investors : different investment funds, similarities and differences</p> <p>4. Board of directors. Importance of efficiency, expertise and independence of boards to prevent governance failures.</p> <p>5. Management performance and executive compensation issues.fraud and deception (Volkswagen, Nissan/Ghosn). Insiders trading, overpriced acquisitions, etc.</p> <p>6. The 2008 financial crisis</p> <p>7&8. Stakeholder management</p> <p>SUZHOU AND BELO SHOULD ADD SPECIFI TOPICS RELEVANT TO THE REGIONAL CONTEXT</p>	
Bibliographie References	Monks and Minow (2011) Corporate Governance. Fifth edition. Wiley publishers.	
Site(s) web / Web sites	investopedia.com	

INTERNATIONAL NEGOCIATION

Code du cours Course Code PGE.FINM1.MKCOR. 0407	Titre du cours Course title INTERNATIONAL NEGOCIATION					
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 0	Travail personnel Personal work 0	Evaluation 3	Charge totale de travail Total workload 21
Type de cours Course type	core					
Pré-Requis Prerequisite	None					
Descriptif du cours / Course description	<p>'Par ma foi ! il y a plus de quarante ans que je dis de la prose sans que j'en susse rien' (My faith!! have been speaking prose for forty years without knowing it), observes Molière's 'Bourgeois gentilhomme'. The same could be said of negotiation. We all do it, whether we realize it or not, and a great deal can be gained from learning to do it better. This skill will be paramount for careers in sales, key account management, purchasing, business development.. but it is also key in teamwork, conflict management, relationship building and a myriad other situations involving interaction between two or more parties. The list of different negotiation situations we might encounter is endless and varied: buying a souvenir, a car, an apartment; deciding on a holiday destination or a new sofa with your partner; asking your neighbour to turn down the stereo or look after your cat; negotiating a new deal with a supplier or a client; setting up an agreement with a new distributor or agent... As a means of reaching agreement and navigating differences, it is an essential tool for living and working abroad, or working with international partners or clients. Good negotiation skills presuppose an ability to interact constructively with others; cultural differences add one more dimension to this, and it is useful to reflect on how these differences impact the negotiation process. This course will take up and build on frameworks and concepts encountered in the multicultural management course and explore how they play out in a negotiation situation. To do so, we must first develop our knowledge and understanding of the nature and dynamics of negotiation itself. The course will involve a balanced approach, with some theory, practical negotiation exercises and case studies. On international campuses, there will naturally be some degree of emphasis on learning to negotiate within the local culture.</p>					
Thèmes / Topics	Negotiation; frameworks and structured approaches. Types of negotiation situations and styles. Mutual benefits approach. Understanding stakeholders and interests. Conflict management. Impact of culture on negotiation.					
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) Grasp and apply a range of frameworks for understanding negotiation and the impact of cultural differences on the negotiation process</p> <p>Aptitudes cognitives / Cognitive skills Students will be better prepared to manage interactions with others and better navigate cultural differences in the negotiation process</p> <p>Attitudes / Key transferable skills</p>					

	<p>Ability to manage strategic and interpersonal exchanges, balancing personal interests with those of others and respecting cultural differences</p> <p>Ethical and social understanding Students will develop a greater sensitivity to the dynamics of social and intercultural exchange</p>
<p>Contribution aux objectifs pédagogiques du programme / Contribution to learning objectives</p>	<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>Cours soumis à évaluation dans le cadre de l'Assurance of Learning pour l'année en cours ? Non / No</p>
<p>Evaluation des étudiants / Student Assessment</p>	<p>Evaluation finale (DS) / Final examination 80%</p> <p>(Précisez la nature pour l'évaluation finale / Explain type for final examination)</p> <p>QCM - Quizz, Autre - Others</p> <p>Autre, précisez / Other, precise: short answer questions</p>
	<p>Contrôle continu / Continuous Assessment 20%</p> <p>préciser nature / Explain type</p>
	<p>QCM - Quizz: 0 % Etude de cas - Case study: 0 % Présentation orale - Presentation: 0 % Rapport écrit / Dissertation - Report / Dissertation: 0 % Participation - Class participation: 100 % Examen intermédiaires - Mid-term examination: 0 % Autre - Others: 0 %</p>
	<p>Nb midterms : 0</p>
<p>Méthodes d'enseignement / Teaching Methods</p>	<p>Format de cours / Course format</p> <p>Cours magistral / Lecture</p> <p>Activités d'apprentissage / Learning activities</p> <p>Cours interactifs / Interactive lectures - Etudes de cas / Case studies</p>
<p>Plan de cours / Course Plan</p>	<p>Course outline: Introduction to negotiation Situations, approaches, issues Distributive and integrative negotiation situations From hard bargaining to problem solving Understanding points of view Stakeholder mapping Conflict: perceptions and resolution The cultural dimension: Hofstede and others Techniques for getting better deals Throughout the course students will be expected to take part in exercises and simulations and to analyze case studies</p>

Bibliographie References	<p>Below are some suggestions of books to read on the subject of negotiation. The list is not exclusive and you should feel free to consider other titles. You will also see suggested titles on the PPT slides used during the course</p> <p>Roger Fisher, William Ury, Bruce Patton, Getting to yes: negotiating agreement without giving in, ISBN: 0-14-015735-2. This is an absolute classic, published in an edition that shouldn't break the bank. Less thorough, perhaps, than the Essentials (see below) in its coverage of the topic, and more inclined to argue in favour of an integrative approach to negotiation than to present itself as an academic text, it is certainly an influential work.</p> <p>Roy Lewicki et al., Essentials of negotiation (3rd edition, McGraw Hill 2003), ISBN 0071232540. A standard text for negotiation courses that covers the theoretical topics thoroughly and in a very readable fashion. There are two other books by the same authors: Negotiation (ISBN 0 07 112315 6) which is the full version from which the Essentials is taken, and Negotiation: readings, exercises and cases (ISBN 0 07 112316 4) which contains what the titles suggests. This whole series is very good indeed and will provide one of the fullest introductions to the subject.</p> <p>Maude, B. (2014). International business negotiation: principles and practice. Palgrave Macmillan.</p> <p>Shell, R. (1999). Bargaining for advantage. New York: Viking Books. An excellent, comprehensive and readable book.</p> <p>Thompson, L. (1998). The mind and heart of the negotiator. Upper Saddle River, NJ: Prentice Hall. Another very good book. Unfortunately a little bit expensive.</p> <p>Lax, D., & Sebenius, J (1986). The manager as negotiator: bargaining for cooperation and competitive gain. New York: Free Press. A solid, level-headed and readable book.</p> <p>Ury, W. (1991). Getting past no: negotiating with difficult people. New York: Bantam Books. A book from the Getting to yes team that will prove useful when the going gets tough.</p> <p>Camp, J. (2002). Start with NO. The negotiating tools that pros don't want you to know. New York: Crown Business. As the title suggests, the author takes a different stance to that of most integrative approaches and has a hardball tactics approach that is interesting. A good companion work to the Getting to yes books.</p>
Site(s) web / Web sites	Useful links will be provided on the Knowledge learning platform

STRATEGY

Code du cours Course Code PGE.FINM1.STCOR.0801	Titre du cours Course title STRATEGY					
Crédits Credits 4	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 38	Travail personnel Personal work 30	Evaluation 2	Charge totale de travail Total workload 100
Type de cours Course type	core					
Descriptif du cours / Course description	This strategy course introduces the fundamental concepts, analytical tools, and strategic options at the basis of strategic analysis and action. We will use a combination of lectures, case studies and a team project to explore and apply theoretical frameworks and methodologies in different industry and company situations. For instance, we will explore methods for assessing the strength of					

	competition and the relative bargaining power, for anticipating competitors actions, for analyzing cost and value structures and their relevance to competition, and for assessing potential changes in the scope of the firm (diversification and vertical integration).														
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) Understand the key concepts and tools of external and internal strategic analysis</p> <p>Aptitudes cognitives / Cognitive skills Properly use methods and tools of strategic analysis. Acquire the basic jargon necessary to discuss, in a consistent and precise manner, strategic issues.</p> <p>Attitudes / Key transferable skills Develop analytical skills and critical reasoning.</p> <p>Ethical and social understanding Recognize individual, sectoral-level specificities and their consequences.</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>LO6.1 : To analyze and apply advanced concepts in a specialized discipline : LG6 : Graduates should be able to think critically and to assess business issues in a specialized discipline</p> <p>LO6.2 : To assess a business issue and formulate solutions in a specialized discipline : LG6 : 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 ? Oui / Yes</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;">50%</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, Autre - Others</td> </tr> <tr> <td colspan="2">Autre, précisez / Other, precise: Open questions</td> </tr> <tr> <td style="text-align: center;">Contrôle continu Continuous Assessment</td> <td style="text-align: center;">50%</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: 0 % Présentation orale - Presentation: 0 % Rapport écrit / Dissertation - Report / Dissertation: 100 % 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	50%	(Précisez la nature pour l'évaluation finale / Explain type for final examination)		QCM - Quizz, Autre - Others		Autre, précisez / Other, precise: Open questions		Contrôle continu Continuous Assessment	50%	préciser nature / Explain type		QCM - Quizz: 0 % Etude de cas - Case study: 0 % Présentation orale - Presentation: 0 % Rapport écrit / Dissertation - Report / Dissertation: 100 % Participation - Class participation: 0 % Examen intermédiaires - Mid-term examination: 0 % Autre - Others: 0 %	Nb midterms : 0
Evaluation finale (DS) Final examination	50%														
(Précisez la nature pour l'évaluation finale / Explain type for final examination)															
QCM - Quizz, Autre - Others															
Autre, précisez / Other, precise: Open questions															
Contrôle continu Continuous Assessment	50%														
préciser nature / Explain type															
QCM - Quizz: 0 % Etude de cas - Case study: 0 % Présentation orale - Presentation: 0 % Rapport écrit / Dissertation - Report / Dissertation: 100 % Participation - Class participation: 0 % Examen intermédiaires - Mid-term examination: 0 % Autre - Others: 0 %	Nb midterms : 0														
Méthodes d'enseignement / Teaching Methods	<p>Format de cours / Course format</p> <p>Cours magistral / Lecture - TD / Tutorials</p> <p>Activités d'apprentissage / Learning activities</p> <p>Cours interactifs / Interactive lectures - Projet / Project-based learning - Etudes de cas / Case studies - Devoirs / Assignments</p>														
Plan de cours / Course Plan	<ol style="list-style-type: none"> 1. Introduction to strategy (Lecture - 3 hours) 2. Environmental analysis (Lecture - 3 hours) 3. Case study on environment and industry analysis (Tutorial - 3 hours) 4. Internal company analysis (Lecture - 3 hours) 														

	<p>5. Case study on internal company analysis (Tutorial - 3 hours)</p> <p>6. Students' project: Part I finalization and submission (Tutorial - 3 hours)</p> <p>7. Business strategy (Lecture - 3 hours)</p> <p>8. Corporate strategy (Lecture - 3 hours)</p> <p>9. Case study on strategic choices at business and corporate levels (Tutorial - 3 hours)</p> <p>10. Students' project: Part II finalization and submission (Tutorial - 3 hours)</p>
Bibliographie References	Grant, R. M. (2016). Contemporary strategy analysis and cases: text and cases, 9th Edition. John Wiley & Sons.

DIGITAL TRANSFORMATION & STRATEGY

Code du cours Course Code PGE.FINM1.STCOR.0 822	Titre du cours Course title DIGITAL TRANSFORMATION & STRATEGY					
Crédits Credits 0	Période d'enseignement Teaching period fall				Année Académique Academic Year 2019/2020	
Charge de travail Student workload	Face à Face Contact hours 0	Distanciel Distance learning 0	Travail en équipe Team work 0	Travail personnel Personal work 30	Evaluation 5	Charge totale de travail Total workload 74
Type de cours Course type	core					
Pré-Requis Prerequisite	Students need to have basic knowledge about Information systems. This course is built on the knowledge students acquired from the information systems course.					
Descriptif du cours / Course description	<p>This course aims to endow students with practical knowledge in order to better understand and analyze the opportunities and challenges companies face when they go through a digital transformation.</p> <p>During this course, students will work on case studies and practical examples of companies in order to solve digital related problems and bring creative solutions.</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) Handle the different steps companies should go through for a digital transformation Be able to analyse the challenges and impacts of the digital transformation in organizations in terms of: strategy organization management culture</p> <p>Aptitudes cognitives / Cognitive skills Analyse critically the opportunities and the challenges related to digital transformation. Understand strategic implications of digital transformation. Understand organizational challenges of digital transformation</p>					

	<p>Understand management implication of digital transformation Be aware of the cultural challenges related to digital transformation.</p> <p>Attitudes / Key transferable skills - Project management</p> <p>Ethical and social understanding -Understand the implications of digital transformation.</p>	
<p>Contribution aux objectifs pédagogiques du programme / Contribution to learning objectives</p>	<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>LO1.2 : To select the best course of action to follow in order to behave as responsible managers : 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 : LG2 : Graduates should be able to work effectively in a multicultural team 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 LO5.1 : To apply theories and major concepts of marketing, finance, human resource management, information systems, organization studies, law : LG5 : Graduates should be knowledgeable of the functional areas of business management and their integration</p>	
	<p>Cours soumis à évaluation dans le cadre de l'Assurance of Learning pour l'année en cours ? Non / No</p>	
<p>Evaluation des étudiants / Student Assessment</p>	<p>Evaluation finale (DS) / Final examination 0%</p> <p>(Précisez la nature pour l'évaluation finale / Explain type for final examination)</p>	
	<p>Autre, précisez / Other, precise:</p>	
	<p>Contrôle continu / Continuous Assessment 100%</p> <p>préciser nature / Explain type</p>	
	<p>QCM - Quizz: 0 % Etude de cas - Case study: 50 % Présentation orale - Presentation: 50 % Rapport écrit / Dissertation - Report / Dissertation: 0 % Participation - Class participation: 0 % Examen intermédiaires - Mid-term examination: 0 % Autre - Others: 0 %</p>	<p>Nb midterms : 0</p>
	<p>Format de cours / Course format</p>	
<p>Méthodes d'enseignement / Teaching Methods</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	<ul style="list-style-type: none"> -Technology enabled transformation and Digital transformation -Formulating a digital transformation strategy -Implementing a digital transformation strategy -Digital transformation and innovative BM -Digital transformation and change management -Assessing success. Why many initiatives fail
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MANAGEMENT OF INFORMATION SYSTEMS IN THE DIGITAL AGE

Code du cours Course Code PGE.FINM1.ISCOR.07 03	Titre du cours Course title MANAGEMENT OF INFORMATION SYSTEMS IN THE DIGITAL AGE					
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 21	Distanciel Distance learning 0	Travail en équipe Team work 0	Travail personnel Personal work 45	Evaluation 2	Charge totale de travail Total workload 68
Programme Program	M1 ABM France					
Départements Department	Dept. Management of projects, Information Systems and Supply Chains					
Module	-					
Type de cours Course type	core					
Campus	Belo Horizonte, Paris, Raleigh, Sophia, Suzhou					
Course open to students in exchange						
Langue d'enseignement Teaching language	Anglais / English					
Responsable du cours Course leader	OKOLI Chitu					
Pré-Requis Prerequisite	You need to have basic knowledge about management and economics, including understanding the general structure and functioning of organizations.					
Nom des intervenants par campus Instructor(s) names by campus	Belo Horizonte	LEAL JAMIL (FDC) George - BARONI Rodrigo				
	Lille					
	Paris	BOUKEF Nabila - OKOLI John Chituanya				
	Sophia	Lapo MOLA				
	Suzhou	DUFOUR David				

	Raleigh
	Other
Descriptif du cours / Course description	<p>Advances in information technology (IT) have transformed business models, organizational structures and processes, and the methods for sustaining innovation and firm performance. IT has impacted business activities such as product design, production, purchasing, marketing, customer and supplier relationships, and human resource management, and has contributed significantly to productivity growth. Most firms have realized that IT-based innovation is a strategic imperative. The Internet and associated technological innovations have helped in restructuring the global economy into a networked economy characterized by unprecedented levels of electronically-mediated communication, collaboration, and commerce.</p> <p>With information technologies becoming an important force that shapes entire industries and creates value in firms, it is important that you as future business leaders understand the potential role of IT in creating value and competitive advantage. The objective of this course is to help you develop the critical thinking to assess how IT and systems shape business strategy, innovation, and operations in firms, with the key goal of helping you be better prepared to analyse and evaluate business challenges for maximizing the impact of IT on products, processes and services in different settings. This course will help you develop sophisticated understanding of the links between IT, business strategy and business process. You will also gain an appreciation of the organizational and management practices that complement IT investments and that are needed to extracting the appropriate return on IT investments.</p>
Thèmes / Topics	<p>The importance of information systems for business managers</p> <p>Management of organizational information systems</p> <p>Managing Internet-based information systems</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) This course will help you develop a sophisticated understanding of the links between IT, business strategy and business processes. You will gain an appreciation of the organizational and management practices that complement IT investments and are needed for extracting the appropriate return on the IT investments.</p> <p>Aptitudes cognitives / Cognitive skills Analyze the impact of the use of an information system in an organization in terms of strategy, management, organizational structure and practices.</p> <p>Attitudes / Key transferable skills Know how to situate information systems (IS) with the corporate management system Understand strategic, tactical and operational dimensions of information systems Understand the major challenges of digitalization in the business environment</p> <p>Ethical and social understanding Understand the interaction between IT, organizational strategy and the economic or social environment Understand various ethical issues raised by information systems and learn guidelines for making socially responsible managerial decisions</p>
Contribution aux objectifs pédagogiques du programme /	<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>LO1.2 : To select the best course of action to follow in order to behave as responsible managers : LG1 : Graduates should</p>

<p>Contribution to learning objectives</p>	<p>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 : LG2 : Graduates should be able to work effectively in a multicultural team LO3.1 : To produce clear, well organized verbal presentations : LG3 : Graduates should be able to communicate in an international environment LO3.2 : To produce clear, well organized written communication : LG3 : Graduates should be able to communicate in an international environment LO3.3 : To understand in detail extended speech and complex texts in English : LG3 : Graduates should be able to communicate in an international environment LO4.1 : To analyze globalization and evaluate its effects on business : LG4 : Graduates should be able to manage in the global knowledge economy 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 LO5.1 : To apply theories and major concepts of marketing, finance, human resource management, information systems, organization studies, law : LG5 : Graduates should be knowledgeable of the functional areas of business management and their integration LO5.2 : To analyze how integration of input from various functional areas of business act to influence the formulation of strategy at the organizational level : LG5 : Graduates should be knowledgeable of the functional areas of business management and their integration LO6.1 : To analyze and apply advanced concepts in a specialized discipline : LG6 : Graduates should be able to think critically and to assess business issues in a specialized discipline LO6.2 : To assess a business issue and formulate solutions in a specialized discipline : LG6 : Graduates should be able to think critically and to assess business issues in a specialized discipline</p>			
<p>Evaluation des étudiants Student Assessment</p>	<p>Cours soumis à évaluation dans le cadre de l'Assurance of Learning pour l'année en cours ? Oui / Yes</p> <hr/> <p style="text-align: center;">Evaluation finale (DS) 40% Final examination</p> <p style="text-align: center;">(Précisez la nature pour l'évaluation finale / Explain type for final examination)</p> <p>QCM - Quizz</p> <p>Autre, précisez / Other, precise:</p> <hr/> <p style="text-align: center;">Contrôle continu 60% Continuous Assessment</p> <p style="text-align: center;">préciser nature / Explain type</p> <hr/> <table border="0" style="width: 100%;"> <tr> <td style="width: 70%;"> QCM - Quizz: 0 % Etude de cas - Case study: 0 % Présentation orale - Presentation: 0 % Rapport écrit / Dissertation - Report / Dissertation: 0 % </td> <td style="width: 30%; vertical-align: top;"> Nb midterms : 0 </td> </tr> </table>		QCM - Quizz: 0 % Etude de cas - Case study: 0 % Présentation orale - Presentation: 0 % Rapport écrit / Dissertation - Report / Dissertation: 0 %	Nb midterms : 0
QCM - Quizz: 0 % Etude de cas - Case study: 0 % Présentation orale - Presentation: 0 % Rapport écrit / Dissertation - Report / Dissertation: 0 %	Nb midterms : 0			

	Participation - Class participation: 0 % Examen intermédiaires - Mid-term examination: 0 % Autre - Others: 100 %	
Méthodes d'enseignement Teaching Methods	Format de cours / Course format	
	Cours magistral / Lecture - eLearning - TD / Tutorials	
	Activités d'apprentissage / Learning activities	
	Cours interactifs / Interactive lectures - Projet / Project-based learning - Etudes de cas / Case studies - Personal guided study - Devoirs / Assignments	
Plan de cours Course Plan	There are three lecture sessions (which might be face-to-face or online, depending on your campus) and four tutorial sessions that complement the lectures and give you the opportunity to apply the principles learnt. The lectures cover three main themes: The importance of information systems for business managers Management of organizational information systems Managing Internet-based information systems We will give you a more detailed course plan at the beginning of the semester.	
Bibliographie References	Required readings will be provided to you.	
Site(s) web / Web sites	We will use K2 as the course website.	

INTERNATIONAL FINANCE

Code du cours Course Code PGE.FINM1.FICOR.05 14	Titre du cours Course title INTERNATIONAL FINANCE					
Crédits Credits 4	Période d'enseignement Teaching period spring				Année Académique Academic Year 2019/2020	
Charge de travail Student workload	Face à Face Contact hours 24	Distanciel Distance learning 0	Travail en équipe Team work 0	Travail personnel Personal work 30	Evaluation 0	Charge totale de travail Total workload 54
Programme Program	M1 ABM France					
Départements Department	Dept. Accounting and Finance					
Module	-					
Type de cours Course type	core					
Campus	Belo Horizonte, Paris, Sophia, Suzhou					
Course open to students in exchange	----					
Langue d'enseignement Teaching language	Anglais / English					

Responsable du cours Course leader	GROSLAMBERT Bertrand	
Pré-Requis Prerequisite		
Nom des intervenants par campus Instructor(s) names by campus	Belo Horizonte	EDUARDO DA MOTTA Victor
	Lille	
	Paris	HAJJ CHEHADE Hiba
	Sophia	MASQUEFA Guillaume
	Suzhou	WILD Joerg
	Raleigh	
	Other	

Descriptif du cours / Course description	-This course provides an overview of the nature and operation of global capital markets and traded financial instruments. Students are exposed to the organisation of the international financial system and the markets for stocks, bonds, commodities and foreign exchange	
Thèmes / Topics	-Stock market, bond market, commodity market, derivative market, foreign exchange market	
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) Comprehend basic grounding in the theory and practice of international finance and understand the analytical frameworks of risk management.</p> <p>Aptitudes cognitives / Cognitive skills The student is expected to develop a critical appreciation of the interaction between corporate decision-making and capital market behaviour.</p> <p>Attitudes / Key transferable skills Understand the organization of the international economic and financial system; Identify the sources of opportunity and risk arising from the international context; Recognize and master the methodological tools and financial techniques necessary to exploit the opportunities and manage the risks associated with international economic and financial transactions;</p> <p>Ethical and social understanding</p>	
Contribution aux objectifs pédagogiques du programme / Contribution to learning objectives	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)	
	Cours soumis à évaluation dans le cadre de l'Assurance of Learning pour l'année en cours ? Non / No	
Evaluation des étudiants Student Assessment	Evaluation finale (DS) Final examination	60%
	(Précisez la nature pour l'évaluation finale / Explain type for final examination)	

	Autre, précisez / Other, precise:	
	Contrôle continu Continuous Assessment	40%
	préciser nature / Explain type	
	QCM - Quizz: 100 % 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 : 1
Méthodes d'enseignement Teaching Methods	Format de cours / Course format	
	Cours magistral / Lecture	
	Activités d'apprentissage / Learning activities	
	Etudes de cas / Case studies - Devoirs / Assignments	
Plan de cours Course Plan	Topic 1 The foreign exchange market Topic 2 The international debt markets Topic 3 World equity markets Topic 4 International commodity markets Topic 5 Derivative markets, instruments and techniques	
Bibliographie References	Principles of Corporate Finance, 12/e. Brealey, Myers and Allen. McGraw-Hill ed.	
Site(s) web / Web sites		

DESIGN THINKING

Code du cours Course Code PGE.FINM1.STCOR.0 814	Titre du cours Course title DESIGN THINKING					
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 18	Travail personnel Personal work 23	Evaluation 1	Charge totale de travail Total workload 42
Programme Program	M1 ABM France					
Départements Department	Dept. Management of projects, Information Systems and Supply Chains					
Module	-					
Type de cours Course type	core					

Campus	Belo Horizonte, Lille, Paris, Sophia, Suzhou	
Course open to students in exchange		
Langue d'enseignement / Teaching language	Anglais / English	
Responsable du cours / Course leader	POULINGUE Genevieve	
Pré-Requis / Prerequisite		
Nom des intervenants par campus / Instructor(s) names by campus	Belo Horizonte	
	Lille	
	Paris	
	Sophia	
	Suzhou	
	Raleigh	
	Other	

Descriptif du cours / Course description	A multi campus workshop based course to highlight why Design Thinking is so relevant for business today. The Design thinking process is an iterative process which means you constantly revise you thinking, changing your vision and ideas according to feedback received. A powerful creative tool that can drive a brand, business or an individual forward positively with innovative solutions	
Thèmes / Topics	The Design Thinking process within business management as follow : Empathise, Define, Ideate, Prototype, Test	
Résultats d'apprentissage / Intended Learning Outcomes and Skills	A l'issue de la formation, vous serez capable de / As a result of this module, you will be able to:	
	Connaissances / Knowledge and Understanding (subject specific) Identify the different methodology used in design thinking process Cognitive	
	Aptitudes cognitives / Cognitive skills Applying the design thinking process to a given problem	
	Attitudes / Key transferable skills Using creative thinking within a management context think outside the box	
	Ethical and social understanding Using this process to solve societal problems	
Contribution aux objectifs pédagogiques du programme / Contribution to learning objectives	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)	
	Cours soumis à évaluation dans le cadre de l'Assurance of Learning pour l'année en cours ? Oui / Yes	
Evaluation des étudiants	Evaluation finale (DS) / Final examination	50%

Student Assessment	(Précisez la nature pour l'évaluation finale / Explain type for final examination)	
	Présentation orale - Presentation, Rapport écrit / Dissertation - Report / Dissertation	
	Autre, précisez / Other, precise: Interview Guide, Ethnographic Research Report , Prototype and tests for final solution	
	Contrôle continu Continuous Assessment	50%
	préciser nature / Explain type	
	QCM - Quizz: 0 % Etude de cas - Case study: 0 % Présentation orale - Presentation: 20 % Rapport écrit / Dissertation - Report / Dissertation: 80 % Participation - Class participation: 0 % Examen intermédiaires - Mid-term examination: 0 % Autre - Others: 0 %	Nb midterms : 4
Méthodes d'enseignement Teaching Methods	Format de cours / Course format	
	eLearning - TD / Tutorials	
	Activités d'apprentissage / Learning activities	
	Cours interactifs / Interactive lectures - Projet / Project-based learning	
Plan de cours Course Plan	How must you prepare to enter in this new way of seeing and analyse in order to act : Design (Action Plan) + Thinking (Mindsets) : Design Thinking is really about having a design action plan with a set of thinking mindsets in order to solve a problem. 1. Empathize for users (design a persona) 2. Ethnography phase :Interviews, analyze in order to define the context and key issues & needs (tools for asking the right questions and design brief and customers journey) 3. Ideate phase : priorities, convergences and opportunities : make an optional choice o Divergent phase (5 common ideation techniques) Brain writing, Nyaka Method, Scamper, what if o Convergent phase (3 simple ways to converge) : prioritization map, Affinity map, Idea evaluation 4. Prototype phase :physical or storyboard template (believe you can draw) 5. Test : users feedback and prototype evaluation	
Bibliographie References		
Site(s) web / Web sites	The deep dive (IDEO) (22min) https://www.youtube.com/watch?v=2Dtrkrz0yoU Lucky Iron Fish (3min43) https://www.youtube.com/watch?v=iY0D-PlcgB4 d.school Paris and the aging simulator (1min25) https://www.youtube.com/watch?v=jD5XwdgAq_s How it works : Design Thinking (5min51) https://www.youtube.com/watch?v=pXtN4y3O35M Design Thinking - Tim Brown, CEO and President of IDEO (26min42) https://www.youtube.com/watch?v=U-hzefHdAMk	