



**Course Catalogue**  
**Master Programmes**  
**Incoming Exchange Students**  
**Lille Campus**  
**Spring 2022**

Dear Exchange Students,

Welcome to SKEMA Business School!

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

Please read these instructions carefully:

- 1) Students are required to choose **one program** and follow the courses within that one program. It is not possible to mix and match courses from different programs due to frequent scheduling clashes.
- 2) **Pay attention to the pre-requisites!** We have highlighted the pre-requisites for courses **in red**. It is the student's responsibility to ensure he/she has the required academic background to successfully follow the courses.
- 3) **Special Note for Project and Program Management & Business Development Program:** Certain courses within this program have **extra fees**. Fees apply because students are able to obtain various professional certifications once passing the course. The fees are directly linked with the enrollment of the student in the professional certificate examination. Fee details are clearly indicated in the course catalogue. Students choosing this program will be required to pay the required fees before receiving their acceptance letter. The SKEMA International Office will contact students on the payment procedure once the nomination period is complete (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.

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**BUSINESS DEVELOPMENT & SALES**

<b>Course Code</b>	MSC.IMBM2.MKCOR.0065
<b>ECTS Credits</b>	5
<b>Course Leader</b>	SPIER Peter
<b>Synchronous</b>	30
<b>Department</b>	Dept. Marketing
<b>Program</b>	International Marketing and Business Development Lille
<b>Prerequisites</b>	Business models, negotiation, sales
<b>Course Description</b>	<p>This course covers two strongly related areas: business development and sales. 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><b>SALES:</b></p> <p>The sales component of the course provides will help to develop 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 transactional bargaining situations moving through to more complex situations involving consultative- and solution-selling approaches. 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 or marketing. 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 with live simulation.</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><b>BUSINESS DEVELOPMENT</b></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, Lille and Suzhou, the course will culminate in the annual Sales Challenge, where students will meet and sell to companies. In Paris and Belo, students will be able to opt for this event as an elective.</p> <p>Topics:</p>

	<p>SALES Sales technics/ Engaging with the client / pitching a product or service/ doing a sales pitch / communicating value / defending value / building trust and relationships / using enquiry to better understand the customers concerns / solution and consultative selling/international selling/social selling/sales management/Sales enablement/sales automation/negotiation</p> <p>BUSINESS DEVELOPMENT KAM/Identifying growth opportunities / analyzing growth opportunities / qualifying growth opportunities / assessing profitability and attractiveness / maintaining strategic consistency / exploring growth strategies in a variety of industries.</p>
<b>Course Open to Exchange</b>	Belo /Spring;#Lille /Spring;#Sophia /Spring;#Suzhou /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	Lectures obligatoires / Required readings: Available on knowledge website. Lectures Recommandées / Recommended readings: Full reading list on K2 website.
<b>Websites</b>	Useful links will be provided on the K2 platform

## EMPLOYABILITY AND CAREER

<b>Course Code</b>	MSC.TRCM2.DREOR.0002
<b>ECTS Credits</b>	1
<b>Course Leader</b>	BEAUGRAND Audrey
<b>Synchronous</b>	6
<b>Department</b>	Career Center - Employability
<b>Program</b>	International Marketing and Business Development Lille
<b>Prerequisites</b>	No prerequisites.
<b>Course Description</b>	<p>This course is managed by the Talent &amp; Careers Department. In order to validate this course, students have to:</p> <p>1 MANDATORY : take the questionnaire « Talents » PRADITUS (Personalities in the workplace, Work relationships, Strengths and areas of improvement) + take 2 Mooc, one on Personal Profile &amp; Soft skills and a second on Salary Negotiation + EVALUATION</p> <p>2 NOT MANDATORY : Attend Career Events during the semester organized by the Talent &amp; Careers team on your campus or by our partners companies</p> <p>MAIN CONTACTS FOR YOUR PROGRAM:</p> <p>LILLE: Audrey BEAUGRAND &amp; Feryel HOUSSEIN PARIS: Laura SINDONINO, Sophie Ripoche &amp; Janice M'BENGO (for International students) SOPHIA: Sylvie MARTINAUD, Anne DUFLOS (for International students) SUZHOU : April YANG RALEIGH : Amanda CHAMBERLAIN BELO HORIZONTE : Geneviève POULINGUE &amp; Ana Cristina BRAGA</p>
<b>Course Open to Exchange</b>	Belo /Spring;#Lille /Spring;#Paris /Spring;#Raleigh /Spring;#Sophia /Spring;#Suzhou /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Stellenbosch-Le Cap

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

## PRODUCT MANAGEMENT AND OPERATIONAL MARKETING

<b>Course Code</b>	MSC.IMBM2.MKCOR.0063
<b>ECTS Credits</b>	4
<b>Course Leader</b>	SPIER Peter
<b>Synchronous</b>	24
<b>Department</b>	Dept. Marketing
<b>Program</b>	International Marketing and Business Development Lille
<b>Prerequisites</b>	None.
<b>Course Description</b>	<p>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.</p> <p>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.</p> <p>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.</p>
<b>Course Open to Exchange</b>	Belo /Spring;#Lille /Spring;#Sophia /Spring;#Suzhou /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50

<b>Academic reference</b>	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.
<b>Websites</b>	www.deloitte.com. www.innovationexcellence.com. www.reddit.com. www.iddeaconnection.com.

## UNDERSTANDING THE ELUSIVE CONSUMER

<b>Course Code</b>	MSC.IMBM2.MKCOR.0031
<b>ECTS Credits</b>	5
<b>Course Leader</b>	CASTILHOS Rodrigo
<b>Synchronous</b>	30
<b>Department</b>	Dept. Marketing
<b>Program</b>	International Marketing and Business Development Lille
<b>Prerequisites</b>	Market research notion
<b>Course Description</b>	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. 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.
<b>Course Open to Exchange</b>	Belo /Spring;#Lille /Spring;#Sophia /Spring;#Suzhou /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	30
Continuous Assessment (%)	70
<b>Academic reference</b>	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 the Human Spirit. United States: John Wiley & Sons. KOTLER, P. KARTAJAYA, H. SETIAWAN, I. (2016) Marketing 4.0: Moving from Traditional to Digital. United States: Wiley. BLACKWELL, Roger D. MINIARD, Paul W. ENGEL, James F. (2005) Consumer Behavior (10th, 06). United States: SouthWestern College Pub. Schiffman, L. G., & Kanuk, L. L. (2012). Consumer behaviour. Solomon, M. R., Dahl, D. W., White, K., Zaichkowsky, J. L., & Polegato, R. (2014). Consumer



	behavior: Buying, having, and being (Vol. 10). London: Pearson Szmigin, I. & Piacentini, M. (2018). Consumer Behaviour. Oxford Press
<b>Websites</b>	

## DIGITAL GROWTH

<b>Course Code</b>	MSC.IMBM2.MKCOR.0061
<b>ECTS Credits</b>	3
<b>Course Leader</b>	FAURE Camille
<b>Synchronous</b>	18
<b>Department</b>	Dept. Marketing
<b>Program</b>	International Marketing and Business Development Lille
<b>Prerequisites</b>	Marketing Fundamentals.
<b>Course Description</b>	<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 products 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) &amp; 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 organizations KPIs.</p>
<b>Course Open to Exchange</b>	Lille /Fall;#Lille /Spring;#Sophia /Spring;#Suzhou /Spring
<b>Semester</b>	fall, spring
<b>Campus</b>	Lille, Paris, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	30
Continuous Assessment (%)	70
<b>Academic reference</b>	<p>Lectures obligatoires / Required readings :</p> <p>Provided on Knowledge platform</p> <p>Lectures Recommandées / Recommended readings :</p> <p>Provided on the Knowledge platform</p>
<b>Websites</b>	Provided on the Knowledge platform

## GOOGLE TOOLS AND SEM

<b>Course Code</b>	MSC.IMBM2.MKELE.0197
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<b>ECTS Credits</b>	3
<b>Course Leader</b>	LIMA Marcos
<b>Synchronous</b>	18
<b>Department</b>	Dept. Marketing
<b>Program</b>	International Marketing and Business Development Lille
<b>Prerequisites</b>	None
<b>Course Description</b>	<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"> <li>- Know how the search engine works</li> <li>- Know the different levers of traffic acquisition - Master the tools of analysis</li> <li>- Track and monitor performance indicators</li> </ul>
<b>Course Open to Exchange</b>	Lille /Fall;#Lille /Spring
<b>Semester</b>	fall, spring
<b>Campus</b>	Lille, Sophia
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	Cutura, Kristina (2013) Advertising on Google: The High Performance Cookbook. Packt Publishing. Available at Scholarvox.com: <a href="http://www.scholarvox.com/catalog/book/docid/88850298">http://www.scholarvox.com/catalog/book/docid/88850298</a>
<b>Websites</b>	

## INSTAGRAM & SOCIAL MEDIA IN THE LUXURY INDUSTRY

<b>Course Code</b>	MSC.IMBM2.MKELE.0194
<b>ECTS Credits</b>	3
<b>Course Leader</b>	LIMA Marcos
<b>Synchronous</b>	18
<b>Department</b>	Dept. Marketing
<b>Program</b>	International Marketing and Business Development Lille
<b>Prerequisites</b>	None
<b>Course Description</b>	<p>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.</p>
<b>Course Open to Exchange</b>	Lille /Spring
<b>Semester</b>	spring

<b>Campus</b>	Lille
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	Girard, S. (2017). Instagramming. l'Art de Développer une Marque de Luxe Sur Instagram. MELTEM.
<b>Websites</b>	<a href="http://www.meltemeditions.com/s%C3%A9bastien-girard----instagramming.html">http://www.meltemeditions.com/s%C3%A9bastien-girard----instagramming.html</a>

## MOBILE MARKETING

<b>Course Code</b>	MSC.IMBD2.MKELE.0098
<b>ECTS Credits</b>	3
<b>Course Leader</b>	LIMA Marcos
<b>Synchronous</b>	18
<b>Department</b>	Dept. Marketing
<b>Program</b>	International Marketing and Business Development Lille
<b>Prerequisites</b>	M1 marketing
<b>Course Description</b>	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 ...
<b>Course Open to Exchange</b>	Lille /Spring;#Suzhou /Spring
<b>Semester</b>	spring
<b>Campus</b>	Lille, Suzhou
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	Suggestions will be provided on the Knowledge platform
<b>Websites</b>	Links will be provided on the Knowledge platform

## OMNICHANNEL STRATEGY & DIGITALIZATION OF THE POINT OF SALE

<b>Course Code</b>	MSC.IMBM2.MKCOR.0073
<b>ECTS Credits</b>	3

<b>Course Leader</b>	LIMA Marcos
<b>Synchronous</b>	18
<b>Department</b>	Dept. Marketing
<b>Program</b>	International Marketing and Business Development Lille
<b>Prerequisites</b>	Intermediate marketing
<b>Course Description</b>	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 tries to study the newest and best practices in the domain of point of sale digitalization, and Omnichannel strategies.
<b>Course Open to Exchange</b>	Lille /Spring
<b>Semester</b>	spring
<b>Campus</b>	Lille
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	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 <a href="http://www.scholarvox.com/catalog/book/docid/88829842">http://www.scholarvox.com/catalog/book/docid/88829842</a>
<b>Websites</b>	

### PERSUASIVE LEADERSHIP IN A MILLENNIAL WORLD

<b>Course Code</b>	MSC.IMBM2.MKELE.0166
<b>ECTS Credits</b>	3
<b>Course Leader</b>	FAURE Camille
<b>Synchronous</b>	18
<b>Department</b>	Dept. Marketing
<b>Program</b>	International Marketing and Business Development Lille
<b>Prerequisites</b>	M1
<b>Course Description</b>	In a digital world ruled by innovation, artificial intelligence and uncertainty, Millennials will quickly be taken into high-level management positions in a context of cultural and generational diversity. This course has been designed to help them better understand what is leadership today. It combines theory and practice and fundamental tools to develop hard and soft skills and communicate about them persuasively. By becoming aware of their self-leadership, they will also be able to formulate an ambitious and unique professional project : theirs."
<b>Course Open to Exchange</b>	Lille /Fall;#Lille /Spring

<b>Semester</b>	fall, spring
<b>Campus</b>	Lille, Paris, Sophia
<b>Evaluation</b>	
Final Examination (%)	70
Continuous Assessment (%)	30
<b>Academic reference</b>	Delivered during the first class
<b>Websites</b>	

## PHOTOSHOP

<b>Course Code</b>	MSC.IMBM2.MKELE.0180
<b>ECTS Credits</b>	3
<b>Course Leader</b>	BERNARD, Pierre-Alexis-EXT
<b>Synchronous</b>	18
<b>Department</b>	Dept. Marketing
<b>Program</b>	International Marketing and Business Development Lille
<b>Prerequisites</b>	None
<b>Course Description</b>	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.
<b>Course Open to Exchange</b>	Lille /Spring
<b>Semester</b>	spring
<b>Campus</b>	Lille, Paris
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	To be communicated in class
<b>Websites</b>	To be communicated in class

## SUSTAINABLE MARKETING & COMMUNICATION

<b>Course Code</b>	MSC.IMBM2.MKELE.0159
<b>ECTS Credits</b>	3
<b>Course Leader</b>	FAURE Camille

<b>Synchronous</b>	18
<b>Department</b>	Dept. Marketing
<b>Program</b>	International Marketing and Business Development Lille
<b>Prerequisites</b>	M1 marketing
<b>Course Description</b>	The course objective is to provide a comprehensive framework for understanding how sustainability issues can become a part of a successful marketing strategy. Although the primary emphasis of the course will be on sustainable marketing, such an approach necessarily interfaces will all areas of business. Therefore understanding sustainable marketing as embedded in a broader corporate responsibility perspective is needed. Nevertheless, the course gives special attention to the areas of sustainable products/services, communications and consumer behaviour.
<b>Course Open to Exchange</b>	Lille /Fall;#Lille /Spring
<b>Semester</b>	spring
<b>Campus</b>	Lille, Nanjing, Paris
<b>Evaluation</b>	
Final Examination (%)	60
Continuous Assessment (%)	40
<b>Academic reference</b>	Lectures obligatoires / Required readings : Sustainable Marketing: Pearson New International Edition, 1st Edition   978-1-292-04089-9 (authors: Diane Martin; John Schouten) Lectures Recommandées / Recommended readings : Ehrenfeld, J R. and Hoffman, A. Flourishing: A Frank Conversation About Sustainability, Stanford University Press, 2013. Mackey, J. and Sisodia, R. S. Conscious Capitalism: Liberating the Heroic Spirit of Business. Harvard Business Review Press, 2013. Martin, D. and Schouten, J. Sustainable Marketing. Pearson, 2012. Miller, D. Consumption and Its Consequences. Polity Press, 2012. Ottman, J. A, The New Rules of Green Marketing: Strategies, Tools, and Inspiration for Sustainable Branding, Greenleaf Publishing, 2011.
<b>Websites</b>	<a href="http://nbs.net">http://nbs.net</a> <a href="http://www.thenaturalstep.org">http://www.thenaturalstep.org</a> <a href="http://masonweb.wm.edu/sustainability">http://masonweb.wm.edu/sustainability</a> <a href="http://www.bsr.org">http://www.bsr.org</a> <a href="http://www.alliances-asso.org">http://www.alliances-asso.org</a> <a href="http://www.orse.org">http://www.orse.org</a> <a href="http://www.planetoscope.com">http://www.planetoscope.com</a> <a href="http://craneandmatten.blogspot.com">http://craneandmatten.blogspot.com</a> <a href="http://wedreambusiness.org/">http://wedreambusiness.org/</a> <a href="http://www.guardian.co.uk/sustainable-business">http://www.guardian.co.uk/sustainable-business</a> <a href="http://www.csreurope.org">http://www.csreurope.org</a> <a href="http://www.greenwashingindex.com/index.php">http://www.greenwashingindex.com/index.php</a>

## TRADE MARKETING AND CATEGORY MANAGEMENT

<b>Course Code</b>	MSC.IMBM2.MKCOR.0071
<b>ECTS Credits</b>	3
<b>Course Leader</b>	LIMA Marcos
<b>Synchronous</b>	18
<b>Department</b>	Dept. Marketing
<b>Program</b>	International Marketing and Business Development Lille
<b>Prerequisites</b>	Intermediate marketing
<b>Course Description</b>	<p>Trade Marketing and Category Management are at the heart of developing retail brands, be it in stores or on the web. It is a main driver impacting:</p> <ul style="list-style-type: none"> <li>- Increasing demand at wholesaler, retailer or distributor level</li> <li>- Methods of Trade Marketing</li> <li>- Current trends in trade marketing</li> <li>- Store &amp; web profitability (buyer rate, average basket, contribution/m2,)</li> <li>- Customer experience and retention,</li> <li>- Value proposition differentiation</li> <li>- Merchandising and Supply Chain optimization</li> <li>- Vendor relationships</li> </ul> <p>The course will detail all the key concepts of Category Management and will enable all participants to build an actual category plan through an on the ground case study.</p>
<b>Course Open to Exchange</b>	Lille /Fall;#Lille /Spring
<b>Semester</b>	spring
<b>Campus</b>	Lille
<b>Evaluation</b>	
Final Examination (%)	40
Continuous Assessment (%)	60
<b>Academic reference</b>	<p>Lectures obligatoires / Required readings :</p> <ul style="list-style-type: none"> <li>. Le Category Management, Serge Cogitore, Dunod</li> <li>. Berkhout, C. (2015) Retail Marketing Strategy. Delivering Shopper Delight (available at Scholarvox.com)</li> </ul> <p>Lectures Recommandées / Recommended readings : Full reading list on Knowledge web site along with a selection of reports, cases and articles</p> <ul style="list-style-type: none"> <li>. The 22 Immutable Laws of Marketing: Violate them at your own risk, by Al Ries and Jack Trout,</li> <li>. Blue Ocean Strategy : How to create uncontested market space and make the competition irrelevant, by Kim Chan and Renée Mauborgne, Harvard Business School Press</li> </ul>
<b>Websites</b>	

## UX DESIGN AND USABILITY

<b>Course Code</b>	MSC.IMBM2.MKELE.0181
<b>ECTS Credits</b>	3
<b>Course Leader</b>	LIMA Marcos
<b>Synchronous</b>	18
<b>Department</b>	Dept. Marketing
<b>Program</b>	International Marketing and Business Development Lille
<b>Prerequisites</b>	None
<b>Course Description</b>	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 !
<b>Course Open to Exchange</b>	Sophia /Fall;#Lille /Spring
<b>Semester</b>	spring
<b>Campus</b>	Lille, Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	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
<b>Websites</b>	To be communicated in class

## DATA ANALYSIS FOR MARKETING (BUSINESS INTELLIGENCE & BIG DATA)

<b>Course Code</b>	MSC.IMBM2.MKELE.0144
<b>ECTS Credits</b>	3
<b>Course Leader</b>	OKOLI Chitu
<b>Synchronous</b>	18
<b>Department</b>	Dept. Marketing
<b>Program</b>	International Marketing and Business Development Lille
<b>Prerequisites</b>	Basic knowledge on - Information Systems - Marketing
<b>Course Description</b>	Data analytics is about using advanced techniques to analyze the vast amounts of data throughout an organization to be able to make intelligent business decisions. In this course, you will learn the important theoretical concepts underlying data analytics that can be used to make intelligent operational and strategic decisions in marketing and other fields of business. Using a user-friendly data mining software tool, you will learn to analyze real and simulated business data to discover insights and learn how to translate the results into practical business decisions. This course is targeted to business managers and so does not require any background in statistics or computer programming.
<b>Course Open to Exchange</b>	
<b>Semester</b>	spring



<b>Campus</b>	Lille, Paris
<b>Evaluation</b>	
Final Examination (%)	70%
Continuous Assessment (%)	30%
<b>Academic reference</b>	Kotu, Vijay, and Bala Deshpande. Predictive analytics and data mining: concepts and practice with rapidminer. Morgan Kaufmann, 2014. North, Matthew. Data Mining for the Masses, Second Edition: With Implementations in RapidMiner and R. CreateSpace Independent Publishing Platform, 2016. ISBN 9781523321438.
<b>Websites</b>	<a href="https://rapidminer.com">https://rapidminer.com</a>

## PROJECT AND PROGRAMME MANAGEMENT AND BUSINESS DEVELOPMENT

### BUSINESS PLANS, MODELS AND CSR

<b>Course Code</b>	MSC.PPMM2.PMCOR.0028
<b>ECTS Credits</b>	3
<b>Course Leader</b>	BREA SOLIS Humberto
<b>Synchronous</b>	18
<b>Department</b>	Dept. Management of projects, Information Systems and Supply Chains
<b>Program</b>	Project and Programme Management and Business Development
<b>Prerequisites</b>	None.
<b>Course Description</b>	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.
<b>Course Open to Exchange</b>	Belo /Spring;#Lille /Spring;#Paris /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, Lille, Paris
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	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

	<ul style="list-style-type: none"> <li>- 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.</li> <li>- 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.</li> <li>- Great products are not enough? Alexander Osterwalder, video on youtube</li> </ul> <p>RECOMMENDED READINGS</p> <ul style="list-style-type: none"> <li>- 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.</li> </ul>
<b>Websites</b>	None.

## CAREER MANAGEMENT 2

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

## INTERNATIONAL BUSINESS DEVELOPMENT : PROPOSALS, TENDERS & BIDS

<b>Course Code</b>	MSC.PPMM2.PMCOR.0087
<b>ECTS Credits</b>	3
<b>Course Leader</b>	HAINGLAISE, Jean-Charles
<b>Synchronous</b>	24
<b>Department</b>	Dept. Management of projects, Information Systems and Supply Chains
<b>Program</b>	Project and Programme Management and Business Development
<b>Prerequisites</b>	None.
<b>Course Description</b>	<p>This course provides fundamentals and overall framework of what is bid management and tendering.</p> <p>The purpose of this course is to explain how to organize and answer to calls for tender or project.</p> <p>This course will present the main typologies of tenders and the key practices that helps to make a tender successfull.</p> <p>A focus will be done on call for project through a case study to be run in team.</p>
<b>Course Open to Exchange</b>	Lille /Spring
<b>Semester</b>	spring
<b>Campus</b>	Lille
<b>Evaluation</b>	
Final Examination (%)	30
Continuous Assessment (%)	70
<b>Academic reference</b>	<p>Aid Delivery Methods - Project Cycle Management Guidelines Vol 1, March 2014.</p> <p>Project Management A strategic planning approach. Paul D. Gardiner.</p> <p>The PMBOK.</p>
<b>Websites</b>	<p><a href="http://ec.europa.eu/contracts_grants/contracts_en.htm">http://ec.europa.eu/contracts_grants/contracts_en.htm</a></p> <p><a href="https://ec.europa.eu/europeaid/sites/devco/files/methodology-aid-delivery-methods-project-cycle-management-200403_en_2.pdf">https://ec.europa.eu/europeaid/sites/devco/files/methodology-aid-delivery-methods-project-cycle-management-200403_en_2.pdf</a></p> <p><a href="https://en.wikipedia.org/wiki/Request_for_proposal">https://en.wikipedia.org/wiki/Request_for_proposal</a></p> <p><a href="Http://www.project-management-knowhow.com/contract_management.html">Http://www.project-management-knowhow.com/contract_management.html</a></p>

## LARGE PROGRAMMES AND MEGAPROJECTS

<b>Course Code</b>	MSC.PPMM2.PMCOR.0088
<b>ECTS Credits</b>	3
<b>Course Leader</b>	BLACKWELL Paul
<b>Synchronous</b>	24
<b>Department</b>	Dept. Management of projects, Information Systems and Supply Chains
<b>Program</b>	Project and Programme Management and Business Development
<b>Prerequisites</b>	None.
<b>Course Description</b>	<p>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.</p>
<b>Course Open to Exchange</b>	Lille /Spring
<b>Semester</b>	spring

<b>Campus</b>	Lille
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	<p>REQUIRED READINGS</p> <p>DAY 1</p> <ol style="list-style-type: none"> <li>1. Wideman, R. M. (1992). Project and program risk management: a guide to managing project risks and opportunities. Newtown Square, PA: Project Management Institute.</li> <li>2. Bourne, L. and Walker, D. H. T. (2008). Project relationship management and the stakeholder circle. <i>International Journal of Managing Projects in Business</i>, vol. 1 (1), pp. 125-130.</li> <li>3. Charette, R. N. (1996). Large-scale project management is risk management. <i>IEEE Software</i>, vol. 13 (4), pp. 110-117.</li> <li>4. Cooper, D. F., Grey, S., Raymond, G. and Walker, P. (2004). Project risk management guidelines: managing risk in large projects and complex procurements. Jossey-Bass.</li> <li>5. Department for Business Innovation and Skills. (2010). Guidelines for managing programmes: understanding programmes and programme management. Available at: <a href="https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/31978/10-1256-guidelines-for-programme-management.pdf">https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/31978/10-1256-guidelines-for-programme-management.pdf</a></li> <li>6. Ferns, D. C. (1991). Developments in programme management. <i>International Journal of Project Management</i>, vol. 9 (3), pp. 148-156.</li> <li>7. Flyvbjerg, B. (2014). What you should know about megaprojects and why: an overview. <i>Project Management Journal</i>, vol. 45, pp. 6-19.</li> <li>8. Flyvbjerg, B., Bruzelius, N. and Rothengatter, W. (2003). Megaprojects and risk: an anatomy of ambition. Cambridge University Press.</li> <li>9. Gellert, P. K. and Lynch, B. D. (2003). Mega-projects as displacements. <i>International Social Science Journal</i>, 55, pp. 15-22.</li> <li>10. Horwitch, M. (1984). Managing large-scale programs: the managerial dilemma. <i>Technology in Society</i>, vol. 6 (2), pp. 161-171.</li> <li>11. Kardes, I., Ozturk, A., Cavusgil, S. T. and Cavusgil, E. (2013). Managing global megaprojects: Complexity and risk management. <i>International Business Review</i>, 22, pp. 905-917.</li> <li>12. Kettner, P. M., Moroney, R. M. and Martin, L. L. (eds). (2007). Designing and managing programs: an effectiveness-based approach. Sage Publications.</li> <li>13. Lycett, M., Rassau, A. and Danson, J. (2004). Programme management: a critical review. <i>International Journal of Project Management</i>, vol. 22 (4), pp. 289-299.</li> <li>14. Mellow, E. W. (2011). Industrial megaprojects. New Jersey: John Wiley &amp; Sons, Inc.</li> <li>15. Office of Government Commerce. (2007). Managing successful programmes. 3rd ed. UK.</li> <li>16. Van Marrewijk, A., Veenswijk, M., Clegg, S. R. and Pitsis, T. S. (2008). Managing public-private megaprojects: Paradoxes, complexity, and project design. <i>International Journal of Project Management</i>, 26, pp. 591-600.</li> </ol> <p>DAY 2</p> <ol style="list-style-type: none"> <li>17. Binder, J. (2007). Global project management: communication, collaboration and management across borders. Surrey, England: Gower.</li> <li>18. Eweje, J., Turner, R. and Muller, R. (2012). Maximizing strategic value from megaprojects: the influence of information-feed on decision-making by the project manager. <i>International Journal of Project Management</i>, vol. 30, pp. 639-651.</li> <li>19. Müller, R. and Turner, J. R. (2007). Matching the project managers leadership style to project type. <i>International Journal of Project Management</i>, vol. 25 (1), pp. 21-32. Available at: <a href="http://www.nao.org.uk/wp-content/uploads/2012/12/1213794.pdf">http://www.nao.org.uk/wp-content/uploads/2012/12/1213794.pdf</a></li> </ol>

	<p>20. Partingtona, D., Pellegrinelli, S. and Young, M. (2005). Attributes and levels of programme management competence: an interpretive study. <i>International Journal of Project Management</i>, vol. 23 (2), pp. 87-95.</p> <p>21. Thomas, J. and Mengel, T. (2008). Preparing project managers to deal with complexity - Advanced project management education. <i>International Journal of Project Management</i>, 26, pp. 304-315.</p> <p>DAY 3</p> <p>22. Flyvbjerg, B., Holm, M. S. and Buhl, S. (2002). Underestimating costs in public works projects: error or lie? <i>Journal of the American Planning Association</i>, vol. 68, pp. 279-295.</p> <p>23. Thiry, M. (2002). Combining value and project management into an effective programme management model. <i>International Journal of Project Management</i>, vol. 20 (3), pp. 221-227.</p> <p>RECOMMENDED READINGS</p> <p>1. Reiss, G. (2006). <i>Gower handbook of programme management</i>. Hampshire: Gower.</p> <p>2. Graham, A. K. (2000). Beyond PM 101: lessons for managing large development programmes. <i>Project Management Journal</i>, Vol. 31(4), pp. 7-18.</p> <p>3. Pellegrinelli, S., Partington, D., Hemingway, C., Mohdzain, Z. and Shah, M. (2007). The importance of context in programme management: an empirical review of programme practices. <i>International Journal of Project Management</i>, vol. 25(1), pp. 41-55.</p> <p>4. Shehua, Z. and Akintoyeb, A. (2010). Major challenges to the successful implementation and practice of programme management in the construction environment: a critical analysis. <i>International Journal of Project Management</i>, vol. 28 (1), pp. 26-39.</p> <p>5. Vereecke, A., Pandelaere, E., Deschoolmeester, D. and Stevens, M. (2003). A classification of development programmes and its consequences for programme management. <i>International Journal of Operations and Production Management</i>, vol. 23 (10), pp. 1279-1290.</p>
<b>Websites</b>	<p>1. National Audit Office. A series of critical reports on UK Government programmes. Available at: <a href="https://www.nao.org.uk/">https://www.nao.org.uk/</a></p>

## MANAGING RISK, UNCERTAINTY AND COMPLEXITY

<b>Course Code</b>	MSC.PPMM2.PMCOR.0086
<b>ECTS Credits</b>	3
<b>Course Leader</b>	DANIEL Pierre
<b>Synchronous</b>	24
<b>Department</b>	Dept. Management of projects, Information Systems and Supply Chains
<b>Program</b>	Project and Programme Management and Business Development
<b>Prerequisites</b>	None.
<b>Course Description</b>	<p>Projects are the business activities that make the firm able to adapt, change, grow and innovate. Unfortunately, inside the Firms portfolio of projects, some situations are very simple and some are very complex to manage. Contrary to business repetitive operations, project activities have a high rate of failure, and these failures mean under performance. The capacity to anticipate complex situations need to identify which situations are in predictable uncertainty and which are in unpredictable uncertainty before implementing risk management processes.</p> <p>Traditional risk management from standards are effective to manage situations in predictable uncertainty. But for situations in unpredictable uncertainty, it is necessary to understand how complex projects work, and to efficiently behave in conditions of high uncertainty. This is a key managerial capacity today for Top and Middle managers in changing and competitive environments.</p> <p>With the « VIO » Model, a dynamic model for complex project , we identify complex situations in unpredictable uncertainty, and we elaborate tactics to manage critical</p>

	stakeholders sources of these unpredictable situations to have an effective organisation to manage under uncertainty.
<b>Course Open to Exchange</b>	Belo /Spring;#Lille /Spring;#Paris /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, Lille, Paris
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	<p>REQUIRED READINGS</p> <ul style="list-style-type: none"> <li>- PMBOK Guide, Chapter 11 : Project Risk management</li> <li>- PRINCE2, Managing successful project with Prince2, Chapter 8 : Risk</li> </ul> <p>RECOMMENDED READINGS</p> <ul style="list-style-type: none"> <li>- Atkinson, R., Crawford, L., Ward, S., 2006. Fundamental uncertainties in projects and the scope of project management. International Journal of Project Management, 24, 687-698.</li> <li>- De Meyer, A., Loch, C.H., Pich, M.T., 2002. Managing Project Uncertainty : From Variation to Chaos. MIT Sloan Management Review, winter 2002, 60-67</li> <li>- Geraldi, J.G., Maylor, H., Williams, T., 2011. Now, let's make it really complex (complicated): A systematic review of the complexities of projects. International Journal of Operations &amp; Production Management, 31, 966-990</li> <li>- Loch, C.H., Solt, M.E., Bailey, E.M., 2008. Diagnosing Unforeseeable Uncertainty in a New Venture. Journal of Product Innovation Management, 25, 28-46.</li> <li>- Simon, H.A., 1969. The Science of the Artificial. MIT Press, Boston</li> <li>- Sommer, S.C., Loch, C.H., 2004. Selectionism and Learning in Projects with Complexity and Unforeseeable Uncertainty. Management Science, 50, 1334-1347</li> <li>- Sommer, S.C., Loch, C.H., Dong, J., 2009. Managing Complexity and Unforeseeable Uncertainty in Startup Companies: An Empirical Study. Organization Science, vol. 20, 118-133.</li> <li>- White, D., Fortune, J., 2002. Current Practice in Project Management - An Empirical Study. International Journal of Project Management, 20, 1-11</li> </ul>
<b>Websites</b>	None.

## ORGANIZATIONAL PERFORMANCE MANAGEMENT

<b>Course Code</b>	MSC.PPMM2.PMCOR.0075
<b>ECTS Credits</b>	4
<b>Course Leader</b>	ELTIGANI Adil
<b>Synchronous</b>	24
<b>Department</b>	Dept. Management of projects, Information Systems and Supply Chains
<b>Program</b>	Project and Programme Management and Business Development
<b>Prerequisites</b>	Knowledge about strategy
<b>Course Description</b>	This course aims to introduce the concepts of organizational performance management. This includes approaches followed in strategy translation, cascade and alignment to ensure execution and value creation.
<b>Course Open to Exchange</b>	Belo /Spring;#Lille /Spring;#Paris /Spring
<b>Semester</b>	spring

<b>Campus</b>	Belo Horizonte, Lille, Paris
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	<p>REQUIRED READINGS</p> <ol style="list-style-type: none"> <li>1. Project Management Institute, 2013. Organizational project management maturity model (OPM3) knowledge foundation (3rd ed.). Newtown Square</li> <li>2. International Project Management Association (IPMA), 2016. Project Excellence Baseline for Achieving Excellence in Projects and Programmes. IPMA Global Standard</li> <li>3. Kerzner, H. 2005. Using the Project Management Maturity Model: Strategic Planning for Project Management 2nd Edition, 2nd Ed. John Wiley &amp; Sons Inc.</li> <li>4. R. Kaplan and R. de Pinho (2014), Volkswagen do Brasil: Driving Strategy with the Balanced Scorecard, Harvard Business Review</li> <li>5. KAPLAN, R. S. &amp; NORTON, D. R. (1992) The Balanced Scorecard: Measures That Drive Performance. Harvard Business Review, 71-79.</li> <li>6. Selected list of journal articles will be communicated to students before the start of the course.</li> </ol> <p>RECOMMENDED READINGS</p> <ol style="list-style-type: none"> <li>1. Kerzner, H. 2013. Project Management: A Systems Approach to Planning, Scheduling, and Controlling, 11th Ed. John Wiley &amp; Sons Inc. (available in the library in e-book format)</li> <li>2. P. Niven (2006), Balanced scorecard step-by-step for government and non-profit agencies, John Wiley</li> </ol>
<b>Websites</b>	<a href="http://www.ipma.world/">http://www.ipma.world/</a> <a href="https://www.pmi.org/">https://www.pmi.org/</a>

## PROJECT PRACTICE PORTFOLIO 2

<b>Course Code</b>	MSC.PPMM2.PMOPT.0002
<b>ECTS Credits</b>	3
<b>Course Leader</b>	GARDINER Paul
<b>Synchronous</b>	12
<b>Department</b>	Dept. Management of projects, Information Systems and Supply Chains
<b>Program</b>	Project and Programme Management and Business Development
<b>Prerequisites</b>	None.
<b>Course Description</b>	<p>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.</p> <p>Part 2 is focused on project development and delivery, quality management, audit and control.</p>
<b>Course Open to Exchange</b>	Belo /Spring;#Lille /Spring;#Paris /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, Lille, Paris
<b>Evaluation</b>	
Final Examination (%)	100



Continuous Assessment (%)	0
<b>Academic reference</b>	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
<b>Websites</b>	Visit the websites of PMI, APM, GAPPS

## SUSTAINABLE AND ETHICAL PROJECT MANAGEMENT

<b>Course Code</b>	MSC.PPMM2.PMCOR.0081
<b>ECTS Credits</b>	3
<b>Course Leader</b>	CARBONI, Joel-EXT
<b>Synchronous</b>	12
<b>Department</b>	Dept. Management of projects, Information Systems and Supply Chains
<b>Program</b>	Project and Programme Management and Business Development
<b>Prerequisites</b>	None
<b>Course Description</b>	PRISM (Projects integrating Sustainable Methods) is a project management and sustainability course that is designed to prepare individuals to improve the way they view, approach, manage, and drive change. The course blends instruction with in-class case studies using real world examples that bring project management to life in a manner that not only meets the needs of business in today's economy but also accounts for the needs of society and the environment by incorporating sustainable development goals through the GPM P5 Standard and principles for sustainable project management.
<b>Course Open to Exchange</b>	Belo /Spring;#Lille /Spring;#Paris /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, Lille, Paris
<b>Evaluation</b>	
Final Examination (%)	75
Continuous Assessment (%)	25
<b>Academic reference</b>	REQUIRED READINGS BEFORE DAY 1 The GPM PRISM Methodology for Project Management The GPM P5 Standard for Sustainability Management. RECOMMENDED READINGS The Association for Project Management (APM) Body of Knowledge The UN Global Compact Ten Principles The GRI G4 Reporting Framework The UN Post 2015 Business Engagement Architecture The UN Global Compact SDG Compass ISO Standards from a project management perspective including: ISO 21500 Guidance on Project Management ISO 50001 The Energy Management Standard

	ISO 14001 The Environmental Management Standard ISO 9001 Principles of Quality Management ISO 26000 Guidance on Social Responsibility ISO 55000 Asset Management
<b>Websites</b>	www.greenprojectmanagement.org blog.greenprojectmanagement.org

### PORTFOLIO MANAGEMENT AND PMO (EXTRA FEES)

<b>Course Code</b>	MSC.PPMM2.PMCOR.0203
<b>ECTS Credits</b>	3
<b>Course Leader</b>	GARDINER Paul
<b>Synchronous</b>	24
<b>Department</b>	Dept. Management of projects, Information Systems and Supply Chains
<b>Program</b>	Project and Programme Management and Business Development
<b>Prerequisites</b>	None
<b>Course Description</b>	Fundamentals of portfolio management and PMO.
<b>Course Open to Exchange</b>	Belo Horizonte, Lille, Paris
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, Lille, Paris
<b>Evaluation</b>	
Final Examination (%)	100%
Continuous Assessment (%)	0%
<b>Academic reference</b>	
<b>Websites</b>	

### PROJECT FINANCING

<b>Course Code</b>	MSC.PPMM2.PMCOR.0204
<b>ECTS Credits</b>	3
<b>Course Leader</b>	BAJAJ, Deepak-EXT
<b>Synchronous</b>	18
<b>Department</b>	Dept. Management of projects, Information Systems and Supply Chains
<b>Program</b>	Project and Programme Management and Business Development
<b>Prerequisites</b>	None
<b>Course Description</b>	Principles of project financing.
<b>Course Open to Exchange</b>	Belo Horizonte, Lille, Paris

<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, Lille, Paris
<b>Evaluation</b>	
Final Examination (%)	100%
Continuous Assessment (%)	0%
<b>Academic reference</b>	
<b>Websites</b>	

## RESEARCH METHODS WORKSHOPS 2

<b>Course Code</b>	MSC.PPMM2.PMCOR.0202
<b>ECTS Credits</b>	0
<b>Course Leader</b>	HUANG Steward
<b>Synchronous</b>	9
<b>Department</b>	Dept. Management of projects, Information Systems and Supply Chains
<b>Program</b>	Project and Programme Management and Business Development
<b>Prerequisites</b>	None
<b>Course Description</b>	Fundamentals of Research Methods.
<b>Course Open to Exchange</b>	Belo Horizonte, Lille, Paris
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, Lille, Paris
<b>Evaluation</b>	
Final Examination (%)	100%
Continuous Assessment (%)	0%
<b>Academic reference</b>	
<b>Websites</b>	

## SUPPLY CHAIN MANAGEMENT AND PURCHASING

### CAREER MANAGEMENT 2

<b>Course Code</b>	MSC.FMIM2.FICOR.0223
<b>ECTS Credits</b>	1
<b>Course Leader</b>	BEAUGRAND Audrey
<b>Synchronous</b>	6

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

## E-COMMERCE AND OPERATIONS

<b>Course Code</b>	MSC.SCMM2.PMCOR.0076
<b>ECTS Credits</b>	5
<b>Course Leader</b>	BRUSSET Xavier
<b>Synchronous</b>	10
<b>Department</b>	Dept. Management of projects, Information Systems and Supply Chains
<b>Program</b>	Supply Chain Management and Purchasing
<b>Prerequisites</b>	Knowledge of Operations Management and Logistics is preferable.
<b>Course Description</b>	<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"> <li>- 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.</li> <li>- They will consequently be able to put in relation physical constraints -attached to the operational aspects delivery and stock management represent- with digital possibilities the E-commerce environment can offer.</li> <li>- Finally, with this course, students will learn concepts, theories and practical tools allowing</li> </ul>

	<p>them to put together concrete and economically viable solutions in order to respond to the problematics they will face.</p> <p>NB: this lectures particularity holds in 2 main things:</p> <p>1) Various and numerous case studies will be deeply analyzed</p> <p>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>
<b>Course Open to Exchange</b>	Lille /Spring
<b>Semester</b>	spring
<b>Campus</b>	Lille
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	
<b>Websites</b>	

#### FUNDAMENTALS OF PRODUCTION PLANNING (EXTRA FEES)

<b>Course Code</b>	MSC.SCMM2.PMCOR.0013
<b>ECTS Credits</b>	5
<b>Course Leader</b>	BRUSSET Xavier
<b>Synchronous</b>	30
<b>Department</b>	Dept. Management of projects, Information Systems and Supply Chains
<b>Program</b>	Supply Chain Management and Purchasing
<b>Prerequisites</b>	Excel: advanced level (formulas, graphs); Statistics: basics (average, standard deviation)
<b>Course Description</b>	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.
<b>Course Open to Exchange</b>	Lille /Spring
<b>Semester</b>	spring
<b>Campus</b>	Lille
<b>Evaluation</b>	
Final Examination (%)	65
Continuous Assessment (%)	35
<b>Academic reference</b>	<p>Lectures obligatoires / Required readings :</p> <p>Chapman, S., 2006. The fundamentals of production planning and control. Pearson Prentice Hall: Pearson Education. ISBN 0-13-017615-X</p> <p>Lectures Recommandées / Recommended readings :</p>
<b>Websites</b>	

**LEAN MANUFACTURING & SIX-SIGMA (EXTRA FEES)**

<b>Course Code</b>	MSC.SCMM2.PMCOR.0016
<b>ECTS Credits</b>	6
<b>Course Leader</b>	BRUSSET Xavier
<b>Synchronous</b>	36
<b>Department</b>	Dept. Management of projects, Information Systems and Supply Chains
<b>Program</b>	Supply Chain Management and Purchasing
<b>Prerequisites</b>	Understanding of management of operations
<b>Course Description</b>	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.
<b>Course Open to Exchange</b>	Lille /Spring
<b>Semester</b>	spring
<b>Campus</b>	Lille
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	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
<b>Websites</b>	

**PRINCE 2 PROJECT MANAGEMENT (EXTRA FEES)**

<b>Course Code</b>	MSC.SCMM2.PMCOR.0072
<b>ECTS Credits</b>	0
<b>Course Leader</b>	BRUSSET Xavier
<b>Synchronous</b>	0
<b>Department</b>	Dept. Management of projects, Information Systems and Supply Chains
<b>Program</b>	Supply Chain Management and Purchasing
<b>Prerequisites</b>	Preliminary reading of the PRINCE 2 textbook and do the exercises included.
<b>Course Description</b>	PRINCE2 certification preparation. 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. The Swirl logo is a trade mark of AXELOS Limited, used under permission of AXELOS Limited. All rights reserved.
<b>Course Open to Exchange</b>	Lille /Spring
<b>Semester</b>	spring

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

## PURCHASING NEGOTIATION

<b>Course Code</b>	MSC.SCMM2.PMCOR.0071
<b>ECTS Credits</b>	3
<b>Course Leader</b>	BRUSSET Xavier
<b>Synchronous</b>	18
<b>Department</b>	Dept. Management of projects, Information Systems and Supply Chains
<b>Program</b>	Supply Chain Management and Purchasing
<b>Prerequisites</b>	ok
<b>Course Description</b>	Knowledge of a negotiation strategy such as "one shot, the Salami or still the game(set,play).
<b>Course Open to Exchange</b>	Lille /Spring
<b>Semester</b>	spring
<b>Campus</b>	Lille
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

## STRATEGY & BUSINESS MODELS

<b>Course Code</b>	MSC.SCMM2.PMCOR.0075
<b>ECTS Credits</b>	2
<b>Course Leader</b>	BREA SOLIS Humberto
<b>Synchronous</b>	12
<b>Department</b>	Dept. Management of projects, Information Systems and Supply Chains
<b>Program</b>	Supply Chain Management and Purchasing
<b>Prerequisites</b>	n/a
<b>Course Description</b>	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.
<b>Course Open to Exchange</b>	Lille /Spring
<b>Semester</b>	spring
<b>Campus</b>	Lille
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	<p>Baden-Fuller, C. and Morgan, M.S., 2010. Business models as models. Long range planning, 43(2-3), pp.156-171.</p> <p>Casadesus-Masanell, R. Ricart, JE. 2010. From strategy to business model and onto tactics. Special Issue on Business Models, Long Range Planning 43(2): 195-215. ***</p> <p>DaSilva, C.M. and Trkman, P., 2014. Business model: What it is and what it is not. Long range planning, 47(6), pp.379-389. ***</p> <p>Grant RM. 2016. Contemporary Strategy Analysis: Text and Cases, 9th Edition. John Wiley &amp; Sons. (Chapters 1, 3, 5).</p> <p>Hedman, J. and Kalling, T., 2003. The business model concept: theoretical underpinnings and empirical illustrations. European journal of information systems, 12(1), pp.49-59.</p> <p>Magretta J. 2002. Why business models matter. Harvard Business Review.</p> <p>Osterwalder, A. and Pigneur, Y., 2010. Business model generation: a handbook for visionaries, game changers, and challengers. John Wiley &amp; Sons.***</p> <p>Ovans, A. 2005. What is a business model? Harvard Business Review.</p> <p>Teece, D.J., 2018. Business models and dynamic capabilities. Long Range Planning, 51(1), pp.40-49.</p> <p>Zott, C., Amit, R. and Massa, L., 2011. The business model: recent developments and future research. Journal of management, 37(4), pp.1019-1042.</p> <p>Abrams, R.M., 2003. The successful business plan: secrets &amp; strategies. The Planning Shop.</p>
<b>Websites</b>	

## SUPPLY CHAIN AND PURCHASING AUDIT

<b>Course Code</b>	MSC.SCMM2.PMCOR.0017
<b>ECTS Credits</b>	4
<b>Course Leader</b>	BRUSSET Xavier
<b>Synchronous</b>	18
<b>Department</b>	Dept. Management of projects, Information Systems and Supply Chains
<b>Program</b>	Supply Chain Management and Purchasing
<b>Prerequisites</b>	Fundamentals of project management, SCM, production planning, inventory management, purchasing and supply
<b>Course Description</b>	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.
<b>Course Open to Exchange</b>	Lille /Spring
<b>Semester</b>	spring
<b>Campus</b>	Lille
<b>Evaluation</b>	
Final Examination (%)	70
Continuous Assessment (%)	30
<b>Academic reference</b>	Lectures obligatoires / Required readings : Course materials Lectures Recommandées / Recommended readings :
<b>Websites</b>	

#### ADVANCED MANAGERIAL AND COMMUNICATION SKILLS

<b>Course Code</b>	MSC.SCMM2.HRELE.0051
<b>ECTS Credits</b>	2
<b>Course Leader</b>	MAKOWSKI Thorsten
<b>Synchronous</b>	12
<b>Department</b>	Dept. Management, Law and Organization
<b>Program</b>	Supply Chain Management and Purchasing
<b>Prerequisites</b>	None
<b>Course Description</b>	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.
<b>Course Open to Exchange</b>	Lille /Spring
<b>Semester</b>	fall, spring
<b>Campus</b>	Lille
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	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, Crown House Publishing Ltd, 2001 Now Discover your Strengths, Marcus Buckingham & Donald O. Clifton, The Free Press, 2001
<b>Websites</b>	<a href="http://www.mckinseyquarterly.com">http://www.mckinseyquarterly.com</a> <a href="http://www.quadrant1.com">http://www.quadrant1.com</a> <a href="http://www.12manage.com">http://www.12manage.com</a> <a href="http://www.ted.com">http://www.ted.com</a>

## FINANCE IN THE VALUE CHAIN

<b>Course Code</b>	MSC.SCMM2.FIELE.0066
<b>ECTS Credits</b>	2
<b>Course Leader</b>	BRUSSET Xavier
<b>Synchronous</b>	12
<b>Department</b>	Dept. Management of projects, Information Systems and Supply Chains
<b>Program</b>	Supply Chain Management and Purchasing
<b>Prerequisites</b>	Before the course, students should read the Scotts case and Chapter 3 of « Logistics & Supply Chain Management » entitled « measuring Logistics costs and performance
<b>Course Description</b>	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.
<b>Course Open to Exchange</b>	Lille /Spring
<b>Semester</b>	spring
<b>Campus</b>	Lille
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	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 :
<b>Websites</b>	

## SCOR-S

<b>Course Code</b>	MSC.SCMM2.PMELE.0018
<b>ECTS Credits</b>	2
<b>Course Leader</b>	BRUSSET Xavier
<b>Synchronous</b>	12
<b>Department</b>	Dept. Management of projects, Information Systems and Supply Chains
<b>Program</b>	Supply Chain Management and Purchasing

<b>Prerequisites</b>	ok
<b>Course Description</b>	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.
<b>Course Open to Exchange</b>	Lille /Spring
<b>Semester</b>	spring
<b>Campus</b>	Lille
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	Lectures obligatoires / Required readings : SCOR training materials (copy of slides mainly) Lectures Recommandées / Recommended readings : SCOR Manual
<b>Websites</b>	<a href="http://www.supply-chain.org">www.supply-chain.org</a>