



Course Catalogue
Master Programmes
Incoming Exchange Students
Raleigh Campus (USA)
Fall 2024

Dear Exchange IN Students,

Welcome to SKEMA Business School!

Here are a few key instructions on how to consult properly the **Raleigh Course Catalogue Fall 2024**.

Please read these instructions carefully:

- 1) Students are required to choose **one program** and follow the courses within that one program. It is not possible to mix and match courses from different programs due to frequent scheduling clashes.
- 2) **Pay attention to the pre-requisites!** We have highlighted the pre-requisites for courses **in red**. It is the student's responsibility to ensure he/she has the required academic background to follow the courses successfully.
- 3) **Special Note for International Business Program:** The academic director will review student transcripts to ensure they have the required academic background to follow the program. Approval by the academic director is required before being officially admitted.
- 4) Courses within the catalogue are subject to slight changes.
- 5) There is a maximum number of seats available per specialization program.

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M1 ABM RALEIGH

ADVANCED EXCEL

Course Code	PGE.FINM1.ISELE.0720
ECTS Credits	1
Course Leader	ANDRE Paul
Synchronous	0
Discipline	Autre
Program	M1 ABM Raleigh
Prerequisites	none
Course Description	Excel is something you can't do without ! This course will introduce all the things the students must know in order to honestly pretend to be mastering Excel. The course will be splitted in two parts a first one online (12 hours) and applications done in the classroom with a teacher who's an expert of Excel.
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Stellenbosch-Le Cap, Suzhou
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	
Websites	

AI IN BUSINESS CONTEXTS

Course Code	PGE.FINM1.ISCOR.0712
ECTS Credits	2
Course Leader	OKOLI Chitu
Synchronous	15
Discipline	Business Analytics, Data Science & AI
Program	M1 ABM Raleigh
Prerequisites	None
Course Description	Artificial intelligence (AI) is the most revolutionary technological advance of our present time. Managers in all sectors of society are challenged to understand the implications of AI for their managerial practices as they face an exciting but uncertain future. Although it is not feasible to expect that every manager would develop a strong technical understanding of AI, it is imperative that they understand it from a practical perspective that would empower them to leverage it for effective managerial action. The objective of this course is to give you a non-technical understanding of

	the cutting-edge issues that managers face with AI today in the context of business. (Business here should not be understood to only mean commercial; it includes all sectors of doing business in organizations, including government, non-profit organizations, healthcare, education, and so on.) This is not a general introductory course on AI. The instructors will focus on unique areas of their expertise that go beyond common knowledge to help you think critically to push beyond the current boundaries of AI in business contexts.
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Autre / Other, Belo Horizonte, Lille, Paris, Raleigh, Sophia, Suzhou
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	

CAREER MANAGEMENT 3: BUILDING A STRONG CAREER PATH

Course Code	PGE.FINM1.CRCOR.1003
ECTS Credits	1
Course Leader	ANDRE Nathalie
Synchronous	0
Discipline	Autre
Program	M1 ABM Raleigh
Prerequisites	No
Course Description	Career management course focused on professional projet and career path construction
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Dubaï, Lille, Paris, Raleigh, Sophia, Stellenbosch-Le Cap, Suzhou
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	
Websites	

CORPORATE FINANCE

Course Code	PGE.FINM1.FICOR.0503
ECTS Credits	5
Course Leader	GROSLAMBERT Bertrand
Synchronous	27
Discipline	Finance
Program	M1 ABM Raleigh
Prerequisites	None
Course Description	Our objective is to bring students to develop a rigorous analytical framework of the major investment and financing decisions. In particular, we will shed lights on the interest rates and the investment valuation. We will focus on different ways of financing between equity, debt. Then, we present the relationship between risk, return and the cost of financing.
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Dubai, Lille, Paris, Raleigh, Sophia, Suzhou
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	1) Corporate Finance, Hillier, MCGraw-Hill, 4th Edition 2) Corporate Finance Theory and Practice, P. Vernimmen, John Wiley & Sons, 2011, 3rd edition Available freely on Scholarvox by Cyberlibris at http://mediatheque.skema.edu/index.php?id=408
Websites	http://skema.lms.crossknowledge.com/data/modules/crossknowledge/interfaces/index.php http://www.vernimmen.com/ http://mediatheque.skema.edu/index.php?id=408 http://knowledge.skema.edu/

GLOBAL ECONOMIC ISSUES : CORPORATE ECONOMICS IN A VUCA WORLD

Course Code	PGE.FINM1.ECCOR.0904
ECTS Credits	2
Course Leader	COMBE Emmanuel
Synchronous	15
Discipline	Economie
Program	M1 ABM Raleigh

Prerequisites	-Grands enjeux économiques (L3) ou - RAN economics
Course Description	In VUCA World _ one that is volatile, uncertain, complex, and ambiguous _ as many would characterize today's global economic environment, analytical skills are more important than ever. The challenges companies face in a VUCA world demand a filter to separate opportunities from distractions, and economics helps managers to make good decisions about what to do. This course aims at tackling new challenges corporations and economies face or will face with the rise of a VUCA environment.
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Dubaï, Lille, Paris, Raleigh, Sophia, Suzhou
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Ph. Aghion & alii (2021) The power of creative destruction, Harvard University Press D. Autor, D. Dorn, G. Hanson (2013) "The China syndrome: local labor market effects of import competition in the United States," American Economic Review. D. Autor & alii (2020) "The Fall of the Labor Share and the Rise of Superstar Firms, The Quarterly Journal of Economics E. Brynjolfsson & alii (2017) "Artificial intelligence and the modern productivity paradox", NBER Working paper E. Combe (2023) Competition: all you should know to talk like an expert, Éditions Concurrences A. Ezrachi, M. Stucke (2022) How Big-Tech Barons Smash Innovationand How to Strike Back, Harper Business C. Goodhart (2020) The great demographic reversal, Springer X. Jaravel, E. Sager (2019), What are the Price Effects of Trade? Evidence from the US and Implications for Quantitative Trade Models, CEPR Working Paper X. Jaravel, I. Méjean (2021) A Data-Driven Resilience Strategy in a Globalized World, Conseil d'Analyse Economique Th. Philippon (2019) The Great Reversal: How America Gave Up on Free Markets, the Belknap press J. Tirole (2017) Economics for the Common Good, Princeton University Press
Websites	

INNOVATION MANAGEMENT & CREATIVITY

Course Code	PGE.FINM1.HRCOR.0344
ECTS Credits	2

Course Leader	ROSSETTO Denny Eduardo
Synchronous	18
Discipline	Autre
Program	M1 ABM Raleigh
Prerequisites	-
Course Description	This course presents innovation management with a theoretical approach associated with managerial perspectives to undertake in a turbulent world with uncertainties and a post-pandemic context. It presents a wide range of innovation management concepts focusing strongly on the context of the ecosystems, also introducing some elements as of the perspective of emerging markets. So, this course aims the development of managerial and entrepreneurial capabilities to exercise strategic leadership in innovation ecosystems, generating proposals of shared value with a corporate social responsibility approach.
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall
Semester	fall
Campus	Belo Horizonte, Raleigh, Sophia, Stellenbosch-Le Cap
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	<p>1. Introduction and theoretical basis of innovation Management</p> <p>Adams, R., Bessant, J. & Phelps, R. (2006). Innovation management measurement: A review. <i>International Journal of Management Reviews</i> 8, 21-47.</p> <p>Chesbrough, H. (2010). Business Model Innovation: Opportunities and Barriers. <i>Long Range Planning</i> 43, 354-363.</p> <p>Christensen, C. M., Raynor, M. E. & McDonald, R. (2015). What is disruptive innovation. <i>Harvard Business Review</i> 93, 44-53.</p> <p>Garcia, R. & Calantone, R. (2002). A critical look at technological innovation typology and innovativeness terminology: a literature review. 19, 110-132.</p> <p>Howells, J. (2005) <i>The management of innovation and technology: the shaping of technology and institutions of the market economy</i>. Thousand Oaks, California: Sage Publications.</p> <p>OECD & Eurostat (2019) <i>Oslo Manual 2018: Guidelines for Collecting, Reporting and Using Data on Innovation</i> (258). Luxembourg: OECD Publishing, Paris/Eurostat.</p> <p>Rossetto, D. E., Bernardes, R. C., Borini, F. M. & Gattaz, C. C. (2018). Structure and evolution of innovation research in the last 60 years: review and future trends in the field of business through the citations and co-citations analysis. <i>Scientometrics</i> 115, 1329-1363.</p> <p>Tidd, J. & Bessant, J. (2013) <i>Managing Innovation: Integrating technological market and organizational change</i> (680). John Wiley & Sons.</p> <p>2. Innovation Challenges for a new world</p> <p>Adams, R., Bessant, J. & Phelps, R. (2006). Innovation management measurement: A review. <i>International Journal of Management Reviews</i> 8, 21-47.</p> <p>Akpan, I. J., Soopramanien, D. & Kwak, D.-H. (2020). Cutting-edge technologies for small business and innovation in the era of COVID-19</p>

	<p>global health pandemic. <i>Journal of Small Business & Entrepreneurship</i>, 1-11.</p> <p>Chesbrough, H. (2020). To recover faster from Covid-19, open up: Managerial implications from an open innovation perspective. <i>Industrial Marketing Management</i> 88, 410-413.</p> <p>Damanpour, F. (2014). Footnotes to Research on Management Innovation. <i>Organization Studies</i> 35, 1265-1285.</p> <p>Damanpour, F. & Aravind, D. (2012). Managerial Innovation: Conceptions, Processes, and Antecedents. <i>Management and Organization Review</i> 8, 423-454.</p> <p>Hamel, G. (2006). The why, what, and how of management innovation. <i>Harvard Business Review</i> 84, 72.</p> <p>Kraus, S., Pohjola, M. & Koponen, A. (2012). Innovation in family firms: an empirical analysis linking organizational and managerial innovation to corporate success. <i>Review of Managerial Science</i> 6, 265-286.</p> <p>McCausland, T. (2020). News and Analysis of the Global Innovation Scene. <i>Research-Technology Management</i> 63, 2-8.</p> <p>Millar, C. C. J. M., Groth, O. & Mahon, J. F. (2018). Management Innovation in a VUCA World: Challenges and Recommendations. 61, 5-14.</p> <p>Pedersen, C. L. & Ritter, T. (2020). Preparing your business for a post-pandemic world. <i>Harvard Business Review</i>, 4.</p> <p>3. Innovation Ecosystems Introduction</p> <p>Adner, R. (2006). Match your innovation strategy to your innovation ecosystem. <i>Harvard Business Review</i> 84, 12.</p> <p>Elias, G. C. & David, F. J. C. (2010). Triple Helix, Quadruple Helix and Quintuple Helix and How Do Knowledge, Innovation and the Environment Relate To Each Other? : A Proposed Framework for a Trans-disciplinary Analysis of Sustainable Development and Social Ecology. <i>International Journal of Social Ecology and Sustainable Development (IJSESD)</i> 1, 41-69.</p> <p>Gomes, L. A. d. V., Facin, A. L. F., Salerno, M. S. & Ikenami, R. K. (2018). Unpacking the innovation ecosystem construct: Evolution, gaps and trends. <i>Technological Forecasting and Social Change</i> 136, 30-48.</p> <p>Granstrand, O. & Holgersson, M. (2020). Innovation ecosystems: A conceptual review and a new definition. <i>Technovation</i> 90-91, 102098.</p> <p>Juceviius, G. & Grumadait, K. (2014). Smart Development of Innovation Ecosystem. <i>Procedia - Social and Behavioral Sciences</i> 156, 125-129.</p> <p>Pique, J. M., Berbegal-Mirabent, J. & Etzkowitz, H. (2018). Triple Helix and the evolution of ecosystems of innovation: the case of Silicon Valley. <i>Triple Helix</i> 5, 11.</p> <p>Smith, K. R. (2006). Building an Innovation Ecosystem: Process, Culture and Competencies. 20, 219-224.</p> <p>Wang, P. (2009) An integrative framework for understanding the innovation ecosystem. <i>Advancing the Study of Innovation and Globalization in Organizations</i>. (pp. 301-314).</p> <p>Williamson, P. J. & De Meyer, A. (2012). Ecosystem Advantage: How to Successfully Harness the Power of Partners. 55, 24-46.</p> <p>Williamson, P. J. & De Meyer, A. (2020) <i>Ecosystem Edge: Sustaining Competitiveness in the Face of Disruption</i> (216). Stanford, California: Stanford University Press.</p> <p>4. Developing Relationships and Value Generation in an Innovation Ecosystems</p> <p>Carroll, A. B. (1999). <i>Corporate Social Responsibility: Evolution of a</i></p>
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	<p>Definitional Construct. <i>Business & Society</i> 38, 268-295.</p> <p>Dedehayir, O., Mäkinen, S. J. & Roland Ortt, J. (2018). Roles during innovation ecosystem genesis: A literature review. <i>Technological Forecasting and Social Change</i> 136, 18-29.</p> <p>Kapoor, R. (2018). Ecosystems: broadening the locus of value creation. <i>Journal of Organization Design</i> 7, 12.</p> <p>Mirvis, P., Herrera, M. E. B., Googins, B. & Albareda, L. (2016). Corporate social innovation: How firms learn to innovate for the greater good. <i>Journal of Business Research</i> 69, 5014-5021.</p> <p>Porter, M. E., Hills, G., Pfitzer, M., Patscheke, S. & Hawkins, E. (2012) <i>Measuring shared value: How to unlock value by linking business and social results</i>. FSG Publication.</p> <p>Porter, M. E. & Kramer, M. R. (2011). <i>Creating Shared Value</i>. Harvard Business Review.</p> <p>Ritala, P., Agouridas, V., Assimakopoulos, D. & Gies, O. (2013). Value creation and capture mechanisms in innovation ecosystems: a comparative case study. 63, 244-267.</p> <p>Ritala, P. & Almpantopoulou, A. (2017). In defense of eco in innovation ecosystem. <i>Technovation</i> 60-61</p> <p>Velu, C. (2015). Knowledge management capabilities of lead firms in innovation ecosystems. <i>AMS Review</i> 5, 123-141.</p> <p>Walrave, B., Talmar, M., Podoyntsina, K. S., Romme, A. G. L. & Verbong, G. P. J. (2018). A multi-level perspective on innovation ecosystems for path-breaking innovation. <i>Technological Forecasting and Social Change</i> 136, 103-113.</p> <p>5. Entrepreneurship Ecosystems and New Ventures</p> <p>Cavallo, A., Ghezzi, A. & Balocco, R. (2019). Entrepreneurial ecosystem research: present debates and future directions. <i>International Entrepreneurship and Management Journal</i> 15, 1291-1321.</p> <p>Cordova, D. (2014) <i>Creating the environment for entrepreneurial success</i>. In Bettcher, K. E., Kindle, J. & Stroker, F. (Eds.). (pp. 70). Washington, DC, Center for International Private Enterprise.</p> <p>Elia, G., Margherita, A. & Passiante, G. (2020). Digital entrepreneurship ecosystem: How digital technologies and collective intelligence are reshaping the entrepreneurial process. <i>Technological Forecasting and Social Change</i> 150, 119791.</p> <p>Malecki, E. J. (2018). Entrepreneurship and entrepreneurial ecosystems. <i>Geography Compass</i> 12, e12359.</p> <p>Maroufkhani, P., Wagner, R. & Wan Ismail Wan, K. (2018). Entrepreneurial ecosystems: a systematic review. <i>Journal of Enterprising Communities: People and Places in the Global Economy</i> 12, 545-564.</p> <p>Spigel, B. & Harrison, R. (2018). Toward a process theory of entrepreneurial ecosystems. 12, 151-168.</p> <p>Stangler, D. & Bell-Masterson, J. (2015) <i>Measuring an entrepreneurial ecosystem</i>. Kauffman Foundation Research Series on City, Metro, and Regional Entrepreneurship. (pp. 16). Kauffman Foundation.</p> <p>Teece, D. J., Pisano, G. & Shuen, A. (1997). Dynamic capabilities and strategic management. 18, 509-533.</p> <p>Zahra, S. A., Sapienza, H. J. & Davidsson, P. (2006). <i>Entrepreneurship and Dynamic Capabilities: A Review, Model and Research Agenda*</i>. 43, 917-955.</p> <p>6. Leading Innovation in an Ecosystem</p> <p>Acs, Z. J., Stam, E., Audretsch, D. B. & OConnor, A. (2017). The lineages of</p>
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	<p>the entrepreneurial ecosystem approach. <i>Small Business Economics</i> 49, 1-10.</p> <p>Genome, S. (2020) <i>The Global Startup Ecosystem Report</i>. (pp. 221). GSER 2020 edn. San Francisco, CA, Startup Genome - Global Entrepreneurship Network.</p> <p>Godley, A., Morawetz, N. & Soga, L. (2019). The complementarity perspective to the entrepreneurial ecosystem taxonomy. <i>Small Business Economics</i>.</p> <p>Katri, V. (2015). <i>Business, Innovation, and Knowledge Ecosystems: How They Differ and How to Survive and Thrive within Them</i>. <i>Technology Innovation Management Review</i> 5.</p> <p>Lukas, M. P., Andrea, B. & Tina, W. (2020). Conceptual Framework for Collaborative Open Innovation With a Startup Ecosystem. <i>International Journal of Innovation in the Digital Economy (IJIDE)</i> 11, 21-43.</p> <p>Möller, K. & Halinen, A. (2017). Managing business and innovation networks From strategic nets to business fields and ecosystems. <i>Industrial Marketing Management</i> 67, 5-22.</p> <p>Moore, J. F. (2006). <i>Business Ecosystems and the View from the Firm</i>. 51, 31-75.</p> <p>Nambisan, S., Lyytinen, K., Majchrzak, A. & Song, M. (2017). Digital Innovation Management: Reinventing innovation management research in a digital world. <i>MIS Quarterly</i> 41.</p> <p>Pitelis, C. (2012). Clusters, entrepreneurial ecosystem co-creation, and appropriability: a conceptual framework. <i>Industrial and Corporate Change</i> 21, 1359-1388.</p> <p>Talmar, M., Walrave, B., Podoynitsyna, K. S., Holmström, J. & Romme, A. G. L. (2020). Mapping, analyzing and designing innovation ecosystems: The Ecosystem Pie Model. <i>Long Range Planning</i> 53, 101850.</p> <p>7. Broadening the view of Ecosystems and multi-ecosystems Coordination</p> <p>Aarikka-Stenroos, L. & Ritala, P. (2017). Network management in the era of ecosystems: Systematic review and management framework. <i>Industrial Marketing Management</i> 67, 23-36.</p> <p>Adner, R. & Kapoor, R. (2010). Value creation in innovation ecosystems: how the structure of technological interdependence affects firm performance in new technology generations. 31, 306-333.</p> <p>Carayannis, E. G., Barth, T. D. & Campbell, D. F. J. (2012). The Quintuple Helix innovation model: global warming as a challenge and driver for innovation. <i>Journal of Innovation and Entrepreneurship</i> 1, 2.</p> <p>Carayannis, E. G., Grigoroudis, E., Stamati, D. & Valvi, T. (2019). Social Business Model Innovation: A Quadruple/Quintuple Helix-Based Social Innovation Ecosystem. <i>IEEE Transactions on Engineering Management</i>, 1-14.</p> <p>Galvao, A., Mascarenhas, C., Marques, C., Ferreira, J. & Ratten, V. (2019). Triple helix and its evolution: a systematic literature review. <i>Journal of Science and Technology Policy Management</i> 10, 812-833.</p> <p>Jarkko, P. & Timo, A.-V. (2016). Managing Innovation Ecosystems to Create and Capture Value in ICT Industries. <i>Technology Innovation Management Review</i> 6.</p> <p>Mantovani, A. & Ruiz-Aliseda, F. (2016). Equilibrium Innovation Ecosystems: The Dark Side of Collaborating with Complementors. 62, 534-549.</p> <p>Oh, D.-S., Phillips, F., Park, S. & Lee, E. (2016). Innovation ecosystems: A critical examination. <i>Technovation</i> 54, 1-6.</p>
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	<p>Roundy, P. T. (2020). Do we Lead Together? Leadership Behavioral Integration and Coordination in Entrepreneurial Ecosystems. 14, 6-25.</p> <p>Russell, M. G. & Smorodinskaya, N. V. (2018). Leveraging complexity for ecosystemic innovation. <i>Technological Forecasting and Social Change</i> 136, 114-131.</p> <p>8. Collaborative, Inclusive, and Sustainable Ecosystems</p> <p>Böhmer, A. I. & Lindemann, U. (2015) Open innovation ecosystem: Towards collaborative innovation. In ICED (Ed., Proceedings of the 20th International Conference on Engineering Design (ICED 15). (pp. 031-040). Milan, Italy, Innovation and Creativity.</p> <p>Bosch-Sijtsema, P. M. & Bosch, J. (2014) Aligning innovation ecosystem strategies with internal R&D. 2014 IEEE International Conference on Management of Innovation and Technology. (pp. 424-430).</p> <p>Chesbrough, H., Kim, S. & Agogino, A. (2014). Chez Panisse: Building an Open Innovation Ecosystem. <i>California Management Review</i> 56, 144-171.</p> <p>Estellés-Arolas, E. & González-Ladrón-de-Guevara, F. (2012). Towards an integrated crowdsourcing definition. <i>Journal of Information Science</i> 38, 189-200.</p> <p>Howe, J. (2006) The rise of crowdsourcing. <i>Wired Magazine</i>. (pp. 1-4).</p> <p>Katri, V., Marko, S., Maria, M. & Simo, J.-O. (2017). Orchestrating Innovation Ecosystems: A Qualitative Analysis of Ecosystem Positioning Strategies. <i>Technology Innovation Management Review</i> 7.</p> <p>Liu, Z. & Stephens, V. (2019). Exploring Innovation Ecosystem from the Perspective of Sustainability: Towards a Conceptual Framework. 5, 48.</p> <p>Luoma-aho, V. & Halonen, S. (2010). Intangibles and innovation: the role of communication in the innovation ecosystem. <i>Innovation Journalism</i> 7, 1-20.</p> <p>Mashelkar, R. A. (2012) On building an inclusive innovation ecosystem. In <i>Development, C. o. I. f. I.</i> (Ed. (pp. 54). Cape Town.</p> <p>Mercier-Laurent, E. (2015) <i>The innovation biosphere: Planet and brains in the digital era</i>. London: John Wiley & Sons.</p> <p>Ramaswamy, V. & Ozcan, K. (2014) <i>The co-creation paradigm</i>. Stanford University Press.</p> <p>Shneor, R., Zhao, L. & Flåten, B.-T. (2020) Introduction: From Fundamentals to Advances in Crowdfunding Research and Practice. In Shneor, R., Zhao, L. & Flåten, B.-T. (Eds.), <i>Advances in Crowdfunding: Research and Practice</i>. (pp. 543). Switzerland, Palgrave Macmillan.</p> <p>Williamson, P. J. & De Meyer, A. (2012). <i>Ecosystem Advantage: How to Successfully Harness the Power of Partners</i>. 55, 24-46.</p> <p>9. Creativity: Thinking beyond boxes</p> <p>Amabile, T. M. (1988). A model of creativity and innovation in organizations. <i>Research in organizational behavior</i> 10, 123-167.</p> <p>Amabile, T. M. (1996) <i>Creativity and Innovation in Organizations: A case study</i>. Harvard Business School. (pp. 15). Boston, HBS Press.</p> <p>Carayannis, E. G. (2013) <i>Encyclopedia of creativity, invention, innovation and entrepreneurship</i>. Washington, DC: Springer Publisher.</p> <p>Cropley, D. H., Kaufman, J. C. & Cropley, A. J. (2011). Measuring Creativity for Innovation Management. <i>Journal of technology management & innovation</i> 6, 13-30.</p> <p>Greer, C. R. & Lei, D. (2012). Collaborative Innovation with Customers: A Review of the Literature and Suggestions for Future Research*. 14, 63-84.</p> <p>Gurteen, D. (1998). Knowledge, Creativity and Innovation. <i>Journal of Knowledge Management</i> 2, 5-13.</p>
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	<p>Legrenzi, P. (2005) Creativity and innovation (75). Icon.</p> <p>Sawyer, R. K. (2011) Explaining Creativity: The Science of Human Innovation. Oxford University Press.</p> <p>Shneor, R., Zhao, L. & Flåten, B.-T. (2020) Advances in Crowdfunding: Research and Practice (543). Switzerland: Palgrave Macmillan.</p> <p>Sternberg, R. J. (2006). The nature of creativity. <i>Creativity Research Journal</i> 18, 87-98.</p> <p>Swink, M. (2006). Building Collaborative Innovation Capability. <i>Research-Technology Management</i> 49, 37-47.</p> <p>Udwadia, F. E. (1990). Creativity and innovation in organizations: Two models and managerial implications. <i>Technological Forecasting and Social Change</i> 38, 65-80.</p> <p>Unsworth, K. (2001). Unpacking Creativity. <i>Academy of Management Review</i> 26, 289-297.</p> <p>10. Digital Transformation in Innovation Ecosystems</p> <p>Andal-Ancion, A., Cartwright, P. A. & Yip, G. S. (2003). The digital transformation of traditional business. <i>MIT Sloan Management Review</i> 44, 10.</p> <p>Andriole, S. J. (2017). Five myths about digital transformation. <i>MIT Sloan Management Review</i> 58.</p> <p>Bharadwaj, A., El Sawy, O. A., Pavlou, P. A. & Venkatraman, N. (2013). Digital Business Strategy: Toward a Next Generation of Insights. <i>MIS Quarterly</i> 37, 471-482.</p> <p>Kane, G. C. (2016). The dark side of the digital revolution. <i>MIT Sloan Management Review</i> 57.</p> <p>Nadkarni, S. & Prügl, R. (2020). Digital transformation: a review, synthesis and opportunities for future research. <i>Management Review Quarterly</i>.</p> <p>Nambisan, S., Wright, M. & Feldman, M. (2019). The digital transformation of innovation and entrepreneurship: Progress, challenges and key themes. <i>Research Policy</i> 48, 103773.</p> <p>Vial, G. (2019). Understanding digital transformation: A review and a research agenda. <i>The Journal of Strategic Information Systems</i> 28, 118-144.</p> <p>Westerman, G., Bonnet, D. & McAfee, A. (2014). The Nine Elements of Digital Transformation. <i>MIT Sloan Management Review</i> 55, 1-6.</p> <p>11. Innovation and Entrepreneurship in Emerging Markets Contexts</p> <p>Arnold, D. J. & Quelch, J. A. (1998). New Strategies in Emerging Markets. <i>Sloan Management Review</i> 40, 7-20.</p> <p>Cavusgil, S. T. (1997). Measuring the potential of emerging markets: An indexing approach. <i>Business Horizons</i> 40, 87-91.</p> <p>Dhanaraj, C. & Khanna, T. (2011). Transforming Mental Models on Emerging Markets. 10, 684-701.</p> <p>Govindarajan, V. & Ramamurti, R. (2011). Reverse innovation, emerging markets, and global strategy. <i>Global Strategy Journal</i> 1, 191-205.</p> <p>Jalonen, H. (2012). The uncertainty of innovation: a systematic review of the literature. <i>Journal of Management Research</i> 4, 47.</p> <p>Jauch, L. R. & Kraft, K. L. (1986). Strategic Management of Uncertainty. 11, 777-790.</p> <p>Khanna, T., Palepu, K. G. & Sinha, J. (2005). Strategies that fit emerging markets. <i>Harvard Business Review</i> 83, 4-19.</p> <p>Liedong, T. A., Peprah, A. A., Amartey, A. O. & Rajwani, T. (2020). Institutional voids and firms' resource commitment in emerging markets: A review and future research agenda. <i>Journal of International Management</i></p>
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	<p>26, 100756.</p> <p>Mair, J., Marti Lanuza, I. & Ganly, K. (2007). Institutional voids as spaces of opportunity. European Business Forum Winter, 34-39.</p> <p>Ramamurti, R. & Singh, J. V. (2009) Emerging multinationals in emerging markets. Cambridge University Press.</p> <p>12. Resource-constrained Innovation</p> <p>Agnihotri, A. (2015). Low-cost innovation in emerging markets. Journal of Strategic Marketing 23, 399-411.</p> <p>Ernst, H., Kahle, H. N., Dubiel, A., Prabhu, J. & Subramaniam, M. (2015). The Antecedents and Consequences of Affordable Value Innovations for Emerging Markets. 32, 65-79.</p> <p>Hossain, M. (2016). Grassroots innovation: A systematic review of two decades of research. Journal of Cleaner Production 137, 973-981.</p> <p>Prahalad, C. K. (2012). Bottom of the Pyramid as a Source of Breakthrough Innovations. 29, 6-12.</p> <p>Smith, A., Fressoli, M. & Thomas, H. (2014). Grassroots innovation movements: challenges and contributions. Journal of Cleaner Production 63, 114-124.</p> <p>Tse, E., Ma, K. & Huang, Y. (2009) Shan zhai: A Chinese phenomenon. (pp. 2010). Booz & Company.</p> <p>von Zedtwitz, M., Corsi, S., Sjøberg, P. V. & Frega, R. (2015). A Typology of Reverse Innovation. 32, 12-28.</p> <p>Zeschky, M., Widenmayer, B. & Gassmann, O. (2011). Frugal Innovation in Emerging Markets. Research-Technology Management 54, 38-45.</p> <p>Zeschky, M. B., Winterhalter, S. & Gassmann, O. (2014). From Cost to Frugal and Reverse Innovation: Mapping the Field and Implications for Global Competitiveness. Research-Technology Management 57, 20-27.</p>
Websites	

MANAGING HUMAN RESOURCES

Course Code	PGE.FINM1.HRCOR.0343
ECTS Credits	3
Course Leader	BACHA Eliane
Synchronous	18
Discipline	Autre
Program	M1 ABM Raleigh
Prerequisites	No prerequisites
Course Description	<p>This course focuses on some principles and practices used in management and organizations. The aim of the course is to give you the knowledge needed to understand the role of the manager in managing workplace challenges (stress, burnout, sexual harassment) and conflicts.</p> <p>Also, this course gives you an idea about human resources management which is a specialization in the field of management that encompasses several functions including attracting, developing, and maintaining a quality workforce. Furthermore, this course discusses the changes taking place nowadays in the workplace and the role of artificial intelligence (AI) in organizations. Finally, this course gives insights on how to manage in a responsible and sustainable way.</p>

Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Dubaï, Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	<p>Cartwright, S. and Cooper, C.L. (1997), Managing workplace stress, Sage Publications, Inc., Chapters 1, 4, 5 and 6.</p> <p>Crawshaw, J.R., Budhwar, P. and Davis, A. (2017), Human Resource Management: Strategic & International perspectives, Sage, 2nd Edition, Chapters 1, 7, 11 and 13.</p> <p>George, J.M. and Jones, G.R. (2012), Understanding & Managing Organizational Behavior, Pearson, 6th Edition, Chapter 1.</p> <p>Howard, G. (2008), The five minds for the future, Vol 5, N°1/2, pp.17-24 (https://www.jstor.org/stable/10.1086/591814)</p> <p>Robbins (2005), Organizational Behavior, Prentice Hall Inc., Chapter 18.</p> <p>Robbins, Coulter, and Langton (2005), Management, Pearson Education Canada Inc., Eighth Canadian Edition, Chapter 16.</p> <p>Robbins, S.P. (2005), Fundamentals of Management, 4th Canadian Edition, Pearson Education Canada Inc., Chapter 2.</p> <p>Robbins, S. P., Judge, T. A. and Campbell, T. T. (2010), Organizational Behavior, Pearson Education Limited, Chapters 9, 10, 13, 15 and 18.</p> <p>Robbins, S.P. and Coulter, M. (2014), Management, Pearson, 12th Edition, Chapters 1, 4, 5, 7, 13, 14 and 18.</p> <p>Schermerhorn, J.R., Wright, Jr. & Barry (2007), Management, Canadian Edition, John Wiley & Sons Canada, Ltd, Chapter 12.</p> <p>Snell, B. (2013), Management: Leading and collaborating in a competitive world, McGraw-Hill/Irwin, 10th Edition, Chapters 11 and 13.</p> <p>Wilkinson, A., Redman, T. and Dundon, T. (2017), Contemporary Human Resources Management, Pearson Education Limited, 5th Edition, Chapters 3, 4, 6,18, 22.</p>
Websites	

MARKETING STUDIES

Course Code	PGE.FINM1.MKCOR.0411
ECTS Credits	3
Course Leader	ZEUGNER Katharina
Synchronous	18
Discipline	Marketing
Program	M1 ABM Raleigh
Prerequisites	Marketing principles
Course Description	This course aims at developing critical decision making skills in strategic marketing and brand management. We use the Brand PRO simulation platform to immerse students in a realistic problem solving environment, developing collaborative and analytical skills.

Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Dubai, Lille, Paris, Raleigh, Sophia, Suzhou
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	- Kotler et al. (2015) Principles of Marketing. Pearson. - Kotler, Ph., Keller, K., Brady M., Goodman, M., & Hansen, T. (2019) Marketing Management, Pearson
Websites	https://web.stratxsimulations.com/simulation/brandpro

PUBLIC SPEAKING AND PRESENTATION SKILLS I

Course Code	MSC.IBRM2.MKELE.0098
ECTS Credits	2
Course Leader	LYONS-BASTIAN, Clodagh-EXT
Synchronous	13
Discipline	Marketing
Program	M1 ABM Raleigh
Prerequisites	n/a
Course Description	This course combines theory with practice. Students will develop their public speaking skills and learn to contribute well to the assessment of their peers. The course also focuses on methods and strategies of speech writing to persuade and inform the audience. Students will learn how to produce effective PowerPoint presentations, and how to perform business presentations both individually and in groups.
Course Open to Exchange	Raleigh /Fall;#Raleigh /Spring
Semester	fall
Campus	Raleigh
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	

STRATEGY

Course Code	PGE.FINM1.STCOR.0841
ECTS Credits	5
Course Leader	CIRILLO Bruno

Synchronous	27
Discipline	Stratégie, Innovation & Entrepreneuriat
Program	M1 ABM Raleigh
Prerequisites	Industrial organization; Organizational design; Microeconomics
Course Description	<p>Formulating a sound competitive strategy and achieving growth across multiple, different business units to sustain long-term superior performance are two of the critical tasks for general managers to ensure the success of the firms they lead. The objective of this course is to provide students with an opportunity to understand, through analytical approaches and critical thinking, how companies make strategic decisions to support the development of competitive advantages, corporate growth and shareholder value through the simultaneous pursuit of economic as well as social and ecological performance dimensions. We will focus on strategic issues from the viewpoint of senior management in both domestic and international corporations. Through a combination of lectures, readings, case studies, experiential exercises and a consultancy project, this course introduces students to the tools and knowledge required for critical and effective strategic analysis, thinking, and application. Mastery of these tools and knowledge has relevance to everyone seeking a career in strategy as a manager, an entrepreneur, or a consultant.</p> <p>The course will help students develop a general management point of view and appreciate strategy to the firm's overall growth and welfare. You will learn how to analyze the firm, and its environment, and then align strategies to the firm's revenue and profitability goals.</p> <p>You will work in teams on selected companies to produce a final consultancy project. This course will require hard work and thinking, augmented by your creativity, to produce a fun and enriching experience.</p>
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Dubaï, Lille, Paris, Raleigh, Sophia, Stellenbosch-Le Cap, Suzhou
Evaluation	
Final Examination (%)	30
Continuous Assessment (%)	70
Academic reference	<p>Rothaermel FT. 2023. Strategic Management, 6th Edition. McGraw-Hill.</p> <p>Thompson et al. 2021. Crafting & Executing Strategy: Concepts & Cases, 23rd Edition. McGraw-Hill.</p> <p>The SmartBooks and case studies are available on the McGraw-Hill CONNECT learning platform.</p>
Websites	https://connect.mheducation.com

US CULTURE & BUSINESS

Course Code	PGE.FINM1.STCOR.0831
ECTS Credits	2
Course Leader	ANDRE Paul

Synchronous	13
Discipline	Autre
Program	M1 ABM Raleigh
Prerequisites	First semester student at NC State University
Course Description	This is an active learning class that will provide you with different ways to think and behave in your current and future cultural interactions. This course will have you exploring your own cultural identity and provide you with a chance to interact with U.S. Americans. Furthermore, we will apply your cultural understanding and global skills to your future professional goals.
Course Open to Exchange	Raleigh /Fall
Semester	fall
Campus	Raleigh
Evaluation	
Final Examination (%)	30
Continuous Assessment (%)	70
Academic reference	
Websites	

INTERNATIONAL BUSINESS - RALEIGH

CAREER MANAGEMENT 1

Course Code	MSC.SFFM2.FICOR.0012
ECTS Credits	1
Course Leader	ANDRE Nathalie
Synchronous	7
Discipline	Autre
Program	International Business - Raleigh
Prerequisites	-
Course Description	Devellop knowledge and skills about recrutement situation
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall
Semester	fall
Campus	Belo Horizonte, Dubaï, Lille, Paris, Raleigh, Sophia
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	Talent and careers HUB Création du profil personnel
Websites	

CONSULTING IN INTERNATIONAL BUSINESS DEVELOPMENT

Course Code	MSC.IBNM2.STELE.0030
ECTS Credits	4
Course Leader	PHILLIPS, Jeffrey-EXT
Synchronous	40
Discipline	Autre
Program	International Business - Raleigh
Prerequisites	none
Course Description	<p>Consulting in International Business Development is intended to be a challenging, rigorous and stimulating course for graduate students. It is generally recognized that a consultant is a person in a position to have some influence over an individual, a group, or an organization, but has no direct power to make changes or implement programs.</p> <p>This course will examine the scholar-practitioner aspects of consulting with small and medium-sized enterprises (SMEs) on global business management, marketing, supply chain management, and trade finance.</p>
Course Open to Exchange	Raleigh /Fall
Semester	fall
Campus	Raleigh
Evaluation	
Final Examination (%)	25
Continuous Assessment (%)	75
Academic reference	<p>Required: Flawless Consulting: a guide to getting your expertise used (3rd Ed), Peter Block (2011). San Francisco, CA: Pfeiffer, ISBN 978-0-470-62074-8 (hbk.).</p> <p>Suggested: Process Consultation: lessons for managers and consultants (Vol. 2), Edgar H. Schein (1987). USA: Addison-Wesley, ISBN 0-201-06744-7 (pbk.). The Consulting Process in Action (2nd Ed), Gordon Lippitt & Ronald Lippitt (1986). San Francisco, CA: Jossey-Bass/Pfeiffer, ISBN 0-88390-201-X (pbk.). The Global Entrepreneur: taking your business international (3rd Ed), James F. Foley (2014). USA: Jamric, ISBN 978-0-9753153-1-6 (pbk.). The Trusted Advisor Fieldbook: a comprehensive toolkit for leading with trust, Charles H. Green & Andrea P. Howe (2012). Hoboken, NJ: Wiley, ISBN 978-1-118-08564-6 (pbk.).</p>
Websites	http://www.sbtcd.org/programs/export/ http://nasbite.org

IMPORTING AND EXPORTING IN A GLOBAL MARKET

Course Code	MSC.IBUM2.STCOR.0061
ECTS Credits	4
Course Leader	COSTE-MANIERE Ivan
Synchronous	40

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

INTERNATIONAL PROJECT MANAGEMENT

Course Code	MSC.IBNM2.PMCOR.0005
ECTS Credits	4
Course Leader	DAHMANI Sarra
Synchronous	40
Discipline	Management des Opérations
Program	International Business - Raleigh
Prerequisites	Have contributed to a project before the session in any field - have a few basics about the project organization (a collective creation, usually managed by a leader, has one or many deliverable(s))
Course Description	This course aims to provide students with the core knowledge of project management in the international context. This interdisciplinary course analyzes the different management areas of strategy, business development, organization, finance, and leadership integrated into project management. The course combines the knowledge available in project management with the PMI Body of Knowledge (PMBOK®). The focus will be on 1) understanding the international context for the project in general, and the growing impact of the project on global

	economy and management processes (the projectification of the economy, of society); 2) The roles and responsibilities in a project, programme and portfolios (3P) ; 3) the application of project management tools: scope management (work breakdown structure), time management (critical path method,...), stakeholder management, risk management, cost management, communication management, with an openness to agile practices. The course also introduces the potential impact of AI on increasing project schedules resilience. Case studies will be used to support the theoretical constructs and strengthen learning.
Course Open to Exchange	Paris /Fall;#Raleigh /Fall;#Suzhou /Fall
Semester	fall
Campus	Dubaï, Paris, Raleigh, Suzhou
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	<ol style="list-style-type: none"> 1. Kerzner, H. 2013. Project Management: A Systems Approach to Planning, Scheduling, and Controlling, 11th Ed. John Wiley & Sons Inc. (available in the library in e-book format) 2. Turner, R. 2009 THE HANDBOOK OF PROJECT-BASED MANAGEMENT 3. Project Management Institute. 2017. A Guide to the Project Management Body of Knowledge (PMBOK® Guide) Sixth Edition 4. Gardiner, P. D. 2005. Project Management: A Strategic Planning Approach, Palgrave Macmillan. 5. Serrador and Turner, 2015; The Relationship Between Project Success and Project Efficiency; Project Management Journal <p>dor and Turner, 2015; https://youtu.be/CKcSzH1SvCk https://youtu.be/KfUcXVCjhqM</p>
Websites	www.pmi.org

INTERNATIONALIZATION OF THE FIRM

Course Code	MSC.IBNM2.STCOR.0028
ECTS Credits	2
Course Leader	LINDER Christian
Synchronous	40
Discipline	Stratégie, Innovation & Entrepreneuriat
Program	International Business - Raleigh

Prerequisites	none
Course Description	The course will teach students through academic lectures and tutorials the practice of the process of internationalization of firms, from the decision to internationalize to the organizational structuring of internationalization.
Course Open to Exchange	Belo /Fall;#Paris /Fall;#Raleigh /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Dubaï, Paris, Raleigh, Suzhou
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	Lectures obligatoires / Required readings : Mike Peng and Klaus Meyer (2019) International Business (3rd edition), Cengage. ISBN: 978-1-4737-5843-8. Lectures Recommandées / Recommended readings : -Individual articles (posted)
Websites	

RESEARCH METHOD

Course Code	MSC.IBUM2.STELE.0058
ECTS Credits	2
Course Leader	FERRARA Laurent
Synchronous	20
Discipline	Business Analytics, Data Science & AI
Program	International Business - Raleigh
Prerequisites	n/a
Course Description	This course provides a comprehensive introduction to research proposal writing. It is designed to help students to identify a study topic, critically analyze published research, formulate inquiry questions, organize a literature review, and select appropriate (quantitative or qualitative) data collection method. By the end of the course, students will complete a proposal that includes an introduction, problem statement, literature review, methods section and references. This course will also develop students awareness of the ethical principles of research. After a successful completion of this course, students will convert this proposal into a full research that will include the following sections: findings, discussion, conclusions, and references. THIS ELECTIVE IS MANDATORY FOR THOSE PURSUING A MSc DEGREE.
Course Open to Exchange	Belo /Fall;#Paris /Fall;#Raleigh /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Dubaï, Paris, Raleigh, Suzhou
Evaluation	
Final Examination (%)	0

Continuous Assessment (%)	100
Academic reference	
Websites	

US CULTURE AND BUSINESS

Course Code	MSC.TRCM2.OTELE.0004
ECTS Credits	1
Course Leader	DESHKOVSKI Alexander
Synchronous	13
Discipline	Autre
Program	International Business - Raleigh
Prerequisites	No prerequisite.
Course Description	This training provides students an introduction to addressing issues they will eventually face when developing new friendships, interacting with employers and clients as well as fostering new constituent bases across varying cultures.
Course Open to Exchange	Raleigh /Fall;#Raleigh /Spring
Semester	fall, spring
Campus	Raleigh
Evaluation	
Final Examination (%)	25
Continuous Assessment (%)	75
Academic reference	
Websites	

BALANCED SCORECARD FOR STRATEGY EXECUTION

Course Code	MSC.IBUM2.STELE.0059
ECTS Credits	3
Course Leader	WEISBERG, Mitchell-EXT
Synchronous	20
Discipline	Autre
Program	International Business - Raleigh
Prerequisites	NA
Course Description	Most business strategies fail to deliver expected results, not because they are poor strategies, but because they are poorly executed! In order to achieve their missions and visions, todays leaders must translate their organizational strategy into a comprehensive set of operational measures, targets, and goals. They must develop a scorecard to accurately measure, monitor, and manage progress and to align the entire organization in

	<p>pursuit of the strategic objectives.</p> <p>The Balanced Scorecard has become the dominant management approach for strategy execution worldwide as business and government organizations have recognized the power of the Balanced Scorecard (BSC) to deliver higher performance and outstanding results. Research has shown that over 50% of companies in the Europe and the US claim to use some form of balanced scorecard (Bain & Co.). The BSC adds strategic non-financial performance measures to traditional financial metrics to give managers and executives a more 'balanced' view to proactively drive organizational performance. It transforms an organizations strategic plan from a passive document into the "marching orders" for the organization on a daily basis. The BSC and the Strategy Map provide frameworks that develop and communicate key performance measurements (KPIs) enabling management and employees to identify and do what should be done and measured. It enables executives to engage the organization to truly execute the strategy.</p> <p>In this course, you will have the opportunity to examine companies like Uber, H&M, and TripAdvisor to deepen your understanding on how to effectively execute strategy, measure performance and manage change within the organization, with the Balanced Scorecard and Strategy Map. Through lectures, exercises, case studies, simulations, and group discussions you will learn and practice this methodology. The course offers an optional Certification in Balanced Scorecard. This will be a highly interactive class.</p>
Course Open to Exchange	Raleigh /Fall
Semester	fall
Campus	Raleigh
Evaluation	
Final Examination (%)	30
Continuous Assessment (%)	70
Academic reference	<p>Using the Balanced Scorecard as a Strategic Management System (HBR Bestseller)</p> <p>Robert S. Kaplan, David P. Norton Balanced Scorecard: Measures That Drive Performance (HBR OnPoint Enhanced Edition)</p> <p>Robert S. Kaplan, David P. Norton</p>
Websites	

PUBLIC SPEAKING AND PRESENTATION SKILLS I

Course Code	MSC.IBRM2.MKELE.0098
ECTS Credits	1
Course Leader	LYONS-BASTIAN, Clodagh-EXT
Synchronous	13
Discipline	Marketing
Program	International Business - Raleigh
Prerequisites	n/a

Course Description	This course combines theory with practice. Students will develop their public speaking skills and learn to contribute well to the assessment of their peers. The course also focuses on methods and strategies of speech writing to persuade and inform the audience. Students will learn how to produce effective PowerPoint presentations, and how to perform business presentations both individually and in groups.
Course Open to Exchange	Raleigh /Fall;#Raleigh /Spring
Semester	fall, spring
Campus	Raleigh
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	

US CULTURE AND BUSINESS

Course Code	MSC.TRCM2.OTELE.0004
ECTS Credits	1
Course Leader	DESHKOVSKI Alexander
Synchronous	13
Discipline	Autre
Program	International Business - Raleigh
Prerequisites	No prerequisite.
Course Description	This training provides students an introduction to addressing issues they will eventually face when developing new friendships, interacting with employers and clients as well as fostering new constituent bases across varying cultures.
Course Open to Exchange	Raleigh /Fall;#Raleigh /Spring
Semester	fall, spring
Campus	Raleigh
Evaluation	
Final Examination (%)	25
Continuous Assessment (%)	75
Academic reference	
Websites	