



Course Catalogue
Master Programmes
Incoming Exchange Students
Belo Horizonte Campus
(Brazil)
Fall 2023

Dear Exchange Students,

Welcome to SKEMA Business School!

Here are a few key instructions on how to consult properly the **Belo Horizonte Course Catalogue Fall 2023**.

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 Project and Program Management & Business Development Program!**
Certain courses within this program have **extra fees**. These fees will apply because students are able to obtain various professional certifications once passing the course. The fees requested are directly linked in order to enroll the student in the professional certificate examination. Details on the fees 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 with the payment procedure once the nomination period is complete (late June).
- 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 BELO HORIZONTE

2TONNES

Course Code	PGE.FINM1.OTCOR.0017
ECTS Credits	2
Course Leader	BOISSIN Denis
Synchronous	0
Discipline	Autre
Program	M1 ABM Belo Horizonte
Prerequisites	Climate collage
Course Description	2Tonnes is a serious game where students individually and collectively aim to reach the CO2 emissions objective of 2 tons per person per year by 2050 as set by the Paris Agreement.
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Suzhou /Fall
Semester	fall
Campus	Autre / Other, Belo Horizonte, Lille, Paris, Sophia
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	https://www.2tonnes.org/

AI FOR MANAGEMENT

Course Code	PGE.FINM1.ISCOR.0712
ECTS Credits	2
Course Leader	ANDRE Paul
Synchronous	15
Discipline	Management des Opérations
Program	M1 ABM Belo Horizonte
Prerequisites	None
Course Description	AI is one of the major challenge and a deep revolution in the conduct of business for the coming years. The class aims to make the knowledge of Artificial Intelligence and its components such as Statistical Learning, Machine Learning, and Deep Learning accessible to students who aspire to become competent Decision Makers.
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Suzhou /Fall
Semester	fall

Campus	Autre / Other, Belo Horizonte, Lille, Paris, Raleigh, Sophia, Suzhou
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	
Websites	

BRAZIL CULTURE

Course Code	PGE.FINM1.LGELE.2228
ECTS Credits	2
Course Leader	POULINGUE Genevieve
Synchronous	12
Discipline	Autre
Program	M1 ABM Belo Horizonte
Prerequisites	n/a
Course Description	Brazil Intercultural is designed to provide foreign students with an overview on Brazilian, culture, society, history, geography and politics.
Course Open to Exchange	Belo /Fall
Semester	fall
Campus	Belo Horizonte
Evaluation	
Final Examination (%)	30
Continuous Assessment (%)	70

Academic reference	<p>KRENAK, Ailton. Ideas to Postpone the End of the World. House of Anansi Press. 2020.</p> <p>JESUS, Carolina Maria de. Child of the Dark: the diary of Carolina Maria de Jesus. Signet, 1963.</p> <p>Fausto, Bóris. A Concise History of Brazil. Cambridge University Press; 2nd ed. 2014.</p> <p>Holanda, Sérgio Buarque de. Roots of Brazil. University of Notre Dame Press; 1st ed. 2012.</p> <p>Ribeiro, Darcy. The Brazilian People: the formation and meaning of Brazil. University Press of Florida, 2000.</p> <p>Schwarcz, Lilia M.. Starling, Heliosa M. Brazil: a biography. Farar, Straus and Giroux, 2018.</p> <p>Zweig, Stefan. Brazil: a land of the future. Ariadne Press; UK. 1999.</p>
Websites	<p>https://www.youtube.com/watch?v=C5eMzUd7t0E&t=198s</p> <p>https://www.youtube.com/watch?v=xKtgm6OMggM</p> <p>https://www.youtube.com/watch?v=ccwN-Swc4IE</p> <p>https://blackbraziltoday.com/hatred-of-the-poor-and-policies-lifting-brazilians-out-of-poverty/</p> <p>https://movies.how/movie/the-edge-of-democracy/198820?utm_source=Google&utm_medium=Search&t_source=64&utm_campaign=3645&gclid=Cj0KCQjwof6WBhD4ARIsAOi65aiMs8zttjmyBs-yauVuRRNxhxgOzcDiTxuroFbwGsZhNEzs-aVKy9kaAtN0EALw_wcB</p> <p>https://www.youtube.com/watch?v=PgiVX1A1EGY</p>

BUSINESS LAW IN A DIGITAL & TRANSFORMATIVE ECONOMY

Course Code	PGE.FINM1.LTCOR.0217
ECTS Credits	2
Course Leader	GUIMARAES Dorival
Synchronous	18
Discipline	Droit & Humanités
Program	M1 ABM Belo Horizonte
Prerequisites	
Course Description	
Course Open to Exchange	Belo /Fall
Semester	fall
Campus	Suzhou
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

CAREER MANAGEMENT (FALL)

Course Code	PGE.FINM1.CRCOR.1003
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ECTS Credits	1
Course Leader	ANDRE Nathalie
Synchronous	9
Discipline	Autre
Program	M1 ABM Belo Horizonte
Prerequisites	No
Course Description	CV & profile update to prepare for a successful gap year Career Management Course & T&C hub presentation internship/job search technique & strategy + Career Management Course and T&C hub presentation Clarify your career goals and your professional project + interview preparation
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Suzhou /Fall
Semester	fall
Campus	Autre / Other, Belo Horizonte, Lille, Paris, Raleigh, Sophia, Suzhou
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	
Websites	

CORPORATE FINANCE

Course Code	PGE.FINM1.FICOR.0503
ECTS Credits	4
Course Leader	GROSLAMBERT Bertrand
Synchronous	30
Discipline	Finance
Program	M1 ABM Belo Horizonte
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;#Suzhou /Fall
Semester	fall
Campus	Autre / Other, Belo Horizonte, Lille, Paris, Raleigh, Sophia, Suzhou

Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
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/

DROIT

Course Code	PGE.FINM1.LTCOR.0211
ECTS Credits	2
Course Leader	ANDRE Paul
Synchronous	18
Discipline	Droit & Humanités
Program	M1 ABM Belo Horizonte
Prerequisites	
Course Description	
Course Open to Exchange	Belo /Fall
Semester	fall
Campus	Belo Horizonte
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

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 Belo Horizonte
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;#Suzhou /Fall
Semester	fall
Campus	Autre / Other, Belo Horizonte, Lille, Paris, Raleigh, Sophia, Suzhou
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	
Websites	

MANAGING HUMAN RESOURCES

Course Code	PGE.FINM1.HRCOR.0343
ECTS Credits	3
Course Leader	BACHA Eliane
Synchronous	15
Discipline	Autre
Program	M1 ABM Belo Horizonte
Prerequisites	No prerequisites
Course Description	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. 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.
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Suzhou /Fall
Semester	fall
Campus	Autre / Other, Belo Horizonte, Lille, Paris, Sophia, Suzhou

Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	
Websites	

MARKETING STUDIES

Course Code	PGE.FINM1.MKCOR.0411
ECTS Credits	3
Course Leader	ANDRE Paul
Synchronous	18
Discipline	Marketing
Program	M1 ABM Belo Horizonte
Prerequisites	Marketing principles Quantitative methods
Course Description	This course aims at a qualitative and quantitative analysis of existing and emerging markets
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Stellenbosch-Le Cap, Suzhou
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
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	

STRATEGY

Course Code	PGE.FINM1.STCOR.0841
ECTS Credits	5
Course Leader	CIRILLO Bruno
Synchronous	27
Discipline	Stratégie, Innovation & Entrepreneuriat
Program	M1 ABM Belo Horizonte
Prerequisites	Industrial organization; Organizational design; Microeconomics
Course Description	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

	<p>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 provide an appreciation of strategy to the overall growth and welfare of the firm. Students will learn how to analyze the firm, its environment, and then align strategies to the firms 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;#Suzhou /Fall
Semester	fall
Campus	Autre / Other, Belo Horizonte, 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

EXCEL FALL

Course Code	PGE.FINM1.ISELE.0720
ECTS Credits	2
Course Leader	ANDRE Paul
Synchronous	0
Discipline	Autre
Program	M1 ABM Belo Horizonte
Prerequisites	none
Course Description	<p>Excel is something you can't do without !</p> <p>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</p>

	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;#Raleigh /Fall;#Suzhou /Fall
Semester	fall
Campus	Autre / Other, Belo Horizonte, Lille, Paris, Raleigh, Sophia, Stellenbosch-Le Cap, Suzhou
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	
Websites	

INTERNATIONAL MARKETING AND BUSINESS DEVELOPMENT BELO HORIZONTE

CAREER MANAGEMENT

Course Code	MSC.SFFM2.FICOR.0012
ECTS Credits	1
Course Leader	ANDRE Nathalie
Synchronous	6
Discipline	Autre
Program	International Marketing and Business Development Belo Horizonte
Prerequisites	-
Course Description	All techniques relating to job search and recruitment
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall
Semester	fall
Campus	Paris
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Talent and careers HUB Création du profil personnel
Websites	

INTERNATIONAL BUSINESS DEVELOPMENT

Course Code	MSC.IMBM2.MKCOR.0077
ECTS Credits	5
Course Leader	MADUREIRA, Luis-EXT

Synchronous	24
Discipline	Stratégie, Innovation & Entrepreneuriat
Program	International Marketing and Business Development Belo Horizonte
Prerequisites	No prerequisites needed. Overall understanding of Marketing and Management will help students excel in the course.
Course Description	The course is organized as a sequence of lectures and case studies providing students with their first approach to internationalization. The course has four pillars. First, to challenge the paradigm of competition by emphasizing the need for cooperation in international settings. The second pillar is understanding the modes of internationalization; the different paths undertaken by companies that want to expand their businesses beyond the national frontier. The third element is an overview of how the organizational structure of a company must be adapted for handling international business. The last element is how to deal with local sensibilities and the importance of culture in the process of internationalization. This course will look closely at these four aspects of internationalization through concrete examples and case studies with a wide range of companies, sectors, and countries.
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Suzhou
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	<p>List of some references:</p> <p>1. Introduction to IBD and Ecosystems Collinson, S., Narula, R., & Rugman, A. M. (2016). International business. Pearson. (Chapter 1) Brandenburger, A.M. and Nalebuff, B.J., 2002. Use game theory to shape strategy. Strategy: critical perspectives on business and management, 4, p.260. Jacobides, M.G., Cennamo, C. and Gawer, A., 2018. Towards a theory of ecosystems. Strategic Management Journal. Moore, J.F., 1993. Predators and prey: a new ecology of competition. Harvard business review, 71(3), pp.75-86. Teece, D.J., 2007. Explicating dynamic capabilities: the nature and microfoundations of (sustainable) enterprise performance. Strategic management journal, 28(13), pp.1319-1350.</p> <p>2. Internationalization modes Collinson, S., Narula, R., & Rugman, A. M. (2016). International business. Pearson. (Chapter 2) Ghemawat, P., 2001. Distance still matters. Harvard business review, 79(8), pp.137-147.</p> <p>3. Internationalization & Culture: Collinson, S., Narula, R., & Rugman, A. M. (2016). International business. Pearson. (Chapter 5)</p>
Websites	The links will be available on K2 (SKEMA's knowledge platform)

MARKETING RESEARCH

Course Code	MSC.IMBM2.MKCOR.0057
ECTS Credits	4
Course Leader	SOSCIA Isabella
Synchronous	24
Discipline	Marketing
Program	International Marketing and Business Development Belo Horizonte
Prerequisites	Basic Marketing Course
Course Description	<p>The purpose of marketing research is to provide information for making better business decisions relevant for both international companies and small business (i.e. start up). In this course you will be introduced to different stages of the marketing research process. We will focus on qualitative and quantitative aspects of marketing research as it relates to business problems such as market segmentation, positioning, the definition of the communication mix, etc.</p> <p>To get straight to the point, the goals of the course are to:</p> <ol style="list-style-type: none"> 1) Understand the concepts and techniques required to conduct marketing research 2) Apply this knowledge in real-world marketing research problems.
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Suzhou
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	<p>Textbooks and References: Malhotra(2007). Marketing research: An applied orientation. Pearson Education Australia.</p> <p>Ryan, G. W., & Bernard, H. R. (2003). Techniques to identify themes. Field methods, 15(1), 85-109.</p>
Websites	

NEW BUSINESS DEVELOPMENT: FROM IDEA TO MARKET

Course Code	MSC.IMBM2.MKCOR.0055
ECTS Credits	4
Course Leader	LIMA Marcos
Synchronous	24
Discipline	Stratégie, Innovation & Entrepreneuriat
Program	International Marketing and Business Development Belo Horizonte
Prerequisites	M1 Marketing
Course Description	This courses will apply business model strategy and design-thinking as complementary approaches to developing an idea and taking it to market.

	<p>While moving through the different stages, it will address issues of creativity, ideation, prototyping, seeking proof of concept and pitching ideas to potential investors. It will also explore ideas, models and frameworks relevant to developing creative and innovative learning environments using Knowledge Management principles.</p> <p>This kind of approach may be familiar to some, but as final-year master students, the teams involved will be expected to raise their game and show mastery and understanding of the various stages. There are a range of methods and tools available that must become an integral part of each student's 'toolbox'. And for that, it is not enough to know they are there - skilful application is key.</p> <p>In practical terms, the course will develop the skills needed to generate innovative ideas, test them and then present them with conviction. It will also use real-world innovation tools in the process.</p> <p>These are precisely the skills needed to thrive in an innovation economy.</p>
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Suzhou
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	<p>Osterwalder, A. and Pigneur, Y. (2010) Business Model Generation.</p> <p>Knapp, J et al. (2016). SPRINT: How to generate ideas and solve problems in just five days by Google Ventures.</p> <p>Liedtka, Jeanne (2013) Solving Problems with Design Thinking : Ten Stories of What Works. Columbia University Press.</p> <p>MIT Sloan Management Review (2019) When Innovation Moves at Digital Speed : Strategies and Tactics to Provoke, Sustain, and Defend Innovation in Today's Unsettled Markets.</p>
Websites	

STRATEGIC BRAND MANAGEMENT

Course Code	MSC.IMBM2.MKCOR.0058
ECTS Credits	5
Course Leader	SPIER Peter
Synchronous	30
Discipline	Marketing
Program	International Marketing and Business Development Belo Horizonte
Prerequisites	<p>Intermediate marketing is essential</p> <p>Limits may apply to group sizes</p>
Course Description	<p>Few would deny the importance of brands as valuable assets and a potential source of sustainable competitive advantage. Nestlé bought Rowntree (KitKat, After Eight) for almost three times its stock market value and 26 times its earnings. BMW bought the Mini not for the technology, but for the history and the associations. This value is created by the place</p>

	<p>occupied by the brands in the minds of customers: brand awareness, image, trust and reputation - all built up over many years - are the best guarantee of future cash flows. As one commentator puts it: products are created in the factory. Brands are created in the mind'. Brands provide a short cut for customers when making a purchasing decision, seeking to avoid risk and obtain value for money. Brands provide a relevant, exciting experience. Brands connote a certain life style, values or attitude. Brands can become objects of affection: Lovemarks, even. Buying a brand is an integral part of an individuals quest for identity and meaning.</p> <p>The course will balance theory and practical application, with considerable use of case studies and student project work.</p> <p>Students will learn how companies manage brand equity, clearly a major strategic issue. This course provides a comprehensive introduction to strategic brand management, covering such areas as the building of brand equity, brand identity, brand extension, brand portfolios etc. in national, regional and global markets. It will also address issues such as brand personality, emotional branding, brand communities and purpose-driven branding.</p>
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Suzhou
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	A full reading list will be provided on K2 learning platform along with a selection of reports, cases, and articles
Websites	The links will be available on K2 (SKEMA's knowledge platform)

AI & DATA ANALYTICS

Course Code	MSC.IMBM2.MKELE.0202
ECTS Credits	3
Course Leader	OLMEDILLAFERNANDEZ Maria
Synchronous	18
Discipline	Business Analytics, Data Science & AI
Program	International Marketing and Business Development Belo Horizonte
Prerequisites	A computer is necessary to pursue the course (not a tablet or similar)
Course Description	<p>This course is about giving an overview to the students without programming skills on what is Artificial Intelligence and how it can be used in fields such as Marketing or Business among others.</p> <p>This course also uncovers a role that the students could acquire at the end if they happen to work in a company using AI.</p> <p>The course is divided into two main phases, the first phase is about teaching an introduction to the concepts of AI, and the second phase is all practical based on several projects that do not require a programming background or skills.</p>

	During the first part the students are taught what are the different applications of AI in marketing, the benefits of using AI in a company, different types of AI, what is Machine Learning, what is Deep Learning, etc.
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Sophia /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris, Sophia
Evaluation	
Final Examination (%)	30
Continuous Assessment (%)	70
Academic reference	Slides with the lessons provided by the professor. Full access to the Microsoft tools (Power BI, Power Automate, and Azure) to be used during the course.
Websites	The links will be available on K2 (SKEMA's knowledge platform)

COMMUNICATION AND ENGAGEMENT IN AN EMERGING SOCIETY

Course Code	MSC.IMBM2.MKELE.0149
ECTS Credits	3
Course Leader	BARCALA, Victor-EXT
Synchronous	18
Discipline	Autre
Program	International Marketing and Business Development Belo Horizonte
Prerequisites	None.
Course Description	This course will conduct discussions over how to do an effective process of communication, bringing engaged customers. A well done communication will impact brand perception, and consequently sales and profitability. Even though this is a common sense, several considerable important companies had lost this battle and several cases will be used to discuss this matter. Keeping the customer aligned, aiming to become the brand advocate, is a difficult challenge in Brazil and Latin America.
Course Open to Exchange	Belo /Fall;#Belo /Spring
Semester	fall, spring
Campus	Belo Horizonte
Evaluation	
Final Examination (%)	70
Continuous Assessment (%)	30
Academic reference	Title: Global Marketing, Global Edition Edition: 9th Edition Authors: Warren J. Keegan, Mark Green ISBN13: 9781292150765

	ISBN10: 1292150769 Publisher: Prentice Hall, 9th edition, 2016. PATEL, Hitendra; WYATT, Steve et al. () (Autor secundário). Connectivate! companies innovating to be always available. [S. l.]: Hult International Business School Publishing, 2012. 121p. ISBN 9780984445226 MANAGING economies, trade and international business. Basingstoke: Palgrave Macmillan, 2010. xxxiv, 388 p. ISBN 9780230202566 International Marketing, 6th Edition International Student Version Masaaki (Mike) Kotabe, Kristiaan Helsen ISBN: 978-1-118-83028-4
Websites	http://www.brazil.org.za/environmental-issues.html http://www.aboutbrazilmr.com/ http://www.forbes.com/sites/onmarketing/2013/12/18/why-multinational-marketers-need-to-be-in-brazil/#104b064a2fb5 https://www.marketingweek.com/2012/02/09/breaking-into-brazil/ http://www.focus-economics.com/countries/brazil https://www.thinkwithgoogle.com/articles/branding-brazil.html http://thebrazilbusiness.com/article/20-greatest-brazilian-brands https://www.marketingweek.com/2012/02/09/breaking-into-brazil/ ftp://ftp.repec.org/opt/ReDIF/RePEc/blg/journal/538dumitrescu%26vinerean.pdf https://hbr.org/2004/09/how-global-brands-compete https://hbr.org/2015/11/strategies-for-succeeding-in-todays-brazil https://www.pwc.com.br/pt/publicacoes/institucionais/assets/2015/doing-deals-15.pdf http://www.organicsbrasil.org/downloads/2016-ORGANICSBRASIL-biofach-section-feb-10.pdf https://hbr.org/1983/05/the-globalization-of-markets http://www.brazil.org.za/environmental-issues.html http://www.aboutbrazilmr.com/ http://www.forbes.com/sites/onmarketing/2013/12/18/why-multinational-marketers-need-to-be-in-brazil/#104b064a2fb5 https://www.marketingweek.com/2012/02/09/breaking-into-brazil/ http://www.focus-economics.com/countries/brazil https://hbr.org/2015/11/strategies-for-succeeding-in-todays-brazil

E.COMMERCE & E.RETAIL - 2 COMPLEMENTARY CHANNELS FOR DIGITAL GROWTH

Course Code	MSC.IMBD2.MKELE.0212
ECTS Credits	3
Course Leader	TUNES, Rafael-EXT
Synchronous	18
Discipline	Marketing
Program	International Marketing and Business Development Belo Horizonte
Prerequisites	Good understanding of the digital space, basic understanding of ecommerce, ie having bought a physical product online.
Course Description	Ecommerce experiences growth rates of around 30% per annum. Whatever your business area, it is difficult to ignore it. Any ambitious online retailer currently has built or is building a marketplace. With marketplaces come retail media, a new form of advertising. Retail media is the third wave of advertising. The first was paid search,

	<p>driven by Google Ads. The second was social media advertising driven by Facebook. Today, the highest digital advertising growth rates are in retail media driven by Amazon, who is catching up on its two rivals.</p> <p>For a brand going from no presence in online marketplaces to becoming successful with retail media and plugging into that growth can be complex and take a year or more. Getting there is often a digital transformation project and not yet well managed by organisations today.</p> <p>This course gives you the keys to understanding and addressing the challenges brands experience when they are facing ecommerce, marketplaces and retail media.</p>
Course Open to Exchange	Belo /Fall
Semester	fall
Campus	Belo Horizonte
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	
Websites	

GOOGLE TOOLS & SEM

Course Code	MSC.IMBD2.MKELE.0197
ECTS Credits	3
Course Leader	LIMA Marcos
Synchronous	18
Discipline	Marketing
Program	International Marketing and Business Development Belo Horizonte
Prerequisites	none
Course Description	<p>This course covers the basics of Google Ads, equipping students with the knowledge and skills required to obtain Google Ads certification. Students will learn about various campaign types, ad formats, bidding strategies, and targeting options in Google Ads. The course offers a combination of theoretical and practical learning through hands-on exercises and case studies. The goal is to help students gain a comprehensive understanding of Google Ads and how to use it effectively to achieve business objectives. The course will also teach students how to create effective ads, measure performance, and optimize campaigns for better results.</p>
Course Open to Exchange	Belo /Fall
Semester	fall
Campus	Belo Horizonte, Lille
Evaluation	
Final Examination (%)	50

Continuous Assessment (%)	50
Academic reference	
Websites	Google Ads platform https://skillshop.withgoogle.com/ https://ads.google.com/ https://support.google.com/google-ads

MARKETING ANALYTICS

Course Code	MSC.IMBM2.MKELE.0208
ECTS Credits	3
Course Leader	POULINGUE Genevieve
Synchronous	18
Discipline	Autre
Program	International Marketing and Business Development Belo Horizonte
Prerequisites	digital literacy
Course Description	<p>The capability to analyze and interpret market data and built models for decision making in marketing is becoming one of the leading skills required for nowadays market managers. This capability becomes increasingly important in the Big Data context, where data become the new gold for business opportunities and Machine Learning (ML) and Artificial Intelligence (AI) poses new competitive challenges for managers.</p> <p>Marketing analytics is a set of procedures, tools, and methods to collect, analyze, and interpret data to construct marketing KPIs and develop marketing decision making models. Raging from the marketing metrics and marketing modelling this course presents approaches and techniques for delivering valuable information to decision making in an era of widespread of huge volume valuable data that varies in terms of formats and reliability, in a fast-changing environment.</p>
Course Open to Exchange	Belo /Fall
Semester	fall
Campus	Belo Horizonte
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	<p>Basic</p> <p>Aaker, David A. Marketing Research: International student version. John Wiley & Sons, 2013. Language: English, Database: ScholarVox (eBook)</p> <p>Malhotra, N. K., & Birks, D. F. (2017). Marketing Research: An Applied Approach. (Prentice Hall, Ed.) (5th ed.). Harlow.</p> <p>Complementary</p> <p>Aaker, David A. Marketing Research. 9th edition John Wiley & Sons, 2006. Language: English, Database: ScholarVox (eBook).</p>

	Churchill, Jr. Gilbert A. Marketing Research: Methodological Foundations. Thomson, 2005. Language: English, Database: ScholarVox (eBook)
Websites	WEBSITES https://toolbox.google.com/datasetsearch Statista Our World in data: https://databank.worldbank.org/ Global EDGE Offstats EU Europages (European Business Directory) UN Comtrade Database World trade Association tariff data

OPTIONAL PORTUGUESE SEMESTER FALL & SPRING

Course Code	MSC.IBBM2.LGCOR.0001
ECTS Credits	0
Course Leader	DURANTON Hélène
Synchronous	0
Discipline	Autre
Program	International Marketing and Business Development Belo Horizonte
Prerequisites	-
Course Description	-
Course Open to Exchange	Belo /Fall;#Belo /Spring
Semester	fall, spring
Campus	Belo Horizonte
Evaluation	
Final Examination (%)	30
Continuous Assessment (%)	70
Academic reference	
Websites	

CORPORATE FINANCIAL MANAGEMENT

CAPITAL BUDGETING

Course Code	MSC.CFMM2.FICOR.0140
ECTS Credits	3
Course Leader	LAI Wan Ni
Synchronous	18

Discipline	Finance
Program	Corporate Financial Management
Prerequisites	Master1 Accounting prerequisites corporate finance prerequisites
Course Description	The main objective of this course is to teach students how to make effective capital budgeting decisions as financial managers. Focusing on asset valuation, this course emphasis on the evaluation of cash flows that is fundamental to the capital budgeting decision. Starting with a general introduction to the framework of corporate finance, students will learn (i) methods to evaluate projects and investment rules, (ii) skills to analyze risk and return of various projects, and finally (iii) the different ways of raising capital in a corporation.
Course Open to Exchange	Belo /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings :
Websites	

CAPITAL STRUCTURE AND DIVIDEND POLICY

Course Code	MSC.CFMM2.FICOR.0141
ECTS Credits	3
Course Leader	RENUCCI Céline
Synchronous	18
Discipline	Finance
Program	Corporate Financial Management
Prerequisites	Basics on Financial Markets
Course Description	The main objective of this course is to teach students the fundamentals of capital structure in a company and how to make effective dividend policies as financial managers. Focusing on the nature of debt and equity, this course emphasis on the effects of financing the company through debt and equity. Starting with a general introduction to the framework of debt and equity valuation, students will learn (i) importance of capital structure and limits to the use of debt, (ii) the cost of capital in a leveraged firm, and finally (iii) the principles of setting dividend policy in a company.
Course Open to Exchange	Belo /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Paris, Sophia, Suzhou
Evaluation	

Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings :
Websites	

CAREER MANAGEMENT 1

Course Code	MSC.TRCM2.OTCOR.0037
ECTS Credits	0,5
Course Leader	BIANCHI Stéphanie
Synchronous	2
Discipline	Stratégie, Innovation & Entrepreneuriat
Program	Corporate Financial Management
Prerequisites	No
Course Description	<p>This course is managed by the Career Center. In order to validate this course, students have to:</p> <p>1 MANDATORY : Attend two workshops (1h30 each) on specific themes (1st workshop : the visibility of my profile according to my specialization & 2nd workshop : How to pass the selection tests during recruitment ?) + EVALUATION</p> <p>2 NOT MANDATORY : Attend Career Events during the semester (date to be determined) organized by the career center of your campus</p> <p>MAIN CONTACTS FOR YOUR PROGRAM:</p> <p>LILLE: Audrey BEAUGRAND & Feryel HOUSSEIN</p> <p>PARIS: Laura SINDONINO, Sophie Ripoche & Janice M'BENGO (for International students)</p> <p>SOPHIA: Sylvie MARTINAUD, Anne DUFLOS (for International students)</p> <p>SUZHOU : April YANG</p> <p>RALEIGH : Laura SCLAFANI</p> <p>BELO HORIZONTE : Geneviève POULINGUE</p>
Course Open to Exchange	Belo /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Lille
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings :
Websites	under the YEP go and click on: Career Center -> Jobteaser -> SKEMA TOOLS

CAREER MANAGEMENT 1

Course Code	MSC.SFFM2.FICOR.0012
ECTS Credits	1
Course Leader	ANDRE Nathalie
Synchronous	0
Discipline	Autre
Program	Corporate Financial Management
Prerequisites	-
Course Description	All techniques relating to job search and recruitment
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall
Semester	fall
Campus	Paris
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Talent and careers HUB Création du profil personnel
Websites	

CORPORATE TREASURY MANAGEMENT

Course Code	MSC.CFMM2.FICOR.0142
ECTS Credits	3
Course Leader	LAI Wan Ni
Synchronous	18
Discipline	Finance
Program	Corporate Financial Management
Prerequisites	None
Course Description	<p>The main objective of this course is to introduce students to the different financial instruments used for treasury management in a company. It prepares students to make treasury management decisions as financial managers.</p> <p>The first part of the course focus on the financial markets, this course introduces the various financial instruments and the mechanism of financial markets. Starting with a general introduction to the financial markets, students will learn (i) how each market functions, (ii) the specifics of various financial instruments, and finally (iii) the foundations of investment management.</p> <p>The second part of the course focus on the banking system, and evaluation of credit risks, as students learn how financial managers work with the corporate banks in the treasury management process.</p>
Course Open to Exchange	Belo /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Paris, Sophia, Suzhou
Evaluation	

Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

CORPORATE VALUATION METHODS

Course Code	MSC.CFMM2.FICOR.0138
ECTS Credits	3
Course Leader	CHIKH Sabrina
Synchronous	18
Discipline	Finance
Program	Corporate Financial Management
Prerequisites	Advanced understanding of Corporate Finance acquired through intensive reading of Vernimmen (Pascal Quiry) or any advanced corporate finance book. A paper version is often the best format for learning. Daily reading of Financial Times or Wall Street Journal is a non-negotiable daily routine of any financial professional hence including you as a new member of tomorrow's financial expert.
Course Description	Analysing financial statements and valuing firms is an integrated process in which the student must understand industry competitive dynamics, firm strategy, accounting information content and quality, profitability and risk assessment, forecasting, and valuation models. This course strives to integrate these six components of the process. Interpreting profitability and risk ratios requires an understanding of the economic characteristics of the industries in which a firm competes and the business strategies a firm has selected to compete in those industries. The student should not naively accept reported financial statement information when performing profitability and risk analysis but should first assess its quality and make appropriate adjustments. Forecasts of future earnings, cash flows, and dividends provide the bases for valuing a firm. The students will analyse a listed company applying the theories of the course terminating with individual report of approximately 10 pages and a fully integrated excel model.
Course Open to Exchange	Belo /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Paris, Suzhou
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	James M. WAHLEN, Stephen BAGINSKI, Mark BRADSHAW, Financial Reporting, Financial Statement Analysis and Valuation, A Strategic Perspective, 8th Edition, 2015, Cengage,

Websites	www.ft.com www.wsj.com www.vernimmen.net Damodaran Stern University
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EXCEL FINANCIAL MODELING

Course Code	MSC.CFMM2.FIELE.0142
ECTS Credits	2
Course Leader	CHIKH Sabrina
Synchronous	12
Discipline	Autre
Program	Corporate Financial Management
Prerequisites	Excel modeling 1 capital budgeting
Course Description	This course demonstrates how you can perform a comprehensive financial analysis of any organization using a variety of ratios derived from its financial statements. It provides the skills and training necessary to be a complete financial analyst
Course Open to Exchange	Belo /Fall
Semester	fall
Campus	Paris
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

FINANCIAL MARKETS AND PRODUCTS

Course Code	MSC.CFMM2.FICOR.0150
ECTS Credits	3
Course Leader	CARVALHO, Monica-EXT
Synchronous	18
Discipline	Autre
Program	Corporate Financial Management
Prerequisites	None
Course Description	This course is designed to provide students with a broad view of the functioning of Financial Markets, while introducing them to the main products. The focus is on integrating this knowledge to the reality of companies and what are the instruments they use to access financing sources.

Course Open to Exchange	Belo /Fall
Semester	fall
Campus	Belo Horizonte
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	"GARPs proprietary Financial Markets and Products book Financial Risk Manager Handbook Plus Test Bank (Jorion, 2010). Chapter 6, 7, 8, 9, 10, 11 and 18."
Websites	www.garp.org

FINANCIAL REPORTING AND ANALYSIS

Course Code	MSC.CFMM2.FICOR.0139
ECTS Credits	3
Course Leader	CHIKH Sabrina
Synchronous	18
Discipline	Finance
Program	Corporate Financial Management
Prerequisites	Fundamentals of Accounting,
Course Description	<p>This module aims to prepare students for an in-depth examination and comprehensive analysis of various financial accounting topics. It introduces the students to the basic framework of international financial reporting standards (IFRS). Nowadays, financial reporting objectives are much broader than just crunching or generating numbers.</p> <p>This course will illustrate that reporting involves a comprehensive knowledge of businesses in order to provide the information required by the many stakeholders. The main objective of this course is to develop students analytical skills and critical assessment of individual financial statements, and/or consolidated integrated annual reports in an international environment.</p>
Course Open to Exchange	Belo /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	<p>Lectures obligatoires / Required readings :</p> <p>Lectures Recommandées / Recommended readings :</p> <p>1. Robinson Alexander D., Britton A., Jorissen A., Hoogendoorn M. & Van Mourik C. (2017), International Financial Reporting and Analysis, 7th Edition, Cengage Learning EMEA.</p> <p>2. Th., Henry E. Pirie W. & Broihahn M. (2015), International Financial</p>

	Statement Analysis, 3rd Edition, CFA Institute Investment Series, John Wiley & Sons,
Websites	

GOVERNANCE AND SUSTAINABLE FINANCE

Course Code	MSC.CFMM2.FICOR.0130
ECTS Credits	3
Course Leader	SAIDANE Dhafer
Synchronous	18
Discipline	Finance
Program	Corporate Financial Management
Prerequisites	Principles of Finance and Strategic Management.
Course Description	The course describes the operational risks that the companies have to deal with. It also provides a deep approach to the organization of a modern corporation and ethics matter in Business. Corporate governance is discussed from different perspectives. An overview of international practice is also provided.
Course Open to Exchange	Belo /Fall;#Suzhou /Spring
Semester	fall, spring
Campus	Belo Horizonte, Suzhou
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	Lectures obligatoires / Required readings: (...). Lectures Recommandées / Recommended readings: (...).
Websites	

POWER BI AND AI BELO

Course Code	MSC.CFMM2.FICOR.0200
ECTS Credits	2
Course Leader	SAIDANE Dhafer
Synchronous	12
Discipline	Autre
Program	Corporate Financial Management
Prerequisites	NO
Course Description	1- Introduction (Finance IA Business analysis Business Intelligence-modification in the market) 2- Importing data from an excel, from the web, heterogeneous data, sources 3- Pre-treatments and transforming data (adding, deleting, appending data), why?? Practical cases 4- Visualisation (axe, extraction information from the graphs) 5- Still missing the information: What to do => to enrich the data

	6- Introduction to IA, model, machine learning, supervised/unsupervised model 7- Use the Dataflows (inputs) => with the appropriate learning algorithm 8- Reporting 9- Advantages of using Power BI: - no need to get well the ML skills (prediction/ regression/ classifications,) - updating data and reports automatically - 10- disadvantage/ limitation: - Visual configuration - Not the easiest to deal with - Slow when dealing with Big Data - 10- Example with Financial Data - Selecting data - Fields, outputs type - Using automatic ML o Binary Prediction o Classification model o Prediction model
Course Open to Exchange	Belo /Fall
Semester	fall
Campus	Belo Horizonte
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

APPLIED RESEARCH IN FINANCE

Course Code	MSC.CFMM2.FICOR.0182
ECTS Credits	2
Course Leader	DE SOUZA BARBOSA Klenio
Synchronous	6
Discipline	Autre
Program	Corporate Financial Management
Prerequisites	to be added
Course Description	The aim of the course is to train students to benchmark existing discipline-based knowledge and develop strategies for keeping up to date with new techniques or issues in both an academic research and a practitioner environment.
Course Open to Exchange	Belo /Fall
Semester	fall

Campus	Belo Horizonte
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings : Biggam, J., 2008. Succeeding with Your Master's Dissertation : A step-by-step handbook, McGraw-Hill. Available online on La Fusée website in Cyberlibris / Scholarvox:
Websites	http://ezp.skema.edu:2057/bookshelf/list/folderid/62679 Additional references will be provided by the instructor during the class.

BLOCKCHAIN AND CRYPTO ASSETS

Course Code	MSC.CFMM2.FICOR.0182
ECTS Credits	3
Course Leader	HOFFERT, Antonio-EXT
Synchronous	18
Discipline	Autre
Program	Corporate Financial Management
Prerequisites	to be added
Course Description	to be added
Course Open to Exchange	Belo /Fall
Semester	fall
Campus	Belo Horizonte
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

FINANCIAL RISK MANAGEMENT TRAINING

Course Code	MSC.CFMM2.FIELE.0167
ECTS Credits	2
Course Leader	CARVALHO, Monica-EXT
Synchronous	18
Discipline	Autre
Program	Corporate Financial Management
Prerequisites	Financial Risk Management

Course Description	The course prepares students for the FRM Certification; the FRM is a professional certification offered by the Global Association of Risk Professionals (GARP). It is recognized in every major market, being the leading certification for risk managers. Usually taken in one year, it is consistently in demand by nearly every major bank and companies in the world. By taking this course and proceeding to obtain the certification, students may increase their employability, as it is viewed as the globally recognized gold standard for risk professionals. The course may be taught by one or more specialized professors, who guide and follow up with students in their preparation for the FRM exams.
Course Open to Exchange	Belo /Fall;#Belo /Spring
Semester	fall, spring
Campus	Belo Horizonte
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	FRM Certification / GARP proprietary manuals and all bibliography used in the whole Financial Risk Management track.
Websites	www.garp.org

CORPORATE FINANCE PREREQUISITES

Course Code	MSC.CFMM2.FIELE.0147
ECTS Credits	1
Course Leader	CHIKH Sabrina
Synchronous	6
Discipline	Finance
Program	Corporate Financial Management
Prerequisites	This is an introductory course in preparation for Corporate Finance, therefore requirements for this preparatory stage are restricted to the use of basic financial mathematics & calculation.
Course Description	In this six-hour preparation course students will be acquainted with introductory concepts and practice necessary for the further development of Capital Budgeting, Dividend policies, corporate valuation to be explored in the whole CFM program.
Course Open to Exchange	Belo /Fall;#Paris /Fall
Semester	fall, spring
Campus	Belo Horizonte, Paris, Suzhou
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0

Academic reference	Ross, Stephen A. Fundamentals of Corporate Finance. Toronto: McGraw-Hill Ryerson, 2002. Chapters 1 - 4.
Websites	

OPTIONAL PORTUGUESE SEMESTER FALL & SPRING

Course Code	MSC.IBBM2.LGCOR.0001
ECTS Credits	0
Course Leader	DURANTON Hélène
Synchronous	0
Discipline	Autre
Program	International Marketing and Business Development Belo Horizonte
Prerequisites	-
Course Description	-
Course Open to Exchange	Belo /Fall;#Belo /Spring
Semester	fall, spring
Campus	Belo Horizonte
Evaluation	
Final Examination (%)	30
Continuous Assessment (%)	70
Academic reference	
Websites	

PROJECT AND PROGRAMME MANAGEMENT AND BUSINESS DEVELOPMENT

CAREER MANAGEMENT

Course Code	MSC.SFFM2.FICOR.0012
ECTS Credits	1
Course Leader	ANDRE Nathalie
Synchronous	6
Discipline	Autre
Program	Project and Programme Management and Business Development
Prerequisites	-
Course Description	All techniques relating to job search and recruitment
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall
Semester	fall
Campus	Paris
Evaluation	

Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Talent and careers HUB Création du profil personnel
Websites	

INTERNATIONAL CONTRACT MANAGEMENT

Course Code	MSC.PPMM2.PMCOR.0090
ECTS Credits	3
Course Leader	FISHER, Eddie-EXT
Synchronous	9
Discipline	Management & Organisation
Program	Project and Programme Management and Business Development
Prerequisites	None
Course Description	<p>Ample credible evidence exists that despite the professionalization of project management, projects and the products these projects are producing are failing at an unacceptable rate.</p> <p>One of the major root causes stems from contractually related issues.</p> <p>This course has been designed to help you develop an understanding of what contractually related issues are causing both project and product failures and what we, as project managers, can and should be doing about it.</p> <p>This course is somewhat unique as it looks at contracts and contracting from both the OWNERS and CONTRACTORS perspective, on the premise that the only way to be able to fix the issues lies in creating contracts which are fair and equitable in allocating risks to the party most capable of managing those risks.</p> <p>Because construction is arguably one of the oldest (Pyramids? Great Wall of China? Cathedrals of Europe?) applications of the project management processes and have some of the most sophisticated and well developed contract documents, many of the documents are coming from construction sources.</p> <p>HOWEVER all attempts will be made to demonstrate how these same terms and conditions can be adopted or adapted for use by other sectors. As there are both team and individual projects, students are free to document how they can or would modify the contractual terms and conditions found in construction for use in other sectors. (Essentially, all sectors are experiencing the same issues to a greater or lesser extent.)</p>
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris
Evaluation	

Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	<p>BEFORE DAY 1 (Pre-Course Reading Assignments)</p> <ol style="list-style-type: none"> 1. Guild of Project Controls Compendium and Reference (GPCCaR) http://www.planningplanet.com/guild/GPCCAR-modules (FREE but you have to fill in a PROFILE that will take you about 10 minutes) <ol style="list-style-type: none"> a. Module 2-1 Managing People: http://www.planningplanet.com/guild/gpccar/introduction-to-managing-people b. Module 2-6 Identifying and Engaging Stakeholders: http://www.planningplanet.com/guild/gpccar/introduction-to-managing-people c. Module 5-1 Introduction to Managing Contracts: http://www.planningplanet.com/guild/gpccar/introduction-to-managing-contracts d. Module 5-3 Selecting the Project Delivery Method and Contract Type: http://www.planningplanet.com/guild/gpccar/managing-contracts-select-project-delivery-method-contract-type e. Module 5-4 Tendering and Bidding the Contract: http://www.planningplanet.com/guild/gpccar/managing-contracts-tendering-and-bidding-the-project f. Module 5-5 Managing the Contract (Owners and Contractors Perspectives): http://www.planningplanet.com/guild/gpccar/managing-contracts-managing-the-contract g. Module 5-6 Closing the Contract (Owners and Contractors Perspectives) http://www.planningplanet.com/guild/gpccar/managing-contracts-closing-the-contract h. Module 10-1 Introduction to Managing Change: http://www.planningplanet.com/guild/gpccar/introduction-to-managing-change i. Module 10-3 Managing Change- The Owners Perspective: http://www.planningplanet.com/guild/gpccar/managing-change-the-owners-perspective j. Module 10-4 Managing Change- The Contractors Perspective: http://www.planningplanet.com/guild/gpccar/managing-change-the-contractors-perspective k. Module 10-5 Managing Change Using Configuration Management: http://www.planningplanet.com/guild/gpccar/managing-change-configuration-management l. Module 12-1 Introduction to Forensic Analysis: http://www.planningplanet.com/guild/gpccar/introduction-to-managing-forensic-analysis 2. KPMG Global Construction Survey 2015: https://home.kpmg.com/xx/en/home/insights/2015/03/global-construction-survey.html 3. ARCADIS Global Construction Disputes 2015- https://www.arcadis.com/media/2/8/9/%7B289321DC-B266-4A13-82FA-CCBD54B6F535%7DARCADIS%20Construction%20Disputes%20Report%202015%2004.pdf 4. Why do Contractors Fail?

	<p>http://c.ymcdn.com/sites/www.surety.org/resource/resmgr/LearnAboutSurety/Why_Do_Contractors_Fail.pdf</p> <p>5. Ernst & Young Project Efficiency in the Oil and Gas Sector: http://www.ey.com/gl/en/industries/oil---gas/ey-project-efficiency-in-oil-and-gas</p> <p>1. Job outlook 2016: the attributes employers want to see on new college graduates resumes-http://www.naceweb.org/career-development/trends-and-predictions/job-outlook-2016-attributes-employers-want-to-see-on-new-college-graduates-resumes/</p> <p>2. What is project based learning? http://www.bie.org/about/what_pbl</p> <p>3. Kirkpatrick new world model- http://www.kirkpatrickpartners.com/our-philosophy/the-new-world-kirkpatrick-model</p> <p>4. Pay the laborer before his sweat dries: http://www.masjidma.com/2012/09/03/the-employer-employee-relationship/</p> <p>5. Caution- pay when paid clauses: http://www.jdsupra.com/legalnews/caution-pay-when-paid-clauses-are-a-58593/</p> <p>6. Understanding pay-if-paid and pay-when-paid clauses in a construction contract: http://floridaconstructionlawgroup.com/understanding-pay-if-paid-and-pay-when-paid-clauses-in-a-construction-contract/</p> <p>7. Unfair payment clauses in the contracts in the uae: http://www.slqsuae.org/wp-content/uploads/2014/12/article-by-roshan-2014.pdf</p> <p>8. Project management credentials compared against the us professional engineer (pe) license- http://pmworldjournal.net/wp-content/uploads/2016/12/pmwj53-dec2016-giammalvo-certification-benchmarking-2016-update-featured-paper.pdf</p> <p>AIS integrated project delivery approach- https://www.aiacontracts.org/resources/64146-integrated-project-delivery-a-guide</p> <p>9. How to develop competent professional level project management practitioners- http://pmworldjournal.net/wp-content/uploads/2015/07/pmwj36-jul2015-giammalvo-producing-competent-practitioners-second-edition.pdf</p> <p>FOR PURCHASE BY SKEMA FOR YOUR LIBRARY</p> <p>10. FIDIC Red Book: http://fidic.org/books/construction-contract-1st-ed-1999-red-book</p> <p>11. AIA General Conditions of the Contract 2017: https://www.aiacontracts.org/events/86776-aia-2017-documents-the-revised-general-conditions-and-new-sustainable-projects-exhibit-</p> <p>12. EJCDC General conditions: http://www.ejcdc.org/product/c-700-standard-general-conditions-2013-2/</p> <p>13. ConsensusDocs General Conditions http://www.consensusdocs.org/Resource_/FileManager/Redline_of_ConsensusDocs_200_2007_2011_2012_2014.pdf</p> <p>14. CSI Project Resource Manual 5th Edition https://www.amazon.com/Project-Resource-Manual-CSI-Practice/dp/0071370048</p>
Websites	<p>1. Guild of Project Controls- http://www.planningplanet.com/guild</p> <p>2. Guild of Project Controls Competency Certification Home page- http://www.planningplanet.com/guild/certification</p> <p>3. Association for the Advancement of Cost Engineering International- http://web.aacei.org/about-aace</p>

INTERNATIONAL DEVELOPMENT PROJECT CASE STUDIES

Course Code	MSC.PPMM2.PMCOR.0095
ECTS Credits	3

Course Leader	ANGIOLETTI, Stéfano-EXT
Synchronous	24
Discipline	Autre
Program	Project and Programme Management and Business Development
Prerequisites	None
Course Description	Selected case studies about International Projects to be developed by companies when their challenges are offshore. Natural resources, regional expansion and merger & acquisitions process are the baseline studies.
Course Open to Exchange	Belo /Fall
Semester	fall
Campus	Belo Horizonte
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	To be added
Websites	To be added

LEADERSHIP SKILLS FOR PROJECTS

Course Code	MSC.PPMM2.PMCOR.0078
ECTS Credits	4
Course Leader	WALKER, Sandra-EXT
Synchronous	30
Discipline	Autre
Program	Project and Programme Management and Business Development
Prerequisites	None
Course Description	<p>Leadership is a critical project management skill. This course is designed to steer participants towards a self-directed learning path to grow and excel as a project manager. Every project is unique, so future leadership scenarios cannot be foreseen with great accuracy. This seminar therefore helps participants to invest in leadership readiness, equipping them with the intellectual and emotional resources required to thrive in an international project situation. Project managers must be able to quickly engage team members and stakeholders, even from another culture, transcend differences and bring them towards the desired project goals in a timely manner, be it on a face-to-face or virtual team.</p> <p>Leadership is about influence, both through personal effectiveness and defined channels of responsibility. The project manager has to be a decision-maker and change agent, creating a vision, building authority and displaying communication creativity and problem solving strategies. The emphasis is on self-awareness and then putting leadership into action, attracting the relevant players to a project and keeping them onboard.</p> <p>Human factor challenges can be overcome by:</p> <ul style="list-style-type: none"> Dynamizing a transversal team and stakeholders towards a positive outcome Making effective presentations of ideas and using influence tactics

	<p>Communicating effectively with individual team members</p> <p>Overcoming resistance: removing obstacles and dealing with objections</p> <p>The course incorporates a range of modern concepts in this domain, including self-directed learning, strengths-based leadership and transformational strategies. Though of a short duration, it nonetheless offers a solid foundation for the project manager towards leadership development.</p>
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	<p>REQUIRED READINGS</p> <p>Northouse, P. (2010). Leadership: Theory and Practice (5th ed.). Thousand Oaks: Sage.</p> <p>Pinto, J., Thoms, P., Trailer, J., Palmer, T., & Govekar, M. (1998). Project Leadership: From Theory to Practice. Newton Square: Project Management Institute.</p> <p>RECOMMENDED READINGS</p> <p>Anbari, F. T., Khilkhanova, E. V, Romanova, Maria, V., Ruggia, M., Han-Huei Tsay, C., &</p> <p>Umpleby, Stuart, A. (2010). Cultural Differences in Projects. Newtown Square.</p> <p>Clarke, N. (2012). Leadership in projects: what we know from the literature and new insights. Team Performance Management, 18(3/4), 128148.</p> <p>Hunter, J. (1998). The Servant. Roseville: Prima.</p> <p>Lee, Margaret, R. (2014). Leading Virtual Project Teams. Boca Raton: CRC Press, Taylor and Francis.</p> <p>Lee-Kelley, L. (2002). Situational leadership: Managing the virtual project team. Journal of Management Development, 21(6), 461476.</p> <p>Levin, G. (2008). Guidelines to Create a Culture to Promote Successful Use of Virtual Teams Benefits and Challenges of Working with Virtual Teams. In PMI (Ed.), PMI Global Congress Proceedings-Denver, Colorado, USA (pp. 19). Denver: PMI.</p> <p>Levin, G. (2009). Team-Building Strategies for the Virtual Team, 110.</p> <p>Levin, G., & Rad, P. (2006). Successful Motivational Techniques for Virtual Teams. In PMI Global Congress Proceedings-Madrid, Spain. Newton Square: PMI.</p> <p>Pinto, J. K., & Trailer, J. (1998). Leadership Skills for project Managers. Newtown Square: Project Management Institute.</p> <p>Rad, P., & Levin, G. (2003). Achieving Project Management Success Using Virtual Teams.</p> <p>Ralf Müller, Konrad Spang, S. O. (2009). Cultural differences in decision making in project teams. International Journal of Managing Projects in Business, 2(1), 70 93.</p> <p>Slevin, D. P., & Pinto, J. K. (1991). Project Leadership: Understanding and Consciously Choosing your Style. Project Management Journal, XXII(1), 3948.</p> <p>Thompson, K. (2010). Servant-Leadership: An effective model for project</p>

	<p>management. Capella University.</p> <p>Turner, J. R. (2007). Gower Handbook of Project Management. (J. R. Turner, Ed.) (4th ed.). Aldershot: Gower.</p> <p>Turner, J. R., & Müller, R. (2005). The Project Managers Leadership Style as a Success Factor on Projects: a literature review. Project Management Journal, 36(1), 4962.</p> <p>Turner, J. R., & Müller, R. (2006). Choosing Appropriate Project Managers: matching their leadership style to the type of project. Newtown Square: Project Management Institute.</p> <p>Turner, J. R., Müller, R., & Dulewicz, V. (2009). Comparing the leadership styles of functional and project managers. International Journal of Managing Projects in Business, 2(2), 198216.</p>
Websites	<p>WEBLINKS:</p> <p>http://www.ipma.ch/Pages/default.aspx</p> <p>http://www.pmi.edu (Project Management articles)</p> <p>http://www.mckinseyquarterly.com (Management articles)</p> <p>http://www.geert-hofstede.com (Cross cultural)</p> <p>http://www.edwarddebono.com (Thinking strategies)</p> <p>http://www.quadrant1.com (Personal development)</p> <p>http://www.12manage.com (Management theories)</p> <p>http://www.fourhourworkweek.com (Personal Life Goals)</p> <p>https://www.ted.com/playlists/140/how_leaders_inspire (Leadership)</p> <p>DVDs:</p> <p>CNBC The Leaders - The Secrets To Their Success</p> <p>FILMS:</p> <p>Remember the Titans (2001)</p> <p>Gandhi (1982)</p> <p>Hotel Rwanda (2006)</p> <p>Twelve Angry Men (1957)</p>

PEOPLE IN PROJECTS

Course Code	MSC.PPMM2.PMCOR.0079
ECTS Credits	3
Course Leader	BLAIR Berill
Synchronous	24
Discipline	Autre
Program	Project and Programme Management and Business Development
Prerequisites	None
Course Description	<p>Project managers are facing many challenges: an increasing complexity related to fast changing and highly competitive environments that influences the project; a multiple set of internal and external stakeholders with different and sometimes conflicting demands that need to be balanced; as well as issues in acquiring and using human resources, as developing and maintaining trust and/or managing change and conflict, which is probably one of their toughest challenges. This course addresses these challenges from three perspectives: the organization, the team and the individual level. Managing people in projects is a course that introduces Human Resource Management (HRM) for and in projects, with a focus on four main topics: the project oriented organization and its features; HRM in</p>

	project oriented organizations; HRM in projects and project stakeholder management.
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	<p>Books:</p> <p>Huemann, M. (2015). Human Resource Management in the project-oriented Organization. Gower Applied Research (Chapter 4, 5 and 9)</p> <p>Huemann, M.; Eskerod, P. ; Ringhofer, C. (2016). Rethink! Project Stakeholder Management. PMI (Chapter 3 and 10)</p> <p>Papers:</p> <p>Gustavsson, T.K. (2016), Organizing to avoid projectoverload: The use and risks of narrowing strategies in multi-project practice, International Journal of Project Management, 34, 94101.</p> <p>Keegan, A., Huemann, M. & Turner, R.J. (2012), Beyond the line: exploring the HRM responsibilities of line managers, project managers and the HRM department in four project-oriented companies in the Netherlands, Austria, the UK and the USA, International Journal of Human Resource Management, 23 (15). pp. 3085-3104.</p> <p>Freeman, R. E. and McVea, J. (2001), A Stakeholder Approach to Strategic Management, Darden Business School Working Paper, No. 01-02. Available at SSRN: http://ssrn.com/abstract=263511 or http://dx.doi.org/10.2139/ssrn.263511</p> <p>Achterkamp, M.C., & Vos, J.F.J. (2008). Investigating the use of the stakeholder notion in project management literature, a meta-analysis. International Journal of Project Management, 26, 749-757.</p> <p>Additional readings (recommended):</p> <p>Ballejos, L.C. & Montagna, J.M. (2008), Method for stakeholder identification in interorganizational environments. Requirements Engineering 13 (4), 281329.</p> <p>Bryson , J . M . (2004) , What to do when stakeholders matter: Stakeholder identification analysis techniques, Public Management Review, 6 , 21 53 .</p> <p>Jepsen, A.L., Eskerod, P. (2009), Stakeholder analysis in projects: challenges in using current guidelines in the real world. International Journal of Project Management, 27 (4), 335343.</p> <p>Huemann, M., Keegan A.E. and. Turner, J.R. (2007), Human Resource Management in the Project-oriented Company: a review, International Journal of Project Management, 25, 315323.</p> <p>Packendorff, J. (2002), The temporary society and its enemies: Projects from an individual perspective". In: K. Sahlin-Andersson & A. Söderholm (eds.) Beyond Project Management: New Perspectives on the Temporary-Permanent Dilemma: pp. 39-58. Malmö: Liber.</p> <p>Söderlund J & Bredin K. (2006), HRM in project-intensive firms: changes and challenges, Human Resource Management, 45(2):24965.</p>
Websites	

PROJECT MANAGEMENT METHODS

Course Code	MSC.PPMM2.PMCOR.0084
ECTS Credits	3
Course Leader	GARDINER Paul
Synchronous	0
Discipline	Management & Organisation
Program	Project and Programme Management and Business Development
Prerequisites	None
Course Description	<p>Agile PM and SCRUM are two important project management methods used internationally. This course provides foundation level competence in both and an opportunity for certification. The course covers the SCRUM Master Certification requirements based on the Agile Business Consortium syllabus and certified by APMG. Agile PM is a project management method suitable for dynamic projects with high uncertainty and/or complexity. The course covers the key principles of AGILEPM, specifically: underpinning philosophy and principles, lifecycle of an AgilePM project, products, techniques, roles and responsibilities.</p> <p>Online help is available by TrainingByteSize.com for both methods. Candidates that pass the course will be provided with an opportunity for certification in both methods. An assignment is included in the course.</p>
Extra fees	<p>For the PRINCE 2 Online Training = 150€ + TVA (mandatory) For the AGILE PM Online Training = 150€ + TVA (mandatory) For the PRINCE 2 Certificate Examination = 249€+ TVA (optional) For the AGILE PM Certificate Examination = 175€ + TVA (optional) Total for Trainings (mandatory) = 300€ + TVA Total for Certificate Examinations (optional) = 424€ + TVA <i>* The international office will contact students who have chosen this specialization program with the payment procedures in order to pay these extra fees (late June).</i></p>
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris
Evaluation	
Final Examination (%)	70
Continuous Assessment (%)	30
Academic reference	<p>REQUIRED READINGS Manuals for PRINCE2 and Agile PM RECOMMENDED READINGS Other resources and articles will be supplied. NOTE PRINCE2® is a registered trade mark of AXELOS Limited, used under permission of AXELOS Limited. All rights reserved. AgilePM® and AgilePgM® are registered trademarks of Dynamic Systems Development Method Ltd. All rights reserved.</p>

Websites	www.apmgroup.co.uk trainingbytesize.com
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PROJECT PLANNING AND CONTROL

Course Code	MSC.PPMM2.PMCOR.0077
ECTS Credits	4
Course Leader	GARDINER Paul
Synchronous	36
Discipline	Management & Organisation
Program	Project and Programme Management and Business Development
Prerequisites	None.
Course Description	This course aims to provide students with the core knowledge areas of project management. The course combines the knowledge available in project management with the PMI Body of Knowledge (PMBOK). Focus will be on understanding the application of the tools of project management, such as work breakdown structure, use of critical path scheduling, stakeholder management, risk management and earned value analysis. The principles and tools are integrated and clarified through use of examples, case studies and simulations. Reference is made to the PMBoK project management life cycle and its processes related to each of the course topics.
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	<p>PRE-READING</p> <p>Read chapter 1, 2 and 3 of: Project Management Institute. 2013. A Guide to the Project Management Body of Knowledge (PMBOK® Guide) Fifth Edition</p> <p>REQUIRED READINGS</p> <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. Project Management Institute. 2013. A Guide to the Project Management Body of Knowledge (PMBOK® Guide) Fifth Edition 3. Selected list of journal articles will be communicated to students before the start of the course. <p>RECOMMENDED READINGS</p> <ol style="list-style-type: none"> 1. Gardiner, P. D. 2005. Project Management: A Strategic Planning Approach, Palgrave Macmillan. 2. Pinto, J. K. 2015. Project Management: Achieving Competitive Advantage, 4th Ed. Prentice Hall.
Websites	1. www.pmi.org

PROJECT PRACTICE PORTFOLIO 1

Course Code	MSC.PPMM2.PMOPT.0001
ECTS Credits	3
Course Leader	GARDINER Paul
Synchronous	18
Discipline	Management & Organisation
Program	Project and Programme Management and Business Development
Prerequisites	NONE
Course Description	This course requires you to work in teams on real projects in a portfolio. You will be part of a cell working on several projects and will develop your project management competences through practice. Part 1 is focused on project generation and initiation activities up to and including the project charter. Part 2 is focused on project development and delivery, quality management, audit and control.
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	Required readings 1. PMI PMBOK Guide and Agile Practice Guide (latest edition) 2. IPMA ICB4 3. PRINCE2 guide 4. GAPPS project manager and sponsor standards
Websites	

RESEARCH METHODS 1

Course Code	MSC.PPMM2.PMCOR.0201
ECTS Credits	0
Course Leader	GARDINER Paul
Synchronous	6
Discipline	Autre
Program	Project and Programme Management and Business Development
Prerequisites	None
Course Description	Fundamentals of research methods for business
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris
Evaluation	

Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

BUSINESS AND PROJECT MANAGEMENT AGILITY

Course Code	MSC.PPMM2.PMCOR.0030
ECTS Credits	3
Course Leader	GARDINER Paul
Synchronous	18
Discipline	Management & Organisation
Program	Project and Programme Management and Business Development
Prerequisites	Foundation level agile project management.
Course Description	The course is about the integration of business agility and agile project management in a modern, sustainable and global business context.
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	PMI Agile Practice Guide.
Websites	None.

DIGITAL TOOLS FOR PROJECT MANAGEMENT

Course Code	MSC.PPMM2.PMELE.0002
ECTS Credits	3
Course Leader	GARDINER Paul
Synchronous	18
Discipline	Management & Organisation
Program	Project and Programme Management and Business Development
Prerequisites	None.
Course Description	Practical application of MS Project, Power BI and Power Automate to increase efficiency.
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris

Evaluation	
Final Examination (%)	70
Continuous Assessment (%)	30
Academic reference	None
Websites	None