



Course Catalogue
Master Programmes
Incoming Exchange Students
Belo Horizonte Campus
(Brazil)
Spring 2024

Dear Exchange Students,

Welcome to SKEMA Business School !

Here are a few key instructions on how to consult properly the **Belo Horizonte Course Catalogue Spring 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 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 around mid-November.
- 4) **Special Note for Corporate Financial Management:** This specialization is only open to students with the required pre-requisites for each course. Be sure to consult the catalogue carefully and all of the pre-requisites highlighted in red.
- 5) Courses within the catalogue are subject to slight changes.
- 6) There is a maximum number of seats available per specialization program.

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M1 GBE BELO HORIZONTE

BRAZIL INTERCULTURE

Course Code	PGE.FINM1.ECCOR.0913
ECTS Credits	2
Course Leader	BURGER, Mariana-EXT
Synchronous	18
Discipline	Autre
Program	M1 GBE Belo Horizonte
Prerequisites	-
Course Description	-
Course Open to Exchange	Belo /Spring
Semester	spring
Campus	Belo Horizonte
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

CAREER MANAGEMENT (SPRING)

Course Code	PGE.FINM1.CRCOR.1004
ECTS Credits	1
Course Leader	ANDRE Nathalie
Synchronous	6
Discipline	Autre
Program	M1 GBE Belo Horizonte
Prerequisites	no
Course Description	Online workshops Pitching your personal brand : how to master your elevator pitch ? Get prepared for the upcoming Career Fair in February The Definitive LinkedIn Bootcamp Land the perfect job with LinkedIn! : a comprehensive e-learning course + quizz Pitch yourself by using new recruitment method: video pitch
Course Open to Exchange	Belo /Spring;#Paris /Spring;#Raleigh /Spring;#Suzhou /Spring
Semester	spring
Campus	Autre / Other, Belo Horizonte, Paris, Raleigh, Sophia, Suzhou
Evaluation	
Final Examination (%)	50

Continuous Assessment (%)	50
Academic reference	
Websites	

CORPORATE SOCIAL RESPONSIBILITY

Course Code	PGE.FINM1.HRCOR.0345
ECTS Credits	2
Course Leader	BARRAQUIER Anne
Synchronous	12
Discipline	Autre
Program	M1 GBE Belo Horizonte
Prerequisites	Students should master fundamental knowledge on strategic management and financial markets.
Course Description	the course is intended to provide the necessary knowledge to understand how a firm can become socially responsible and integrate sustainability practices.
Course Open to Exchange	Belo /Spring;#Paris /Spring;#Raleigh /Spring;#Suzhou /Spring
Semester	spring
Campus	Autre / Other, Belo Horizonte, Paris, Raleigh, Sophia, Stellenbosch-Le Cap, Suzhou
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Provided on K2
Websites	Provided on K2

DESIGN THINKING SEMINAR

Course Code	PGE.FINM1.STCOR.0814
ECTS Credits	2
Course Leader	MELILLO Francesca
Synchronous	12
Discipline	Autre
Program	M1 GBE Belo Horizonte
Prerequisites	-none
Course Description	A multi campus workshop based course to highlight why Design Thinking is so relevant for business today. The Design thinking process is an iterative process which means you constantly revise you thinking, changing your vision and ideas according to feedback received. A powerful creative tool

	that can drive a brand, business or an individual forward positively with innovative solutions
Course Open to Exchange	Belo /Spring;#Paris /Spring;#Raleigh /Spring;#Suzhou /Spring
Semester	spring
Campus	Autre / Other, Belo Horizonte, Paris, Raleigh, Sophia, Stellenbosch-Le Cap, Suzhou
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	
Websites	<p>The deep dive (IDEO) (22min) https://www.youtube.com/watch?v=2Dtrkrz0yoU Lucky Iron Fish (3min43) https://www.youtube.com/watch?v=iY0D-PlcgB4 d.school Paris and the aging simulator (1min25) https://www.youtube.com/watch?v=jD5XwdgAq_s How it works : Design Thinking (5min51) https://www.youtube.com/watch?v=pXtN4y3O35M Design Thinking - Tim Brown, CEO and President of IDEO (26min42) https://www.youtube.com/watch?v=U-hzefHdAMk</p>

ENTREPRENEURSHIP

Course Code	PGE.FINM1.STCOR.0843
ECTS Credits	3
Course Leader	MARINO Marianna
Synchronous	18
Discipline	Stratégie, Innovation & Entrepreneuriat
Program	M1 GBE Belo Horizonte
Prerequisites	
Course Description	
Course Open to Exchange	Belo /Spring;#Paris /Spring;#Raleigh /Spring;#Suzhou /Spring
Semester	spring
Campus	Autre / Other, Belo Horizonte, Paris, Raleigh, Sophia, Stellenbosch-Le Cap, Suzhou
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

INTERNATIONAL FINANCE

Course Code	PGE.FINM1.FICOR.0514
ECTS Credits	4
Course Leader	GROSLAMBERT Bertrand
Synchronous	24
Discipline	Autre
Program	M1 GBE Belo Horizonte
Prerequisites	-none
Course Description	-This course provides an overview of the nature and operation of global capital markets and traded financial instruments. Students are exposed to the organisation of the international financial system and the markets for stocks, bonds, commodities and foreign exchange
Course Open to Exchange	Belo /Spring;#Paris /Spring;#Raleigh /Spring;#Suzhou /Spring
Semester	spring
Campus	Autre / Other, Belo Horizonte, Lille, Paris, Raleigh, Sophia, Stellenbosch-Le Cap, Suzhou
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	Principles of Corporate Finance, 12/e.Brealey, Myers and Allen. McGraw-Hill ed.
Websites	

INTERNATIONAL MARKETING

Course Code	PGE.FINM1.MKCOR.0413
ECTS Credits	3
Course Leader	CASTILHOS Rodrigo
Synchronous	18
Discipline	Autre
Program	M1 GBE Belo Horizonte
Prerequisites	none
Course Description	Today's highly globalized economy imposes several challenges for firms. Cultural, economic, competitive, regulatory, and infrastructural particularities of regions and countries fundamentally affect the ways in which companies conceive and implement their international presence worldwide. This course provides state-of-art foundations and tools to (1) critically analyze the globalized marketplace and international consumers, (2) identify country-specific opportunities for doing business internationally, (3) devise marketing strategies for successfully competing in international markets, (4) critically understand how firms can leverage Artificial Intelligence in International Marketing, and (5) critically understand the role of transnational firms as drivers of sustainable development

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

MANAGEMENT OF INFORMATION SYSTEMS IN THE DIGITAL AGE

Course Code	PGE.FINM1.ISCOR.0703
ECTS Credits	3
Course Leader	MOLA Lapo
Synchronous	18
Discipline	Autre
Program	M1 GBE Belo Horizonte
Prerequisites	You need to have basic knowledge about management and economics, including understanding the general structure and functioning of organizations.
Course Description	<p>Advances in information technology (IT) have transformed business models, organizational structures and processes, and the methods for sustaining innovation and firm performance. IT has impacted business activities such as product design, production, purchasing, marketing, customer and supplier relationships, and human resource management, and has contributed significantly to productivity growth. Most firms have realized that IT-based innovation is a strategic imperative. The Internet and associated technological innovations have helped in restructuring the global economy into a networked economy characterized by unprecedented levels of electronically-mediated communication, collaboration, and commerce.</p> <p>With information technologies becoming an important force that shapes entire industries and creates value in firms, it is important that you as future business leaders understand the potential role of IT in creating value and competitive advantage. The objective of this course is to help you develop the critical thinking to assess how IT and systems shape business strategy, innovation, and operations in firms, with the key goal of helping you be better prepared to analyse and evaluate business challenges for maximizing the impact of IT on products, processes and services in different settings. This course will help you develop sophisticated understanding of the links between IT, business strategy and business process. You will also gain an appreciation of the organizational and management practices that complement IT investments and that are needed to extracting the appropriate return on IT investments.</p>

Course Open to Exchange	Belo /Spring;#Paris /Spring;#Raleigh /Spring;#Suzhou /Spring
Semester	spring
Campus	Autre / Other, Belo Horizonte, Paris, Raleigh, Sophia, Stellenbosch-Le Cap, Suzhou
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	Required readings will be provided to you.
Websites	We will use K2 as the course website.

OPERATION MANAGEMENT

Course Code	PGE.FINM1.ISCOR.0714
ECTS Credits	4
Course Leader	JEBALI Aida
Synchronous	27
Discipline	Management des Opérations
Program	M1 GBE Belo Horizonte
Prerequisites	
Course Description	
Course Open to Exchange	Belo /Spring;#Paris /Spring;#Raleigh /Spring;#Suzhou /Spring
Semester	spring
Campus	Autre / Other, Belo Horizonte, Paris, Raleigh, Sophia, Stellenbosch-Le Cap, Suzhou
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

STRATEGY

Course Code	PGE.FINM1.STCOR.0801
ECTS Credits	4
Course Leader	CIRILLO Bruno
Synchronous	30
Discipline	Stratégie, Innovation & Entrepreneuriat
Program	M1 GBE Belo Horizonte
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 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. 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 /Spring;#Paris /Spring;#Raleigh /Spring;#Suzhou /Spring
Semester	spring
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 SPRING

Course Code	PGE.FINM1.ISELE.0724
ECTS Credits	1
Course Leader	ANDRE Paul
Synchronous	0
Discipline	Autre
Program	M1 GBE Belo Horizonte
Prerequisites	none

Course Description	The goal of the course is to introduce the students to a programming language which is embedded in Excel. This language will make them able to automatize processes within Excel. It is also a skill which is required in many fields and specifically for Corporate Finance, Market finance and consulting and many more. Coding is a trending activity in our Data Science Era and this course will be a comprehensive introduction.
Course Open to Exchange	Belo /Spring;#Paris /Spring;#Raleigh /Spring;#Suzhou /Spring
Semester	spring
Campus	Autre / Other, Belo Horizonte, Paris, Raleigh, Sophia, Stellenbosch-Le Cap, Suzhou
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	
Websites	

INTERNATIONAL MARKETING AND BUSINESS DEVELOPMENT BELO HORIZONTE

BUSINESS DEVELOPMENT & SALES

Course Code	MSC.IMBM2.MKCOR.0065
ECTS Credits	5
Course Leader	SPIER Peter
Synchronous	30
Discipline	Marketing
Program	International Marketing and Business Development Belo Horizonte
Prerequisites	Business models, negotiation, sales
Course Description	<p>This course covers two strongly related areas: business development and sales.</p> <p>Sales and business development are an essential component of the MSc in International Marketing and Business Development. Companies are seeking to recruit candidates with good potential for sales and a good number of students will begin their careers in the sales function, either moving up into sales management or across into marketing.</p> <p>Two other courses: international business development and new business development focus on these aspects of business development. This course is more concerned with areas such as key account management, sales methods and developing business in existing markets with existing customers.</p> <p>SALES:</p> <p>The sales component of the course provides will help to develop selling techniques and discover the different kinds of positions available in sales and business development. The course will look at different types of sales situation and reveal how very different sales can be in different sectors.</p>

	<p>We will look at transactional bargaining situations moving through to more complex situations involving consultative- and solution-selling approaches. Throughout, the emphasis will be on developing students' ability to 'connect' with the other person, to use enquiry to better understand their point of view, to put forward their own position and to communicate and defend value.</p> <p>This course is a 'must' for students who wish to follow a career or spend their first years in sales or marketing. It will help to build confidence and cover the kind of techniques used in companies. The course will be interactive, and students will be expected to participate fully with live simulation.</p> <p>The skills developed in the course will certainly be useful elsewhere: selling ideas, pitching for resources, job interviews, internal selling...</p> <p>This part of the course goes hand in hand with the business development part that looks more specifically at Key account management and negotiation.</p> <p>BUSINESS DEVELOPMENT</p> <p>Business development involves identifying, analyzing and qualifying opportunities for growth that are both profitable and consistent with a company's strategy, and then making things happen. It is this combination of analysis and strategic vision with a concern for the practical side of things that make the activity so satisfying.</p> <p>This course will look at how companies in a range of sectors grow - whether in new or existing markets, with new or existing clients -, how decisions about which options to pursue can be formulated and evaluated, and how growth strategies can be put in place. There will be a natural focus on the role of key account managers, who are key players in developing business. In Sophia, Lille, Belo and Suzhou, the course will culminate in the annual Sales Challenge, where students will meet and sell to companies. In Paris students will be able to opt for this event as an elective.</p>
Course Open to Exchange	Belo /Spring;#Lille /Spring;#Sophia /Spring;#Suzhou /Spring
Semester	spring
Campus	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Suzhou
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Full reading list will be available on K2 (SKEMA's knowledge platform)
Websites	The links will be available on K2 (SKEMA's knowledge platform)

CAREER MANAGEMENT 2

Course Code	MSC.SFFM2.FICOR.0023
ECTS Credits	1
Course Leader	ANDRE Nathalie
Synchronous	6

Discipline	Autre
Program	International Marketing and Business Development Belo Horizonte
Prerequisites	No prerequisites.
Course Description	Career management, focusing on job search and first professional experiences.
Course Open to Exchange	Belo /Spring;#Lille /Spring;#Paris /Spring;#Raleigh /Spring;#Sophia /Spring;#Suzhou /Spring
Semester	spring
Campus	Lille, Paris, Sophia
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Accès Talent and careers HUB
Websites	None.

PRODUCT MANAGEMENT AND OPERATIONAL MARKETING

Course Code	MSC.IMBM2.MKCOR.0063
ECTS Credits	4
Course Leader	SPIER Peter
Synchronous	24
Discipline	Marketing
Program	International Marketing and Business Development Belo Horizonte
Prerequisites	Having a marketing background in strategic marketing and some basic knowledge about the marketing mix.
Course Description	<p>After introducing the concepts of product management and then reviewing all the steps of the product development process, from market research to releasing a product range onto the market, the final part of this course will focus on the interactions between all the company departments during the product development process.</p> <p>This course will give for the student a clear vision about how the most innovative companies around the world are developing new products and services, managing products and services, and implementing a competitive marketing plan for all of them.</p>
Course Open to Exchange	Belo /Spring;#Lille /Spring;#Sophia /Spring;#Suzhou /Spring
Semester	spring
Campus	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Suzhou
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	Mastering Product Management A step-by-step guide Kevin Brennan (facultative reading)
Websites	

UNDERSTANDING THE ELUSIVE CONSUMER

Course Code	MSC.IMBM2.MKCOR.0031
ECTS Credits	5
Course Leader	MECIT Aican
Synchronous	30
Discipline	Marketing
Program	International Marketing and Business Development Belo Horizonte
Prerequisites	Market research notion, Introduction to Marketing, Research Methods
Course Description	<p>Contemporary approaches to business emphasize the importance of adopting a customer focus. Marketing begins and ends with the consumer from determining consumer needs to ensuring customer satisfaction. Today's marketing manager has to possess an in-depth, scientific understanding of consumer judgment and decision-making but also of the way consumption functions in People's lives.</p> <p>The primary goal of this course is to provide a strong foundation for critical thinking in the area of consumer behavior through:</p> <ul style="list-style-type: none"> - focusing on the transition from a traditional economics-driven to a subtler understanding of consumers, - discussing the recent developments in the area with special emphasis on the psychological and socio-cultural advances.
Course Open to Exchange	Belo /Spring;#Lille /Spring;#Sophia /Spring;#Suzhou /Spring
Semester	spring
Campus	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Suzhou
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	<p>Blackwell, R.; Miniard, P; Engel, J. (2001). Consumer behavior (9th ed.). Orlando: Harcourt Publishers</p> <p>Khaneman, Daniel (2011). Thinking, fast and slow. New York: Farrar, Straus and Giroux, 2011.</p> <p>Arnould, Eric J., Thompson, Craig J. (2018). Consumer culture theory. London: Sage</p> <p>The list of weekly mandatory readings is provided below.</p> <ul style="list-style-type: none"> - Recommended textbook: Solomon, Michael R. (2015). Consumer Behavior, Global Edition, 11th Edition, London: Pearson. Cass R. Sunstein, Nudging: A Very Short Guide, 37 J. Consumer Pol'y 583 (2014). Schau, Hope J. (2018) Identity Projects and the Marketplace, Consumer Culture Theory. London: Sage, pp. 19-39. Siebert, Anton, Ahir Gopaldas, Andrew Lindridge, and Cláudia Simões (2020), Customer Experience Journeys: Loyalty Loops Versus Involvement Spirals, JM, 45-66. Iyengar, Sheena S., and Mark R. Lepper. When choice is demotivating: Can one desire too much of a good thing? JPSP, 79.6 (2000): 995-1006.

	<p>Simonson, Itamar (1989), Choice Based on Reasons: The Case of Attraction and Compromise Effects, JCR, 16, 158-174.</p> <p>Nedungadi, Prakesh. (1990), Recall and Consideration Sets: Influencing Choice Without Altering Brand Evaluations. JCR, 17, 263-276.</p> <p>Lee, A. Y., & Labroo, A. A. (2004). The effect of conceptual and perceptual fluency on brand evaluation. JMR, 41(2), 151-165.</p> <p>Gráinne M. Fitzsimons, Tanya L. Chartrand, and Gavan J. Fitzsimons (2008), Automatic Effects of Brand Exposure on Motivated Behavior: How Apple Makes You Think Different JCR, 35, 21-35.</p> <p>Kupor, D. M. & Z. L. Tormala. (2015) Persuasion, interrupted: The effects of momentary interruptions on message processing and persuasion, JCR, 300-15</p> <p>Lowrey, Tina M., and Larry J. Shrum. (2007) Phonetic symbolism and brand name preference, JCR, 34(3), 406-414.</p> <p>Fishbach, A., & Zhang, Y. (2008) Together or apart: When goals and temptations complement versus compete. JPSP, 94(4), 547.</p> <p>Sundie, J. M., Kenrick, D. T., Griskevicius, V., Tybur, J. M., Vohs, K. D., & Beal, D. J. (2011) Peacocks, Porsches, and Thorstein Veblen: Conspicuous Consumption as a Sexual Signaling System, JPSP, 100 (4), 664-680.</p> <p>Albert M. Muniz, Jr., and Thomas C. O'Guinn. (2001). Brand Community, JCR, 27(4), pp. 412-32.</p> <p>HEDIN, Hans, Hirvensalo, Irmeli, Vaarnas, Markko (2014) The Handbook of Market Intelligence : Understand, Compete and Grow in Global Markets Ed. 2. John Wiley & Sons.</p> <p>KOTLER, P. KARTAJAYA, H. SETIAWAN, I (2010). Marketing 3.0: From Products to Customers to the Human Spirit. United States: John Wiley & Sons.</p> <p>KOTLER, P. KARTAJAYA, H. SETIAWAN, I. (2016) Marketing 4.0: Moving from Traditional to Digital. United States: Wiley.</p>
Websites	

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	<p>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.</p> <p>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.</p>
Course Open to Exchange	Belo /Fall;#Belo /Spring

Semester	fall, spring
Campus	Belo Horizonte
Evaluation	
Final Examination (%)	70
Continuous Assessment (%)	30
Academic reference	<p>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</p>
Websites	<p> 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 </p>

FACEBOOK & INSTAGRAM CERTIFICATION

Course Code	MSC.IMBD2.MKELE.0215
ECTS Credits	3
Course Leader	POHU, Jérémy-EXT
Synchronous	18
Discipline	Marketing
Program	International Marketing and Business Development Belo Horizonte
Prerequisites	Have a laptop with a camera and microphone and access to high-speed internet Basics knowledge of Marketing
Course Description	Over 2.8 million monthly users on Facebook and Instagram and every day they discover new brands, products and services. Advertising on Facebook and Instagram is part of almost every business today to increase brand awareness, website traffic and sales. In this Masterclass, you will learn how to create a Facebook and Instagram Ads campaign with a former Facebook employee and get officially META certified.
Course Open to Exchange	Belo /Spring
Semester	spring
Campus	Belo Horizonte, Lille
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	www.facebookblueprint.com https://www.facebook.com/business/learn/certification/exams/100-101-exam
Websites	

NEW BUSINESS MODELS FOR UNDEREXPLORED SEGMENTS

Course Code	MSC.IMBM2.MKELE.0176
ECTS Credits	3
Course Leader	POULINGUE Genevieve
Synchronous	18
Discipline	Autre
Program	International Marketing and Business Development Belo Horizonte
Prerequisites	New Business Development: From Idea to Market OR Marketing Principles
Course Description	This course teaches students how to identify and explore opportunities for creating new business models in developing countries. More specifically, This course should help IMBD students to : understand the environmental variables (socio-cultural, technological, politico-legal, ecological) yielding opportunities in unexplored markets in emerging countries (specifically Brazil) Develop a Business Model to explore those opportunities Create a Business Model innovation by addressing unmet needs of those segments.

Course Open to Exchange	Belo /Spring
Semester	spring
Campus	Belo Horizonte
Evaluation	
Final Examination (%)	70
Continuous Assessment (%)	30
Academic reference	Osterwalder, A. (2010) Business Model Generation. Wiley Osterwalder, A. (2021) The Invincible Company. Wiley Several Harvard Business Review articles / extracts discussed during class
Websites	

SERVICES AND CUSTOMER EXPERIENCE MANAGEMENT

Course Code	MSC.IMBM2.MKELE.0186
ECTS Credits	3
Course Leader	POULINGUE Genevieve
Synchronous	18
Discipline	Autre
Program	International Marketing and Business Development Belo Horizonte
Prerequisites	Introductory Marketing course
Course Description	<p>The participation of the services sector is growing in almost all the economies of the world. As an economy develops, the service sector's relevance to job and income generation increases dramatically. In Brazil, the services sector already accounts for two-thirds of GDP. But the relevance of services is also increasing as a strategy for differentiating offers. Recently, marketing discipline has assimilated the concept of the dominant logic of the service, which is based on the assertion that all product is a service and that products do not create value but only have the potential to create value and value is always co-created by the customer in the process of using and interacting with the offers.</p> <p>Considering this theory, it is very important for marketers to be closer to customer in order to understand the customer's process of using and value cocreation in order to participate of the value creation. Therefore, marketers are increasingly challenged to understand the nature of services, learn how to manage services, and especially understand how services can create value and memorable experiences for customers while delivering sustainable competitive advantages.</p>
Course Open to Exchange	Belo /Spring
Semester	spring
Campus	Belo Horizonte
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60

Academic reference	LOVELOCK Christopher, WIRTZ, Jochen, HEMZO, Angelo. Services Marketing: people, technology and strategy. 7th ed. Prentice Hall, 2010. LUSCH, Robert, VARGO, Stephen. Service-Dominant Logic: Premises, Perspectives, Possibilities. Cambridge University Press, 2014. STICKDORN, Marc, SHNIDER, Jacob. This is service design thinking : Basics, tools, Cases. BIS Publication, 2010.
Websites	

STRATEGIC MARKETING BUSINESS GAME

Course Code	MSC.IMBM2.MKCOR.0079
ECTS Credits	3
Course Leader	POULINGUE Genevieve
Synchronous	18
Discipline	Autre
Program	International Marketing and Business Development Belo Horizonte
Prerequisites	Introductory Marketing course
Course Description	The goal of this course is to develop practical and decision-making skills, while promoting teamwork, collaboration, and competition skills. This course presents an experiential learning environment focused on core aspects of modern marketing management. Simulations focus on different aspects of marketing simulations focus on specific topics of marketing analysis, including international marketing, pricing, promotional efforts, global localization, and customer experience management. This course uses simulations to prepare for presenting specific topics of marketing, aiming at creating an environment for students to overcome challenges related to marketing decisions using gamification and problem-based learning frameworks.
Course Open to Exchange	Belo /Spring
Semester	spring
Campus	Belo Horizonte
Evaluation	
Final Examination (%)	30
Continuous Assessment (%)	70
Academic reference	
Websites	http://www.marketplace-simulation.com/advanced-strategic-marketing

SUSTAINABLE MARKETING & COMMUNICATION

Course Code	MSC.IMBD2.MKELE.0159
ECTS Credits	2
Course Leader	FAURE Camille
Synchronous	18

Discipline	Marketing
Program	International Marketing and Business Development Belo Horizonte
Prerequisites	No academic prerequisite; however, students should have basics of marketing so they can relate to marketing concepts.
Course Description	In this age of global warming, climate change and growing awareness of sustainability issues; this course aims at giving future marketers and managers the fundamentals of sustainable marketing in order to give them strategic insights, tools and understanding of what marketers can do to change the next business models generation. This course looks at the business case of sustainability, ways to integrate it into the marketing strategy and understanding how to identify, target, and convince eco-friendly consumers.
Course Open to Exchange	Belo /Spring
Semester	spring
Campus	Belo Horizonte, Paris
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	
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	

CORPORATE FINANCIAL MANAGEMENT

CAREER MANAGEMENT 2

Course Code	MSC.SFFM2.FICOR.0023
ECTS Credits	0
Course Leader	ANDRE Nathalie
Synchronous	0
Discipline	Autre
Program	Corporate Financial Management
Prerequisites	No prerequisites.
Course Description	Career management, focusing on job search and first professional experiences.
Course Open to Exchange	Belo /Spring;#Lille /Spring;#Paris /Spring;#Raleigh /Spring;#Sophia /Spring;#Suzhou /Spring
Semester	spring
Campus	Lille, Paris, Sophia
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Accès Talent and careers HUB
Websites	None.

CLIMATE CHANGE AND IMPACT INVESTING

Course Code	MSC.CFMM2.FICOR.0171
ECTS Credits	2
Course Leader	CARVALHO, Monica-EXT
Synchronous	12
Discipline	Autre
Program	Corporate Financial Management
Prerequisites	There are no mandatory pre-requisites for this course, but we suggest that students have taken International Finance (M1) and / or Financial Markets and Products (MSc CFM / first semester)
Course Description	In this course, students will become acquainted with the different instruments in capital markets and asset management associated with initiatives with social and environmental impact. The course explores a hands-on approach to present students to actual issues such as green bonds, social bonds, and their application as catalyzers of climate risk mitigation. Likewise, different risk-management tools gradually being developed are explored and applied.
Course Open to Exchange	Belo /Spring
Semester	spring

Campus	Belo Horizonte
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

CREDIT RISK MEASUREMENT AND MANAGEMENT

Course Code	MSC.CFMM2.FICOR.0187
ECTS Credits	3
Course Leader	MARQUES, Reinaldo-EXT
Synchronous	18
Discipline	Autre
Program	Corporate Financial Management
Prerequisites	TBC
Course Description	TBC
Course Open to Exchange	Belo /Spring
Semester	spring
Campus	Belo Horizonte
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

EMERGING MARKETS OPPORTUNITIES

Course Code	MSC.CFMM2.FIELE.0134
ECTS Credits	3
Course Leader	ANTONIO DE SOUSA NETO Jose
Synchronous	18
Discipline	Autre
Program	Corporate Financial Management
Prerequisites	Corporate valuation methods.
Course Description	Managing Risks and exploiting opportunities on BRICs and Emerging Markets countries. Economic outlook. Political Risk. Compliance. Technological readiness and Innovation. Contemporary challenges of the countries today.

Course Open to Exchange	Belo /Spring
Semester	spring
Campus	Belo Horizonte
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	<p>"Selected Case studies focusing each of the topics. Empirical local data. References Arnold, D. J.; Quelch, J. A. (1998). New strategies in emerging economies. Sloan Management Review, v. 40, n.1, p. 7-20.</p> <p>Ayyagari, M.; Dau, L. A.; Spencer, J. (2015). Strategic responses to FDI in emerging markets: are core members more responsive than peripheral members of business groups? Academy of Management Journal, v. 58, n.6, p. 1869-1894.</p> <p>Hoskisson, R.; Eden, L.; Lau, C.; Wright, M. (2000). Strategy in emerging economies. Academy of Management Journal, v.43, n.3, p. 249-267.</p> <p>Wylde, C. (2017). Emerging markets and the state: developmentalism in the 21st century. Richmond: Palgrave MacMillan.</p> <p>Hitt, M., Ireland, D., Hoskisson R. Thomson/South-Western. Strategic Management: Competitiveness and Globalization, Concepts and cases, Chapter 8.</p> <p>HBS Case Study: The Rise and Fall of Petrobras, by Andrew C. Inkpen. Pub Date: Jan 1, 2016</p> <p>HBS Case Study: Equity International: The Second Act, by Nicolas P. Retsinas; Ben Creo; Ricardo Reisen de Pinho. Pub Date: Apr 3, 2009</p> <p>HBS Case Study: Banco do Brasil: From Brazil to the World?, by Claudio Conti; Felipe L Monteiro. Pub Date: Sep 29, 2014</p> <p>"</p>
Websites	http://markets.ft.com/data http://www.imf.org/external http://www.worldbank.org/ http://www.bloomberg.com/ http://www.economist.com/ http://www.doingbusiness.org/ http://www.focus-economics.com/regions/latin-america http://www.latinfinance.com/

FOUNDATIONS OF RISK MANAGEMENT

Course Code	MSC.CFMM2.FICOR.0178
ECTS Credits	3
Course Leader	ALMEIDA DA MATTA Rafael
Synchronous	18
Discipline	Autre
Program	Corporate Financial Management
Prerequisites	Financial mathematics

Course Description	"The main objective of this course is to teach students how to identify and manage risks at the enterprise level as financial managers. This course emphasis on enterprise risk management that covers the four main aspects of risk in a corporation: Hazard risks, financial risks, operational risks and strategic risks. The course provides an introduction to enterprise risk management, explains the financial risk exposures of a company (foreign exchange, transaction, economic) and methods of hedging financial risks."
Course Open to Exchange	Belo /Spring
Semester	spring
Campus	Belo Horizonte
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	"GARPs proprietary Foundations of Risk Management book Financial Risk Manager Handbook Plus Test Bank (Jorion, 2010). Chapter 1."
Websites	www.garp.org

PROGRAMMING WITH PYTHON II

Course Code	MSC.CFMM2.FIELE.0139
ECTS Credits	3
Course Leader	SAIDANE Dhafer
Synchronous	18
Discipline	Autre
Program	Corporate Financial Management
Prerequisites	Python I
Course Description	Python is a programming language which is becoming increasingly popular in data science/machine learning. This course is the continuation of Python I. The objective of this course is to prepare students to use Python for solving simple problems in machine learning and data science and to understand existing solutions. The course will be geared towards practice, students will be expected to write programs for solving data science problems with real-life data.
Course Open to Exchange	Belo /Spring;#Suzhou /Spring
Semester	spring
Campus	Belo Horizonte, Suzhou
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	
Websites	

QUANTITATIVE ANALYSIS

Course Code	MSC.CFMM2.FICOR.0179
ECTS Credits	3
Course Leader	LOPES, Humberto-EXT
Synchronous	24
Discipline	Autre
Program	Corporate Financial Management
Prerequisites	"Financial data modeling with R"
Course Description	The goal of this course is to provide the student with analytical tools in statistics applied to finance.
Course Open to Exchange	Belo /Spring
Semester	spring
Campus	Belo Horizonte
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	"GARPs proprietary Quantitative Analysis book Financial Risk Manager Handbook Plus Test Bank (Jorion, 2010). Chapter 2, 3 and 5."
Websites	www.garp.org

RISK MANAGEMENT AND INVESTMENT MANAGEMENT

Course Code	MSC.CFMM2.FICOR.0186
ECTS Credits	3
Course Leader	HOFFERT, Antonio-EXT
Synchronous	18
Discipline	Autre
Program	Corporate Financial Management
Prerequisites	Corporate Valuation Methods;
Course Description	This course focuses on portfolio management techniques and the main features of risk measurement and monitoring in portfolio management.
Course Open to Exchange	Belo /Spring
Semester	spring
Campus	Belo Horizonte
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50

Academic reference	Financial Risk Manager Handbook Plus Test Bank (Jorion, 2010). Chapter 29 and 30.
Websites	https://www.garp.org

SUSTAINABILITY AND CLIMATE RISK

Course Code	MSC.CFMM2.FICOR.0181
ECTS Credits	2
Course Leader	CARVALHO, Monica-EXT
Synchronous	12
Discipline	Autre
Program	Corporate Financial Management
Prerequisites	n/a
Course Description	<p>FINANCE PROFESSIONALS</p> <p>Sustainability & Climate Risk helps professionals in sustainability management, climate risk management, and other critical areas of financial and environmental-related service industries to broaden their knowledge of the different types of sustainability and climate risk to enhance their current skillset. Finance and ESG-linked measurements and methods are increasingly intertwined, making the SCR a vital link to existing risk management practices.</p> <p>Those who are just beginning their careers benefit from the breadth of the curriculum, which exposes candidates to the major strategic aspects of sustainability and climate risk management. More established practitioners choose to become SCR certificate with GARP holders to ensure that they are apprised of the latest trends in sustainability and climate risk management.</p>
Course Open to Exchange	Belo /Spring
Semester	spring
Campus	Belo Horizonte
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	
Websites	

VALUATION AND RISK MODELS

Course Code	MSC.CFMM2.FICOR.0185
ECTS Credits	3
Course Leader	LACERDA, Leonardo-EXT
Synchronous	18
Discipline	Autre

Program	Corporate Financial Management
Prerequisites	Corporate valuation methods
Course Description	The main objective of this course is to teach students how to identify, as managers, the risks related to the valuation of different financial instruments. The evaluation of tangible and intangible assets, as well as managing market perception and ratings are explored.
Course Open to Exchange	Belo /Spring
Semester	spring
Campus	Belo Horizonte
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	"GARPs proprietary Valuation and Risk Models book Financial Risk Manager Handbook Plus Test Bank (Jorion, 2010). Chapter 7,9, 14, 20, 24 and 25"
Websites	www.garp.org

FINANCIAL MODELING II

Course Code	MSC.CFMM2.FICOR.0173
ECTS Credits	2
Course Leader	CHIKH Sabrina
Synchronous	18
Discipline	Finance
Program	Corporate Financial Management
Prerequisites	FINANCIAL MODELING I/ EXCEL AND VBA LEVEL 1
Course Description	This course will help the students to know how to build an abstract representation of a real world financial situation. It will enhance their capacities to design a model that will simulate the performance of a financial asset or portfolio of a business, project, or any other investment.
Course Open to Exchange	Belo /Spring;#Sophia /Spring;#Suzhou /Spring
Semester	spring
Campus	Belo Horizonte, Sophia, Suzhou
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

PROJECT AND PROGRAMME MANAGEMENT AND BUSINESS DEVELOPMENT

CAREER MANAGEMENT 2

Course Code	MSC.SFFM2.FICOR.0023
ECTS Credits	1
Course Leader	ANDRE Nathalie
Synchronous	6
Discipline	Autre
Program	Project and Programme Management and Business Development
Prerequisites	No prerequisites.
Course Description	Career management, focusing on job search and first professional experiences.
Course Open to Exchange	Belo /Spring;#Lille /Spring;#Paris /Spring;#Raleigh /Spring;#Sophia /Spring;#Suzhou /Spring
Semester	spring
Campus	Lille, Paris, Sophia

Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Accès Talent and careers HUB
Websites	None.

INNOVATION PROJECTS AND KNOWLEDGE MANAGEMENT

Course Code	MSC.PPMM2.PMCOR.0096
ECTS Credits	3
Course Leader	BARONI, Rodrigo-EXT
Synchronous	30
Discipline	Autre
Program	Project and Programme Management and Business Development
Prerequisites	None.
Course Description	<p>The course explains how innovation performs a strategic role on the organizational competitiveness. The course provides a comprehensive toolset of practices and approaches to manage innovative projects.</p> <p>It discusses the dynamics involved in the different types of innovation, presenting Knowledge Management (KM) and agile project management as pathways to deal with the changing scope and risks associated with innovative projects.</p> <p>The course offers a broader perspective of open innovation, recognizing the roles of the network connections between the organization and public agents, universities and research centers.</p>
Course Open to Exchange	Belo /Spring
Semester	spring
Campus	Belo Horizonte
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	<p>Required readings :</p> <p>Research papers and press articles delivered in class</p> <p>Recommended readings :</p>

	<p>Tidd, Joe and Bessant, John (2013). Managing innovation: integrating technological, market and organizational change. Fifth edition. (Available on SKEMA Scholarvox.)</p> <p>OECD (2005). Oslo Manual: Guidelines for Collecting and Interpreting Innovation Data, 3rd Edition.</p> <p>Christensen, Clayton M. (2016). The Innovators Dilemma: When New Technologies Cause Great Firms to Fail (Management of Innovation and Change). Harvard Business Review Press.</p> <p>Nonaka, I.; Takeuchi, H. (2011). The Knowledge Creating Company. Harvard Business Review Press.</p> <p>Schwabe (2004). Agile project management with Scrum. Available at Google Books.</p> <p>Chesbrough, Henry. (2005). Open Innovation: The New Imperative for Creating And Profiting from Technology. Harvard Business School Press.</p>
Websites	<p>http://www.oecd.org/sti/inno/oslomanualguidelinesforcollectingandinterpretinginnovationdata3rdedition.htm</p> <p>https://theinnovationenterprise.com/</p>

LARGE PROGRAMMES AND MEGAPROJECTS

Course Code	MSC.PPMM2.PMCOR.0088
ECTS Credits	3
Course Leader	DESMOND, Luke-EXT
Synchronous	24
Discipline	Autre
Program	Project and Programme Management and Business Development
Prerequisites	None.
Course Description	This course aims to provide a practical understanding of the issues, problems and opportunities associated with managing large programmes and megaprojects in the real world. Although theoretical aspects will be discussed, the primary focus will be on the actual difficulties of managing large programmes in a real world environment.
Extra fees	<p>36 euros (including TVA)*</p> <p>*The SKEMA International Office will contact students on the payment procedure once the nomination period is complete (mid-November).</p>
Course Open to Exchange	Belo /Spring;#Lille /Spring
Semester	spring
Campus	Belo Horizonte, Lille
Evaluation	
Final Examination (%)	100

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

	<p>19. Müller, R. and Turner, J. R. (2007). Matching the project managers leadership style to project type. <i>International Journal of Project Management</i>, vol. 25 (1), pp. 21-32. Available at: http://www.nao.org.uk/wp-content/uploads/2012/12/1213794.pdf</p> <p>20. Partingtona, D., Pellegrinelli, S. and Young, M. (2005). Attributes and levels of programme management competence: an interpretive study. <i>International Journal of Project Management</i>, vol. 23 (2), pp. 87-95.</p> <p>21. Thomas, J. and Mengel, T. (2008). Preparing project managers to deal with complexity - Advanced project management education. <i>International Journal of Project Management</i>, 26, pp. 304-315.</p> <p>DAY 3</p> <p>22. Flyvbjerg, B., Holm, M. S. and Buhl, S. (2002). Underestimating costs in public works projects: error or lie? <i>Journal of the American Planning Association</i>, vol. 68, pp. 279-295.</p> <p>23. Thiry, M. (2002). Combining value and project management into an effective programme management model. <i>International Journal of Project Management</i>, vol. 20 (3), pp. 221-227.</p> <p>RECOMMENDED READINGS</p> <p>1. Reiss, G. (2006). <i>Gower handbook of programme management</i>. Hampshire: Gower.</p> <p>2. Graham, A. K. (2000). Beyond PM 101: lessons for managing large development programmes. <i>Project Management Journal</i>, Vol. 31(4), pp. 7-18.</p> <p>3. Pellegrinelli, S., Partington, D., Hemingway, C., Mohdzain, Z. and Shah, M. (2007). The importance of context in programme management: an empirical review of programme practices. <i>International Journal of Project Management</i>, vol. 25(1), pp. 41-55.</p> <p>4. Shehua, Z. and Akintoyeb, A. (2010). Major challenges to the successful implementation and practice of programme management in the construction environment: a critical analysis. <i>International Journal of Project Management</i>, vol. 28 (1), pp. 26-39.</p> <p>5. Vereecke, A., Pandelaere, E., Deschoolmeester, D. and Stevens, M. (2003). A classification of development programmes and its consequences for programme management. <i>International Journal of Operations and Production Management</i>, vol. 23 (10), pp. 1279-1290.</p>
Websites	<p>1. National Audit Office. A series of critical reports on UK Government programmes. Available at: https://www.nao.org.uk/</p>

MANAGING RISK, UNCERTAINTY AND COMPLEXITY

Course Code	MSC.PPMM2.PMCOR.0086
ECTS Credits	3
Course Leader	INCERTI Valerio
Synchronous	24
Discipline	Management & Organisation
Program	Project and Programme Management and Business Development
Prerequisites	None.
Course Description	Projects are the business activities that make the firm able to adapt, change, grow and innovate. Unfortunately, inside the Firms portfolio of projects, some situations are very simple and some are very complex to manage. Contrary to business repetitive operations, project activities have

	<p>a high rate of failure, and these failures mean under performance. The capacity to anticipate complex situations need to identify which situations are in predictable uncertainty and which are in unpredictable uncertainty before implementing risk management processes.</p> <p>Traditional risk management from standards are effective to manage situations in predictable uncertainty. But for situations in unpredictable uncertainty, it is necessary to understand how complex projects work, and to efficiently behave in conditions of high uncertainty. This is a key managerial capacity today for Top and Middle managers in changing and competitive environments.</p> <p>With the « VIO » Model, a dynamic model for complex project , we identify complex situations in unpredictable uncertainty, and we elaborate tactics to manage critical stakeholders sources of these unpredictable situations to have an effective organisation to manage under uncertainty.</p>
Course Open to Exchange	Belo /Spring;#Lille /Spring;#Paris /Spring
Semester	spring
Campus	Belo Horizonte, Lille, Paris
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	<p>REQUIRED READINGS</p> <ul style="list-style-type: none"> - PMBOK Guide, Chapter 11 : Project Risk management - PRINCE2, Managing successful project with Prince2, Chapter 8 : Risk <p>RECOMMENDED READINGS</p> <ul style="list-style-type: none"> - Atkinson, R., Crawford, L., Ward, S., 2006. Fundamental uncertainties in projects and the scope of project management. International Journal of Project Management, 24, 687-698. - De Meyer, A., Loch, C.H., Pich, M.T., 2002. Managing Project Uncertainty : From Variation to Chaos. MIT Sloan Management Review, winter 2002, 60-67 - Geraldi, J.G., Maylor, H., Williams, T., 2011. Now, let's make it really complex (complicated): A systematic review of the complexities of projects. International Journal of Operations & Production Management, 31, 966-990 - Loch, C.H., Solt, M.E., Bailey, E.M., 2008. Diagnosing Unforeseeable Uncertainty in a New Venture. Journal of Product Innovation Management, 25, 28-46. - Simon, H.A., 1969. The Science of the Artificial. MIT Press, Boston - Sommer, S.C., Loch, C.H., 2004. Selectionism and Learning in Projects with Complexity and Unforeseeable Uncertainty. Management Science, 50, 1334-1347 - Sommer, S.C., Loch, C.H., Dong, J., 2009. Managing Complexity and Unforeseeable Uncertainty in Startup Companies: An Empirical Study. Organization Science, vol. 20, 118-133. - White, D., Fortune, J., 2002. Current Practice in Project Management - An Empirical Study. International Journal of Project Management, 20, 1-11
Websites	None.

ORGANIZATIONAL PERFORMANCE MANAGEMENT

Course Code	MSC.PPMM2.PMCOR.0075
ECTS Credits	3
Course Leader	SAINTOT, Valérie-EXT
Synchronous	24
Discipline	Autre
Program	Project and Programme Management and Business Development
Prerequisites	Knowledge about strategy
Course Description	This course aims to introduce the concepts of organizational performance management. This includes approaches followed in strategy translation, cascade and alignment to ensure execution and value creation.
Course Open to Exchange	Belo /Spring;#Lille /Spring;#Paris /Spring
Semester	spring
Campus	Belo Horizonte, Lille, Paris
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	<p>REQUIRED READINGS</p> <ol style="list-style-type: none"> 1. Project Management Institute, 2013. Organizational project management maturity model (OPM3) knowledge foundation (3rd ed.). Newtown Square 2. International Project Management Association (IPMA), 2016. Project Excellence Baseline for Achieving Excellence in Projects and Programmes. IPMA Global Standard 3. Kerzner, H. 2005. Using the Project Management Maturity Model: Strategic Planning for Project Management 2nd Edition, 2nd Ed. John Wiley & Sons Inc. 4. R. Kaplan and R. de Pinho (2014), Volkswagen do Brasil: Driving Strategy with the Balanced Scorecard, Harvard Business Review 5. KAPLAN, R. S. & NORTON, D. R. (1992) The Balanced Scorecard: Measures That Drive Performance. Harvard Business Review, 71-79. 6. 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. 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. P. Niven (2006), Balanced scorecard step-by-step for government and non-profit agencies, John Wiley
Websites	http://www.ipma.world/ https://www.pmi.org/

PORTFOLIO MANAGEMENT AND PMO

Course Code	MSC.PPMM2.PMCOR.0203
ECTS Credits	4
Course Leader	GARDINER Paul

Synchronous	0
Discipline	Management & Organisation
Program	Project and Programme Management and Business Development
Prerequisites	None.
Course Description	Fundamentals of portfolio management and PMO. Project prioritization, project selection, portfolio fit. PMO models and structures, benefits and challenges of implementing a PMO. PMO maturity and balance of traditional versus agile approaches. A simulation is attached to this course: CESIM Project.
Extra fees	35 euros (including TVA)* *The SKEMA International Office will contact students on the payment procedure once the nomination period is complete (mid-November).
Course Open to Exchange	Belo /Spring;#Lille /Spring;#Paris /Spring
Semester	spring
Campus	Belo Horizonte, Lille, Paris
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

PROJECT FINANCING AND ACCOUNTING

Course Code	MSC.PPMM2.PMCOR.0204
ECTS Credits	4
Course Leader	ATANASOV, Petko-EXT
Synchronous	12
Discipline	Management & Organisation
Program	Project and Programme Management and Business Development
Prerequisites	None.
Course Description	Principles of project financing and accounting.
Course Open to Exchange	Belo /Spring;#Lille /Spring;#Paris /Spring
Semester	spring
Campus	Belo Horizonte, Lille, Paris
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	

Websites	
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PROJECT PRACTICE PORTFOLIO 2

Course Code	MSC.PPMM2.PMOPT.0002
ECTS Credits	3
Course Leader	GARDINER Paul
Synchronous	12
Discipline	Autre
Program	Project and Programme Management and Business Development
Prerequisites	None.
Course Description	<p>This course requires you to work in teams on real projects in a portfolio. You will be part of a cell working on several projects and will develop your project management competences through practice. Part 1 is focused on project generation and initiation activities up to and including the project charter.</p> <p>Part 2 is focused on project development and delivery, quality management, audit and control.</p>
Course Open to Exchange	Belo /Spring;#Lille /Spring;#Paris /Spring
Semester	spring
Campus	Belo Horizonte, Lille, Paris
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	<p>Required readings</p> <p>(1) APM Competence Framework</p> <p>Recommended readings</p> <ol style="list-style-type: none"> 1. PMI PMBOK Guide 2. APM Body of Knowledge 3. PRINCE2 guide 4. AgilePM Guide 5. GAPPS project manager and sponsor standards
Websites	Visit the websites of PMI, APM, GAPPS

RESEARCH METHODS 2

Course Code	MSC.PPMM2.PMCOR.0202
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 - case study method
Course Open to Exchange	Belo /Spring;#Lille /Spring;#Paris /Spring
Semester	spring
Campus	Belo Horizonte, Lille, Paris
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

SUSTAINABLE AND ETHICAL PROJECT MANAGEMENT

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

	The UN Post 2015 Business Engagement Architecture The UN Global Compact SDG Compass ISO Standards from a project management perspective including: ISO 21500 Guidance on Project Management ISO 50001 The Energy Management Standard ISO 14001 The Environmental Management Standard ISO 9001 Principles of Quality Management ISO 26000 Guidance on Social Responsibility ISO 55000 Asset Management
Websites	www.greenprojectmanagement.org blog.greenprojectmanagement.org

AI BUSINESS APPLICATIONS RELEVANT TO PROJECT MANAGEMENT

Course Code	MSC.PPMM2.PMCOR.0100
ECTS Credits	3
Course Leader	BOUDREAU, Paul-EXT
Synchronous	18
Discipline	Business Analytics, Data Science & AI
Program	Project and Programme Management and Business Development
Prerequisites	None
Course Description	This course introduces the latest technological developments in AI and their current and potential applications in business with focus on project, programme and portfolio management
Course Open to Exchange	Belo /Spring;#Lille /Spring;#Paris /Spring
Semester	spring
Campus	Belo Horizonte, Lille, Paris
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	