



Course Catalogue
Master Programmes
Incoming Exchange Students
Lille Campus
Spring 2024

Dear Exchange Students,

Welcome to SKEMA Business School !

Here are a few key instructions on how to consult properly the **Lille 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 successfully follow the courses.
- 3) **Special Note for Project and Program Management & Business Development Program:**
Certain courses within this program have **extra fees**. Fees apply because students are able to obtain various professional certifications once passing the course. The fees are directly linked with the enrollment of the student in the professional certificate examination. Fee details are clearly indicated in the course catalogue. Students choosing this program will be required to pay the required fees before receiving their acceptance letter. The SKEMA International Office will contact students on the payment procedure once the nomination period is complete (mid-November).
- 4) 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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INTERNATIONAL MARKETING AND BUSINESS DEVELOPMENT LILLE

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 Lille
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. 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</p>

	that make the activity so satisfying. 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.
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 Lille
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	27
Discipline	Marketing
Program	International Marketing and Business Development Lille
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	40
Discipline	Marketing
Program	International Marketing and Business Development Lille
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; Engenl, 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> <p>- Recommended textbook: Solomon, Michael R. (2015). Consumer Behavior, Global Edition, 11th Edition, London: Pearson.</p> <p>Cass R. Sunstein, Nudging: A Very Short Guide, 37 J. Consumer Pol'y 583 (2014).</p> <p>Schau, Hope J. (2018) Identity Projects and the Marketplace, Consumer Culture Theory. London: Sage, pp. 19-39.</p> <p>Siebert, Anton, Ahir Gopaldas, Andrew Lindridge, and Cláudia Simões (2020), Customer Experience Journeys: Loyalty Loops Versus Involvement Spirals, JM, 45-66.</p> <p>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> <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. 41232.</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	

BUSINESS INTELLIGENCE WITH DATA MINING

Course Code	MSC.IMBM2.MKELE.0144
ECTS Credits	3
Course Leader	OKOLI Chitu
Synchronous	18
Discipline	Autre
Program	International Marketing and Business Development Lille
Prerequisites	<p>None!</p> <p>The course is designed for general business students, so there are no mathematics or computer programming prerequisites. However, you should have some general business education, otherwise, it may be hard to understand the business intelligence aspects of the course.</p>
Course Description	<p>Business intelligence is a set of comprehensive tools, techniques, approaches whose goal is to harness the data in organizations to make sense of it so that we can make intelligent business decisions. This award-winning course teaches business intelligence from the perspective of data mining, a process of discovering meaningful relationships that are hidden in large datasets. You will learn how to follow the data mining cycle to understand business needs, understand the data, prepare the data, model the data, evaluate the data, and then iterate through the preceding steps until a solution is sufficiently reliable and practical to be deployed. In this course, you will learn how to conduct standard data mining techniques, how to properly evaluate their results, and how to interpret them in terms of effective managerial action.</p>
Course Open to Exchange	Lille /Spring
Semester	spring
Campus	Lille, Paris
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	<p>Kotu, Vijay, and Bala Deshpande. Predictive analytics and data mining: concepts and practice with rapidminer. Morgan Kaufmann, 2014.</p> <p>North, Matthew. Data Mining for the Masses, Second Edition: With Implementations in RapidMiner and R. CreateSpace Independent Publishing Platform, 2016.</p>

Websites	The links will be available on K2 (SKEMA's knowledge platform) RapidMiner Perusall DataCamp
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FACEBOOK AND INSTAGRAM CERTIFICATION

Course Code	MSC.IMBM2.MKELE.0215
ECTS Credits	3
Course Leader	POHU, Jérémy-EXT
Synchronous	18
Discipline	Marketing
Program	International Marketing and Business Development Lille
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. 100% online course to prepare FB/Instagram certification
Course Open to Exchange	Lille /Spring;#Sophia /Spring
Semester	fall, spring
Campus	Belo Horizonte, Lille, Paris, Raleigh, Sophia
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	
Websites	www.facebookblueprint.com https://www.facebook.com/business/learn/certification/exams/100-101-exam

GOOGLE TOOLS AND SEM

Course Code	MSC.IMBM2.MKELE.0197
ECTS Credits	2
Course Leader	LIMA Marcos
Synchronous	18
Discipline	Marketing
Program	International Marketing and Business Development Lille
Prerequisites	None

Course Description	At the end of this module, students will know the different levers of traffic generation and the operation of search engines. They will be able to use a range of analytical tools wisely to control these levers of traffic acquisition, and then optimize performance. In this module students will: - Know how the search engine works - Know the different levers of traffic acquisition - Master the tools of analysis - Track and monitor performance indicators
Course Open to Exchange	Lille /Spring
Semester	fall, spring
Campus	Lille, Sophia
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Cutura, Kristina (2013) Advertising on Google: The High Performance Cookbook. Packt Publishing. Available at Scholarvox.com: http://www.scholarvox.com/catalog/book/docid/88850298
Websites	

INSTAGRAM AND SOCIAL MEDIA IN THE LUXURY INDUSTRY

Course Code	MSC.IMBM2.MKELE.0194
ECTS Credits	3
Course Leader	LIMA Marcos
Synchronous	18
Discipline	Marketing
Program	International Marketing and Business Development Lille
Prerequisites	None
Course Description	Social media marketing helps increase brand awareness and promote products through the use of carefully targeted content. In the luxury industry, story-telling is a particularly valuable tool. Through the use of photography and video luxury brands optimize their communication on social networks such as Facebook, Pinterest and, increasingly, Instagram. This class walks students through the process of creating and reinforcing Brand Identity using the 15 laws of Instagram, as published in the teacher's own book. With a wealth of examples and case studies, Sébastien GIRARD will share his decades of experience in marketing of luxury brands, with new insights on how social media in general and Instagram in particular can be used to create powerful communication campaigns targeting generations Y and Z.
Course Open to Exchange	Lille /Spring
Semester	spring
Campus	Lille
Evaluation	

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

NEGOTIATION

Course Code	MSC.IMBM2.MKELE.0128
ECTS Credits	3
Course Leader	SPIER Peter
Synchronous	18
Discipline	Marketing
Program	International Marketing and Business Development Lille
Prerequisites	None
Course Description	<p>This course is positioned as a complement aside the classic courses of marketing :</p> <ul style="list-style-type: none"> - At the end of their studies, about 50% of the students in Economics, Business Development, start in their professional life with a commercial function. - Companies offer more jobs in sales than in marketing positions (with a ratio of 10 for 1 according to some surveys). <p>The purpose is thus to give the participants some understanding of what negotiation is, to develop their own personal skills in negotiation, and to give them benchmarks about professional commercial behaviour, should they have tomorrow an occupation in Sales & Marketing.</p>
Course Open to Exchange	Lille /Spring
Semester	spring
Campus	Lille
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	Tracy, Brian. (2013). Negotiation. Amacom, 2013 http://www.scholarvox.com/catalog/book/docid/88813662
Websites	

PHOTOSHOP

Course Code	MSC.IMBM2.MKELE.0180
ECTS Credits	3
Course Leader	BERNARD, Pierre-Alexis-EXT

Synchronous	18
Discipline	Marketing
Program	International Marketing and Business Development Lille
Prerequisites	None
Course Description	<p>This class provides meaningful skills and techniques to become proficient in graphic design using Photoshop from Adobe. This Photoshop initiation will allow students to acquire skills they can use on a regular basis, but also create their very own projects to build marketing campaigns or design communication mediums. Besides, students will experience project management and implement Agile concepts in a company-like environment.</p> <p>This course adopts a hands-on approach to learn and practice Photoshop.</p>
Course Open to Exchange	Lille /Spring
Semester	spring
Campus	Lille, Paris
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	The reading list will be available on K2 (SKEMA's knowledge platform)
Websites	The links will be available on K2 (SKEMA's knowledge platform)

TRADE MARKETING AND CATEGORY MANAGEMENT

Course Code	MSC.IMBM2.MKCOR.0071
ECTS Credits	3
Course Leader	LIMA Marcos
Synchronous	18
Discipline	Marketing
Program	International Marketing and Business Development Lille
Prerequisites	A general understanding of the retail environment is a plus, but not a requirement.
Course Description	<p>This course serves as a perfect preparation for the retail industry and the relationships between retailers and their suppliers. By studying real-life strategies from global leaders (e.g. Procter & Gamble, Coca-Cola, Carrefour, Decathlon) and working on fictional case studies specifically designed for the course, students will get familiar with the key performance indicators, tools and tactics used to drive category sales in the short and medium term. More specifically, they will learn how to use the levers of trade-in, trade-up and trade-across to implement sales promotions in a smarter way, create effective shelf organizations and make fact-based assortment decisions. Potential benefits are primarily targeted towards a career in the FMCG industry, but many of the learnings from this course can be applied to any B2C strategy.</p>
Course Open to Exchange	Lille /Spring

Semester	spring
Campus	Lille
Evaluation	
Final Examination (%)	30
Continuous Assessment (%)	70
Academic reference	<ul style="list-style-type: none"> - Practical slide deck (a summary is provided to students), - Activities using Mural (mural.co) or a similar online tool, - Activity cards developed specifically for the course, - GfK dataset extracts, retailer planograms, FMCG suppliers category vision portfolios.
Websites	

UX DESIGN AND USABILITY

Course Code	MSC.IMBM2.MKELE.0181
ECTS Credits	3
Course Leader	NIZON, Emilien-EXT
Synchronous	18
Discipline	Marketing
Program	International Marketing and Business Development Lille
Prerequisites	No prerequisite. Bringing a personal laptop at every single class is compulsory.
Course Description	Through this 18 hour program, students will learn how to understand users behavior, needs and motivations using several methodologies, how they react, and how they can trigger their attention on a website or an app.
Course Open to Exchange	Sophia /Fall;#Lille /Spring
Semester	spring
Campus	Lille, Paris, Sophia
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	Understanding Your Users : A Practical Guide to User Research Methods Ed. 2. Baxter, Kathy,Courage, Catherine,Caine, Kelly. Elsevier Science, 2015 Practical UX Design. Faranello, Scott. Packt Publishing, 2016
Websites	The links will be available on K2 (SKEMA's knowledge platform)

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.

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.

Course Open to Exchange	Belo /Spring;#Lille /Spring
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>
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. International Journal of Managing Projects in Business, vol. 1 (1), pp. 125-130. 3. Charette, R. N. (1996). Large-scale project management is risk management. IEEE Software, 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. International Journal of Project Management, vol. 9 (3), pp. 148-156. 7. Flyvbjerg, B. (2014). What you should know about megaprojects and why: an overview. Project Management Journal, 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. International Social Science Journal, 55, pp. 15-22. 10. Horwitch, M. (1984). Managing large-scale programs: the managerial dilemma. Technology in Society, 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. International Business Review, 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

	<p>critical review. <i>International Journal of Project Management</i>, vol. 22 (4), pp. 289-299.</p> <p>14. Merrow, E. W. (2011). <i>Industrial megaprojects</i>. New Jersey: John Wiley & Sons, Inc.</p> <p>15. Office of Government Commerce. (2007). <i>Managing successful programmes</i>. 3rd ed. UK.</p> <p>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> <p>DAY 2</p> <p>17. Binder, J. (2007). <i>Global project management: communication, collaboration and management across borders</i>. Surrey, England: Gower.</p> <p>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> <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. Partington, 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	<p>Projects are the business activities that make the firm able to adapt, change, grow and innovate. Unfortunately, inside the Firms portfolio of projects, some situations are very simple and some are very complex to manage. Contrary to business repetitive operations, project activities have a high rate of failure, and these failures mean under performance. The capacity to anticipate complex situations need to identify which situations are in predictable uncertainty and which are in unpredictable uncertainty before implementing risk management processes.</p> <p>Traditional risk management from standards are effective to manage situations in predictable uncertainty. But for situations in unpredictable uncertainty, it is necessary to understand how complex projects work, and to efficiently behave in conditions of high uncertainty. This is a key managerial capacity today for Top and Middle managers in changing and competitive environments.</p> <p>With the « VIO » Model, a dynamic model for complex project , we identify complex situations in unpredictable uncertainty, and we elaborate tactics to manage critical 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

	<p>Uncertainty in a New Venture. Journal of Product Innovation Management, 25, 28-46.</p> <p>- Simon, H.A., 1969. The Science of the Artificial. MIT Press, Boston</p> <p>- Sommer, S.C., Loch, C.H., 2004. Selectionism and Learning in Projects with Complexity and Unforeseeable Uncertainty. Management Science, 50, 1334-1347</p> <p>- 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.</p> <p>- White, D., Fortune, J., 2002. Current Practice in Project Management - An Empirical Study. International Journal of Project Management, 20, 1-11</p>
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> <p>1. Project Management Institute, 2013. Organizational project management maturity model (OPM3) knowledge foundation (3rd ed.). Newtown Square</p> <p>2. International Project Management Association (IPMA), 2016. Project Excellence Baseline for Achieving Excellence in Projects and Programmes. IPMA Global Standard</p> <p>3. Kerzner, H. 2005. Using the Project Management Maturity Model: Strategic Planning for Project Management 2nd Edition, 2nd Ed. John Wiley & Sons Inc.</p> <p>4. R. Kaplan and R. de Pinho (2014), Volkswagen do Brasil: Driving Strategy with the Balanced Scorecard, Harvard Business Review</p> <p>5. KAPLAN, R. S. & NORTON, D. R. (1992) The Balanced Scorecard: Measures That Drive Performance. Harvard Business Review, 71-79.</p> <p>6. Selected list of journal articles will be communicated to students before the start of the course.</p>

	RECOMMENDED READINGS 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.
Course Open to Exchange	Belo /Spring;#Lille /Spring;#Paris /Spring
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).
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	

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	<p>REQUIRED READINGS</p> <p>BEFORE DAY 1</p> <p>The GPM PRiSM Methodology for Project Management</p> <p>The GPM P5 Standard for Sustainability Management.</p> <p>RECOMMENDED READINGS</p> <p>The Association for Project Management (APM) Body of Knowledge</p> <p>The UN Global Compact Ten Principles</p> <p>The GRI G4 Reporting Framework</p> <p>The UN Post 2015 Business Engagement Architecture</p> <p>The UN Global Compact SDG Compass</p> <p>ISO Standards from a project management perspective including:</p> <p>ISO 21500 Guidance on Project Management</p> <p>ISO 50001 The Energy Management Standard</p> <p>ISO 14001 The Environmental Management Standard</p> <p>ISO 9001 Principles of Quality Management</p> <p>ISO 26000 Guidance on Social Responsibility</p> <p>ISO 55000 Asset Management</p>
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	

CO-DESIGNING WITH STAKEHOLDERS FOR CLIMATE RESILIENCE

Course Code	MSC.PPMM2.PMELE.0003
ECTS Credits	3
Course Leader	BLAIR Berill
Synchronous	18
Discipline	Management & Organisation
Program	Project and Programme Management and Business Development
Prerequisites	None
Course Description	Co-designing with Stakeholders for Climate Resilience introduces students to a variety of participatory methods and tools to engage with stakeholders. Students will learn the various approaches to group facilitation and techniques to elicit knowledge in service of effective interventions in organizations. In this course, students will use them to simulate solutions for climate adaptation and resilience in organizations, getting to know relevant methods and tools through hands-on activities.
Course Open to Exchange	Lille /Spring;#Paris /Spring
Semester	spring
Campus	Lille
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	TBD
Websites	TBD

INTERNATIONAL BUSINESS DEVELOPMENT : PROPOSALS, TENDERS & BIDS

Course Code	MSC.PPMM2.PMCOR.0087
ECTS Credits	3
Course Leader	HAINGLAISE, Jean-Charles
Synchronous	24
Discipline	Management & Organisation
Program	Project and Programme Management and Business Development
Prerequisites	None.
Course Description	This course provides fundamentals and overall framework of what is bid management and tendering. The purpose of this course is to explain how to organize and answer to calls for tender or project. This course will present the main typologies of tenders and the key practices

	that helps to make a tender successful. A focus will be done on call for project through a case study to be run in team.
Course Open to Exchange	Lille /Spring;#Paris /Spring
Semester	spring
Campus	Lille, Paris
Evaluation	
Final Examination (%)	30
Continuous Assessment (%)	70
Academic reference	Aid Delivery Methods - Project Cycle Management Guidelines Vol 1, March 2014. Project Management A strategic planning approach. Paul D. Gardiner. The PMBOK.
Websites	http://ec.europa.eu/contracts_grants/contracts_en.htm https://ec.europa.eu/europeaid/sites/devco/files/methodology-aid-delivery-methods-project-cycle-management-200403_en_2.pdf https://en.wikipedia.org/wiki/Request_for_proposal Http://www.project-management-knowhow.com/contract_management.html

VR IN PROJECT MANAGEMENT

Course Code	MSC.PPMM2.PMELE.0004
ECTS Credits	3
Course Leader	JOLINK Albert
Synchronous	18
Discipline	Business Analytics, Data Science & AI
Program	Project and Programme Management and Business Development
Prerequisites	None
Course Description	This course provides understanding of VR as a tool for companies and how to use it to maximize its performance. The course will be taught in alternation with practical examples from the business market, showcasing the opportunities of using VR for sales projects, internal communication, marketing, and HR.
Course Open to Exchange	Lille /Spring
Semester	spring
Campus	Lille
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	None
Websites	None