



**Course Catalogue**  
**Master Programmes**  
**Incoming Exchange Students**  
**Paris Campus**  
**Fall 2023**

Dear Exchange Students,

Welcome to SKEMA Business School !

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

Please read these instructions carefully:

- 1) Students are required to choose **one program** and follow the courses within that one program. It is not possible to mix and match courses from different programs due to frequent scheduling clashes.
- 2) **Pay attention to the pre-requisites!** We have highlighted the pre-requisites for courses **in red**. It is the student's responsibility to ensure he/she has the required academic background to 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 (late June).
- 4) Courses within the catalogue **are subject to slight changes**.
- 5) There is a **maximum number of seats available** per specialization program.

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## M1 ABM FRANCE

### 2TONNES

<b>Course Code</b>	PGE.FINM1.OTCOR.0017
<b>ECTS Credits</b>	2
<b>Course Leader</b>	BOISSIN Denis
<b>Synchronous</b>	3,5
<b>Discipline</b>	Autre
<b>Program</b>	M1 ABM France
<b>Prerequisites</b>	Climate collage
<b>Course Description</b>	2Tonnes is a serious game where students individually and collectively aim to reach the CO2 emissions objective of 2 tons per person per year by 2050 as set by the Paris Agreement.
<b>Course Open to Exchange</b>	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Suzhou /Fall
<b>Semester</b>	fall
<b>Campus</b>	Autre / Other, Belo Horizonte, Lille, Paris, Sophia
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	
<b>Websites</b>	<a href="https://www.2tonnes.org/">https://www.2tonnes.org/</a>

### AI FOR MANAGEMENT

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

Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	
Websites	

#### BUSINESS TRANSFORMATION IN A DIGITAL ECONOMY

Course Code	PGE.FINM1.ECCOR.0906
ECTS Credits	2
Course Leader	DIBIAGGIO Ludovic
Synchronous	18
Discipline	Autre
Program	M1 ABM France
Prerequisites	Microeconomics for business: Costs and production, Perfect and imperfect competition (returns to scale, marginal-cost pricing, monopoly power), market structures (barriers to entry, concentration), network externalities Strategy : Industry analysis (PESTEL, segmentation, Five forces analysis,...) Business models
Course Description	This course provides an opportunity to understand and develop a critical view of the nature and the magnitude of structural changes related to ongoing digital transformations. This transformation reshuffles the architecture of most value chains and affects value creation, delivery, and capture mechanisms. Critical to understanding and evaluating the magnitude of these changes is the analysis of platform business models. Platforms forces all players to think about their role differently and change the competitive game. After an overview of the effects of digitization and artificial intelligence on the competitive environment, the course will focus on strategic principles to design and implement effective business models relying on digital solutions. Through real case analyses, lectures and in-class discussions, students will be able to navigate digital technologies disrupting most industries, and analyze platform-based business models.
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	
Websites	

## CAREER MANAGEMENT (FALL)

<b>Course Code</b>	PGE.FINM1.CRCOR.1003
<b>ECTS Credits</b>	2
<b>Course Leader</b>	ANDRE Nathalie
<b>Synchronous</b>	9
<b>Discipline</b>	Autre
<b>Program</b>	M1 ABM France
<b>Prerequisites</b>	No
<b>Course Description</b>	CV & profile update to prepare for a successful gap year Career Management Course & T&C hub presentation internship/job search technique & strategy + Career Management Course and T&C hub presentation Clarify your career goals and your professional project + interview preparation
<b>Course Open to Exchange</b>	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
<b>Semester</b>	fall
<b>Campus</b>	Autre / Other, Belo Horizonte, Lille, Paris, Raleigh, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	
<b>Websites</b>	

## CORPORATE FINANCE

<b>Course Code</b>	PGE.FINM1.FICOR.0503
<b>ECTS Credits</b>	5
<b>Course Leader</b>	GROSLAMBERT Bertrand
<b>Synchronous</b>	27
<b>Discipline</b>	Finance
<b>Program</b>	M1 ABM France
<b>Prerequisites</b>	None
<b>Course Description</b>	Our objective is to bring students to develop a rigorous analytical framework of the major investment and financing decisions. In particular, we will shed lights on the interest rates and the investment valuation. We will focus on different ways of financing between equity, debt. Then, we present the relationship between risk, return and the cost of financing.
<b>Course Open to Exchange</b>	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall

<b>Semester</b>	fall
<b>Campus</b>	Autre / Other, Belo Horizonte, Lille, Paris, Raleigh, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	60
Continuous Assessment (%)	40
<b>Academic reference</b>	1) Corporate Finance, Hillier, McGraw-Hill, 4th Edition 2) Corporate Finance Theory and Practice, P. Vernimmen, John Wiley & Sons, 2011, 3rd edition Available freely on Scholarvox by Cyberlibris at <a href="http://mediatheque.skema.edu/index.php?id=408">http://mediatheque.skema.edu/index.php?id=408</a>
<b>Websites</b>	<a href="Http://skema.lms.crossknowledge.com/data/modules/crossknowledge/interfaces/index.php">Http://skema.lms.crossknowledge.com/data/modules/crossknowledge/interfaces/index.php</a> <a href="http://www.vernimmen.com/">http://www.vernimmen.com/</a> <a href="http://mediatheque.skema.edu/index.php?id=408">http://mediatheque.skema.edu/index.php?id=408</a> <a href="http://knowledge.skema.edu/">http://knowledge.skema.edu/</a>

#### LANGUAGE: FRENCH ADVANCED FALL (FOR NON NATIVE SPEAKERS)

<b>Course Code</b>	PGE.FINM1.LGCOR.4311
<b>ECTS Credits</b>	2
<b>Course Leader</b>	DURANTON Hélène
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	M1 ABM France
<b>Prerequisites</b>	Pass at the Intermediate (B1) course or have 300+ hours of prior study
<b>Course Description</b>	This course is designed for students who have an advanced knowledge of French (students who have successfully passed the Intermediate (B1) course or who have 300+ hours of prior study). Students will enhance their ability to use French in the four skills (speaking, listening, reading and writing) in diverse and complex work and social contexts. Students will further enhance their understanding and writing of French in complex texts. By the end of this course, students will be able to communicate in a range of social and professional situations at an advanced level. The course aims to prepare students for a period of study or work abroad by further consolidating cultural awareness of France and other francophone countries and by focusing on contemporary business-related issues. Overall, students will attain a level comparable to B2/C1 CEFR.
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Lille, Paris, Sophia, Suzhou
<b>Evaluation</b>	



Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	Apprendre le français avec RFI : <a href="https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707">https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707</a> Apprendre le français avec TV5 Monde : <a href="http://apprendre.tv5monde.com/?utm_source=tv5monde&amp;utm_medium=metanav&amp;utm_campaign=langue-francaise_apprendre-le-francais">http://apprendre.tv5monde.com/?utm_source=tv5monde&amp;utm_medium=metanav&amp;utm_campaign=langue-francaise_apprendre-le-francais</a> Dictionnaire en ligne Reverso : <a href="http://dictionnaire.reverso.net/">http://dictionnaire.reverso.net/</a>

LANGUAGE: FRENCH BEGINNER I FALL (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4312
ECTS Credits	2
Course Leader	DURANTON Hélène
Synchronous	24
Discipline	Autre
Program	M1 ABM France
Prerequisites	There are no-prerequisites for this course.
Course Description	This course is designed for students with no prior knowledge of the language and offers an introduction to French language and francophone culture. Students will study French pronunciation and develop knowledge of the language in all four skills at a basic level. By the end of this course (French Beginner I and II), students will be able to communicate in a range of daily life situations at a basic level. The course aims to prepare students for a period of study abroad by increasing cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French. Overall, this course prepares students to reach a level comparable to A1 CEFR.
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Lille, Paris, Sophia, Suzhou
Evaluation	

Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	<p>Apprendre le français avec RFI : <a href="https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707">https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707</a></p> <p>Apprendre le français avec TV5 Monde : <a href="http://apprendre.tv5monde.com/?utm_source=tv5monde&amp;utm_medium=metanav&amp;utm_campaign=langue-francaise_apprendre-le-francais">http://apprendre.tv5monde.com/?utm_source=tv5monde&amp;utm_medium=metanav&amp;utm_campaign=langue-francaise_apprendre-le-francais</a></p> <p>Français Interactif : <a href="http://www.laits.utexas.edu/fi/home">http://www.laits.utexas.edu/fi/home</a></p> <p>Dictionnaire en ligne Reverso : <a href="http://dictionnaire.reverso.net/">http://dictionnaire.reverso.net/</a></p>

#### LANGUAGE: FRENCH BEGINNER II FALL (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4360
ECTS Credits	2
Course Leader	DURANTON Hélène
Synchronous	24
Discipline	Autre
Program	M1 ABM France
Prerequisites	Students must have completed French Beginner I or approx. 25/30 hours of prior learning.
Course Description	<p>This course is the continuation of French Beginner I and offers an introduction to French language and francophone culture. Students will study French pronunciation and develop knowledge of the language in all four skills at a basic level. By the end of this course (French Beginner I and II), students will be able to communicate in a range of daily life situations at a basic level. The course aims to prepare students for a period of study abroad by increasing cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French.</p> <p>Overall, this course prepares students to reach a level comparable to A1 CEFR.</p>
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Lille, Paris, Sophia, Suzhou
Evaluation	

Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	<p>Apprendre le français avec RFI : <a href="https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707">https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707</a></p> <p>Apprendre le français avec TV5 Monde : <a href="http://apprendre.tv5monde.com/?utm_source=tv5monde&amp;utm_medium=metanav&amp;utm_campaign=langue-francaise_apprendre-le-francais">http://apprendre.tv5monde.com/?utm_source=tv5monde&amp;utm_medium=metanav&amp;utm_campaign=langue-francaise_apprendre-le-francais</a></p> <p>Français Interactif : <a href="http://www.laits.utexas.edu/fi/home">http://www.laits.utexas.edu/fi/home</a></p> <p>Dictionnaire en ligne Reverso : <a href="http://dictionnaire.reverso.net/">http://dictionnaire.reverso.net/</a></p>

#### LANGUAGE: FRENCH ELEMENTARY FALL (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4313
ECTS Credits	2
Course Leader	DURANTON Hélène
Synchronous	24
Discipline	Autre
Program	M1 ABM France
Prerequisites	Have an elementary knowledge of French and have approximately 100-150 hours of prior study
Course Description	<p>This course is designed for students who have an elementary knowledge of French and who have approximately 100-150 hours of prior study. Students will further develop their ability to use French in the four skills (speaking, listening, reading and writing), improve their pronunciation and increase their confidence in the language. By the end of this course, students will be able to deal with a diverse range of daily life situations and communicate on a range of familiar topics. The course aims to prepare students for a period of study abroad by increasing cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French.</p> <p>Overall, students will attain a level comparable to A2 CEFR.</p>
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Lille, Paris, Sophia, Suzhou

<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	
<b>Websites</b>	<p>Apprendre le français avec RFI : <a href="https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707">https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707</a></p> <p>Apprendre le français avec TV5 Monde : <a href="http://apprendre.tv5monde.com/?utm_source=tv5monde&amp;utm_medium=metanav&amp;utm_campaign=langue-francaise_apprendre-le-francais">http://apprendre.tv5monde.com/?utm_source=tv5monde&amp;utm_medium=metanav&amp;utm_campaign=langue-francaise_apprendre-le-francais</a></p> <p>Français Interactif : <a href="http://www.laits.utexas.edu/fi/home">http://www.laits.utexas.edu/fi/home</a></p> <p>Dictionnaire en ligne Reverso : <a href="http://dictionnaire.reverso.net/">http://dictionnaire.reverso.net/</a></p>

#### LANGUAGE: FRENCH INTERMEDIATE FALL (FOR NON NATIVE SPEAKERS)

<b>Course Code</b>	PGE.FINM1.LGCOR.4314
<b>ECTS Credits</b>	2
<b>Course Leader</b>	DURANTON Hélène
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	M1 ABM France
<b>Prerequisites</b>	Pass at an Elementary (A2) course or have approximately 200-250 hours of prior study
<b>Course Description</b>	<p>This course is designed for students who have an intermediate knowledge of French (students who have successfully passed the Elementary (A2) course or who have approximately 200-250 hours of prior study). Students will further develop their ability to use French in the four skills (speaking, listening, reading and writing) in familiar work and social contexts. By the end of this course, students will be able to communicate in a range of social and professional situations at intermediate level. The course aims to prepare students for a period of study abroad by further consolidating cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French. Overall, students will attain a level comparable to B1 CEFR.</p>
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Lille, Paris, Sophia, Suzhou

<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	
<b>Websites</b>	<p>Apprendre le français avec RFI : <a href="https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707">https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707</a></p> <p>Apprendre le français avec TV5 Monde : <a href="http://apprendre.tv5monde.com/?utm_source=tv5monde&amp;utm_medium=metanav&amp;utm_campaign=langue-francaise_apprendre-le-francais">http://apprendre.tv5monde.com/?utm_source=tv5monde&amp;utm_medium=metanav&amp;utm_campaign=langue-francaise_apprendre-le-francais</a></p> <p>Dictionnaire en ligne Reverso : <a href="http://dictionnaire.reverso.net/">http://dictionnaire.reverso.net/</a></p>

#### LANGUAGE: FRENCH POST-BEGINNER FALL (FOR NON NATIVE SPEAKERS)

<b>Course Code</b>	PGE.FINM1.LGCOR.4315
<b>ECTS Credits</b>	2
<b>Course Leader</b>	DURANTON Hélène
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	M1 ABM France
<b>Prerequisites</b>	Pass at the Beginner I and II course or have approximately 50 hours of prior study
<b>Course Description</b>	<p>This course is designed for students who have a basic knowledge of French (students will have successfully passed the Beginner I and II course or have approximately 50 hours of prior study). Students will consolidate their pronunciation and their knowledge of the language in all four skills at a basic level. By the end of this course, students will be able to communicate in a range of simple daily life situations. The course aims to prepare students for a period of study abroad by increasing cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French.</p> <p>Overall, students will attain a level comparable to A1 CEFR.</p>
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Lille, Paris, Sophia, Suzhou
<b>Evaluation</b>	

Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	
<b>Websites</b>	<p>Apprendre le français avec RFI : <a href="https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707">https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707</a></p> <p>Apprendre le français avec TV5 Monde : <a href="http://apprendre.tv5monde.com/?utm_source=tv5monde&amp;utm_medium=metanav&amp;utm_campaign=langue-francaise_apprendre-le-francais">http://apprendre.tv5monde.com/?utm_source=tv5monde&amp;utm_medium=metanav&amp;utm_campaign=langue-francaise_apprendre-le-francais</a></p> <p>Français Interactif : <a href="http://www.laits.utexas.edu/fi/home">http://www.laits.utexas.edu/fi/home</a></p> <p>Dictionnaire en ligne Reverso : <a href="http://dictionnaire.reverso.net/">http://dictionnaire.reverso.net/</a></p>

#### GKET SEMINAR

<b>Course Code</b>	PGE.FINM1.HRCOR.0323
<b>ECTS Credits</b>	2
<b>Course Leader</b>	RECH Maximilian
<b>Synchronous</b>	12
<b>Discipline</b>	Autre
<b>Program</b>	M1 ABM France
<b>Prerequisites</b>	No prerequisite
<b>Course Description</b>	<p>Cross-cultural competency is one of the key soft skills of international business management today.</p> <p>The Global Knowledge Economy Talent (GKET) seminar will help students to become successful international managers by identifying the issues and challenges inherent in cross-cultural management and suggests adequate solutions to address these challenges in a business environment. Thereby, the seminar prepares students for their own internationalization and determines the skills necessary to manage multicultural business environments and the global footprint each student wishes to develop.</p>
<b>Course Open to Exchange</b>	Lille /Fall;#Paris /Fall;#Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	<p>Hofstede, Geert. 2011. Dimensionalizing Cultures: The Hofstede Model in Context. Online Readings in Psychology and Culture 2(1). doi: 10.9707/2307-0919.1014.</p> <p>Meyer, Erin. 2014. The Culture Map: Breaking through the Invisible Boundaries of Global Business. First Edition. New York: PublicAffairs.</p>

<b>Websites</b>	Links provided on the LMS course site: Personal Leadership & Environmental, Social, and Governance Criteria: Personality Awareness > <a href="https://www.16personalities.com/articles/our-theory">https://www.16personalities.com/articles/our-theory</a> Sustainability Awareness > <a href="https://www.sulitest.org/en/test.html">https://www.sulitest.org/en/test.html</a>
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#### GLOBAL ECONOMIC ISSUES : CORPORATE ECONOMICS IN A VUCA WORLD

<b>Course Code</b>	PGE.FINM1.ECCOR.0904
<b>ECTS Credits</b>	2
<b>Course Leader</b>	COMBE Emmanuel
<b>Synchronous</b>	15
<b>Discipline</b>	Economie
<b>Program</b>	M1 ABM France
<b>Prerequisites</b>	-Grands enjeux économiques (L3) ou - RAN economics
<b>Course Description</b>	<p>In VUCA World _ one that is volatile, uncertain, complex, and ambiguous _ as many would characterize today's global economic environment, analytical skills are more important than ever.</p> <p>The challenges companies face in a VUCA world demand a filter to separate opportunities from distractions, and economics helps managers to make good decisions about what to do.</p> <p>This course aims at tackling new challenges corporations and economies face or will face with the rise of a VUCA environment.</p>
<b>Course Open to Exchange</b>	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
<b>Semester</b>	fall
<b>Campus</b>	Autre / Other, Belo Horizonte, Lille, Paris, Raleigh, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	40
Continuous Assessment (%)	60
<b>Academic reference</b>	
<b>Websites</b>	

#### INNOVATION MANAGEMENT & CREATIVITY

<b>Course Code</b>	PGE.FINM1.HRCOR.0344
<b>ECTS Credits</b>	2
<b>Course Leader</b>	ROSSETTO Dennys Eduardo
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	M1 ABM France
<b>Prerequisites</b>	-

<b>Course Description</b>	This course presents innovation management with a theoretical approach associated with managerial perspectives to undertake in a turbulent world with uncertainties and a post-pandemic context. It presents a wide range of innovation management concepts focusing strongly on the context of the ecosystems, also introducing some elements as of the perspective of emerging markets. So, this course aims the development of managerial and entrepreneurial capabilities to exercise strategic leadership in innovation ecosystems, generating proposals of shared value with a corporate social responsibility approach.
<b>Course Open to Exchange</b>	Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Raleigh, Stellenbosch-Le Cap
<b>Evaluation</b>	
Final Examination (%)	40
Continuous Assessment (%)	60
<b>Academic reference</b>	<p>1. Introduction and theoretical basis of innovation Management  Adams, R., Bessant, J. &amp; Phelps, R. (2006). Innovation management measurement: A review. <i>International Journal of Management Reviews</i> 8, 21-47.</p> <p>Chesbrough, H. (2010). Business Model Innovation: Opportunities and Barriers. <i>Long Range Planning</i> 43, 354-363.</p> <p>Christensen, C. M., Raynor, M. E. &amp; McDonald, R. (2015). What is disruptive innovation. <i>Harvard Business Review</i> 93, 44-53.</p> <p>Garcia, R. &amp; Calantone, R. (2002). A critical look at technological innovation typology and innovativeness terminology: a literature review. 19, 110-132.</p> <p>Howells, J. (2005) <i>The management of innovation and technology: the shaping of technology and institutions of the market economy</i>. Thousand Oaks, California: Sage Publications.</p> <p>OECD &amp; Eurostat (2019) <i>Oslo Manual 2018: Guidelines for Collecting, Reporting and Using Data on Innovation</i> (258). Luxembourg: OECD Publishing, Paris/Eurostat.</p> <p>Rossetto, D. E., Bernardes, R. C., Borini, F. M. &amp; Gattaz, C. C. (2018). Structure and evolution of innovation research in the last 60 years: review and future trends in the field of business through the citations and co-citations analysis. <i>Scientometrics</i> 115, 1329-1363.</p> <p>Tidd, J. &amp; Bessant, J. (2013) <i>Managing Innovation: Integrating technological market and organizational change</i> (680). John Wiley &amp; Sons.</p> <p>2. Innovation Challenges for a new world  Adams, R., Bessant, J. &amp; Phelps, R. (2006). Innovation management measurement: A review. <i>International Journal of Management Reviews</i> 8, 21-47.</p> <p>Akpan, I. J., Soopramanien, D. &amp; Kwak, D.-H. (2020). Cutting-edge technologies for small business and innovation in the era of COVID-19 global health pandemic. <i>Journal of Small Business &amp; Entrepreneurship</i>, 1-11.</p> <p>Chesbrough, H. (2020). To recover faster from Covid-19, open up: Managerial implications from an open innovation perspective. <i>Industrial Marketing Management</i> 88, 410-413.</p>



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

## MANAGING HUMAN RESOURCES

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

Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	
<b>Websites</b>	

## MARKETING STUDIES

<b>Course Code</b>	PGE.FINM1.MKCOR.0411
<b>ECTS Credits</b>	3
<b>Course Leader</b>	ANDRE Paul
<b>Synchronous</b>	18
<b>Discipline</b>	Marketing
<b>Program</b>	M1 ABM France
<b>Prerequisites</b>	Marketing principles Quantitative methods
<b>Course Description</b>	This course aims at a qualitative and quantitative analysis of existing and emerging markets
<b>Course Open to Exchange</b>	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Stellenbosch-Le Cap, Suzhou
<b>Evaluation</b>	
Final Examination (%)	60
Continuous Assessment (%)	40
<b>Academic reference</b>	- Kotler et al. (2015) Principles of Marketing. Pearson. - Kotler, Ph., Keller, K., Brady M., Goodman, M., & Hansen, T. (2019) Marketing Management, Pearson
<b>Websites</b>	

## STRATEGY

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

	<p>an opportunity to understand, through analytical approaches and critical thinking, how companies make strategic decisions to support the development of competitive advantages, corporate growth and shareholder value through the simultaneous pursuit of economic as well as social and ecological performance dimensions. We will focus on strategic issues from the viewpoint of senior management in both domestic and international corporations. Through a combination of lectures, readings, case studies, experiential exercises and a consultancy project, this course introduces students to the tools and knowledge required for critical and effective strategic analysis, thinking, and application. Mastery of these tools and knowledge has relevance to everyone seeking a career in strategy as a manager, an entrepreneur, or a consultant.</p> <p>The course will help students develop a general management point of view and provide an appreciation of strategy to the overall growth and welfare of the firm. Students will learn how to analyze the firm, its environment, and then align strategies to the firms revenue and profitability goals.</p> <p>You will work in teams on selected companies to produce a final consultancy project. This course will require hard work and thinking, augmented by your creativity, to produce a fun and enriching experience.</p>
<b>Course Open to Exchange</b>	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
<b>Semester</b>	fall
<b>Campus</b>	Autre / Other, Belo Horizonte, Lille, Paris, Raleigh, Sophia, Stellenbosch-Le Cap, Suzhou
<b>Evaluation</b>	
Final Examination (%)	30
Continuous Assessment (%)	70
<b>Academic reference</b>	<p>Rothaermel FT. 2023. Strategic Management, 6th Edition. McGraw-Hill.</p> <p>Thompson et al. 2021. Crafting &amp; Executing Strategy: Concepts &amp; Cases, 23rd Edition. McGraw-Hill.</p> <p>The SmartBooks and case studies are available on the McGraw-Hill CONNECT learning platform.</p>
<b>Websites</b>	<a href="https://connect.mheducation.com">https://connect.mheducation.com</a>

## EXCEL FALL

<b>Course Code</b>	PGE.FINM1.ISELE.0720
<b>ECTS Credits</b>	2
<b>Course Leader</b>	ANDRE Paul
<b>Synchronous</b>	0
<b>Discipline</b>	Autre
<b>Program</b>	M1 ABM France
<b>Prerequisites</b>	none
<b>Course Description</b>	<p>Excel is something you can't do without !</p> <p>This course will introduce all the things the students must know in order to honestly pretend to be mastering Excel. The course will be splitted in two</p>



	parts a first one online (12 hours) and applications done in the classroom with a teacher who's an expert of Excel.
<b>Course Open to Exchange</b>	Belo /Fall;#Lille /Fall;#Raleigh /Fall;#Suzhou /Fall
<b>Semester</b>	fall
<b>Campus</b>	Autre / Other, Belo Horizonte, Lille, Paris, Raleigh, Sophia, Stellenbosch-Le Cap, Suzhou
<b>Evaluation</b>	
Final Examination (%)	40
Continuous Assessment (%)	60
<b>Academic reference</b>	
<b>Websites</b>	

## INTERNATIONAL STRATEGY AND INFLUENCE

### CAREER MANAGEMENT

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

### CONSULTING PROJECT 1

<b>Course Code</b>	MSC.ISIM2.STCOR.0081
<b>ECTS Credits</b>	5
<b>Course Leader</b>	BISSON, Christophe

<b>Synchronous</b>	24
<b>Discipline</b>	Stratégie, Innovation & Entrepreneuriat
<b>Program</b>	International Strategy and Influence
<b>Prerequisites</b>	Basics in Management
<b>Course Description</b>	This project-based course consists in a professional training in consulting. It is taught by consultants and is based on real missions issued by our partnering companies. It is designed to provide students with professional and commercial skills in the field of consulting.
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	Chereau, P. & Meschi, P-X. (2017) Strategic Consulting: tools and methods for successful strategy missions
<b>Websites</b>	

#### CRITICAL THINKING AND METHODS

<b>Course Code</b>	MSC.ISIM2.OTCOR.0020
<b>ECTS Credits</b>	2
<b>Course Leader</b>	POROLI Corinne
<b>Synchronous</b>	12
<b>Discipline</b>	Autre
<b>Program</b>	International Strategy and Influence
<b>Prerequisites</b>	None
<b>Course Description</b>	This course presents the useful methods and techniques of research in order to analyze professional management issues. The aim here is to provide you with research skills for managers. In addition, it acts as a preparation for the Master of Science Thesis. Thus, it provides you with methods to turn ideas into dissertation project, to link academic literature with empirical data (theory and practice) and to develop your own way of well-argued thinking based on a chosen topic. The various stages of research methodology will be considered with a specific emphasis on the logic underlying the research process.
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100

<b>Academic reference</b>	<p>Lectures obligatoires / Required readings :</p> <p>Lectures Recommandées / Recommended readings :</p> <p>Fisher C.M. (2010), Researching and writing a dissertation. An essential guide for business students, third edition, Pearson Education Limited.</p> <p>Gharry P., Gronhaug K., Strange R. (2020), Research methods in business Studies, 5th edition, Cambridge University Press.</p> <p>Salkind N.J. (2017), Exploring research, 9th edition, Pearson International Edition.</p> <p>Saunders M., Lewis P. and Thorhill A., (2019), Research methods for business students, eighth edition, Pearson Education Limited.</p>
<b>Websites</b>	

## EFFECTUATION

<b>Course Code</b>	MSC.ISIM2.FICOR.0095
<b>ECTS Credits</b>	<b>2</b>
<b>Course Leader</b>	VIAN Dominique
<b>Synchronous</b>	12
<b>Discipline</b>	Stratégie, Innovation & Entrepreneuriat
<b>Program</b>	International Strategy and Influence
<b>Prerequisites</b>	Aucun / None
<b>Course Description</b>	Introduction au cadre théorique de l'effectuation et son utilité dans le cadre de la définition d'une stratégie pour l'entreprise. / Introduction to the theoretical framework of effectuation and its usefulness in the context of defining a strategy.
<b>Course Open to Exchange</b>	Paris / Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	40
Continuous Assessment (%)	60
<b>Academic reference</b>	Sarasvathy (2001)
<b>Websites</b>	effectuation.org

## INTERNATIONAL STRATEGY

<b>Course Code</b>	MSC.ISIM2.STCOR.0080
<b>ECTS Credits</b>	<b>3</b>
<b>Course Leader</b>	MESCHI Pierre Xavier
<b>Synchronous</b>	18
<b>Discipline</b>	Stratégie, Innovation & Entrepreneuriat
<b>Program</b>	International Strategy and Influence
<b>Prerequisites</b>	<b>Basics in strategic management</b>

<b>Course Description</b>	<p>The course is based on a business simulation game called SKEMA SIM, addressing crucial questions of International Strategy such like the rational for internationalisation, choice of location, modes of entry and the strategic management of globalization. Specific objectives of this course include:</p> <p>Understanding the multi-faceted dimensions of global strategy risk</p> <p>Assessing the rising economic and geopolitical power of emerging market countries</p> <p>Understanding the regulatory role of IFIs and its limits</p> <p>Assessing the main sources of risks and opportunities arising from the growing integration of international financial markets from the firms standpoint;</p> <p>Globalization is the turbulent background against which SKEMA's students are going to have to play out their careers.</p> <p>Globalization is described by The Economist as the death of distance. Martin Wolf describes it as the integration of economic activities, across borders, through markets. And Anne Krueger adds that its main consequence is that economic agents, in any given part of the world, are much more affected by events elsewhere than before. Basically, it is the worldwide extension of the market economy.</p>
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

## ORGANIZATIONAL DYNAMICS

<b>Course Code</b>	MSC.ISIM2.HRCOR.0049
<b>ECTS Credits</b>	3
<b>Course Leader</b>	EZZEROUALI Amine
<b>Synchronous</b>	18
<b>Discipline</b>	Management & Organisation
<b>Program</b>	International Strategy and Influence
<b>Prerequisites</b>	None
<b>Course Description</b>	<p>International business strategies may not be reproducible but adapted according to the type of organisation and according to organisational and procedural contexts of firms. This course introduces the challenges of monitoring and dissemination of strategic information according to organisational configurations. Using sociology of organisations and human resources (social capital) perspectives will provide students with a new approach of strategic analysis models.</p>

<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	<p>Module "The organization in its environment":  P.R.Lawrence and J.W.Lorch (1967). High-performing organizations in three environments.  R.E.Miles and C.C.Snow (1984). Organizational fit.  M.T.Hannan and J.Freeman (1977). The population ecology of organizations.</p> <p>Module "Management and decision making"  H.Fayol (1916). General principles of management.  F.W.Taylor (1912). Scientific Management.  J.G.March (1976). The technology of foolishness.</p> <p>Module "People in organizations"  E.Mayo (1949). Hawthorne and the Western Electric Company.  E.H.Shein (1993). Career anchor.  K.E.Weick (1988). Enacted sensemaking in crisis situations.  C.Argyris (1985). Defensive routines.  M.Crozier and E.Friedberg (1994). L'acteur et le système.</p> <p>Module "Organizational change and learning"  P.J.Dimaggio and W.W.Powel (1983). Institutional isomorphism.  A.M.Pettigrew (1987). Context and action in the transformation of the firm.  P.Senge (1990). Building learning organizations.  T.Peters (1994). Creating the curious corporation.</p>
<b>Websites</b>	<a href="https://jorgdesign.springeropen.com/">https://jorgdesign.springeropen.com/</a> <a href="https://sloanreview.mit.edu/tag/organizational-structure/">https://sloanreview.mit.edu/tag/organizational-structure/</a> <a href="https://www.mckinsey.com/featured-insights/future-of-work#">https://www.mckinsey.com/featured-insights/future-of-work#</a> <a href="https://www.mckinsey.com/quarterly/overview#">https://www.mckinsey.com/quarterly/overview#</a> <a href="https://www2.deloitte.com/us/en/insights/focus/human-capital-trends.html">https://www2.deloitte.com/us/en/insights/focus/human-capital-trends.html</a>

## SOCIAL MEDIA ANALYSIS

<b>Course Code</b>	MSC.ISIM2.STCOR.0063
<b>ECTS Credits</b>	3
<b>Course Leader</b>	BISSON, Christophe
<b>Synchronous</b>	18
<b>Discipline</b>	Business Analytics, Data Science & AI
<b>Program</b>	International Strategy and Influence
<b>Prerequisites</b>	None
<b>Course Description</b>	<p>Mastery of data being a critical skill in our digital society, any professional must be able to integrate a system of strategic watch in his practices. Being able to question this data, automate its collection and pre-define analysis thanks to Machine Learning are all skills that we will develop in this course.</p>

<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	60
Continuous Assessment (%)	40
<b>Academic reference</b>	<p>Required readings :</p> <p>The New Competitor Intelligence, Leonard M. Fuld, éditions Wiley</p> <p>The Art of War, Sun Tzu</p> <p>Recommended readings :</p> <p>Competitive Intelligence: How To Acquire &amp; Use Strategic Intelligence &amp; Counterintelligence (Management Briefings Executive Series) Douglas Bernhardt</p> <p>Competitive Intelligence and Decision Problems (ISTE) Amos David Wiley-ISTE</p>
<b>Websites</b>	

#### STRATEGIC AND COMPETITIVE INTELLIGENCE

<b>Course Code</b>	MSC.ISIM2.STCOR.0059
<b>ECTS Credits</b>	5
<b>Course Leader</b>	BISSON, Christophe
<b>Synchronous</b>	30
<b>Discipline</b>	Stratégie, Innovation & Entrepreneuriat
<b>Program</b>	International Strategy and Influence
<b>Prerequisites</b>	<b>Basics in strategic management.</b>
<b>Course Description</b>	The course introduces the concept, tools and practice of strategic and competitive intelligence (SCI), and its role for organisations and states. This course will enable students to understand the different cultural and contextual approaches and methods of SCI in firms. The course will also highlight the positioning of France and Europe compared to other major nations with respect to SCI approaches.
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	<p>Lectures obligatoires / Required readings :</p> <p>Ranjit Bose, (2008) "Competitive intelligence process and tools for intelligence analysis", Industrial Management &amp; Data Systems, Vol. 108 Iss: 4, pp.510 - 528</p> <p>Jonathan L. Calof, Sheila Wright, (2008) "Competitive intelligence: A</p>

	practitioner, academic and inter-disciplinary perspective", European Journal of Marketing, Vol. 42 Iss: 7/8, pp.717 - 730 Rouach Daniel et Santi Patrice, (2001) "Competitive intelligence adds value: Five intelligence attitudes, European Management Journal, Vol. 19, N°5, pp. 552-559
<b>Websites</b>	www.ie-news.com www.veille.com www.ihedn.com www.inhesj.fr www.ege.fr

## FINANCIAL INTELLIGENCE

<b>Course Code</b>	MSC.ISIM2.STELE.0078
<b>ECTS Credits</b>	2
<b>Course Leader</b>	BISSON, Christophe
<b>Synchronous</b>	15
<b>Discipline</b>	Finance
<b>Program</b>	International Strategy and Influence
<b>Prerequisites</b>	Competitive Intelligence course
<b>Course Description</b>	<p>Financial analysis and competitive intelligence belong fully to the decision-making process that creates value for a company. And both are fundamentally linked: financial analysis strengthens the relevance of the findings of competitive analysis.</p> <p>After an adequate and oriented introduction or reminder (depending on your knowledge level in finance) to financial analysis, you will:</p> <p>Find out how the different types of corporate documents companies annual report (including directors report, balance sheet, profit &amp; loss account, cash flow statement, notes to the financial statement, and auditors report) are important for competitive intelligence and how they can be analyzed and used to formulate corporate and competitive assessments and recommendations for action.</p> <p>Identify how to use, analyze, and benchmark financial data in order to better understand the competitive and business ecosystem in which a company operates.</p> <p>Determine the relevant data (ie. KPIs or Key Performance Indicators) that can be extracted for benchmarking and analysis.</p> <p>In summary, the lessons learned will help you to assess the weaknesses and development opportunities of a company and its competitors.</p>
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100

<b>Academic reference</b>	S. David Young, Jacob Cohen and D. A. Bens, Corporate Financial Reporting and Analysis: A Global Perspective, Wiley, 2019 Ilias Basioudis, Financial Accounting: The Basics, Routledge, 2019 Wolfgang Dick and F. Missonier Piera, Financial Reporting under IFRS: A Topic Based Approach. Wiley, 2010
<b>Websites</b>	RECOMMENDED AND USEFUL <a href="https://www.sec.gov/edgar/searchedgar/companysearch.html">https://www.sec.gov/edgar/searchedgar/companysearch.html</a> <a href="https://www.wsj.com/">https://www.wsj.com/</a>

## GEOSTRATEGIE

<b>Course Code</b>	MSC.ISIM2.STELE.0074
<b>ECTS Credits</b>	2
<b>Course Leader</b>	BISSON, Christophe
<b>Synchronous</b>	15
<b>Discipline</b>	Stratégie, Innovation & Entrepreneuriat
<b>Program</b>	International Strategy and Influence
<b>Prerequisites</b>	Taught in French Basics in strategy (i) the companies industry and external environment, (ii) the companies resources and capabilities (iii) the companies strategic choices (business and corporate)
<b>Course Description</b>	Information and knowledge become strategic assets in the knowledge economy. Understanding the role of geostrategy and methods of influence in the development and implementation of a firms strategy in the context of international business is a central issue. Therefore, future strategists must be able to analyze a competitive strategy within its geopolitical environment in order to design the appropriate organization and define the relevant strategy.
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	- Baumard Ph. "From noticing to sense makingh the use of intelligence in strategizing" in international journal of intelligence and counter intelligence, vol 7, n'1, 1994. - Wilensky, H. Organizational intelligence: knowledge and Policy in gouvernement and industry, NY, basic book, 1967. - Ansoff H. Igor. "management strategic surprise by response to weak signals" in California management review, XVIII, 1975. - Herring, J.P. (1992) the role of intelligence in formulating strategy, Journal of Business Strategy, vol. 13(5), pp. 103-109
<b>Websites</b>	<a href="http://www.ciworldwide.org">www.ciworldwide.org</a>



## GOVERNANCE AND SUSTAINABILITY STRATEGIES

<b>Course Code</b>	MSC.ISIM2.STELE.007
<b>ECTS Credits</b>	2
<b>Course Leader</b>	BARRAQUIER Anne
<b>Synchronous</b>	15
<b>Discipline</b>	Stratégie, Innovation & Entrepreneuriat
<b>Program</b>	International Strategy and Influence
<b>Prerequisites</b>	Students should review fundamental knowledge about financial markets (basics about stock exchange mechanisms, IPOs), and corporate governance (investors, board of directors). However, the course does not require technical / hard knowledge in either field. Rather, it will focus on "the way things work" between a corporation, its board and shareholders and their respective roles in sustainability strategies.
<b>Course Description</b>	Corporate governance has become a buzz word in the field of strategic management, finance, accounting and corporate social responsibility. Mastering the concepts of corporate governance is necessary to understand the relationship and power relations between investors, boards of directors and the CEO, and how it affects the short term and long term decisions. In particular, we will examine how environmental and social issues are discussed among managers, directors and investors, and how they are implemented in the corporation.
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	ARTICLES Barraquier, A. (2011). Ethical behaviour in practice: Decision outcomes and strategic implications. British Journal of Management, 22(s1), S28-S46. Mitchell, R. K., Agle, B. R., & Wood, D. J. (1997). Toward a theory of stakeholder identification and salience: Defining the principle of who and what really counts. Academy of management review, 22(4), 853-886. Cavagnaro, E., & Curiel, G. (2012). The three levels of sustainability. Greenleaf Pub.
<b>Websites</b>	

## MANAGERIAL DECISION-MAKING IN VIRTUAL REALITY

<b>Course Code</b>	MSC.ISIM2.STELE.0080
<b>ECTS Credits</b>	2
<b>Course Leader</b>	JOLINK Albert

<b>Synchronous</b>	15
<b>Discipline</b>	Management & Organisation
<b>Program</b>	International Strategy and Influence
<b>Prerequisites</b>	x
<b>Course Description</b>	Want to learn how to become a better decision-maker? Wondering if VR is a useful tool for companies? Then this is the course for you. In this course we will be using traditional decision-making theory and state-of-the art, VR applications to explore what constitutes decision-making, how to improve decision-making and how VR could help with this.
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	30
Continuous Assessment (%)	70
<b>Academic reference</b>	E.J. Johnson (2021) The Elements of Choice: The Way We Decide Matters. Riverhead Books.
<b>Websites</b>	

#### PREPARING FOR CONSULTING JOBS 1

<b>Course Code</b>	MSC.ISIM2.STELE.0077
<b>ECTS Credits</b>	2
<b>Course Leader</b>	BISSON, Christophe
<b>Synchronous</b>	15
<b>Discipline</b>	Stratégie, Innovation & Entrepreneuriat
<b>Program</b>	International Strategy and Influence
<b>Prerequisites</b>	<b>Basics in Strategy</b>
<b>Course Description</b>	This course is dedicated to introduce, through testimonials and best practices transfer from professionals to students, the value chain of strategic consulting with a focus on two key dimensions: - the multifaceted dimension of consulting jobs and careers - the preparation to consulting job interviews
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

## STRATEGIC CONSULTING 1

<b>Course Code</b>	MSC.ISIM2.STELE.0081
<b>ECTS Credits</b>	2
<b>Course Leader</b>	BISSON, Christophe
<b>Synchronous</b>	18
<b>Discipline</b>	Stratégie, Innovation & Entrepreneuriat
<b>Program</b>	International Strategy and Influence
<b>Prerequisites</b>	no prerequisite
<b>Course Description</b>	Through strategic cases, students will learn the key methods to deal with different companies' situation and propose solutions as consultant.
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

## STRATEGY, BUSINESS MODELS AND SUSTAINABILITY

<b>Course Code</b>	MSC.ISIM2.STCOR.0086
<b>ECTS Credits</b>	2
<b>Course Leader</b>	HENRY, Jérôme-EXT
<b>Synchronous</b>	15
<b>Discipline</b>	Stratégie, Innovation & Entrepreneuriat
<b>Program</b>	International Strategy and Influence
<b>Prerequisites</b>	<b>Fundamentals of Strategic management</b>
<b>Course Description</b>	<p>Nowadays, companies require doing more than creating a brilliant new product or service. It is essential to find innovative ways to create and capture value while considering companies externalities into the definition of their business model.</p> <p>Successful managers implement changes that go beyond mere adjustments of the value proposition or the revenue model; they reshape the whole organization in order to optimize its value creation and value capturing capabilities while minimizing negative social and environmental impact. The goal of the course Strategy and Business Models is to provide the students the theoretical foundation and the analytical tools to analyze business models and to entice their creativity in finding new sustainable ways of doing business.</p>
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall

<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	
<b>Websites</b>	

## INTERNATIONAL HUMAN RESOURCES & PERFORMANCE MANAGEMENT

### ADVANCED ORGANISATIONAL BEHAVIOUR

<b>Course Code</b>	MSC.IHRM2.MLCOR.0002
<b>ECTS Credits</b>	<b>2</b>
<b>Course Leader</b>	BACHA Eliane
<b>Synchronous</b>	12
<b>Discipline</b>	Autre
<b>Program</b>	International Human Resources & Performance Management
<b>Prerequisites</b>	None
<b>Course Description</b>	This course provides students with the essential background to organisations and management of and within these. Students will examine issues of leadership, management, motivation, ethics, and other aspects fundamental for anyone working in international organisations--and specifically in HR functions.
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	George, J.M. and Jones, G.R. (2012), Understanding & Managing Organizational Behavior, Pearson, 6th Edition. Robbins, S. and Coulter, M. (2014), Management, Upper Saddle River, NJ: Pearson (12th Edition). Robbins, S., Coulter, M. and De Cenzo (2015), Fundamentals of Management: Essentials concepts & applications, Upper Saddle River, NJ: Pearson (9th Edition) Robbins, S. P., Judge, T. A. and Campbell, T. T. (2010), Organizational Behavior, 1st European Edition.
<b>Websites</b>	

## ARTIFICIAL INTELLIGENCE FOR HRM

<b>Course Code</b>	MSC.IHRM2.MLCOR.0031
<b>ECTS Credits</b>	3
<b>Course Leader</b>	EZZEROUALI Amine
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	International Human Resources & Performance Management
<b>Prerequisites</b>	There are no prerequisites for this course.
<b>Course Description</b>	This course is an introduction to artificial intelligence for HRM. We will explore the main workloads of AI, its applications in HRM, and then tackle AI with a low-code/no code approach through the Microsoft Power Platform.
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	TBC
<b>Websites</b>	TBC

## CAREER MANAGEMENT

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

## CORPORATE SOCIAL RESPONSIBILITY AND BUSINESS PERFORMANCE

<b>Course Code</b>	MSC.IHRM2.MLCOR.0029
<b>ECTS Credits</b>	<b>3</b>
<b>Course Leader</b>	EZZEROUALI Amine
<b>Synchronous</b>	12
<b>Discipline</b>	Autre
<b>Program</b>	International Human Resources & Performance Management
<b>Prerequisites</b>	<b>While there is no formal course pre-requisite, students may be asked to read relevant documentation or do prior work, as requested by the teacher.</b>
<b>Course Description</b>	<p>For several decades, corporate social responsibility, or CSR, has played an increasingly important role in companies' efforts to increase or restore trustworthiness and enhance their brand image among both internal and external stakeholders (e.g., employees, customers, shareholders, local communities...the environments they support, they are sometimes also regarded as serving only the benefit of the company.</p> <p>CSR is here to stay, and it could be argued that HR functions have an important role to play in developing and implementing their firms' CSR policies. This course provides an essential background of CSR, examines both the strategic and operational implementation of such policies, and analyses the benefits of such actions for the performance of the organisations and the benefits for its stakeholders.</p>
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	<p>Recommended book: Carroll, A., &amp; Buchholtz, A. (2014). Business and society: Ethics, sustainability, and stakeholder management. Nelson Education.</p> <p>A selection of academic papers is available on K2.</p>
<b>Websites</b>	<p><a href="http://www.un.org/en/universal-declaration-human-rights/">http://www.un.org/en/universal-declaration-human-rights/</a>  <a href="http://www.ilo.org/inform/online-information-resources/research-guides/lang--en/index.htm">http://www.ilo.org/inform/online-information-resources/research-guides/lang--en/index.htm</a>  <a href="http://thecro.com/100-best/the-100-best-corporate-citizens-2/">http://thecro.com/100-best/the-100-best-corporate-citizens-2/</a>  <a href="https://business-humanrights.org/">https://business-humanrights.org/</a>  <a href="https://www.corporateknights.com/">https://www.corporateknights.com/</a>  <a href="https://www.responsible-economy.org/en/">https://www.responsible-economy.org/en/</a>  <a href="http://www.greatplacetowork.fr/">http://www.greatplacetowork.fr/</a></p>

## GLOBALISATION AND HRM: THE CULTURAL IMPACT ON PEOPLE AND ORGANISATIONS

<b>Course Code</b>	MSC.IHRM2.MLCOR.0027
<b>ECTS Credits</b>	<b>3</b>

<b>Course Leader</b>	MIDDELMANN Anke
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	International Human Resources & Performance Management
<b>Prerequisites</b>	While there is nor formal requirement for this course, students may be required to do some preliminary work.
<b>Course Description</b>	<p>For many businesses, globalisation implies greater markets and larger numbers of consumers worldwide. What is sometimes neglected, but has a profound impact on every business "bhind the scenes" in internatioal organisations or businesses working across the globe, is the impact that different cultural backgrounds and belief systems have on how companies are structured, how people in companies act, what they believe to be important, and how, therefore, all of this affects all aspects of businessted. HR professionals need to be keenly aware of these intercultural aspects, as they potentially have a serious impact on business success or failure, both in terms of business itself, but also in terms of expatriation, day-to-day working, operating in multicultural teams, or virtually, etc.</p> <p>This course thus looks at the cultural impact on people and organisations; how businesses meet the demands of operating in international environments and how people function within them, and how individuals cope within such ever changing environments.</p>
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	60
Continuous Assessment (%)	40
<b>Academic reference</b>	
<b>Websites</b>	

#### HRM: FUNDAMENTALS OF ORGANISATIONAL STRUCTURES

<b>Course Code</b>	MSC.IHRM2.MLCOR.0001
<b>ECTS Credits</b>	2
<b>Course Leader</b>	CHASSERIO Stéphanie
<b>Synchronous</b>	12
<b>Discipline</b>	Autre
<b>Program</b>	International Human Resources & Performance Management
<b>Prerequisites</b>	None
<b>Course Description</b>	<p>This course aims to present an integrative view of the organization with some aspects of organizations theories. This course establishes between Organizations and HRM. In this seminar, we introduce organization theory as a necessary prerequisite to undertake an organizational diagnosis. As HR manager, you have to develop and implement the most appropriate policies for the organization and its people. To do that, it is essential to analyse and</p>

	<p>understand the organization, its components and its relationship with the external environment</p> <p>Therefore this course aims to:</p> <ul style="list-style-type: none"> <li>-set up seminal concepts in organization theory (environment, structure, components of the organization, etc)</li> <li>-expose links between the different levels of the organizational analysis (individual, group, structure, environment)</li> <li>-understand how HR policies and practices are impacted by the organization and its different component</li> </ul>
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	<p>Lectures obligatoires / Required readings</p> <p>Subramaniam Anatham and Christopher Chan. 2013. Challenges and strategies for global human resources executives: Perspectives from Canada and the United States. <i>European Management Journal</i>, 31, 223-233.</p> <p>Powell and DiMaggio. 1983. The iron cage revisited. Institutional isomorphism and collective rationality in organizational fields. <i>American Sociological Review</i>, 48(2), 147-16</p> <p>Jay B. Barney. 1986. Organizational culture: Can it be a source of a sustained advantage. <i>Academy of Management Review</i>, 11(3), 656-665.</p> <p>Mintzberg (1981) Organization design: fashion or fit? <i>Harvard Business Review</i>, January- February, 103-116</p> <p>Hatch , Chapter 3, Organization-Environment Relations, page 57</p> <p>The case of Gore Tex</p> <p><a href="http://www.managementexchange.com/story/innovation-democracy-wl-gores-original-management-model">http://www.managementexchange.com/story/innovation-democracy-wl-gores-original-management-model</a></p> <p>Marchington, Rubery, Earnshaw, Lee Cooke and Vincent .2000. Changing organizational forms and the employment relationship. Working paper. ESRC Future of Work Programme. Manchester School of Management</p> <p>Swart, Purcell and Kinnie. 2005. Knowledge work and new organizational forms: The HRM Challenge. Working Paper Series 2005.06. University of Bath School of Management.</p> <p>additional articles forthcoming</p> <p>Optionnelles / Recommended readings</p> <p>Cichocki Patricia and Christine Irwin. 2014. <i>Organizational design: A guide to building effective organization</i> 2nd Edition. Kogan Page.</p> <p>Hatch Mary-Jo and Ann L. Cunliffe. 2012. <i>Organization Theory: Modern, Symbolic and Postmodern Perspectives</i>, Oxford University Press.</p> <p>Helms Mills Jean. 2008. <i>Understanding organizational change</i>. Taylor&amp; Francis.</p>
<b>Websites</b>	<p>Organizational Dynamics (<a href="http://www.journals.elsevier.com/organizational-dynamics/">http://www.journals.elsevier.com/organizational-dynamics/</a>)</p> <p>Academy of Management</p> <p>Harvard Business Review</p>



	Organizations MIT Sloan Review
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#### MANAGING HR AND CAREERS IN INTERNATIONAL ORGANISATIONS

<b>Course Code</b>	MSC.IHRM2.MLCOR.0007
<b>ECTS Credits</b>	<b>4</b>
<b>Course Leader</b>	EZZEROUALI Amine
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	International Human Resources & Performance Management
<b>Prerequisites</b>	None, English
<b>Course Description</b>	<p>In global firms, the Human Resources organisation plays a critical role in accompanying the increasing complexity of global businesses. Some of the challenges HR managers have to face are detailed in this course, such as:</p> <ul style="list-style-type: none"> <li>- Developing the HR company brand,</li> <li>- international HR management,</li> <li>- optimising a geographical workforce presence,</li> <li>- facilitating international mobility,</li> <li>- driving the engagement of a worldwide workforce,</li> <li>- supporting company culture &amp; values,</li> <li>- managing &amp; developing talents internationally</li> <li>- balancing local and global HR needs,</li> </ul>
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	60
Continuous Assessment (%)	40
<b>Academic reference</b>	<p>Recommanded readings :</p> <p>International Human Resource Management: Globalization, National Systems and Multinational Companies New edition Edition by Tony Edwards (Author), Chris Rees (Author), Oct 19, 2016</p> <p>Managing a Global Workforce, Nov 8, 2014 by Charles M Vance and Yongsun Paik</p> <p>International Human Resource Management: Contemporary HR Issues in Europe (Global HRM) 3rd Edition, Mar 7, 2016</p>
<b>Websites</b>	

#### MANAGING INDIVIDUAL & COLLECTIVE PERFORMANCE SYSTEMS

<b>Course Code</b>	MSC.IHRM2.MLCOR.0011
<b>ECTS Credits</b>	<b>3</b>

<b>Course Leader</b>	EZZEROUALI Amine
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	International Human Resources & Performance Management
<b>Prerequisites</b>	None
<b>Course Description</b>	In this course, students will develop and understanding of the fundamental concepts of performance management and linked disciplines (organisational sociology, social psychology, sociology of work); learn about the different performance management approaches and understand their benefits and challenges; understand the various stages of the performance management process, and measuring performance.
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	40
Continuous Assessment (%)	60
<b>Academic reference</b>	To be communicated by the teacher
<b>Websites</b>	

## RECRUITMENT TECHNIQUES

<b>Course Code</b>	MSC.IHRM2.MLELE.0006
<b>ECTS Credits</b>	<b>2</b>
<b>Course Leader</b>	EZZEROUALI Amine
<b>Synchronous</b>	12
<b>Discipline</b>	Autre
<b>Program</b>	International Human Resources & Performance Management
<b>Prerequisites</b>	None
<b>Course Description</b>	This course will allow students to understand all the facets of the recruitment process to enable them to effectively manage this process in a professional setting. The course will look at all the steps of the recruitment process, from job definition to candidate integration. As such, it examines: the roles of all actors in the process (functional manager, HR, candidate, consultant, etc.); various recruitment methods and methodologies; issues of objectivity/judgment and discrimination in the selection process. The recruitment process will be studied from the perspective of both the recruiter and the interviewee.
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	100

Continuous Assessment (%)	0
<b>Academic reference</b>	To be communicated
<b>Websites</b>	To be communicated

## STRATEGIC HUMAN RESOURCES MANAGEMENT

<b>Course Code</b>	MSC.IHRM2.MLCOR.0021
<b>ECTS Credits</b>	<b>3</b>
<b>Course Leader</b>	FERRARY Michel
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	International Human Resources & Performance Management
<b>Prerequisites</b>	None
<b>Course Description</b>	<p>Course overview:</p> <p>A strategic issue is to create a tighter fit between the workforce strategy and the firms business strategy. Strategic human resources management supposes to align strategic intent and HR practices. Organizations whose HR systems incorporate a cluster of high-commitment practices (teams, more participation, employment security, intense screening and socialization,) obtain greater productivity and higher quality than other firms. However, the efficiency of this HR system depends on its compliance with the firms competitiveness. The relationship between the use of specific employment practices and organizational performance is posited to be contingent on an organizations strategy.</p> <p>Learning goals:</p> <ol style="list-style-type: none"> <li>1. Define how HR practices can be aligned to a coherent system that contributes to firm performance.</li> <li>2. Explain the relationship of human resource strategy with overall organizational strategy.</li> <li>3. Understand the relationship between the dual labour market of the firm and its strategic human assets.</li> <li>4. Identify how the attractiveness of the firm on the labour market contributes to the firms competitiveness.</li> <li>5. Analyze how the attractiveness of the firms employee value proposition contributes to the firms competitiveness</li> </ol>
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	<p>Lectures obligatoires / Required readings</p> <p>Ferrary M. (2012), « Attractiveness of the firm as a competitive advantage for knowledge-intensive firms » pp. 45-83, in Dibiaggio L. and Meschi P.-X.,</p>

	<p>Management in the Knowledge Economy, Pearson, 323 p.</p> <p>Ferrary M. (2015), Investing in transferable strategic human capital through alliances in the luxury hotel industry, Journal of Knowledge Management, vol. 19(5), pp. 1007-1028</p> <p>Rynes S. and Barber A. (1990), « Applicant Attraction Strategies: An Organizational Perspective », Academy of Management Review, vol. 15, n°2, pp. 286-310</p> <p>Optionnelles / Recommended readings</p> <p>Wright P., Dunford B. and Snell S. (2001) "Human resources and the resource based view of the firm, Journal of Management, vol. 27, pp. 701-721</p> <p>Gardner T. (2002), « In the trenches at the talent wars: competitive interaction for scarce human resources », Human Resource Management. Vol. 41. n°2, pp. 225-237</p> <p>Chambers E. et al. (1998), « The War for Talent », The McKinsey Quarterly, n°3, pp. 44-57</p>
<b>Websites</b>	

## CONFLICT MANAGEMENT

<b>Course Code</b>	MSC.IHRM2.MLELE.0002
<b>ECTS Credits</b>	2
<b>Course Leader</b>	EZZEROUALI Amine
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	International Human Resources & Performance Management
<b>Prerequisites</b>	None
<b>Course Description</b>	Conflicts are impossible to avoid due to different characters, opinions, interests, needs, and cultures. However, in many situations we act as if nothing happened, trying to avoid or ignore them. In a company this attitude can be very costly, both in financial and human terms, because unresolved conflicts take up a lot of energy and time. For this reason, it is important to develop to develop effective conflict management and communication skills. While these are very important for future HR professionals, they are also useful for individuals from other backgrounds and functions.
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	70
Continuous Assessment (%)	30
<b>Academic reference</b>	<p>Optionnelles / Recommended readings</p> <p>Marshall B. Rosenberg, (2003) Nonviolent Communication: A Language of Life, Puddle Dancer Press</p> <p>The Pfeiffer Book of Successful Conflict Management Tools , 2003John Wiley&amp;Sons, Inc.</p>

<b>Websites</b>	<a href="http://www.ted.com/talks/margaret_heffernan_dare_to_disagree">Http://www.ted.com/talks/margaret_heffernan_dare_to_disagree</a>
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## DROIT SOCIAL

<b>Course Code</b>	MSC.IHRM2.MLELE.0008
<b>ECTS Credits</b>	2
<b>Course Leader</b>	TAQUET François
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	International Human Resources & Performance Management
<b>Prerequisites</b>	Taught in French Licence Droit
<b>Course Description</b>	Trois grands thèmes seront vus: - Le contrat de travail (qu'est ce qu'un contrat de travail - types de contrats...) - La rupture du contrat (démission, licenciement, rupture conventionnelle....) - L'état de santé au travail (maladie, accident du travail, maternité...)
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	
<b>Websites</b>	<a href="http://www.Legifrance.gouv.fr">www.Legifrance.gouv.fr</a>

## EMPLOYER BRANDING STRATEGIES AND EMPLOYER ATTRACTIVENESS

<b>Course Code</b>	MSC.IRHM2.MLELE.0011
<b>ECTS Credits</b>	2
<b>Course Leader</b>	EZZEROUALI Amine
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	International Human Resources & Performance Management
<b>Prerequisites</b>	None
<b>Course Description</b>	Employer attractiveness is key in both acquisition and retention of human resources. This elective tackles employer branding strategies and employer attractiveness and their challenges for HR professionals.
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris

<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	TBC
<b>Websites</b>	TBC

## RESEARCH METHODS

<b>Course Code</b>	MSC.IHRM2.MLCOR.0030
<b>ECTS Credits</b>	2
<b>Course Leader</b>	BACHA Eliane
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	International Human Resources & Performance Management
<b>Prerequisites</b>	<b>This course is mandatory for MSc students and PGE students wishing to do the double diploma. It serves as a pre-requisite for the MSc dissertation.</b>
<b>Course Description</b>	<p>This course presents the useful methods and techniques of academic and business research to analyze professional management issues. thus, while it is an essential preparation for the MSc Dissertation, it should also be considered as an essential tool that needed for any business projects and reports that HR professionals may be asked to undertake.</p> <p>Thus the e course provides students with the main research methods required both for the academic dissertation and more professionally-based writing, looking at how to turn ideas into workable project/dissertation topics, how to use academic and other data, develop the Literature Review and link this with the empirical data, and to develop critical analysis and thinking around the topic.</p> <p>The various stages of qualitative and quantitative research methodology will also be considered with a specific emphasis on the logic underlying the research process.</p>
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

## INTERNATIONAL BUSINESS

### AI FOR INTERNATIONAL BUSINESS

<b>Course Code</b>	MSC.IBRM2.STCOR.0034
<b>ECTS Credits</b>	<b>3</b>
<b>Course Leader</b>	EZZEROUALI Amine
<b>Synchronous</b>	18
<b>Discipline</b>	Business Analytics, Data Science & AI
<b>Program</b>	International Business
<b>Prerequisites</b>	None
<b>Course Description</b>	<p>Artificial Intelligence, or AI, is a very trendy word and a subject of multiple interpretations, some of which may converge or diverge. There is one fact however that is common for all actors- researchers, politicians, and practitioners alike: AI is transforming our societies, our businesses, our lives. This transformative impact is at the core of this course.</p> <p>Indeed, the purpose of the course is to help future International Business professionals deal with AI and use it as a tool to help improve the performance of their teams and their organizations.</p> <p>From a theoretical perspective, we will start by breaking down the meaning behind AI terminology (Machine Learning, Data Science, Neural Networks, etc.). We will then explore how International Trade and Global Businesses react to and deal with AI development and spread.</p> <p>From a practical perspective, we will be exploring and testing one of the most used zero/low code platforms for AI: the Microsoft PowerApps Platform. The core philosophy of the course being the "Citizen Developer" approach to AI.</p>
<b>Course Open to Exchange</b>	Paris /Fall;#Suzhou /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Paris, Raleigh, Stellenbosch-Le Cap, Suzhou
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	<p>Stuart, R., &amp; Peter, N. (2016). Artificial intelligence-a modern approach 3rd ed.</p> <p>Akerkar, R. (2018). Artificial intelligence for business. Springer.</p> <p>Yao, M., Zhou, A., &amp; Jia, M. (2018). Applied artificial intelligence: A handbook for business leaders. Topbots Inc..</p>
<b>Websites</b>	<a href="https://skemagloballab.io/">https://skemagloballab.io/</a> <a href="https://sloanreview.mit.edu/tag/artificial-intelligence/">https://sloanreview.mit.edu/tag/artificial-intelligence/</a> <a href="https://www.csail.mit.edu/">https://www.csail.mit.edu/</a> <a href="http://news.mit.edu/topic/artificial-intelligence2">http://news.mit.edu/topic/artificial-intelligence2</a>

### CAREER MANAGEMENT

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

#### IMPORTING AND EXPORTING IN A GLOBAL MARKET

<b>Course Code</b>	MSC.IBUM2.STCOR.0061
<b>ECTS Credits</b>	4
<b>Course Leader</b>	COSTE-MANIERE Ivan
<b>Synchronous</b>	24
<b>Discipline</b>	Finance
<b>Program</b>	International Business
<b>Prerequisites</b>	None
<b>Course Description</b>	The conduct of international trade, including Strategy & Management, Global Marketing, Trade Finance and Supply Chain. Specific focus with Harmonized Codes, terms of sale (INCOTERMS), financing arrangements, means of payment, credit insurance, shipping and insurance issues, market research, support services, legal and tax implications, and trade facilitation. Course will cover global trade functions that will be seen daily by an international trade professional, but will be focused through a USA perspective.
<b>Course Open to Exchange</b>	Paris /Fall;#Raleigh /Fall;#Suzhou /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Paris, Raleigh, Suzhou
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	- Albaum, G. and E. Duerr (2016), International Marketing and Export Marketing, Printice Hall FT, 7th Edition. - Weiss, Kenneth D. (2010), "Building an Import/Export Business", 4th



	Edition. - ICC Chamber of Commerce (2010), "Incoterms 2010". - Selected case studies to be provided before the beginning of the course.
<b>Websites</b>	

## INTERNATIONAL MARKETING MANAGEMENT

<b>Course Code</b>	MSC.IBNM2.MKCOR.0016
<b>ECTS Credits</b>	<b>4</b>
<b>Course Leader</b>	RIGAUD Emmanuelle
<b>Synchronous</b>	24
<b>Discipline</b>	Marketing
<b>Program</b>	International Business
<b>Prerequisites</b>	Some studies in marketing would be helpful to the students. However, this is not a prerequisite.
<b>Course Description</b>	<p>This course has been designed to prepare students the best for their marketing career or an understanding in marketing in an international context and with a global vision.</p> <p>It is based on real-life experiences in terms of brand building, product adaptation and launch in various markets across the globe. With an intercultural vision.</p> <p>It allows students to understand the rôle of organisation and Business model in improving business. It shows the linkage between : ornaigation/ Bmodel and marketing strategy.</p> <p>This course is highly interactive and provides a mix between theory and real-life business bestpractices. You will work on cases.</p>
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris, Stellenbosch-Le Cap
<b>Evaluation</b>	
Final Examination (%)	30
Continuous Assessment (%)	70
<b>Academic reference</b>	<p>Lectures obligatoires / Required readings :          Will be provided via Knowledge          Lectures Recommandées / Recommended readings :          Will be provided via Knowledge          See during courses          Keller, K.L. (2008). Strategic Brand Management. (3rd edition) Prentice-Hall.          Kapferer, J.N. (2008). The New Strategic Brand Management: Creating and Sustaining Brand Equity Long Term. Kogan Page          Osterwalder, A., &amp; Pigneur, Y. (2012). Designing business models and similar strategic objects: the contribution of IS. Journal of the Association for information systems, 14(5), 3.          Osterwalder, A., &amp; Pigneur, Y. (2010). Business model generation: a handbook for visionaries, game changers, and challengers. John Wiley &amp; Sons.</p>

<b>Websites</b>	See with professor during courses
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## INTERNATIONAL PROJECT MANAGEMENT

<b>Course Code</b>	MSC.IBNM2.PMCOR.0005
<b>ECTS Credits</b>	5
<b>Course Leader</b>	ELTIGANI Adil
<b>Synchronous</b>	30
<b>Discipline</b>	Management des Opérations
<b>Program</b>	International Business
<b>Prerequisites</b>	Have contributed to a project before the session in any field - have a few basics about the project organization (a collective creation, usually managed by a leader, has one or many deliverable(s))
<b>Course Description</b>	<p>This course aims to provide students with the core knowledge of project management in the international context. This interdisciplinary course analyzes the different management areas of strategy, business development, organization, finance, and leadership integrated into project management. The course combines the knowledge available in project management with the PMI Body of Knowledge (PMBOK®). The focus will be on 1) understanding the international context for the project in general, and the growing impact of the project on global economy and management processes (the projectification of the economy, of society); 2) The roles and responsibilities in a project, programme and portfolios (3P) ; 3) the application of project management tools: scope management (work breakdown structure), time management (critical path method,...), stakeholder management, risk management, cost management, communication management, with an openness to agile practices. The course also introduces the potential impact of AI on increasing project schedules resilience. Case studies will be used to support the theoretical constructs and strengthen learning.</p>
<b>Course Open to Exchange</b>	Paris /Fall;#Raleigh /Fall;#Suzhou /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris, Raleigh, Stellenbosch-Le Cap, Suzhou
<b>Evaluation</b>	
Final Examination (%)	60
Continuous Assessment (%)	40
<b>Academic reference</b>	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)

	<p>2. Turner, R. 2009 THE HANDBOOK OF PROJECT-BASED MANAGEMENT</p> <p>3. Project Management Institute. 2017. A Guide to the Project Management Body of Knowledge (PMBOK® Guide) Sixth Edition</p> <p>4. Gardiner, P. D. 2005. Project Management: A Strategic Planning Approach, Palgrave Macmillan.</p> <p>5. Serrador and Turner, 2015; The Relationship Between Project Success and Project Efficiency; Project Management Journal</p> <p>dor and Turner, 2015;</p> <p><a href="https://youtu.be/CKcSzH1SvCk">https://youtu.be/CKcSzH1SvCk</a></p> <p><a href="https://youtu.be/KfUcXVCjhqM">https://youtu.be/KfUcXVCjhqM</a></p>
<b>Websites</b>	<a href="http://www.pmi.org">www.pmi.org</a>

#### INTERNATIONALIZATION OF THE FIRM

<b>Course Code</b>	MSC.IBNM2.STCOR.0028
<b>ECTS Credits</b>	<b>4</b>
<b>Course Leader</b>	LINDER Christian
<b>Synchronous</b>	27
<b>Discipline</b>	Stratégie, Innovation & Entrepreneuriat
<b>Program</b>	International Business
<b>Prerequisites</b>	none
<b>Course Description</b>	The course will teach students through academic lectures and tutorials the practice of the process of internationalization of firms, from the decision to internationalize to the organizational structuring of internationalization.
<b>Course Open to Exchange</b>	Paris /Fall;#Raleigh /Fall;#Suzhou /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Paris, Raleigh, Stellenbosch-Le Cap, Suzhou
<b>Evaluation</b>	
Final Examination (%)	40
Continuous Assessment (%)	60
<b>Academic reference</b>	<p>Lectures obligatoires / Required readings :</p> <p>Mike Peng and Klaus Meyer (2019) International Business (3rd edition), Cengage.</p> <p>ISBN: 978-1-4737-5843-8.</p> <p>Lectures Recommandées / Recommended readings :</p> <p>-Individual articles (posted)</p>
<b>Websites</b>	

#### MANAGING MULTICULTURAL TEAMS

<b>Course Code</b>	MSC.IBUM2MLCOR.0008
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<b>ECTS Credits</b>	<b>3</b>
<b>Course Leader</b>	MIDDELMANN Anke
<b>Synchronous</b>	18
<b>Discipline</b>	Management & Organisation
<b>Program</b>	International Business
<b>Prerequisites</b>	No academic prerequisite; however, students should think about their prior international/inter- or multicultural experiences.
<b>Course Description</b>	<p>In this age of globalization, working in international and therefore multicultural environments is becoming a commonplace occurrence for many managers. Companies value multicultural working environments for the innovative ideas and solutions that can result from different perspectives, approaches and ways of working. At the same time, it is not always easy to navigate multicultural waters stumbling blocks, such as different modes of communication, expectations and assumptions, ways of problem-solving, planning and achieving results--often complicate interactions and results at the international level. In working environments, effective multicultural management implies not only the ability to cooperate with others, work in teams and speak different languages, but also to understand the different mindsets of colleagues and how these will impact not only everyday working.</p> <p>This course looks at some of the fundamental obstacles to successful cross-cultural working and, through a learning-by-doing approach, aims not only to raise cultural awareness (both of ones own cultural preferences and those of others) but also provide tools to overcome some of the intuitive and subconscious barriers (such as preconceptions and stereotypes) to permit inclusive and creative working. Moreover, it deals with the necessity of understanding the world views of others--colleagues--in order not only to work effectively but also to develop cultural agility.</p>
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris, Stellenbosch-Le Cap
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	<p>Hofstede, G, Hofstede G.J., Minkov, M, "Cultures and Organisations. Software of the Mind", McGraw-Hill, 2010</p> <p>Meyer, Erin The Culture Map</p> <p>Lewis, Richard D. When Cultures collide</p> <p>T. Hall, Edward Understanding cultural differences</p> <p>Tompenaars, Fons "Riding the waves of culture"</p>
<b>Websites</b>	<p><a href="http://www.cultureconnector.com">www.cultureconnector.com</a></p> <p>Leadership methods from around the world -infography : <a href="http://www.visualistan.com/2016/07/leadership-methods-from-around-world.html">www.visualistan.com/2016/07/leadership-methods-from-around-world.html</a></p> <p><a href="https://geert-hofstede.com/">https://geert-hofstede.com/</a></p>

## GEOPOLITICS OF EUROPE

<b>Course Code</b>	MSC.IBSM2.STELE.0050
<b>ECTS Credits</b>	<b>3</b>
<b>Course Leader</b>	LASSALLE, Paul-EXT
<b>Synchronous</b>	18
<b>Discipline</b>	Stratégie, Innovation & Entrepreneuriat
<b>Program</b>	International Business
<b>Prerequisites</b>	n/a
<b>Course Description</b>	This course provides students with the opportunity to examine key geopolitical developments in Europe. The course will review contemporary conceptualisations of Europe, examine regional political cooperation, European and Transatlantic integration, new emerging security challenges and national foreign policy development.
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	75
Continuous Assessment (%)	25
<b>Academic reference</b>	Academic sources: Journal of Common Market Studies European View international affairs Journal of World Trade International Business Review Journal of International Business Studies Annals of the Association of American Geographers Journal of European Public Policy Baylis, J. et al. (2014) The globalization of world politics: An introduction to international relations (6th Edition). Oxford University Press Nayar B. (2005) The geopolitics of globalization : the consequences for development. Oxford University Press, Oxford India Paperback.
<b>Websites</b>	IMF European Commission OECD Financial Time The Economist <a href="http://europa.eu/">http://europa.eu/</a>

## GLOBAL STAKEHOLDERS MANAGEMENT

<b>Course Code</b>	MSC.IBNM2.STELE.0048
<b>ECTS Credits</b>	<b>3</b>
<b>Course Leader</b>	EZZEROUALI Amine
<b>Synchronous</b>	18
<b>Discipline</b>	Management & Organisation

<b>Program</b>	International Business
<b>Prerequisites</b>	None.
<b>Course Description</b>	Every organization needs to engage with a set of internal and external stakeholders that influence the process of wealth and value creation. Customers and users, suppliers, shareholders, employees, labor unions, NGOs, government agencies, etc. are examples of some of the key stakeholders with which organizations engage locally and globally. Knowing when and how to build and maintain short and long-term stakeholder engagement is highly critical in a complex and fast changing environment. This course addresses managerial, political, economic, sociological and psychological foundations of global stakeholder management and engagement through extant theory and case study examples of successful and failed stakeholder management strategies in various industries and multiple countries.
<b>Course Open to Exchange</b>	Paris /Fall;#Raleigh /Spring
<b>Semester</b>	fall
<b>Campus</b>	Paris, Raleigh
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	Freeman, E. R. (1984). Strategic Management: A Stakeholder Approach. Boston: Pitman. Carroll, A., & Buchholtz, A. (2014). Business and Society: Ethics, Sustainability, and Stakeholder Management. Cengage Learning. Freeman, E. R., Harrison, J. S., Wicks, A. C., Parmar, B. L., & de Colle, S. (2010). Stakeholder theory: the state of the art. Cambridge University Press.
<b>Websites</b>	<a href="http://stakeholdertheory.org/">http://stakeholdertheory.org/</a>

## RESEARCH METHOD

<b>Course Code</b>	MSC.IBUM2.STELE.0058
<b>ECTS Credits</b>	3
<b>Course Leader</b>	FERRARA Laurent
<b>Synchronous</b>	18
<b>Discipline</b>	Business Analytics, Data Science & AI
<b>Program</b>	International Business
<b>Prerequisites</b>	n/a
<b>Course Description</b>	This course provides a comprehensive introduction to research proposal writing. It is designed to help students to identify a study topic, critically analyze published research, formulate inquiry questions, organize a literature review, and select appropriate (quantitative or qualitative) data collection method. By the end of the course, students will complete a proposal that includes an introduction, problem statement, literature review, methods section and references. This course will also develop students awareness of the ethical principles of research. After a successful completion of this course, students will convert this proposal into a full

	research that will include the following sections: findings, discussion, conclusions, and references. THIS ELECTIVE IS MANDATORY FOR THOSE PURSUING A MSc DEGREE.
<b>Course Open to Exchange</b>	Paris /Fall;#Raleigh /Fall;#Suzhou /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Paris, Raleigh, Stellenbosch-Le Cap, Suzhou
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	
<b>Websites</b>	

## PROJECT AND PROGRAMME MANAGEMENT AND BUSINESS DEVELOPMENT

### CAREER MANAGEMENT

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

### INTERNATIONAL CONTRACT MANAGEMENT

<b>Course Code</b>	MSC.PPMM2.PMCOR.0090
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<b>ECTS Credits</b>	3
<b>Course Leader</b>	FISHER, Eddie-EXT
<b>Synchronous</b>	9
<b>Discipline</b>	Management & Organisation
<b>Program</b>	Project and Programme Management and Business Development
<b>Prerequisites</b>	None
<b>Course Description</b>	<p>Ample credible evidence exists that despite the professionalization of project management, projects and the products these projects are producing are failing at an unacceptable rate.</p> <p>One of the major root causes stems from contractually related issues.</p> <p>This course has been designed to help you develop an understanding of what contractually related issues are causing both project and product failures and what we, as project managers, can and should be doing about it.</p> <p>This course is somewhat unique as it looks at contracts and contracting from both the OWNERS and CONTRACTORS perspective, on the premise that the only way to be able to fix the issues lies in creating contracts which are fair and equitable in allocating risks to the party most capable of managing those risks.</p> <p>Because construction is arguably one of the oldest (Pyramids? Great Wall of China? Cathedrals of Europe?) applications of the project management processes and have some of the most sophisticated and well developed contract documents, many of the documents are coming from construction sources.</p> <p>HOWEVER all attempts will be made to demonstrate how these same terms and conditions can be adopted or adapted for use by other sectors. As there are both team and individual projects, students are free to document how they can or would modify the contractual terms and conditions found in construction for use in other sectors. (Essentially, all sectors are experiencing the same issues to a greater or lesser extent.)</p>
<b>Course Open to Exchange</b>	Belo /Fall;#Lille /Fall;#Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	<p>BEFORE DAY 1 (Pre-Course Reading Assignments)</p> <p>1. Guild of Project Controls Compendium and Reference (GPCCaR)  <a href="http://www.planningplanet.com/guild/GPCCAR-modules">http://www.planningplanet.com/guild/GPCCAR-modules</a> (FREE but you have to fill in a PROFILE that will take you about 10 minutes)</p> <p>a. Module 2-1 Managing People:</p>



	<p><a href="http://www.planningplanet.com/guild/gpccar/introduction-to-managing-people">http://www.planningplanet.com/guild/gpccar/introduction-to-managing-people</a></p> <p>b. Module 2-6 Identifying and Engaging Stakeholders:  <a href="http://www.planningplanet.com/guild/gpccar/introduction-to-managing-people">http://www.planningplanet.com/guild/gpccar/introduction-to-managing-people</a></p> <p>c. Module 5-1 Introduction to Managing Contracts:  <a href="http://www.planningplanet.com/guild/gpccar/introduction-to-managing-contracts">http://www.planningplanet.com/guild/gpccar/introduction-to-managing-contracts</a></p> <p>d. Module 5-3 Selecting the Project Delivery Method and Contract Type:  <a href="http://www.planningplanet.com/guild/gpccar/managing-contracts-select-project-delivery-method-contract-type">http://www.planningplanet.com/guild/gpccar/managing-contracts-select-project-delivery-method-contract-type</a></p> <p>e. Module 5-4 Tendering and Bidding the Contract:  <a href="http://www.planningplanet.com/guild/gpccar/managing-contracts-tendering-and-bidding-the-project">http://www.planningplanet.com/guild/gpccar/managing-contracts-tendering-and-bidding-the-project</a></p> <p>f. Module 5-5 Managing the Contract (Owners and Contractors Perspectives):  <a href="http://www.planningplanet.com/guild/gpccar/managing-contracts-managing-the-contract">http://www.planningplanet.com/guild/gpccar/managing-contracts-managing-the-contract</a></p> <p>g. Module 5-6 Closing the Contract (Owners and Contractors Perspectives)  <a href="http://www.planningplanet.com/guild/gpccar/managing-contracts-closing-the-contract">http://www.planningplanet.com/guild/gpccar/managing-contracts-closing-the-contract</a></p> <p>h. Module 10-1 Introduction to Managing Change:  <a href="http://www.planningplanet.com/guild/gpccar/introduction-to-managing-change">http://www.planningplanet.com/guild/gpccar/introduction-to-managing-change</a></p> <p>i. Module 10-3 Managing Change- The Owners Perspective:  <a href="http://www.planningplanet.com/guild/gpccar/managing-change-the-owners-perspective">http://www.planningplanet.com/guild/gpccar/managing-change-the-owners-perspective</a></p> <p>j. Module 10-4 Managing Change- The Contractors Perspective:  <a href="http://www.planningplanet.com/guild/gpccar/managing-change-the-contractors-perspective">http://www.planningplanet.com/guild/gpccar/managing-change-the-contractors-perspective</a></p> <p>k. Module 10-5 Managing Change Using Configuration Management:  <a href="http://www.planningplanet.com/guild/gpccar/managing-change-configuration-management">http://www.planningplanet.com/guild/gpccar/managing-change-configuration-management</a></p> <p>l. Module 12-1 Introduction to Forensic Analysis:  <a href="http://www.planningplanet.com/guild/gpccar/introduction-to-managing-forensic-analysis">http://www.planningplanet.com/guild/gpccar/introduction-to-managing-forensic-analysis</a></p> <p>2. KPMG Global Construction Survey 2015:  <a href="https://home.kpmg.com/xx/en/home/insights/2015/03/global-construction-survey.html">https://home.kpmg.com/xx/en/home/insights/2015/03/global-construction-survey.html</a></p> <p>3. ARCADIS Global Construction Disputes 2015-  <a href="https://www.arcadis.com/media/2/8/9/%7B289321DC-B266-4A13-82FA-CCBD54B6F535%7DARCADIS%20Construction%20Disputes%20Report%202015%2004.pdf">https://www.arcadis.com/media/2/8/9/%7B289321DC-B266-4A13-82FA-CCBD54B6F535%7DARCADIS%20Construction%20Disputes%20Report%202015%2004.pdf</a></p> <p>4. Why do Contractors Fail?  <a href="http://c.ymcdn.com/sites/www.surety.org/resource/resmgr/LearnAboutSurety/Why_Do_Contractors_Fail.pdf">http://c.ymcdn.com/sites/www.surety.org/resource/resmgr/LearnAboutSurety/Why_Do_Contractors_Fail.pdf</a></p> <p>5. Ernst &amp; Young Project Efficiency in the Oil and Gas Sector:  <a href="http://www.ey.com/gl/en/industries/oil---gas/ey-project-efficiency-in-oil-and-gas">http://www.ey.com/gl/en/industries/oil---gas/ey-project-efficiency-in-oil-and-gas</a></p> <p>1. Job outlook 2016: the attributes employers want to see on new college graduates resumes-<a href="http://www.naceweb.org/career-development/trends-and-predictions/job-outlook-2016-attributes-employers-want-to-see-on-new-college-graduates-resumes/">http://www.naceweb.org/career-development/trends-and-predictions/job-outlook-2016-attributes-employers-want-to-see-on-new-college-graduates-resumes/</a></p> <p>2. What is project based learning? <a href="http://www.bie.org/about/what_pbl">http://www.bie.org/about/what_pbl</a></p> <p>3. Kirkpatrick new world model- <a href="http://www.kirkpatrickpartners.com/our-philosophy/the-new-world-kirkpatrick-model">http://www.kirkpatrickpartners.com/our-philosophy/the-new-world-kirkpatrick-model</a></p> <p>4. Pay the laborer before his sweat dries:  <a href="http://www.masjidma.com/2012/09/03/the-employer-employee-relationship/">http://www.masjidma.com/2012/09/03/the-employer-employee-relationship/</a></p> <p>5. Caution- pay when paid clauses: <a href="http://www.jdsupra.com/legalnews/caution-pay-">http://www.jdsupra.com/legalnews/caution-pay-</a></p>
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	<p>when-paid-clauses-are-a-58593/</p> <p>6. Understanding pay-if-paid and pay-when-paid clauses in a construction contract: <a href="http://floridaconstructionlawgroup.com/understanding-pay-if-paid-and-pay-when-paid-clauses-in-a-construction-contract/">http://floridaconstructionlawgroup.com/understanding-pay-if-paid-and-pay-when-paid-clauses-in-a-construction-contract/</a></p> <p>7. Unfair payment clauses in the contracts in the uae: <a href="http://www.slqsuae.org/wp-content/uploads/2014/12/article-by-roshan-2014.pdf">http://www.slqsuae.org/wp-content/uploads/2014/12/article-by-roshan-2014.pdf</a></p> <p>8. Project management credentials compared against the us professional engineer (pe) license- <a href="http://pmworldjournal.net/wp-content/uploads/2016/12/pmwj53-dec2016-giammalvo-certification-benchmarking-2016-update-featured-paper.pdf">http://pmworldjournal.net/wp-content/uploads/2016/12/pmwj53-dec2016-giammalvo-certification-benchmarking-2016-update-featured-paper.pdf</a></p> <p>AIS integrated project delivery approach- <a href="https://www.aiacontracts.org/resources/64146-integrated-project-delivery-a-guide">https://www.aiacontracts.org/resources/64146-integrated-project-delivery-a-guide</a></p> <p>9. How to develop competent professional level project management practitioners- <a href="http://pmworldjournal.net/wp-content/uploads/2015/07/pmwj36-jul2015-giammalvo-producing-competent-practitioners-second-edition.pdf">http://pmworldjournal.net/wp-content/uploads/2015/07/pmwj36-jul2015-giammalvo-producing-competent-practitioners-second-edition.pdf</a></p> <p>FOR PURCHASE BY SKEMA FOR YOUR LIBRARY</p> <p>10. FIDIC Red Book: <a href="http://fidic.org/books/construction-contract-1st-ed-1999-red-book">http://fidic.org/books/construction-contract-1st-ed-1999-red-book</a></p> <p>11. AIA General Conditions of the Contract 2017: <a href="https://www.aiacontracts.org/events/86776-aia-2017-documents-the-revised-general-conditions-and-new-sustainable-projects-exhibit-">https://www.aiacontracts.org/events/86776-aia-2017-documents-the-revised-general-conditions-and-new-sustainable-projects-exhibit-</a></p> <p>12. EJCDC General conditions: <a href="http://www.ejcdc.org/product/c-700-standard-general-conditions-2013-2/">http://www.ejcdc.org/product/c-700-standard-general-conditions-2013-2/</a></p> <p>13. ConsensusDocs General Conditions <a href="http://www.consensusdocs.org/Resource_/FileManager/Redline_of_ConsensusDocs_200_2007_2011_2012_2014.pdf">http://www.consensusdocs.org/Resource_/FileManager/Redline_of_ConsensusDocs_200_2007_2011_2012_2014.pdf</a></p> <p>14. CSI Project Resource Manual 5th Edition <a href="https://www.amazon.com/Project-Resource-Manual-CSI-Practice/dp/0071370048">https://www.amazon.com/Project-Resource-Manual-CSI-Practice/dp/0071370048</a></p>
<b>Websites</b>	<p>1. Guild of Project Controls- <a href="http://www.planningplanet.com/guild">http://www.planningplanet.com/guild</a></p> <p>2. Guild of Project Controls Competency Certification Home page- <a href="http://www.planningplanet.com/guild/certification">http://www.planningplanet.com/guild/certification</a></p> <p>3. Association for the Advancement of Cost Engineering International- <a href="http://web.aacei.org/about-aacei">http://web.aacei.org/about-aacei</a></p>

## LEADERSHIP SKILLS FOR PROJECTS

<b>Course Code</b>	MSC.PPMM2.PMCOR.0078
<b>ECTS Credits</b>	4
<b>Course Leader</b>	WALKER, Sandra-EXT
<b>Synchronous</b>	30
<b>Discipline</b>	Autre
<b>Program</b>	Project and Programme Management and Business Development
<b>Prerequisites</b>	None
<b>Course Description</b>	<p>Leadership is a critical project management skill. This course is designed to steer participants towards a self-directed learning path to grow and excel as a project manager. Every project is unique, so future leadership scenarios cannot be foreseen with great accuracy. This seminar therefore helps participants to invest in leadership readiness, equipping them with the intellectual and emotional resources required to thrive in an international project situation. Project managers must be able to quickly engage team members and stakeholders, even from another culture, transcend</p>

	<p>differences and bring them towards the desired project goals in a timely manner, be it on a face-to-face or virtual team.</p> <p>Leadership is about influence, both through personal effectiveness and defined channels of responsibility. The project manager has to be a decision-maker and change agent, creating a vision, building authority and displaying communication creativity and problem solving strategies. The emphasis is on self-awareness and then putting leadership into action, attracting the relevant players to a project and keeping them onboard.</p> <p>Human factor challenges can be overcome by:</p> <ul style="list-style-type: none"> <li>Dynamizing a transversal team and stakeholders towards a positive outcome</li> <li>Making effective presentations of ideas and using influence tactics</li> <li>Communicating effectively with individual team members</li> <li>Overcoming resistance: removing obstacles and dealing with objections</li> </ul> <p>The course incorporates a range of modern concepts in this domain, including self-directed learning, strengths-based leadership and transformational strategies. Though of a short duration, it nonetheless offers a solid foundation for the project manager towards leadership development.</p>
<b>Course Open to Exchange</b>	Belo /Fall;#Lille /Fall;#Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris
<b>Evaluation</b>	
Final Examination (%)	40
Continuous Assessment (%)	60
<b>Academic reference</b>	<p>REQUIRED READINGS</p> <p>Northouse, P. (2010). Leadership: Theory and Practice (5th ed.). Thousand Oaks: Sage.</p> <p>Pinto, J., Thoms, P., Trailer, J., Palmer, T., &amp; Govekar, M. (1998). Project Leadership: From Theory to Practice. Newton Square: Project Management Institute.</p> <p>RECOMMENDED READINGS</p> <p>Anbari, F. T., Khilkhanova, E. V, Romanova, Maria, V., Ruggia, M., Han-Huei Tsay, C., &amp;</p> <p>Umpleby, Stuart, A. (2010). Cultural Differences in Projects. Newtown Square.</p> <p>Clarke, N. (2012). Leadership in projects: what we know from the literature and new insights. Team Performance Management, 18(3/4), 128148.</p> <p>Hunter, J. (1998). The Servant. Roseville: Prima.</p> <p>Lee, Margaret, R. (2014). Leading Virtual Project Teams. Boca Raton: CRC Press, Taylor and Francis.</p> <p>Lee-Kelley, L. (2002). Situational leadership: Managing the virtual project team. Journal of Management Development, 21(6), 461476.</p> <p>Levin, G. (2008). Guidelines to Create a Culture to Promote Successful Use of Virtual Teams Benefits and Challenges of Working with Virtual Teams. In PMI (Ed.), PMI Global Congress Proceedings-Denver, Colorado, USA (pp. 19). Denver: PMI.</p> <p>Levin, G. (2009). Team-Building Strategies for the Virtual Team, 110.</p> <p>Levin, G., &amp; Rad, P. (2006). Successful Motivational Techniques for Virtual Teams. In PMI Global Congress Proceedings-Madrid, Spain. Newton Square:</p>

	<p>PMI.</p> <p>Pinto, J. K., &amp; Traylor, J. (1998). Leadership Skills for project Managers. Newtown Square: Project Management Institute.</p> <p>Rad, P., &amp; Levin, G. (2003). Achieving Project Management Success Using Virtual Teams.</p> <p>Ralf Müller, Konrad Spang, S. O. (2009). Cultural differences in decision making in project teams. International Journal of Managing Projects in Business, 2(1), 70-93.</p> <p>Slevin, D. P., &amp; Pinto, J. K. (1991). Project Leadership: Understanding and Consciously Choosing your Style. Project Management Journal, XXII(1), 39-48.</p> <p>Thompson, K. (2010). Servant-Leadership: An effective model for project management. Capella University.</p> <p>Turner, J. R. (2007). Gower Handbook of Project Management. (J. R. Turner, Ed.) (4th ed.). Aldershot: Gower.</p> <p>Turner, J. R., &amp; Müller, R. (2005). The Project Managers Leadership Style as a Success Factor on Projects: a literature review. Project Management Journal, 36(1), 49-62.</p> <p>Turner, J. R., &amp; Müller, R. (2006). Choosing Appropriate Project Managers: matching their leadership style to the type of project. Newtown Square: Project Management Institute.</p> <p>Turner, J. R., Müller, R., &amp; Dulewicz, V. (2009). Comparing the leadership styles of functional and project managers. International Journal of Managing Projects in Business, 2(2), 198-216.</p>
<b>Websites</b>	<p>WEBLINKS:</p> <p><a href="http://www.ipma.ch/Pages/default.aspx">http://www.ipma.ch/Pages/default.aspx</a></p> <p><a href="http://www.pmi.edu">http://www.pmi.edu</a> (Project Management articles)</p> <p><a href="http://www.mckinseyquarterly.com">http://www.mckinseyquarterly.com</a> (Management articles)</p> <p><a href="http://www.geert-hofstede.com">http://www.geert-hofstede.com</a> (Cross cultural)</p> <p><a href="http://www.edwarddebono.com">http://www.edwarddebono.com</a> (Thinking strategies)</p> <p><a href="http://www.quadrant1.com">http://www.quadrant1.com</a> (Personal development)</p> <p><a href="http://www.12manage.com">http://www.12manage.com</a> (Management theories)</p> <p><a href="http://www.fourhourworkweek.com">http://www.fourhourworkweek.com</a> (Personal Life Goals)</p> <p><a href="https://www.ted.com/playlists/140/how_leaders_inspire">https://www.ted.com/playlists/140/how_leaders_inspire</a> (Leadership)</p> <p>DVDs:</p> <p>CNBC The Leaders - The Secrets To Their Success</p> <p>FILMS:</p> <p>Remember the Titans (2001)</p> <p>Gandhi (1982)</p> <p>Hotel Rwanda (2006)</p> <p>Twelve Angry Men (1957)</p>

## ORGANISATIONAL EXCELLENCE AND MATURITY MODELS

<b>Course Code</b>	MSC.PPMM2.PMCOR.0092
<b>ECTS Credits</b>	3
<b>Course Leader</b>	MANSSON, Erik-EXT
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	Project and Programme Management and Business Development
<b>Prerequisites</b>	Project management

<b>Course Description</b>	This course aims to introduce the concepts of project maturity models and excellence in project management. The course also introduces the concepts of excellence and performance improvement at the a wider organisational level.
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	<p>REQUIRED READINGS</p> <ol style="list-style-type: none"> <li>1. Project Management Institute, 2013. Organizational project management maturity model (OPM3) knowledge foundation (3rd ed.). Newtown Square</li> <li>2. International Project Management Association (IPMA), 2016. Project Excellence Baseline for Achieving Excellence in Projects and Programmes. IPMA Global Standard</li> <li>3. Kerzner, H. 2005. Using the Project Management Maturity Model: Strategic Planning for Project Management 2nd Edition, 2nd Ed. John Wiley &amp; Sons Inc.</li> <li>4. EFQM 2013, EFQM Excellence Model - EFQM 2013, EFQM Publications</li> <li>5. Selected list of journal articles will be communicated to students before the start of the course.</li> </ol> <p>RECOMMENDED READINGS</p> <p>Kerzner, H. 2013. Project Management: A Systems Approach to Planning, Scheduling, and Controlling, 11th Ed. John Wiley &amp; Sons Inc. (available in the library in e-book format)</p>
<b>Websites</b>	<a href="http://www.ipma.world/">http://www.ipma.world/</a> <a href="http://www.efqm.org">http://www.efqm.org</a>

## PEOPLE IN PROJECTS

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

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

	Söderlund J & Bredin K. (2006), HRM in project-intensive firms: changes and challenges, Human Resource Management, 45(2):24965.
<b>Websites</b>	

## PROJECT MANAGEMENT METHODS

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

	permission of AXELOS Limited. All rights reserved. AgilePM® and AgilePgM® are registered trademarks of Dynamic Systems Development Method Ltd. All rights reserved.
<b>Websites</b>	www.apmgroup.co.uk trainingbytesize.com

## PROJECT PLANNING AND CONTROL

<b>Course Code</b>	MSC.PPMM2.PMCOR.0077
<b>ECTS Credits</b>	<b>4</b>
<b>Course Leader</b>	GARDINER Paul
<b>Synchronous</b>	36
<b>Discipline</b>	Management & Organisation
<b>Program</b>	Project and Programme Management and Business Development
<b>Prerequisites</b>	None.
<b>Course Description</b>	This course aims to provide students with the core knowledge areas of project management. The course combines the knowledge available in project management with the PMI Body of Knowledge (PMBOK). Focus will be on understanding the application of the tools of project management, such as work breakdown structure, use of critical path scheduling, stakeholder management, risk management and earned value analysis. The principles and tools are integrated and clarified through use of examples, case studies and simulations. Reference is made to the PMBoK project management life cycle and its processes related to each of the course topics.
<b>Course Open to Exchange</b>	Belo /Fall;#Lille /Fall;#Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	<p>PRE-READING</p> <p>Read chapter 1, 2 and 3 of: Project Management Institute. 2013. A Guide to the Project Management Body of Knowledge (PMBOK® Guide) Fifth Edition</p> <p>REQUIRED READINGS</p> <ol style="list-style-type: none"> <li>1. Kerzner, H. 2013. Project Management: A Systems Approach to Planning, Scheduling, and Controlling, 11th Ed. John Wiley &amp; Sons Inc. (available in the library in e-book format)</li> <li>2. Project Management Institute. 2013. A Guide to the Project Management Body of Knowledge (PMBOK® Guide) Fifth Edition</li> <li>3. Selected list of journal articles will be communicated to students before the start of the course.</li> </ol> <p>RECOMMENDED READINGS</p> <ol style="list-style-type: none"> <li>1. Gardiner, P. D. 2005. Project Management: A Strategic Planning Approach, Palgrave Macmillan.</li> </ol>



	2. Pinto, J. K. 2015. Project Management: Achieving Competitive Advantage, 4th Ed. Prentice Hall.
<b>Websites</b>	1. www.pmi.org

#### PROJECT PRACTICE PORTFOLIO 1

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

#### RESEARCH METHODS 1

<b>Course Code</b>	MSC.PPMM2.PMCOR.0201
<b>ECTS Credits</b>	0
<b>Course Leader</b>	GARDINER Paul
<b>Synchronous</b>	6
<b>Discipline</b>	Autre
<b>Program</b>	Project and Programme Management and Business Development
<b>Prerequisites</b>	None
<b>Course Description</b>	Fundamentals of research methods for business

<b>Course Open to Exchange</b>	Belo /Fall;#Lille /Fall;#Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

#### BUSINESS AND PROJECT MANAGEMENT AGILITY

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

#### DIGITAL TOOLS FOR PROJECT MANAGEMENT

<b>Course Code</b>	MSC.PPMM2.PMELE.0002
<b>ECTS Credits</b>	<b>3</b>
<b>Course Leader</b>	GARDINER Paul
<b>Synchronous</b>	18
<b>Discipline</b>	Management & Organisation
<b>Program</b>	Project and Programme Management and Business Development
<b>Prerequisites</b>	None.

<b>Course Description</b>	Practical application of MS Project, Power BI and Power Automate to increase efficiency.
<b>Course Open to Exchange</b>	Belo /Fall;#Lille /Fall;#Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris
<b>Evaluation</b>	
Final Examination (%)	70
Continuous Assessment (%)	30
<b>Academic reference</b>	None
<b>Websites</b>	None

#### MANAGING SPORT PROJECTS AND PERFORMANCE

<b>Course Code</b>	MSC.PPMM2.PMELE.0005
<b>ECTS Credits</b>	<b>3</b>
<b>Course Leader</b>	ROMER Arnaud
<b>Synchronous</b>	18
<b>Discipline</b>	Sports
<b>Program</b>	Project and Programme Management and Business Development
<b>Prerequisites</b>	<b>Basic knowledge of Project Management Methods</b> <b>Fundamental of Leadership</b>
<b>Course Description</b>	<p>Managing performance and sport event</p> <p>Human : How to manage a project team or sport team towards performance at individual and collective level ?</p> <p>With methods to solve an issue : Constat &gt; Analyze &gt; Solution</p> <p>Constat</p> <p>with datas : use of the tool Wyscout sports, KPIs pour projects team</p> <p>with cognitives skills : analyse others, soft skills (observation, empathy)</p> <p>Analyse</p> <p>Sport team : analyse datas, Artificial Intelligence</p> <p>Project team : KPIs,</p> <p>Solution ?</p> <p>Team Leadership : How to manage a sport team of a project sport team?</p> <p>Leadership in a group</p> <p>From individual to collective</p> <p>Motivation theories</p> <p>Assess the individual performance and the team performance: qualitative and quantitative</p> <p>Diagnosis</p> <p>Managing conflict in the team</p> <p>Multicultural Management and Global leadership</p> <p>Cultural intelligence (cognition, behavior, communication)</p> <p>Emotional intelligence (Daniel Goleman: motivation, empathy, self regulation)</p>

	<p>Multiculturalism leadership : integration, open mindset, feedbacks</p> <p>Environment : How to maximize the performance through the understanding of the environment ?</p> <p>Managing sport and projects and performance with eco-systeme</p> <p>Notion Biotope, biocenosis &gt; James Moore</p> <p>Understanding the evolution of a project within the environment</p> <p>Managing within different levels of scale</p> <p>Effect &gt; impact on close environment who doesn't participate</p> <p>Scale&gt; national, worldwide</p> <p>Large scale : Example of the Olympic and Paralympic games le With Emotions et memorial dimension &gt; Point 11 Bessy, Memory of the performance...</p> <p>Managing image and PR of a sport event</p> <p>Internal communication of a sport event</p> <p>PR and its effect on the image and reputation of the project/event</p> <p>Crisis communication and its effect on the team</p> <p>Uncertainty of the environment</p> <p>Uncertainty of the result/output</p> <p>Unpredictability of events: managing risk</p> <p>Sustainability and sport project management</p> <p>Logistics / supply chain: How to answer the logistic stakes of sport and project management ?</p> <p>Main constraints : time management</p> <p>Supply chain of a sport event</p> <p>Risk management and impact assessment</p> <p>FINANCIAL : How sport and project economy are linked ?</p> <p>Managing sport events and performance with financial obligations:</p> <p>Budget forecast</p> <p>With goal to make profit: entertainment value of sport, generation of income (high and low level of entertainment)</p> <p>Financing plan: sponsors &amp; contract, private equity, tickets sold, membership, government</p>
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	<p>Deci, E.L., &amp; Ryan, R.M. (2002). Handbook of self-determination research. Rochester : University of Rochester Press.</p> <p>Moore, J(1996). The Death of Competition: Leadership and strategy in the age of business ecosystems. New York: HarperBusiness.)</p> <p>Bessy, O, and Suchet, A, « Une approche théorique de l'événementiel sportif », Mondes du Tourisme [En ligne], 11   2015</p> <p>Desbordes, M, A review of the economic impact studies done on the Tour</p>

	de France: methodological aspects and first results, International Journal of Sport Management and Marketing, vol. 2, n° 5-6, 2007
<b>Websites</b>	

## SUSTAINABLE BUSINESS ECOSYSTEMS

<b>Course Code</b>	MSC.PPMM2.PMELE.0006
<b>ECTS Credits</b>	<b>3</b>
<b>Course Leader</b>	NIESTEN Eva
<b>Synchronous</b>	0
<b>Discipline</b>	Management & Organisation
<b>Program</b>	Project and Programme Management and Business Development
<b>Prerequisites</b>	None.
<b>Course Description</b>	You will learn about sustainable business ecosystems which are interconnected networks of businesses, organizations, and stakeholders that collaborate to achieve social, economic, and environmental sustainability. These ecosystems prioritize responsible resource management, social equity, and environmental protection, and are characterized by circular economy principles, collaborative innovation, and long-term thinking. You will discover how to create a more resilient and regenerative economy that balances the needs of people, the planet, and profit, for example, by adopting sustainable practices and working collaboratively with stakeholders to drive systemic change towards a more sustainable future.
<b>Course Open to Exchange</b>	Lille /Fall
<b>Semester</b>	fall
<b>Campus</b>	Lille, Paris
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

## SUSTAINABLE FINANCE AND FINTECH

### ALGORITHM DESIGN IN FINTECH

<b>Course Code</b>	MSC.SFFM2.ISCOR.0001
<b>ECTS Credits</b>	2
<b>Course Leader</b>	IYIDOGAN Engin
<b>Synchronous</b>	15

<b>Discipline</b>	Business Analytics, Data Science & AI
<b>Program</b>	Sustainable Finance and Fintech
<b>Prerequisites</b>	
<b>Course Description</b>	
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

#### APPLIED RESEARCH METHODS

<b>Course Code</b>	MSC.SFFM2.FICOR.0011
<b>ECTS Credits</b>	<b>2</b>
<b>Course Leader</b>	SAIDANE Dhafer
<b>Synchronous</b>	12
<b>Discipline</b>	Finance
<b>Program</b>	Sustainable Finance and Fintech
<b>Prerequisites</b>	Mandatory for the MSc candidates
<b>Course Description</b>	The aim of the course is to train students to benchmark existing discipline-based knowledge and develop strategies for keeping up to date with new techniques or issues in both an academic research and a practitioner environment.
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	Biggam, J., 2008. Succeeding with Your Master's Dissertation : A step-by-step handbook, McGraw-Hill. Available online on La Fusée website in Cyberlibris / Scholarvox: <a href="http://ezp.skema.edu:2057/bookshelf/list/folderid/62679">http://ezp.skema.edu:2057/bookshelf/list/folderid/62679</a> Additional references will be provided by the instructor during the class.
<b>Websites</b>	

## BIG DATA, ARTIFICIAL INTELLIGENCE & POWER BI

<b>Course Code</b>	MSC.SFFM2.FICOR.0010
<b>ECTS Credits</b>	2
<b>Course Leader</b>	SAIDANE Dhafer
<b>Synchronous</b>	0
<b>Discipline</b>	Finance
<b>Program</b>	Sustainable Finance and Fintech
<b>Prerequisites</b>	As a prerequisite, students should have: - Corporate finance notions in management control and performance management - Information Systems management notions - Business Process monitoring notions
<b>Course Description</b>	In the actual digital era, Corporate Finance has to adapt: become more agile, more forward looking and support more than ever decision-making. Financial Managers used to be the guarantor of business profitability. To continue ensuring their role, Financial Managers now need to master IS dedicated to monitor business performance such as Big Data, AI, XBRL, Analytics, etc., and understand their implications (legal, ethical and social)
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	70
Continuous Assessment (%)	30
<b>Academic reference</b>	
<b>Websites</b>	

## BLOCKCHAIN AND CRYPTO ASSETS

<b>Course Code</b>	MSC.SFFM2.FICOR.0003
<b>ECTS Credits</b>	2
<b>Course Leader</b>	BUCHWALTER Bastien
<b>Synchronous</b>	15
<b>Discipline</b>	Finance
<b>Program</b>	Sustainable Finance and Fintech
<b>Prerequisites</b>	There is no prerequisite for this course.
<b>Course Description</b>	Goals of the course The purpose of this course is to provide you with an introduction to crypto-assets and the distributed blockchain technology. At the end of the course, you should be able to Have a strong understanding of what blockchain technology is Know and use key vocabulary and concepts commonly used when discussing

	<p>blockchain and crypto-assets</p> <p>Understand the potential and limitations of trust provided with a distributed blockchain</p> <p>Classify crypto-assets based on their technological characteristics</p> <p>Identify the best blockchain specific applications for value and content transfer</p> <p>Explain the emerging alternatives to the distributed blockchains</p> <p>The course runs for 8 weeks and is split into two parts of 4 weeks. In the first four weeks, we cover the basics of blockchain technology and how it is used by crypto-assets. In the second part of the class, we cover algorithms and pseudocode for frontier financial products.</p>
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	<a href="https://sites.google.com/view/engin-iyidogan">https://sites.google.com/view/engin-iyidogan</a>

## CAREER MANAGEMENT

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



## CLIMATE ISSUES IN THE FINANCIAL SPHERE

<b>Course Code</b>	MSC.SFFM2.FICOR.0006
<b>ECTS Credits</b>	<b>3</b>
<b>Course Leader</b>	SAIDANE Dhafer
<b>Synchronous</b>	0
<b>Discipline</b>	Finance
<b>Program</b>	Sustainable Finance and Fintech
<b>Prerequisites</b>	to complete
<b>Course Description</b>	Digital financial inclusion involves the deployment of the cost-saving digital means to reach currently financially excluded and underserved populations with a range of formal financial services suited to their needs that are responsibly delivered at a cost affordable to customers and sustainable for providers.
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

## CSR & GREEN BUSINESS

<b>Course Code</b>	MSC.SFFM2.FICOR.0005
<b>ECTS Credits</b>	<b>3</b>
<b>Course Leader</b>	SINCLAIR-DESGAGNE Bernard
<b>Synchronous</b>	0
<b>Discipline</b>	Finance
<b>Program</b>	Sustainable Finance and Fintech
<b>Prerequisites</b>	to complete
<b>Course Description</b>	This course introduces students to academic research and business practices concerning corporate social responsibility (CSR) and environmental stewardship. The first lecture defines the two notions, examines their desirability, and considers their practical scope. The second lecture lays out the basics of sustainable corporate finance. The third lecture copes with the issue of creating value through making a firm greener. The fourth lecture looks at green entrepreneurship and firms specialized in delivering environmental goods and services (which form, nowadays, the so-called eco-industry). Taking stock of the latter, the fifth lecture considers how to make global value chains greener. The sixth lecture, finally, discusses good and bad practices in stakeholders management.

<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	<p>Books:</p> <p>(Required) Mark Antony Camilleri (2017), Corporate Sustainability, Social Responsibility, and Environmental Management An introduction to theory and practice with case studies, Springer.</p> <p>Joseph E. Stiglitz (2019), People, Power and Profits for an Age of Discontents, W. W. Norton.</p> <p>Articles:</p> <p>All the articles mentioned in the course outline below will be provided online on K2 or another outlet. The ones which are mandatory readings will be specified in due time.</p>
<b>Websites</b>	<p>European policy on CSR:</p> <p><a href="https://ec.europa.eu/growth/industry/sustainability/corporate-social-responsibility_en">https://ec.europa.eu/growth/industry/sustainability/corporate-social-responsibility_en</a></p> <p>World Business Council for Sustainable Development:</p> <p><a href="https://www.wbcsd.org/">https://www.wbcsd.org/</a></p> <p>ISO 26000 Social Responsibility: <a href="https://www.iso.org/iso-26000-social-responsibility.html">https://www.iso.org/iso-26000-social-responsibility.html</a></p> <p>ISO 14000 Environmental Management: <a href="https://www.iso.org/fr/iso-14001-environmental-management.html">https://www.iso.org/fr/iso-14001-environmental-management.html</a></p> <p>Eco-Manag. and Audit Sch. (EMAS):</p> <p><a href="https://ec.europa.eu/environment/emas/index_en.htm">https://ec.europa.eu/environment/emas/index_en.htm</a></p>

#### FINTECH SEMINAR

<b>Course Code</b>	MSC.SFFM2.FICOR.0007
<b>ECTS Credits</b>	3
<b>Course Leader</b>	SCHWIENBACHER Armin
<b>Synchronous</b>	0
<b>Discipline</b>	Finance
<b>Program</b>	Sustainable Finance and Fintech
<b>Prerequisites</b>	to complete
<b>Course Description</b>	<p>The aim of the course is to study fintech from the perspective of entrepreneurial startups, and combine it with the financing of entrepreneurial opportunities. Thus, it is an entrepreneurial finance course for startups active in the fintech area. Students will better understand what constitutes entrepreneurial opportunities in the fintech space and how they are financed.</p> <p>Topics covered include important areas of fintech and entrepreneurial finance:</p> <ul style="list-style-type: none"> <li>- Blockchain, smart contracts, and ICOs</li> </ul>

	<ul style="list-style-type: none"> <li>- Use of big data and algorithms in finance and insurance</li> <li>- Tokenization of assets and the emergence of crypto-assets</li> <li>- Various sources of entrepreneurial funding: venture capital, crowdfunding, ICOs</li> <li>- Financing techniques using optimal contracting structures for new ventures (security issuance and investment documentation)</li> </ul> <p>Lectures build on theory, business cases and exercises that will be discussed in class. Students will be required to work on real-world business cases to develop their own view on different forms of entrepreneurial finance and fintech topics. This year, we will also do business cases on (equity) crowdfunding and ICO.</p>
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

#### FUNDAMENTAL & SUSTAINABLE FINANCE & TAX

<b>Course Code</b>	MSC.SFFM2.FICOR.0002
<b>ECTS Credits</b>	<b>4</b>
<b>Course Leader</b>	SAIDANE Dhafer
<b>Synchronous</b>	0
<b>Discipline</b>	Finance
<b>Program</b>	Sustainable Finance and Fintech
<b>Prerequisites</b>	<p>NO</p> <p>The course will be taught in the form of lectures and selected case studies intended for classroom discussion. Each student will be part of a study group composed of at least five members who each session will provide a collective discussion. A class participation grade will be obtained from individual quizzes and discussions of the financial case studies.</p>
<b>Course Description</b>	<p>An increased awareness in international markets particularly dictated by the scarcity of resources, the efficient pursuit of profit and climate change has influenced the financial decisions worldwide. Sustainability became the new corporate norm in the financial world. Investors explore additional factors in their financial decisions and durability continues to democratize. This course examines sustainable finance as an integrated subject, starting with an introduction of funding mechanisms and investment to go towards the financial analysis, financing and evaluation. It covers various aspects of sustainable investment and offers effective tools for financial and risk evaluation. It fully meets the desire of companies to ensure a continued prosperity, expansion, or simply their own survival.</p>

	The sustainability analysis is the hub of economic, social and environmental analyses. To this, sustainable finance includes additional elements such as investment measures, investment conditions, risk, ethics, and responsibility.
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	70
Continuous Assessment (%)	30
<b>Academic reference</b>	<ul style="list-style-type: none"> <li>- Krosinsky, C., N. Robins, and Stephen Viederman (2012): Evolutions in Sustainable Investing: Strategies, Funds and Thought Leadership, Wiley Finance.</li> <li>- Labatt, S. and R. Rodney (2002): Environmental Finance: A Guide to Environmental Risk Assessment and Financial Products, Wiley Finance.</li> </ul>
<b>Websites</b>	

#### PROGRAMMING WITH PYTHON I

<b>Course Code</b>	MSC.SFFM2.FICOR.0008
<b>ECTS Credits</b>	<b>2</b>
<b>Course Leader</b>	PETRECZKY, Mihaly-EXT
<b>Synchronous</b>	0
<b>Discipline</b>	Finance
<b>Program</b>	Sustainable Finance and Fintech
<b>Prerequisites</b>	to complete
<b>Course Description</b>	Python I
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

#### PROGRAMMING WITH PYTHON II

<b>Course Code</b>	MSC.SFFM2.FICOR.0009
<b>ECTS Credits</b>	<b>2</b>

<b>Course Leader</b>	PETRECZKY, Mihaly-EXT
<b>Synchronous</b>	0
<b>Discipline</b>	Finance
<b>Program</b>	Sustainable Finance and Fintech
<b>Prerequisites</b>	-to complete
<b>Course Description</b>	-
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

#### SUSTAINABLE FINANCE& BANKING

<b>Course Code</b>	MSC.SFFM2.FICOR.0004
<b>ECTS Credits</b>	<b>4</b>
<b>Course Leader</b>	SAIDANE Dhafer
<b>Synchronous</b>	0
<b>Discipline</b>	Finance
<b>Program</b>	Sustainable Finance and Fintech
<b>Prerequisites</b>	to complete
<b>Course Description</b>	<p>The courses key objective is to provide students with a personalized academic environment to obtain a solid understanding of International banking and sustainable finance.The Sustainable Finance course aims at analyzing and assessing the stability of Globalized financial system. It is opened to no-specialists and gives a clear understanding between international banking forces, sustainability, regulation and financial instability in globalized economy. The course will assess the impact of financial deregulation as well as structural reforms upon the banking business models.</p> <p>The target students might want to work in the sustaible development / CSR department of corporates.</p>
<b>Course Open to Exchange</b>	Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0

<b>Academic reference</b>	
<b>Websites</b>	

#### ACCOUNTING PREREQUISITES

<b>Course Code</b>	MSC.CFMM2.FIELE.0146
<b>ECTS Credits</b>	0
<b>Course Leader</b>	CHIKH Sabrina
<b>Synchronous</b>	0
<b>Discipline</b>	Comptabilité
<b>Program</b>	Sustainable Finance and Fintech
<b>Prerequisites</b>	Objective: This module is a prerequisite course for students having a first level or limited knowledge in accounting. It enables them to understand and analyze basic annual reports and financial statements of general businesses.
<b>Course Description</b>	Description: This module emphasizes on the fundamentals of financial accounting and is customized for students entering postgraduate level studies, without a substantial accounting background. The module will introduce general accounting standards, but students are NOT expected to have a comprehensive knowledge of IAS/IFRS standards in financial reporting and analysis. It is a foundation course where an understanding of accounting is a basic requirement.
<b>Course Open to Exchange</b>	Paris /Fall;#Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Paris, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	David Alexander and Christopher Nobes (2020), Financial Accounting an international introduction, Pearson (Higher Edition), 7th edition.
<b>Websites</b>	

#### CORPORATE FINANCE PREQUISITES

<b>Course Code</b>	MSC.CFMM2.FIELE.0147
<b>ECTS Credits</b>	0
<b>Course Leader</b>	CHIKH Sabrina
<b>Synchronous</b>	0
<b>Discipline</b>	Finance
<b>Program</b>	Sustainable Finance and Fintech
<b>Prerequisites</b>	This is an introductory course in preparation for Corporate Finance, therefore requirements for this preparatory stage are restricted to the use of basic financial mathematics & calculation.

<b>Course Description</b>	In this six-hour preparation course students will be acquainted with introductory concepts and practice necessary for the further development of Capital Budgeting, Dividend policies, corporate valuation to be explored in the whole CFM program.
<b>Course Open to Exchange</b>	Belo /Fall;#Paris /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Paris, Suzhou
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	Ross, Stephen A. Fundamentals of Corporate Finance. Toronto: McGraw-Hill Ryerson, 2002. Chapters 1 - 4.
<b>Websites</b>	