



**Course Catalogue**  
**Master Programmes**  
**Incoming Exchange Students**  
**Paris Campus**  
**Spring 2024**

Dear Exchange Students,

Welcome to SKEMA Business School !

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

Please read these instructions carefully:

- 1) Students are required to choose **one program** and follow the courses within that one program. It is not possible to mix and match courses from different programs due to frequent scheduling clashes.
- 2) **Pay attention to the pre-requisites!** We have highlighted the pre-requisites for courses **in red**. It is the student's responsibility to ensure he/she has the required academic background to successfully follow the courses.
- 3) **Special Note for Project and Program Management & Business Development Program:** Certain courses within this program have **extra fees**. Fees apply because students are able to obtain various professional certifications once passing the course. The fees are directly linked with the enrollment of the student in the professional certificate examination. Fee details are clearly indicated in the course catalogue. Students choosing this program will be required to pay the required fees before receiving their acceptance letter. The SKEMA International Office will contact students on the payment procedure once the nomination period is complete (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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## CAREER MANAGEMENT (SPRING)

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

## CORPORATE SOCIAL RESPONSIBILITY

<b>Course Code</b>	PGE.FINM1.HRCOR.0345
<b>ECTS Credits</b>	2
<b>Course Leader</b>	BARRAQUIER Anne
<b>Synchronous</b>	12
<b>Discipline</b>	Autre
<b>Program</b>	M1 GBE France
<b>Prerequisites</b>	Students should master fundamental knowledge on strategic management and financial markets.
<b>Course Description</b>	the course is intended to provide the necessary knowledge to understand how a firm can become socially responsible and integrate sustainability practices.
<b>Course Open to Exchange</b>	Belo /Spring;#Paris /Spring;#Raleigh /Spring;#Sophia /Spring;#Suzhou /Spring
<b>Semester</b>	spring

<b>Campus</b>	Autre / Other, Belo Horizonte, Paris, Raleigh, Sophia, Stellenbosch-Le Cap, Suzhou
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	Provided on K2
<b>Websites</b>	Provided on K2

#### DESIGN THINKING SEMINAR

<b>Course Code</b>	PGE.FINM1.STCOR.0814
<b>ECTS Credits</b>	2
<b>Course Leader</b>	MELILLO Francesca
<b>Synchronous</b>	12
<b>Discipline</b>	Autre
<b>Program</b>	M1 GBE France
<b>Prerequisites</b>	-none
<b>Course Description</b>	A multi campus workshop based course to highlight why Design Thinking is so relevant for business today. The Design thinking process is an iterative process which means you constantly revise you thinking, changing your vision and ideas according to feedback received. A powerful creative tool that can drive a brand, business or an individual forward positively with innovative solutions
<b>Course Open to Exchange</b>	Belo /Spring;#Paris /Spring;#Raleigh /Spring;#Sophia /Spring;#Suzhou /Spring
<b>Semester</b>	spring
<b>Campus</b>	Autre / Other, Belo Horizonte, Paris, Raleigh, Sophia, Stellenbosch-Le Cap, Suzhou
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	
<b>Websites</b>	<p>The deep dive (IDEO) (22min)  <a href="https://www.youtube.com/watch?v=2Dtrkrz0yoU">https://www.youtube.com/watch?v=2Dtrkrz0yoU</a>            Lucky Iron Fish (3min43)  <a href="https://www.youtube.com/watch?v=iY0D-PlcgB4">https://www.youtube.com/watch?v=iY0D-PlcgB4</a>            d.school Paris and the aging simulator (1min25)  <a href="https://www.youtube.com/watch?v=jD5XwdgAq_s">https://www.youtube.com/watch?v=jD5XwdgAq_s</a>            How it works : Design Thinking (5min51)  <a href="https://www.youtube.com/watch?v=pXtN4y3O35M">https://www.youtube.com/watch?v=pXtN4y3O35M</a>            Design Thinking - Tim Brown, CEO and President of IDEO (26min42)  <a href="https://www.youtube.com/watch?v=U-hzefHdAMk">https://www.youtube.com/watch?v=U-hzefHdAMk</a></p>

## ENTREPRENEURSHIP

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

## ESSENTIAL NEGOTIATION SKILLS

<b>Course Code</b>	PGE.FINM1.HRCOR.0351
<b>ECTS Credits</b>	4
<b>Course Leader</b>	SPIER Peter
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	M1 GBE France
<b>Prerequisites</b>	NONE
<b>Course Description</b>	'Par ma foi ! il y a plus de quarante ans que je dis de la prose sans que j'en susse rien' (My faith! I have been speaking prose for forty years without knowing it), observes Molière's 'Bourgeois gentilhomme'. The same could be said of negotiation. We all do it, whether we realize it or not, and a great deal can be gained from learning to do it better. This skill will be paramount for careers in sales, key account management, purchasing, business development.. but it is also key in teamwork, conflict management, relationship building and a myriad other situations involving interaction between two or more parties. The list of different negotiation situations we might encounter is endless and varied: buying a souvenir, a car, an apartment; deciding on a holiday destination or a new sofa with your partner; asking your neighbour to turn down the stereo or look after your cat; negotiating a new deal with a supplier or a client; setting up an agreement with a new distributor or agent... As a means of reaching agreement and navigating differences, it is an essential tool for living and

	working abroad, or working with international partners or clients. Good negotiation skills presuppose an ability to interact constructively with others; cultural differences add one more dimension to this, and it is useful to reflect on how these differences impact the negotiation process. This course will take up and build on frameworks and concepts encountered in the multicultural management course and explore how they play out in a negotiation situation. To do so, we must first develop our knowledge and understanding of the nature and dynamics of negotiation itself. The course will involve a balanced approach, with some theory, practical negotiation exercises and case studies.
<b>Course Open to Exchange</b>	Paris /Spring;#Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Paris, Sophia
<b>Evaluation</b>	
Final Examination (%)	60
Continuous Assessment (%)	40
<b>Academic reference</b>	
<b>Websites</b>	

#### INTERNATIONAL FINANCE

<b>Course Code</b>	PGE.FINM1.FICOR.0514
<b>ECTS Credits</b>	4
<b>Course Leader</b>	GROSLAMBERT Bertrand
<b>Synchronous</b>	27
<b>Discipline</b>	Autre
<b>Program</b>	M1 GBE France
<b>Prerequisites</b>	-none
<b>Course Description</b>	-This course provides an overview of the nature and operation of global capital markets and traded financial instruments. Students are exposed to the organisation of the international financial system and the markets for stocks, bonds, commodities and foreign exchange
<b>Course Open to Exchange</b>	Belo /Spring;#Paris /Spring;#Raleigh /Spring;#Sophia /Spring;#Suzhou /Spring
<b>Semester</b>	spring
<b>Campus</b>	Autre / Other, Belo Horizonte, Lille, Paris, Raleigh, Sophia, Stellenbosch-Le Cap, Suzhou
<b>Evaluation</b>	
Final Examination (%)	60
Continuous Assessment (%)	40
<b>Academic reference</b>	Principles of Corporate Finance, 12/e.Brealey, Myers and Allen. McGraw-Hill ed.
<b>Websites</b>	





<b>Discipline</b>	Autre
<b>Program</b>	M1 GBE France
<b>Prerequisites</b>	There are no pre-requisites for this course.
<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 /Spring
<b>Semester</b>	spring
<b>Campus</b>	Lille, Paris, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	
<b>Websites</b>	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 SPRING (FOR NON NATIVE SPEAKERS)

<b>Course Code</b>	PGE.FINM1.LGCOR.4339
<b>ECTS Credits</b>	2
<b>Course Leader</b>	DURANTON Hélène
<b>Synchronous</b>	24

<b>Discipline</b>	Autre
<b>Program</b>	M1 GBE France
<b>Prerequisites</b>	There are no-prerequisites for this course.
<b>Course Description</b>	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.
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Lille, Paris, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	
<b>Websites</b>	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> Français Interactif : <a href="http://www.laits.utexas.edu/fi/home">http://www.laits.utexas.edu/fi/home</a> Dictionnaire en ligne Reverso : <a href="http://dictionnaire.reverso.net/">http://dictionnaire.reverso.net/</a>

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

<b>Course Code</b>	PGE.FINM1.LGCOR.4361
<b>ECTS Credits</b>	2
<b>Course Leader</b>	DURANTON Hélène
<b>Synchronous</b>	24

<b>Discipline</b>	Autre
<b>Program</b>	M1 GBE France
<b>Prerequisites</b>	Students must have completed French Beginner I.
<b>Course Description</b>	<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>
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<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>

LANGUAGE: FRENCH ELEMENTARY SPRING (FOR NON NATIVE SPEAKERS)

<b>Course Code</b>	PGE.FINM1.LGCOR.4340
<b>ECTS Credits</b>	2
<b>Course Leader</b>	DURANTON Hélène
<b>Synchronous</b>	24

<b>Discipline</b>	Autre
<b>Program</b>	M1 GBE France
<b>Prerequisites</b>	There are no pre-requisites for this course.
<b>Course Description</b>	<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>
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<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>

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

<b>Course Code</b>	PGE.FINM1.LGCOR.4341
<b>ECTS Credits</b>	2
<b>Course Leader</b>	DURANTON Hélène
<b>Synchronous</b>	24

<b>Discipline</b>	Autre
<b>Program</b>	M1 GBE France
<b>Prerequisites</b>	There are no pre-requisites for this course.
<b>Course Description</b>	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.
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Lille, Paris, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	
<b>Websites</b>	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 POST BEGINNER SPRING (FOR NON NATIVE SPEAKERS)

<b>Course Code</b>	PGE.FINM1.LGCOR.4342
<b>ECTS Credits</b>	2
<b>Course Leader</b>	DURANTON Hélène
<b>Synchronous</b>	24
<b>Discipline</b>	Autre

<b>Program</b>	M1 GBE France
<b>Prerequisites</b>	There are no pre-requisites for this course.
<b>Course Description</b>	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. Overall, students will attain a level comparable to A1 CEFR.
<b>Course Open to Exchange</b>	Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Lille, Paris, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	
<b>Websites</b>	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> Français Interactif : <a href="http://www.laits.utexas.edu/fi/home">http://www.laits.utexas.edu/fi/home</a> Dictionnaire en ligne Reverso : <a href="http://dictionnaire.reverso.net/">http://dictionnaire.reverso.net/</a>

## LUXURY MARKETING

<b>Course Code</b>	PGE.FINM1.MKCOR.0419
<b>ECTS Credits</b>	4
<b>Course Leader</b>	DAUXERT Tatiana
<b>Synchronous</b>	27
<b>Discipline</b>	Marketing
<b>Program</b>	M1 GBE France
<b>Prerequisites</b>	
<b>Course Description</b>	

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

#### MANAGEMENT OF INFORMATION SYSTEMS IN THE DIGITAL AGE

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



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

#### OPERATION MANAGEMENT

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

#### QUANTITATIVE FINANCE & MODELING

<b>Course Code</b>	PGE.FINM1.FICOR.0520
<b>ECTS Credits</b>	4
<b>Course Leader</b>	LA TORRE Davide
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	M1 GBE France
<b>Prerequisites</b>	Basic Mathematics and Statistics.

<b>Course Description</b>	This course introduces basic tools in Financial Modeling and Econometrics.
<b>Course Open to Exchange</b>	Paris /Spring;#Sophia /Spring
<b>Semester</b>	spring
<b>Campus</b>	Paris, Sophia
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	Instructor's lecture notes and slides.
<b>Websites</b>	

## STRATEGY

<b>Course Code</b>	PGE.FINM1.STCOR.0801
<b>ECTS Credits</b>	4
<b>Course Leader</b>	CIRILLO Bruno
<b>Synchronous</b>	30
<b>Discipline</b>	Stratégie, Innovation & Entrepreneuriat
<b>Program</b>	M1 GBE France
<b>Prerequisites</b>	Industrial organization; Organizational design; Microeconomics
<b>Course Description</b>	<p>Formulating a sound competitive strategy and achieving growth across multiple, different business units to sustain long-term superior performance are two of the critical tasks for general managers to ensure the success of the firms they lead. The objective of this course is to provide students with an opportunity to understand, through analytical approaches and critical thinking, how companies make strategic decisions to support the development of competitive advantages, corporate growth and shareholder value through the simultaneous pursuit of economic as well as social and ecological performance dimensions. We will focus on strategic issues from the viewpoint of senior management in both domestic and international corporations. Through a combination of lectures, readings, case studies, experiential exercises and a consultancy project, this course introduces students to the tools and knowledge required for critical and effective strategic analysis, thinking, and application. Mastery of these tools and knowledge has relevance to everyone seeking a career in strategy as a manager, an entrepreneur, or a consultant.</p> <p>The course will help students develop a general management point of view and provide an appreciation of strategy to the overall growth and welfare of the firm. Students will learn how to analyze the firm, its environment, and then align strategies to the firms revenue and profitability goals. You will work in teams on selected companies to produce a final consultancy project. This course will require hard work and thinking, augmented by your creativity, to produce a fun and enriching experience.</p>
<b>Course Open to Exchange</b>	Belo /Spring;#Paris /Spring;#Raleigh /Spring;#Suzhou /Spring
<b>Semester</b>	spring

<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>	Rothaermel FT. 2023. Strategic Management, 6th Edition. McGraw-Hill. Thompson et al. 2021. Crafting & Executing Strategy: Concepts & Cases, 23rd Edition. McGraw-Hill. The SmartBooks and case studies are available on the McGraw-Hill CONNECT learning platform.
<b>Websites</b>	<a href="https://connect.mheducation.com">https://connect.mheducation.com</a>

#### EXCEL SPRING

<b>Course Code</b>	PGE.FINM1.ISELE.0724
<b>ECTS Credits</b>	1
<b>Course Leader</b>	ANDRE Paul
<b>Synchronous</b>	0
<b>Discipline</b>	Autre
<b>Program</b>	M1 GBE France
<b>Prerequisites</b>	none
<b>Course Description</b>	The goal of the course is to introduce the students to a programming language which is embedded in Excel. This language will make them able to automatize processes within Excel. It is also a skill which is required in many fields and specifically for Corporate Finance, Market finance and consulting and many more. Coding is a trending activity in our Data Science Era and this course will be a comprehensive introduction.
<b>Course Open to Exchange</b>	Belo /Spring;#Paris /Spring;#Raleigh /Spring;#Suzhou /Spring
<b>Semester</b>	spring
<b>Campus</b>	Autre / Other, Belo Horizonte, Paris, Raleigh, Sophia, Stellenbosch-Le Cap, Suzhou
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	
<b>Websites</b>	

## INTERNATIONAL STRATEGY AND INFLUENCE

### AI FOR STRATEGY

<b>Course Code</b>	MSC.ISIM2.STCOR.0090
<b>ECTS Credits</b>	<b>4</b>
<b>Course Leader</b>	BISSON, Christophe
<b>Synchronous</b>	24
<b>Discipline</b>	Business Analytics, Data Science & AI
<b>Program</b>	International Strategy and Influence
<b>Prerequisites</b>	-
<b>Course Description</b>	<p>-AI is increasingly an important force that shape entire industries and create value for firms. Thus, it is important that business leaders understand the potential role of AI in helping collecting and analyzing data/information to get intelligence about the market and strengthen strategies. This course provides insights about AI and critically assesses how AI can shape business strategy in firms. Students will also acquire knowledge of a low/ no code platform (Microsoft) and practice to deliver augmented strategies for some economic sectors. A focus will be made on understanding typical use cases of Low Code and how it can provide insights.</p> <p>In addition, students will appreciate the force and limitations of AI. Finally, by getting the necessary knowledge about AI, they will be able to work with data scientists and programmers in companies as AI will be demystified.</p>
<b>Course Open to Exchange</b>	Paris /Spring
<b>Semester</b>	spring
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	<p>Textbook:</p> <p>Augmented Intelligence: The Business Power of Human-Machine Collaboration (2019). Judith Hurwitz, Henry Morris, Candace Sidner, Daniel Kirsch, CRC Press.</p> <p>Link: How Decision Intelligence Connects Data, Actions, and Outcomes for a Better World (2019). Lorien Pratt. Emerald</p> <p>Articles:</p> <p>Bisson and Warin (2020). Data Science and Strategic Complexity. IEEE ICTMOD.</p> <p>Williams and Dougherty (2018). Humans and AI are joining forces</p>
<b>Websites</b>	

## CAREER MANAGEMENT 2

<b>Course Code</b>	MSC.SFFM2.FICOR.0023
<b>ECTS Credits</b>	1
<b>Course Leader</b>	ANDRE Nathalie
<b>Synchronous</b>	3
<b>Discipline</b>	Autre
<b>Program</b>	International Strategy and Influence
<b>Prerequisites</b>	No prerequisites.
<b>Course Description</b>	Career management, focusing on job search and first professional experiences.
<b>Course Open to Exchange</b>	Belo /Spring;#Lille /Spring;#Paris /Spring;#Raleigh /Spring;#Sophia /Spring;#Suzhou /Spring
<b>Semester</b>	spring
<b>Campus</b>	Lille, Paris, Sophia
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	Accès Talent and careers HUB
<b>Websites</b>	None.

## CONSULTING PROJECTS 2

<b>Course Code</b>	MSC.ISIM2.STCOR.0082
<b>ECTS Credits</b>	4
<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>	Consulting project (1): contracting - first semester
<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 /Spring
<b>Semester</b>	spring
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	
<b>Websites</b>	

## GROWTH STRATEGY

<b>Course Code</b>	MSC.ISIM2.STCOR.008
<b>ECTS Credits</b>	2
<b>Course Leader</b>	BISSON, Christophe
<b>Synchronous</b>	12
<b>Discipline</b>	Stratégie, Innovation & Entrepreneuriat
<b>Program</b>	International Strategy and Influence
<b>Prerequisites</b>	Basics in strategic management
<b>Course Description</b>	<p>Growth companies are the engine of value creation, and growing is one of the most common objective of corporations Advanced strategy course aims at preparing students to recognize and analyse growth opportunities and design growth strategy through the use of concepts, methods and tools. of The course will focus on the following issues:</p> <ul style="list-style-type: none"> <li>- How and why corporate growth matters ?</li> <li>- Strategic choices: formulation and evaluation?</li> <li>- Innovation as a leverage for growth</li> <li>- Platform strategies and two sided markets</li> <li>- Growth options (Diversification, Spinoffs, M&amp;A, joint ventures)</li> </ul>
<b>Course Open to Exchange</b>	Paris /Spring
<b>Semester</b>	spring
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	60
Continuous Assessment (%)	40
<b>Academic reference</b>	<ol style="list-style-type: none"> <li>1. Michael Porter (1987) From Competitive Advantage to Corporate Strategy, Harvard Business Review 65, no. 3 (May/June)</li> <li>2. Kutcher, E., O. Nottebohm, and K. Sprague (2014) Grow fast or die slow, McKinsey&amp;Company</li> <li>3. Christensen, C. M. (1992). Exploring the limits of the technology Scurve. Part II: Architectural technologies. Production and Operations Management, 1(4), 358-366.</li> <li>4. Christensen, C. M., M.E. Raynor, and R. McDonald (2015) What Is Disruptive Innovation? - Harvard Business Review</li> <li>5. Van Alstyne, M. W., Parker, G. G., &amp; Choudary, S. P. (2016). Pipelines, platforms, and the new rules of strategy. Harvard Business Review, 94(4), 54-62.</li> <li>6. Teece, D. J. (2010). Business models, business strategy and innovation. Long range planning, 43(2), 172-194.</li> <li>7. Kutcher, E., O. Nottebohm, and K. Sprague (2014) Grow fast or die slow, McKinsey&amp;Company</li> </ol>
<b>Websites</b>	

## INFLUENCE AND INTERNATIONAL NEGOTIATION

<b>Course Code</b>	MSC.ISIM2.STCOR.0077
<b>ECTS Credits</b>	3
<b>Course Leader</b>	GOLOUBTZOFF, Alexia-EXT
<b>Synchronous</b>	18
<b>Discipline</b>	Stratégie, Innovation & Entrepreneuriat
<b>Program</b>	International Strategy and Influence
<b>Prerequisites</b>	Courses on competitive intelligence and strategic analysis (first semester)
<b>Course Description</b>	<p>The objective of the course aims at providing information on international organizations and their role on the political scene when the international community is facing a crisis situation.</p> <p>The course will focus on the relations between these organizations and the impact of national concerns and political interests.</p> <p>Students will be invited to play roles in these simulated organizations (EU, UN and NATO) having to cope with an international crisis situation in the European Union neighborhood.</p> <p>Simulations are a very efficient training tool: by experiencing themselves the difficulties of the decision-making process, students get a hands-on knowledge of international influence, policymaking, rules, and constraints. In order for the students to learn as much as possible, the simulation will be constructed as realistically as possible.</p> <p>The students will all be given the role of a country. They will have to prepare their country's position on an official agenda which will be sent to them beforehand; and will have to negotiate their country's position during two day-long simulations</p>
<b>Course Open to Exchange</b>	Paris /Spring
<b>Semester</b>	spring
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	<p>French:</p> <p>François, L. and Zerbib, R. (2015) Inluentia, La référence des stratégies d'influence, Eds Lavauzelle. Revel, Claude ( 2012) La France, un pays sous influence? Vuibert</p> <p>F.J. FARNEL, « Le lobbying : stratégies et techniques d'intervention », Éditions d'Organisation, 1994</p> <p>B. GOSSELIN, « Le dictionnaire du lobbying » Editions EMS, 2003</p> <p>Viviane DE BEAUFORT, Lobbying, portraits croisés : pour en finir avec les idées reçues, Ed. Autrement 2008</p> <p>Stéphane DESSELAS, Un Lobbying professionnel à visage découvert : enquête sur l'influence des Français à 41</p> <p>Bruxelles - Ed. du Palio 2007</p> <p>Bernard LECHERBONNIER, Les Lobbies à l'assaut de l'Europe - Albin Michel 2006</p> <p>Michel CLAMEN, Le Lobbying et ses secrets : guide des techniques d'influence Ed. Dunod 2000</p> <p>Jean- François VIGIER, Une entreprise artisanale de lobbying Ed. Territorial</p>

	éditions 2006 Xavier DELECROIX, Influencer la démocratie et démocratiser l'influence. Enjeux et perspectives d'un lobbying démystifié, Ed. AFCAP 2004
<b>Websites</b>	

#### INTERNATIONAL MERGER & ACQUISITION

<b>Course Code</b>	MSC.ISIM2.FICOR.0001
<b>ECTS Credits</b>	<b>2</b>
<b>Course Leader</b>	MESCHI Pierre Xavier
<b>Synchronous</b>	12
<b>Discipline</b>	Finance
<b>Program</b>	International Strategy and Influence
<b>Prerequisites</b>	Basics in corporate finance and accounting; basics in strategic management
<b>Course Description</b>	Why do so many M&A transactions fail? And what drives the success of those deals that are consummated? M&A can be understood as a response by managers to forces of turbulence in their environment. Despite the material failure rates of mergers and acquisitions, those pulling the trigger on key strategic decisions can make them work if they spend great care and rigor in the development of their M&A deals. The course tries to highlight those factors and drivers.
<b>Course Open to Exchange</b>	Paris /Spring
<b>Semester</b>	spring
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	Robert F. Bruner, Applied Merger and Acquisition. Wiley Finance Joshua Rosenbaum, Joshua Pearl. Investment Banking: Valuation, Leveraged Buyouts, and Mergers and Acquisitions
<b>Websites</b>	

#### KNOWLEDGE & DATA ANALYSIS

<b>Course Code</b>	MSC.ISIM2.OTCOR.0021
<b>ECTS Credits</b>	<b>2</b>
<b>Course Leader</b>	BISSON, Christophe
<b>Synchronous</b>	12
<b>Discipline</b>	Autre
<b>Program</b>	International Strategy and Influence
<b>Prerequisites</b>	Critical thinking and methods and Knowledge Management (first semester)
<b>Course Description</b>	The aim of the course is to extend knowledge of the research process gained in semester 1, notably through the acquisition of more qualitative



	and quantitative tools and methods for strategic analysis. In the long term it is to prepare students to carry out complex technical projects.
<b>Course Open to Exchange</b>	Paris /Spring
<b>Semester</b>	spring
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	
<b>Websites</b>	

#### STRATEGIC MANAGEMENT OF INNOVATION

<b>Course Code</b>	MSC.ISIM2.STCOR.0065
<b>ECTS Credits</b>	<b>3</b>
<b>Course Leader</b>	MARINO Marianna
<b>Synchronous</b>	18
<b>Discipline</b>	Stratégie, Innovation & Entrepreneuriat
<b>Program</b>	International Strategy and Influence
<b>Prerequisites</b>	<b>Good knowledge in strategy</b>
<b>Course Description</b>	The purpose of this course is to teach the rationales of innovation management from a strategic perspective, considering that innovation is one of the essential means for a firm to achieve strategic goals. Strategy-innovation fit will be analysed from both innovation performance and financial performance insights. Critical thinking and controversy using research papers and practical case studies will be encouraged.
<b>Course Open to Exchange</b>	Paris /Spring
<b>Semester</b>	spring
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	Lectures obligatoires / Required readings : Research papers will be provided to students prior the elective. Lectures Recommandées / Recommended readings : Porter, M.E. (1996) - What Is Strategy? - Harvard Business Review, November-December issue, p. 61-78 Ketchen (2003) - An interview with Raymond E. Miles and Charles C. Snow Academy of Management Executive Vol. 17(4)
<b>Websites</b>	

### WEB 3.0 : INTERNET : MENACES OU ATOUTS ?

<b>Course Code</b>	MSC.ISIM2.STELE.0072
<b>ECTS Credits</b>	3
<b>Course Leader</b>	BISSON, Christophe
<b>Synchronous</b>	27
<b>Discipline</b>	Stratégie, Innovation & Entrepreneuriat
<b>Program</b>	International Strategy and Influence
<b>Prerequisites</b>	None
<b>Course Description</b>	La cybersécurité est un enjeu majeur pour l'entreprise qui est la cible privilégiée d'attaques en tout genre afin de s'approprier l'information (fichiers clients, savoir-faire, etc), bloquer l'accès au site, etc. Même si l'utilisateur constitue la première des failles en matière de sécurité numérique, l'entreprise doit aujourd'hui développer une véritable culture de cybersécurité qui passe notamment par de bonnes connaissances juridiques des dispositifs qu'elle peut mettre en œuvre. Dans une société de l'information où tous les citoyens peuvent être des acteurs actifs, via les réseaux sociaux, l'entreprise doit être en veille permanente et savoir réagir immédiatement à toute attaque. Àuprès des entreprises, les services de l'Etat contribuent au dispositif général de lutte contre la cybercriminalité.
<b>Course Open to Exchange</b>	Paris /Spring
<b>Semester</b>	spring
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings : Bouchet Michel-Henry et Guilhon Le Fraper du Hellen Alice, Intelligence économique et gestion des risques, Pearson, Paris, 2007. Delbecq Eric et Harbulot Christian, La guerre économique, PUF, Paris, 2010.
<b>Websites</b>	<a href="http://www.inhesj.fr/">http://www.inhesj.fr/</a>

### ADVANCED STRATEGIC MODELS

<b>Course Code</b>	MSC.ISIM2.STELE.0066
<b>ECTS Credits</b>	4
<b>Course Leader</b>	MESCHI Pierre Xavier
<b>Synchronous</b>	24
<b>Discipline</b>	Stratégie, Innovation & Entrepreneuriat
<b>Program</b>	International Strategy and Influence
<b>Prerequisites</b>	Basics in strategy; complementary to the course Advanced Strategy
<b>Course Description</b>	Le cours de « modèles stratégiques avancés » a pour objectif de présenter les outils du conseil stratégique de l'entreprise en se focalisant sur leurs

	<p>méthodologies d'utilisation. Dans cette optique, ce cours se concentre sur deux grandes missions de conseil en stratégie. Ces missions correspondent à des enjeux de diagnostic, de repositionnement et de croissance auxquels tout dirigeant est confronté à un stade ou un autre du cycle de vie de son entreprise.</p> <p>Advanced strategic models course aims at presenting the strategic consulting tools by focusing on their methodologies. In this perspective, this course concentrates on two main strategic consulting missions. These missions pertain to company analysis, repositioning, and growth, which any CEOs will have to face at one stage or the other of his/her company lifecycle.</p>
<b>Course Open to Exchange</b>	Paris /Spring
<b>Semester</b>	spring
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	Philippe Chereau & Pierre-Xavier Meschi (2014). Le Conseil Stratégique pour l'Entreprise, Pearson, Paris.
<b>Websites</b>	

## GESTION DE CRISE

<b>Course Code</b>	MSC.ISIM2.STELE.0073
<b>ECTS Credits</b>	2
<b>Course Leader</b>	BISSON, Christophe
<b>Synchronous</b>	12
<b>Discipline</b>	Management & Organisation
<b>Program</b>	International Strategy and Influence
<b>Prerequisites</b>	None
<b>Course Description</b>	<p>Pour l'entreprise la question n'est pas de savoir si elle sera impactée par une crise mais plutôt quand elle le sera. Elle doit donc se préparer à cette échéance inévitable aujourd'hui. Elle doit au préalable avoir défini ce qui pourrait pour elle constituer une crise. Cette étape franchie, elle aura ainsi une vision claire de ses fonctions vitales à préserver impérativement dans le cadre d'un plan de continuité d'activité. Mais la crise, c'est aussi une communication maîtrisée qui ne laisse aucun doute sur la capacité de l'entreprise à surmonter les difficultés rencontrées. L'étude de cas pratiques apporte une vision opérationnelle de la gestion de crise sur des événements majeurs.</p>
<b>Course Open to Exchange</b>	Paris /Spring
<b>Semester</b>	spring
<b>Campus</b>	Paris
<b>Evaluation</b>	

Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	<p>Lectures obligatoires / Required readings :</p> <p>Lectures Recommandées / Recommended readings :</p> <p>Bouchet Michel-Henry et Guilhon Le Fraper du Hellen Alice, Intelligence économique et gestion des risques, Pearson, Paris, 2007.</p> <p>Delbecque Eric et Harbulot Christian, La guerre économique, PUF, Paris, 2010.</p> <p>Lecarpentier Fanny et Linardos Dimitri, Business en milieu hostile. La sûreté des entreprises à l'international, Vuibert, Paris, 2010.</p>
<b>Websites</b>	<a href="http://www.inhesj.fr/">http://www.inhesj.fr/</a>

#### NOUVEAUX RISQUES ET NOUVEAUX DÉFIS

<b>Course Code</b>	MSC.ISIM2.STELE.0070
<b>ECTS Credits</b>	<b>2</b>
<b>Course Leader</b>	BISSON, Christophe
<b>Synchronous</b>	12
<b>Discipline</b>	Management & Organisation
<b>Program</b>	International Strategy and Influence
<b>Prerequisites</b>	None
<b>Course Description</b>	<p>Ce module vise à positionner la sécurité économique dans le contexte mondial d'hypercurrence et de montrer aux étudiants que les stratégies de puissance des Etats se centralisent aujourd'hui sur la conquête de marché et de puissance économique. L'Europe et la France sont loin d'avoir pris toute la mesure de ces enjeux. Notre pays en a-t-il la volonté et les moyens dans un contexte budgétaire toujours contraint qui l'oblige à penser la Sécurité non plus seulement comme une mission régalienne de l'Etat mais aussi comme une exigence pour toutes les organisations ?</p>
<b>Course Open to Exchange</b>	Paris /Spring
<b>Semester</b>	spring
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	<p>Lectures obligatoires / Required readings :</p> <p>Lectures Recommandées / Recommended readings :</p> <p>Delbecque Eric, L'intelligence économique. Une nouvelle culture pour un nouveau monde, PUF, Paris, 2006.</p> <p>Delbecque Eric et Harbulot Christian, La guerre économique, PUF, Paris, 2010.</p> <p>Lecarpentier Fanny et Linardos Dimitri, Business en milieu hostile. La sûreté des entreprises à l'international, Vuibert, Paris, 2010.</p> <p>Revel Claude, La France. Un pays sous influence?, Vuibert, Paris, 2012.</p>

<b>Websites</b>	<a href="http://www.inhesj.fr/">http://www.inhesj.fr/</a>
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#### PREPARING CONSULTING INTERVIEW: THE CASE STUDY METHOD

<b>Course Code</b>	MSC.ISIM2.STELE.0069
<b>ECTS Credits</b>	1
<b>Course Leader</b>	VIARDOT Eric
<b>Synchronous</b>	12
<b>Discipline</b>	Stratégie, Innovation & Entrepreneuriat
<b>Program</b>	International Strategy and Influence
<b>Prerequisites</b>	None
<b>Course Description</b>	<p>Management consulting firms are assisting organizations, business and nonprofit, to solve their most complex business issues in order to improve their performance, from strategy development to operational improvement services in all functions (HQ, Finance, Marketing and Sales, Operations, HR, TI, etc.) around the world.</p> <p>Consultancies hire MSc students as analysts or junior consultants because of the general and inclusive business knowledge they have acquired in a business school. Conversely, for MSc graduates, a move to a large management firm is a unique opportunity to work with a vast array of companies in different sectors and to accelerate their career's path. Typically, analysts or a young consultants have responsibility for part of the problem-solving process. They support a team of consultants in research, data collection and analysis, as well as taking part in training and development programs.</p> <p>Therefore, consulting firms are looking for candidates who are highly analytical and logic with strong communication skills and a capacity for integrating data creatively. In order to assess those skills during a job interview, consulting firms asks the candidates to analyze a case study and to make recommendations. Very often the performance in dealing with the case study will make or break the success of the candidate.</p>
<b>Course Open to Exchange</b>	Paris /Spring
<b>Semester</b>	spring
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	30
Continuous Assessment (%)	70
<b>Academic reference</b>	<p>. "Case In Point: Complete Case Interview Preparation", by Marc P Cosentino. Burgee Press; 11th edition. 2020.</p> <p>. "Crack the Case System: How to Conquer Your Case Interviews" by David Ohrvall. Media LLC.; 2nd Edition. 2015</p> <p>Hacking the Case Interview: Your Shortcut Guide to Mastering Consulting Interviews by Taylor Warfield. CSIPP. 2017</p> <p>. "The Consulting Interview Bible" by Jenny Rae Le Roux and Kevin Gao. Jungle Guides; 3rd ed. 2015.</p> <p>. "Case Interview Secrets" by Victor Cheng. Innovation Press; 2012.</p>

	. "Management Consultancy" by Joe O'Mahoney & Calvert Markham. Oxford University Press; 2 edition. 2013.
<b>Websites</b>	

## PREPARING FOR CONSULTING JOBS 2

<b>Course Code</b>	MSC.ISIM2.STELE.0068
<b>ECTS Credits</b>	1
<b>Course Leader</b>	BISSON, Christophe
<b>Synchronous</b>	12
<b>Discipline</b>	Stratégie, Innovation & Entrepreneuriat
<b>Program</b>	International Strategy and Influence
<b>Prerequisites</b>	<b>Strategic analysis essentials</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 /Spring
<b>Semester</b>	spring
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	Lectures obligatoires / Required readings : Philippe Chereau & Pierre-Xavier Meschi (2014). Le Conseil Stratégique pour l'Entreprise, Pearson, Paris. Lectures Recommandées / Recommended readings : Laurence Lehmann Frédéric Leroy, Bernard Garrette, Pierre Dussauge, Rodolphe Durand (2013 edition) "Strategor --Toute la stratégie d'entreprise" 6ème édition, Dunod (In French) Barbara Pinto (2008) "The Pyramid Principle: Logic in Writing and Thinking", Financial Times Prentice Hall Carl Stern, Michael Deimler, (2006) "The Boston Consulting Group on Strategy: Classic Concepts and New Perspectives", John Wiley & Sons  Ethan M. Rasiel and Paul N. Friga (2002), The McKinsey Mind: Understanding and Implementing the Problem-Solving Tools and Management Techniques of the World's Top Strategic Consulting Firm, Mc Graw Hill
<b>Websites</b>	<a href="http://www.bcgperspectives.com">www.bcgperspectives.com</a> <a href="http://www.capgemini.com/">http://www.capgemini.com/</a> <a href="http://www.hbr.org">www.hbr.org</a>

## SÉCURITÉ ÉCONOMIQUE

<b>Course Code</b>	MSC.ISIM2.STELE.0071
<b>ECTS Credits</b>	2
<b>Course Leader</b>	BISSON, Christophe
<b>Synchronous</b>	15
<b>Discipline</b>	Management & Organisation
<b>Program</b>	International Strategy and Influence
<b>Prerequisites</b>	<b>French language</b>
<b>Course Description</b>	Ce module permet aux étudiants d'acquérir les connaissances fondamentales sur le dispositif public de sécurité économique. Il aborde également sous un angle opérationnel les risques auxquels l'entreprise peut aujourd'hui être confrontée tout en apportant les solutions et parades préconisées par l'Etat pour en réduire les impacts. Le témoignage d'un directeur sûreté d'un grand groupe du CAC40 complète d'un point de vue très pratique et pragmatique les connaissances théoriques abordées dans ce module.
<b>Course Open to Exchange</b>	Paris /Spring
<b>Semester</b>	spring
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings : Delbecque Eric, L'intelligence économique. Une nouvelle culture pour un nouveau monde, PUF, Paris, 2006. Delbecque Eric et Harbulot Christian, La guerre économique, PUF, Paris, 2010. Lecarpentier Fanny et Linardos Dimitri, Business en milieu hostile. La sûreté des entreprises à l'international, Vuibert, Paris, 2010. Revel Claude, La France. Un pays sous influence?, Vuibert, Paris, 2012.
<b>Websites</b>	<a href="http://www.inhesj.fr/">http://www.inhesj.fr/</a>

## STRATEGIC CONSULTING 2

<b>Course Code</b>	MSC.ISIM2.STELE.0067
<b>ECTS Credits</b>	<b>3</b>
<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>	Essentials of strategic management
<b>Course Description</b>	This course is dedicated to transferring methods and tools of Executive Consulting in the field of strategy and organization management. Methods are based on a robust understanding of strategic and organizational

	management theories transposed into consulting and change management best practices.
<b>Course Open to Exchange</b>	Paris /Spring
<b>Semester</b>	spring
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	Lectures obligatoires / Required readings : Chereau & Meschi (2017) Strategic Consulting: tools and methods for successful strategy missions Lectures Recommandées / Recommended readings : Le Conseil Stratégique pour l'Entreprise - Chereau & Meschi - PEARSON, 2014
<b>Websites</b>	



## INTERNATIONAL HUMAN RESOURCES & PERFORMANCE MANAGEMENT

### AGILE PROJECT MANAGEMENT

<b>Course Code</b>	MSC.IHRM2.MLCOR.0022
<b>ECTS Credits</b>	3
<b>Course Leader</b>	CHASSERIO Stéphanie
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	International Human Resources & Performance Management
<b>Prerequisites</b>	None
<b>Course Description</b>	This course is aimed to train future HR professionals on Agility and project management methodology and techniques. Participants will have the opportunity to train and pass the Agile PM certification.
<b>Course Open to Exchange</b>	Paris /Spring
<b>Semester</b>	spring
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	To be communicated during the course
<b>Websites</b>	To be communicated during the course

### BENEFITS AND COMPENSATION IN INTERNATIONAL ORGANISATIONS

<b>Course Code</b>	MSC.IHRM2.MLCOR.0008
<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>	No formal academic pre-requisite. <b>Students may be required to do pre-course work.</b>
<b>Course Description</b>	This course looks at the various aspects of Benefits and Compensation within organisations and their place within human resources. It will introduce students to salary models and policies; the issues and challenges accompanying the internationalisation of businesses will also be examined.
<b>Course Open to Exchange</b>	Paris /Spring
<b>Semester</b>	spring
<b>Campus</b>	Paris

<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	Berger, Lance A. and Dorothy R. Berger. The compensation handbook. Sixth Edition. New York: McGraw-Hill, 2015.
<b>Websites</b>	<a href="https://www.shrm.org">https://www.shrm.org</a>

## CAREER MANAGEMENT 2

<b>Course Code</b>	MSC.SFFM2.FICOR.0023
<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>	No prerequisites.
<b>Course Description</b>	Career management, focusing on job search and first professional experiences.
<b>Course Open to Exchange</b>	Belo /Spring;#Lille /Spring;#Paris /Spring;#Raleigh /Spring;#Sophia /Spring;#Suzhou /Spring
<b>Semester</b>	spring
<b>Campus</b>	Lille, Paris, Sophia
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	Accès Talent and careers HUB
<b>Websites</b>	None.

## HR AND THE LEGAL ENVIRONMENT - COMPARATIVE LABOUR LAW

<b>Course Code</b>	MSC.IHRM2.MLCOR.0003
<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>	While there may not be a specific pre-requisite for this course, <b>students will be encouraged to do pre-reading to ensure a basic understanding prior to the start of the course.</b>
<b>Course Description</b>	The aim of the course is to give students comprehensive and coherent knowledge of the key concepts of Comparative Labor Law, and to provide tools to solve or to avoid legal problems arising in the practice of

	international business. This course focuses on the main issues relating to Comparative Labor Law. Students will become familiar with the different employee hiring methods. Then, they will understand the measures adopted to protect employees against discrimination (eg: wages; minority groups, etc). The new technologies as a threat to privacy will be also analysed. Students will become familiar with labor law clauses; they will be able to write labor law contract. Last, students will manage the different ways to end a labor law contract.
<b>Course Open to Exchange</b>	Paris /Spring
<b>Semester</b>	spring
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	60
Continuous Assessment (%)	40
<b>Academic reference</b>	Recommended Readings: M.W. FINKIN and G. MUNDLAK, Comparative Labor Law (Research Handbooks in Comparative Law series) (Elgar Original Reference), Elgar Pub, 2015, 512 p.
<b>Websites</b>	<a href="http://www.ilo.org/global/about-the-ilo/who-we-are/international-labour-office/lang--en/index.htm">Http://www.ilo.org/global/about-the-ilo/who-we-are/international-labour-office/lang--en/index.htm</a>

#### HR METRICS AND THE BALANCED SCORECARD

<b>Course Code</b>	MSC.IHRM2.MLCOR.0012
<b>ECTS Credits</b>	<b>3</b>
<b>Course Leader</b>	SANDU Raluca
<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 learn about the theoretical foundations of performance measurement and management, study the difference approaches of performance measurement and study the main issues in performance management from an HR perspective, with a focus on integrated reporting, human capital navigators, and the balanced scorecard.
<b>Course Open to Exchange</b>	Paris /Spring
<b>Semester</b>	spring
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	70
Continuous Assessment (%)	30

<b>Academic reference</b>	Norton & Kaplan (2003) : Le tableau de bord prospectif Norton & Kaplan (1992) : The Balanced Scorecard - Measures That drives Performance - HBR Becker, Huselid, Ulrich (2001) : The HR Scorecard, Linking People, Strategy, and Performance Collectif HBR (1999) : Les systèmes de mesure de la performance
<b>Websites</b>	

#### INFORMATION SYSTEMS FOR HRM

<b>Course Code</b>	MSC.IHRM2.MLCOR.0014
<b>ECTS Credits</b>	2
<b>Course Leader</b>	EZZEROUALI Amine
<b>Synchro nous</b>	12
<b>Discipline</b>	Autre
<b>Program</b>	International Human Resources & Performance Management
<b>Prerequisites</b>	Advanced knowledge of HR, basic skills in computer
<b>Course Description</b>	-Studies of all kind of ISHR (Information Systems of HumanResources), methods of selection and choice, project building and following, methods of writing a book of technical specifications
<b>Course Open to Exchange</b>	Paris /Spring
<b>Semester</b>	spring
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	<a href="http://www.vuibert.fr/ouvrage-9782311010503-le-sirh.html">http://www.vuibert.fr/ouvrage-9782311010503-le-sirh.html</a> <a href="http://www.eyrolles.com/Entreprise/Livre/les-fiches-outils-du-sirh-9782212562606">http://www.eyrolles.com/Entreprise/Livre/les-fiches-outils-du-sirh-9782212562606</a> <a href="http://librairie.studyrama.com/produit/2004/9782759020669/Le%20SIRH%20de%20demain%20en%20100%20questions">http://librairie.studyrama.com/produit/2004/9782759020669/Le%20SIRH%20de%20demain%20en%20100%20questions</a> <a href="http://www.dunod.com/entreprise-economie/entreprise-et-management/ressources-humaines-management/ouvrages-professionnels/le-sirh-1">http://www.dunod.com/entreprise-economie/entreprise-et-management/ressources-humaines-management/ouvrages-professionnels/le-sirh-1</a>

<b>Websites</b>	<a href="http://www.le-cercle-sirh.com/">http://www.le-cercle-sirh.com/</a> <a href="http://www.observatoiresirh.com/">http://www.observatoiresirh.com/</a>
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## INTERNATIONAL LABOUR RELATIONS

<b>Course Code</b>	MSC.IHRM2.MLCOR.0006
<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>	This course looks at some of the main aspects of industrial relations in international contexts. As such, it will examine the different types of employer-employee relationship, the roles of trade unions, and the central role of the HR function in representing the interests of both sides, and juggling different expectations, demands and cultural parameter. The course will focus on industrial relations models as practiced in northern and southern Europe, as well as the UK.
<b>Course Open to Exchange</b>	Paris /Spring
<b>Semester</b>	spring
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	TBD
<b>Websites</b>	TBD

## ORGANISATIONAL DEVELOPMENT AND CHANGE MANAGEMENT

<b>Course Code</b>	MSC.IHRM2.MLELE.0007
<b>ECTS Credits</b>	<b>3</b>
<b>Course Leader</b>	CHASSERIO Stéphanie
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	International Human Resources & Performance Management
<b>Prerequisites</b>	None
<b>Course Description</b>	This course enables students to understand the different levels of organisational change and development with which they will be confronted as HR professionals. From the premise that transformation is systemic, it is thus important to understand that even when bringing about change in one area, this inevitably leads to evolution and reactions in the whole organisational construct.

	this course will therefore examine the impact of transformation on individual and more general workplace levels. At the same time, it looks at how the individuals effecting this change also form part of this transformation equation, how they may also experience their own change.
<b>Course Open to Exchange</b>	Paris /Spring
<b>Semester</b>	spring
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	Senior B and S Swailes (2010) Organizational Change, Fourth edition, London: Financial Times/Prentice-Hall. Kotter, J. P. (1995). Leading change: why transformation efforts fail. Harvard Business Review, 73(2), 59-67.
<b>Websites</b>	<a href="https://sloanreview.mit.edu/tag/digital-transformation/">https://sloanreview.mit.edu/tag/digital-transformation/</a> <a href="https://www.mckinsey.com on Agile Transformation">https://www.mckinsey.com on Agile Transformation</a>

#### PERSONAL AND PROFESSIONAL DEVELOPMENT FOR THE HR MANAGER

<b>Course Code</b>	MSC.IHRM2.MLCOR.0020
<b>ECTS Credits</b>	<b>3</b>
<b>Course Leader</b>	CHASSERIO Stéphanie
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	International Human Resources & Performance Management
<b>Prerequisites</b>	None
<b>Course Description</b>	This module is designed to provide essential skills and professional development for future HR Managers/HR Professionals, who will become a manager/coach in the workplace and be responsible for supporting employees continued professional development (CPD) and performance. The programme will raise self-awareness, personal impact and develop coaching styles and practices to apply in the HR role. Students will be able to consider models and tools to support employees and be able to design supporting career management strategies that will act as a driver for change, capability and engagement.
<b>Course Open to Exchange</b>	Paris /Spring
<b>Semester</b>	spring
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	Coaching for Performance: The Principles and Practices of Coaching and Leadership (People Skills for Professionals)--by John Whitmore (Author)

	<p>The Coaching Manual: The Definitive Guide to the Process, Principles and Skills of Personal Coaching-Julie Starr (Author)</p> <p>Performance Coaching: The handbook for managers, HR professionals and coaches Paperback - by Angus McLeod PhD (Author)</p> <p>Challenging Coaching: Going Beyond Traditional Coaching to Face the FACTS Paperback-by Ian Day (Author), John Blakey</p> <p>Career Management--by Jeffrey H. Greenhaus (Author), Gerard A. Callanan (Author)</p> <p>The Reflective Journal Diary-by Barbara Bassot</p>
<b>Websites</b>	<p><a href="http://www.cipd.co.uk">www.cipd.co.uk</a></p> <p><a href="http://www.right.com">www.right.com</a></p> <p><a href="http://www.mindtools.com">www.mindtools.com</a></p>

#### QUALITY OF LIFE AND WELL-BEING AT WORK

<b>Course Code</b>	MSC.IHRM2.MLCOR.0013
<b>ECTS Credits</b>	3
<b>Course Leader</b>	CHASSERIO Stéphanie
<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>This course aims to offer a first approach on the topic of quality of life at work. Well-being of employee is recognized as a factor of success for business, but it's also a social responsibility of employers. Indeed, the ILO (International labor organization) prioritizes health and wellbeing at work as a main challenge for the future. This topic undoubtedly will be a central concern in the professional life of the HR managers. This seminar will introduce this topic which is central in the current organizational life.</p>
<b>Course Open to Exchange</b>	Paris /Spring
<b>Semester</b>	spring
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50

<b>Academic reference</b>	<p>Lectures obligatoires / Required readings</p> <p>Forthcoming</p> <p>Optionnelles / Recommended readings</p> <p>Ardito C, dErrico A, Leombruni R, et al. (2012) Health and well-being at work. A report based on the fifth European Working Conditions Survey. Dublin: Eurofound, Available from:  <a href="http://www.eurofound.europa.eu/pubdocs/2013/02/en/1/EF1302EN.pdf">http://www.eurofound.europa.eu/pubdocs/2013/02/en/1/EF1302EN.pdf</a>.</p> <p>Bevan S (2010) The business case for employees health and wellbeing. A report prepared for Investors in People, Available from:  <a href="http://www.mbsportal.bl.uk/secure/subjareas/hrmempyrelat/twf/114598businesscaseeehealth10.pdf">http://www.mbsportal.bl.uk/secure/subjareas/hrmempyrelat/twf/114598businesscaseeehealth10.pdf</a> (accessed 3 October 2014).</p> <p>Brockner J, Grover S, OMalley M, et al. (1993) Threat of future layoffs, self-esteem, and survivorsreactions:evidence from the laboratory and the field. Strategic Management Journal, 14, 153166.</p> <p>Buffet MA, Gervais R, Liddle M, et al. (2013) Well-being at work: creating a positive work environment. Luxembourg: European Agency for Safety and Health at Work.</p> <p>Cañibano A (2013) Implementing innovative HRM: trade-off effects on employee well-being. Management Decision, 51(3), 643660.</p> <p>Helliwell J and Layard R (2013) World happiness report 2013. Available from:  <a href="http://unsdsn.org/wp-content/uploads/2014/02/WorldHappinessReport2013_online.pdf">http://unsdsn.org/wp-content/uploads/2014/02/WorldHappinessReport2013_online.pdf</a>.</p> <p>Hewlett SA and Luce CB (2006) Extreme jobsThe dangerous Allure of the 70-hour workweek. Harvard Business Review, 84(12), 4959.</p> <p>International Labor Office (2015) World employment and social outlook 2015. [Place of publication not identified]: Brookings Institution Pr.</p> <p>Järvensivu A, Kokkinu L, Kasvio A, et al. (2014) Changes at work - a challenge and an opportunity for well-being at work, careers and the quality of work life. The Finnish Institute of occupational health, Available from:  <a href="http://www.ttl.fi/en/publications/Electronic_publications/Documents/Changes_at_Work.pdf">http://www.ttl.fi/en/publications/Electronic_publications/Documents/Changes_at_Work.pdf</a>.</p> <p>Karasek RA (1979) Job Demands, Job Decision Latitude, and Mental Strain: Implications for Job Redesign. Administrative Science Quarterly, 24(2), 285.</p> <p>Maslach C (2011) Engagement research: Some thoughts from a burnout perspective. European Journal of Work and Organizational Psychology, 20(1), 4752.</p> <p>Moss Kanter R (2011) How great companies think differently? Harvard Business Review.</p> <p>Nelson K, Boudrias J-S, Brunet L, et al. (2014) Authentic leadership and psychological well-being at work of nurses: The mediating role of work climate at the individual level of analysis. Burnout Research, 1(2), 90101.</p> <p>Ryan RM and Deci EL (2001) On happiness and human potentials: A review of research on hedonic and eudaimonic well-being. Annual review of psychology, 52(1), 141166.</p> <p>Tehrani N, Humpage S, Willmott B, et al. (n.d.) Change Agenda. Whats happening with well-being at work? CIPD Chartered Institute of personnel and development, Available from: <a href="http://www.cipd.co.uk/nr/rdonlyres/dcce94d7-781a-485a-a702-6daab5ea7b27/0/whthapwbwrk.pdf">http://www.cipd.co.uk/nr/rdonlyres/dcce94d7-781a-485a-a702-6daab5ea7b27/0/whthapwbwrk.pdf</a>.</p> <p>Weinberg A and Cooper C (2007) Surviving the workplace. A guide to emotional well-being. Thomson. Psychology at work, London.</p>
<b>Websites</b>	<p>INRS</p> <p>OMS</p>



## TRAINING AND DEVELOPMENT - DESIGNING INNOVATIVE LEARNING

<b>Course Code</b>	MSC.IHRM2.MLCOR.0018
<b>ECTS Credits</b>	2
<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>	The learning organization is not a myth. Increasingly, companies need to recreate innovative learning environments, not only to boost employees' skills but also to create a culture of sharing, trust and creativity (essential skills for 21st century leaders). Digital technologies will also be examined as one of the components of new ways of learning nowadays.
<b>Course Open to Exchange</b>	Paris /Spring
<b>Semester</b>	spring
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	60
Continuous Assessment (%)	40
<b>Academic reference</b>	
<b>Websites</b>	

## DROIT DE LA FORMATION PROFESSIONNELLE CONTINUE

<b>Course Code</b>	MSC.IHRM2.MLELE.0004
<b>ECTS Credits</b>	2
<b>Course Leader</b>	PAILOT Philippe
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	International Human Resources & Performance Management
<b>Prerequisites</b>	Ce cours nécessite de maîtriser les principaux éléments juridiques relatifs au droit du contrat de travail et d'avoir une très bonne maîtrise de la langue française. French language
<b>Course Description</b>	Ce cours vise à former les étudiants à la maîtrise du droit de la formation professionnelle continue. Il doit leur permettre de décliner de manière opérationnelle ces aspects juridiques dans la pratique de la gestion de la formation en entreprise. En s'appuyant sur un exercice de simulation, le cours s'efforce ainsi d'établir un lien entre droit et gestion. Cette simulation vise à permettre aux étudiants d'apprécier les difficultés opératoires de l'application des principales règles juridiques en situation d'entreprise.
<b>Course Open to Exchange</b>	Paris /Spring
<b>Semester</b>	spring

<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	Voir sur K2 pour les lectures recommandées.
<b>Websites</b>	<a href="http://travail-emploi.gouv.fr/formation-professionnelle/">http://travail-emploi.gouv.fr/formation-professionnelle/</a>

## GREEN HUMAN RESOURCE MANAGEMENT

<b>Course Code</b>	MSC.IHRM2.MLELE.0001
<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>	No prerequisites
<b>Course Description</b>	Green HRM gives an idea about green issues related to the functions of HRM. The purpose is to create awareness and to think how we can improve our behaviors in organizations to be environmentally friendly.
<b>Course Open to Exchange</b>	Paris /Spring
<b>Semester</b>	spring
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	Pascal Paillé (2020), Greening the workplace: Theories, Methods, and Research. Raseem Abdul Khader P., Nissar, P., Vishnuprasad, T. (2020), Green Human Resource Management
<b>Websites</b>	

## INTRODUCTION TO CYBERSECURITY

<b>Course Code</b>	MSC.IHRM2.MLCOR.0015
<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>	Introduction to Cybersecurity
<b>Course Open to Exchange</b>	Paris /Spring
<b>Semester</b>	spring
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	
<b>Websites</b>	

## INTERNATIONAL BUSINESS

### ADVANCED STRATEGY

<b>Course Code</b>	PGE.APPM2.STCOR.3311
<b>ECTS Credits</b>	3
<b>Course Leader</b>	JOLINK Albert
<b>Synchronous</b>	18
<b>Discipline</b>	Stratégie, Innovation & Entrepreneuriat
<b>Program</b>	International Business
<b>Prerequisites</b>	Strategy 1 (course from Master 1 level)
<b>Course Description</b>	<p>In this course you will learn more about the theory and practice of collaborations of firms, from the motivation to collaborate with other firms to the organizational structuring of collaboration. The objective of the course is to understand how companies elaborate strategic collaboration to support corporate performance. It is a condition to survive for startup companies. It often is a means to guarantee profitability for larger corporations. However, it is difficult to achieve in the long run and may put the company at risk if not successful.</p> <p>By using a combination of lectures, case studies, and team projects, this course will provide an overview of collaborative options in different contexts.</p>
<b>Course Open to Exchange</b>	Paris /Spring
<b>Semester</b>	spring
<b>Campus</b>	Paris, Raleigh, Stellenbosch-Le Cap, Suzhou
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	Child et al. (2019) Cooperative Strategy, Oxford University Press
<b>Websites</b>	

### CAREER MANAGEMENT 2

<b>Course Code</b>	MSC.SFFM2.FICOR.0023
<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>	No prerequisites.
<b>Course Description</b>	Career management, focusing on job search and first professional experiences.
<b>Course Open to Exchange</b>	Belo /Spring;#Lille /Spring;#Paris /Spring;#Raleigh /Spring;#Sophia /Spring;#Suzhou /Spring
<b>Semester</b>	spring

<b>Campus</b>	Lille, Paris, Sophia
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	Accès Talent and careers HUB
<b>Websites</b>	None.

## CLIMATE CHANGE RISK

<b>Course Code</b>	MSC.IBPM2.STCOR.0004
<b>ECTS Credits</b>	<b>3</b>
<b>Course Leader</b>	GASPARINI, Matteo
<b>Synchronous</b>	18
<b>Discipline</b>	Finance
<b>Program</b>	International Business
<b>Prerequisites</b>	Students require a basic understanding of the following subjects: i. economics and finance, including financial intermediation ii. statistics and econometrics, including regression and other statistical tool for inference
<b>Course Description</b>	<p>The first part of the course will provide a framing of the role of sustainable finance in the broader climate policies with focus on i. the threats posed by climate change risk on financial stability and on financial institutions and ii. the challenges and the opportunities that financial institutions are facing in the net zero transition. This part will start from the high-level climate theories, policies and treaties and will delve into the emerging regulation and tools up to what is expected from practitioners working in sustainable finance.</p> <p>The second part will cover the tools needed for assessing climate risk physical and transition risk with focus on stress testing which will be complemented with practical exercises - part of the case study - which will run through the whole course in different parts spread throughout different sessions (see below for more details).</p> <p>The third part will cover the tools needed for assessing the alignment of financial institutions with the Paris agreement objectives and more broadly how institutions can support a broad range of objectives mobilising capital in the right direction (e.g., UN sustainable development goals, biodiversity)</p>
<b>Course Open to Exchange</b>	Paris /Spring
<b>Semester</b>	spring
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	

<b>Websites</b>	
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## COUNTRY RISK

<b>Course Code</b>	MSC.IBPM2.STCOR.0001
<b>ECTS Credits</b>	<b>4</b>
<b>Course Leader</b>	GOGUEL Amaury
<b>Synchronous</b>	27
<b>Discipline</b>	Finance
<b>Program</b>	International Business
<b>Prerequisites</b>	<b>Basics of Economics and International finance.</b>
<b>Course Description</b>	<p>Investing without understanding the economy is like taking a trip without knowing anything about the climate of your destination or what season you ll be in when you get there » (Richard Yamarone)</p> <p>When Ben Bernanke was a Fed governor, he said, a part of monetary policymaking for which my background left me imperfectly prepared is what central bankers call current analysis which is not taught in graduate schools, probably for good reason; it seems more amenable to on-the-job training It is, nevertheless, an intellectually challenging activity. He added that a prerequisite for any serious forecasting exercise is to get an accurate read of the current economic situation, which requires a deep knowledge of the data mixed with a goodly dose of economic theory and economic judgment.</p> <p>I do agree This is particularly true for Country Risk that always lies at the cross road of several disciplines and the interplay between numerous types of knowledge.</p> <p>Country Risk today is on the front-page of newspapers all around the world: debt crisis, terrorism, political upheaval, exchange rate volatility, oil price roller coaster, trade protectionism, corruption, you name it. Country risk is everywhere, including where you dont expect it to be! You cannot ignore it and you cant live without it whatever your professional activities.</p> <p>What makes Country Risk a fascinating topic to tackle is the combination of country and risk. It is a complex issue given that it brings together a number of parameters, including economic, financial, socio-political and global issues, often interconnected! Now, the good news is that whether you are a student or a seasoned executive, this seminar will help you analyze and manage it. We shall assess the root causes of a country volatility, looking at its history, its values, its culture, its political and institutional system, its macroeconomic framework, and last but not least the crucial issue of governance.</p> <p>ccess!</p>
<b>Course Open to Exchange</b>	Paris /Spring
<b>Semester</b>	spring
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	40

Continuous Assessment (%)	60
<b>Academic reference</b>	Country Risk seminar incorporates several innovations, including some focus-on, extra reading supports (on K2), a high caliber multi-scale data base, all topics covered over around 500 MCQ for comprehensive training and precise knowledge checkup. The lectures also rely on published book by Palgrave-McMillan written by Bouchet (former World Bank Senior Economist and former CEO of Owen Stanley Financial SA), Goguel (your teacher - Director SK MSc FMI), and Fishkin (former US SEC risk director).
<b>Websites</b>	

#### EUROPEAN LEGAL ISSUES FOR BUSINESS

<b>Course Code</b>	MSC.IBNM2.LTCOR.0003
<b>ECTS Credits</b>	<b>3</b>
<b>Course Leader</b>	STAPLETON, Arthur-EXT
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	International Business
<b>Prerequisites</b>	n/a
<b>Course Description</b>	This course provides an understanding of the essential elements of International contracts. Thus, students will become familiar with an International contract in particular real international contracts, templates and contract forms. They will develop skills to identify the main clauses and the unavoidable elements of an international agreement. Students will become familiar and comfortable with the contract terms, so that they could be aware of contract traps.
<b>Course Open to Exchange</b>	Paris /Spring
<b>Semester</b>	spring
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	A powerpoint file is available on K2.
<b>Websites</b>	

#### GLOBAL PRODUCT DEVELOPMENT AND MANAGEMENT

<b>Course Code</b>	MSC.IBNM2.MKCOR.0019
<b>ECTS Credits</b>	<b>4</b>
<b>Course Leader</b>	REICHERT, Roger-EXT
<b>Synchronous</b>	27
<b>Discipline</b>	Stratégie, Innovation & Entrepreneuriat

<b>Program</b>	International Business
<b>Prerequisites</b>	-
<b>Course Description</b>	The world is becoming increasingly connected, raising many challenges in terms of organisational management, product development and cross-border collaboration. Global product development is a new way of thinking that aims to utilise and manage the power of the global market to design and manufacture intelligent, sustainable and internationally competitive products. This course develops highly employable leaders able to respond to the challenges and demands of modern globalised markets. Students are introduced to cutting-edge technologies for worldwide product development and management, including concept creation and creativity for practical product engineering. We will use the approach of "design thinking" as the front end method for this course.
<b>Course Open to Exchange</b>	Paris /Spring
<b>Semester</b>	spring
<b>Campus</b>	Paris, Stellenbosch-Le Cap
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	Don Norman (2013), The Design of everyday things. Basic books Peter G. Rowe(1987) Design Thinking, The MIT Press Roger Martin (2009) The Design of business, Harward Business Press Marc Stickdorn and Jakob Schneider (2011), This is service design thinking, John Wiley & Sons, Inc. Richard D. Lewis (2006)When cultures collide. Hachette Book Group Peter Watson (2006) Ideas: a history. Phoenix
<b>Websites</b>	

#### INTERNATIONAL BUSINESS GAME: SKEMASIM

<b>Course Code</b>	MSC.IBNM2.STCOR.0032
<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 Business
<b>Prerequisites</b>	<b>Strategy</b>
<b>Course Description</b>	The « SKEMA Multicampus Business Simulation » (otherwise known as SKEMASIM) course is a 5-day seminar organized simultaneously in the different SKEMA campuses across the world (France, Brazil, China and USA). It is made up of the business simulation itself, some tutorial conferences, and the writing of an annual activity report. The « SKEMA Multicampus Business Simulation » is a business game simulating the general management of mid-



	<p>sized fictitious firms located in different countries (France, Brazil, China and USA, for further information, see Participants Guide). Some tutorial conferences will be arranged in order to present the rules of the game, the simulation scenarios, the features of the different countries environment, the quarterly (strategic, partnership, managerial, financial, marketing, human) decisions that will have to be made by each team of students. A comprehensive analysis presenting the corporate strengths and weaknesses of these fictitious firms will be provided to each team. To this aim, a particular attention will be paid to the comparative economic advantage of each country (especially in terms of labour cost, R&amp;D cost, long-term interest rate, tax rate ) and to the different growth options that available in this simulation (local and international alliances, subcontracting, ). Throughout the seminar, the tutorial conferences will also allow the simulation administrators to inform the different teams about the changes in their respective countrys environment as well as their quarterly firm performance. At the end of the seminar, each team will be asked to send over an annual activity report to simulation administrators. The teams will be assessed according to 1/ the performance of their company (measured by the ROI and ROE evolution) and 2/ the relevance and accuracy of their activity report.</p>
<b>Course Open to Exchange</b>	Paris /Spring;#Raleigh /Spring;#Suzhou /Spring
<b>Semester</b>	spring
<b>Campus</b>	Paris, Raleigh, Suzhou
<b>Evaluation</b>	
Final Examination (%)	25
Continuous Assessment (%)	75
<b>Academic reference</b>	<p>Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings : (1) BRULHART F., GUIEU, G. &amp; MESCHI P.-X., La Croissance de l'Entreprise avec la Méthode des Cas, Eyrolles et Centrale des Cas et des Médias Pédagogiques, 2011. (2) RUGMAN A. &amp; HODGETTS R., International Business, Prentice Hall, 2003.</p>
<b>Websites</b>	<a href="http://www.webtolearn.com/skemasim">www.webtolearn.com/skemasim</a>

## INTERNATIONAL FINANCE

<b>Course Code</b>	MSC.IBNM2.FICOR.0061
<b>ECTS Credits</b>	6
<b>Course Leader</b>	FERRARA Laurent
<b>Synchronous</b>	33
<b>Discipline</b>	Finance
<b>Program</b>	International Business
<b>Prerequisites</b>	None
<b>Course Description</b>	This course is designed to train business leaders of tomorrows multinational enterprises to recognize and capitalize on the unique characteristics of global markets. We will discuss exchange rate determination, the

	international monetary system and global financial markets, and gain firmer understanding of FX markets that underpin the rapid evolution of our global marketplace. Further, we will consider financing options for the global firm and study the intricacies of foreign investment, including cross-border mergers and acquisitions. Throughout the course we will work on a number of real-world cases to help is gain hands-on experience and understanding of international finance.
<b>Course Open to Exchange</b>	Paris /Spring;#Raleigh /Spring;#Suzhou /Spring
<b>Semester</b>	spring
<b>Campus</b>	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>Available on Cyberlibris at <a href="http://www.scholarvox.com">www.scholarvox.com</a>:</p> <p>1) Economics for Investment Decision Makers Workbook : Micro, Macro, and International Economics, Piros and Pinto, John Wiley &amp; Sons, 2013, Chapters 5, 8, 9 and 10.</p> <p>2) International Economics 6th edition, Dunn and Mutti, Taylor &amp; Francis, 2003, Chapters 12 to 20</p> <p>Lectures Recommandées / Recommended readings :</p> <p>Ephraim CLARK, INTERNATIONAL FINANCE, (London: Thomson Learning, 2002)</p>
<b>Websites</b>	<a href="http://databank.worldbank.org/data/home.aspx">http://databank.worldbank.org/data/home.aspx</a> <a href="http://stats.oecd.org/">http://stats.oecd.org/</a>

#### INTERNATIONAL HUMAN RESOURCE MANAGEMENT

<b>Course Code</b>	MSC.IBNM2.HRCOR.0003
<b>ECTS Credits</b>	<b>4</b>
<b>Course Leader</b>	JARRETT, Vanessa-EXT
<b>Synchronous</b>	24
<b>Discipline</b>	Management & Organisation
<b>Program</b>	International Business
<b>Prerequisites</b>	N/A
<b>Course Description</b>	This programme introduces Human Resources Management and Strategic HR Practices in todays global economy. The role and responsibilities of the International HR Manager is explored and essential key qualities, competencies to operate within a global context and the challenges faced both on a macro and micro level.
<b>Course Open to Exchange</b>	Paris /Spring
<b>Semester</b>	spring
<b>Campus</b>	Paris, Stellenbosch-Le Cap
<b>Evaluation</b>	
Final Examination (%)	40

Continuous Assessment (%)	60
<b>Academic reference</b>	<p>Lectures obligatoires / Required readings : Specified in the course syllabus and specific to each campus.</p> <p>Lectures Recommandées / Recommended readings : Dowling, Festing &amp; Engle. 2007. International Human Resources Management. Thompson Learning. Evans, Pucik &amp; Bjorkman. 2010. The Global Challenge: Frameworks from International Human Resource Management. McGraw Hill Higher Education. Harzing &amp; Ruysseveldt (Ed.). 2010. International Human Resource Management: An Integrated Approach. Sage Publications Inc. Ozbilgin. 2004. International Human Resource Management: Theory and Practice. Palgrave Macmillan. Perkins &amp; Shortland 2009. Strategic International Human Resource Management: Choices and Consequences in Multinational People Management. Kogan Page Ltd. Rees &amp; Edwards. 2010. International Human Resource Management: Globalization, National Systems and Multinational Companies. Financial Times/Prentice Hall. Rowley &amp; Warner. 2010. Globalizing International Human Resource Management. Routledge. Tayed. 2004. International Human Resource Management: A Multinational Company Perspective. OUP Oxford.</p>
<b>Websites</b>	

#### MODELING AND FORECASTING RISKS

<b>Course Code</b>	MSC.IBPM2.STCOR.0002
<b>ECTS Credits</b>	<b>4</b>
<b>Course Leader</b>	FERRARA Laurent
<b>Synchronous</b>	24
<b>Discipline</b>	Finance
<b>Program</b>	International Business
<b>Prerequisites</b>	<b>Basic notions of R software</b>
<b>Course Description</b>	<p>This course aims at introducing concepts related to risk measurement and risk forecasting. Students will alternate between theoretical concepts and applications with the software R. R is a free and reliable software useful for statistical analysis of data and econometric modelling. Among the theoretical concepts we will review basic statistical concepts useful to measure risks, as well as econometric approaches to construct forecasts and their distribution. Applications will focus on economic and financial time series, such as GDP, production, inflation, exchange rates or risk indicators.</p>
<b>Course Open to Exchange</b>	Paris /Spring
<b>Semester</b>	spring
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0

<b>Academic reference</b>	"Applied economic forecasting using time series methods", Eric Ghysels and Massimiliano Marcellino, Oxford University Press
<b>Websites</b>	"Forecasting: Principles and Practice", Rob Hyndman and George Athanasopoulos, online book <a href="https://otexts.com/fpp3/">https://otexts.com/fpp3/</a>

## SUSTAINABILITY AND GOVERNANCE MANAGEMENT

<b>Course Code</b>	MSC.IBPM2.STCOR.0003
<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>	<p>The capacity of firms to address and tackle Environment, Social and Governance risk is key to their survival and thrive in the current world. The mitigation of ESG risk has become an inherent feature in risk and crisis management, as organizations are exposed to growing levels of complexity, uncertainty, ambiguity and volatility . The global pandemic (Covid19) was and still is one feature of these VUCA environments, advances in AI is another feature, geopolitical changes are another one, as well economic and financial disruptions, sociological changes (and demographics), etc. Mastering the exposure to risk and preventing crises is a key challenge. Knowing how to identify, assess and manage risks and how to prepare and deal with crises is thus highly critical.</p> <p>This course addresses risk and crisis management frameworks focusing on strategic, operational and technological risks through extant theory and case study examples of successful and failed risk and crisis management strategies. In particular, we will be exploring the fundamentals of Social (S) and Governance (G) risks. According to the Sustainable Finance Disclosure Regulation (SFDR), a sustainability risk means an environmental, social or governance event or condition that, if it occurs, could cause an actual or potential material negative impact on the value of the investment . Indeed, the shift towards a lowcarbon, more sustainable, resourceefficient and circular economy as well as a more sustainable approach to performance opened the path towards new business models, strategies, processes and practices. It has also led to the emergence of new stakeholder interest, expectations and claims. Hence, more than a search for compliance, mitigating ESG risk has become a core activity embedded in risk and crisis management frameworks.</p> <p>We will also explore the Digital challenges (D) raised by the growing use of technology across industries. Indeed, Artificial Intelligence (AI) and other related innovations are a current technology trend that is disrupting most industries. Major companies not only tech giants like Google, Uber and Microsoft, but also companies like Tesla and Honda, Airbnb and Uber, AT&amp;T, etc. are doing what is needed to surf on these new technological waves by hiring talents, buying hi-tech startups, investing in R&amp;D, developing partnership with key actors like Nvidia and Intel and many other machine learning hardware startups, etc. This is one example among others</p>

	that shows how companies are using technology to drive innovation, to create new market opportunities and to develop new sustainable advantages. But this does not go without risk and potential failures. The objective of this seminar is to provide participant with frameworks to deal with such uncertainty.
<b>Course Open to Exchange</b>	Paris /Spring
<b>Semester</b>	spring
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	Hopkin, P. (2022). Fundamentals of risk management: Understanding, evaluating, and implementing effective risk management, Fourth edition, The Institute of Risk Management IRM, Kogan Page. Coombs, T. (2019). Ongoing crisis communication: planning, managing and responding, Fifth edition. Sage publications. Crandall, W. R., J. A. Parnell, and J. E. Spillan. (2013). Crisis management: Leading in the new strategy landscape, Second edition. Sage Publications.
<b>Websites</b>	

#### INTERNATIONAL CORPORATE GOVERNANCE

<b>Course Code</b>	MSC.IBUM2.STELE.0063
<b>ECTS Credits</b>	<b>3</b>
<b>Course Leader</b>	GIROD-A-PETIT-LOUIS, Patricia-EXT
<b>Synchronous</b>	18
<b>Discipline</b>	Management & Organisation
<b>Program</b>	International Business
<b>Prerequisites</b>	<b>Good knowledge of Fundamentals of corporate governance</b>
<b>Course Description</b>	The course will emphasize governance practices and development across continents. Globalization has emphasized differences in the control of corporations. Unlike the anglo-saxon model, other governance models may emphasize the importance of other stakeholders such as employees (german model), the state (China and other emerging economies), or bank (Japan). The course will focus on a few examples across the world and discuss implications for management performance, corporate conduct and at the macro-level how it affects the economy.
<b>Course Open to Exchange</b>	Paris /Spring
<b>Semester</b>	spring
<b>Campus</b>	Paris, Stellenbosch-Le Cap
<b>Evaluation</b>	
Final Examination (%)	40
Continuous Assessment (%)	60

<b>Academic reference</b>	Provided on K2 prior to starting the course (research articles)
<b>Websites</b>	

#### NEGOTIATION PRACTICE

<b>Course Code</b>	MSC.IBCM2.STELE.0002
<b>ECTS Credits</b>	<b>3</b>
<b>Course Leader</b>	DESBORDES Rodolphe
<b>Synchronous</b>	18
<b>Discipline</b>	Stratégie, Innovation & Entrepreneuriat
<b>Program</b>	International Business
<b>Prerequisites</b>	
<b>Course Description</b>	
<b>Course Open to Exchange</b>	Paris /Spring;#Suzhou /Spring
<b>Semester</b>	spring
<b>Campus</b>	Stellenbosch-Le Cap
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

## PROJECT AND PROGRAMME MANAGEMENT AND BUSINESS DEVELOPMENT

### CAREER MANAGEMENT 2

<b>Course Code</b>	MSC.SFFM2.FICOR.0023
<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>	No prerequisites.
<b>Course Description</b>	Career management, focusing on job search and first professional experiences.
<b>Course Open to Exchange</b>	Belo /Spring;#Lille /Spring;#Paris /Spring;#Raleigh /Spring;#Sophia /Spring;#Suzhou /Spring
<b>Semester</b>	spring
<b>Campus</b>	Lille, Paris, Sophia
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	Accès Talent and careers HUB
<b>Websites</b>	None.

### MANAGING RISK, UNCERTAINTY AND COMPLEXITY

<b>Course Code</b>	MSC.PPMM2.PMCOR.0086
<b>ECTS Credits</b>	3
<b>Course Leader</b>	INCERTI Valerio
<b>Synchronous</b>	24
<b>Discipline</b>	Management & Organisation
<b>Program</b>	Project and Programme Management and Business Development
<b>Prerequisites</b>	None.
<b>Course Description</b>	<p>Projects are the business activities that make the firm able to adapt, change, grow and innovate. Unfortunately, inside the Firms portfolio of projects, some situations are very simple and some are very complex to manage. Contrary to business repetitive operations, project activities have a high rate of failure, and these failures mean under performance. The capacity to anticipate complex situations need to identify which situations are in predictable uncertainty and which are in unpredictable uncertainty before implementing risk management processes.</p> <p>Traditional risk management from standards are effective to manage situations in predictable uncertainty. But for situations in unpredictable uncertainty, it is necessary to understand how complex projects work, and to efficiently behave in conditions of high uncertainty. This is a key managerial capacity today for Top and Middle managers in changing and competitive environments.</p>

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

## ORGANIZATIONAL PERFORMANCE MANAGEMENT

<b>Course Code</b>	MSC.PPMM2.PMCOR.0075
<b>ECTS Credits</b>	<b>3</b>
<b>Course Leader</b>	SAINTOT, Valérie-EXT
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	Project and Programme Management and Business Development
<b>Prerequisites</b>	Knowledge about strategy



<b>Course Description</b>	This course aims to introduce the concepts of organisational performance management. This includes approaches followed in strategy translation, cascade and alignment to ensure execution and value creation.
<b>Course Open to Exchange</b>	Belo /Spring;#Lille /Spring;#Paris /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, Lille, Paris
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<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. R. Kaplan and R. de Pinho (2014), Volkswagen do Brasil: Driving Strategy with the Balanced Scorecard, Harvard Business Review</li> <li>5. KAPLAN, R. S. &amp; NORTON, D. R. (1992) The Balanced Scorecard: Measures That Drive Performance. Harvard Business Review, 71-79.</li> <li>6. 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. 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. P. Niven (2006), Balanced scorecard step-by-step for government and non-profit agencies, John Wiley</li> </ol>
<b>Websites</b>	<a href="http://www.ipma.world/">http://www.ipma.world/</a> <a href="https://www.pmi.org/">https://www.pmi.org/</a>

#### PORTFOLIO MANAGEMENT AND PMO

<b>Course Code</b>	MSC.PPMM2.PMCOR.0203
<b>ECTS Credits</b>	4
<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>Course Description</b>	Fundamentals of portfolio management and PMO. Project prioritization, project selection, portfolio fit. PMO models and structures, benefits and challenges of implementing a PMO. PMO maturity and balance of traditional versus agile approaches. A simulation is attached to this course: CESIM Project.

<b>Course Open to Exchange</b>	Belo /Spring;#Lille /Spring;#Paris /Spring
<b>Extra fees</b>	35 euros (including TVA)*  *The SKEMA International Office will contact students on the payment procedure once the nomination period is complete (mid-November).
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, Lille, Paris
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

#### PRINCIPLES AND PRACTICE OF PERFORMANCE IMPROVEMENT

<b>Course Code</b>	MSC.PPMM2.PMCOR.0101
<b>ECTS Credits</b>	3
<b>Course Leader</b>	LACHERET Arnaud
<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 will introduce the basics of quality management tool, techniques and methodologies and includes details of Lean Six Sigma
<b>Course Open to Exchange</b>	Paris /Spring
<b>Semester</b>	spring
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

#### PROJECT FINANCING AND ACCOUNTING

<b>Course Code</b>	MSC.PPMM2.PMCOR.0204
<b>ECTS Credits</b>	3

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

## PROJECT PRACTICE PORTFOLIO 2

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

	2. APM Body of Knowledge 3. PRINCE2 guide 4. AgilePM Guide 5. GAPPS project manager and sponsor standards
<b>Websites</b>	Visit the websites of PMI, APM, GAPPS

## RESEARCH METHODS 2

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

## SUSTAINABLE AND ETHICAL PROJECT MANAGEMENT

<b>Course Code</b>	MSC.PPMM2.PMCOR.0081
<b>ECTS Credits</b>	<b>3</b>
<b>Course Leader</b>	CARBONI, Joel-EXT
<b>Synchronous</b>	12
<b>Discipline</b>	Autre
<b>Program</b>	Project and Programme Management and Business Development
<b>Prerequisites</b>	None
<b>Course Description</b>	PRISM (Projects integrating Sustainable Methods) is a project management and sustainability course that is designed to prepare individuals to improve the way they view, approach, manage, and drive change. The course blends instruction with in-class case studies using real world examples that bring project management to life in a manner that not only meets the needs of business in today's economy but also accounts for the needs of society and the environment by incorporating sustainable development goals through the GPM P5 Standard and principles for sustainable project management.

<b>Course Open to Exchange</b>	Belo /Spring;#Lille /Spring;#Paris /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, Lille, Paris
<b>Evaluation</b>	
Final Examination (%)	75
Continuous Assessment (%)	25
<b>Academic reference</b>	<p>REQUIRED READNGS</p> <p>BEFORE DAY 1</p> <p>The GPM PRiSM Methodology for Project Management</p> <p>The GPM P5 Standard for Sustainability Management.</p> <p>RECOMMENDED READINGS</p> <p>The Association for Project Management (APM) Body of Knowledge</p> <p>The UN Global Compact Ten Principles</p> <p>The GRI G4 Reporting Framework</p> <p>The UN Post 2015 Business Engagement Architecture</p> <p>The UN Global Compact SDG Compass</p> <p>ISO Standards from a project management perspective including:</p> <p>ISO 21500 Guidance on Project Management</p> <p>ISO 50001 The Energy Management Standard</p> <p>ISO 14001 The Environmental Management Standard</p> <p>ISO 9001 Principles of Quality Management</p> <p>ISO 26000 Guidance on Social Responsibility</p> <p>ISO 55000 Asset Management</p>
<b>Websites</b>	<a href="http://www.greenprojectmanagement.org">www.greenprojectmanagement.org</a> <a href="http://blog.greenprojectmanagement.org">blog.greenprojectmanagement.org</a>

#### AI BUSINESS APPLICATIONS RELEVANT TO PROJECT MANAGEMENT

<b>Course Code</b>	MSC.PPMM2.PMCOR.0100
<b>ECTS Credits</b>	2
<b>Course Leader</b>	BOUDREAU, Paul-EXT
<b>Synchronous</b>	18
<b>Discipline</b>	Business Analytics, Data Science & AI
<b>Program</b>	Project and Programme Management and Business Development
<b>Prerequisites</b>	None
<b>Course Description</b>	This course introduces the latest technological developments in AI and their current and potential applications in business with focus on project, programme and portfolio management
<b>Course Open to Exchange</b>	Belo /Spring;#Lille /Spring;#Paris /Spring
<b>Semester</b>	spring
<b>Campus</b>	Belo Horizonte, Lille, Paris
<b>Evaluation</b>	
Final Examination (%)	100

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

#### BUSINESS PLANS, MODELS AND SOCIAL ENTREPRENEURSHIP

<b>Course Code</b>	MSC.PPMM2.PMCOR.0028
<b>ECTS Credits</b>	<b>3</b>
<b>Course Leader</b>	LACHERET Arnaud
<b>Synchronous</b>	18
<b>Discipline</b>	Stratégie, Innovation & Entrepreneuriat
<b>Program</b>	Project and Programme Management and Business Development
<b>Prerequisites</b>	None.
<b>Course Description</b>	The course objectives for students are to know and master concepts that are used for making business plans, and for developing and tuning business models. Tools and techniques used to issue these plans and models are explained. Examples and practice allow a full capacity. Lessons learned are exhibited.
<b>Course Open to Exchange</b>	Paris /Spring
<b>Semester</b>	spring
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	<p>REQUIRED READINGS</p> <p>BEFORE DAY 1</p> <ul style="list-style-type: none"> <li>- Wirtz, B. W., et al. (2016). "Business Models: Origin, Development and Future Research Perspectives." Long Range Planning 49(1): 36-54.</li> <li>- DaSilva, C. M. and P. Trkman (2014). "Business Model: What It Is and What It Is Not." Long Range Planning 47(6): 379-389</li> <li>- Wikström, K., et al. (2010). "Business models in project business." International Journal of Project Management 28(8): 832-841</li> <li>- Achtenhagen, L., et al. (2013). "Dynamics of Business Models Strategizing, Critical Capabilities and Activities for Sustained Value Creation." Long Range Planning 46(6): 427-442.</li> </ul> <p>BEFORE DAY 2</p> <ul style="list-style-type: none"> <li>- Chen, X.-P., et al. (2009). "Entrepreneur Passion and Preparedness in Business Plan Presentations: A Persuasion Analysis of Venture Capitalists' Funding Decisions." The Academy of Management Journal 52(1): 199-214.</li> <li>- Kirsch, D., et al. (2009). "Form or Substance: The Role of Business Plans in Venture Capital Decision Making." Strategic Management Journal 30(5): 487-515.</li> <li>- Great products are not enough? Alexander Osterwalder, video on youtube</li> </ul> <p>RECOMMENDED READINGS</p>

	- Moingeon, B. and L. Lehmann-Ortega (2010). "Creation and Implementation of a New Business Model: a Disarming Case Study." M@n@gement 13: 266-297.
<b>Websites</b>	None.

#### CO-DESIGNING WITH STAKEHOLDERS FOR CLIMATE RESILIENCE

<b>Course Code</b>	MSC.PPMM2.PMELE.0003
<b>ECTS Credits</b>	<b>3</b>
<b>Course Leader</b>	BLAIR Berill
<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>	Co-designing with Stakeholders for Climate Resilience introduces students to a variety of participatory methods and tools to engage with stakeholders. Students will learn the various approaches to group facilitation and techniques to elicit knowledge in service of effective interventions in organizations. In this course, students will use them to simulate solutions for climate adaptation and resilience in organizations, getting to know relevant methods and tools through hands-on activities.
<b>Course Open to Exchange</b>	Lille /Spring;#Paris /Spring
<b>Semester</b>	spring
<b>Campus</b>	Lille
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	TBD
<b>Websites</b>	TBD

#### INTERNATIONAL BUSINESS DEVELOPMENT : PROPOSALS, TENDERS & BIDS

<b>Course Code</b>	MSC.PPMM2.PMCOR.0087
<b>ECTS Credits</b>	<b>3</b>
<b>Course Leader</b>	HAINGLAISE, Jean-Charles
<b>Synchronous</b>	24
<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 provides fundamentals and overall framework of what is bid management and tendering. The purpose of this course is to explain how to organize and answer to calls for tender or project.

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

## SUSTAINABLE FINANCE AND FINTECH

### ASSET MANAGEMENT, GREEN BONDS & ESG INTEGRATION

<b>Course Code</b>	MSC.SFFM2.FICOR.0014
<b>ECTS Credits</b>	3
<b>Course Leader</b>	SAIDANE Dhafer
<b>Synchronous</b>	0
<b>Discipline</b>	Finance
<b>Program</b>	Sustainable Finance and Fintech
<b>Prerequisites</b>	<ul style="list-style-type: none"> <li>- Financial Analysis</li> <li>- Financial valuation</li> <li>- Financial modelling</li> <li>- Corporate Finance</li> <li>- Strategic analysis</li> <li>- Accounting</li> </ul>
<b>Course Description</b>	<p>In 1990 was launched the first ESG index (MSCI KLD 400 Social Index). Before then, ESG investing was relegated to the province of values-investing and had remained at the fringes of investments management for a couple of decades.</p> <p>In 2020, amounts of new investments in sustainable assets through mutual funds and ETFs increased 96% vs. 2019 to stand at \$288 bn globally (source: Blackrock). It is now estimated that the total amount of assets invested according to explicit criteria for Environmental, Social and Governance factors represent app. 30% of total invested assets. As demand for</p>



	<p>sustainable assets keeps increasing, professional practices and regulations improve, growth in ESG assets is expected to continue to grow rapidly at the expense of more traditional assets.</p> <p>While ESG investing considered at best as a risk management tool, it now encompasses many different approaches, notably as a source of value-creation opportunities. This trend forces the assets-managers to entirely rethink their role and responsibility towards the greater society, and how they can navigate the sometimes contradictory demands of their clients, their regulators, their employees and the firms they invest in.</p> <p>After decades of decision-making predicated on hard-data supported also by more qualitative judgements usually limited to only the business aspects of a firm or a sector, the assets management industry is facing a set of unique challenges to integrate ESG consideration to meet the demand of its clients and deliver superior risk-adjusted returns to their clients.</p> <p>No area of the assets management sector is left untouched by this long-term fundamental evolution. The management of publicly listed instruments is primarily concerned, principally equities and also increasingly fixed-income products with the rapid rise of issuance of Green bonds. This evolution touches also the realm of private investments (eg. Private Equity, Venture-Capital, Real-estate) and brings to the fore important strategic decisions about which investments to support or not.</p> <p>This course will explore the practical dimensions of integrating ESG considerations into the investment -decision process of assets managers. The academic underpinnings of ESG investing will also be discussed, as they have an impact on strategic decisions taken by investors in the way they allocate capital to enrich, foster the integration of ESG in their investment process.</p>
<b>Course Open to Exchange</b>	Paris /Spring
<b>Semester</b>	spring
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	70
Continuous Assessment (%)	30
<b>Academic reference</b>	
<b>Websites</b>	<a href="https://www.unpri.org/">https://www.unpri.org/</a> <a href="https://www.sasb.org/">https://www.sasb.org/</a> <a href="https://www.globalreporting.org/">https://www.globalreporting.org/</a> <a href="https://vigeo-eiris.com/">https://vigeo-eiris.com/</a> <a href="https://www.oecd.org/fr/finances/esg-investing.htm">https://www.oecd.org/fr/finances/esg-investing.htm</a>

## CAREER MANAGEMENT 2

<b>Course Code</b>	MSC.SFFM2.FICOR.0023
<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>	No prerequisites.
<b>Course Description</b>	Career management, focusing on job search and first professional experiences.
<b>Course Open to Exchange</b>	Belo /Spring;#Lille /Spring;#Paris /Spring;#Raleigh /Spring;#Sophia /Spring;#Suzhou /Spring
<b>Semester</b>	spring
<b>Campus</b>	Lille, Paris, Sophia
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	Accès Talent and careers HUB
<b>Websites</b>	None.

#### CLIMATE CHANGE RISK AND NET ZERO TRANSITION

<b>Course Code</b>	MSC.SFFM2.FICOR.0013
<b>ECTS Credits</b>	<b>3</b>
<b>Course Leader</b>	SAIDANE Dhafer
<b>Synchronous</b>	18
<b>Discipline</b>	Finance
<b>Program</b>	Sustainable Finance and Fintech
<b>Prerequisites</b>	An understanding of the basic concepts of corporate financing accounting principles is required. A basic understanding of programming languages or excel spreadsheet is also suggested, although not strongly required.
<b>Course Description</b>	The objective of the course is to provide students with relevant sustainable finance tools used by practitioners and policy makers in taking decisions about climate change risk and net zero transition. The course will also provide the foundations about theories, policies and regulations to allow students to understand and participate in the climate leadership debate.
<b>Course Open to Exchange</b>	Paris /Spring
<b>Semester</b>	spring
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	
<b>Websites</b>	

## CORPORATE INTEGRATED REPORTING

<b>Course Code</b>	MSC.SFFM2.FICOR.0015
<b>ECTS Credits</b>	<b>3</b>
<b>Course Leader</b>	ROSZAK Sabrina
<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 /Spring
<b>Semester</b>	spring
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

## DIGITALIZATION, M&A AND CORPORATE RESTRUCTURING STRATEGY

<b>Course Code</b>	MSC.SFFM2.FICOR.0016
<b>ECTS Credits</b>	<b>3</b>
<b>Course Leader</b>	AHMAD Muhammad Farooq
<b>Synchronous</b>	0
<b>Discipline</b>	Finance
<b>Program</b>	Sustainable Finance and Fintech
<b>Prerequisites</b>	Irrespective of your career path, whether you are Chief Executive Officer of a company, an investment banker, financial advisor, engineer, lawyer, an academic, there are the chances that you will encounter mergers and acquisitions deal in one way or the other. Thus, the course mainly targets a large base of students from different disciplines. Therefore, there are no formal pre-requisites for this course. However, part of this course covers the valuation techniques used to evaluate the M&A transaction, I yet recommend taking a firm valuation course prior to starting this course.
<b>Course Description</b>	During the last three decades, we have witnessed a massive increase in mergers and acquisitions (M&A) activity both in the United States and the rest of the world. The development of the Fintech M&A market is a recent phenomenon and has contributed to changing financial institutions' landscape. Corporate finance theory proposes that mergers and acquisitions can be used as a strategic tool by the traditional corporations as well as the financial institutions while responding to the change in the economic environment and ultimately creating value for their shareholders. The course covers the main aspects of mergers and acquisitions activity

	with the main focus on Fintech M&A. The course starts by explaining the motives and strategic aspects of mergers and acquisitions, the role of agency problems (between management and shareholders of a company) in mergers, the tactics, and defenses used by the entrenched managers, the effects of mergers and acquisitions on shareholders value and spillover effects of mergers and acquisitions for peer firms. We will then learn about the most common valuation techniques used in mergers and acquisitions for both public and private companies. We will discuss the sources of value creation in Fintech mergers and acquisitions and introduce the event study technique to study the shareholders market reaction to announced M&A transactions. Next to discussing the factors associated with both domestic and cross-border mergers, the course will highlight the additional factors that are only relevant for cross-border M&A transactions which include cultural differences, corporate governance motives, currency valuations in cross-border deals, the role of industry specialization, stock market valuation differences, labor laws, and international trade affecting the cross-border mergers activity. These contents would be covered using both anecdotal evidences and support them using the relevant theories.
<b>Course Open to Exchange</b>	Paris /Spring
<b>Semester</b>	spring
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	<p>Ahern, Kenneth, Daniele Daminelli, and Cesare Fracassi, (2015). Lost in Translation? The Effect of Cultural Values on Mergers around the World, <i>Journal of Financial Economics</i> 117, 165189.</p> <p>Ahmad, Muhammad Farooq, de bodt, Eric and Jarrad Harford (2021). International Trade and the propagation of Mergers Waves. <i>Review of Financial Studies</i>.</p> <p>Ahmad, Muhammad Farooq, de bodt, Eric and Jarrad Harford (2021). The Innovation Arms Race. SSRN Working Paper.</p> <p>Erel, Isil, Rose Liao, and Michael Weisbach, 2012, Determinants of Cross-Border Mergers and Acquisitions, <i>Journal of Finance</i> 67, 10311043.</p> <p>Dessaint, Olivier, Andrey Golubov, and Paolo Volpin, (2017), Employment Protection and Takeovers, <i>Journal of Financial Economics</i>, 125, 369-388.</p> <p>Harford, Jarrad, Mark, Humphery-Jenner and Ronan Powell (2012). The sources of value destruction in acquisitions by entrenched managers, <i>Journal of Financial Economics</i>, 106, 247-261.</p> <p>Masulis, R., Wang, C. and Xie, F., (2007). Corporate Governance and Acquirer Returns. <i>Journal of Finance</i> 62, 18511889.</p> <p>Moeller, B. Sara, Frederik, P. Schlingemann. and Stulz, Rene. (2005). Wealth destruction on a massive scale: A study of acquiring firm. <i>Journal of Finance</i>, 60, 757-782.</p> <p>Servaes, Henri and Ane Tamayo. (2014). How Do Industry Peers Respond to Control Threats? <i>Management Science</i>, 60, 265-540.</p>
<b>Websites</b>	

## EXTRA FINANCIAL PERFORMANCE & REFINITIV EIKON DATASTREAM

<b>Course Code</b>	MSC.SFFM2.FICOR.0017
<b>ECTS Credits</b>	3
<b>Course Leader</b>	SAIDANE Dhafer
<b>Synchronous</b>	0
<b>Discipline</b>	Finance
<b>Program</b>	Sustainable Finance and Fintech
<b>Prerequisites</b>	- <b>Students should have basic knowledge in sustainable finance.</b>
<b>Course Description</b>	<p>-The objective of this course is to provide students with an overview of integrated thinking. It focuses on case studies. The course provides academic and practical information on the challenges of aligning benefits with social and environmental value. The course invites professionals who have experience in the field.</p> <p>-Through this course, we question the traditional performance approaches of the firm. We are particularly interested in both financial and extra financial performance (environmental, social and governance objectives).</p> <p>-This course is also based on practical cases using the Refinitiv database</p> <p>-The idea is to show that the integration of environmental and social issues is an essential prerequisite and that economic value should not be created at the expense of environmental and social impacts.</p>
<b>Course Open to Exchange</b>	Paris /Spring
<b>Semester</b>	spring
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	<p>1- Alan S. Gutterman (2021). Sustainable Finance and Impact Investing. Business Expert Press, LLC</p> <p>2- Alex Nicholls (2021). Impact Measurement and Management in Sustainable Finance. Report Asian Development Outlook 2021: Financing a Green and Inclusive Recovery.</p> <p>3- Ben Abdallah. S., Saïdane. D., &amp; Ben Slama. M. (2020). CSR and banking soundness: A causal perspective. Business Ethics: A European Review. <a href="https://onlinelibrary.wiley.com/doi/abs/10.1111/beer.12294">https://onlinelibrary.wiley.com/doi/abs/10.1111/beer.12294</a></p> <p>4- Ben Abdallah. S., Ben Slama. M., Fdhila. I., &amp; Saïdane. D.(2018). Mesure de la performance durable des banques européennes : vers un reporting intégré.Revue d'économie financière . <a href="https://www.cairn.info/revue-d-economie-financiere-2018-1-page-269.htm">https://www.cairn.info/revue-d-economie-financiere-2018-1-page-269.htm</a></p> <p>5- Daniel Cash (2021). Sustainability Rating Agencies vs Credit Rating Agencies: The</p>

	<p>Battle to Serve the Mainstream Investor. Palgrave Studies in Impact Finance</p> <p>6- Judith Rodin and Margot Brandenburg (2014). THE POWER OF IMPACT INVESTING: Putting Markets to Work for Profit and Global Good. The Rockefeller Foundation</p> <p>7- Keith Allman and Ximena Escobar de Nogales (2015). Impact Investment: A Practical Guide to Investment Process and Social Impact Analysis + Website, Wiley</p> <p>8- Mario La Torre (2017). Impact Investing: Instruments, Mechanisms and Actors. Palgrave Studies in Impact Finance.</p> <p>9- MSCI (2021). MSCI ESG ratings methodology: Executive Summary. MSCI ESG Research, December 2020</p> <p>10- Refinitiv (2021). Environmental, social and governance (esg) scores from refinitiv, April 2021</p> <p>11- Sustainabilitics (2021). The ESG risk rating: frequently asked questions for companies, August 2020</p>
<b>Websites</b>	<p>1- Refinitiv ESG company scores: <a href="https://www.refinitiv.com/en/sustainable-finance/esg-scores">https://www.refinitiv.com/en/sustainable-finance/esg-scores</a></p> <p>2- ESG scores methodology - Refinitiv: <a href="https://www.refinitiv.com/content/dam/marketing/en_us/documents/methodology/refinitiv-esg-scores-methodology.pdf">https://www.refinitiv.com/content/dam/marketing/en_us/documents/methodology/refinitiv-esg-scores-methodology.pdf</a></p> <p>3- Overview of sustainable finance (European Commission): <a href="https://ec.europa.eu/info/business-economy-euro/banking-and-finance/sustainable-finance/overview-sustainable-finance_en">https://ec.europa.eu/info/business-economy-euro/banking-and-finance/sustainable-finance/overview-sustainable-finance_en</a>.</p>

## FINANCIAL MODELING I

<b>Course Code</b>	MSC.SFFM2.FICOR.0020
<b>ECTS Credits</b>	<b>2</b>
<b>Course Leader</b>	ROSZAK Sabrina
<b>Synchronous</b>	0
<b>Discipline</b>	Finance
<b>Program</b>	Sustainable Finance and Fintech
<b>Prerequisites</b>	to complete
<b>Course Description</b>	Financial Modeling I
<b>Course Open to Exchange</b>	Paris /Spring
<b>Semester</b>	spring
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

## FINANCIAL MODELING II (EXCEL + VBA)

<b>Course Code</b>	MSC.SFFM2.FICOR.0021
<b>ECTS Credits</b>	2
<b>Course Leader</b>	ROSZAK Sabrina
<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 /Spring
<b>Semester</b>	spring
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

## FOUNDATIONS IN CLIMATE CHANGE AND SUSTAINABILITY

<b>Course Code</b>	MSC.SFFM2.FICOR.0024
<b>ECTS Credits</b>	3
<b>Course Leader</b>	BLAIR Berill
<b>Synchronous</b>	18
<b>Discipline</b>	Finance
<b>Program</b>	Sustainable Finance and Fintech
<b>Prerequisites</b>	-
<b>Course Description</b>	Foundations in Climate Change and Sustainability introduces students to science and practice from multiple perspectives (ecology, geopolitics, political economy, and sociology) toward a deep understanding of how climate change impacts environmental and socio-economic systems. Students will learn to evaluate climate information and decision contexts in which boundaries between environmental, social and governance (ESG) factors and traditional financial values are increasingly blurred. The course prepares students for work in interdisciplinary settings, familiarizing them with the knowledge and language necessary to work on sustainability projects with people from different fields relying on multidisciplinary understanding of environmental, social and governance factors.
<b>Course Open to Exchange</b>	Paris /Spring

<b>Semester</b>	spring
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	40
Continuous Assessment (%)	60
<b>Academic reference</b>	<p>Sardá, R., &amp; Pogutz, S. (2018). Corporate sustainability in the 21st century: Increasing the resilience of social-ecological systems. Routledge.</p> <p>Canadian Expert Panel on Sustainable Finance (2019). Final Report of the Expert Panel on Sustainable Finance: Mobilizing Finance for Sustainable Growth. <a href="https://publications.gc.ca/collections/collection_2019/eccc/En4-350-2-2019-eng.pdf">https://publications.gc.ca/collections/collection_2019/eccc/En4-350-2-2019-eng.pdf</a></p> <p>WWF / Nature^Squared (2020). Bankable Nature Solutions: Blueprints from across the globe to adapt to and mitigate climate change and help our living planet to thrive. <a href="https://wwfint.awsassets.panda.org/downloads/bankable_nature_solutions_singlepage.pdf">https://wwfint.awsassets.panda.org/downloads/bankable_nature_solutions_singlepage.pdf</a></p> <p>Lorraine Ruffing (2007) Silent vs. shadow reports: What can we learn from BP's sustainability report versus the financial times? Social and Environmental Accountability Journal 27:1, 9-16.</p> <p>Other resources: practitioner and policy reports, blogs and newspaper headlines, current events on sustainable finance.</p>
<b>Websites</b>	<a href="https://www.climateinteractive.org/tools/en-roads/">https://www.climateinteractive.org/tools/en-roads/</a> <a href="http://www.natuurverdubbelaaars.nl/serious-game-urban-green-finance/">http://www.natuurverdubbelaaars.nl/serious-game-urban-green-finance/</a>

## GOVERNANCE, REGULATION & ETHICS

<b>Course Code</b>	MSC.SFFM2.FICOR.0018
<b>ECTS Credits</b>	<b>3</b>
<b>Course Leader</b>	GOETHALS Samentha
<b>Synchronous</b>	18
<b>Discipline</b>	Finance
<b>Program</b>	Sustainable Finance and Fintech
<b>Prerequisites</b>	-to complete
<b>Course Description</b>	<p>-Society and the markets require that companies abide by ethical and comprehensive principles that avoid bad practices and that integrate and manage social, environmental and financial risks. This 18h course is divided in three parts covering the need and development, current benchmarks and uses, and the future of Environmental, Social and Governance standards and practices towards sustainable finance. The first four 3h sessions will combine a mix of lectures, case studies and class discussions taking you through the historical foundations and contemporary uses and developments of each of the distinct but interlocking E, S and G standards. The last two 3h sessions will explore the future of sustainable finance on</p>



	the basis of ESG and will be led by the students Using a scenario-based approach and building on knowledge acquired in this course and other courses that you have read in your MSc, you will work in groups to present a vision of finance towards sustainability in different sectors of the economy in 2030.
<b>Course Open to Exchange</b>	Paris /Spring
<b>Semester</b>	spring
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	40
Continuous Assessment (%)	60
<b>Academic reference</b>	See course plan
<b>Websites</b>	see course plan

#### INTEGRATED THINKING & IMPACT INVESTMENT

<b>Course Code</b>	MSC.SFFM2.FICOR.0019
<b>ECTS Credits</b>	3
<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>Study of Integrated Thinking and Impact Investing implies from the student previous financial background like Innovation and Financial Analysis. Plus, students are expected to actively contribute and participate in class discussions and exercises.</p> <p>Some suggested readings to better catch the seminar :</p> <ul style="list-style-type: none"> <li>- Antimanuel d'économie Tomes 1 &amp; 2 - Bernard Maris (French) ;</li> <li>- L'ordre de l'argent - Critique de l'économie (French) ;</li> <li>- David Graeber - Debt: The First 5000 Years (English).</li> </ul>
<b>Course Description</b>	This course introduces the fundamental concepts of Social Economy and Impact Investing. We will use a combination of lectures and a team project to explore and apply theoretical frameworks (old vs new economy) and methodologies in different industries and companies situations. After a quick recap of economic theories and its evolutions, we will work from professional perspective with both listed companies and private equity environments to catch the stakes of Impact Investing and Integrated Thinking as tools for the current transition among financial world..
<b>Course Open to Exchange</b>	Paris /Spring
<b>Semester</b>	spring
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	70

Continuous Assessment (%)	30
<b>Academic reference</b>	
<b>Websites</b>	

#### SUSTAINABLE AND DIGITAL JOB MARKET OPPORTUNITIES

<b>Course Code</b>	MSC.SFFM2.FICOR.0022
<b>ECTS Credits</b>	1
<b>Course Leader</b>	SAIDANE Dhafer
<b>Synchronous</b>	0
<b>Discipline</b>	Finance
<b>Program</b>	Sustainable Finance and Fintech
<b>Prerequisites</b>	<b>Employability career I</b>
<b>Course Description</b>	<p>Training for the job market</p> <p>Part 1. The selection of candidates</p> <p>The students work in group of 3 as a recruiter team</p> <p>They have to select 3 candidates for an offer that they have to staff</p> <p>They have to complete a form for each received application. The quality and relevancy of the written comments will be included in the assessment.</p> <p>The students work individually as a candidate</p> <p>They have to apply to the offers they are interested in, and to send their application to the concerned recruiter teams</p> <p>The offers have been sent by experts in the field who will assist to the interview part.</p> <p>Part 2: The interviews</p> <p>The recruiter teams interview each of the 3 selected candidates.</p> <p>They have to complete a form for each interviewed candidate.</p> <p>The students have one interview as a candidate</p> <p>Some experts in the field assist to the interviews and give a constructive feedback to the students</p> <p>They also fill an assessment grill that will be taken into account for the grade</p>
<b>Course Open to Exchange</b>	Paris /Spring
<b>Semester</b>	spring
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

# PYTHON PEREQUISITE SPRING INTAKE

<b>Course Code</b>	MSC.SFFM2.FICOR.0008
<b>ECTS Credits</b>	0
<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>	<b>Python 1</b> Basic knowledge of Python and I Python. Build running environment Anaconda for python. Review of basic python systax.
<b>Course Description</b>	<p>This programming module introduces some basic topics include procedures and functions, iteration, lists, strings, dictionaries, object-oriented programming and classes. We will provide guided practice on the computer. Furthermore, we will introduce some packages for data analysis. This module aims to develop advanced skills of programming and data analysis using Python.</p> <p>Students will master skills of building data analysis environment and designing programs on their personal computers. The module also enables students to read different kind of files and then analyse data using more existing Python packages including Numpy and Pandas. It will help them in future financial or business courses.</p> <p>Basic knowledge of Python and IPython.  Build running environment Anaconda for python.  Review of basic python systax.</p>
<b>Course Open to Exchange</b>	Paris /Spring
<b>Semester</b>	spring
<b>Campus</b>	Paris
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	W. McKinney, Python for Data Analysis: Data Wrangling with Pandas, NumPy, and IPython, O'Reilly, 2012.McKinney, W. (2012). Horstmann C S, Necaie R D. Python for everyone[M]. Wiley Publishing, 2015 Lutz M. Learning python: Powerful object-oriented programming[M]. " O'Reilly Media, Inc.", 2013.
<b>Websites</b>	