



**Course Catalogue**  
**Master Programmes**  
**Incoming Exchange Students**  
**Sophia Antipolis Campus**  
**Fall 2023**

Dear Exchange Students,

Welcome to SKEMA Business School!

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

Please read these instructions carefully:

- 1) Students are required to choose **one program** and follow the courses within that one program. It is not possible to mix and match courses from different programs due to frequent scheduling clashes.
- 2) **Pay attention to the pre-requisites!** We have highlighted the pre-requisites for courses **in red**. It is the student's responsibility to ensure he/she has the required academic background to successfully follow the courses.
- 3) **Special Note for Business Consulting & Digital Transformation:** only for students on exchange for the Academic Year. (Extra Fees apply)
- 4) **Special Note for Digital Business and Artificial Intelligence:** This program is **selective**. The academic director will screen students' transcripts and CV to ensure they have the required academic and professional background to follow the program. Once pre-selected, a Skype interview may be requested. If a student is not selected, a second program choice will be requested.
- 5) **Special Note for Financial Markets & Investments:** This program is **extremely selective**. The academic director will screen students' transcripts and CV to ensure they have the required academic and professional background to follow the program. Once pre-selected, a Skype interview with the academic director will be required for final validation of admittance. If a student is not selected, a second program choice will be requested. There is a **zero-absence policy** for the courses within this specialization.
- 6) Courses within the catalogue are subject to slight changes.
- 7) There is a maximum number of seats available per course.

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## M1 COURSES

### AI FOR MANAGEMENT

<b>Course Code</b>	PGE.FINM1.ISCOR.0712
<b>ECTS Credits</b>	2
<b>Course Leader</b>	ANDRE Paul
<b>Synchronous</b>	15
<b>Discipline</b>	Management des Opérations
<b>Program</b>	M1 ABM France
<b>Prerequisites</b>	None
<b>Course Description</b>	AI is one of the major challenge and a deep revolution in the conduct of business for the coming years. The class aims to make the knowledge of Artificial Intelligence and its components such as Statistical Learning, Machine Learning, and Deep Learning accessible to students who aspire to become competent Decision Makers.
<b>Course Open to Exchange</b>	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
<b>Semester</b>	fall
<b>Campus</b>	Autre / Other, Belo Horizonte, Lille, Paris, Raleigh, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	40
Continuous Assessment (%)	60
<b>Academic reference</b>	
<b>Websites</b>	

### BUSINESS TRANSFORMATION IN A DIGITAL ECONOMY

<b>Course Code</b>	PGE.FINM1.ECCOR.0906
<b>ECTS Credits</b>	2
<b>Course Leader</b>	DIBIAGGIO Ludovic
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	M1 ABM France
<b>Prerequisites</b>	Microeconomics for business: Costs and production, Perfect and imperfect competition (returns to scale, marginal-cost pricing, monopoly power), market structures (barriers to entry, concentration), network externalities Strategy : Industry analysis (PESTEL, segmentation, Five forces analysis,...) Business models

<b>Course Description</b>	This course provides an opportunity to understand and develop a critical view of the nature and the magnitude of structural changes related to ongoing digital transformations. This transformation reshuffles the architecture of most value chains and affects value creation, delivery, and capture mechanisms. Critical to understanding and evaluating the magnitude of these changes is the analysis of platform business models. Platforms forces all players to think about their role differently and change the competitive game. After an overview of the effects of digitization and artificial intelligence on the competitive environment, the course will focus on strategic principles to design and implement effective business models relying on digital solutions. Through real case analyses, lectures and in-class discussions, students will be able to navigate digital technologies disrupting most industries, and analyze platform-based business models.
<b>Course Open to Exchange</b>	Lille /Fall;#Paris /Fall;#Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	40
Continuous Assessment (%)	60
<b>Academic reference</b>	
<b>Websites</b>	

#### CAREER MANAGEMENT (FALL)

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



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

## CORPORATE FINANCE

<b>Course Code</b>	PGE.FINM1.FICOR.0503
<b>ECTS Credits</b>	5
<b>Course Leader</b>	GROSLAMBERT Bertrand
<b>Synchronous</b>	27
<b>Discipline</b>	Finance
<b>Program</b>	M1 ABM France
<b>Prerequisites</b>	None
<b>Course Description</b>	Our objective is to bring students to develop a rigorous analytical framework of the major investment and financing decisions. In particular, we will shed lights on the interest rates and the investment valuation. We will focus on different ways of financing between equity, debt. Then, we present the relationship between risk, return and the cost of financing.
<b>Course Open to Exchange</b>	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
<b>Semester</b>	fall
<b>Campus</b>	Autre / Other, Belo Horizonte, Lille, Paris, Raleigh, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	60
Continuous Assessment (%)	40
<b>Academic reference</b>	1) Corporate Finance, Hillier, McGraw-Hill, 4th Edition 2) Corporate Finance Theory and Practice, P. Vernimmen, John Wiley & Sons, 2011, 3rd edition Available freely on Scholarvox by Cyberlibris at <a href="http://mediatheque.skema.edu/index.php?id=408">http://mediatheque.skema.edu/index.php?id=408</a>
<b>Websites</b>	<a href="http://skema.lms.crossknowledge.com/data/modules/crossknowledge/interfaces/index.php">http://skema.lms.crossknowledge.com/data/modules/crossknowledge/interfaces/index.php</a> <a href="http://www.vernimmen.com/">http://www.vernimmen.com/</a> <a href="http://mediatheque.skema.edu/index.php?id=408">http://mediatheque.skema.edu/index.php?id=408</a> <a href="http://knowledge.skema.edu/">http://knowledge.skema.edu/</a>

## GKET SEMINAR

<b>Course Code</b>	PGE.FINM1.HRCOR.0323
<b>ECTS Credits</b>	2
<b>Course Leader</b>	RECH Maximilian
<b>Synchronous</b>	12
<b>Discipline</b>	Autre
<b>Program</b>	M1 ABM France
<b>Prerequisites</b>	No prerequisite
<b>Course Description</b>	Cross-cultural competency is one of the key soft skills of international business management today. The Global Knowledge Economy Talent (GKET) seminar will help students to become successful international managers by identifying the issues and challenges inherent in cross-cultural management and suggests adequate solutions to address these challenges in a business environment. Thereby, the seminar prepares students for their own internationalization and determines the skills necessary to manage multicultural business environments and the global footprint each student wishes to develop.
<b>Course Open to Exchange</b>	Lille /Fall;#Paris /Fall;#Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	Hofstede, Geert. 2011. Dimensionalizing Cultures: The Hofstede Model in Context. Online Readings in Psychology and Culture 2(1). doi: 10.9707/2307-0919.1014. Meyer, Erin. 2014. The Culture Map: Breaking through the Invisible Boundaries of Global Business. First Edition. New York: PublicAffairs.
<b>Websites</b>	Links provided on the LMS course site: Personal Leadership & Environmental, Social, and Governance Criteria: Personality Awareness > <a href="https://www.16personalities.com/articles/our-theory">https://www.16personalities.com/articles/our-theory</a> Sustainability Awareness > <a href="https://www.sulitest.org/en/test.html">https://www.sulitest.org/en/test.html</a>

## GLOBAL ECONOMIC ISSUES : CORPORATE ECONOMICS IN A VUCA WORLD

<b>Course Code</b>	PGE.FINM1.ECCOR.0904
<b>ECTS Credits</b>	2
<b>Course Leader</b>	COMBE Emmanuel
<b>Synchronous</b>	15
<b>Discipline</b>	Economie
<b>Program</b>	M1 ABM France
<b>Prerequisites</b>	-Grands enjeux économiques (L3) ou - RAN economics

<b>Course Description</b>	In VUCA World _ one that is volatile, uncertain, complex, and ambiguous _ as many would characterize today's global economic environment, analytical skills are more important than ever. The challenges companies face in a VUCA world demand a filter to separate opportunities from distractions, and economics helps managers to make good decisions about what to do. This course aims at tackling new challenges corporations and economies face or will face with the rise of a VUCA environment.
<b>Course Open to Exchange</b>	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
<b>Semester</b>	fall
<b>Campus</b>	Autre / Other, Belo Horizonte, Lille, Paris, Raleigh, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	40
Continuous Assessment (%)	60
<b>Academic reference</b>	
<b>Websites</b>	

#### INNOVATION MANAGEMENT & CREATIVITY

<b>Course Code</b>	PGE.FINM1.HRCOR.0344
<b>ECTS Credits</b>	2
<b>Course Leader</b>	ROSSETTO Dennys Eduardo
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	M1 ABM France
<b>Prerequisites</b>	-
<b>Course Description</b>	This course presents innovation management with a theoretical approach associated with managerial perspectives to undertake in a turbulent world with uncertainties and a post-pandemic context. It presents a wide range of innovation management concepts focusing strongly on the context of the ecosystems, also introducing some elements as of the perspective of emerging markets. So, this course aims the development of managerial and entrepreneurial capabilities to exercise strategic leadership in innovation ecosystems, generating proposals of shared value with a corporate social responsibility approach.
<b>Course Open to Exchange</b>	Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Raleigh, Stellenbosch-Le Cap
<b>Evaluation</b>	
Final Examination (%)	40
Continuous Assessment (%)	60

<b>Academic reference</b>	<p>1. Introduction and theoretical basis of innovation Management  Adams, R., Bessant, J. &amp; Phelps, R. (2006). Innovation management measurement: A review. <i>International Journal of Management Reviews</i> 8, 21-47.</p> <p>Chesbrough, H. (2010). Business Model Innovation: Opportunities and Barriers. <i>Long Range Planning</i> 43, 354-363.</p> <p>Christensen, C. M., Raynor, M. E. &amp; McDonald, R. (2015). What is disruptive innovation. <i>Harvard Business Review</i> 93, 44-53.</p> <p>Garcia, R. &amp; Calantone, R. (2002). A critical look at technological innovation typology and innovativeness terminology: a literature review. 19, 110-132.</p> <p>Howells, J. (2005) The management of innovation and technology: the shaping of technology and institutions of the market economy. Thousand Oaks, California: Sage Publications.</p> <p>OECD &amp; Eurostat (2019) Oslo Manual 2018: Guidelines for Collecting, Reporting and Using Data on Innovation (258). Luxembourg: OECD Publishing, Paris/Eurostat.</p> <p>Rossetto, D. E., Bernardes, R. C., Borini, F. M. &amp; Gattaz, C. C. (2018). Structure and evolution of innovation research in the last 60 years: review and future trends in the field of business through the citations and co-citations analysis. <i>Scientometrics</i> 115, 1329-1363.</p> <p>Tidd, J. &amp; Bessant, J. (2013) <i>Managing Innovation: Integrating technological market and organizational change</i> (680). John Wiley &amp; Sons.</p> <p>2. Innovation Challenges for a new world  Adams, R., Bessant, J. &amp; Phelps, R. (2006). Innovation management measurement: A review. <i>International Journal of Management Reviews</i> 8, 21-47.</p> <p>Akpan, I. J., Soopramanien, D. &amp; Kwak, D.-H. (2020). Cutting-edge technologies for small business and innovation in the era of COVID-19 global health pandemic. <i>Journal of Small Business &amp; Entrepreneurship</i>, 1-11.</p> <p>Chesbrough, H. (2020). To recover faster from Covid-19, open up: Managerial implications from an open innovation perspective. <i>Industrial Marketing Management</i> 88, 410-413.</p> <p>Damanpour, F. (2014). Footnotes to Research on Management Innovation. <i>Organization Studies</i> 35, 1265-1285.</p> <p>Damanpour, F. &amp; Aravind, D. (2012). Managerial Innovation: Conceptions, Processes, and Antecedents. <i>Management and Organization Review</i> 8, 423-454.</p> <p>Hamel, G. (2006). The why, what, and how of management innovation. <i>Harvard Business Review</i> 84, 72.</p> <p>Kraus, S., Pohjola, M. &amp; Koponen, A. (2012). Innovation in family firms: an empirical analysis linking organizational and managerial innovation to corporate success. <i>Review of Managerial Science</i> 6, 265-286.</p> <p>McCausland, T. (2020). News and Analysis of the Global Innovation Scene. <i>Research-Technology Management</i> 63, 2-8.</p> <p>Millar, C. C. J. M., Groth, O. &amp; Mahon, J. F. (2018). Management Innovation in a VUCA World: Challenges and Recommendations. 61, 5-14.</p> <p>Pedersen, C. L. &amp; Ritter, T. (2020). Preparing your business for a post-pandemic world. <i>Harvard Business Review</i>, 4.</p>
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	<p>3. Innovation Ecosystems Introduction</p> <p>Adner, R. (2006). Match your innovation strategy to your innovation ecosystem. <i>Harvard Business Review</i> 84, 12.</p> <p>Elias, G. C. &amp; David, F. J. C. (2010). Triple Helix, Quadruple Helix and Quintuple Helix and How Do Knowledge, Innovation and the Environment Relate To Each Other? : A Proposed Framework for a Trans-disciplinary Analysis of Sustainable Development and Social Ecology. <i>International Journal of Social Ecology and Sustainable Development (IJSESD)</i> 1, 41-69.</p> <p>Gomes, L. A. d. V., Facin, A. L. F., Salerno, M. S. &amp; Ikenami, R. K. (2018). Unpacking the innovation ecosystem construct: Evolution, gaps and trends. <i>Technological Forecasting and Social Change</i> 136, 30-48.</p> <p>Granstrand, O. &amp; Holgersson, M. (2020). Innovation ecosystems: A conceptual review and a new definition. <i>Technovation</i> 90-91, 102098.</p> <p>Juceviius, G. &amp; Grumadait, K. (2014). Smart Development of Innovation Ecosystem. <i>Procedia - Social and Behavioral Sciences</i> 156, 125-129.</p> <p>Pique, J. M., Berbegal-Mirabent, J. &amp; Etzkowitz, H. (2018). Triple Helix and the evolution of ecosystems of innovation: the case of Silicon Valley. <i>Triple Helix</i> 5, 11.</p> <p>Smith, K. R. (2006). Building an Innovation Ecosystem: Process, Culture and Competencies. 20, 219-224.</p> <p>Wang, P. (2009) An integrative framework for understanding the innovation ecosystem. <i>Advancing the Study of Innovation and Globalization in Organizations</i>. (pp. 301-314).</p> <p>Williamson, P. J. &amp; De Meyer, A. (2012). Ecosystem Advantage: How to Successfully Harness the Power of Partners. 55, 24-46.</p> <p>Williamson, P. J. &amp; De Meyer, A. (2020) <i>Ecosystem Edge: Sustaining Competitiveness in the Face of Disruption</i> (216). Stanford, California: Stanford University Press.</p> <p>4. Developing Relationships and Value Generation in an Innovation Ecosystems</p> <p>Carroll, A. B. (1999). Corporate Social Responsibility: Evolution of a Definitional Construct. <i>Business &amp; Society</i> 38, 268-295.</p> <p>Dedehayir, O., Mäkinen, S. J. &amp; Roland Ortt, J. (2018). Roles during innovation ecosystem genesis: A literature review. <i>Technological Forecasting and Social Change</i> 136, 18-29.</p> <p>Kapoor, R. (2018). Ecosystems: broadening the locus of value creation. <i>Journal of Organization Design</i> 7, 12.</p> <p>Mirvis, P., Herrera, M. E. B., Googins, B. &amp; Albareda, L. (2016). Corporate social innovation: How firms learn to innovate for the greater good. <i>Journal of Business Research</i> 69, 5014-5021.</p> <p>Porter, M. E., Hills, G., Pfitzer, M., Patscheke, S. &amp; Hawkins, E. (2012) <i>Measuring shared value: How to unlock value by linking business and social results</i>. FSG Publication.</p> <p>Porter, M. E. &amp; Kramer, M. R. (2011). <i>Creating Shared Value</i>. Harvard Business Review.</p> <p>Ritala, P., Agouridas, V., Assimakopoulos, D. &amp; Gies, O. (2013). Value creation and capture mechanisms in innovation ecosystems: a comparative case study. 63, 244-267.</p> <p>Ritala, P. &amp; Almpapoulou, A. (2017). In defense of eco in innovation ecosystem. <i>Technovation</i> 60-61</p> <p>Velu, C. (2015). Knowledge management capabilities of lead firms in</p>
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<b>Websites</b>	

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

<b>Course Code</b>	PGE.FINM1.LGCOR.4311
<b>ECTS Credits</b>	2
<b>Course Leader</b>	DURANTON Hélène
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	M1 ABM France
<b>Prerequisites</b>	Pass at the Intermediate (B1) course or have 300+ hours of prior study
<b>Course Description</b>	<p>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.</p> <p>Overall, students will attain a level comparable to B2/C1 CEFR.</p>
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall

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

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

<b>Course Code</b>	PGE.FINM1.LGCOR.4312
<b>ECTS Credits</b>	2
<b>Course Leader</b>	DURANTON Hélène
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	M1 ABM France
<b>Prerequisites</b>	There are no-prerequisites for this course.
<b>Course Description</b>	<p>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.</p> <p>Overall, this course prepares students to reach a level comparable to A1 CEFR.</p>
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Lille, Paris, Sophia, Suzhou

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

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

<b>Course Code</b>	PGE.FINM1.LGCOR.4360
<b>ECTS Credits</b>	2
<b>Course Leader</b>	DURANTON Hélène
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	M1 ABM France
<b>Prerequisites</b>	Students must have completed French Beginner I or approx. 25/30 hours of prior learning.
<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 /Fall
<b>Semester</b>	fall
<b>Campus</b>	Lille, Paris, Sophia, Suzhou

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

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

<b>Course Code</b>	PGE.FINM1.LGCOR.4313
<b>ECTS Credits</b>	2
<b>Course Leader</b>	DURANTON Hélène
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	M1 ABM France
<b>Prerequisites</b>	Have an elementary knowledge of French and have approximately 100-150 hours of prior study
<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 /Fall

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

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

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

<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Lille, Paris, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	
<b>Websites</b>	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 FALL (FOR NON NATIVE SPEAKERS)

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

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

## MANAGING HUMAN RESOURCES

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



<b>Campus</b>	Autre / Other, Belo Horizonte, Lille, Paris, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	
<b>Websites</b>	

## MARKETING STUDIES

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

## STRATEGY

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

<b>Course Description</b>	<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.</p> <p>You will work in teams on selected companies to produce a final consultancy project. This course will require hard work and thinking, augmented by your creativity, to produce a fun and enriching experience.</p>
<b>Course Open to Exchange</b>	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
<b>Semester</b>	fall
<b>Campus</b>	Autre / Other, Belo Horizonte, Lille, Paris, Raleigh, Sophia, Stellenbosch-Le Cap, Suzhou
<b>Evaluation</b>	
Final Examination (%)	30
Continuous Assessment (%)	70
<b>Academic reference</b>	<p>Rothaermel FT. 2023. Strategic Management, 6th Edition. McGraw-Hill.</p> <p>Thompson et al. 2021. Crafting &amp; Executing Strategy: Concepts &amp; Cases, 23rd Edition. McGraw-Hill.</p> <p>The SmartBooks and case studies are available on the McGraw-Hill CONNECT learning platform.</p>
<b>Websites</b>	<a href="https://connect.mheducation.com">https://connect.mheducation.com</a>

## BUSINESS CONSULTING AND DIGITAL TRANSFORMATION

### BUSINESS ANALYSIS

<b>Course Code</b>	MSC.BCOM2.PMCOR.0005
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<b>ECTS Credits</b>	<b>3</b>
<b>Course Leader</b>	CHEREAU Philippe
<b>Synchronous</b>	24
<b>Discipline</b>	Stratégie, Innovation & Entrepreneuriat
<b>Program</b>	Business Consulting and Digital Transformation
<b>Prerequisites</b>	-
<b>Course Description</b>	<p>Studies show that billions of dollars are lost every year in the inability of organizations to translate properly and deliver their ideas, strategies, business needs or opportunities.</p> <p>Amongst others, one of the top reasons is the misunderstanding or misinterpretation of the needs and requirements expressed by the respective stakeholders.</p> <p>In this course, students will first get an overview of what is business analysis and its positioning - spanning from strategy to value delivery through projects - and the central role of a business analyst as a change enabler in the organization, should it be private or governmental. It will then introduce a practical set of key tools and techniques. More specifically: preparing for the analysis work, defining needs or potential opportunities through elicitation (context, requirements, vision), modeling for analysis and designing recommended solutions that deliver value to the stakeholders.</p> <p>Delivery is including theory through lectures, articles and videos as well as gamification and case-studies for practical application. Students may bring their own real-life case for study.</p>
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	
<b>Websites</b>	

#### BUSINESS CONSULTING FUNDAMENTALS

<b>Course Code</b>	MSC.BCDM2.STCOR.0029
<b>ECTS Credits</b>	<b>2</b>
<b>Course Leader</b>	SUAREZ Miguel
<b>Synchronous</b>	12
<b>Discipline</b>	Management & Organisation
<b>Program</b>	Business Consulting and Digital Transformation
<b>Prerequisites</b>	-
<b>Course Description</b>	<p>This course offers an in-depth view of the management consulting industry.</p> <p>Topics include the structure, competitive strategies, and performance</p>

	of management consulting firms. This course will also cover the fundamental skills needed and requested to any management consultant: Problem solving mind-set Communication and team work Business development and negotiation skills Stress management & conflicts Strategic Thinking
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	
<b>Websites</b>	

#### DATA ANALYTICS

<b>Course Code</b>	MSC.BCDM2.STCOR.0031
<b>ECTS Credits</b>	6
<b>Course Leader</b>	MOLA Lapo
<b>Synchronous</b>	42
<b>Discipline</b>	Business Analytics, Data Science & AI
<b>Program</b>	Business Consulting and Digital Transformation
<b>Prerequisites</b>	-
<b>Course Description</b>	The course provides students with a 360-degree view on Data, Data Analytics and Data Mining, Business Intelligence and Big Data. Fundamentals and concepts will be presented and elaborated with real live use cases. A data lab will allow students to put the learned into practice.
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	
<b>Websites</b>	

## DIGITAL TECHNOLOGIES FUNDAMENTALS

<b>Course Code</b>	MSC.BCDM2.STCOR.0032
<b>ECTS Credits</b>	3
<b>Course Leader</b>	MOLA Lapo
<b>Synchronous</b>	18
<b>Discipline</b>	Business Analytics, Data Science & AI
<b>Program</b>	Business Consulting and Digital Transformation
<b>Prerequisites</b>	-
<b>Course Description</b>	In this course students will get an overview on digital technologies and how they are driving business to invest and transform to be prevalent in their sectors and ahead of their competitors. The course will cover market trends and market size for each of the introduced technologies.
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

## INTRODUCTION TO MSC BCDT

<b>Course Code</b>	MSC.BCIM2.ISCOR.0003
<b>ECTS Credits</b>	0
<b>Course Leader</b>	SUAREZ Miguel
<b>Synchronous</b>	16
<b>Discipline</b>	Management & Organisation
<b>Program</b>	Business Consulting and Digital Transformation
<b>Prerequisites</b>	None
<b>Course Description</b>	Each semester four events will be organized on site, with the aim, 1) to give students an overview on the Programme, 2) enable students to meet and exchange with representatives of top consulting companies Semester Start Event (2h) Consulting Companies Event (2h) Consulting Roundtable (2h) Semester End Event (2h)
<b>Course Open to Exchange</b>	Sophia /Fall;#Sophia /Spring
<b>Semester</b>	fall, spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	

Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	None

#### PROFESSIONAL CONSULTING PROJECT 1

Course Code	MSC.BCIM2.ISCOR.0004
ECTS Credits	3
Course Leader	SUAREZ Miguel
Synchronous	24
Discipline	Management & Organisation
Program	Business Consulting and Digital Transformation
Prerequisites	Project Management Fundamentals
Course Description	<p>The course gives an opportunity to practice Project Management knowledge on a real project in direct connection with real companies, while working as a team member (7 members average). The students will have to select the most appropriate approach among Traditional, Agile or Hybrid, and prepare formal Project Management documents and artifacts, such as Project Charter, Project Plan, Business Plan, WBS or Product Backlog, perform review meetings with sponsors and at the end submit project management deliverables to the Management board.</p> <p>Project Deliverables Fall Semester:</p> <ul style="list-style-type: none"> <li>- Project Charter (including selection of Lifecycle approach)</li> <li>- Project Plan or /Sprint 0</li> <li>- Project Review n°1</li> </ul>
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	<p>Ken Schwaber &amp; Jeff Sutherland</p> <p>The Scrum Guide. Available from download on <a href="http://www.scrum.org">www.scrum.org</a></p> <p>PMI© Agile Guide, available to download from <a href="http://www.pmi.org">www.pmi.org</a></p> <p>PMBOK guide, 6th edition Chapters 1, 4 and 5 available to download from <a href="http://www.pmi.org">www.pmi.org</a></p>
Websites	

## PROJECT MANAGEMENT FUNDAMENTALS

<b>Course Code</b>	MSC.BCIM2.PMCOR.0002
<b>ECTS Credits</b>	<b>4</b>
<b>Course Leader</b>	SUAREZ Miguel
<b>Synchronous</b>	24
<b>Discipline</b>	Management & Organisation
<b>Program</b>	Business Consulting and Digital Transformation
<b>Prerequisites</b>	None
<b>Course Description</b>	<p>In this course, students will get an introduction to Project Management Traditional Agile and Hybrid Methodology, and practical guidelines to plan, execute and control a project from start to end, using any of the three approaches.</p> <p>As an assignment, they will work on a fictional case study to apply the different approaches, processes and tools examined during the lessons. Case study work will be partly in class and partly between classes. A final assignment based on the case study will be part of the final evaluation.</p> <p>At the end of each session, a short multiple answer test will be administered. The result of all tests will complete the final evaluation score</p>
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	Selected chapters of PMBOK 6® edition, PMI Agile guide (available for download for PMI members on <a href="http://www.pmi.org">www.pmi.org</a> ) and Scrum Guide (available for free at <a href="http://www.scrum.org">www.scrum.org</a> ) plus course handouts
<b>Websites</b>	

## RESEARCH DESIGN AND METHODS

<b>Course Code</b>	MSC.BCDM2.STCOR.0033
<b>ECTS Credits</b>	<b>2</b>
<b>Course Leader</b>	BRUSSET Xavier
<b>Synchronous</b>	12
<b>Discipline</b>	Management & Organisation
<b>Program</b>	Business Consulting and Digital Transformation
<b>Prerequisites</b>	-
<b>Course Description</b>	<p>This course will consist in two sessions@ 3 hours. Prior to the course, students will get access to a series of self-study videos explaining the main concepts of research design and methods. Students are expected to watch all videos to prepare the first session of the course.</p> <p>During the first session, the lecturer will answer all questions prepared by the students and review all relevant research concepts (see course</p>

	outline), ensuring their proper comprehension. At the end of the first sessions, pairs of two students will be formed and given the task to write a 3-4 pages research proposal (topic to be decided by the lecturer in coordination with the students) to be delivered before the second course session. During the second session (2-3 weeks after the first one), the lecturer will select the best and worst research proposals and present them in class, explaining in detail the reasons for success and failure.
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

#### STRATEGIC MANAGEMENT I: BRIDGING DIGITAL AND SUSTAINABILITY GOALS

<b>Course Code</b>	MSC.BCIM2.STCOR.0028
<b>ECTS Credits</b>	<b>3</b>
<b>Course Leader</b>	GUNTZBURGER Yoann
<b>Synchronous</b>	24
<b>Discipline</b>	Stratégie, Innovation & Entrepreneuriat
<b>Program</b>	Business Consulting and Digital Transformation
<b>Prerequisites</b>	-
<b>Course Description</b>	<p>Sustainability and digital transformation are perhaps the two main forces that shape organizational evolution nowadays. To be successful, though, these two transformations need to be aligned with the organizations vision and mission, even if it means to challenge and rethink these two strategic components.</p> <p>In this course, students will get an overview on how digital and sustainable transformations have the potential to support each other, while also considering that digital technologies can have a detrimental effect on sustainability. More specifically, this course will help analyze the strategic importance of the vision and mission alignment or change! for successful digital and sustainable transformations. As an assignment, you will critically assess the strategic importance of this alignment through by analyzing a case (written report &amp; oral presentation) of a purposeful and successful organizational transformation.</p> <p>With its focus on complex- and strategic-thinking competencies, this course will help students better understand and analyze the relationship between digital technologies, sustainability and</p>



	organizational strategy and identify the potential opportunities resulting from this complex relationship.
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	30
Continuous Assessment (%)	70
<b>Academic reference</b>	Note: All sessions will have handouts and videos shown to enhance learning. Students will be given the project guideline in class with explanation
<b>Websites</b>	

## STRATEGIC MANAGEMENT II: BUSINESS STRATEGY

<b>Course Code</b>	MSC.BCIM2.STCOR.0024
<b>ECTS Credits</b>	<b>3</b>
<b>Course Leader</b>	CHEREAU Philippe
<b>Synchronous</b>	24
<b>Discipline</b>	Stratégie, Innovation & Entrepreneuriat
<b>Program</b>	Business Consulting and Digital Transformation
<b>Prerequisites</b>	-
<b>Course Description</b>	<p>This course is dedicated to transferring methods and tools of Executive Consulting in the field of strategy and organization management in SMEs. Methods are based on a robust understanding of strategic and organizational management theories transposed into consulting and change management best practices adapted to Small and Medium businesses.</p> <p>Students will experience the methods and tools through a real-life case study by conducting a consulting mission for a local SME.</p>
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	30
Continuous Assessment (%)	70
<b>Academic reference</b>	<p>Lectures obligatoires / Required readings :</p> <p>Lectures Recommandées / Recommended readings :</p> <p>Strategic Consulting: Tools and Methods for Successful Strategy Missions.</p> <p>Chereau &amp; Meschi, Palgrave, 2018</p> <p><a href="https://www.amazon.fr/Strategic-Consulting-Successful-Strategy-Missions/dp/3319644211">https://www.amazon.fr/Strategic-Consulting-Successful-Strategy-Missions/dp/3319644211</a></p>

	Le Conseil en stratégie: Missions, méthodes et livrables. Chereau et Meschi, Vuibert, 2019 <a href="https://www.amazon.fr/Conseil-strat%C3%A9gie-Missions-m%C3%A9thodes-livrables/dp/2311407015">https://www.amazon.fr/Conseil-strat%C3%A9gie-Missions-m%C3%A9thodes-livrables/dp/2311407015</a>
<b>Websites</b>	

## CAREER MANAGEMENT 1

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

## CORPORATE FINANCIAL MANAGEMENT

### ALTERNATIVE INVESTMENT SEMINAR

<b>Course Code</b>	MSC.CFMM2.FICOR.0201
<b>ECTS Credits</b>	0
<b>Course Leader</b>	RENUCCI Céline
<b>Synchronous</b>	6
<b>Discipline</b>	Finance
<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	Basic understanding of banking activities. Think about your career targets / job search: what kind of job in what business line. Prior to the course you will receive examples of job descriptions. You are required to analyze these job offers and prepare yourself for an interview.

<b>Course Description</b>	<p>After an introduction on the impact of the recent crisis on the banking business, the first part of the seminar will describe the 3 business lines of the universal banks and their current challenges.</p> <p>First we will focus on the Private Banking &amp; Asset Management businesses, how it is organized, what kind of services they offer, how it generates revenues, and how the Investment processes are implemented.</p> <p>We will then focus on the Corporate and Investment Banking activities through the understanding of its business lines and the Front / Middle / Back office organization.</p> <p>The second part of the course will focus on concrete examples of jobs within Private Banking/Asset Management businesses then Corporate and Investment Banking. The students will be required to prepare a job interview and we will replicate a real interview, with potential recruiter's questions, traps, tests etc. (Structurer, Trader Assistant, Static Data Team member, Asset Manager Assistant, Discretionary Portfolio Manager).</p> <p>A deeper explanation of each job and team activity will be discussed afterwards.</p>
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

#### APPLIED RESEARCH IN FINANCE

<b>Course Code</b>	MSC.CFMM2.FICOR.0144
<b>ECTS Credits</b>	3
<b>Course Leader</b>	RENUCCI Céline
<b>Synchronous</b>	0
<b>Discipline</b>	Finance
<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	Mandatory for the MSc candidates
<b>Course Description</b>	<p>The aim of the course is to train students to benchmark existing discipline-based knowledge and develop strategies for keeping up to date with new techniques or issues in both an academic research and a practitioner environment.</p>
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia

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

#### BANKING SEMINAR

<b>Course Code</b>	MSC.CFMM2.FICOR.0202
<b>ECTS Credits</b>	0
<b>Course Leader</b>	RENUCCI Céline
<b>Synchronous</b>	0
<b>Discipline</b>	Finance
<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	<p>Basic understanding of banking activities.</p> <p>Think about your career targets / job search: what kind of job in what business line.</p> <p>Prior to the course you will receive examples of job descriptions. You are required to analyze these job offers and prepare yourself for an interview.</p>
<b>Course Description</b>	<p>After an introduction on the impact of the recent crisis on the banking business, the first part of the seminar will describe the 3 business lines of the universal banks and their current challenges.</p> <p>First we will focus on the Private Banking &amp; Asset Management businesses, how it is organized, what kind of services they offer, how it generates revenues, and how the Investment processes are implemented.</p> <p>We will then focus on the Corporate and Investment Banking activities through the understanding of its business lines and the Front / Middle / Back office organization.</p> <p>The second part of the course will focus on concrete examples of jobs within Private Banking/Asset Management businesses then Corporate and Investment Banking. The students will be required to prepare a job interview and we will replicate a real interview, with potential recruiter's questions, traps, tests etc. (Structurer, Trader Assistant, Static Data Team member, Asset Manager Assistant, Discretionary Portfolio Manager).</p> <p>A deeper explanation of each job and team activity will be discussed afterwards.</p>
<b>Course Open to Exchange</b>	Sophia /Fall

<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

#### CAPITAL BUDGETING

<b>Course Code</b>	MSC.CFMM2.FICOR.0140
<b>ECTS Credits</b>	<b>3</b>
<b>Course Leader</b>	LAI Wan Ni
<b>Synchronous</b>	18
<b>Discipline</b>	Finance
<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	Master1 Accounting prerequisites corporate finance prerequisites
<b>Course Description</b>	The main objective of this course is to teach students how to make effective capital budgeting decisions as financial managers. Focusing on asset valuation, this course emphasis on the evaluation of cash flows that is fundamental to the capital budgeting decision. Starting with a general introduction to the framework of corporate finance, students will learn (i) methods to evaluate projects and investment rules, (ii) skills to analyze risk and return of various projects, and finally (iii) the different ways of raising capital in a corporation.
<b>Course Open to Exchange</b>	Belo /Fall;#Sophia /Fall;#Suzhou /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Paris, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	60
Continuous Assessment (%)	40
<b>Academic reference</b>	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings :
<b>Websites</b>	

#### CAPITAL STRUCTURE AND DIVIDEND POLICY

<b>Course Code</b>	MSC.CFMM2.FICOR.0141
<b>ECTS Credits</b>	2

<b>Course Leader</b>	RENUCCI Céline
<b>Synchronous</b>	18
<b>Discipline</b>	Finance
<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	Basics on Financial Markets
<b>Course Description</b>	The main objective of this course is to teach students the fundamentals of capital structure in a company and how to make effective dividend policies as financial managers. Focusing on the nature of debt and equity, this course emphasis on the effects of financing the company through debt and equity. Starting with a general introduction to the framework of debt and equity valuation, students will learn (i) importance of capital structure and limits to the use of debt, (ii) the cost of capital in a leveraged firm, and finally (iii) the principles of setting dividend policy in a company.
<b>Course Open to Exchange</b>	Belo /Fall;#Sophia /Fall;#Suzhou /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Paris, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings :
<b>Websites</b>	

## CAREER MANAGEMENT 1

<b>Course Code</b>	MSC.TRCM2.OTCOR.0037
<b>ECTS Credits</b>	1
<b>Course Leader</b>	BIANCHI Stéphanie
<b>Synchronous</b>	2
<b>Discipline</b>	Stratégie, Innovation & Entrepreneuriat
<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	No
<b>Course Description</b>	<p>This course is managed by the Career Center. In order to validate this course, students have to:</p> <p>1 MANDATORY : Attend two workshops (1h30 each) on specific themes (1st workshop : the visibility of my profile according to my specialization &amp; 2nd workshop : How to pass the selection tests during recruitment ?) + EVALUATION</p> <p>2 NOT MANDATORY : Attend Career Events during the semester (date to be determined) organized by the career center of your campus</p> <p>MAIN CONTACTS FOR YOUR PROGRAM:</p> <p>LILLE: Audrey BEAUGRAND &amp; Feryel HOUSSEIN</p> <p>PARIS: Laura SINDONINO, Sophie Ripoche &amp; Janice M'BENGO (for International students)</p> <p>SOPHIA: Sylvie MARTINAUD, Anne DUFLOS (for International students)</p>

	SUZHOU : April YANG RALEIGH : Laura SCLAFANI BELO HORIZONTE : Geneviève POULINGUE
<b>Course Open to Exchange</b>	Belo /Fall;#Sophia /Fall;#Suzhou /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings :
<b>Websites</b>	under the YEP go and click on: Career Center -> Jobteaser -> SKEMA TOOLS

#### CORPORATE TREASURY MANAGEMENT

<b>Course Code</b>	MSC.CFMM2.FICOR.0142
<b>ECTS Credits</b>	<b>3</b>
<b>Course Leader</b>	LAI Wan Ni
<b>Synchronous</b>	18
<b>Discipline</b>	Finance
<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	None
<b>Course Description</b>	<p>The main objective of this course is to introduce students to the different financial instruments used for treasury management in a company. It prepares students to make treasury management decisions as financial managers.</p> <p>The first part of the course focus on the financial markets, this course introduces the various financial instruments and the mechanism of financial markets. Starting with a general introduction to the financial markets, students will learn (i) how each market functions, (ii) the specifics of various financial instruments, and finally (iii) the foundations of investment management.</p> <p>The second part of the course focus on the banking system, and evaluation of credit risks, as students learn how financial managers work with the corporate banks in the treasury management process.</p>
<b>Course Open to Exchange</b>	Belo /Fall;#Sophia /Fall;#Suzhou /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Paris, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0

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

#### CORPORATE VALUATION METHODS

<b>Course Code</b>	MSC.CFMM2.FICOR.0206
<b>ECTS Credits</b>	2
<b>Course Leader</b>	RENUCCI Céline
<b>Synchronous</b>	12
<b>Discipline</b>	Finance
<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	NA
<b>Course Description</b>	<p>1. Introduction to valuation  Art more than a science, view from acquirers vs. sellers + shareholders vs founders, etc.  Qualitative vs. Quantitative  Qualitative: company culture, management, shareholders, etc.  Private vs. Public companies</p> <p>2. Corporate Finance - Reminder</p> <p>3. Valuation basics</p> <p>4. Comparables</p> <p>5. Discounted Cash Flow (DCF)</p> <p>6. Leverage Buy-Out (LBO)</p> <p>7. Alternative valuation methods</p> <p>8. How to present (use SP deck as an example + appendix tables)</p>
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

#### DERIVATIVES

<b>Course Code</b>	MSC.CFMM2.FIELE.0125
<b>ECTS Credits</b>	3
<b>Course Leader</b>	AMYUNI Tarek
<b>Synchronous</b>	24
<b>Discipline</b>	Finance
<b>Program</b>	Corporate Financial Management



<b>Prerequisites</b>	International financial markets and economics.
<b>Course Description</b>	Practicing derivatives.
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	Lectures obligatoires / Required readings: Lectures Recommandées / Recommended readings:
<b>Websites</b>	None.

#### FINANCIAL REPORTING AND ANALYSIS

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

	Van Mourik C. (2017), International Financial Reporting and Analysis, 7th Edition, Cengage Learning EMEA. 2. Th., Henry E. Pirie W. & Broihahn M. (2015), International Financial Statement Analysis, 3rd Edition, CFA Institute Investment Series, John Wiley & Sons,
<b>Websites</b>	

#### GOVERNANCE & SUSTAINABLE FINANCE

<b>Course Code</b>	MSC.CFMM2.FICOR.0182
<b>ECTS Credits</b>	<b>3</b>
<b>Course Leader</b>	RENUCCI Céline
<b>Synchronous</b>	18
<b>Discipline</b>	Finance
<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	Principles of Finance and Strategic Management.
<b>Course Description</b>	The course describes the operational risks that the companies have to deal with. It also provides a deep approach the organization of a modern corporation and ethics matter in Business. Corporate governance is discussed from different perspectives. An overview of international practice is also provided.
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

#### MONEY, BANKING AND INTERNATIONAL FINANCE

<b>Course Code</b>	MSC.CFMM2.FICOR.0143
<b>ECTS Credits</b>	<b>3</b>
<b>Course Leader</b>	SAIDANE Dhafer
<b>Synchronous</b>	18
<b>Discipline</b>	Finance
<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	Principles of micro-economics
<b>Course Description</b>	The main objective of this course is to teach students how to be a global financial expert in banking and finance. With the rapid globalization of the world economy, all finance is becoming international even in China. The managers of a firm have to understand that their decisions will be

	<p>increasingly influenced by international financial environment. Starting with a general introduction to the framework of international finance comparatively to the Chinese financial system, students will learn (i) knowledge of international financial market activities, (ii) how different exchange rate systems work and (iii) understand the relation between exchange rate, interest rate and growth and the of FinTech and digital finance in this new financial world.</p> <p>The courses key objective is to provide students with a personalized academic environment to obtain a solid understanding of Multinational Finance and Banking activities. The course aims at analyzing and assessing the Globalized Banking Strategies. It is opened to no-specialists and gives a clear understanding between international banking forces, the global economy, regulation and financial instability in globalized economy. The course will assess the impact of financial deregulation as well as structural reforms upon the banking business models.</p> <p>The target students might want to work in the financial department of corporates, to join Investments Banks or international financial institutions, or to hold responsibility positions in a company working with international banks. Accordingly, these students need a deeper understanding of international banking issues.</p>
<b>Course Open to Exchange</b>	Sophia /Fall;#Suzhou /Fall
<b>Semester</b>	fall
<b>Campus</b>	Paris, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	60
Continuous Assessment (%)	40
<b>Academic reference</b>	<p>Academic and scientific papers</p> <p>Allen F. et A.M. Santomero, 2001, What do financial intermediaries do?, Journal of Banking and Finance, 25, 271-294.</p> <p>Battacharya S., Thakor A.V., 1993, « Contemporary Banking Theory », Journal of Financial Intermediation, 3.</p> <p>Geoffron P. et Saïdane D. (1996) "Du réseau aux réseaux : concurrence et surcapacités dans l'industrie bancaire", Revue d'Economie Industrielle, pp. 81-95, n° 78, 4e trimestre.</p> <p>Geoffron P. et Saïdane D. (1999), "La concurrence bancaire spatiale : enseignements et nouvelles perspectives", rédaction du Chapitre 8, dans Emploi, localisation et économie spatiale, Economica in M. Catin, J-Y Lesueur et Y Zenou, 1999, pp. 193-216.</p> <p>La Porta, Lopez-de-Silanes, Shleifer et Vishny (1997), « Legal Determinants of External Finance », Journal of Finance, 52(3).</p> <p>Lewis M. K., 1992, « Modern Banking in Theory and Practice », Revue économique, n°2, Mars.</p> <p>Saidane D. (2010), "How to Identify the Best Target in the M&amp;A Banking Operations? Case of Cross-Border Strategies in Europe by Line of Activity", Review of Quantitative Finance and Accounting.</p> <p>Saidane D. (2010), " Banking transparency: a good idea but difficult to implement", Bankers Markets &amp; Investors.</p> <p>Saidane D; and Grandin P. 2010), « What are the main causes of Bank</p>

	<p>Merger and Acquisition? » Bankers Markets &amp; Investors, n°104, January-February 2010.</p> <p>Academic Books</p> <p>Allen F., D. Gale, (2000), Comparing Financial Systems, MIT Press, Cambridge, Massachusetts.</p> <p>Bain K., Howells P. (2005), The Economics of Money, Banking and Finance: A European Text, Financial Times Prentice Hall, 2005.</p> <p>Mishkin F. (2010), The Economics of Money, Banking, and Financial Markets, Business School Edition</p> <p>Saidane D. (forthcoming 2011), La finance durable, Editions de la Revue Banque, with P. GRANDIN.</p> <p>Saidane D. (2009 and 2011), La finance islamique à l'heure de la mondialisation, preface of Arnaud de BRESSON, Editions de la Revue Banque.</p> <p>Saidane D. (2007), L'industrie bancaire mondiale, preface of Daniel LEBEGUE, Editions de la Revue Banque.</p> <p>Saidane D. (2006), La nouvelle banque : métiers et stratégies bancaires, preface of Christian de BOISSIEU, Editions de la Revue Banque, second edition 2009.</p> <p>Saidane D. (2006), Les banques, acteurs de la globalisation financière, La documentation française.</p> <p>Reports</p> <p>Annual Report of the Bank for International Settlements (BIS)</p> <p>Annual Report of the European Central Bank (ECB)</p> <p>Bank for International Settlements, « Report on Consolidation in The Financial Sector ». Group of Ten, 2001.</p> <p>Banking Annual Reports (see banks Website).</p> <p>European Central Bank, « Structural Analysis of the EU Banking Sector », BCE.</p>
<b>Websites</b>	<p>Website</p> <p>Fédération Bancaire Française : <a href="http://www.fbf.fr/">http://www.fbf.fr/</a></p> <p>Banque de France : <a href="http://www.banque-france.fr/">http://www.banque-france.fr/</a></p> <p>European Central Bank: <a href="http://www.ecb.int/">http://www.ecb.int/</a></p> <p>China Banking Regulatory Commission : <a href="http://www.cbrc.gov.cn">http://www.cbrc.gov.cn</a></p> <p>Bank for International Settlements: <a href="http://www.bis.org/">http://www.bis.org/</a></p> <p>ePaynews : <a href="http://www.epaynews.com/statistics/bankstats.html">http://www.epaynews.com/statistics/bankstats.html</a></p> <p>Datamonitor : <a href="http://www.datamonitor.com">http://www.datamonitor.com</a></p> <p>International Data Corporation (IDC) : <a href="http://www.idc.com/">http://www.idc.com/</a></p> <p>Federal Deposit Insurance Corporation : <a href="http://www.fdic.gov">http://www.fdic.gov</a></p> <p>The Bond Market Association : <a href="http://www.bondmarkets.com">http://www.bondmarkets.com</a></p> <p>Federal Reserve System, <a href="http://www.federalreserve.gov">http://www.federalreserve.gov</a></p> <p>Forbes, Global 2000 Leading Compagnie, <a href="http://www.forbes.com">http://www.forbes.com</a></p>

#### POWER BI AND AI SOPHIA

<b>Course Code</b>	MSC.CFMM2.FICOR.0200
<b>ECTS Credits</b>	1
<b>Course Leader</b>	SAIDANE Dhafer
<b>Synchronous</b>	12
<b>Discipline</b>	Finance

<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	NO
<b>Course Description</b>	<p>1- Introduction (Finance IA Business analysis Business Intelligence-modification in the market)</p> <p>2- Importing data from an excel, from the web, heterogenous data, sources</p> <p>3- Pre-treatments and transforming data (adding, deleting, appending data), why?? Practical cases</p> <p>4- Visualisation (axe, extraction information from the graphs)</p> <p>5- Still missing the information: What to do =&gt; to enrich the data</p> <p>6- Introduction to IA, model, machine learning, supervised/unsupervised model</p> <p>7- Use the Dataflows (inputs) =&gt; with the appropriate learning algorithm</p> <p>8- Reporting</p> <p>9- Advantages of using Power BI:</p> <ul style="list-style-type: none"> <li>- no need to get well the ML skills (prediction/ regression/ classifications, )</li> <li>- updating data and reports automatically</li> <li>-</li> </ul> <p>10- disadvantage/ limitation:</p> <ul style="list-style-type: none"> <li>- Visual configuration</li> <li>- Not the easiest to deal with</li> <li>- Slow when dealing with Big Data</li> <li>-</li> </ul> <p>10- Example with Financial Data</p> <ul style="list-style-type: none"> <li>- Selecting data</li> <li>- Fields, outputs type</li> <li>- Using automatic ML <ul style="list-style-type: none"> <li>o Binary Prediction</li> <li>o Classification model</li> <li>o Prediction model</li> </ul> </li> </ul>
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

#### PRE-SCHOOLING CAPITAL BUDGETING

<b>Course Code</b>	MSC.CFMM2.FICOR.0140
<b>ECTS Credits</b>	0

<b>Course Leader</b>	RENUCCI Céline
<b>Synchronous</b>	6
<b>Discipline</b>	Finance
<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	no
<b>Course Description</b>	Capital budgeting is the process a business undertakes to evaluate potential major projects or investments. Construction of a new plant or a big investment in an outside venture are examples of projects that would require capital budgeting before they are approved or rejected.
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

#### PRE-SCHOOLING: CAPITAL STRUCTURE AND DIVIDEND POLICY

<b>Course Code</b>	MSC.CFMM2.FICOR.0203
<b>ECTS Credits</b>	0
<b>Course Leader</b>	RENUCCI Céline
<b>Synchronous</b>	6
<b>Discipline</b>	Finance
<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	NA
<b>Course Description</b>	NA
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

#### PRE-SCHOOLING: CORPORATE VALUATION METHODS

<b>Course Code</b>	MSC.CFMM2.FICOR.0204
<b>ECTS Credits</b>	0
<b>Course Leader</b>	RENUCCI Céline
<b>Synchronous</b>	6
<b>Discipline</b>	Finance
<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	NA
<b>Course Description</b>	NA
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

#### PRE-SCHOOLING: MONEY BANKING AND INTERNATIONAL FINANCE

<b>Course Code</b>	MSC.CFMM2.FIPSC.0003
<b>ECTS Credits</b>	0
<b>Course Leader</b>	RENUCCI Céline
<b>Synchronous</b>	6
<b>Discipline</b>	Finance
<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	no
<b>Course Description</b>	Money Banking and International Finance
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

## PRE-SCHOOLING: POWER BI AND AI

<b>Course Code</b>	MSC.CFMM2.FIPSC.0001
<b>ECTS Credits</b>	0
<b>Course Leader</b>	RENUCCI Céline
<b>Synchronous</b>	6
<b>Discipline</b>	Finance
<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	no
<b>Course Description</b>	Power BI and AI
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

## PRIVATE EQUITY SEMINAR

<b>Course Code</b>	MSC.CFMM2.FICOR.0210
<b>ECTS Credits</b>	0
<b>Course Leader</b>	RENUCCI Céline
<b>Synchronous</b>	0
<b>Discipline</b>	Finance
<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	No prerequisites
<b>Course Description</b>	This Seminar is a conference about Private Equity sectors/jobs.
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	



## FINANCIAL MODELLING I

<b>Course Code</b>	MSC.CFMM2.FICOR.0024
<b>ECTS Credits</b>	<b>3</b>
<b>Course Leader</b>	CHIKH Sabrina
<b>Synchronous</b>	18
<b>Discipline</b>	Finance
<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	Basic knowledge of computer use and worksheets
<b>Course Description</b>	This course provides : I. Introduction to Excels basic features II. A selection of useful tips and tools III. Excels most useful functions
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings :
<b>Websites</b>	

## PYTHON I

<b>Course Code</b>	MSC.CFMM2.FIELE.0140
<b>ECTS Credits</b>	<b>3</b>
<b>Course Leader</b>	PETRECKZY, Mihaly-EXT
<b>Synchronous</b>	18
<b>Discipline</b>	Finance
<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	None
<b>Course Description</b>	"Python is a high-level programming language for general-purpose programming. Created in 1991, Python has a design philosophy that emphasizes code readability, notably using significant whitespace. It provides constructs that enable clear programming on both small and large scales. Python features a dynamic type system and automatic memory management. It supports multiple programming paradigms, including object-oriented, imperative, functional and procedural, and has a large and comprehensive standard libraryPython is a general-purpose, versatile and popular programming language. It's great as a first language because it is concise and easy to read, and it is also a good language to have in any programmer's stack as it can be used for everything from web development to software development and scientific applications."

<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	"Hans Petter Langtangen ""A Primer on Scientific Programming with Python"" (Texts in Computational Science and Engineering)Jul 9, 2016. Hans Petter Langtangen ""Python Scripting for Computational Science"" (Texts in Computational Science and Engineering)Feb 13, 2009"
<b>Websites</b>	<a href="https://www.python.org/">https://www.python.org/</a>

#### ACCOUNTING PREREQUISITES

<b>Course Code</b>	MSC.CFMM2.FIELE.0146
<b>ECTS Credits</b>	0
<b>Course Leader</b>	CHIKH Sabrina
<b>Synchronous</b>	6
<b>Discipline</b>	Comptabilité
<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	Objective: This module is a prerequisite course for students having a first level or limited knowledge in accounting. It enables them to understand and analyze basic annual reports and financial statements of general businesses.
<b>Course Description</b>	Description: This module emphasizes on the fundamentals of financial accounting and is customized for students entering postgraduate level studies, without a substantial accounting background. The module will introduce general accounting standards, but students are NOT expected to have a comprehensive knowledge of IAS/IFRS standards in financial reporting and analysis. It is a foundation course where an understanding of accounting is a basic requirement.
<b>Course Open to Exchange</b>	Paris /Fall;#Sophia /Fall
<b>Semester</b>	fall, spring
<b>Campus</b>	Belo Horizonte, Paris, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	David Alexander and Christopher Nobes (2020), Financial Accounting an international introduction, Pearson (Higher Edition), 7th edition.
<b>Websites</b>	

## DIGITAL BUSINESS AND ARTIFICIAL INTELLIGENCE

### AI COMPANY PROJECT 1 / POWER PLATFORM CERTIFICATION

<b>Course Code</b>	MSC.DBAM2.PMCOR.0001
<b>ECTS Credits</b>	2
<b>Course Leader</b>	BOSSARD Frederic
<b>Synchronous</b>	12
<b>Discipline</b>	Autre
<b>Program</b>	Digital Business and Artificial Intelligence
<b>Prerequisites</b>	-
<b>Course Description</b>	<p>At the very beginning of the academic year, companies propose projects. Students have their project and company, create their team and realize during the full year the project of their company. To do this, they have to apply the knowledge, tools and methods learnt. Their professors and coaches check their analysis and realization. The team improves their project and finally present the results to their company during 2 meetings planned in their schedule. At the end of the semester they present in team the formal review of their projects to all their professors and company managers. Its a great event corresponding to their final exam.</p> <p>During this course you will have the opportunity to pass a Microsoft certification Power Platform</p>
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	70
Continuous Assessment (%)	30
<b>Academic reference</b>	
<b>Websites</b>	

### AI IN DIGITAL MARKETING

<b>Course Code</b>	MSC.DBUM2.MKCOR.0001
<b>ECTS Credits</b>	3
<b>Course Leader</b>	BOSSARD Frederic
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	Digital Business and Artificial Intelligence
<b>Prerequisites</b>	Basic understanding of the fundamental principles of marketing
<b>Course Description</b>	<p>Digital Marketing:</p> <p>"In this technology driven business environment, AI is now everywhere, and marketers need to work with it in order to remain competitive. Students will learn about current digital technologies and platforms that</p>

	<p>form the backbone of digital marketing. They will study digital marketing effectiveness including measurement methods.</p> <p>A strong emphasis is put on operational aspects of Digital Marketing through the practice of Digital Marketing tools and platforms. Students will concretely use some of them (email marketing, SEO, advertising, social media, etc.)</p> <p>A typical session is made of an interactive lecture to share practical knowledge (90 mn) followed by a workshop / activity (90 mn)."</p> <p>AI and marketing</p> <p>Artificial intelligence is becoming an increasingly important tool in the field of marketing. AI-powered systems can help marketers to better understand their target audience, optimize their campaigns, and improve their overall performance.</p>
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	"E-marketing Excellence, Dave Chaffey Digital Marketing, Dave Chaffey, Fiona Ellis-Chadwick"
<b>Websites</b>	<a href="http://www.brandchannel.com/home/">Http://www.brandchannel.com/home/</a> <a href="http://mashable.com">http://mashable.com</a> <a href="http://www.cbsnews.com/moneywatch/technology/">http://www.cbsnews.com/moneywatch/technology/</a> <a href="http://techcrunch.com/">http://techcrunch.com/</a> <a href="http://blogs.gartner.com/">http://blogs.gartner.com/</a> <a href="http://www.tnooz.com/news/talking-travel-tech-blog/">http://www.tnooz.com/news/talking-travel-tech-blog/</a>

## AI MANAGEMENT

<b>Course Code</b>	MSC.DBDM2.STCOR.0001
<b>ECTS Credits</b>	4
<b>Course Leader</b>	BOSSARD Frederic
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	Digital Business and Artificial Intelligence
<b>Prerequisites</b>	None.
<b>Course Description</b>	This is an introductory course on concepts, principles and practices of working and managing business applications of AI.
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100

Continuous Assessment (%)	0
Academic reference	-
Websites	-

## CAREER MANAGEMENT 1

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

## DATA SCIENCE 1: STATISTICS AND ECONOMETRICS WITH PYTHON

<b>Course Code</b>	MSC.DBUM2.STCOR.0003
<b>ECTS Credits</b>	5
<b>Course Leader</b>	MONTMARTIN Benjamin
<b>Synchronous</b>	36
<b>Discipline</b>	Autre
<b>Program</b>	Digital Business and Artificial Intelligence
<b>Prerequisites</b>	A minimal background in maths and stats is necessary for this course. This includes basics elements of linear algebra and inferential statistics.
<b>Course Description</b>	The main objective of this course is to provide a solid foundation in probability, statistics, and econometrics for business students and other social scientists. We will focus on practical applications using Python. Topics covered include basic elements of probability and sampling theory, hypothesis testing and econometrics.
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	65
Continuous Assessment (%)	35
<b>Academic reference</b>	-Introductory Statistics. Thomas Wonnacott & Ronald Wonnacott. -The Practice of Statistics for Business and Economics. David S. Moore, George P. McCabe, Layth Alwan.
<b>Websites</b>	

## DIGITAL BUSINESS AND ECONOMICS

<b>Course Code</b>	MSC.DBDM2.STCOR.0023
<b>ECTS Credits</b>	4
<b>Course Leader</b>	BABUTSIDZE Zakaria
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	Digital Business and Artificial Intelligence
<b>Prerequisites</b>	None
<b>Course Description</b>	This course provides foundation for understanding the fundamental concepts in digital business, and in managerial decision-making in general. The course highlights the distinction of practices in digital business from those in non-digital business activities and exposes important implications based on these distinctions. Course also covers main ways created value is extracted in digital business.
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	

Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	1. Managerial Economics by Baye; McGraw Hill 2017 2. Information Rules by Shapiro and Varian; Harvard Business School Press 1998 3. Prediction Machines by Agrawal, Gans and Goldfarb; Harvard Business School press 2018.
<b>Websites</b>	

#### DIGITAL INNOVATION MANAGEMENT

<b>Course Code</b>	MSC.DBUM2.STCOR.0001
<b>ECTS Credits</b>	5
<b>Course Leader</b>	ZUNINO Diego
<b>Synchronous</b>	30
<b>Discipline</b>	Stratégie, Innovation & Entrepreneuriat
<b>Program</b>	Digital Business and Artificial Intelligence
<b>Prerequisites</b>	No requirements
<b>Course Description</b>	Digitization and artificial intelligence (AI) have been changing industries and companies dramatically in the last decade. This is particularly true for innovation, as data and techniques for analyzing it are more and more available. Nowadays, it is impossible for a company to be in business without being digital even embracing the AI revolution. Managers and Entrepreneurs need to be aware of the opportunities but also the challenges that digitization and AI imply. This course explores how digitization and AI are changing the innovation landscape and discusses examples of successful and unsuccessful practices across a wide range of industries.
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	Parker, G. G., Van Alstyne, M. W., & Choudary, S. P. (2016). Platform Revolution: How Networked Markets Are Transforming the Economy and How to Make Them Work for You. WW Norton & Company.
<b>Websites</b>	

#### ETHICS IN DIGITAL BUSINESS

<b>Course Code</b>	MSC.DBDM2.STCOR.0005
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<b>ECTS Credits</b>	<b>3</b>
<b>Course Leader</b>	GUNTZBURGER Yoann
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	Digital Business and Artificial Intelligence
<b>Prerequisites</b>	None.
<b>Course Description</b>	Digital technologies and A.I. are transforming organizations, their strategy and how they operate. While this transformation raises new ethics challenges, how managers and business leaders face their responsibilities in the context of digital business may still be analyzed through existing frameworks of business ethics. What is new about digital ethics, and what is not, will be the main thread of discussion for this course. Several international and national initiatives to address digital ethics issues will also be discussed.
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	
<b>Websites</b>	

#### PROJECT MANAGEMENT FUNDAMENTAL

<b>Course Code</b>	MSC.DBAM2.PMCOR.0002
<b>ECTS Credits</b>	<b>2</b>
<b>Course Leader</b>	BONETTO, Christian-Jacques-EXT
<b>Synchronous</b>	12
<b>Discipline</b>	Autre
<b>Program</b>	Digital Business and Artificial Intelligence
<b>Prerequisites</b>	None
<b>Course Description</b>	<p>"The courses target is to deliver practical and theoretical Project Management fundamentals based on the best practices collected from worldwide Professionals and Researcher; conveying the knowledge and skills that students will need to successfully complete projects within time, budget, scope and quality constraints.</p> <p>The learning process will promote a comprehensive approach, including team management, and Agile Project Management perspective for creative design and innovation.</p> <p>Through a combination of lectures, contents, exercises and practical examples, the course aims at providing students with essential</p>



	principles, guidance, concepts, and skills to approach a holistic view of the project management."
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	"PMBOK® 6th Edition, edited by PMI®. ISBN-13: 9781628251845 PMBOK® 7th Edition, edited by PMI®. ISBN-10: 1628256648"
<b>Websites</b>	<a href="https://www.pmi.org/">https://www.pmi.org/</a>

## RESEARCH METHODS

<b>Course Code</b>	MSC.DBDM2.STCOR.0024
<b>ECTS Credits</b>	1
<b>Course Leader</b>	SOSCIA Isabella
<b>Synchronous</b>	12
<b>Discipline</b>	Autre
<b>Program</b>	Digital Business and Artificial Intelligence
<b>Prerequisites</b>	.
<b>Course Description</b>	.
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

## DIGITAL MARKETING

### CAREER MANAGEMENT 1

<b>Course Code</b>	MSC.TRCM2.OTCOR.0037
<b>ECTS Credits</b>	0
<b>Course Leader</b>	BIANCHI Stéphanie

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

## DIGITAL GROWTH

<b>Course Code</b>	MSC.DMAM2.MKCOR.0103
<b>ECTS Credits</b>	3
<b>Course Leader</b>	NIZON, Emilien-EXT
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	Digital Marketing
<b>Prerequisites</b>	No pre-requisite to this course.
<b>Course Description</b>	<p>To seize the immense potential presented by the digital ecosystem, modern companies must continuously optimize their digital offerings. Product Managers play a pivotal role in winning digital organizations: they combine creativity with data analytics to develop the product. Whether it is a website or an application, they are expected to constantly innovate at the very heart of the products features and customer journey.</p> <p>On top of that, students will be learning how to create innovative</p>

	marketing channels such as chatbots and Augmented Reality. Several teaching methods will be used: - Ed, a virtual assistant (chatbot) available 24/7 to help students in need, but also students wishing to go further with certain topics - Workshops : creating a marketing campaign (AR) and a chatbot
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	DE SOUSA CARDOSO C., Data Power, Ed. Eyrolles, 2020 ELLIS S., Hacking Growth, Virgin Books, 2017
<b>Websites</b>	

#### DIGITAL MARKETING AND ADVERTISING STRATEGY

<b>Course Code</b>	MSC.WMIM2.MKCOR.0105
<b>ECTS Credits</b>	5
<b>Course Leader</b>	BOSSARD Frederic
<b>Synchronous</b>	30
<b>Discipline</b>	Autre
<b>Program</b>	Digital Marketing
<b>Prerequisites</b>	Fundamentals in Marketing and Strategy
<b>Course Description</b>	<p>The student is expected to understand the challenges of digital marketing and to practice methods for successful human and technical project management. With this course, the student will get the digital mindset, be able to design the digital roadmap of a brand/company and to drive/optimize it. He will also be in a position to share the digital culture within organizations.</p> <p>He will also be able to: Understand how to build a digital strategy, how to optimize a campaign according to KPIs, Understand the evolution of digital spendings, Manage affiliation, Understand the basics of SEO (Search Engine Optimization), Master Web-writing, e-mailing conception and management, Web analytics, Tracking, and ROI, Work in Tutorials on a business case and create a presentation in groups.</p>
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50

<b>Academic reference</b>	<p>Lectures obligatoires / Required readings :</p> <p>Lectures Recommandées / Recommended readings :</p> <p>Emailing : Le marketing direct multicanal (Y Claeyssen)</p> <p>The Elements of User Experience: User-Centered Design for the Web and Beyond 16 décembre 2010 de Jesse James Garrett</p> <p>The Principles of Beautiful Web Design 3e 27 juin 2014 de Jason Beaird</p> <p>e petit web</p> <p>L'usine digitale</p> <p>ecommercemag</p> <p>L'atelier BNP Paribas</p> <p>Je hub de la poste</p> <p>Les sites "for business" des principales plateformes social</p> <p>Gartner</p> <p>Hubspot</p> <p>Wearesocial "Digital 2023"</p>
<b>Websites</b>	<p>Webanalytics: <a href="http://www.converteo.com/blog/">http://www.converteo.com/blog/</a></p> <p><a href="http://www.conversion-rate-experts.com/blog/">http://www.conversion-rate-experts.com/blog/</a></p> <p><a href="http://www.webdesignerdepot.com/">http://www.webdesignerdepot.com/</a></p>

#### DIGITAL PROJECT COMPANY CONSULTING I

<b>Course Code</b>	MSC.DMAM2.MKCOR.0005
<b>ECTS Credits</b>	5
<b>Course Leader</b>	BOSSARD Frederic
<b>Synchronous</b>	30
<b>Discipline</b>	Autre
<b>Program</b>	Digital Marketing
<b>Prerequisites</b>	Basic of web tools, Marketing and Strategy
<b>Course Description</b>	<p>At the end of this course, students will be able to apply all concepts, methods and tools studied in the Digital Marketing and the Project Management courses.</p> <p>Then, its the same principal as for the other consulting course: Project Consulting (see below). The difference is that it concerns all web-marketing areas: web-marketing, mobile marketing, social network and community management.</p> <p>Teachers-consultants audit the implementation of lectures on the student project company.</p> <p>At the very beginning of the academic year, companies propose projects. Students choose their project and company, create their team and realize during the full year the project of their company. To do this, they have to apply the knowledge, tools and methods learnt. Their professors and coaches check their analysis and realization. The team improves their project and finally present the results to their company during 4 meetings planned in their schedule. At the end of the semester they present in team the formal review of their projects to all their professors and company managers. Its a great event corresponding to their final exam.</p>
<b>Course Open to Exchange</b>	Sophia /Fall

<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	70
Continuous Assessment (%)	30
<b>Academic reference</b>	Lectures obligatoires / Required readings : Le Business Benchmark Upper Intermediate Business Vantage Student's Book (Cambridge English) Paperback by Guy Brook-Hart. Digital Project Management: The Complete Step-by-Step Guide to a Successful Launch by Taylor Olson (2015). Business Benchmark Upper Intermediate Business Vantage Class Audio CDs (2) (Cambridge English) Audio CD by Guy Brook-Hart
<b>Websites</b>	Extranet of the project. Students have to manage it and to download the current and validated documents (deliverables) of their project. They also manage the rights for their SKEMA and company coaches.

#### DIGITAL PROJECT MANAGEMENT AND INNOVATION / CERTIFICATION AZUR MICROSOFT

<b>Course Code</b>	MSC.WMIM2.PMCOR.0039
<b>ECTS Credits</b>	5
<b>Course Leader</b>	BOSSARD Frederic
<b>Synchronous</b>	30
<b>Discipline</b>	Autre
<b>Program</b>	Digital Marketing
<b>Prerequisites</b>	Fundamentals in management
<b>Course Description</b>	<p>Today, only 35% of projects are completed successfully. One reason for this disappointing rate is the low level of maturity of technologies available for project management. Projects are an integral part of a company's life; nearly all the tasks and work are organized into projects. Moreover, if a company isn't managed by projects, it will not be able to develop and might even risk going bankrupt. These projects are generally strategic with rigorous constraints in requirements, budget, planning and resources. Furthermore, all company activities (marketing, communication, sales, etc.), will be set up by internet technologies. This project management course has three main aims:</p> <ol style="list-style-type: none"> <li>1.to teach project management skills (how to define, to drive and to deploy such projects)</li> <li>2.to prepare students to manage relevant new technologies according to the project</li> <li>3.and to efficiently work in teams, manage stakeholders, conduct meetings effectively and manage crises if necessary .</li> </ol> <p>This training focuses on projects proposed by real companies. Each project is led by four to seven students coached by lecturers and company managers.</p> <p>All lectures and workshops are applied to these projects throughout the academic year. We will talk on how AI is transforming Project Management.</p>

<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	70
Continuous Assessment (%)	30
<b>Academic reference</b>	<p>Lectures obligatoires / Required readings :  Lectures Recommandées / Recommended readings :  PMBOK® 7th edition, How AI will transform Project Management by Antonio Nieto-Rodriguez, Harvard Business Review, Feb. 2023.  Effective Project Management, traditional, Agile, Extreme, Seventh Edition. Published by. John Wiley &amp; Sons, Inc.  James P. Clements, West Virginia University - Jack Gido, Pennsylvania State University - 528pp - Published by South Western, ©2012 - ISBN-13: 978-1-111-82405-1 -© 2012  The project Management Toolkit Tom Kendrick 2010</p>
<b>Websites</b>	<p><a href="http://edu.cengage.co.uk/catalogue/product.aspx?isbn=1111824053">http://edu.cengage.co.uk/catalogue/product.aspx?isbn=1111824053</a> (echapter)  <a href="http://www.projectreview.net/home.asp">http://www.projectreview.net/home.asp</a>  <a href="http://www.makeuseof.com/tag/10-tips-for-preparing-a-professional-presentation/">http://www.makeuseof.com/tag/10-tips-for-preparing-a-professional-presentation/</a>  pmi.org ; prince2.com; afnor.org ; afaqap.org ; oseo.fr  www.ibm.com/enterpriseofthefuture  creation of case study with the Msc and the companies (regarding the projects) <a href="http://www.ccmp.ccip.fr">http://www.ccmp.ccip.fr</a> ; <a href="http://www.ecch.com">http://www.ecch.com</a></p>

#### E-COMMERCE, E-CRM, SOCIAL NETWORK & COMMUNITY MANAGEMENT

<b>Course Code</b>	MSC.DMAM2.MKCOR.0007
<b>ECTS Credits</b>	3
<b>Course Leader</b>	BOSSARD Frederic
<b>Synchronous</b>	21
<b>Discipline</b>	Autre
<b>Program</b>	Digital Marketing
<b>Prerequisites</b>	<p>Basic of web tools  Fundamentals in Marketing and Strategy, Project Management</p>
<b>Course Description</b>	<p>Pierre Baudelle:  This 3 hours e-CRM course covers the following topics:  CRM Definition  CRM Architecture and Components  BI/Analytical CRM  AI and CRM  Two CRM/BI scenarios  CRM Project</p>

	<p>CRM solutions</p> <p>CRM implementation</p> <p>Conclusion</p> <p>Quizz</p> <p>Mike Castro Demaria:</p> <p>As for the social management part, its goal is to teach fundamentals on social networks and how to become a community manager.</p> <p>So overall, the course as a whole presents the best and worse practices and answers to the following questions:</p> <ul style="list-style-type: none"> <li>- What is a social network?</li> <li>- Typology of the SN?</li> <li>- What is communication with a social network?</li> <li>- What is viral marketing?</li> <li>- What is Social Media Strategy?</li> <li>- How to do an audit?</li> <li>- Google Suggest</li> <li>- How to monitor online reputation? What are the monitoring principles?</li> </ul> <p>Olivier Tronchon:</p> <p>This course is divided into two parts. E-commerce / E-CRM : equips the student with the fundamentals to understand the impact of e-commerce on companies strategies, marketing tactics, on/offline customer relationship management &amp; customer experience, organization and management.</p>
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	<p>Kenneth C. Laudon, E-Commerce 2011 (7th Edition) (Pearson Custom Business Resources)</p> <p>Jason R. Rich, Design and Launch an eCommerce Business in a Week (Entrepreneur Magazine's Click Starts)</p> <p>Dave Chaffey, E-Business and E-Commerce Management: Strategy, Implementation and Practice (4th Edition)</p> <p>Aliza Sherman Risdahl, Streetwise eCommerce: Establish Your Online Business, Expand Your Reach, and Watch Your Profits Soar! (Adams Streetwise Series)</p> <p>Thomas M McFadyen, eCommerce Best Practices - How to market, sell, and service customers with internet technologies</p> <p>CRM:</p> <p>Gartner Magic Quadrant 2022</p> <p>CRM Research</p> <p>Gartner BI report 2022</p> <p>Data Mining Techniques in CRM: Inside Customer Segmentation. Wiley Edition</p> <p>Big Data: Challenges and Opportunities , Pierre Baudelle</p>

	Managing the ROI of CRM , Harte Hanks Presentation How to choose a CRM System, CRM Forum <a href="http://www.salesforce.com">www.salesforce.com</a> <a href="http://www.towardsdatascience.com">www.towardsdatascience.com</a> E-commerce / E-CRM : - Digital Business and E-Commerce Management, 7th edition, Chaffey, Hemphill, Edmundson-Bird, Pearson, 2019 - Révolution de la Donnée, Huet, Dugas, Tronchon et al, Pearson, 2021
<b>Websites</b>	Audrey Fleury: <a href="http://blog.sysomos.com/">http://blog.sysomos.com/</a> <a href="http://Caddereputation.over-blog.com/">Caddereputation.over-blog.com/</a> <a href="http://Brandereputation.fr">Brandereputation.fr</a> <a href="http://mycustomer.com">mycustomer.com</a>

#### GOOGLE ADS SEARCH CERTIFICATION

<b>Course Code</b>	MSC.DMAM2.MKCOR.0102
<b>ECTS Credits</b>	2
<b>Course Leader</b>	TOURE, Baba-EXT
<b>Synchronous</b>	15
<b>Discipline</b>	Autre
<b>Program</b>	Digital Marketing
<b>Prerequisites</b>	Digital Marketing basics
<b>Course Description</b>	<p>Google has always aimed at providing relevant results to search queries in the easiest way possible. Even before you start the search, Google suggests possible results for your query. Googles ultimate goal has always been to improve the usefulness of the search results.</p> <p>Google search portal has changed over the years to meet the ever-evolving needs and expectations of internet users.</p> <p>From introducing shopping ads to the knowledge graph, as Googles algorithm is advancing with every passing day, the goal of providing accurate information to users in the best possible way now seems achievable. At the age of machine learning, privacy requirements and personalized ads, how can we reach a user at the right moment, with the right message and... pay the right price for that click ?</p>
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	



<b>Websites</b>	
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#### MANAGING ACROSS BORDERS AND CULTURES

<b>Course Code</b>	MSC.DMAM2.HRCOR.0020
<b>ECTS Credits</b>	1
<b>Course Leader</b>	SCOTTO, Philippe-EXT
<b>Synchronous</b>	9
<b>Discipline</b>	Autre
<b>Program</b>	Digital Marketing
<b>Prerequisites</b>	None
<b>Course Description</b>	Understand, in a changing world, the vital need to adapt organizations to the context and how to manage and lead it. Understand the challenges of changes, virtual and international team management with practical focus on conflict (including sexual harassment) and meeting management. Diversity, Equity, Inclusion, and Belonging starts at the core of the business. Learn the mindsets, skills, and behaviors to take diversity deeper than demographics.
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	Philippe Scotto : Negotiating the Nonnegotiable: How to Resolve Your Most Emotionally Charged Conflicts by Daniel Shapiro Managing Conflict: A Practical Guide to Resolution in the Workplace 1st Edition by David Liddle Carter McNamara : Conflict An Essential Ingredient for Growth (basic styles to deal with conflict)
<b>Websites</b>	

#### ON-LINE COMMUNICATION & WEB-SITE RESPONSIVE CONCEPTION

<b>Course Code</b>	MSC.WMIM2.MKCOR.0107
<b>ECTS Credits</b>	3
<b>Course Leader</b>	BOSSARD Frederic
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	Digital Marketing
<b>Prerequisites</b>	Online tutorials <a href="https://www.w3schools.com/html/default.asp">https://www.w3schools.com/html/default.asp</a> <a href="https://www.w3schools.com/css/default.asp">https://www.w3schools.com/css/default.asp</a>

<b>Course Description</b>	To manage the creation of a visual online or offline project
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	Mike Castro de Maria: Learn Visual Communication Using Adobe Photoshop CC (Anglais) Broché 22 décembre 2015 de Rob Schwartz (Auteur)
<b>Websites</b>	Wordpress.org, w3c.org, caniuse.com Web design: <a href="http://www.csszengarden.com/">http://www.csszengarden.com/</a> <a href="http://css-tricks.com/">http://css-tricks.com/</a>

## RESEARCH METHODS

<b>Course Code</b>	MSC.TRCM2.OTCOR.0002
<b>ECTS Credits</b>	1
<b>Course Leader</b>	BOSSARD Frederic
<b>Synchronous</b>	6
<b>Discipline</b>	Stratégie, Innovation & Entrepreneuriat
<b>Program</b>	Digital Marketing
<b>Prerequisites</b>	Market Research, or courses delivery research methodologies (i.e., qualitative vs. quantitative methods). These courses can take place simultaneously with the Research Writing and Critical Thinking.
<b>Course Description</b>	<ol style="list-style-type: none"> <li>1. Building connections between academic research and practical business activities by getting to know more about how we can use research to make better sense to business;</li> <li>2. Helping you prepare your upcoming Master Thesis in terms of developing thesis topics and research questions, and better understand research methods;</li> <li>3. Helping you master the essential skills useful for not only thesis writing, but also marketing consulting/research firms;</li> <li>4. Helping you better understand marketing practices in a structured and logical way, and major areas of marketing research and/or marketing practices;</li> <li>5. Helping you dramatically improve your skills in reading, writing, thinking, and public speech/presentation.</li> <li>6. Helping you strategise your thesis design in order to use your thesis to better position yourself in the job market you are interested in</li> </ol>
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	

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

## WEB DESIGN TOOLS AND TECHNIQUES

<b>Course Code</b>	MSC.WMIM2.MKCOR.0082
<b>ECTS Credits</b>	2
<b>Course Leader</b>	BOSSARD Frederic
<b>Synchronous</b>	15
<b>Discipline</b>	Autre
<b>Program</b>	Digital Marketing
<b>Prerequisites</b>	For Students in exchange : Necessary background on computer use and a basic knowledge of HTML and CSS
<b>Course Description</b>	To manages web projects and create a full professional website with a base knowledge of using code like HTML5 and CSS3 The future web projects managers need to use market's professional tools. These courses will cover web/mobile design and Content Management System (CMS Wordpress), plus HTML and CSS basics.
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	Lectures obligatoires / Required readings : <a href="https://www.w3schools.com/html/default.asp">https://www.w3schools.com/html/default.asp</a> <a href="https://www.w3schools.com/css/default.asp">https://www.w3schools.com/css/default.asp</a> Lectures Recommandées / Recommended readings : Build Your Own Website The Right Way Using HTML & CSS, 3rd Edition - Ian Lloyd Sitepoint - ISBN-13: 978-0987090850
<b>Websites</b>	Infographic : <a href="http://www.adobe.com/designcenter-archive/video_workshop/?id=vid0001">http://www.adobe.com/designcenter-archive/video_workshop/?id=vid0001</a> <a href="http://layersmagazine.com/">http://layersmagazine.com/</a> <a href="http://trainmephotoshop.com">http://trainmephotoshop.com</a> Web development : <a href="http://www.w3schools.com/html/default.asp">http://www.w3schools.com/html/default.asp</a> <a href="http://www.w3schools.com/css/default.asp">http://www.w3schools.com/css/default.asp</a> <a href="http://www.w3schools.com/php/default.asp">http://www.w3schools.com/php/default.asp</a> <a href="http://www.w3schools.com/sql/default.asp">http://www.w3schools.com/sql/default.asp</a>

	Web design: <a href="http://www.csszengarden.com/">http://www.csszengarden.com/</a> <a href="http://css-tricks.com/">http://css-tricks.com/</a>
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## ENTREPRENEURSHIP AND INNOVATION

### BUILDING A DIGITAL BUSINESS

<b>Course Code</b>	MSC.EISM2.STCOR.0054
<b>ECTS Credits</b>	3
<b>Course Leader</b>	SOUILMI, Younes-EXT
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	Entrepreneurship and Innovation
<b>Prerequisites</b>	As a prerequisite, students need to identify a digital business opportunity, it will serve as their study topic for this course.
<b>Course Description</b>	<p>This course aims at guiding the students through the process of building a digital business, all the way from designing the business model to getting the first customers.</p> <p>The course breaks down the process into comprehensive activities and provides a set of practical tools, methodologies and best practices that help rationalize the course of building a digital business.</p> <p>The Building a Digital Business will cover the following themes :</p> <ul style="list-style-type: none"> <li>- What tools exists to build a Digital Business (ecommerce website, App, Plateform, Chatbot)</li> <li>- What are the various Business Models that exist for Digital Businesses</li> <li>- What are the Key Metrics that one needs to track when Building a Digital Business</li> </ul>
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	70
Continuous Assessment (%)	30
<b>Academic reference</b>	Zero to One: Notes on Startups, or How to Build The Future (Peter Thiel) The Four Steps to the Epiphany (Steve Blank) Value proposition Design (Alexander Osterwalder) Hacking Growth: How Todays Fastest-Growing Companies Drive Breakout Success (Sean Ellis, Morgan Brown)
<b>Websites</b>	<a href="https://businessmodelnavigator.com/explore">https://businessmodelnavigator.com/explore</a> <a href="https://blog.leanstack.com/">https://blog.leanstack.com/</a>

## CAREER MANAGEMENT 1

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

## ECO-SYSTEM OF INNOVATION

<b>Course Code</b>	MSC.EISM2.STCOR.0003
<b>ECTS Credits</b>	3
<b>Course Leader</b>	DIBIAGGIO Ludovic
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	Entrepreneurship and Innovation
<b>Prerequisites</b>	None
<b>Course Description</b>	<p>Innovation is like an iceberg and a tropical forest. It is like an iceberg because what you see above the surface is just a small part of the reality. It is like a tropical forest because, like a biological ecosystem, variety of elements is necessary for life to develop. The course is organized to</p>

	<p>discover what is under the surface of innovation and the multiplicity of actors necessary to develop rich innovation environments, and to make innovation happen through entrepreneurship.</p> <p>Ecosystems of innovation are nowadays essential to understand and to act into the innovation and entrepreneurial world. Different ecosystems co-exist: National Systems of Innovation, Local System of innovation, Platform of innovation. The seminar will be an opportunity for the participants to enter into this ecosystems of Innovation world not only from the start-up perspective, but also from the existing company one. It will be also a unique opportunity to discover Sophia Antipolis as an example of a local system of innovation, and to meet local key players.</p>
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	<p>Lectures obligatoires / Required readings :</p> <p>Lectures Recommandées / Recommended readings :</p> <ul style="list-style-type: none"> <li>- Chesbrough Henry (2006) Open Innovation, the New Imperative for Creating and Profiting from Technology, Harvard Business School Press.</li> <li>- Chong-Moon L, Miller W.F., Gong Hancock M., Rowen H. S., (2000) The Silicon Valley Edge: A Habitat for Innovation and Entrepreneurship , Stanford Business Books.</li> <li>- Isaak R. (2008). "From collective learning to Silicon Valley replication: The limits to synergistic entrepreneurship in Sophia Antipolis." Research in International Business and Finance(doi:10.1016/j.ribaf.2008.03.006).</li> <li>- Rantanen K. Bernasconi M. (2009). "International Comparison of Entrepreneurial Sub-Cultures within Cultures: Effect of Territory on Entrepreneurial Strategies for Fundraising." International Journal of Business 14(4) 309-320.</li> <li>- Senor D., Israel, The startup nation, Twelve, 2009.</li> </ul>
<b>Websites</b>	<p>Global Entrepreneurship monitor :<a href="http://www.gemconsortium.org/">http://www.gemconsortium.org/</a></p> <p>Accenture Tech Vision: <a href="https://www.accenture.com/us-en/insight-disruptive-technology-trends-2017">https://www.accenture.com/us-en/insight-disruptive-technology-trends-2017</a></p> <p>Top global innovators: <a href="http://top100innovators.stateofinnovation.com/">http://top100innovators.stateofinnovation.com/</a></p> <p>The origin of the Silicon Valley: <a href="https://medium.com/backchannel/why-silicon-valley-will-continue-to-rule-c0cbb441e22f">https://medium.com/backchannel/why-silicon-valley-will-continue-to-rule-c0cbb441e22f</a></p> <p>Silicon Valley index: <a href="http://www.jointventure.org/publications/silicon-valley-index">http://www.jointventure.org/publications/silicon-valley-index</a></p> <p>The Global start-up ecosystem ranking : <a href="https://startup-ecosystem.compass.co/ser2015/">https://startup-ecosystem.compass.co/ser2015/</a></p> <p>European innovation scoreboard: <a href="http://ec.europa.eu/growth/industry/innovation/facts-figures/scoreboards_fr">http://ec.europa.eu/growth/industry/innovation/facts-figures/scoreboards_fr</a></p>

## EFFECTUAL STRATEGIC MARKETING

<b>Course Code</b>	MSC.EISM2.STCOR.0007
<b>ECTS Credits</b>	<b>4</b>
<b>Course Leader</b>	VIAN Dominique
<b>Synchronous</b>	24
<b>Discipline</b>	Stratégie, Innovation & Entrepreneuriat
<b>Program</b>	Entrepreneurship and Innovation
<b>Prerequisites</b>	An interest in challenging traditional strategic marketing
<b>Course Description</b>	The course introduces the concept of effectuation (exercising control without predicting the future) and applies it to strategic marketing. This new paradigm allows students to consider ISMA360® as a method for innovation. ISMA360® SKEMA Business School Author Dominique Vian.
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	30
Continuous Assessment (%)	70
<b>Academic reference</b>	Lectures obligatoires / Required readings : Effectual Entrepreneurship ( 2011) Routledge, authors Read, Sarasvathy, Dew, Witbank, Ohisson Lectures Recommandées / Recommended readings : Tous Innovateurs : 2 méthodes pour révéler des solutions invisibles
<b>Websites</b>	effectuation.org

## FINANCE FOR NEW VENTURE MANAGEMENT

<b>Course Code</b>	MSC.EISM2.FIELE.0123
<b>ECTS Credits</b>	<b>3</b>
<b>Course Leader</b>	DE SOUZA BARBOSA Klenio
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	Entrepreneurship and Innovation
<b>Prerequisites</b>	basics in accounting and finance
<b>Course Description</b>	The course is dedicated to transfer the essentials of finance and accounting tools for supporting decisions about the effective launching and management of the operations of a new venture.
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	50

Continuous Assessment (%)	50
<b>Academic reference</b>	Lectures obligatoires / Required readings : Vernimmen Corporate finance, 3rd Edition Lectures Recommandées / Recommended readings : Will be communicated during the tutorials.
<b>Websites</b>	Will be communicated during the tutorials.

#### KEY SUCCESS FACTORS AND RESILIENCE IN ENTREPRENEURSHIP

<b>Course Code</b>	MSC.EISM2.STCOR.0008
<b>ECTS Credits</b>	<b>3</b>
<b>Course Leader</b>	POROLI Corinne
<b>Synchronous</b>	0
<b>Discipline</b>	Autre
<b>Program</b>	Entrepreneurship and Innovation
<b>Prerequisites</b>	none
<b>Course Description</b>	In our complex world, entrepreneurs are confronted with fundamental crises. These crises are global, unpredictable and expensive and affect a large number of people. Managing such crises demands responsible behaviours under conditions of serious stress. Taking into account different stakeholders expectations and complex dilemma is crucial to understand these crises and to cope with them in order to develop individual and entrepreneurial resilience. This course will facilitate students understanding of key success factors in entrepreneurship, learning from crisis and entrepreneurial resilience. The pedagogical style of the session is based on learning by doing principle and will encourage blending theory and practice and interactions with and between students.
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	Session 1 Cooper, A.C., Gimeno-Gascon F.J., Woo C.Y. (1994), Initial Human and Financial Capital as predictors of New Ventures Performance, Journal of Business Venturing, 9, 371-395. Khelil N. (2016), "The many faces of entrepreneurial failure: Insights from an empirical taxonomy", Journal of Business Venturing, 31, 72-94. Session 2 Milainovi S., Keetovi Z., Nadi D. (2010), The power and impotence of crisis management in facing modern crisis, Megatrend Review, Vol.7 (2), 274-289. Alpaslan C.M., Green S.E. and Mitroff I.I. (2009), Corporate governance



	<p>in the context of crises: Towards a stakeholder theory of crisis management, Journal of Contingencies and Crisis Management, Vol.17 (1), 38-49.</p> <p>Session 3</p> <p>Coutu D.L. (2002) How resilience works, Harvard Business Review, May 2002, p. 46-55. Hamel G., Valikangas L. (2003) « The quest for resilience », Harvard Business Review, September 2003, 52-63.</p> <p>Hougaard R., Carter J., Mohan M. (2020), "Build your resilience in the face of a crisis", Harvard Business Review, March 2020, 1-5.</p>
<b>Websites</b>	

## MARKET RESEARCH

<b>Course Code</b>	MSC.EISM2.STELE.0058
<b>ECTS Credits</b>	<b>3</b>
<b>Course Leader</b>	RIEG, Julie-EXT
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	Entrepreneurship and Innovation
<b>Prerequisites</b>	n/a
<b>Course Description</b>	<p>Market research Launching a product without getting market feedback on the features that are valued by the targeted customers is likely to result in a massive waste of time and money. Market Research is one of the tools that can be used to answer the following questions: Which categories of population are likely to buy my product? Where can I find key figures and serious Market studies? Which study method need I to launch? To do what? How to build a questionnaire? How to recruit people to be part of a study? How to analyze qualitative and quantitative data? Descriptif du cours Innovators and entrepreneurs need to develop Marketing skills to ensure a better match between / supply and demand. This is crucial when resources are limited in order to make sure that Course description entrepreneurs build the 20% of functionalities that will answer 80% of their targeted customer needs as opposed to the other way round. Market studies are vital to adapt products and services and to define a well-established business plan. They enable us to identify segments and targets, to prioritize them and to understand their deep needs. With studies, we compare our ideas and market reality. In practice, Market studies consist in quantitative and qualitative studies such online questionnaires, face to face interviews or focus groups. This course brings theoretical and practical insights into Market studies. It gives students basics to find serious Market studies on the fields they are interested in, build adapted study methodologies, implement them and analyze them</p>
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	

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

#### NEW VENTURE AND BUSINESS PLAN

<b>Course Code</b>	MSC.EISM2.STCOR.0005
<b>ECTS Credits</b>	<b>4</b>
<b>Course Leader</b>	SERVEL Nicolas
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	Entrepreneurship and Innovation
<b>Prerequisites</b>	none
<b>Course Description</b>	This course will take the student from innovative idea creation to early start-up activities. Central to this process is the iterative creation and fine tuning of a business plan, development of understanding the uses of the business plan for management of key activities and for attracting outside investors.
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	60
Continuous Assessment (%)	40
<b>Academic reference</b>	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings : Osterwalder, A., Pigneur, Y. (2010). Business Model Generation, Wiley Ries (2011). The Lean Startup: How Constant Innovation Creates Radically Successful Businesses Dispas, Kayanakis, Servel, Striukova (2021). Innovation and Financial Markets, Wiley Thiel, Master : From Zero to One (2014), Crown Business Ben Horowitz, The Hard Thing About Hard Things (2014), HarperCollins
<b>Websites</b>	

#### BUSINESS PLAN COMPETITION "CHALLENGE JEUNES POUSSÉS"

<b>Course Code</b>	MSC.EISM2.STELE.0011
<b>ECTS Credits</b>	<b>3</b>
<b>Course Leader</b>	VIAN Dominique

<b>Synchronous</b>	18
<b>Discipline</b>	Stratégie, Innovation & Entrepreneuriat
<b>Program</b>	Entrepreneurship and Innovation
<b>Prerequisites</b>	none
<b>Course Description</b>	Understand innovative venture creation process and how to create a new venture. Students apply to a local BP contest, organized by Telecom Valley.
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings : <a href="https://www.amazon.fr/Tous-Innovateurs-m%C3%A9thodes-solutions-invisibles/dp/1981069690">https://www.amazon.fr/Tous-Innovateurs-m%C3%A9thodes-solutions-invisibles/dp/1981069690</a>
<b>Websites</b>	<a href="http://www.effectuation.org">www.effectuation.org</a>

#### CORPORATE ENTREPRENEURSHIP

<b>Course Code</b>	MSC.EISM2.STCOR.0002
<b>ECTS Credits</b>	<b>3</b>
<b>Course Leader</b>	CIRILLO Bruno
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	Entrepreneurship and Innovation
<b>Prerequisites</b>	Fundamental knowledge of strategy is essential to successfully attend this course.
<b>Course Description</b>	<p>In high-tech industries, corporate entrepreneurship provides a compelling mechanism for strategy renewal and firm survival. Corporate employees may perceive abundant value-appropriating opportunities and decide to venture out with firms technologies that otherwise might have remained undervalued and unused in the corporate. Although they are often costly for the corporate in terms of market share and loss of human capital, employee ventures may also benefit their parent organization by developing complementary positions in the corporate's ecosystem. Their technological developments thus can help parent companies learn about unfamiliar technologies and markets, and help explore new corporate growth opportunities.</p> <p>This course aims at providing students with cognitive and analytical skills to quantify and maximize value creation and value capturing through corporate entrepreneurship initiatives within established organizations. By combining in-class experiments, debates, case studies and data analysis, we will explore 'managerially relevant' problems in</p>

	corporate venturing decision making, and develop solutions to deal with these situations. In each session, we will (i) introduce relevant problems; (ii) discuss their main antecedents and consequences; (iii) analyze data on different industry and company situations; and (iv) support students' learning with data driven in-class activities aimed at deriving strategic recommendations for corporate-employee negotiations that maximize entrepreneurial (employee) value creation and corporate value capturing.
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	40
Continuous Assessment (%)	60
<b>Academic reference</b>	No textbook is required for this course. A course pack with required readings (i.e., articles to read in advance) will be available on the course folder on the K2 platform, where I will also post other required and suggested readings (i.e., articles I will refer during classes) and slides.
<b>Websites</b>	

#### ETHICS, GOVERNANCE AND ENTREPRENEURSHIP

<b>Course Code</b>	MSC.EISM2.STELE.0054
<b>ECTS Credits</b>	<b>3</b>
<b>Course Leader</b>	BARRAQUIER Anne
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	Entrepreneurship and Innovation
<b>Prerequisites</b>	Fundamental undergraduate level management, marketing and financial knowledge.
<b>Course Description</b>	Entrepreneurial ventures are distinct from established businesses in many respects. Their structure is strongly dependent upon the entrepreneurs, from one person to a few people. Social pressure, desire to succeed, isolation, lack of guidance and other factors can lead the entrepreneur to make unethical decisions or engage in deviant behaviour (corruption, abuse, fraud, etc.). The course will focus on these issues. It will start with an overview of ethical issues, to provide students with a sense of ethical dilemmas, and cognitive devices to solve them. Then, we will introduce issues of ownership and governance. Ownership structure and governance mechanisms are introduced and discussed in class with respect to their ethical, social and sustainable implications.
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia

<b>Evaluation</b>	
Final Examination (%)	30
Continuous Assessment (%)	70
<b>Academic reference</b>	Main source: journal articles (provided as course starts) -- Other: Stout, L. A. (2012). The shareholder value myth: How putting shareholders first harms investors, corporations, and the public. Berrett-Koehler Publishers. other references provided on K2
<b>Websites</b>	Provided on K2

## IDENTIFY YOUR TALENTS

<b>Course Code</b>	MSC.EISM2.STELE.0063
<b>ECTS Credits</b>	<b>3</b>
<b>Course Leader</b>	VIAN Dominique
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	Entrepreneurship and Innovation
<b>Prerequisites</b>	Disposer de 5 lettres de proches décrivant ses propres talents et centres d'intérêt
<b>Course Description</b>	Ce séminaire permet de découvrir sa propre surcapacité en procédant au repérage et l'association de talents selon la logique effectuale.
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	<a href="https://theconversation.com/detecter-les-talents-un-premier-pas-vers-une-societe-plus-humaine-103798">https://theconversation.com/detecter-les-talents-un-premier-pas-vers-une-societe-plus-humaine-103798</a>
<b>Websites</b>	

## FINANCIAL MARKETS AND INVESTMENTS

### CAREER MANAGEMENT 1

<b>Course Code</b>	MSC.TRCM2.OTCOR.0037
<b>ECTS Credits</b>	<b>0</b>
<b>Course Leader</b>	BIANCHI Stéphanie
<b>Synchronous</b>	2
<b>Discipline</b>	Stratégie, Innovation & Entrepreneuriat
<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	No

<b>Course Description</b>	<p>This course is managed by the Career Center. In order to validate this course, students have to:</p> <p>1 MANDATORY : Attend two workshops (1h30 each) on specific themes (1st workshop : the visibility of my profile according to my specialization &amp; 2nd workshop : How to pass the selection tests during recruitment ?) + EVALUATION</p> <p>2 NOT MANDATORY : Attend Career Events during the semester (date to be determined) organized by the career center of your campus</p> <p>MAIN CONTACTS FOR YOUR PROGRAM:</p> <p>LILLE: Audrey BEAUGRAND &amp; Feryel HOUSSEIN</p> <p>PARIS: Laura SINDONINO, Sophie Ripoche &amp; Janice M'BENGO (for International students)</p> <p>SOPHIA: Sylvie MARTINAUD, Anne DUFLOS (for International students)</p> <p>SUZHOU : April YANG</p> <p>RALEIGH : Laura SCLAFANI</p> <p>BELO HORIZONTE : Geneviève POULINGUE</p>
<b>Course Open to Exchange</b>	Belo /Fall;#Sophia /Fall;#Suzhou /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<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>
<b>Websites</b>	under the YEP go and click on: Career Center -> Jobteaser -> SKEMA TOOLS

#### COMMODITIES & COMMODITY TRADING

<b>Course Code</b>	MSC.FMIM2.FICOR.0036
<b>ECTS Credits</b>	2
<b>Course Leader</b>	AMYUNI Tarek
<b>Synchronous</b>	15
<b>Discipline</b>	Autre
<b>Program</b>	Financial Markets and Investments Sophia
<b>Prerequisites</b>	N/A
<b>Course Description</b>	<p>-Understand the importance of the underlying physical markets</p> <p>-Understand the interactions and divergences between the price of derivatives ("future"," forwards "...) and spot prices</p> <p>-Develop a good understanding of the hedging instruments &amp; concepts for decision-making in a real context (exercises and case-studies)</p>
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall

<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

#### DERIVATIVES VALUATION & STRATEGIES

<b>Course Code</b>	MSC.FMIM2.FICOR.0035
<b>ECTS Credits</b>	4
<b>Course Leader</b>	AMYUNI Tarek
<b>Synchronous</b>	0
<b>Discipline</b>	Autre
<b>Program</b>	Financial Markets and Investments Sophia
<b>Prerequisites</b>	Pre-schooling
<b>Course Description</b>	This course is an introduction to derivative security markets. The goal of the course is to develop a core set of principles that will help us make sense of the diverse ways derivatives are used in practice. These principles are developed through a series of real-world examples with an emphasis on simultaneously developing intuition and familiarity with a broad spectrum of markets and institutions. The valuation and use (e.g., hedging and speculation) of forwards, futures, swaps, and options will be a focal point of the course. Core concepts covered include valuation of forwards and futures, binomial pricing of options, the Black-Scholes option pricing formula, dynamic delta-hedging, and swap pricing. At the end of the course, we expect the student to be able to understand the concept of derivatives and know how to use the instruments as a part of their practical work.
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	60
Continuous Assessment (%)	40
<b>Academic reference</b>	Options, Futures and Other Derivatives. John Hull.
<b>Websites</b>	

## EQUITY RESEARCH 1

<b>Course Code</b>	MSC.FMIM2.FICOR.0208
<b>ECTS Credits</b>	<b>4</b>
<b>Course Leader</b>	GROSLAMBERT Bertrand
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	Financial Markets and Investments Sophia
<b>Prerequisites</b>	Pre-schooling
<b>Course Description</b>	<p>Lending theory with practice, and detail the contemporary techniques used to determine the intrinsic value of an equity security, and show you how to successfully apply these techniques in both foreign and domestic markets.</p> <p>Is integrated finance and accounting concepts (IFRS and US GAP) into the discussion-providing the evenness of subject matter treatment, consistency of notation, and continuity of topic coverage that is so critical to the learning process.</p> <p>Addresses essential issues in this arena, including the equity valuation process, discounted dividend valuation, free cash flow valuation, and residual income valuation</p> <p>Distills the knowledge, skills, and abilities you need to succeed in today's fast-paced financial environment</p>
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	Equity Asset Valuation. CFA Institute. Corporate Finance: Theory and Practice Broché Pierre Vernimmen
<b>Websites</b>	

## FINANCIAL ECONOMETRICS 1 (WITH R PROGRAMMING)

<b>Course Code</b>	MSC.FMIM2.FICOR.0215
<b>ECTS Credits</b>	<b>4</b>
<b>Course Leader</b>	AMYUNI Tarek
<b>Synchronous</b>	21
<b>Discipline</b>	Autre
<b>Program</b>	Financial Markets and Investments Sophia
<b>Prerequisites</b>	Pre-Schooling
<b>Course Description</b>	<p>Discussion of the most common empirical approaches in finance prepares students for using econometrics in practice.</p> <p>R software is used.</p>
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall



<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	Stock et Watson : Introduction to Econometrics. Pearson. Ch 1-2-3-4-5-6 Introduction to financial econometrics. Brooks.
<b>Websites</b>	<a href="http://orfe.princeton.edu/~jqfan/papers/03/overview.pdf">http://orfe.princeton.edu/~jqfan/papers/03/overview.pdf</a>

#### FINANCIAL RESEARCH AND MODELLING WITH R

<b>Course Code</b>	MSC.FMIM2.FICOR.0155
<b>ECTS Credits</b>	2
<b>Course Leader</b>	GROSLAMBERT Bertrand
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	Financial Markets and Investments Sophia
<b>Prerequisites</b>	-
<b>Course Description</b>	-
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

#### FIXED INCOME 1

<b>Course Code</b>	MSC.FMIM2.FICOR.0213
<b>ECTS Credits</b>	2
<b>Course Leader</b>	GOGUEL Amaury
<b>Synchronous</b>	15
<b>Discipline</b>	Autre
<b>Program</b>	Financial Markets and Investments Sophia
<b>Prerequisites</b>	Pre-Schooling
<b>Course Description</b>	Knowing theories and formulas to help you better analyze, value, and manage fixed income instruments and their derivatives in today's evolving marketplace. This thoroughly revised eighth edition includes detailed discussions of:

<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	Fixed Income Mathematics, 4E: Analytical & Statistical Techniques by Frank J. Fabozzi or The Handbook of Fixed Income Securities, Eighth Edition (Anglais) Relié de Frank J. Fabozzi
<b>Websites</b>	<a href="http://www.ft.com">http://www.ft.com</a>

#### MS EXCEL VBA PROGRAMMING

<b>Course Code</b>	MSC.FMIM2.FIELE.0150
<b>ECTS Credits</b>	<b>4</b>
<b>Course Leader</b>	AMYUNI Tarek
<b>Synchronous</b>	21
<b>Discipline</b>	Autre
<b>Program</b>	Financial Markets and Investments Sophia
<b>Prerequisites</b>	Nothing specific
<b>Course Description</b>	This class is the advanced part of the Pre-Schooling course: Introduction to Excel and Financial theory. You will learn how to use macro. A part of the course is a MOOC format + 4 sessions "face to face". The MOOC helps weakest students to level up.
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	Financial Analysis and Modeling Using Excel and VBA. Broché.
<b>Websites</b>	

#### PRESCHOOLING BLOOMBERG

<b>Course Code</b>	MSC.FMIM2.FIPSC.0003
<b>ECTS Credits</b>	0

<b>Course Leader</b>	GROSLAMBERT Bertrand
<b>Synchronous</b>	6
<b>Discipline</b>	Autre
<b>Program</b>	Financial Markets and Investments Sophia
<b>Prerequisites</b>	-
<b>Course Description</b>	This course is intended to provide an overview of the Bloomberg terminals and make the students autonomous in the learning of this tool.
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	
<b>Websites</b>	

#### STOCHASTICS CALCULUS APPLIED TO FINANCIAL MODELS

<b>Course Code</b>	MSC.FMIM2.FICOR.0031
<b>ECTS Credits</b>	<b>4</b>
<b>Course Leader</b>	GARCHERY, Guillaume-EXT
<b>Synchronous</b>	21
<b>Discipline</b>	Autre
<b>Program</b>	Financial Markets and Investments Sophia
<b>Prerequisites</b>	-
<b>Course Description</b>	-
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

## VBA 1: PRICING TECHNIQUES

<b>Course Code</b>	MSC.FMIM2.FICOR.0170
<b>ECTS Credits</b>	2
<b>Course Leader</b>	AMYUNI Tarek
<b>Synchronous</b>	15
<b>Discipline</b>	Autre
<b>Program</b>	Financial Markets and Investments Sophia
<b>Prerequisites</b>	VBA class
<b>Course Description</b>	The Same as VBA class but a step further, applied to a valuation project (options barrier pricing...)
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	Same as VBA Class.
<b>Websites</b>	

## PRESCHOOLING PYTHON1 PROGRAMMING FOR FINANCE

<b>Course Code</b>	MSc.FMIM2.FIELE.0147
<b>ECTS Credits</b>	0
<b>Course Leader</b>	AMYUNI Tarek
<b>Synchronous</b>	3
<b>Discipline</b>	Finance
<b>Program</b>	Financial Markets and Investments Sophia
<b>Prerequisites</b>	
<b>Course Description</b>	
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

## PYTHON 1 PROGRAMMING FOR FINANCE

<b>Course Code</b>	MSc.FMIM2.FIELE.0147
<b>ECTS Credits</b>	<b>2</b>
<b>Course Leader</b>	AMYUNI Tarek
<b>Synchronous</b>	12
<b>Discipline</b>	Autre
<b>Program</b>	Financial Markets and Investments Sophia
<b>Prerequisites</b>	No Prerequisite
<b>Course Description</b>	Learning of the foundations in Python programming, with applications to market finance.
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

## INTERNATIONAL MARKETING AND BUSINESS DEVELOPMENT

### CAREER MANAGEMENT 1

<b>Course Code</b>	MSC.TRCM2.OTCOR.0037
<b>ECTS Credits</b>	<b>0</b>
<b>Course Leader</b>	BIANCHI Stéphanie
<b>Synchronous</b>	2
<b>Discipline</b>	Stratégie, Innovation & Entrepreneuriat
<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	No
<b>Course Description</b>	<p>This course is managed by the Career Center. In order to validate this course, students have to:</p> <p>1 MANDATORY : Attend two workshops (1h30 each) on specific themes (1st workshop : the visibility of my profile according to my specialization &amp; 2nd workshop : How to pass the selection tests during recruitment ?) + EVALUATION</p> <p>2 NOT MANDATORY : Attend Career Events during the semester (date to be determined) organized by the career center of your campus</p> <p>MAIN CONTACTS FOR YOUR PROGRAM:</p> <p>LILLE: Audrey BEAUGRAND &amp; Feryel HOUSSEIN</p> <p>PARIS: Laura SINDONINO, Sophie Ripoché &amp; Janice M'BENGO (for International students)</p> <p>SOPHIA: Sylvie MARTINAUD, Anne DUFLOS (for International students)</p> <p>SUZHOU : April YANG</p>

	RALEIGH : Laura SCLAFANI BELO HORIZONTE : Geneviève POULINGUE
<b>Course Open to Exchange</b>	Belo /Fall;#Sophia /Fall;#Suzhou /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings :
<b>Websites</b>	under the YEP go and click on: Career Center -> Jobteaser -> SKEMA TOOLS

#### INTERNATIONAL BUSINESS DEVELOPMENT

<b>Course Code</b>	MSC.IMBM2.MKCOR.0077
<b>ECTS Credits</b>	5
<b>Course Leader</b>	MADUREIRA, Luis-EXT
<b>Synchronous</b>	24
<b>Discipline</b>	Stratégie, Innovation & Entrepreneuriat
<b>Program</b>	International Marketing and Business Development Sophia
<b>Prerequisites</b>	No prerequisites needed. Overall understanding of Marketing and Management will help students excel in the course.
<b>Course Description</b>	The course is organized as a sequence of lectures and case studies providing students with their first approach to internationalization. The course has four pillars. First, to challenge the paradigm of competition by emphasizing the need for cooperation in international settings. The second pillar is understanding the modes of internationalization; the different paths undertaken by companies that want to expand their businesses beyond the national frontier. The third element is an overview of how the organizational structure of a company must be adapted for handling international business. The last element is how to deal with local sensibilities and the importance of culture in the process of internationalization. This course will look closely at these four aspects of internationalization through concrete examples and case studies with a wide range of companies, sectors, and countries.
<b>Course Open to Exchange</b>	Belo /Fall;#Lille /Fall;#Sophia /Fall;#Suzhou /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	40
Continuous Assessment (%)	60
<b>Academic reference</b>	List of some references: 1. Introduction to IBD and Ecosystems Collinson, S., Narula, R., & Rugman, A. M. (2016). International

	<p>business. Pearson. (Chapter 1)</p> <p>Brandenburger, A.M. and Nalebuff, B.J., 2002. Use game theory to shape strategy. Strategy: critical perspectives on business and management, 4, p.260.</p> <p>Jacobides, M.G., Cennamo, C. and Gawer, A., 2018. Towards a theory of ecosystems. Strategic Management Journal.</p> <p>Moore, J.F., 1993. Predators and prey: a new ecology of competition. Harvard business review, 71(3), pp.75-86.</p> <p>Teece, D.J., 2007. Explicating dynamic capabilities: the nature and microfoundations of (sustainable) enterprise performance. Strategic management journal, 28(13), pp.1319-1350.</p> <p>2. Internationalization modes</p> <p>Collinson, S., Narula, R., &amp; Rugman, A. M. (2016). International business. Pearson. (Chapter 2)</p> <p>Ghemawat, P., 2001. Distance still matters. Harvard business review, 79(8), pp.137-147.</p> <p>3. Internationalization &amp; Culture:</p> <p>Collinson, S., Narula, R., &amp; Rugman, A. M. (2016). International business. Pearson. (Chapter 5)</p>
<b>Websites</b>	The links will be available on K2 (SKEMA's knowledge platform)

## MARKETING RESEARCH

<b>Course Code</b>	MSC.IMBM2.MKCOR.0057
<b>ECTS Credits</b>	4
<b>Course Leader</b>	SOSCIA Isabella
<b>Synchronous</b>	24
<b>Discipline</b>	Marketing
<b>Program</b>	International Marketing and Business Development Sophia
<b>Prerequisites</b>	Basic Marketing Course
<b>Course Description</b>	<p>The purpose of marketing research is to provide information for making better business decisions relevant for both international companies and small business (i.e. start up). In this course you will be introduced to different stages of the marketing research process. We will focus on qualitative and quantitative aspects of marketing research as it relates to business problems such as market segmentation, positioning, the definition of the communication mix, etc.</p> <p>To get straight to the point, the goals of the course are to:</p> <ol style="list-style-type: none"> <li>1) Understand the concepts and techniques required to conduct marketing research</li> <li>2) Apply this knowledge in real-world marketing research problems.</li> </ol>
<b>Course Open to Exchange</b>	Belo /Fall;#Lille /Fall;#Sophia /Fall;#Suzhou /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	50

Continuous Assessment (%)	50
<b>Academic reference</b>	Textbooks and References: Malhotra(2007). Marketing research: An applied orientation. Pearson Education Australia. Ryan, G. W., & Bernard, H. R. (2003). Techniques to identify themes. Field methods, 15(1), 85-109.
<b>Websites</b>	

#### NEW BUSINESS DEVELOPMENT: FROM IDEA TO MARKET

<b>Course Code</b>	MSC.IMBM2.MKCOR.0055
<b>ECTS Credits</b>	4
<b>Course Leader</b>	LIMA Marcos
<b>Synchronous</b>	24
<b>Discipline</b>	Stratégie, Innovation & Entrepreneuriat
<b>Program</b>	International Marketing and Business Development Sophia
<b>Prerequisites</b>	M1 Marketing
<b>Course Description</b>	<p>This courses will apply business model strategy and design-thinking as complementary approaches to developing an idea and taking it to market. While moving through the different stages, it will address issues of creativity, ideation, prototyping, seeking proof of concept and pitching ideas to potential investors. It will also explore ideas, models and frameworks relevant to developing creative and innovative learning environments using Knowledge Management principles.</p> <p>This kind of approach may be familiar to some, but as final-year master students, the teams involved will be expected to raise their game and show mastery and understanding of the various stages. There are a range of methods and tools available that must become an integral part of each student's 'toolbox'. And for that, it is not enough to know they are there - skilful application is key.</p> <p>In practical terms, the course will develop the skills needed to generate innovative ideas, test them and then present them with conviction. It will also use real-world innovation tools in the process.</p> <p>These are precisely the skills needed to thrive in an innovation economy.</p>
<b>Course Open to Exchange</b>	Belo /Fall;#Lille /Fall;#Sophia /Fall;#Suzhou /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	Osterwalder, A. and Pigneur, Y. (2010) Business Model Generation. Knapp, J et al. (2016). SPRINT: How to generate ideas and solve problems in just five days by Google Ventures. Liedtka, Jeanne (2013) Solving Problems with Design Thinking : Ten Stories of What Works. Columbia University Press.



	MIT Sloan Management Review (2019) When Innovation Moves at Digital Speed : Strategies and Tactics to Provoke, Sustain, and Defend Innovation in Today's Unsettled Markets.
<b>Websites</b>	

## STRATEGIC BRAND MANAGEMENT

<b>Course Code</b>	MSC.IMBM2.MKCOR.0058
<b>ECTS Credits</b>	5
<b>Course Leader</b>	SPIER Peter
<b>Synchronous</b>	30
<b>Discipline</b>	Marketing
<b>Program</b>	International Marketing and Business Development Sophia
<b>Prerequisites</b>	Intermediate marketing is essential Limits may apply to group sizes
<b>Course Description</b>	<p>Few would deny the importance of brands as valuable assets and a potential source of sustainable competitive advantage. Nestlé bought Rowntree (KitKat, After Eight) for almost three times its stock market value and 26 times its earnings. BMW bought the Mini not for the technology, but for the history and the associations. This value is created by the place occupied by the brands in the minds of customers: brand awareness, image, trust and reputation - all built up over many years - are the best guarantee of future cash flows. As one commentator puts it: products are created in the factory. Brands are created in the mind'. Brands provide a short cut for customers when making a purchasing decision, seeking to avoid risk and obtain value for money. Brands provide a relevant, exciting experience. Brands connote a certain life style, values or attitude. Brands can become objects of affection: Lovemarks, even. Buying a brand is an integral part of an individuals quest for identity and meaning.</p> <p>The course will balance theory and practical application, with considerable use of case studies and student project work. Students will learn how companies manage brand equity, clearly a major strategic issue. This course provides a comprehensive introduction to strategic brand management, covering such areas as the building of brand equity, brand identity, brand extension, brand portfolios etc. in national, regional and global markets. It will also address issues such as brand personality, emotional branding, brand communities and purpose-driven branding.</p>
<b>Course Open to Exchange</b>	Belo /Fall;#Lille /Fall;#Sophia /Fall;#Suzhou /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50

<b>Academic reference</b>	A full reading list will be provided on K2 learning platform along with a selection of reports, cases, and articles
<b>Websites</b>	The links will be available on K2 (SKEMA's knowledge platform)

#### AI & DATA ANALYTICS

<b>Course Code</b>	MSC.IMBM2.MKELE.0202
<b>ECTS Credits</b>	<b>3</b>
<b>Course Leader</b>	OLMEDILLAFERNANDEZ Maria
<b>Synchronous</b>	18
<b>Discipline</b>	Business Analytics, Data Science & AI
<b>Program</b>	International Marketing and Business Development Sophia
<b>Prerequisites</b>	A computer is necessary to pursue the course (not a tablet or similar)
<b>Course Description</b>	<p>This course is about giving an overview to the students without programming skills on what is Artificial Intelligence and how it can be used in fields such as Marketing or Business among others.</p> <p>This course also uncovers a role that the students could acquire at the end if they happen to work in a company using AI.</p> <p>The course is divided into two main phases, the first phase is about teaching an introduction to the concepts of AI, and the second phase is all practical based on several projects that do not require a programming background or skills.</p> <p>During the first part the students are taught what are the different applications of AI in marketing, the benefits of using AI in a company, different types of AI, what is Machine Learning, what is Deep Learning, etc.</p>
<b>Course Open to Exchange</b>	Belo /Fall;#Lille /Fall;#Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris, Sophia
<b>Evaluation</b>	
Final Examination (%)	30
Continuous Assessment (%)	70
<b>Academic reference</b>	<p>Slides with the lessons provided by the professor.</p> <p>Full access to the Microsoft tools (Power BI, Power Automate, and Azure) to be used during the course.</p>
<b>Websites</b>	The links will be available on K2 (SKEMA's knowledge platform)

#### COMPANY CHALLENGE

<b>Course Code</b>	MSC.IMBM2.OTELE.0026
<b>ECTS Credits</b>	<b>3</b>
<b>Course Leader</b>	SPIER Peter
<b>Synchronous</b>	18
<b>Discipline</b>	Stratégie, Innovation & Entrepreneuriat

<b>Program</b>	International Marketing and Business Development Sophia
<b>Prerequisites</b>	It is more than useful to have a decent level of French. Exchange students will be accepted after selection, and on understanding that their commitment to the project will be 100%
<b>Course Description</b>	Every year Auchan - the retailer - organizes a challenge in which a business school works together with a local Auchan store to address issues of importance for the retailer. The beauty of this is that students gain hands-on experience in dealing with those issues, with access to real data, in a real-life context. Invariably there will be opportunities to do market research with Auchan's clients. Students work in small teams of three and will present their findings to the stores executive board. The best teams will then present at the regional, and possibly national, level. Students will be coached by a teacher and accompanied by contacts in the company.
<b>Course Open to Exchange</b>	Lille /Fall;#Sophia /Fall
<b>Semester</b>	fall, spring
<b>Campus</b>	Lille, Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	Appropriate references will be provided once the topic has been defined
<b>Websites</b>	

#### COMPANY PROJECT

<b>Course Code</b>	MSC.IMBM2.MKCOR.0052
<b>ECTS Credits</b>	3
<b>Course Leader</b>	SPIER Peter
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	International Marketing and Business Development Sophia
<b>Prerequisites</b>	Intermediate marketing: The elective is aimed at students in the final year of the MSc IMBD. Only exchange students with a similar level of study in marketing will be accepted final year masters in marketing or a final-year marketing specialization for Bachelor students. In view of the need to be able to carry out market research, an operational level of French is necessary to be able to fully contribute to the project work.
<b>Course Description</b>	The aim of this elective is to provide an opportunity for students to work for and with companies. The companies will provide a brief and students will work in project groups on a consultancy basis. The kind of project will vary from company to company and year to year. It often involves market research of some kind. The partner companies will change each year, and both companies and briefs will be announced at the beginning of the semester. Projects will be allocated to teams by

	the teacher in charge. In real life you dont always get to choose! The course will begin with a presentation by the different companies and end with a presentation by the project teams to the relevant company. The project will take place over the semester and several coaching sessions will take place with the course leader. It is important to understand that this kind of project takes place largely outside of the classroom and requires full commitment. Anyone unable to commit fully should not choose this course.
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall, spring
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	The reading list of the IMBD market research course will cover the theoretical background needed, while depending on the project, those of other courses might come in useful
<b>Websites</b>	There will be a full reading list on the K2 platform along with a selection of reports, cases and articles where appropriate

#### E-COMMERCE

<b>Course Code</b>	MSC.IMBM2.MKELE.0064
<b>ECTS Credits</b>	<b>3</b>
<b>Course Leader</b>	SPIER Peter
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	International Marketing and Business Development Sophia
<b>Prerequisites</b>	None
<b>Course Description</b>	The course aims to give students an understanding of the basics of e-business strategy, especially focusing on e-commerce practicalities, but also on the key role of datamining and marketing.
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	A suggested reading list will be provided before the course
<b>Websites</b>	A list of links will be provided before the course

## INTRODUCTION TO PHOTOSHOP

<b>Course Code</b>	MSC.IMBM2.MKELE.0121
<b>ECTS Credits</b>	<b>3</b>
<b>Course Leader</b>	SPIER Peter
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	International Marketing and Business Development Sophia
<b>Prerequisites</b>	Intermediate marketing
<b>Course Description</b>	<p>This course provides students with a practical, hands-on introduction to the use of Photoshop, which is a tool used by marketers worldwide. The course will cover a range of applications.</p> <p>Photoshop is a powerful application for editing photos, graphics, and other images. This course will help get you started with Photoshop, and it will give you tips for getting the best results with your images.</p>
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	References for preparation and additional reading will be provided prior to the course
<b>Websites</b>	Suggestions for web sources will be provided during the course

## MOTIVATION AND WELL-BEING AT WORK

<b>Course Code</b>	MSC.IMBM2.MKELE.0217
<b>ECTS Credits</b>	<b>3</b>
<b>Course Leader</b>	DE ROECK Kenneth
<b>Synchronous</b>	15
<b>Discipline</b>	Autre
<b>Program</b>	International Marketing and Business Development Sophia
<b>Prerequisites</b>	None
<b>Course Description</b>	<p>This course is about people in organizations. In an increasingly globalized and competitive business environment, an organizations people can be a valuable source of sustained competitive advantage. It is thus critical to understand how employees attitudes and behaviors can contribute to an organizational success. In particular, employees happiness and sense of fulfillment at work, their physical and mental health, and overall well-being are key components of their motivation and commitment at work and as a result of their job performance, and other behaviors that have non-trivial consequences for the employing organizations well-being.</p> <p>Course material is grounded in decades of rigorous scholarly research,</p>

	<p>empirically-supported theories, established best practices, and recent insights from innovative work in the organizational behavior and management disciplines. An evidenced-based philosophy of practice guides the concepts, theories, and frameworks covered (and not covered!) in each class meeting and their accompanying applications in practice.</p> <p>This is a largely flipped-classroom and experiential course. In-class and online exercises and other course activities provide opportunities for students to apply course material to improve their self- and other-awareness, and inform their efforts to be mindful and intentional about how they lead and interact with others in work and non-work contexts. The course is designed to help students develop a foundation on which they can build a valuable set of interpersonal skills if, and only if, they're determined to do so. For most people, achieving meaningful improvements in collaboration, leadership, or other relational skills is hard work, and it requires ongoing practice. Nearly anyone who has invested significant time and energy to do so will tell you that it is definitely worth the effort.</p>
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	60
Continuous Assessment (%)	40
<b>Academic reference</b>	A full reading list will be provided on K2 learning platform along with a selection of reports, cases and articles
<b>Websites</b>	Links will be provided on the K2 course site

#### PERFECT PITCH

<b>Course Code</b>	MSC.IMBM2.MKELE.0050
<b>ECTS Credits</b>	3
<b>Course Leader</b>	FAURE Camille
<b>Synchronous</b>	18
<b>Discipline</b>	Marketing
<b>Program</b>	International Marketing and Business Development Sophia
<b>Prerequisites</b>	General marketing knowledge
<b>Course Description</b>	<p>This course will take you to the world of public speaking in the business environment. How to overcome stage fright, how to use efficiently your body on stage; How to create a strong connection with the audience using nonverbal communication: voice, inner rhythm, breathing, and eye contact. How to embody a specific status to increase your impact. You will learn about building a business pitch, how to build effective PowerPoint, how to use storytelling, and how to be a better listener. How to adapt to the audience and how to react positively to mistakes and unexpected situations</p>

<b>Course Open to Exchange</b>	Lille /Fall;#Sophia /Fall;#Suzhou /Spring
<b>Semester</b>	fall
<b>Campus</b>	Lille, Paris, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	40
Continuous Assessment (%)	60
<b>Academic reference</b>	<p>Nabla Leviste : (TedX) créativité immédiate l'importance de se détendre</p> <p>David Servan-Scheiber: Guérir, Le stress, l'anxiété et la dépression sans médicaments ni psychanalyse: coherence cardiaque</p> <p>Keith Johnstone IMPRO, Improvisation &amp; the Theater, Youtube Improv interviews , the suggestibles Improv company- Fear &amp; Risk About spontaneity &amp; originality - Dont do your best ( TedX) :</p> <p>Mark Jane Jeux et enjeux, la boîte à outils de l'improvisation théâtrale: Niveaux de tension</p> <p>Jean-Laurent Cochet : L'art et la technique du comédien</p> <p>Keith Johnstone IMPRO, Improvisation &amp; The Theater Status Improv interviews , the suggestibles Improv company: Status</p> <p>National Theater Youtube Channel The World of Comedia del Arte : Character Shape, Didi Hopkins</p> <p>Barbar McAfee: TedX The 5 element framework</p> <p>Wendy Leborgne : Ted X Vocal Branding Beyond Words: How Your Voice Shapes Your Communication Image</p> <p>Roger Love : TedX Is you voice ruining your life</p> <p>David J Philips: Ted X How to avoid death by powerpoint</p> <p>David Beckett best3minutes.com Youtube : How to give the perfect pitch? The Open-3 Close Pitch Canvas, The Pitch Canva</p> <p>Keith Johnstone : Impro for Storytellers</p> <p>Christian Vogler : The Heros Journey</p> <p>Sebastien Durand : Storytelling ré-enchanter votre communication Les 7 histoires qui font la différence</p> <p>Michelle Golden : TedX : The Elevator Pitch is out of order</p> <p>Mace Horoff TedX : If youve had sex, you know how to sell</p>
<b>Websites</b>	

## RESEARCH METHODS

<b>Course Code</b>	MSC.IMBM2.MKELE.0143
<b>ECTS Credits</b>	<b>3</b>
<b>Course Leader</b>	LIMA Marcos
<b>Synchronous</b>	18
<b>Discipline</b>	Management & Organisation
<b>Program</b>	International Marketing and Business Development Sophia
<b>Prerequisites</b>	Market Research, or courses delivery research methodologies (i.e., qualitative vs. quantitative methods). These courses can take place simultaneously with the Research Writing and Critical Thinking.

<b>Course Description</b>	1. Building connections between academic research and practical business activities by getting to know more about how we can use research to make better sense to business; 2. Helping you prepare your upcoming Master Thesis in terms of developing thesis topics and research questions, and better understand research methods; 3. Helping you master the essential skills useful for not only thesis writing, but also marketing consulting/research firms; 4. Helping you better understand marketing practices in a structured and logical way, and major areas of marketing research and/or marketing practices; 5. Helping you dramatically improve your skills in reading, writing, thinking, and public speech/presentation. 6. Helping you strategise your thesis design in order to use your thesis to better position yourself in the job market you are interested in
<b>Course Open to Exchange</b>	Lille /Fall;#Sophia /Fall;#Suzhou /Fall
<b>Semester</b>	fall
<b>Campus</b>	Lille, Paris, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	Saunders M., Lewis P., Thornhill A. (2016), "Research methods for business students", Pearson.
<b>Websites</b>	On research topics and questions: <a href="http://www.msi.org">www.msi.org</a> On writing a literature review: <a href="http://www.lib.ncsu.edu/tutorials/litreview/">http://www.lib.ncsu.edu/tutorials/litreview/</a> On citing your references: <a href="http://fr.slideshare.net/comahovadak/harvard-referencing-2011">http://fr.slideshare.net/comahovadak/harvard-referencing-2011</a> On quoting and paraphrasing: <a href="http://owl.english.purdue.edu/owl/resource/563/1/">http://owl.english.purdue.edu/owl/resource/563/1/</a> Paraphrasing guidelines : <a href="http://owl.english.purdue.edu/owl/resource/619/1/">http://owl.english.purdue.edu/owl/resource/619/1/</a> Paraphrasing exercise: <a href="http://owl.english.purdue.edu/owl/resource/619/02/">http://owl.english.purdue.edu/owl/resource/619/02/</a>

## SUSTAINABLE DESIGN

<b>Course Code</b>	MSC.IMBM2.MKELE.0222
<b>ECTS Credits</b>	3
<b>Course Leader</b>	SPIER Peter
<b>Synchronous</b>	18
<b>Discipline</b>	Marketing
<b>Program</b>	International Marketing and Business Development Sophia
<b>Prerequisites</b>	None
<b>Course Description</b>	Using an approach rooted in design thinking, this course challenges students to consider the complexity of sustainable design



	This module presents an introduction into Sustainable Design and considers the practical application of the 17 Sustainable Development Goals within the business environment beyond the obvious baseline of SCP (sustainable consumption and production). The theory presents the history and development of this field. The application of Design to ever expanding domains, and the urgent movement towards embedding sustainability within our lives.
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	To be provided on K2
<b>Websites</b>	

#### USING LEGO SERIOUS PLAY TO ENHANCE CREATIVITY

<b>Course Code</b>	MSC.IMBM2.MKELE.0127
<b>ECTS Credits</b>	<b>3</b>
<b>Course Leader</b>	SPIER Peter
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	International Marketing and Business Development Sophia
<b>Prerequisites</b>	This course can only be organized in small groups. Numbers will therefore be limited and some selection is likely.
<b>Course Description</b>	<p>Lego Serious Play is a method developed with Lego to help groups address serious issues through play. It has a range of applications, including creating new concepts, addressing strategic issues, dealing with group dynamics. It is not the only 'serious play' method available, but it has become a point of reference. The method involves 'thinking with your hands' by building first and talking afterwards. It allows participants to use metaphor and storytelling to tease out meaning and build shared stories or understanding. As such, it is an excellent way of stimulating creativity and 'out-of-the-box' thinking.</p> <p>This course will introduce students to the method in a very 'hands-on' sort of way, using a series of workshops to address a range of different kinds of issue. At the same time we will explore the theoretical grounding of the method and compare it with other approaches that are often used.</p> <p>There is quite a lot of positive buzz around Lego Serious Play, and if nothing else a mention of it will attract attention on a CV. But much more than that, this will provide a forum for thinking about how group sessions and focus groups can be managed, and to explore how meaning and insight can emerge from this kind of activity.</p>

<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

#### UX DESIGN AND USABILITY

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

## LUXURY AND FASHION MANAGEMENT

### CAREER MANAGEMENT 1

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

## DESIGN AND INNOVATION

<b>Course Code</b>	MSC.LFMM2.MKCOR.0018
<b>ECTS Credits</b>	<b>4</b>
<b>Course Leader</b>	COSTE-MANIERE Ivan
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	Luxury and Fashion Management
<b>Prerequisites</b>	None
<b>Course Description</b>	<p>Introduction to Design  Roots and history  Aims, goals and different jobs in design  creatives methodologies  Initiation to Design Management  - Brands strategies Definitions  - Defining and creating and elaborating a Brand Book  - Defining a creative concept</p> <p>To be able to understand the importance of Design in life and business, especially its impact on luxury and fashion goods. Co-Relate the perceived value of goods through the lens of Design. Impact and relevance of Design starting from product design to service design to experience design to packaging design to digital design and future design !</p>
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	<p>Lectures obligatoires / Required readings :  Claude Levi-Strauss, Anthropologie structurale, Pocket, 2003  Kotler Philip, Dubois Bernard, Delphine Manceau, Marketing Management, Pearson Education, 2004  Ferdinand de Saussure, Cours de linguistique générale, editions Payot 1995</p> <p>Lectures Recommandées / Recommended readings :  Porter Michael, Avantage concurrentiel, Paris, Dunod, 1999  Cooper Rachel and Mike Press, The Design Agenda, Chichester, John Wiley &amp; Sons Ltd, 1995  Sun Tzu, L'Art de la guerre, Flammarion, 1999</p>
<b>Websites</b>	

## FASHION AND BRAND MANAGEMENT

<b>Course Code</b>	MSC.LFMM2.MKCOR.0021
<b>ECTS Credits</b>	<b>4</b>
<b>Course Leader</b>	HOFFMANN Jonas

<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	Luxury and Fashion Management
<b>Prerequisites</b>	None
<b>Course Description</b>	Managing luxury or fashion brand is not the same as managing a consumer goods one, the specificities of that brand management are huge and make from the luxury brand management a specific exercise. The objective of this course is to aware students to this and to provide them a clear view on the subjects of brands: from brand equity, strategic brand management process and brand identity. The lectures will lay a stress on all the specificities of the fashion and luxury worlds from the products characteristics to consumer behaviour, issues faced in each sectors and all the macroeconomics trends
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	Lectures obligatoires / Required readings : The Luxury Strategy: Break the rules of Marketing to build luxury brands Jean-Noel Kapferer and Vincent Bastien Editions KoganLuxury Brand Management -A world of privilege Michel Chevalier et Gérard Mazzalovo Editions Wiley Lectures Recommandées / Recommended readings : Luxe & Co Dana Thomas Editions Les Arènes Strategic Brand Management Kevin Lane Keller Editions Pearsons Luxury World: Past, present and future of luxury brands Mark Tungate Editions Kogan
<b>Websites</b>	

#### GLOBAL LUXURY & FASHION

<b>Course Code</b>	MSC.TRCM2.FICOR.0001
<b>ECTS Credits</b>	3
<b>Course Leader</b>	POISSON, Jérôme-EXT
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	Luxury and Fashion Management
<b>Prerequisites</b>	-

<b>Course Description</b>	-The course provides a wide understanding of the global luxury brand management and marketing environments, global markets, and marketing programs. Specific and fashion ic topics include a) definition of luxury with identification and understanding of global luxury brands; b) global luxury brand management and marketing, with emphasis on brand equity, brand loyalty, brand extension, and intellectual property; c) opportunities and challenges for luxury brands; and d) creation and management of global luxury brand programs. More specific cases (wines and spirits, Nike) will be taught by professionals
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	-
<b>Websites</b>	-

#### INTEGRATED LUXURY AND FASHION COMMUNICATION

<b>Course Code</b>	MSC.LFMM2.MKCOR.0020
<b>ECTS Credits</b>	5
<b>Course Leader</b>	COSTE-MANIERE Ivan
<b>Synchronous</b>	30
<b>Discipline</b>	Autre
<b>Program</b>	Luxury and Fashion Management
<b>Prerequisites</b>	None
<b>Course Description</b>	This specialization seeks to give students showing financial or marketing backgrounds the opportunity to enhance their knowledge in the luxury world, maybe one the fastest moving ones. The main aim is to acquire the skills enabling students to evolve in the innovation-driven and polycultural environment of global luxury companies and holdings.
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	Lectures obligatoires / Required readings : To be given during the lectures Lectures Recommandées / Recommended readings :

<b>Websites</b>	
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#### INTERNATIONAL MARKETING STRATEGIES FOR LUXURY AND FASHION GOODS

<b>Course Code</b>	MSC.LFMM2.MKCOR.0017
<b>ECTS Credits</b>	<b>3</b>
<b>Course Leader</b>	HOFFMANN Jonas
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	Luxury and Fashion Management
<b>Prerequisites</b>	None
<b>Course Description</b>	<p>The International Marketing Strategies for Luxury and Fashion Goods provides students with a clear understanding of key global business issues and trends surrounding international marketing strategies for luxury and fashion goods today as well as providing a comprehensive framework for taking marketing strategy decisions. Specifically, students will learn how to develop cultural innovations and cultural strategies. Cases studies illustrate the topics above with a focus in the markets of Europe, US, China and Brazil.</p> <p>The International Marketing Strategies for Luxury and Fashion Goods provides a comprehensive framework for taking international - marketing - strategy decisions. It first defines key luxury concepts: historic luxury &amp; fashion evolution; desire vs need; luxury as deviation; luxury vs FMCG. We then take socio-ecological strategy lenses (Hoffmann, Ramirez &amp; Lecamp, 2018) to understand how actors need to navigate the macro (contextual environment), meso (ecosystem) and micro (value creating system) levels to develop robust networked strategy (Ramirez &amp; Mannervik, 2016; Vargo &amp; Lusch, 2004).</p> <p>Multiple cases and examples from fashion and luxury are presented to highlight key concepts (Hoffmann &amp; Lecamp, 2015; Hoffmann &amp; Coste-Manière, 2012, 2013). I take an action-learning approach linking scholarship with practice, aiming to bring live cases to the class-room and understand critical ongoing issues faced by luxury actors (eg. digitization, influencer, sustainability, transparency, inclusivity, geopolitical tensions).</p>
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	<p>Lectures obligatoires / Required readings :</p> <p>Hoffmann &amp; Coste (2013), Global Luxury Trends, London: Palgrave-Macmillan.</p> <p>Hoffmann &amp; Coste (2012), Luxury Strategy in Action, London: Palgrave-Macmillan.</p>

	<p>Sempels &amp; Hoffmann (2013), Sustainable Innovation Strategy, London: Palgrave-Macmillan.</p> <p>Holt &amp; Cameron (2010), Cultural Strategy, Oxford: OUP.</p> <p>Lectures Recommandées / Recommended readings :</p> <p>Kapferer &amp; Bastien (2008 or 2012), The Luxury Strategy: Break the Rules of Marketing to Build Luxury Brands, Kogan Page</p> <p>Chevalier &amp; Mazzalovo (2008), The Luxury Strategy: Break the Rules of Marketing to Build Luxury Brands, Wiley</p> <p>Okonkwo, U. (2007), Luxury Fashion Branding: Trends, Tactics, Techniques, Palgrave-Macmillan</p> <p>Okonkwo, U. (2008), Luxury Online: Styles, Systems, Strategies, Palgrave-Macmillan</p> <p>Michel Chevalier et Michel Gutsatz (2012), Luxury Retail Management: How the World's Top Brands Provide Quality Product and Service Support, Wiley</p> <p>Radha Chadha and Paul Husband (2008), The Cult of the Luxury Brand: Inside Asia's Love Affair With Luxury, Nicholas Brealey</p> <p>Michel Chevalier and Pierre Xiao Lu (2009), Luxury China: Market Opportunities and Potential, Wiley</p> <p>Pierre Xiao Lu (2008), Elite China: Luxury Consumer Behavior in China, Wiley</p> <p>Manfredi Ricca et Rebecca Robins (2012), Meta-luxury: Brands and the Culture of Excellence, Wiley</p> <p>Dana Thomas (2008), Deluxe: How Luxury Lost Its Luster, Penguin</p> <p>Christian Blanckaert, Luxe, Paris: Cherche-Midi.</p>
<b>Websites</b>	

#### REGULATORY ISSUES IN THE LUXURY INDUSTRY

<b>Course Code</b>	MSC.LFMM2.MKELE.0023
<b>ECTS Credits</b>	<b>4</b>
<b>Course Leader</b>	DALLOZ Marc
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	Luxury and Fashion Management
<b>Prerequisites</b>	None
<b>Course Description</b>	<p>Premiums and promotions are constantly used by all major mail order companies</p> <p>Licensing is used by all major brands around the world</p>
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50



<b>Academic reference</b>	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings : Indicated by the teacher: <a href="http://www.wipo.org">www.wipo.org</a>
<b>Websites</b>	

#### RETAIL AND LUXURY ANALYTICS IN CURENT CONTEXT

<b>Course Code</b>	MSC.LFMM2.MKCOR.0102
<b>ECTS Credits</b>	3
<b>Course Leader</b>	DEMARIN, Federico-EXT
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	Luxury and Fashion Management
<b>Prerequisites</b>	-None
<b>Course Description</b>	-This specialization seeks to give students showing financial or marketing backgrounds the opportunity to enhance their knowledge in the luxury world, maybe one the fastest moving ones especially when dealing with the various retail activities. The main aim is to acquire the skills enabling students to evolve in the innovation-driven and polycultural environment of global luxury companies and holdings. These lectures are providing a broad and wide scope of knowledge to be twinned with some Finance and Accounting courses. They enable participants to have a precise understanding of the long way from the germination of the idea to the final operational margin in different fields: mobile high-end phones or cars, street wear, perfume, gemstones and jewellery and watches, leather goods depending on the choice of specific distributions. Additional lecturers might be joining.
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	-
<b>Websites</b>	-

#### STATE OF THE ART IN FASHION AND LUXURY

<b>Course Code</b>	MSC.LFMM2.MKCOR.0022
<b>ECTS Credits</b>	<b>3</b>
<b>Course Leader</b>	COSTE-MANIERE Ivan
<b>Synchronous</b>	18
<b>Discipline</b>	Autre

<b>Program</b>	Luxury and Fashion Management
<b>Prerequisites</b>	None. This course is devoted to students joining the MSc Luxury & Fashion Management as they are willing to work in the marketing, branding, artistic, international fields, and need an average background level.
<b>Course Description</b>	This specialization seeks to give students showing financial or marketing backgrounds the opportunity to enhance their knowledges in the luxury world, maybe one the fastest moving ones. The main aim is to acquire the skills enabeling students to evolve in the innovation-driven and polycultural environment of global luxury companies and holdings.
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	<p>Lectures obligatoires / Required readings :</p> <p>Let Them Eat Cake: Marketing Luxury To The Masses -- As Well As The Classes (janvier 2005) de Pamela N. Danziger</p> <p>Trading Up: Why Consumers Want New Luxury Goods... And How Companies Create Them (janvier 2005) de Michael Silverstein, et al -- Relié</p> <p>Lectures Recommandées / Recommended readings :</p>
<b>Websites</b>	

## SPORT, EVENT AND TOURISM MANAGEMENT

### CAREER MANAGEMENT 1

<b>Course Code</b>	MSC.TRCM2.OTCOR.0037
<b>ECTS Credits</b>	1
<b>Course Leader</b>	BIANCHI Stéphanie
<b>Synchronous</b>	2
<b>Discipline</b>	Stratégie, Innovation & Entrepreneuriat
<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	No
<b>Course Description</b>	<p>This course is managed by the Career Center. In order to validate this course, students have to:</p> <p>1 MANDATORY : Attend two workshops (1h30 each) on specific themes (1st workshop : the visibility of my profile according to my specialization &amp; 2nd workshop : How to pass the selection tests during recruitment ?) + EVALUATION</p> <p>2 NOT MANDATORY : Attend Career Events during the semester (date to be determined) organized by the career center of your campus</p>

	<b>MAIN CONTACTS FOR YOUR PROGRAM:</b> LILLE: Audrey BEAUGRAND & Feryel HOUSSEIN PARIS: Laura SINDONINO, Sophie Ripoche & Janice M'BENGO (for International students) SOPHIA: Sylvie MARTINAUD, Anne DUFLOS (for International students) SUZHOU : April YANG RALEIGH : Laura SCLAFANI BELO HORIZONTE : Geneviève POULINGUE
<b>Course Open to Exchange</b>	Belo /Fall;#Sophia /Fall;#Suzhou /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings :
<b>Websites</b>	under the YEP go and click on: Career Center -> Jobteaser -> SKEMA TOOLS

#### COMPANY PROJECTS 1

<b>Course Code</b>	MSC.SEMM2.MKCOR.0123
<b>ECTS Credits</b>	4
<b>Course Leader</b>	WARD-PERKINS, David-EXT
<b>Synchronous</b>	24
<b>Discipline</b>	Management & Organisation
<b>Program</b>	Sport, Event and Tourism Management
<b>Prerequisites</b>	For SEMTM only
<b>Course Description</b>	All students will undertake projects on behalf of third parties: organisations or companies working in the fields of sport management, events or tourism, delivering work to high professional standards. The course will also help students define their career objectives.
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	40
Continuous Assessment (%)	60
<b>Academic reference</b>	Howitt, D., & Cramer, D. (2005). An introduction to statistics in psychology. Pearson education. Langdridge, D., & Hagger-Johnson, G. (2009). Introduction to research methods and data analysis in psychology. Pearson Education. Mertens, D. M. (2014). Research and Evaluation in Education and Psychology: Integrating Diversity With Quantitative, Qualitative, and Mixed Methods: Integrating Diversity with Quantitative, Qualitative,

	and Mixed Methods. Sage Publications. Myers, D.G. (2011). Psychology (10th edition). New York: Worth Publishers. Searle, A. (2002). Introducing research and data in psychology: A guide to methods and analysis. Routledge
<b>Websites</b>	

## DESTINATION MANAGEMENT

<b>Course Code</b>	MSC.SEMM2.MKCOR.0109
<b>ECTS Credits</b>	2
<b>Course Leader</b>	LANZA, Sophie-EXT
<b>Synchronous</b>	15
<b>Discipline</b>	Management des Opérations
<b>Program</b>	Sport, Event and Tourism Management
<b>Prerequisites</b>	This course is for all SETM students, including, for exchange students. There are no specific prerequisites except for a strong interest in tourism marketing
<b>Course Description</b>	Destinations face a highly competitive environment in both their leisure and business tourism marketing. Students will investigate how destinations operate and market themselves and will gain an understanding of the current behavioural and economic trends that affect destinations as well as an overview of destination branding practices. The course covers many aspects of destination management, notably stakeholder liaison.
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	70
Continuous Assessment (%)	30
<b>Academic reference</b>	Lectures obligatoires / Required readings : Required reading will be posted on SKEMA's e-learning platform by the lecturer Lectures Recommandées / Recommended readings : UNWTO/ETC Handbook on Tourism Destinations Branding
<b>Websites</b>	Destinationmarketing.org Europeancitiesmarketing.com Breaktheicemedia.com/5-top-tourism-campaigns-of-2019/

## FINANCIAL MANAGEMENT

<b>Course Code</b>	MSC.SEMM2.MKCOR.0121
<b>ECTS Credits</b>	3

<b>Course Leader</b>	MORIN, Emmanuelle-EXT
<b>Synchronous</b>	15
<b>Discipline</b>	Finance
<b>Program</b>	Sport, Event and Tourism Management
<b>Prerequisites</b>	No specific prerequisites
<b>Course Description</b>	<p>This course covers key principles of finance that are necessary to understand in order to carry out the financial analysis that justifies business decision-making.</p> <p>Whatever task you would like to see yourself assigned with as a member of a business organisation, you will always, as a member of a management team, feel the need for mastering or, at the very least, having a good knowledge of financial tools that allow to apprehend serenely the decision-making process.</p> <p>Understanding finance is crucial to anticipating market trends, raising funds for business projects, or deciding to invest in the most promising companies by analysing their performance indicators. You can only make decisions if you understand the meaning of these indicators and know where to find them.</p> <p>The Financial Decision-making programme will provide you with all the necessary tools to read and understand financial data usually jealously guarded to protect the knowledge advantage of a select few such as balance sheets, financial statements, cash flow statements and any other financial information that can guide you through such process.</p> <p>NB: This is a joint course between tourism and event students</p>
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	Required reading will be posted on SKEMA's e-learning platform by the lecturer
<b>Websites</b>	

#### PROFESSIONAL EVENTS: AN INTERNATIONAL PERSPECTIVE

<b>Course Code</b>	MSC.SEMM2.MKCOR.0124
<b>ECTS Credits</b>	4
<b>Course Leader</b>	BREGAND, Héliéna-EXT
<b>Synchronous</b>	24
<b>Discipline</b>	Management & Organisation
<b>Program</b>	Sport, Event and Tourism Management
<b>Prerequisites</b>	A short reading list, that will be sent to the students in advance of the course

<b>Course Description</b>	This course provides an overview of the professional events industry and its ecosystems. Students will acquire a basic understanding of how these complex industries operate; which will be an essential requirement for following the SEMTM programme.
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	Students are strongly advised to have read books and other material relating to the tourism and events industries. These may include: - Conferences and conventions by Tony Rogers. ISBN 0415526698 - Understanding Tourism by S.Medlik. ISBN 1138130944 - Travel and Tourism Coursebook by Sue Stewart. ISBN 1316600637 - The Oxford Dictionary of Tourism and Travel.
<b>Websites</b>	Students should be regularly consulting online articles and blogs on events and tourism, subscribing to newsletters and attending webinars.

#### THE BUSINESS AND MANAGEMENT OF TOURISM. PART 1

<b>Course Code</b>	MSC.SEMM2.MKCOR.0105
<b>ECTS Credits</b>	4
<b>Course Leader</b>	THOMAS, Frédéric-EXT
<b>Synchronous</b>	24
<b>Discipline</b>	Management & Organisation
<b>Program</b>	Sport, Event and Tourism Management
<b>Prerequisites</b>	No specific prerequisites are necessary, except for a strong interest in the business of tourism. Basic knowledge of Microeconomics is helpful.
<b>Course Description</b>	he course will enable students to understand the process and value of tourism policy development, the associated role of the private sector and the policy options for positively impacting the attractiveness of a destination or event.
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	60
Continuous Assessment (%)	40
<b>Academic reference</b>	Lectures Recommandées / Recommended readings : ALMEIDA-GARCIA, F. (2017), Analysis of tourism policy in a developing country: the case of Morocco in Journal of Policy Research in Tourism,

	Leisure and Events, Dwyer, L., P. Forsyth and W. Dwyer (2010) Tourism Economics and Policy, Channel View Publications, Clevedon, UK OCDE (2020), OECD Tourism Trends and Policies 2020, Éditions OCDE, Paris, Velasco, M. (2017). Tourism Policy. In Global Encyclopedia of Public Administration, Public Policy, and Governance, Springer International Publishing
<b>Websites</b>	

#### THE GLOBAL BUSINESS OF SPORT

<b>Course Code</b>	MSC.SEMM2.PMCOR.0061
<b>ECTS Credits</b>	<b>4</b>
<b>Course Leader</b>	CHADWICK Simon
<b>Synchronous</b>	0
<b>Discipline</b>	Management & Organisation
<b>Program</b>	Sport, Event and Tourism Management
<b>Prerequisites</b>	No particular prerequisites
<b>Course Description</b>	This course is a global and international overview of sports event management, from top to bottom, covering, on the one hand, the international universe of sports, with all its stakeholders and participants; down to the most local of organisations; identifying at every level the key management issues. The course is run seminar-style, making use of multiple practical examples, inviting guest speaker from the rich and varied world of sports management.
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

#### BUDGETING AND PLANNING

<b>Course Code</b>	MSC.SEMM2.FIELE.0001
<b>ECTS Credits</b>	<b>2</b>
<b>Course Leader</b>	MORIN, Emmanuelle-EXT
<b>Synchronous</b>	12
<b>Discipline</b>	Finance

<b>Program</b>	Sport, Event and Tourism Management
<b>Prerequisites</b>	No specific prerequisites
<b>Course Description</b>	The course addresses those concepts that enable students to become effective managers in the events and tourism industry, including accounting techniques used to control costs and profits and an ability to draw up and/or understand Profit and Loss Statements as well as operational budgets, as well as an appreciation of sponsorship management.
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	Required reading will be posted on SKEMA's e-learning platform by the lecturer.
<b>Websites</b>	

#### EVENT PROGRAM MANAGEMENT

<b>Course Code</b>	MSC.SEMM2.PMELE.0001
<b>ECTS Credits</b>	2
<b>Course Leader</b>	WARD-PERKINS David
<b>Synchronous</b>	12
<b>Discipline</b>	Management & Organisation
<b>Program</b>	Sport, Event and Tourism Management
<b>Prerequisites</b>	A basic understanding of the nature of business events, which student will receive in the first semester of the SEMTM MSc.
<b>Course Description</b>	From the planning to the happening stages, event organisation needs clear paths along which to proceed. The course will specifically address the realities of event program management (including conceptualization, content creation and implementation), hotel, registration and catering management, problem solving and decision making. It also highlights the importance of cross-cultural skills and showcases crisis management strategies. The course is based on MPI (Meeting Professionals International) material and licenses are paid to MPI by SKEMA for participating students.
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	40
Continuous Assessment (%)	60



<b>Academic reference</b>	Required reading will be posted on SKEMA's e-learning platform by the lecturer. Recommended reading : Shone, A. and Parry, B., Successful Event Management : A Practical Handbook, Fourth Edition, Cengage Learning, Andover
<b>Websites</b>	<a href="http://www.themeetingsindustry.org">http://www.themeetingsindustry.org</a> <a href="http://www.mpiweb.org/">http://www.mpiweb.org/</a> <a href="http://www.iccaworld.com/">http://www.iccaworld.com/</a>

#### FROM PRODUCT TO EXPERIENCE IN TOURISM

<b>Course Code</b>	MSC.SEMM2.PMELE.0004
<b>ECTS Credits</b>	2
<b>Course Leader</b>	WARD-PERKINS, David-EXT
<b>Synchronous</b>	12
<b>Discipline</b>	Management & Organisation
<b>Program</b>	Sport, Event and Tourism Management
<b>Prerequisites</b>	No particular prerequisites
<b>Course Description</b>	In the 20th century, the priority of tourism destinations was to create products that were attractive to visitors : places to visit, things to see and do. An important shift in visitor behaviour is that consumers are rather looking for quality experiences than things to do. This course analyses these new consumer patterns and explores how destinations are responding to emerging visitor demands and expectations. The course is based on practical example, with input from tourism professionals and creative exercises in experience-building.
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

#### HOTEL BUSINESS MODELS

<b>Course Code</b>	MSC.SEMM2.MKELE.0131
<b>ECTS Credits</b>	2
<b>Course Leader</b>	FRACCHIA, Carole-EXT
<b>Synchronous</b>	12
<b>Discipline</b>	Marketing
<b>Program</b>	Sport, Event and Tourism Management

<b>Prerequisites</b>	No specific prerequisite
<b>Course Description</b>	This short course provides an overview of the different models of hospitality, including emerging models, whether independent or within chains. It also resents the different affiliations available to a hotel: Chain; Parent Company; Management Company; Owner; Asset Management Company; "Soft Brands" It briefly introduces the metrics used by the Hotel Industry
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	Required reading will be posted on SKEMA's e-learning platform by the lecturer
<b>Websites</b>	

#### LEAGUES, COMPETITIONS AND TOURNAMENTS

<b>Course Code</b>	MSC.SEMM2.PMELE.0005
<b>ECTS Credits</b>	<b>2</b>
<b>Course Leader</b>	CHADWICK Simon
<b>Synchronous</b>	12
<b>Discipline</b>	Management & Organisation
<b>Program</b>	Sport, Event and Tourism Management
<b>Prerequisites</b>	No particular prerequisites
<b>Course Description</b>	This course explores the way sporting events are structured, both at an international and at a local level, covering a very wide range of different sporting disciplines.
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

## MANAGING RIGHTS IN SPORTS AND ENTERTAINMENT

<b>Course Code</b>	MSC.SEMM2.PMELE.0006
<b>ECTS Credits</b>	<b>2</b>
<b>Course Leader</b>	CHADWICK Simon
<b>Synchronous</b>	12
<b>Discipline</b>	Management & Organisation
<b>Program</b>	Sport, Event and Tourism Management
<b>Prerequisites</b>	No particular prerequisites
<b>Course Description</b>	For any form of entertainment or cultural activity, the question of rights is central and critical. This course covers the key principles, whether for music, entertainment or sport. The students will acquire a good understanding of the key issues, also of the strategies typically employed to protect intangible assets and to exploit them effectively.
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

## SCENARIO PLANNING IN EVENTS & TOURISM

<b>Course Code</b>	MSC.SEMM2.MKELE.0132
<b>ECTS Credits</b>	<b>2</b>
<b>Course Leader</b>	WARD-PERKINS, David-EXT
<b>Synchronous</b>	12
<b>Discipline</b>	Management & Organisation
<b>Program</b>	Sport, Event and Tourism Management
<b>Prerequisites</b>	No specific prerequisite, except for an active interest in tourism and event management
<b>Course Description</b>	Scenario planning examines what long-term changes (over the next 20 years) might occur in the tourism and event industries to understand the effect these changes might have. This method anticipates the future, identifying uncertainties and their consequences. Different scenarios address potential developments and their expected impact on tourism and event businesses, institutions and destinations, which can use this information to create policies and design strategies.
<b>Course Open to Exchange</b>	Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Sophia
<b>Evaluation</b>	

Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	Required reading will be posted on SKEMA's e-learning platform by the lecturer
Websites	

#### THE PCO BUSINESS

Course Code	MSC.SEMM2.MKELE.0134
ECTS Credits	2
Course Leader	CHAUDANSON, Sandra-EXT
Synchronous	12
Discipline	Management des Opérations
Program	Sport, Event and Tourism Management
Prerequisites	No special prerequisites, except for an interest in international event management.
Course Description	Professional Conference Organisers are specialists in managing large business events for which the event owner (an association, a company or government department) have contracted the PCO to take responsibility for programme and content development, marketing, delegate services, sourcing of venue and of accommodation. The course explains these multiple key activities and revenue streams, as well as introducing the concept of Association Management.
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	Required reading will be posted on SKEMA's e-learning platform by the lecturer
Websites	