



Course Catalogue
Master Programmes
Incoming Exchange Students
Sophia Antipolis Campus
Spring 2024

Dear Exchange Students,

Welcome to SKEMA Business School!

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

Please read these instructions carefully:

- 1) Students are required to choose **one program** and follow the courses within that one program. It is not possible to mix and match courses from different programs due to frequent scheduling clashes.
- 2) **Pay attention to the pre-requisites!** We have highlighted the pre-requisites for courses **in red**. It is the student's responsibility to ensure he/she has the required academic background to successfully follow the courses.
- 3) **Special Note for Corporate Financial Management:** all students must have the required pre-requisites.
- 4) **Attention! The Sport Event and Tourism Management Program** requires students to have an academic background in tourism or work experience in the industry (hotel, travel agency, caterer, tourism office, airline company, meeting planner, etc.).
- 5) Courses within the catalogue are subject to slight changes.
- 6) There is a maximum number of seats available per course.

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M1 COURSES

CAREER MANAGEMENT (SPRING)

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

CORPORATE SOCIAL RESPONSIBILITY

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

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

DESIGN THINKING SEMINAR

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

ENTREPRENEURSHIP

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

ESSENTIAL NEGOTIATION SKILLS

Course Code	PGE.FINM1.HRCOR.0351
ECTS Credits	2
Course Leader	SPIER Peter
Synchronous	24
Discipline	Autre
Program	M1 GBE France
Prerequisites	NONE
Course Description	'Par ma foi ! il y a plus de quarante ans que je dis de la prose sans que j'en susse rien' (My faith!! have been speaking prose for forty years without knowing it), observes Molière's 'Bourgeois gentilhomme'. The same could be said of negotiation. We all do it, whether we realize it or not, and a great deal can be gained from learning to do it better. This skill will be paramount for careers in sales, key account management, purchasing, business development.. but it is also key in teamwork, conflict management, relationship building and a myriad other situations involving interaction between two or more parties. The list of different negotiation situations we might encounter is endless and varied: buying a souvenir, a car, an apartment; deciding on a holiday destination or a new sofa with your partner; asking your neighbour to turn down the stereo or look after your cat; negotiating a new deal with a supplier or a client; setting up an agreement with a new distributor or agent... As a means of reaching agreement and navigating differences, it is an essential tool for living and

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

INTERNATIONAL FINANCE

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

INTERNATIONAL MARKETING

Course Code	PGE.FINM1.MKCOR.0413
ECTS Credits	3
Course Leader	CASTILHOS Rodrigo
Synchronous	18
Discipline	Autre
Program	M1 GBE France
Prerequisites	none
Course Description	Today's highly globalized economy imposes several challenges for firms. Cultural, economic, competitive, regulatory, and infrastructural particularities of regions and countries fundamentally affect the ways in which companies conceive and implement their international presence worldwide. This course provides state-of-art foundations and tools to (1) critically analyze the globalized marketplace and international consumers, (2) identify country-specific opportunities for doing business internationally, (3) devise marketing strategies for successfully competing in international markets, (4) critically understand how firms can leverage Artificial Intelligence in International Marketing, and (5) critically understand the role of transnational firms as drivers of sustainable development
Course Open to Exchange	Belo /Spring;#Paris /Spring;#Raleigh /Spring;#Sophia /Spring;#Suzhou /Spring
Semester	spring
Campus	Autre / Other, Belo Horizonte, Lille, Paris, Raleigh, Sophia, Stellenbosch-Le Cap, Suzhou
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	
Websites	

LANGUAGE: FRENCH ADVANCED SPRING (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4338
ECTS Credits	2
Course Leader	DURANTON Hélène
Synchronous	24
Discipline	Autre
Program	M1 GBE France
Prerequisites	There are no pre-requisites for this course.

Course Description	This course is designed for students who have an advanced knowledge of French (students who have successfully passed the Intermediate (B1) course or who have 300+ hours of prior study). Students will enhance their ability to use French in the four skills (speaking, listening, reading and writing) in diverse and complex work and social contexts. Students will further enhance their understanding and writing of French in complex texts. By the end of this course, students will be able to communicate in a range of social and professional situations at an advanced level. The course aims to prepare students for a period of study or work abroad by further consolidating cultural awareness of France and other francophone countries and by focusing on contemporary business-related issues. Overall, students will attain a level comparable to B2/C1 CEFR.
Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	Apprendre le français avec RFI : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/

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

Course Code	PGE.FINM1.LGCOR.4339
ECTS Credits	2
Course Leader	DURANTON Hélène
Synchronous	24
Discipline	Autre
Program	M1 GBE France
Prerequisites	There are no-prerequisites for this course.

Course Description	This course is designed for students with no prior knowledge of the language and offers an introduction to French language and francophone culture. Students will study French pronunciation and develop knowledge of the language in all four skills at a basic level. By the end of this course (French Beginner I and II), students will be able to communicate in a range of daily life situations at a basic level. The course aims to prepare students for a period of study abroad by increasing cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French. Overall, this course prepares students to reach a level comparable to A1 CEFR.
Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	Apprendre le français avec RFI : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais Français Interactif : http://www.laits.utexas.edu/fi/home Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/

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

Course Code	PGE.FINM1.LGCOR.4361
ECTS Credits	2
Course Leader	DURANTON Hélène
Synchronous	24
Discipline	Autre
Program	M1 GBE France
Prerequisites	Students must have completed French Beginner I.

Course Description	<p>This course is the continuation of French Beginner I and offers an introduction to French language and francophone culture. Students will study French pronunciation and develop knowledge of the language in all four skills at a basic level. By the end of this course (French Beginner I and II), students will be able to communicate in a range of daily life situations at a basic level. The course aims to prepare students for a period of study abroad by increasing cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French.</p> <p>Overall, this course prepares students to reach a level comparable to A1 CEFR.</p>
Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	<p>Apprendre le français avec RFI : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707</p> <p>Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais</p> <p>Français Interactif : http://www.laits.utexas.edu/fi/home</p> <p>Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/</p>

LANGUAGE: FRENCH ELEMENTARY SPRING (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4340
ECTS Credits	2
Course Leader	DURANTON Hélène
Synchronous	24
Discipline	Autre
Program	M1 GBE France
Prerequisites	There are no pre-requisites for this course.

Course Description	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. Overall, students will attain a level comparable to A2 CEFR.
Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	Apprendre le français avec RFI : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais Français Interactif : http://www.laits.utexas.edu/fi/home Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/

LANGUAGE: FRENCH INTERMEDIATE SPRING (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4341
ECTS Credits	2
Course Leader	DURANTON Hélène
Synchronous	24
Discipline	Autre
Program	M1 GBE France
Prerequisites	There are no pre-requisites for this course.

Course Description	This course is designed for students who have an intermediate knowledge of French (students who have successfully passed the Elementary (A2) course or who have approximately 200-250 hours of prior study). Students will further develop their ability to use French in the four skills (speaking, listening, reading and writing) in familiar work and social contexts. By the end of this course, students will be able to communicate in a range of social and professional situations at intermediate level. The course aims to prepare students for a period of study abroad by further consolidating cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French. Overall, students will attain a level comparable to B1 CEFR.
Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	Apprendre le français avec RFI : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/

LANGUAGE: FRENCH POST BEGINNER SPRING (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4342
ECTS Credits	2
Course Leader	DURANTON Hélène
Synchronous	24
Discipline	Autre
Program	M1 GBE France
Prerequisites	There are no pre-requisites for this course.

Course Description	This course is designed for students who have a basic knowledge of French (students will have successfully passed the Beginner I and II course or have approximately 50 hours of prior study). Students will consolidate their pronunciation and their knowledge of the language in all four skills at a basic level. By the end of this course, students will be able to communicate in a range of simple daily life situations. The course aims to prepare students for a period of study abroad by increasing cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French. Overall, students will attain a level comparable to A1 CEFR.
Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	Apprendre le français avec RFI : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais Français Interactif : http://www.laits.utexas.edu/fi/home Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/

LUXURY MARKETING

Course Code	PGE.FINM1.MKCOR.0419
ECTS Credits	2
Course Leader	DAUXERT Tatiana
Synchronous	27
Discipline	Marketing
Program	M1 GBE France
Prerequisites	
Course Description	
Course Open to Exchange	Paris /Spring;#Sophia /Spring
Semester	spring
Campus	Lille, Paris, Sophia

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

MANAGEMENT OF INFORMATION SYSTEMS IN THE DIGITAL AGE

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

Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	Required readings will be provided to you.
Websites	We will use K2 as the course website.

OPERATION MANAGEMENT

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

QUANTITATIVE FINANCE & MODELING

Course Code	PGE.FINM1.FICOR.0520
ECTS Credits	2
Course Leader	LA TORRE Davide
Synchronous	24
Discipline	Autre
Program	M1 GBE France
Prerequisites	Basic Mathematics and Statistics.
Course Description	This course introduces basic tools in Financial Modeling and Econometrics.
Course Open to Exchange	Paris /Spring;#Sophia /Spring
Semester	spring
Campus	Paris, Sophia

Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Instructor's lecture notes and slides.
Websites	

CORPORATE FINANCIAL MANAGEMENT

CAREER MANAGEMENT 2

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

CROWDFUNDING SEMINAR

Course Code	MSC.CFMM2.FICOR.0172
ECTS Credits	0
Course Leader	LAMAUD, Caroline-EXT
Synchronous	6
Discipline	Finance
Program	Corporate Financial Management
Prerequisites	N/A
Course Description	A view on the new ways of finance : online investing and online fundraising, digitalization of savings allocations, building trust with customers through

	an online presence 24/7, putting new tech tools to good use for investment opportunities rating, and asset allocation decisions
Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Sophia
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	

FINTECH SEMINAR

Course Code	MSC.TRCM2.FIOPT.0001
ECTS Credits	0
Course Leader	CHAZOT, Christophe-EXT
Synchronous	12
Discipline	Finance
Program	Corporate Financial Management
Prerequisites	no
Course Description	An up-to-date examination of the maturing FinTech industry and an understanding of the technologies set to shape the future of finance. Insight into who is currently adopting and driving financial technology innovation and the potential for partnerships between incumbents, start-ups and investors.
Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Sophia
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

FIXED INCOME

Course Code	MSC.CFMM2.FIELE.0126
ECTS Credits	3
Course Leader	AMYUNI Tarek

Synchronous	18
Discipline	Autre
Program	Corporate Financial Management
Prerequisites	None.
Course Description	See Course plan.
Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Sophia
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	Lectures obligatoires / Required readings: Lectures Recommandées / Recommended readings:
Websites	None.

INVESTMENT AND CORPORATE BANKING

Course Code	MSC.CFMM2.FICOR.0147
ECTS Credits	4
Course Leader	LOPEZ DE SILANES Florencio
Synchronous	18
Discipline	Autre
Program	Corporate Financial Management
Prerequisites	Treasury management. Capital structure and dividend policy. Financial reporting and analysis.
Course Description	The main objective of this course is to present to students the different functions in investment and corporate banking that is important for raising capital in a company. This course emphasis on the deal structure of issuing securities, raising capital and credit analysis of companies. Students will learn the process of issuing and structuring of bonds, shares, alternative ways of raising capital such as syndicated loans for a company.
Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Sophia
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Lectures obligatoires / Required readings: Lectures Recommandées / Recommended readings:
Websites	None.

M&A AND CORPORATE RESTRUCTURING

Course Code	MSC.CFMM2.FICOR.0018
ECTS Credits	4
Course Leader	ROSZAK Sabrina
Synchronous	24
Discipline	Finance
Program	Corporate Financial Management
Prerequisites	Introduction to finance, Financial Mathematics and Corporate Finance.
Course Description	<p>This course is dedicated to the valuation, structuring, financing and negotiation of controlling-equity transactions.</p> <p>It will present some aggregate and historical evidence, before it delves into the core issue of valuation, and then structuring (and restructuring).</p> <p>It provides the students with a background for understanding mergers and acquisitions and corporate restructuring. Most importantly, it provides the building blocks to understand the activity of evaluating a business firm.</p>
Course Open to Exchange	Sophia /Spring;#Suzhou /Spring
Semester	spring
Campus	Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	<p>Lectures obligatoires / Required readings:</p> <p>Lectures Recommandées / Recommended readings:</p>
Websites	

PORTFOLIO MANAGEMENT

Course Code	MSC.CFMM2.FIELE.0127
ECTS Credits	3
Course Leader	LAI Wan Ni
Synchronous	18
Discipline	Autre
Program	Corporate Financial Management
Prerequisites	Time value of money, microeconomics, valuation techniques.
Course Description	<p>This course provides an overview into the principles of investment and portfolio management. Built on the concepts of time value of money, risk-return tradeoff and functions of the financial system, this elective seeks to assist students in developing practical knowledge (trading practice, performance evaluation) of common financial products, including stocks, bonds, collective investment funds and alternative assets.</p>
Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Sophia
Evaluation	

Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	None.
Websites	None.

PRIVATE EQUITY

Course Code	MSC.CFMM2.FICOR.0183
ECTS Credits	4
Course Leader	RENUCCI Céline
Synchronous	24
Discipline	Finance
Program	Corporate Financial Management
Prerequisites	TBC
Course Description	TBC
Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Sophia
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

DATA ANALYSIS (R PROGRAMMING)

Course Code	MSC.CFMM2.FICOR.0145
ECTS Credits	3
Course Leader	CHIKH Sabrina
Synchronous	18
Discipline	Finance
Program	Corporate Financial Management
Prerequisites	Statistical concepts Financial data modeling with R
Course Description	The aim of the course is to extend knowledge of the research process gained in semester 1, notably through the acquisition of more qualitative and quantitative tools and methods for strategic analysis. This course is to prepare students to be able to carry out complex technical analysis with R

Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Sophia
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	None.
Websites	None.

FINANCIAL MODELING II

Course Code	MSC.CFMM2.FICOR.0173
ECTS Credits	3
Course Leader	CHIKH Sabrina
Synchronous	18
Discipline	Finance
Program	Corporate Financial Management
Prerequisites	FINANCIAL MODELING I/ EXCEL AND VBA LEVEL 1
Course Description	This course will help the students to know how to build an abstract representation of a real world financial situation. It will enhance their capacities to design a model that will simulate the performance of a financial asset or portfolio of a business, project, or any other investment.
Course Open to Exchange	Belo /Spring;#Sophia /Spring;#Suzhou /Spring
Semester	spring
Campus	Belo Horizonte, Sophia, Suzhou
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

HEDGE FUNDS

Course Code	MSC.CFMM2.FIELE.0135
ECTS Credits	3
Course Leader	BERTONI Fabio
Synchronous	15
Discipline	Autre

Program	Corporate Financial Management
Prerequisites	None.
Course Description	The course presents hedge funds, their strategies, and the key steps in setting up a hedge fund program for an institutional investor.
Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Sophia
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	The course is going to be mostly based on the CAIA curriculum Level I and II, and on academic papers on hedge fund performance and role in asset allocation.
Websites	

QUANTITATIVE MODELLING OF THE VALUE AT RISK

Course Code	MSC.CFMM2.FIELE.0149
ECTS Credits	3
Course Leader	RENUCCI Céline
Synchronous	0
Discipline	Finance
Program	Corporate Financial Management
Prerequisites	N/A
Course Description	This course is the study of risk management practices beginning with an introduction on financial crises and the role of risk management ; moving to quantitative analysis and analysis of the different methodologies and tools developed by financial institutions to identify, measure, report and control their risks arising from their financial activities. Special focus will be given to market risk compared to credit and operational risks. The course will cover both the theory and practice as throughout, a series of examples in Excel will be used and Excel spreadsheet functions and output will be described
Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Sophia
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

REAL ESTATE

Course Code	MSC.CFMM2.FICOR.0184
ECTS Credits	3
Course Leader	RENUCCI Céline
Synchronous	18
Discipline	Finance
Program	Corporate Financial Management
Prerequisites	TBC
Course Description	<p>This Real Estate lecture is an introduction to real estate fundamentals, introduction to market economics, different jobs in real estate, developing a view on creating value through real estate asset management and what are the different investments strategies.</p> <p>This lecture aims to develop excel and powerpoint skills extremely used in the real estate industry.</p>
Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Sophia
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

VENTURE CAPITAL

Course Code	MSC.CFMM2.FIELE.0135
ECTS Credits	3
Course Leader	RENUCCI Céline
Synchronous	18
Discipline	Finance
Program	Corporate Financial Management
Prerequisites	none
Course Description	<p>Theoretical bases of venture capital (many US / EU examples)</p> <ul style="list-style-type: none"> - Understand the context and trends of early stage funding (many US / EU examples) - Apply and test what has been learned in the course through early stage investment gamified case study with 2 to 5 real startups (whether or not from SKEMA) and 2 real VCs (chosen by Raphael)
Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Sophia

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

PYTHON II

Course Code	MSC.CFMM2.FIOPT.0001
ECTS Credits	3
Course Leader	PETRECZKY, Mihaly-EXT
Synchronous	0
Discipline	Finance
Program	Corporate Financial Management
Prerequisites	Python 1
Course Description	Python
Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Sophia
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

ENTREPRENEURSHIP AND INNOVATION

ADVANCED STRATEGY

Course Code	MSC.EISM2.STCOR.0051
ECTS Credits	3
Course Leader	MESCHI Pierre Xavier
Synchronous	18
Discipline	Autre
Program	Entrepreneurship and Innovation
Prerequisites	Competitive strategy essentials

Course Description	Advanced Strategic Models course aims at developing professional skills in the field of strategic management. In this perspective, this course concentrates on three main issues of strategic management: industry value assessment, strategy-performance analysis and internationalization strategy. They correspond to strategic issues that any CEOs will have to face at one stage or the other of his/her company lifecycle.
Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Sophia
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Philippe Chereau & Pierre-Xavier Meschi (2017). Strategic Consulting, Palgrave, London.
Websites	

BUSINESS DEVELOPMENT AND NEGOTIATION SKILLS

Course Code	MSC.EISM2.STCOR.0013
ECTS Credits	3
Course Leader	DIB, Daniel-EXT
Synchronous	18
Discipline	Autre
Program	Entrepreneurship and Innovation
Prerequisites	none
Course Description	<p>The essentials of Business Development in a B2B environment: Forget courting investors, chase customers!</p> <p>In the last few years, the trend has been to raise funds and many time the success of the ventures was evaluated by the amounts raised. The reality for most businesses is that the funds raised are only the enablers. The sustainable way for a business to grow and flourish is to attract and retain customers. This course will strategically reposition the B2B customer at the center of the equation and provide students with the adequate tools to do so. The full cycle of business development will be covered. From why the customer and which type to how to find them; from how to build a pipeline to converting a prospect into a paying customer. With a combination of tools and role play, students will be exposed in an interactive way to the concepts and strategies to anchor and execute successfully a Go To Market strategy.</p> <p>A typical session will draw on a palette of ressources ranging from introducing strategic concepts with best practices and traps to building in class a tool they can use, from role play to anchor the topic at hand to blended learning to continue and expand the learning journey.</p> <p>Furthermore, for the students who wish to work on their own projects, they are able to do so with other students as the group presentation.</p>

Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Sophia
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings :
Websites	

CAREER MANAGEMENT 2

Course Code	MSC.SFFM2.FICOR.0023
ECTS Credits	1
Course Leader	ANDRE Nathalie
Synchronous	6
Discipline	Autre
Program	Entrepreneurship and Innovation
Prerequisites	No prerequisites.
Course Description	Career management, focusing on job search and first professional experiences.
Course Open to Exchange	Belo /Spring;#Lille /Spring;#Paris /Spring;#Raleigh /Spring;#Sophia /Spring;#Suzhou /Spring
Semester	fall, spring
Campus	Lille, Paris, Sophia
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Accès Talent and careers HUB
Websites	None.

DATA AND CUSTOMER SUCCESS

Course Code	MSC.EISM2.STCOR.0210
ECTS Credits	2
Course Leader	SERVEL Nicolas
Synchronous	12
Discipline	Business Analytics, Data Science & AI
Program	Entrepreneurship and Innovation
Prerequisites	-
Course Description	-

Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

EXECUTIVE STRATEGIC CONSULTING

Course Code	MSC.EISM2.STCOR.0017
ECTS Credits	3
Course Leader	SERVEL Nicolas
Synchronous	18
Discipline	Autre
Program	Entrepreneurship and Innovation
Prerequisites	Good knowledge in strategy theories
Course Description	<p>This course is dedicated to transferring methods and tools of Executive Consulting in the field of strategy and organization management. Teaching methods are based on a robust understanding of the best practice of Management Consulting firms transposed into action learning via field-based consulting missions to experience consulting.</p> <p>The core skills developed in this class : data driven analysis, project structuring and clear communication techniques can be applied in a wide range of positions either with Consulting firms or Advisory positions (such as Product Management, Incubator Advisor etc.)</p>
Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Sophia
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	Lectures obligatoires / Required readings : Strategic Consulting - Chereau & Meschi - PALGRAVE, 2017
Websites	

OKR & OPERATIONNAL EXCELLENCE

Course Code	MSC.EISM2.STCOR.0209
ECTS Credits	2
Course Leader	LOUSSE, Geoffroy-EXT
Synchronous	12
Discipline	Stratégie, Innovation & Entrepreneuriat
Program	Entrepreneurship and Innovation
Prerequisites	N/A
Course Description	N/A
Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

PRODUCT MANAGEMENT

Course Code	MSC.EISM2.STCOR.0001
ECTS Credits	2
Course Leader	DAS, Daisy-EXT
Synchronous	12
Discipline	Autre
Program	Entrepreneurship and Innovation
Prerequisites	tbc
Course Description	tbc
Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Sophia
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

SCALING A START-UP

Course Code	MSC.EISM2.STELE.0064
ECTS Credits	3
Course Leader	BELLITY, Alexandre-EXT
Synchronous	18
Discipline	Autre
Program	Entrepreneurship and Innovation
Prerequisites	Fall semester Entrepreneurship & Innovation
Course Description	In this elective you will have the opportunity to discover the underside of entrepreneurship. Alexandre Bellity (Skema 2011), founder of Cleany (350 employees in Paris), will guide you through the steps that you can follow when you turn an idea into a real business. You will learn how to truly launch your company, finance it, recruit smartly, manage efficiently, evolve in your role as a founder and grow your start-up to a scale-up! Alexandre will also prove that it possible to grow a fast growing tech start-up in an ethical and sustainable way.
Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Sophia
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

START-UP SUPPORT (PARTNERSHIP WITH INCUBATORS)

Course Code	MSC.EISM2.STCOR.0018
ECTS Credits	4
Course Leader	VIAN Dominique
Synchronous	24
Discipline	Autre
Program	Entrepreneurship and Innovation
Prerequisites	none
Course Description	This action aims at delivering business coaching to incubated start-ups. Students will use their knowledge about business modeling and strategy to help firms to sort out strategic issues related to: - technological innovation or - innovative services or - social business
Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Sophia
Evaluation	

Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings : Tous innovateurs: 2 méthodes pour révéler des solutions invisibles dans le complexe https://www.amazon.fr/Tous-Innovateurs-m%C3%A9thodes-solutions-invisibles/dp/1981069690
Websites	

STRATEGIC MANAGEMENT OF INNOVATION

Course Code	MSC.EISM2.STELE.0020
ECTS Credits	3
Course Leader	CHEREAU Philippe
Synchronous	18
Discipline	Autre
Program	Entrepreneurship and Innovation
Prerequisites	Good knowledge in strategy
Course Description	When managers formulate and execute a firms strategy, they engage in the virtuous process aligning strategic choices, business model practices and innovation behaviors. In this process, strategy is the plan of actions chosen by the firm to create a valuable position in the market. The business model reflects the realization of this plan through the system of appropriate operational choices, coherent with each other, that explains how the firm will reach and maintain this position. Innovation relates to the changes in the existing organization, made as a response to changes in the internal or external environment or as a preemptive action taken to influence this environment in order to maintain or generate the competitive advantage. The strategic management of innovation aims at aligning the firms innovation behavior with business model practices to enable the achievement of strategic renewal objectives.
Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Sophia
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	Lectures obligatoires / Required readings : Research papers will be provided to students prior the course. Lectures Recommandées / Recommended readings : The Innovators Dilemma, C. M. Christensen, 1997 Blue Ocean Strategy, W.C. Kim, R. Mauborgne, 2005

	Strategic Consulting: Tools and methods for successful strategy missions, P. Chereau, P.X. Meschi, 2018,
Websites	

ARTIFICIAL INTELLIGENCE

Course Code	MSC.EISM2.STELE.0060
ECTS Credits	2
Course Leader	LA TORRE Davide
Synchronous	18
Discipline	Autre
Program	Entrepreneurship and Innovation
Prerequisites	Basic quantitative methods
Course Description	This course will focus on the main fundamentals of Artificial Intelligence and Machine Learning techniques and their applications to support decision making.
Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Sophia
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	Instructor's lecture notes and slides. J.P.Mueller, L.Massaron, Artificial Intelligence for Dummies, J.Wiley and Sons, Inc, 2018. J.P.Mueller, L.Massaron, Machine Learning for Dummies, J.Wiley and Sons, Inc, 2016.
Websites	

CREATION D'ENTREPRISE : DROIT ET PROPRIETE INTELLECTUELLE

Course Code	MSC.EISM2.STCOR.0016
ECTS Credits	2
Course Leader	DOSDAT, Aline-EXT
Synchronous	18
Discipline	Autre
Program	Entrepreneurship and Innovation
Prerequisites	Concept généraux de droit
Course Description	Cette élective couvrira les basiques des aspects juridiques à prendre en compte lors de la création d'une entreprise en France et en matière de Propriété Intellectuelle. L'immatériel prend toujours plus de place dans la société par la création, l'innovation ou encore le marketing, le droit de la propriété intellectuelle est donc incontestablement une matière salvatrice pour protéger efficacement

	les droits qui en sont issus. Les logiciels, les sites internet, les uvres littéraires et graphiques, les inventions, les obtentions végétales, le design, les marques, les appellations d'origine, sont autant d'éléments qui sont sujets à convoitises car créateurs de richesse pour leur propriétaire, et leur exploitant, à savoir l'entreprise. Leur protection juridique est donc une condition essentielle de la pérennité et de la valorisation des entreprises, ce qui implique que tout développement de création et d'innovation doit s'accompagner irrémédiablement de la connaissance et de la mise en place de moyens de protection juridique efficaces. Elle sera donc délivrée en Français par une Avocate et un conseil en Propriété Intellectuelle
Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Sophia
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings :
Websites	

CREER UNE ENTREPRISE INNOVANTE EN FRANCE

Course Code	MSC.EISM2.STELE.0008
ECTS Credits	2
Course Leader	DENIS, Vincent-EXT
Synchronous	18
Discipline	Autre
Program	Entrepreneurship and Innovation
Prerequisites	none
Course Description	Ce cours décrit les modalités et les dispositifs associés à la création d'entreprise innovante en France. Il doit permettre aux étudiants d'aborder la création d'entreprise innovante en France en confiance et en ayant conscience des contingences spécifiques au contexte national.
Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Sophia
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings :
Websites	

GROWTH HACKING FOR NEW VENTURES

Course Code	MSC.EISM2.STELE.0059
ECTS Credits	2
Course Leader	CASTRO DEMARIA, Mike-EXT
Synchronous	18
Discipline	Autre
Program	Entrepreneurship and Innovation
Prerequisites	No particular prerequisites
Course Description	Students will study the essentials of web marketing and apply these to their proposed new venture in order to understand how to use digital tools in the launch of a new business and in future business development...
Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Sophia
Evaluation	
Final Examination (%)	70
Continuous Assessment (%)	30
Academic reference	Lectures obligatoires / Required readings : Readings will be posted on knowledge Lectures Recommandées / Recommended readings : Readings will be posted on Knowledge
Websites	http://www.entrepreneur.com/socialmedia/index.html http://mashable.com/ http://www.clickz.com/ http://www.digitalbuzzblog.com/ http://rich-page.com/ http://www.seo.com/blog/ http://www.entrepreneuronfire.com/blog/ http://blog.getresponse.com/ http://monetate.com/blog/ http://www.seocopywriting.com/blog/ http://www.dailyblogtips.com/ http://cutroni.com/blog/ http://www.chrisducker.com/blog/

VENTURE CAPITAL

Course Code	MSC.CFMM2.FIELE.0135
ECTS Credits	2
Course Leader	RENUCCI Céline
Synchronous	0
Discipline	Finance
Program	Entrepreneurship and Innovation
Prerequisites	none
Course Description	Theoretical bases of venture capital (many US / EU examples) - Understand the context and trends of early stage funding (many US / EU

	examples) - Apply and test what has been learned in the course through early stage investment gamified case study with 2 to 5 real startups (whether or not from SKEMA) and 2 real VCs (chosen by Raphael)
Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Sophia
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

INTERNATIONAL MARKETING AND BUSINESS DEVELOPMENT

BUSINESS DEVELOPMENT & SALES

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

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

CAREER MANAGEMENT 2

Course Code	MSC.SFFM2.FICOR.0023
ECTS Credits	1
Course Leader	ANDRE Nathalie
Synchronous	6
Discipline	Autre
Program	International Marketing and Business Development Sophia

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

CONTEMPORARY ISSUES IN INTERNATIONAL ECONOMICS AND GEOPOLITICS

Course Code	MSC.IMBM2.MKELE.0173
ECTS Credits	3
Course Leader	AMYUNI Tarek
Synchronous	18
Discipline	Autre
Program	International Marketing and Business Development Sophia
Prerequisites	none
Course Description	<p>The term geopolitics and its cognates emerged at the very end of the nineteenth century in connection to new forms of nationalism and inter-imperialist competition in Europe and the world. Emphasizing the mutually constitutive relationship among power, place, and knowledge, geopolitics has most often been associated with a realist and state-centric approach to international relations, although recent decades have seen the rise of a critical geopolitics that includes a far wider range of social actors.</p> <p>This course is a conceptual history of geopolitics as the term has been defined and applied over the past fifty years, as well as a critical survey of the changing relations among technology, state power as they relate to strategies of global competition and conflict. Understanding the economic environment without its geopolitical environment is like going to the beach without checking the weather.</p> <p>Class will focus on understanding basic economic forces of developed and emerging countries with each ones strengths and weaknesses. Students will be required to read selected articles from the Financial Times and the Economist related to key geopolitical current issues.</p>
Course Open to Exchange	Sophia /Spring
Semester	spring

Campus	Sophia
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	Bibliography to be provided on learning Platform References to current news articles will also be used
Websites	to be provided on the Learning platform

DIGITAL GROWTH

Course Code	MSC.IMBM2.MKCOR.0061
ECTS Credits	3
Course Leader	FAURE Camille
Synchronous	18
Discipline	Marketing
Program	International Marketing and Business Development Sophia
Prerequisites	No prerequisite. Bringing a personal laptop at every single class is compulsory.
Course Description	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. On top of that, students will be learning how to create innovative marketing channels such as chatbots and Augmented Reality.
Course Open to Exchange	Lille /Fall;#Sophia /Spring;#Suzhou /Spring
Semester	fall, spring
Campus	Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	Ellis, Sean, and Morgan Brown. Hacking Growth: How Today's Fastest-Growing Companies Drive Breakout Success. Crown Business, 2017.
Websites	See Official website for Google Analytics: https://analytics.google.com/analytics/academy/ Wordpress: A Step-by-Step Beginners Guide to Build Your Own WordPress Website from Scratch. 2016 https://www.amazon.cn/gp/product/1539991849/ref=oh_aui_detailpage_o00_s00?ie=UTF8&psc=1 See also official website https://wordpress.org/ for more references.

FACEBOOK AND INSTAGRAM CERTIFICATION

Course Code	MSC.IMBM2.MKELE.0215
ECTS Credits	3
Course Leader	POHU, Jérémy-EXT
Synchronous	18
Discipline	Marketing
Program	International Marketing and Business Development Sophia
Prerequisites	Have a laptop with a camera and microphone and access to high-speed internet Basics knowledge of Marketing
Course Description	Over 2.8 million monthly users on Facebook and Instagram and every day they discover new brands, products, and services. Advertising on Facebook and Instagram is part of almost every business today to increase brand awareness, website traffic, and sales. In this Masterclass, you will learn how to create a Facebook and Instagram Ads campaign with a former Facebook employee and get officially META certified. 100% online course to prepare FB/Instagram certification
Course Open to Exchange	Lille /Spring;#Sophia /Spring
Semester	spring
Campus	Belo Horizonte, Lille, Paris, Raleigh, Sophia
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	
Websites	www.facebookblueprint.com https://www.facebook.com/business/learn/certification/exams/100-101-exam

LEADERSHIP & CULTURE

Course Code	MSC.IMBM2.MKELE.0214
ECTS Credits	3
Course Leader	DE ROECK Kenneth
Synchronous	18
Discipline	Autre
Program	International Marketing and Business Development Sophia
Prerequisites	None, though the courses follows naturally after the 'Motivation and well-being at work' elective from the fall semester
Course Description	How employees are treated, managed, and led matters a great deal: It affects their happiness their motivation and commitment at work, and as a result their job performance. 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 leaders can positively affect employees attitudes and behaviors and thus contribute to

	<p>an organizational success. In particular, leadership styles, leaders behaviors and the way leaders intentionally try to shape the organizational culture are key components of employees motivation, well-being, commitment and performance at work.</p> <p>Course material is grounded in decades of rigorous scholarly research, 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. 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 skillsif, and only if, theyre 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>
Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Sophia
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Lectures Recommandées / Recommended readings : A full reading list will be provided on K2 learning platform along with a selection of reports, cases and articles
Websites	Links will be provided on the K2 course site

L'OREAL BRANDSTORM CHALLENGE

Course Code	MSC.IMBM2.MKELE.0195
ECTS Credits	3
Course Leader	SPIER Peter
Synchronous	18
Discipline	Autre
Program	International Marketing and Business Development Sophia
Prerequisites	Final-year marketing specialisation
Course Description	Students taking part in this course will form a group and sign up for and participate in the l'Oréal Brandstorm competition that is organized each year by the company. It is they who fix the rules and the deadlines. Groups are generally of three persons, and there are various stages in the competition. There will be some coaching available, but for the most part, students will have to work independently to compete.

	Information about former challenges can be found online. The elective is a means by which academic credits can be given for participation in a company challenge. This provides valuable experience in working on a marketing concept and useful exposure to company representatives who may be recruiting.
Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Sophia
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	NA
Websites	Students should consult the m'Oréal Brandstorm web site

PRODUCT MANAGEMENT AND OPERATIONAL MARKETING

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

PUSHING THE LIMITS OF VIDEO CONTENT

Course Code	MSC.IMBM2.MKELE.0196
ECTS Credits	3
Course Leader	SPIER Peter
Synchronous	18
Discipline	Autre
Program	International Marketing and Business Development Sophia
Prerequisites	None
Course Description	This course provides students with an opportunity to develop their skills in using videos to pitch, present, or create content. In view of the importance of things like Kickstarter videos, or of the general importance of video content, You Tube videos for communication, this course will give students relevant, saleable skills for the future workplace.
Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Sophia
Evaluation	
Final Examination (%)	80
Continuous Assessment (%)	20
Academic reference	Additional online tutorials will be provided The elective is very hands-on and applie
Websites	additional web-based material will be provided

SOCIAL NETWORK MARKETING

Course Code	MSC.IMBM2.MKELE.0170
ECTS Credits	3
Course Leader	SPIER Peter
Synchronous	18
Discipline	Autre
Program	International Marketing and Business Development Sophia
Prerequisites	None
Course Description	<p>Social media has disrupted communication channels and created challenges for marketing in the digital age. The change of control of the brand has shifted from the company to the consumer. Brands have become somewhat confused by this new phenomenon requiring a new-found dynamic in their communication approach. In this elective, students will learn how to manage a brand on social media and how to create a social media strategy. Through lectures, discussions, and real world examples, students will learn various theoretical frameworks towards an optimal social media strategy.</p> <p>Topics that are discussed include: the importance of influencers and brand advocates, the benefits of listening and the risks that brands have to face when social media unleashes hater and trolls on them.</p> <p>To complement the course a company guest speaker from a company involved in social media will come to class to share his/her knowledge and experience</p>

Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Sophia
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	bibliography to be provided on K2 Learning platform
Websites	

TRENDS, INNOVATION AND COMPETITION IN THE PERFUME BUSINESS

Course Code	MSC.IMBM2.MKELE.0135
ECTS Credits	3
Course Leader	COSTE-MANIERE Ivan
Synchronous	18
Discipline	Autre
Program	International Marketing and Business Development Sophia
Prerequisites	Intermediate marketing
Course Description	The MSc IMBD in Sophia provides students with the possibility of exploring innovation and competition in a range of different markets, partly for their intrinsic interest; partly because they highlight the impact on markets of certain things. Perfume is both a matter of local interest (Grasse is the historic centre of the perfume industry) and a fascinating market. Perfume is a fascinating mixture of technical prowess and something that involves the consumer's sense of identity and sexuality. Developing a marketing concept in the perfume market requires awareness of trends and how to distill new social tendencies in a 'jus', a bottle, a packaging...
Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Sophia
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	
Websites	

UNDERSTANDING THE ELUSIVE CONSUMER

Course Code	MSC.IMBM2.MKCOR.0031
ECTS Credits	5
Course Leader	MECIT Alican
Synchronous	30
Discipline	Marketing

Program	International Marketing and Business Development Sophia
Prerequisites	Market research notion, Introduction to Marketing, Research Methods
Course Description	<p>Contemporary approaches to business emphasize the importance of adopting a customer focus. Marketing begins and ends with the consumer from determining consumer needs to ensuring customer satisfaction. Today's marketing manager has to possess an in-depth, scientific understanding of consumer judgment and decision-making but also of the way consumption functions in People's lives.</p> <p>The primary goal of this course is to provide a strong foundation for critical thinking in the area of consumer behavior through:</p> <ul style="list-style-type: none"> - focusing on the transition from a traditional economics-driven to a subtler understanding of consumers, - discussing the recent developments in the area with special emphasis on the psychological and socio-cultural advances.
Course Open to Exchange	Belo /Spring;#Lille /Spring;#Sophia /Spring;#Suzhou /Spring
Semester	spring
Campus	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Suzhou
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	<p>Blackwell, R.; Miniard, P; Engel, J. (2001). Consumer behavior (9th ed.). Orlando: Harcourt Publishers</p> <p>Khaneman, Daniel (2011). Thinking, fast and slow. New York: Farrar, Straus and Giroux, 2011.</p> <p>Arnould, Eric J., Thompson, Craig J. (2018). Consumer culture theory. London: Sage</p> <p>The list of weekly mandatory readings is provided below.</p> <ul style="list-style-type: none"> - Recommended textbook: Solomon, Michael R. (2015). Consumer Behavior, Global Edition, 11th Edition, London: Pearson. Cass R. Sunstein, Nudging: A Very Short Guide, 37 J. Consumer Pol'y 583 (2014). Schau, Hope J. (2018) Identity Projects and the Marketplace, Consumer Culture Theory. London: Sage, pp. 19-39. Siebert, Anton, Ahir Gopaldas, Andrew Lindridge, and Cláudia Simões (2020), Customer Experience Journeys: Loyalty Loops Versus Involvement Spirals, JM, 45-66. Iyengar, Sheena S., and Mark R. Lepper. When choice is demotivating: Can one desire too much of a good thing? JPSP, 79.6 (2000): 995-1006. Simonson, Itamar (1989), Choice Based on Reasons: The Case of Attraction and Compromise Effects, JCR, 16, 158-174. Nedungadi, Prakesh. (1990), Recall and Consideration Sets: Influencing Choice Without Altering Brand Evaluations. JCR, 17, 263-276. Lee, A. Y., & Labroo, A. A. (2004). The effect of conceptual and perceptual fluency on brand evaluation. JMR, 41(2), 151-165. Gráinne M. Fitzsimons, Tanya L. Chartrand, and Gavan J. Fitzsimons (2008), Automatic Effects of Brand Exposure on Motivated Behavior: How Apple Makes You Think Different JCR, 35, 21-35. Kupor, D. M. & Z. L. Tormala. (2015) Persuasion, interrupted: The effects of

	<p>momentary interruptions on message processing and persuasion, JCR, 300-15</p> <p>Lowrey, Tina M., and Larry J. Shrum. (2007) Phonetic symbolism and brand name preference, JCR, 34(3), 406-414.</p> <p>Fishbach, A., & Zhang, Y. (2008) Together or apart: When goals and temptations complement versus compete. JPSP, 94(4), 547.</p> <p>Sundie, J. M., Kenrick, D. T., Griskevicius, V., Tybur, J. M., Vohs, K. D., & Beal, D. J. (2011) Peacocks, Porsches, and Thorstein Veblen: Conspicuous Consumption as a Sexual Signaling System, JPSP, 100 (4), 664-680.</p> <p>Albert M. Muniz, Jr., and Thomas C. O'Guinn. (2001). Brand Community, JCR, 27(4), pp. 41232.</p> <p>HEDIN, Hans, Hirvensalo, Irmeli, Vaarnas, Markko (2014) The Handbook of Market Intelligence : Understand, Compete and Grow in Global Markets Ed. 2. John Wiley & Sons.</p> <p>KOTLER, P. KARTAJAYA, H. SETIAWAN, I (2010). Marketing 3.0: From Products to Customers to the Human Spirit. United States: John Wiley & Sons.</p> <p>KOTLER, P. KARTAJAYA, H. SETIAWAN, I. (2016) Marketing 4.0: Moving from Traditional to Digital. United States: Wiley.</p>
Websites	

USING CRM WITH SALESFORCE.COM

Course Code	MSC.IMBM2.MKELE.0172
ECTS Credits	3
Course Leader	SPIER Peter
Synchronous	18
Discipline	Autre
Program	International Marketing and Business Development Sophia
Prerequisites	This course is aimed at final-year (M2) marketing students
Course Description	<p>Students will acquire an in-depth practical business experience with the CRM application of salesforce.com the worldwide leading provider of CRM solutions through several tutoring sessions.</p> <p>The course will emphasize the key implication of the Sales & Marketing function in the CRM process for developing strategically the Economic and Relational values of a base of Customers.</p> <p>LEARNING OUTCOMES</p> <p>After having taken this course participants will be able to:</p> <ol style="list-style-type: none"> 1. Analyze complex customer base situations in an international business environment. 2. Evaluate and select customers strategically to develop a loyal relationship with them. 3. Create and stimulate a Customer Centric attitude in their future organizations. 4. Apply basic rules to promote and use efficiently sophisticated cloud based CRM applications 5. Understand the merits of customer segmentation and its impact on company profitability. 6. Evaluate the Customer Lifetime Value of a base of Customers in BtoB and

	<p>BtoC environments.</p> <p>7. Remember how to use CRM tools to make managerial strategic decisions and present them.</p> <p>Students will also:</p> <p>8. Develop the ability to communicate and make a professional management presentation.</p> <p>9. Acquire the basic knowledge to be able to fulfill later Consulting, Marketing/Business Development, Purchasing and Key Account Management positions.</p> <p>10. Their in-depth knowledge of the salesforce CRM application will be a real plus on the job market.</p>
Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Sophia
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	<p>BIBLIOGRAPHY</p> <p>Basic books</p> <p>Baran, Galka and Strunk, Principles of Customer Relationship Management, Thomson South-Western, 2008</p> <p>Ed Peelen, Customer Relationship Management, Prentice Hall, 2005</p> <p>Peter Cheverton, Key Account Management, Kogan Page, 2008</p> <p>Other books that you might want to consult:</p> <p>Tom Wong and Liz Kao, Salesforce.com for dummies, Wiley Publishing, 2007</p> <p>Stanley A. Brown, Customer Relationship Management: A Strategic Imperative in the World of e-Business, John Wiley, 2000</p> <p>David J. Finnegan and Leslie P. Willcocks, Implementing CRM, From Technology to Knowledge, John Wiley, 2007</p> <p>James C. Anderson and James A. Narus, Business Market Management, Prentice Hall, 1999</p> <p>Darmon, René Y., Leading the Sales Force: A Dynamic Management Process, Cambridge University Press, 2007</p>
Websites	

USING EXCEL FOR BUSINESS DEVELOPMENT

Course Code	MSC.IMBM2.OTELE.0028
ECTS Credits	3
Course Leader	SPIER Peter
Synchronous	18
Discipline	Autre
Program	International Marketing and Business Development Sophia

Prerequisites	this course is not for absolute beginners - some knowledge of excel is necessary. group size may be limited
Course Description	This course will introduce all the needed tools in Excel in a way that will be relevant to future business developers Excel is a tool widely used by managers all around the world. But a large part of the managers use it only as a calculator. This course is designed to drastically increase the skills of the students in the use of Excel. It goes from data analysis with Excel to Optimization problems solving using the Solver. It also covers the creation of a macro by recording.
Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Sophia
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings :
Websites	http://itacademy.microsoftlearning.com

USING SPSS FOR MARKET ANALYSIS

Course Code	MSC.IMBM2.MKELE.0099
ECTS Credits	3
Course Leader	SOSCIA Isabella
Synchronous	18
Discipline	Autre
Program	International Marketing and Business Development Sophia
Prerequisites	Review of basics statistics: - levels of scale measurement (nominal, ordinal, interval, ratio scales) - measures of central tendency (mode, median, mean), and dispersion (frequency, quartiles, standard deviation); Intermediate marketing. Group size will be limited. If demand is high, some selection may be necessary.
Course Description	On the basis of a concrete marketing research problem, the course will teach step by step which statistical procedure to use with SPSS, identify the options available, and most importantly, how to interpret the results.
Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Paris, Sophia
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50

Academic reference	<p>Lectures obligatoires / Required readings : None</p> <p>Lectures Recommandées / Recommended readings : - Greasley P. (2008), "Quantitative data analysis using SPSS: an introduction for health and social science", McGraw-Hill UK (available for free in Scholarvox) Kent R. (2007), "Marketing research", Thomson. - Zikmund, Babin, Carr, Griffin 2013), "Business research methods", International edition. - Iacobucci, Churchill (2009), "Marketing research: methodological foundations", Cengage learning (available for free in Scholarvox)</p>
Websites	

LUXURY AND FASHION MANAGEMENT

ADVANCED ADVERTISING STRATEGIES

Course Code	MSC.LFMM2.MKELE.0028
ECTS Credits	2
Course Leader	COSTE-MANIERE Ivan
Synchronous	12
Discipline	Autre
Program	Luxury and Fashion Management
Prerequisites	None
Course Description	<p>Theoretical backgrounds. Mediaplanning tools. International approaches and comparative international surveys. Refining the scope. Mass advertising and split sub-segmentation : niche strategies. The roles and uses of agencies. The key concepts and principales are delivered by lectures. Theoretical implications and practical applications are explored in tutorial discussions using excercises and case studies to develop the skills base, using as much as possible intercultural approaches.</p>
Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Sophia, Suzhou
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	<p>Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings :</p>
Websites	

ADVANCED SERVICE MANAGEMENT IN THE LUXURY INDUSTRY

Course Code	MSC.LFMM2.MKELE.0029
ECTS Credits	2

Course Leader	HOFFMANN Jonas
Synchronous	12
Discipline	Autre
Program	Luxury and Fashion Management
Prerequisites	None
Course Description	<p>Theoretical Backgrounds. Luxury services in a 5 star environment in the hospitality industry. Service in the air, private jets. Origins of the hospitality industry, one of the oldest service industries. Time sharing and after sales. Updates in hospitality and multi country surveys. Matching the societal shifts and the consumers behavioural changes to newcoming hotels and services</p> <p>B. Brief Overview of Service Marketing in Luxury</p> <p>C. Trends : Understanding the importance of Service in a Luxury-based Industry</p> <p>D. Difference between products and services</p> <p>a. The role of the Services Manager vs. the Product Manager : Implications</p> <p>E. Service Process Map</p> <p>F. Some Marketing Fundamentals specific to Luxury and Fashion industry</p> <p>G. Understanding the Customer in a Services Setting (consumer behaviour)</p> <p>H. Consumer Behavior in Service Encounters</p> <p>I. . The 4Ps plus the 3Ps in luxury branding</p> <p>a. The 3 Ps of Services Marketing : People</p> <p>b. The 3 Ps of Services Marketing : Process/Physical Environment</p> <p>I. Tools and Frameworks in luxury services marketing : SERVQUAL / RATER / SERVICE QUALITY GAPS</p> <p>J Exploring Business Models: Pricing Services and Revenue Management</p> <p>K. How can luxury brand innovate through services</p>
Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Sophia, Suzhou
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	<p>Lectures obligatoires / Required readings : www.4hoteliers.com, www.hotelismag.com, www.hotelsnews.com Vertu, Neemrana, HiDesign</p> <p>Lectures Recommandées / Recommended readings :</p>

	Denney G Rutherford 2001 Hotel Management and Operations . Micah Solomon 2010, Exceptional Service, Exceptional Profit: The secrets of building a 5 star Customer Service
Websites	

CAREER MANAGEMENT 2

Course Code	MSC.SFFM2.FICOR.0023
ECTS Credits	1
Course Leader	ANDRE Nathalie
Synchronous	6
Discipline	Autre
Program	Luxury and Fashion Management
Prerequisites	No prerequisites.
Course Description	Career management, focusing on job search and first professional experiences.
Course Open to Exchange	Belo /Spring;#Lille /Spring;#Paris /Spring;#Raleigh /Spring;#Sophia /Spring;#Suzhou /Spring
Semester	spring
Campus	Sophia
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Accès Talent and careers HUB
Websites	None.

CONSUMERS TRENDS AND THEIR IMPACT ON MARKETING STRATEGIES

Course Code	MSC.LFMM2.MKCOR.0026
ECTS Credits	5
Course Leader	HOFFMANN Jonas
Synchronous	24
Discipline	Autre
Program	Luxury and Fashion Management
Prerequisites	None
Course Description	Consumer behavior is not rocket science, but it is more complicated than that, because human beings are more complicated than the machine. Shortly speaking, this course is to understand why consumers behave in the way they behave. The course involves multiple disciplines including psychology, sociology, behavior science, and marketing of course. The purpose of studying consumer behavior is to improve marketing effectiveness and efficiency. Consumers behavior is complicated, but thanks to the development of social psychology and behavior science, we could now gain good insight into the principles of consumer behavior. By

	<p>understanding these principles, we could interpret, predict and even influence consumers final purchase.</p> <p>Consumer study helps to diagnose the marketing problems. If your previous job is related to marketing or sales, ask yourself how much time you or your boss have spent on understanding your customers. The reality is managers spend very little time in understanding their customers, averagely less than 5% of their working time. When the sales decline, marketing managers always look for answers from 4P. Is there anything wrong with the product? Is the price too high? Am I selling it in the right channel? Is it because the advertising or promotion is not enough? What they should be aware of is that behind each P there is always a C Consumer. Eventually in many situations, to find out why a marketing stimulus is not effective, marketing managers have to return to consumer study, because it is the consumer who decides to buy or not to buy that product. Therefore, marketers need to check if their marketing stimuli (4P) could appeal to the right motivation, increase consumer attention, improve consumer memory, obtain right interpretation, encourage desirable learning, foster positive attitude and establish customer satisfaction.</p>
Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Belo Horizonte, Sophia, Suzhou
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	<p>Lectures obligatoires / Required readings :</p> <p>Title: Consumer Behavior Author: Michael Solomon Publisher: Prentice Hall Edition: 7 edition, 2007 (the 6 edition is also available in Chinese)</p> <p>Title: Customer Behavior: A Managerial Perspective Author: Sheth, Jagdish N., and Banwari Mittal Publisher: Thomson/South-Western Edition: 2nd Edition, 2003</p> <p>Lectures Recommandées / Recommended readings :</p>
Websites	

FINANCE AND ACCOUNTIBILITY IN LUXURY AND FASHION

Course Code	MSC.LFMM2.FICOR.0065
ECTS Credits	3
Course Leader	SOSCIA Isabella
Synchronous	24
Discipline	Autre
Program	Luxury and Fashion Management
Prerequisites	Curiosity in technical elements, ambition to focus on critical elements of financial world.

	The course is a basic level and does not require pre acquired technical knowledge.
Course Description	<p>This course is dedicated to all students interested in the luxury business. Doing business is a general pattern, doing business in the luxury field is a part of it.</p> <p>Each professional of the luxury business shall be fully aware of finance possibilities and constraints to become a successful actor of the field. This course is thought and drafted to teach the students the backstage existing behind the luxury business façade.</p> <ul style="list-style-type: none"> - Which are the rationales behind investing in this business? - Which drivers to be used to manage a business in this sector? <p>Throughout the sessions and the lectures students will have disclosure of all the key topics of the finance area of the luxury business including accounting, reporting systems, organization elements, treasury management, real estate, tax and legal, Intellectual Property management, stock markets and financial analysis.</p> <p>Luxury is a business! Investing and managing in luxury means filling in a big puzzle of finance activities that ensure the success (or collapse) of a business venture. Attendees will be up to date and aware of all the relevant areas of an organization acting in the luxury business arena.</p>
Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Sophia, Suzhou
Evaluation	
Final Examination (%)	20
Continuous Assessment (%)	80
Academic reference	<p>Lectures obligatoires / Required readings : Collier, P. M., (2012) Accounting for Managers: interpreting accounting information for decision- making, 4th Edition John Wiley and Sons Ltd</p> <p>Lectures Recommandées / Recommended readings :</p> <p>"Parker, R. H. (2007) Understanding Company Financial Statements, London, Penguin Business</p> <p>Weetman P. (2006) Financial and Management Accounting: An Introduction, London, FT Prentice Hall</p> <p>Dyson JR (2010) 8th ed Accounting for Non-Accounting Students, London, FT Prentice Hall</p> <p>Perks R & Leiw D (2013) 4th ed. Financial Accounting for Non-Specialists, London, McGraw Hill"</p>
Websites	

GROWTH STRATEGIES IN LUXURY & FASHION

Course Code	MSC.LFMM2.MKCOR.0101
ECTS Credits	3
Course Leader	POISSON, Jérôme-EXT
Synchronous	18

Discipline	Autre
Program	Luxury and Fashion Management
Prerequisites	-None
Course Description	-Growth strategies explores strategic growth and innovation approaches undertaken in the luxury field at the offering and ecosystem levels. Building on the course Consumer Trends, it takes socio-ecological strategy lenses (Hoffmann, Ramirez & Lecamp, 2018) to understand how actors need to navigate the macro (contextual environment), meso (ecosystem) and micro (value creating system) levels to innovate (Ramirez & Mannervik, 2016; Vargo & Lusch, 2004). Growth strategies (mergers & acquisitions, internationalisation, organic), luxury innovation strategies and the BA2RE strategic approach (Hoffmann & Lecamp, 2015) are presented and discussed. The course follows 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, online retail, sustainability, transparency, inclusivity, geopolitical tensions).
Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Sophia, Suzhou
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	<p>References</p> <p>Mandatory sources</p> <p>Hoffmann, J. and Lecamp, L. (2015) Independent luxury: the four innovation strategies to endure in the consolidation jungle, London: Palgrave-Macmillan.</p> <p>Hoffmann, J., Ramirez, R. and Lecamp, L. (2018) Right on time Socio-ecological strategy and implications of turbulence in the Swiss watchmaking field, Technological Forecasting and Social Change, 137, 101-117.</p> <p>Ramirez, R., Churchhouse, S., Palermo, A. and Hoffmann, J. (2017) Using Scenario Planning to Reshape Strategy, MIT Sloan Management Review, Summer.</p> <p>Strongly Recommended sources</p> <p>Hoffmann, J. and Coste-Manière, I. (ed.) (2012) Luxury Strategy in Action, London: Palgrave-Macmillan.</p> <p>Hoffmann, J. and Coste-Manière, I. (ed.) (2013) Global Luxury Trends, London: Palgrave-Macmillan.</p> <p>Normann, R. (2001) Reframing Business: when the Map Changes the Landscape, Chichester, NY: Wiley.</p> <p>Ramirez, R. and Mannervik, U. (2016) Strategy for a Networked World, London: Imperial College Press.</p> <p>Ramirez, R. and Wilkinson, A. (2016) Strategic Reframing: The Oxford Scenario Planning Approach, Oxford: OUP.</p> <p>Sempels, C. and Hoffmann, J. (2013) Sustainable Innovation Strategy, London: Palgrave-Macmillan.</p> <p>Vargo, S. and Lusch, R. (2004) Evolving to a New Dominant Logic, Journal of</p>

	<p>Marketing, 68/1, 1-17.</p> <p>Vargo, S. and Lusch, R. (2016) Service-dominant logic 2025, International Journal of Research in Marketing, 34/1, 46-67.</p> <p>Trade press: Financial Times, Les Echos, The Economist, www.businessoffashion.com, Journal du Textile, www.businessmontres.com</p> <p>Recommended sources</p> <p>Berry, C. J. (1994) The Idea of Luxury, Cambridge, UK: Cambridge University Press.</p> <p>Blanckaert, C. (1996) Les chemins du luxe, Paris: Grasset.</p> <p>Blanckaert, C. (2011) Luxe, Paris: Cherche-Midi.</p> <p>Chevalier, M. and Mazzalovo, G. (2008) Luxury Brand Management, London: Wiley.</p> <p>Delmestry, G. and Greenwood, R. (2016) How Cinderella Became a Queen: Theorizing Radical Status Change, Administrative Science Quarterly, 61/4, 507-550.</p> <p>Donzé, P.-Y. (2011) Histoire de l'industrie Horlogère Suisse, Neuchâtel: Editions Alphil.</p> <p>Donzé, P.-Y. (2011) The Comeback of the Swiss Watch Industry on the World Market: A Business History of the Swatch Group (1983-2010), Discussion Paper 11-14, Osaka University.</p> <p>Frankopan, P. (2015) The Silk Roads, London: Bloomsbury.</p> <p>Jones, C., Lorenzen, M. and Sapsed, J. (2015) The Oxford Handbook of Creative Industries, Oxford: OUP.</p> <p>Kapferer, J.-N. and Bastien, V. (2012) The Luxury Strategy, 2nd ed. London: Kogan Page.</p> <p>Raffaelli, R. (2018) Technology Reemergence: Creating New Value for Old Technologies in Swiss Mechanical Watchmaking, 1970-2008, Administrative Science Quarterly, available online 16 May 2018.</p> <p>Sicard, M.-C. (2010) Luxe, mensonges et marketing, 3rd ed. Paris : Pearson.</p> <p>Shipilov, A. and Godart, F. (2015) Luxurys talent factories, Harvard Business Review, June.</p> <p>Thomas, D. (2007) Deluxe: How luxury lost its luster, New York: Penguin.</p> <p>Industry Reports</p> <p>Académie des Technologies (2018) Technologie et Soft Power : le cas de l'industrie de la mode et du luxe, Paris: Rapport de l'Académie des Technologies.</p> <p>Bain & Company and Fondazione Altagamma (2018) Worldwide Markets Monitor, Milan.</p> <p>BoF and McKinsey (2018) The State of Fashion 2019, London.</p> <p>ECCIA (2017) Securing the Leadership of the European Cultural and Creative Industries in the Digital Era, Paris: Comité Colbert.</p> <p>To go further</p> <p>Networks & Systems</p> <p>Barabasi, A.-L. (2016) Network Science, Cambridge: Cambridge University Press.</p> <p>Barabasi, A.-L. (2002) Linked, Philadelphia (PA): Basic Books.</p> <p>Capra, F., Jakobsen, O. D. (2017) A conceptual framework for ecological economics based on systemic principles of life, International Journal of Social Economics, 44, 6, 831-844.</p> <p>Capra, F. and Luisi, P. L. (2014) The Systems View of Life: A Unifying Vision, Cambridge (UK): Cambridge University Press.</p>
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	<p>Maturana, H. and Varela, F. (1980) Autopoiesis and cognition the realization of the living, Reidel.</p> <p>Meadows, D. H. (2008) Thinking in Systems: a Primer, White River Junction: Chelsea Green.</p> <p>Morin, E. (2015) L'Aventure de La Méthode, Paris: Seuil.</p> <p>Strategy, Foresight & Innovation</p> <p>Beckert, J. (2016) Imagined Futures, Cambridge, MA: HUP.</p> <p>Christensen, C. (1997) The Innovators Dilemma, Boston, MA: HBP.</p> <p>Fligstein, N. and McAdam, D. (2012) A theory of fields, Oxford: OUP.</p> <p>Freeman, L. (2013) Strategy: A History, Oxford: OUP.</p> <p>Kim, W.C. and Mauborgne, R. (2005) Blue Ocean Strategy, Cambridge (MA): HBSP.</p> <p>Knight, F. (1921) Risk, uncertainty and profit, New York: Sentry Press.</p> <p>Langley, A. and Tsoukas, H. (2017) The SAGE Handbook of Process Organization Studies, London: SAGE.</p>
Websites	

HOW TO BUILD A BRAND

Course Code	MSC.LFMM2.MKELE.0030
ECTS Credits	3
Course Leader	COSTE-MANIERE Ivan
Synchronous	18
Discipline	Autre
Program	Luxury and Fashion Management
Prerequisites	None
Course Description	CREATION DUNE MARQUE DE LUXE (SWISS MADE) EN HORLOGERIE / CREATION OF A SWISS MADE LUXURY WATCH BRAND
Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Sophia, Suzhou
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings :
Websites	

PRICING, DISTRIBUTION AND RETAIL IN LUXURY AND FASHION

Course Code	MSC.LFMM2.MKCOR.0025
ECTS Credits	5
Course Leader	COSTE-MANIERE Ivan
Synchronous	24

Discipline	Autre
Program	Luxury and Fashion Management
Prerequisites	None
Course Description	<p>Retail, distribution and pricing strategies are numerous. They differ from one country to another not merely in distinctive formulations of product, price, distribution, and appeal more and more to customer distinction. They are to be carefully led when dealing with high end products as they could definitely damage the brand awareness, and the branded value in the short and long term. From traditional barometers such as AT Kearneys GRDI, more and more apparel and luxury metastructures have been feeling the evolution and societal shifts among consumers. New distribution and retail models have been appearing, some copying the already existing luxury POS or matching empowered consumers, or even price-hunters approaches. Trust is a must, which gave rise to incentive and fidelity cards, private website, professional bloggers and pop up stores or flagships. From cocooning to hiving, the consumers behavioral changes have been leading a tremendous transformation of the distribution channels, which has been amplified by the blooming of parallel channels, social media. Aesthetic brand ideology is increasingly attractive, same as for the atmosphere of the point of sales, or of the sales forces. The stock consolidation of the big hunters of this specific world is also to be taken in account.</p> <p>The course provides the student with a clear understanding of both the key retail global business issues as well as the challenges and specificities of local markets that shape the B2C and the most often forgotten B2B marketing environment. It takes both a theoretical and active learning approach to providing students with the skills and knowledge necessary to identify how the companies, fight for trust and try their best to achieve a competitive advantage with this global environment through any means from sourcing, SCM, or marketing led communications. Students will be introduced to a broad range of practical examples, from different business sectors through in-class activities, case studies and group project. Led by different lecturers who are specialists in their different fields (mobiles, bizz jets, leathergoods, watches ...)</p>
Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Sophia, Suzhou
Evaluation	
Final Examination (%)	80
Continuous Assessment (%)	20
Academic reference	<p>Lectures obligatoires / Required readings :</p> <p>B2B press magazines will be given to students</p> <p>Lectures Recommandées / Recommended readings :</p> <p>Luxury Strategy in Action Palgrave 2011 - J. Hoffmann/I. Coste</p>
Websites	

SUSTAINABLE DEVELOPMENT, SUSTAINABLE VALUE CREATION IN THE LUXURY INDUSTRY

Course Code	MSC.LFMM2.MKCOR.0027
ECTS Credits	3
Course Leader	SOSCIA Isabella
Synchronous	18
Discipline	Autre
Program	Luxury and Fashion Management
Prerequisites	None
Course Description	<p>The purpose of this course is to train participants with an understanding of sustainability as well as some of the practical approaches to understanding critical social and environmental pressures, assessing their impact on organizations, developing systems for responding to them, and integrating these solutions into an organizations operations and strategy.</p> <p>During the course, we will investigate the challenges of implementing sustainability in a luxury industry context from the perspectives of community impact, labour conditions, climate change, energy use, natural resource use, and ecosystems use.</p> <p>Course will focus on key challenges of sustainability, material risks and opportunities, as well as key trends in response. We will explore companies actions used to enhance competitive advantage, as well as possible interventions that can contribute to long-term corporate sustainability and profitability.</p> <p>The participants will deepen their thinking on sustainability and practice while they carry out individual and team research projects that involve applying the concept of sustainability.</p>
Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Sophia, Suzhou
Evaluation	
Final Examination (%)	35
Continuous Assessment (%)	65
Academic reference	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings :
Websites	

VALUE MANAGEMENT & MARKETING

Course Code	MSC.LFMM2.MKCOR.0024
ECTS Credits	3
Course Leader	CHHABRA, Sudeep-EXT
Synchronous	24
Discipline	Autre
Program	Luxury and Fashion Management
Prerequisites	-None
Course Description	-Maybe one of the hottest topics in contemporary luxury & fashion activities. From merchandising to mystery shopping, at the crossroads of all

	the other LFM programme's courses, so that all sessions will be stuffed with activities, real life cases and finance calculation. The branded value concept and the mystery journey will be at the heart of these sessions.
Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Sophia, Suzhou
Evaluation	
Final Examination (%)	80
Continuous Assessment (%)	20
Academic reference	-
Websites	-

SPORT, EVENT AND TOURISM MANAGEMENT

CAREER MANAGEMENT 2

Course Code	MSC.SFFM2.FICOR.0023
ECTS Credits	1
Course Leader	ANDRE Nathalie
Synchronous	6
Discipline	Autre
Program	Sport, Event and Tourism Management
Prerequisites	No prerequisites.
Course Description	Career management, focusing on job search and first professional experiences.
Course Open to Exchange	Belo /Spring;#Lille /Spring;#Paris /Spring;#Raleigh /Spring;#Sophia /Spring;#Suzhou /Spring
Semester	spring
Campus	Sophia
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Accès Talent and careers HUB
Websites	None.

COMPANY PROJECTS 2

Course Code	MSC.SEMM2.MKCOR.0009
ECTS Credits	4
Course Leader	WARD-PERKINS, David-EXT

Synchronous	24
Discipline	Stratégie, Innovation & Entrepreneuriat
Program	Sport, Event and Tourism Management
Prerequisites	None
Course Description	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. This project-based course is designed to help you develop knowledge and skills necessary to develop marketing strategies at the organization, in contrast to product, level. Emphasis will be on project planning and management. The project ends with presentations to clients.
Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Sophia
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	Lectures Recommandées / Recommended readings : Tribe, J. (2010). Strategy for Tourism. Oxford: Goodfellows Various readings related to the specific project the students are working on.
Websites	

COMPETITIVE ADVANTAGE AND STRATEGY

Course Code	MSC.SEMM2.PMCOR.0063
ECTS Credits	2
Course Leader	CHADWICK Simon
Synchronous	12
Discipline	Management & Organisation
Program	Sport, Event and Tourism Management
Prerequisites	No particular prerequisites
Course Description	This course is of interest to all students of tourism, events and sports management, also covering broader topics of entertainment and cultural activity. In these various fields, what are the strategies that allow an organisation to stand out, to capture the attention of its audience, its partners and its customers; to play a driving role in the industry? This course will allow students to explore these critical themes.
Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Sophia
Evaluation	
Final Examination (%)	100

Continuous Assessment (%)	0
Academic reference	
Websites	

MANAGING IN THE DIGITAL ENVIRONMENT

Course Code	MSC.SEMM2.MKCOR.0120
ECTS Credits	2
Course Leader	CHADWICK Simon
Synchronous	15
Discipline	Marketing
Program	Sport, Event and Tourism Management
Prerequisites	No specific prerequisites
Course Description	This course prepares students for an appreciation and understanding of the importance of digital in both marketing and operations: and in the effective use of information technology.
Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Sophia
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	
Websites	

PROFESSIONAL EVENTS: CHALLENGES AND TRENDS

Course Code	MSC.SEMM2.MKCOR.0116
ECTS Credits	4
Course Leader	BREGAND, Héliéna-EXT
Synchronous	24
Discipline	Management & Organisation
Program	Sport, Event and Tourism Management
Prerequisites	For SEMTM event track students. For exchange students, no specific prerequisite, but the course presumes an active interest in the events industry.
Course Description	The course covers all aspects of professional events, including congresses, trade fairs, incentives or experiential marketing. Also cultural events and entertainment. The course explains, in particular: bidding for congresses, cultural events and other events marketing the destination

	servicing events enquiries grouping together local business event suppliers advising government on infrastructure requirements influencing local/regional/national opinion leaders (politicians, civil servants, business and scientific eminences) on behalf of the event industry
Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Sophia
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Required reading will be posted on SKEMA's e-learning platform by the lecturer.
Websites	

SPORTS EVENT MANAGEMENT

Course Code	MSC.SEMM2.PMCOR.0060
ECTS Credits	4
Course Leader	CHADWICK Simon
Synchronous	24
Discipline	Management & Organisation
Program	Sport, Event and Tourism Management
Prerequisites	The students need to have a good general understanding of business administration and marketing.
Course Description	<p>This is a follow-up and extension of the Global Business of Sport. This course is highly focused on practical issues, working on the basis of case studies. As before, the course is run seminar-style, making use of multiple practical examples, inviting guest speaker from the rich and varied world of sports management.</p> <p>The programme as a whole aims to provide students with a good understanding of sports events management, from planning and marketing to execution and evaluation and post-event strategic sports event and tourism development. Students will understand the complexity of stakeholders involved in past or upcoming sports mega events.</p>
Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Sophia
Evaluation	
Final Examination (%)	70
Continuous Assessment (%)	30
Academic reference	Lectures obligatoires / Required readings : BEECH, J., KAISER, S. & KASPAR, R. (eds.) 2014. The Business of Events

	<p>Management, Harlow: Pearson Education.</p> <p>Lectures Recommandées / Recommended readings :</p> <p>BEECH, J. & CHADWICK, S. (eds.) 2013. The Business of Sport Management, 2nd edn. Harlow: Pearson Education.</p> <p>BEECH, J. & CHADWICK, S. (eds.) 2006. The Business of Tourism Management, Harlow: Pearson Education.</p> <p>BULL, C. & WEED, M. 2009. Sports Tourism: Participants, Policy and Providers, 2nd edn. Oxford: Butterworth-Heinemann.</p> <p>HIGHAM, J. (ed.) 2005. Sport Tourism Destinations, London: Elsevier Butterworth-Heinemann.</p> <p>MASTERMAN, G. (2009): Strategic sports event management: an international approach. Amsterdam: Elsevier Butterworth-Heinemann</p>
Websites	<p>www.robertkaspar.com</p> <p>www.olympic.org</p> <p>www.uefa.com</p> <p>www.fifa.com</p>

STRATEGIC SALES & DISTRIBUTION IN TOURISM

Course Code	MSC.SEMM2.MKCOR.0015
ECTS Credits	1
Course Leader	LANZA, Sophie-EXT
Synchronous	12
Discipline	Management des Opérations
Program	Sport, Event and Tourism Management
Prerequisites	No prerequisites
Course Description	<p>Students will consider the strategic importance of distribution in the tourism, events and sports management industries. The course places particular emphasis on reach and on control of cost and image in the selection of direct and indirect distribution channels.</p> <p>Different remuneration systems will be discussed and students will be able to identify leading international operators and agencies in the tourism industry.</p> <p>Students will also discuss the importance of the peer-to-peer economy on travel and tourism distribution.</p>
Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Sophia
Evaluation	
Final Examination (%)	70
Continuous Assessment (%)	30
Academic reference	<p>Lectures obligatoires / Required readings :</p> <p>Reading posted on Knowledge</p> <p>Lectures Recommandées / Recommended readings :</p> <p>Camilleri, M.A. (2018), « Tourism Distribution Channels ». Cham, Switzerland, Springer Nature.</p>

Websites	Http://www.sabre.com http://www.amadeus.com http://www.travelport.com http://www.etoa.org/ http://www.ceto.to http://www.aito.co.uk/ https://www.abta.com/ http://www.travelweekly.co.uk https://www.travelmole.com https://www.hotelschool.cornell.edu/research/chr/
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THE BUSINESS AND MANAGEMENT OF TOURISM. PART 2

Course Code	MSC.SEMM2.PMCOR.0062
ECTS Credits	4
Course Leader	STANFORD, Davina-EXT
Synchronous	24
Discipline	Management & Organisation
Program	Sport, Event and Tourism Management
Prerequisites	No particular prerequisites
Course Description	<p>This wide-ranging course, coming at the beginning of the semester, covers the whole gamut of tourism activity and tourism management, including travel and transport; destination management; business and leisure tourism; hospitality; tourism product/experience creation; sustainability; and many other topics.</p> <p>The focus is on the way tourism is evolving and on the ways that destinations and operators are modifying their approach to respond to emerging conditions.</p> <p>The course is run workshop-style, to confront students with cases to analyse and real issues to resolve.</p>
Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Sophia
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

KEY TRENDS IN PROFESSIONAL EVENTS

Course Code	MSC.SEMM2.MKELE.0141
ECTS Credits	2
Course Leader	BREGAND, Héliéna-EXT

Synchronous	12
Discipline	Management & Organisation
Program	Sport, Event and Tourism Management
Prerequisites	No specific prerequisites
Course Description	This course covers key trends in professional events, through case study and example, with involvement of guest speakers that are actively involved in the industry.
Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Sophia
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	
Websites	

LEADING AND MANAGING TRANSFORMATION

Course Code	MSC.SEMM2.STELE.0075
ECTS Credits	2
Course Leader	CHADWICK Simon
Synchronous	12
Discipline	Stratégie, Innovation & Entrepreneuriat
Program	Sport, Event and Tourism Management
Prerequisites	For SEMTM only
Course Description	This highly interactive course will consider how the sports, events and tourism environment is in a state of transformation; and emphasise the importance of a strong vision and effective leadership .
Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Sophia
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	
Websites	

MANAGING IN SPORT'S GEOPOLITICAL ECONOMY

Course Code	MSC.SEMM2.PMELE.0007
ECTS Credits	2
Course Leader	CHADWICK Simon

Synchronous	12
Discipline	Management & Organisation
Program	Sport, Event and Tourism Management
Prerequisites	No particular prerequisites
Course Description	For over a century, sport has played an important geopolitical role, on the world stage. This course explores the underside of international sport, to understand how cities, regions and nations use sport as an economic driver and as a political tool.
Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Sophia
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

PROGRAMME MANAGEMENT IN SET

Course Code	MSC.SEMM2.PMELE.0008
ECTS Credits	2
Course Leader	CHADWICK Simon
Synchronous	12
Discipline	Management & Organisation
Program	Sport, Event and Tourism Management
Prerequisites	No particular prerequisites
Course Description	This course is for students interested in acquiring practical skills that they can make use of in the professional world. Whatever domain they enter whether tourism, culture, entertainment, sport or professional events their responsibilities are likely to include the management of systems and programmes. This course will give them the tools that they can adapt to any situation.
Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Sophia
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

PROJECT MANAGEMENT: FROM STRATEGY TO DELIVERY

Course Code	MSC.SEMM2.PMELE.0002
ECTS Credits	2
Course Leader	WARD-PERKINS, David-EXT
Synchronous	12
Discipline	Management & Organisation
Program	Sport, Event and Tourism Management
Prerequisites	For SEMTM only
Course Description	An overview of the principles and application of project management, in the tourism, events and sports management fields. A hands-on practical course, with multiple examples and exercises.
Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Sophia
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	
Websites	

REVENUE AND PROFITABILITY IN EVENTS AND HOSPITALITY

Course Code	MSC.SEMM2.PMELE.0003
ECTS Credits	2
Course Leader	FRACCHIA, Carole-EXT
Synchronous	12
Discipline	Management des Opérations
Program	Sport, Event and Tourism Management
Prerequisites	This course is for SEMTM Event track student. Any exchange student will need to have good notions of Revenue Management and have a strong interest in the hospitality and/or business event industry.
Course Description	The aim of the module is to introduce students to how venues need to consider maximising revenue from different types of operations and the impact it has on business performance. The module will be approached from the viewpoint of the Sales and Marketing Director of a larger venue, who needs to manage this complex activity with the aid of the other services of his organization.
Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Sophia

Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	<p>Lectures obligatoires / Required readings : None</p> <p>Lectures Recommandées / Recommended readings :</p> <p>Hotel Convention Sales, Services and Operations by Golden-Romero, Pat, Editor: Taylor & Francis, 2007</p> <p>Precision Marketing : Maximizing Revenue Through Relevance by Zoratti, Sandra, Gallagher, Lee / Kogan Page, 2012</p>
Websites	<p>Www.nice.acropolis.com</p> <p>http://www.iccaworld.com/cnt/progmdocs/TST05%20-%20Matthias.pdf</p> <p>http://revenueyourhotel.com</p> <p>Event management software : http://ungerboeck.com/home.aspx</p> <p>Quality:http://www.iso.org/iso/home.html</p>

SERVICE DESIGN

Course Code	MSC.SEMM2.MKELE.0015
ECTS Credits	2
Course Leader	WARD-PERKINS David
Synchronous	12
Discipline	Management des Opérations
Program	Sport, Event and Tourism Management
Prerequisites	MSc SEMTM
Course Description	<p>The objective of service design is to cause consistent service delivery with high levels of designed-in usefulness, usability, desirability, efficiency and effectiveness and with resulting improvements in productivity.</p> <p>This course provides the student with an understanding of service design principles and tools that can be applied in a variety of tourism, hospitality and event related services. Hands-on exercises and projects will give students a chance to design or redesign services.</p>
Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Sophia
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	<p>Lectures obligatoires / Required readings : Service design and tourism, a free e-book: http://tiny.cc/c8qwjw</p> <p>Lectures Recommandées / Recommended readings : Stickdorn et al. (2010). This is service design thinking thinking</p>

Websites	Http://service-design-network.org http://www.designthinkingnetwork.com/group/tourism
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TOURISM STRATEGY AND PLANNING

Course Code	MSC.SEMM2.MKELE.0145
ECTS Credits	2
Course Leader	WARD-PERKINS David
Synchronous	12
Discipline	Management des Opérations
Program	Sport, Event and Tourism Management
Prerequisites	No specific prerequisite
Course Description	Tourism strategy and planning
Course Open to Exchange	Sophia /Spring
Semester	spring
Campus	Sophia
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	<p>Students are strongly advised to have read at least one book on slow tourism, adventure tourism or other types of experiential tourism. For example, Tourism Routes and Trails (Theory and Practice) by David Ward-Perkins and Christina Beckmann (CABI)</p> <p>The professor can provide other recommendations for reading.</p>
Websites	Students should be regularly consulting online articles and blogs and attending webinars on this subject. There are many mailing lists that they can subscribe to.