



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

**Catalogue 1^{ère} version
2024/2025**

Dear Exchange Students,

Welcome to SKEMA Business School!

Here are a few key instructions on how to consult properly the **Sophia Antipolis Course Catalogue Fall 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 Business Consulting & Decision Intelligence:** only for students on exchange for the Academic Year. (Extra Fees apply)
- 4) **Special Note for Digital Marketing and Artificial Intelligence:** This program is **selective**. The academic director will screen students' transcripts and CV to ensure they have the required academic and professional background to follow the program. Once pre-selected, a Skype interview may be requested. If a student is not selected, a second program choice will be requested.
- 5) **Special Note for Financial Markets & Investments:** only for students on exchange for the Academic Year. This program is **extremely selective**. The academic director will screen students' transcripts and CV to ensure they have the required academic and professional background to follow the program. Once pre-selected, a Skype interview with the academic director will be required for final validation of admittance. If a student is not selected, a second program choice will be requested. There is a **zero-absence policy** for the courses within this specialization.
- 6) Courses within the catalogue are subject to slight changes.
- 7) There is a maximum number of seats available per course.

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M1 ABM FRANCE

ADVANCED EXCEL

Course Code	PGE.FINM1.ISELE.0720
ECTS Credits	1
Course Leader	ANDRE Paul
Synchronous	0
Discipline	Autre
Program	M1 ABM France
Prerequisites	none
Course Description	Excel is something you can't do without ! This course will introduce all the things the students must know in order to honestly pretend to be mastering Excel. The course will be splitted in two parts a first one online (12 hours) and applications done in the classroom with a teacher who's an expert of Excel.
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Stellenbosch-Le Cap, Suzhou
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	
Websites	

AI IN BUSINESS CONTEXTS

Course Code	PGE.FINM1.ISCOR.0712
ECTS Credits	2
Course Leader	OKOLI Chitu
Synchronous	15
Discipline	Business Analytics, Data Science & AI
Program	M1 ABM France
Prerequisites	None
Course Description	Artificial intelligence (AI) is the most revolutionary technological advance of our present time. Managers in all sectors of society are challenged to understand the implications of AI for their managerial practices as they face an exciting but uncertain future. Although it is not feasible to expect that every manager would develop a strong technical understanding of AI, it is imperative that they understand it from a practical perspective that would empower them to leverage it for effective managerial action. The objective of this course is to give you a non-technical understanding of the cutting-edge issues that managers face with AI today in the context of

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	business. (Business here should not be understood to only mean commercial; it includes all sectors of doing business in organizations, including government, non-profit organizations, healthcare, education, and so on.) This is not a general introductory course on AI. The instructors will focus on unique areas of their expertise that go beyond common knowledge to help you think critically to push beyond the current boundaries of AI in business contexts.
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Autre / Other, Belo Horizonte, Lille, Paris, Raleigh, Sophia, Suzhou
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	

BUSINESS TRANSFORMATION IN A DIGITAL ECONOMY

Course Code	PGE.FINM1.ECCOR.0906
ECTS Credits	3
Course Leader	DIBIAGGIO Ludovic
Synchronous	24
Discipline	Autre
Program	M1 ABM France
Prerequisites	<u>Microeconomics for business: Costs and production, Perfect and imperfect competition (returns to scale, marginal-cost pricing, monopoly power), market structures (barriers to entry, concentration), network externalities Strategy : Industry analysis (PESTEL, segmentation, Five forces analysis,...) Business models</u>
Course Description	This course provides an opportunity to understand and develop a critical view of the nature and the magnitude of structural changes related to ongoing digital transformations. This transformation reshuffles the architecture of most value chains and affects value creation, delivery, and capture mechanisms. Critical to understanding and evaluating the magnitude of these changes is the analysis of platform business models. Platforms forces all players to think about their role differently and change the competitive game. After an overview of the effects of digitization and artificial intelligence on the competitive environment, the course will focus on strategic principles to design and implement effective business models relying on digital solutions. Through real case analyses, lectures and in-class discussions, students will be able to navigate digital technologies disrupting most industries, and analyze platform-based business models.
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall

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Campus	Belo Horizonte, Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	
Websites	

CAREER MANAGEMENT 3: BUILDING A STRONG CAREER PATH

Course Code	PGE.FINM1.CRCOR.1003
ECTS Credits	1
Course Leader	ANDRE Nathalie
Synchronous	2
Discipline	Autre
Program	M1 ABM France
Prerequisites	No
Course Description	Career management course focused on professional projet and career path construction
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Dubaï, Lille, Paris, Raleigh, Sophia, Stellenbosch-Le Cap, Suzhou
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	
Websites	

CORPORATE FINANCE

Course Code	PGE.FINM1.FICOR.0503
ECTS Credits	4
Course Leader	GROSLAMBERT Bertrand
Synchronous	27
Discipline	Finance
Program	M1 ABM France

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Prerequisites	None
Course Description	Our objective is to bring students to develop a rigorous analytical framework of the major investment and financing decisions. In particular, we will shed lights on the interest rates and the investment valuation. We will focus on different ways of financing between equity, debt. Then, we present the relationship between risk, return and the cost of financing.
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Dubaï, Lille, Paris, Raleigh, Sophia, Suzhou
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	1) Corporate Finance, Hillier, MCGraw-Hill, 4th Edition 2) Corporate Finance Theory and Practice, P. Vernimmen, John Wiley & Sons, 2011, 3rd edition Available freely on Scholarvox by Cyberlibris at http://mediatheque.skema.edu/index.php?id=408
Websites	Http://skema.lms.crossknowledge.com/data/modules/crossknowledge/interfaces/index.php http://www.vernimmen.com/ http://mediatheque.skema.edu/index.php?id=408 http://knowledge.skema.edu/

KEY SKILLS FOR CORPORATE TRANSITION

Course Code	PGE.FINM1.STCOR.0854
ECTS Credits	2
Course Leader	BOISSIN Denis
Synchronous	15
Discipline	Stratégie, Innovation & Entrepreneuriat
Program	M1 ABM France
Prerequisites	Fundamental concepts of sustainable development, systemics, complexity, uncertainty and environmental management
Course Description	
Course Open to Exchange	;#Lille /Fall; #Paris /Fall;#Sophia /Fall;
Semester	fall
Campus	Lille, Paris, Sophia
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0

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Academic reference	
Websites	

GLOBAL ECONOMIC ISSUES : CORPORATE ECONOMICS IN A VUCA WORLD

Course Code	PGE.FINM1.ECCOR.0904
ECTS Credits	2
Course Leader	COMBE Emmanuel
Synchronous	15
Discipline	Economie
Program	M1 ABM France
Prerequisites	<u>-Grands enjeux économiques (L3)</u> ou <u>- RAN economics</u>
Course Description	In VUCA World _ one that is volatile, uncertain, complex, and ambiguous _ as many would characterize today's global economic environment, analytical skills are more important than ever. The challenges companies face in a VUCA world demand a filter to separate opportunities from distractions, and economics helps managers to make good decisions about what to do. This course aims at tackling new challenges corporations and economies face or will face with the rise of a VUCA environment.
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Dubaï, Lille, Paris, Raleigh, Sophia, Suzhou
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Ph. Aghion & alii (2021) The power of creative destruction, Harvard University Press D. Autor, D. Dorn, G. Hanson (2013) "The China syndrome: local labor market effects of import competition in the United States," American Economic Review. D. Autor & alii (2020) "The Fall of the Labor Share and the Rise of Superstar Firms, The Quarterly Journal of Economics E. Brynjolfsson & alii (2017) "Artificial intelligence and the modern productivity paradox", NBER Working paper E. Combe (2023) Competition: all you should know to talk like an expert, Éditions Concurrences A. Ezrachi, M. Stucke (2022) How Big-Tech Barons Smash Innovationand How to Strike Back, Harper Business C. Goodhart (2020) The great demographic reversal, Springer X. Jaravel, E. Sager (2019), What are the Price Effects of Trade? Evidence from the US and Implications for Quantitative Trade Models, CEPR Working Paper

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	X. Jaravel, I. Méjean (2021) A Data-Driven Resilience Strategy in a Globalized World, Conseil d'Analyse Economique Th. Philippon (2019) The Great Reversal: How America Gave Up on Free Markets, the Belknap press J. Tirole (2017) Economics for the Common Good, Princeton University Press
Websites	

INNOVATION MANAGEMENT & CREATIVITY

Course Code	PGE.FINM1.HRCOR.0344
ECTS Credits	2
Course Leader	ROSSETTO Denny Eduardo
Synchronous	18
Discipline	Autre
Program	M1 ABM France
Prerequisites	-
Course Description	This course presents innovation management with a theoretical approach associated with managerial perspectives to undertake in a turbulent world with uncertainties and a post-pandemic context. It presents a wide range of innovation management concepts focusing strongly on the context of the ecosystems, also introducing some elements as of the perspective of emerging markets. So, this course aims the development of managerial and entrepreneurial capabilities to exercise strategic leadership in innovation ecosystems, generating proposals of shared value with a corporate social responsibility approach.
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall
Semester	fall
Campus	Belo Horizonte, Raleigh, Sophia, Stellenbosch-Le Cap
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	1. Introduction and theoretical basis of innovation Management Adams, R., Bessant, J. & Phelps, R. (2006). Innovation management measurement: A review. International Journal of Management Reviews 8, 21-47. Chesbrough, H. (2010). Business Model Innovation: Opportunities and Barriers. Long Range Planning 43, 354-363. Christensen, C. M., Raynor, M. E. & McDonald, R. (2015). What is disruptive innovation. Harvard Business Review 93, 44-53. Garcia, R. & Calantone, R. (2002). A critical look at technological innovation typology and innovativeness terminology: a literature review. 19, 110-132. Howells, J. (2005) The management of innovation and technology: the shaping of technology and institutions of the market economy. Thousand Oaks, California: Sage Publications. OECD & Eurostat (2019) Oslo Manual 2018: Guidelines for Collecting,

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	<p>Reporting and Using Data on Innovation (258). Luxembourg: OECD Publishing, Paris/Eurostat.</p> <p>Rossetto, D. E., Bernardes, R. C., Borini, F. M. & Gattaz, C. C. (2018). Structure and evolution of innovation research in the last 60 years: review and future trends in the field of business through the citations and co-citations analysis. <i>Scientometrics</i> 115, 1329-1363.</p> <p>Tidd, J. & Bessant, J. (2013) <i>Managing Innovation: Integrating technological market and organizational change</i> (680). John Wiley & Sons.</p> <p>2. Innovation Challenges for a new world</p> <p>Adams, R., Bessant, J. & Phelps, R. (2006). Innovation management measurement: A review. <i>International Journal of Management Reviews</i> 8, 21-47.</p> <p>Akpan, I. J., Soopramanien, D. & Kwak, D.-H. (2020). Cutting-edge technologies for small business and innovation in the era of COVID-19 global health pandemic. <i>Journal of Small Business & Entrepreneurship</i>, 1-11.</p> <p>Chesbrough, H. (2020). To recover faster from Covid-19, open up: Managerial implications from an open innovation perspective. <i>Industrial Marketing Management</i> 88, 410-413.</p> <p>Damanpour, F. (2014). Footnotes to Research on Management Innovation. <i>Organization Studies</i> 35, 1265-1285.</p> <p>Damanpour, F. & Aravind, D. (2012). Managerial Innovation: Conceptions, Processes, and Antecedents. <i>Management and Organization Review</i> 8, 423-454.</p> <p>Hamel, G. (2006). The why, what, and how of management innovation. <i>Harvard Business Review</i> 84, 72.</p> <p>Kraus, S., Pohjola, M. & Koponen, A. (2012). Innovation in family firms: an empirical analysis linking organizational and managerial innovation to corporate success. <i>Review of Managerial Science</i> 6, 265-286.</p> <p>McCausland, T. (2020). News and Analysis of the Global Innovation Scene. <i>Research-Technology Management</i> 63, 2-8.</p> <p>Millar, C. C. J. M., Groth, O. & Mahon, J. F. (2018). Management Innovation in a VUCA World: Challenges and Recommendations. 61, 5-14.</p> <p>Pedersen, C. L. & Ritter, T. (2020). Preparing your business for a post-pandemic world. <i>Harvard Business Review</i>, 4.</p> <p>3. Innovation Ecosystems Introduction</p> <p>Adner, R. (2006). Match your innovation strategy to your innovation ecosystem. <i>Harvard Business Review</i> 84, 12.</p> <p>Elias, G. C. & David, F. J. C. (2010). Triple Helix, Quadruple Helix and Quintuple Helix and How Do Knowledge, Innovation and the Environment Relate To Each Other? : A Proposed Framework for a Trans-disciplinary Analysis of Sustainable Development and Social Ecology. <i>International Journal of Social Ecology and Sustainable Development (IJSESD)</i> 1, 41-69.</p> <p>Gomes, L. A. d. V., Facin, A. L. F., Salerno, M. S. & Ikenami, R. K. (2018). Unpacking the innovation ecosystem construct: Evolution, gaps and trends. <i>Technological Forecasting and Social Change</i> 136, 30-48.</p> <p>Granstrand, O. & Holgersson, M. (2020). Innovation ecosystems: A conceptual review and a new definition. <i>Technovation</i> 90-91, 102098.</p> <p>Juceviius, G. & Grumadait, K. (2014). Smart Development of Innovation Ecosystem. <i>Procedia - Social and Behavioral Sciences</i> 156, 125-129.</p> <p>Pique, J. M., Berbegal-Mirabent, J. & Etzkowitz, H. (2018). Triple Helix and the evolution of ecosystems of innovation: the case of Silicon Valley. Triple</p>
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	<p>Helix 5, 11.</p> <p>Smith, K. R. (2006). Building an Innovation Ecosystem: Process, Culture and Competencies. 20, 219-224.</p> <p>Wang, P. (2009) An integrative framework for understanding the innovation ecosystem. <i>Advancing the Study of Innovation and Globalization in Organizations</i>. (pp. 301-314).</p> <p>Williamson, P. J. & De Meyer, A. (2012). <i>Ecosystem Advantage: How to Successfully Harness the Power of Partners</i>. 55, 24-46.</p> <p>Williamson, P. J. & De Meyer, A. (2020) <i>Ecosystem Edge: Sustaining Competitiveness in the Face of Disruption</i> (216). Stanford, California: Stanford University Press.</p> <p>4. Developing Relationships and Value Generation in an Innovation Ecosystems</p> <p>Carroll, A. B. (1999). Corporate Social Responsibility: Evolution of a Definitional Construct. <i>Business & Society</i> 38, 268-295.</p> <p>Dedehayir, O., Mäkinen, S. J. & Roland Ortt, J. (2018). Roles during innovation ecosystem genesis: A literature review. <i>Technological Forecasting and Social Change</i> 136, 18-29.</p> <p>Kapoor, R. (2018). Ecosystems: broadening the locus of value creation. <i>Journal of Organization Design</i> 7, 12.</p> <p>Mirvis, P., Herrera, M. E. B., Googins, B. & Albareda, L. (2016). Corporate social innovation: How firms learn to innovate for the greater good. <i>Journal of Business Research</i> 69, 5014-5021.</p> <p>Porter, M. E., Hills, G., Pfitzer, M., Patscheke, S. & Hawkins, E. (2012) <i>Measuring shared value: How to unlock value by linking business and social results</i>. FSG Publication.</p> <p>Porter, M. E. & Kramer, M. R. (2011). <i>Creating Shared Value</i>. Harvard Business Review.</p> <p>Ritala, P., Agouridas, V., Assimakopoulos, D. & Gies, O. (2013). Value creation and capture mechanisms in innovation ecosystems: a comparative case study. 63, 244-267.</p> <p>Ritala, P. & Almpantopoulou, A. (2017). In defense of eco in innovation ecosystem. <i>Technovation</i> 60-61</p> <p>Velu, C. (2015). Knowledge management capabilities of lead firms in innovation ecosystems. <i>AMS Review</i> 5, 123-141.</p> <p>Walrave, B., Talmar, M., Podoyntsyna, K. S., Romme, A. G. L. & Verbong, G. P. J. (2018). A multi-level perspective on innovation ecosystems for path-breaking innovation. <i>Technological Forecasting and Social Change</i> 136, 103-113.</p> <p>5. Entrepreneurship Ecosystems and New Ventures</p> <p>Cavallo, A., Ghezzi, A. & Balocco, R. (2019). Entrepreneurial ecosystem research: present debates and future directions. <i>International Entrepreneurship and Management Journal</i> 15, 1291-1321.</p> <p>Cordova, D. (2014) <i>Creating the environment for entrepreneurial success</i>. In Bettcher, K. E., Kindle, J. & Stroker, F. (Eds.). (pp. 70). Washington, DC, Center for International Private Enterprise.</p> <p>Elia, G., Margherita, A. & Passiante, G. (2020). Digital entrepreneurship ecosystem: How digital technologies and collective intelligence are reshaping the entrepreneurial process. <i>Technological Forecasting and Social Change</i> 150, 119791.</p> <p>Malecki, E. J. (2018). Entrepreneurship and entrepreneurial ecosystems. <i>Geography Compass</i> 12, e12359.</p>
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<p>9. Creativity: Thinking beyond boxes</p> <p>Amabile, T. M. (1988). A model of creativity and innovation in organizations. <i>Research in organizational behavior</i> 10, 123-167.</p> <p>Amabile, T. M. (1996) <i>Creativity and Innovation in Organizations: A case study</i>. Harvard Business School. (pp. 15). Boston, HBS Press.</p> <p>Carayannis, E. G. (2013) <i>Encyclopedia of creativity, invention, innovation and entrepreneurship</i>. Washington, DC: Springer Publisher.</p> <p>Cropley, D. H., Kaufman, J. C. & Cropley, A. J. (2011). <i>Measuring Creativity for Innovation Management</i>. <i>Journal of technology management & innovation</i> 6, 13-30.</p> <p>Greer, C. R. & Lei, D. (2012). <i>Collaborative Innovation with Customers: A Review of the Literature and Suggestions for Future Research*</i>. 14, 63-84.</p> <p>Gurteen, D. (1998). <i>Knowledge, Creativity and Innovation</i>. <i>Journal of Knowledge Management</i> 2, 5-13.</p> <p>Legrenzi, P. (2005) <i>Creativity and innovation (75)</i>. Icon.</p> <p>Sawyer, R. K. (2011) <i>Explaining Creativity: The Science of Human Innovation</i>. Oxford University Press.</p> <p>Shneor, R., Zhao, L. & Flåten, B.-T. (2020) <i>Advances in Crowdfunding: Research and Practice (543)</i>. Switzerland: Palgrave Macmillan.</p> <p>Sternberg, R. J. (2006). <i>The nature of creativity</i>. <i>Creativity Research Journal</i> 18, 87-98.</p> <p>Swink, M. (2006). <i>Building Collaborative Innovation Capability</i>. <i>Research-Technology Management</i> 49, 37-47.</p> <p>Udwadia, F. E. (1990). <i>Creativity and innovation in organizations: Two models and managerial implications</i>. <i>Technological Forecasting and Social Change</i> 38, 65-80.</p> <p>Unsworth, K. (2001). <i>Unpacking Creativity</i>. <i>Academy of Management Review</i> 26, 289-297.</p> <p>10. Digital Transformation in Innovation Ecosystems</p> <p>Andal-Ancion, A., Cartwright, P. A. & Yip, G. S. (2003). <i>The digital transformation of traditional business</i>. <i>MIT Sloan Management Review</i> 44, 10.</p> <p>Andriole, S. J. (2017). <i>Five myths about digital transformation</i>. <i>MIT Sloan Management Review</i> 58.</p> <p>Bharadwaj, A., El Sawy, O. A., Pavlou, P. A. & Venkatraman, N. (2013). <i>Digital Business Strategy: Toward a Next Generation of Insights</i>. <i>MIS Quarterly</i> 37, 471-482.</p> <p>Kane, G. C. (2016). <i>The dark side of the digital revolution</i>. <i>MIT Sloan Management Review</i> 57.</p> <p>Nadkarni, S. & Prügl, R. (2020). <i>Digital transformation: a review, synthesis and opportunities for future research</i>. <i>Management Review Quarterly</i>.</p> <p>Nambisan, S., Wright, M. & Feldman, M. (2019). <i>The digital transformation of innovation and entrepreneurship: Progress, challenges and key themes</i>. <i>Research Policy</i> 48, 103773.</p> <p>Vial, G. (2019). <i>Understanding digital transformation: A review and a research agenda</i>. <i>The Journal of Strategic Information Systems</i> 28, 118-144.</p> <p>Westerman, G., Bonnet, D. & McAfee, A. (2014). <i>The Nine Elements of Digital Transformation</i>. <i>MIT Sloan Management Review</i> 55, 1-6.</p> <p>11. Innovation and Entrepreneurship in Emerging Markets Contexts</p> <p>Arnold, D. J. & Quelch, J. A. (1998). <i>New Strategies in Emerging Markets</i>. <i>Sloan Management Review</i> 40, 7-20.</p> <p>Cavusgil, S. T. (1997). <i>Measuring the potential of emerging markets: An</i></p>

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	<p>indexing approach. <i>Business Horizons</i> 40, 87-91.</p> <p>Dhanaraj, C. & Khanna, T. (2011). Transforming Mental Models on Emerging Markets. <i>10</i>, 684-701.</p> <p>Govindarajan, V. & Ramamurti, R. (2011). Reverse innovation, emerging markets, and global strategy. <i>Global Strategy Journal</i> 1, 191-205.</p> <p>Jalonen, H. (2012). The uncertainty of innovation: a systematic review of the literature. <i>Journal of Management Research</i> 4, 47.</p> <p>Jauch, L. R. & Kraft, K. L. (1986). <i>Strategic Management of Uncertainty</i>. 11, 777-790.</p> <p>Khanna, T., Palepu, K. G. & Sinha, J. (2005). Strategies that fit emerging markets. <i>Harvard Business Review</i> 83, 4-19.</p> <p>Liedong, T. A., Peprah, A. A., Amartey, A. O. & Rajwani, T. (2020). Institutional voids and firms' resource commitment in emerging markets: A review and future research agenda. <i>Journal of International Management</i> 26, 100756.</p> <p>Mair, J., Marti Lanuza, I. & Ganly, K. (2007). Institutional voids as spaces of opportunity. <i>European Business Forum Winter</i>, 34-39.</p> <p>Ramamurti, R. & Singh, J. V. (2009) <i>Emerging multinationals in emerging markets</i>. Cambridge University Press.</p> <p>12. Resource-constrained Innovation</p> <p>Agnihotri, A. (2015). Low-cost innovation in emerging markets. <i>Journal of Strategic Marketing</i> 23, 399-411.</p> <p>Ernst, H., Kahle, H. N., Dubiel, A., Prabhu, J. & Subramaniam, M. (2015). The Antecedents and Consequences of Affordable Value Innovations for Emerging Markets. <i>32</i>, 65-79.</p> <p>Hossain, M. (2016). Grassroots innovation: A systematic review of two decades of research. <i>Journal of Cleaner Production</i> 137, 973-981.</p> <p>Prahalad, C. K. (2012). Bottom of the Pyramid as a Source of Breakthrough Innovations. <i>29</i>, 6-12.</p> <p>Smith, A., Fressoli, M. & Thomas, H. (2014). Grassroots innovation movements: challenges and contributions. <i>Journal of Cleaner Production</i> 63, 114-124.</p> <p>Tse, E., Ma, K. & Huang, Y. (2009) <i>Shan zhai: A Chinese phenomenon</i>. (pp. 2010). Booz & Company.</p> <p>von Zedtwitz, M., Corsi, S., Sjøberg, P. V. & Frega, R. (2015). A Typology of Reverse Innovation. <i>32</i>, 12-28.</p> <p>Zeschky, M., Widenmayer, B. & Gassmann, O. (2011). Frugal Innovation in Emerging Markets. <i>Research-Technology Management</i> 54, 38-45.</p> <p>Zeschky, M. B., Winterhalter, S. & Gassmann, O. (2014). From Cost to Frugal and Reverse Innovation: Mapping the Field and Implications for Global Competitiveness. <i>Research-Technology Management</i> 57, 20-27.</p>
Websites	

LANGUAGE: FRENCH ADVANCED FALL (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4311
ECTS Credits	2

**Catalogue 1^{ère} version
2024/2025**

Course Leader	LI-LANTIGNER Jing
Synchronous	24
Discipline	Autre
Program	M1 ABM France
Prerequisites	<u>Pass at the Intermediate (B1) course or have 300+ hours of prior study</u>
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 /Fall
Semester	fall
Campus	Dubaï, 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 FALL (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4312
ECTS Credits	2

**Catalogue 1^{ère} version
2024/2025**

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

Course Code	PGE.FINM1.LGCOR.4360
ECTS Credits	2

**Catalogue 1^{ère} version
2024/2025**

Course Leader	LI-LANTIGNER Jing
Synchronous	24
Discipline	Autre
Program	M1 ABM France
Prerequisites	Students must have completed French Beginner I or approx. 25/30 hours of prior learning.
Course Description	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. Overall, this course prepares students to reach a level comparable to A1 CEFR.
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Dubaï, 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 ELEMENTARY FALL (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4313
ECTS Credits	2

**Catalogue 1^{ère} version
2024/2025**

Course Leader	LI-LANTIGNER Jing
Synchronous	24
Discipline	Autre
Program	M1 ABM France
Prerequisites	<u>Have an elementary knowledge of French and have approximately 100-150 hours of prior study</u>
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	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Dubaï, 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 Intéreactif : http://www.laits.utexas.edu/fi/home Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/

LANGUAGE: FRENCH INTERMEDIATE FALL (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4314
ECTS Credits	2

**Catalogue 1^{ère} version
2024/2025**

Course Leader	LI-LANTIGNER Jing
Synchronous	24
Discipline	Autre
Program	M1 ABM France
Prerequisites	<u>Pass at an Elementary (A2) course or have approximately 200-250 hours of prior study</u>
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	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Dubaï, 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 FALL (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4315
ECTS Credits	2

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2024/2025**

Course Leader	LI-LANTIGNER Jing
Synchronous	24
Discipline	Autre
Program	M1 ABM France
Prerequisites	<u>Pass at the Beginner I and II course or have approximately 50 hours of prior study</u>
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	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Dubaï, 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/

LEADERSHIP & CULTURE

Course Code	PGE.FINM1.ECCOR.0932
ECTS Credits	1
Course Leader	RECH Maximilian
Synchronous	12
Discipline	Economie

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2024/2025**

Program	M1 ABM France
Prerequisites	
Course Description	
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Lille, Paris, Sophia
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

MANAGING HUMAN RESOURCES

Course Code	PGE.FINM1.HRCOR.0343
ECTS Credits	3
Course Leader	BACHA Eliane
Synchronous	18
Discipline	Autre
Program	M1 ABM France
Prerequisites	No prerequisites
Course Description	This course focuses on some principles and practices used in management and organizations. The aim of the course is to give you the knowledge needed to understand the role of the manager in managing workplace challenges (stress, burnout, sexual harassment) and conflicts. Also, this course gives you an idea about human resources management which is a specialization in the field of management that encompasses several functions including attracting, developing, and maintaining a quality workforce. Furthermore, this course discusses the changes taking place nowadays in the workplace and the role of artificial intelligence (AI) in organizations. Finally, this course gives insights on how to manage in a responsible and sustainable way.
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Dubaï, Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Cartwright, S. and Cooper, C.L. (1997), Managing workplace stress, Sage Publications, Inc., Chapters 1, 4, 5 and 6. Crawshaw, J.R., Budhwar, P. and Davis, A. (2017), Human Resource Management: Strategic & International perspectives, Sage, 2nd Edition,

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	<p>Chapters 1, 7, 11 and 13. George, J.M. and Jones, G.R. (2012), Understanding & Managing Organizational Behavior, Pearson, 6th Edition, Chapter 1. Howard, G. (2008), The five minds for the future, Vol 5, N°1/2, pp.17-24 (https://www.jstor.org/stable/10.1086/591814) Robbins (2005), Organizational Behavior, Prentice Hall Inc., Chapter 18. Robbins, Coulter, and Langton (2005), Management, Pearson Education Canada Inc., Eighth Canadian Edition, Chapter 16. Robbins, S.P. (2005), Fundamentals of Management, 4th Canadian Edition, Pearson Education Canada Inc., Chapter 2. Robbins, S. P., Judge, T. A. and Campbell, T. T. (2010), Organizational Behavior, Pearson Education Limited, Chapters 9, 10, 13, 15 and 18. Robbins, S.P. and Coulter, M. (2014), Management, Pearson, 12th Edition, Chapters 1, 4, 5, 7, 13, 14 and 18. Schermerhorn, J.R., Wright, Jr. & Barry (2007), Management, Canadian Edition, John Wiley & Sons Canada, Ltd, Chapter 12. Snell, B. (2013), Management: Leading and collaborating in a competitive world, McGraw-Hill/Irwin, 10th Edition, Chapters 11 and 13. Wilkinson, A., Redman, T. and Dundon, T. (2017), Contemporary Human Resources Management, Pearson Education Limited, 5th Edition, Chapters 3, 4, 6,18, 22.</p>
Websites	

MARKETING STUDIES

Course Code	PGE.FINM1.MKCOR.0411
ECTS Credits	3
Course Leader	ZEUGNER Katharina
Synchronous	18
Discipline	Marketing
Program	M1 ABM France
Prerequisites	Marketing principles
Course Description	This course aims at developing critical decision making skills in strategic marketing and brand management. We use the Brand PRO simulation platform to immerse students in a realistic problem solving environment, developing collaborative and analytical skills.
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Dubaï, Lille, Paris, Raleigh, Sophia, Suzhou
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	- Kotler et al. (2015) Principles of Marketing. Pearson. - Kotler, Ph., Keller, K., Brady M., Goodman, M., & Hansen, T. (2019) Marketing Management, Pearson
Websites	https://web.stratxsimulations.com/simulation/brandpro

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STRATEGY

Course Code	PGE.FINM1.STCOR.0841
ECTS Credits	4
Course Leader	CIRILLO Bruno
Synchronous	27
Discipline	Stratégie, Innovation & Entrepreneuriat
Program	M1 ABM France
Prerequisites	<u>Industrial organization; Organizational design; Microeconomics</u>
Course Description	<p>Formulating a sound competitive strategy and achieving growth across multiple, different business units to sustain long-term superior performance are two of the critical tasks for general managers to ensure the success of the firms they lead. The objective of this course is to provide students with an opportunity to understand, through analytical approaches and critical thinking, how companies make strategic decisions to support the development of competitive advantages, corporate growth and shareholder value through the simultaneous pursuit of economic as well as social and ecological performance dimensions. We will focus on strategic issues from the viewpoint of senior management in both domestic and international corporations. Through a combination of lectures, readings, case studies, experiential exercises and a consultancy project, this course introduces students to the tools and knowledge required for critical and effective strategic analysis, thinking, and application. Mastery of these tools and knowledge has relevance to everyone seeking a career in strategy as a manager, an entrepreneur, or a consultant.</p> <p>The course will help students develop a general management point of view and appreciate strategy to the firm's overall growth and welfare. You will learn how to analyze the firm, and its environment, and then align strategies to the firms revenue and profitability goals.</p> <p>You will work in teams on selected companies to produce a final consultancy project. This course will require hard work and thinking, augmented by your creativity, to produce a fun and enriching experience.</p>
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Dubaï, Lille, Paris, Raleigh, Sophia, Stellenbosch-Le Cap, Suzhou
Evaluation	
Final Examination (%)	30
Continuous Assessment (%)	70
Academic reference	<p>Rothaermel FT. 2023. Strategic Management, 6th Edition. McGraw-Hill. Thompson et al. 2021. Crafting & Executing Strategy: Concepts & Cases, 23rd Edition. McGraw-Hill.</p> <p>The SmartBooks and case studies are available on the McGraw-Hill CONNECT learning platform.</p>
Websites	https://connect.mheducation.com

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BUSINESS CONSULTING AND DECISION INTELLIGENCE

ADVANCED BUSINESS MODELS

Course Code	MSC.BCDM2.STCOR.0034
ECTS Credits	2
Course Leader	SUAREZ Miguel
Synchronous	18
Discipline	Stratégie, Innovation & Entrepreneuriat
Program	Business Consulting and Decision Intelligence Sophia
Prerequisites	-
Course Description	This course explains the why, what and how of digital business models. Several examples of companies failures and successes in their aim to use digital technologies to optimize existing, or create new, value propositions to their customers / users will be provided and jointly assessed. After explaining the challenges of the modern digital economy, a five-model-framework will be introduced to enable companies to plan and execute digital transformation. Students will then apply this framework in a company of their choice.
Course Open to Exchange	Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Paris, Sophia
Evaluation	
Final Examination (%)	35
Continuous Assessment (%)	65
Academic reference	
Websites	

BUSINESS CONSULTING FUNDAMENTALS

Course Code	MSC.BCDM2.STCOR.0029
ECTS Credits	2
Course Leader	SUAREZ Miguel
Synchronous	18
Discipline	Management & Organisation
Program	Business Consulting and Decision Intelligence Sophia
Prerequisites	-
Course Description	This course offers an in-depth view of the management consulting industry. Topics include the structure, competitive strategies, and performance of management consulting firms. This course will also cover the fundamental skills needed and requested to any management consultant:

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	Problem solving mind-set Communication and team work Business development and negotiation skills Stress management & conflicts Strategic Thinking
Course Open to Exchange	Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Paris, Sophia
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	

BUSINESS TURNAROUND CONSULTING

Course Code	MSC.BCDM2.STELE.0009
ECTS Credits	1
Course Leader	SUAREZ Miguel
Synchronous	12
Discipline	Stratégie, Innovation & Entrepreneuriat
Program	Business Consulting and Decision Intelligence Sophia
Prerequisites	-None
Course Description	Students will learn to assess the position of a company in distress or an underperforming business unit of a corporation. The course will lead students through multiple phases of business recovery from short term intervention, tactical market assessment, implementation of backbone processes to the development of a high performance organization and company culture.
Course Open to Exchange	Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Paris, Sophia
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

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CAREER MANAGEMENT 1

Course Code	MSC.SFFM2.FICOR.0012
ECTS Credits	0
Course Leader	ANDRE Nathalie
Synchronous	0
Discipline	Autre
Program	Business Consulting and Decision Intelligence Sophia
Prerequisites	-
Course Description	Develop knowledge and skills about recruitment situation
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall
Semester	fall
Campus	Belo Horizonte, Dubaï, Lille, Paris, Raleigh, Sophia
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	Talent and careers HUB Création du profil personnel
Websites	

CONSULTING PROJECT 1

Course Code	MSC.BCIM2.ISCOR.0004
ECTS Credits	3
Course Leader	SUAREZ Miguel
Synchronous	24
Discipline	Management & Organisation
Program	Business Consulting and Decision Intelligence Sophia
Prerequisites	Project Management Fundamentals
Course Description	<p>The course gives an opportunity to practice Project Management knowledge on a real project in direct connection with real companies, while working as a team member (7 members average). The students will have to select the most appropriate approach among Traditional, Agile or Hybrid, and prepare formal Project Management documents and artifacts, such as Project Charter, Project Plan, Business Plan, WBS or Product Backlog, perform review meetings with sponsors and at the end submit project management deliverables to the Management board.</p> <p>Project Deliverables Fall Semester:</p> <ul style="list-style-type: none"> - Project Charter (including selection of Lifecycle approach) - Project Plan or /Sprint 0 - Project Review n°1
Course Open to Exchange	Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Paris, Sophia
Evaluation	

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Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	Ken Schwaber & Jeff Sutherland The Scrum Guide. Available from download on www.scrum.org PMI© Agile Guide, available to download from www.pmi.org PMBOK guide, 6th edition Chapters 1, 4 and 5 available to download from www.pmi.org
Websites	

CORPORATE STRATEGY AND COMPETITIVE INTELLIGENCE

Course Code	MSC.BCIM2.STCOR.0024
ECTS Credits	3
Course Leader	SUAREZ Miguel
Synchronous	24
Discipline	Stratégie, Innovation & Entrepreneuriat
Program	Business Consulting and Decision Intelligence Sophia
Prerequisites	-
Course Description	This course is dedicated to transferring methods and tools of Executive Consulting in the field of strategy and organization management. Methods are based on a robust understanding of strategic and organizational management theories transposed into consulting and change management best practices. Students will experience the methods and tools through a real-life case study by conducting a consulting mission for a local SME.
Course Open to Exchange	Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Paris, Sophia
Evaluation	
Final Examination (%)	30
Continuous Assessment (%)	70
Academic reference	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings : Strategic Consulting: Tools and Methods for Successful Strategy Missions. Chereau & Meschi, Palgrave, 2018 https://www.amazon.fr/Strategic-Consulting-Successful-Strategy-Missions/dp/3319644211 Le Conseil en stratégie: Missions, méthodes et livrables. Chereau et Meschi, Vuibert, 2019 https://www.amazon.fr/Conseil-strat%C3%A9gie-Missions-m%C3%A9thodes-livrables/dp/2311407015
Websites	

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CRITICAL THINKING AND METHODS

Course Code	MSC.BCOM2.PMCOR.0005
ECTS Credits	2
Course Leader	SUAREZ Miguel
Synchronous	18
Discipline	Management & Organisation
Program	Business Consulting and Decision Intelligence Sophia
Prerequisites	-
Course Description	<p>Studies show that billions of dollars are lost every year in the inability of organizations to translate properly and deliver their ideas, strategies, business needs or opportunities.</p> <p>Amongst others, one of the top reasons is the misunderstanding or misinterpretation of the needs and requirements expressed by the respective stakeholders.</p> <p>In this course, students will first get an overview of what is business analysis and its positioning - spanning from strategy to value delivery through projects - and the central role of a business analyst as a change enabler in the organization, should it be private or governmental. It will then introduce a practical set of key tools and techniques. More specifically: preparing for the analysis work, defining needs or potential opportunities through elicitation (context, requirements, vision), modeling for analysis and designing recommended solutions that deliver value to the stakeholders.</p> <p>Delivery is including theory through lectures, articles and videos as well as gamification and case-studies for practical application. Students may bring their own real-life case for study.</p>
Course Open to Exchange	Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Paris, Sophia
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	

DATA ANALYTICS FUNDAMENTALS

Course Code	MSC.BCDM2.STCOR.0031
ECTS Credits	2
Course Leader	SUAREZ Miguel
Synchronous	18
Discipline	Business Analytics, Data Science & AI
Program	Business Consulting and Decision Intelligence Sophia
Prerequisites	-

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Course Description	The course provides students with The foundations of Excel, SQL and Python for Data Analytics
Course Open to Exchange	Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Paris, Sophia
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	

ORGANIZATIONAL DYNAMICS

Course Code	MSC.BCDM2.STCOR.0039
ECTS Credits	2
Course Leader	SUAREZ Miguel
Synchronous	18
Discipline	Management & Organisation
Program	Business Consulting and Decision Intelligence Sophia
Prerequisites	-
Course Description	The course provides students with theory, tools and practical examples how new digital business models are implemented in a company, focusing on the organizational side of the transformation. It explains the why, what and how of organizational transition. Several examples of companies failures and successes in their aim to use digital technologies will be provided and jointly assessed from an organizational/Human Capital perspective (based on my experience as a Consultant working on Technology and Digital Adoption projects from an Organizational transition/Human Capital perspective). After explaining why it is key to take into account organizational transition and Human Capital to make Digital transformation project a success, a systemic and agile Change Management approach will be introduced to make sure people are willing to change and able to change in order to operate in a new digital workplace. Students will then apply this framework in a case study (based on a real client project).
Course Open to Exchange	Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Paris, Sophia
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	

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Websites	
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PROJECT MANAGEMENT FUNDAMENTALS

Course Code	MSC.BCIM2.PMCOR.0002
ECTS Credits	2
Course Leader	SUAREZ Miguel
Synchronous	18
Discipline	Management & Organisation
Program	Business Consulting and Decision Intelligence Sophia
Prerequisites	None
Course Description	In this course, students will get an introduction to Project Management Traditional Agile and Hybrid Methodology, and practical guidelines to plan, execute and control a project from start to end, using any of the three approaches. As an assignment, they will work on a fictional case study to apply the different approaches, processes and tools examined during the lessons. Case study work will be partly in class and partly between classes. A final assignment based on the case study will be part of the final evaluation. At the end of each session, a short multiple answer test will be administered. The result of all tests will complete the final evaluation score
Course Open to Exchange	Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Paris, Sophia
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	Selected chapters of PMBOK 6 [®] edition, PMI Agile guide (available for download for PMI members on www.pmi.org) and Scrum Guide (available for free at www.scrum.org) plus course handouts
Websites	

SUSTAINABLE GOVERNANCE IN THE DIGITAL ECONOMY

Course Code	MSC.BCIM2.STCOR.0028
ECTS Credits	2
Course Leader	SUAREZ Miguel
Synchronous	18
Discipline	Stratégie, Innovation & Entrepreneuriat
Program	Business Consulting and Decision Intelligence Sophia
Prerequisites	-
Course Description	Sustainability and digital transformation are perhaps the two main forces that shape organizational evolution nowadays. To be successful, though, these two transformations need to be aligned with the organizations vision

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	<p>and mission, even if it means to challenge and rethink these two strategic components.</p> <p>In this course, students will get an overview on how digital and sustainable transformations have the potential to support each other, while also considering that digital technologies can have a detrimental effect on sustainability. More specifically, this course will help analyze the strategic importance of the vision and mission alignment or change! for successful digital and sustainable transformations. As an assignment, you will critically assess the strategic importance of this alignment through by analyzing a case (written report & oral presentation) of a purposeful and successful organizational transformation.</p> <p>With its focus on complex- and strategic-thinking competencies, this course will help students better understand and analyze the relationship between digital technologies, sustainability and organizational strategy and identify the potential opportunities resulting from this complex relationship.</p>
Course Open to Exchange	Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Paris, Sophia
Evaluation	
Final Examination (%)	30
Continuous Assessment (%)	70
Academic reference	Note: All sessions will have handouts and videos shown to enhance learning. Students will be given the project guideline in class with explanation
Websites	

CORPORATE FINANCIAL MANAGEMENT

ALTERNATIVE INVESTMENT SEMINAR

Course Code	MSC.CFMM2.FICOR.0201
ECTS Credits	0
Course Leader	RENUCCI Céline
Synchronous	6
Discipline	Finance
Program	Corporate Financial Management
Prerequisites	<p><u>Basic understanding of banking activities.</u></p> <p><u>Think about your career targets / job search: what kind of job in what business line.</u></p> <p><u>Prior to the course you will receive examples of job descriptions. You are required to analyze these job offers and prepare yourself for an interview.</u></p>
Course Description	<p>After an introduction on the impact of the recent crisis on the banking business, the first part of the seminar will describe the 3 business lines of the universal banks and their current challenges.</p> <p>First we will focus on the Private Banking & Asset Management businesses, how it is organized, what kind of services they offer, how it generates</p>

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	<p>revenues, and how the Investment processes are implemented. We will then focus on the Corporate and Investment Banking activities through the understanding of its business lines and the Front / Middle / Back office organization. The second part of the course will focus on concrete examples of jobs within Private Banking/Asset Management businesses then Corporate and Investment Banking. The students will be required to prepare a job interview and we will replicate a real interview, with potential recruiter's questions, traps, tests etc. (Structurer, Trader Assistant, Static Data Team member, Asset Manager Assistant, Discretionary Portfolio Manager). A deeper explanation of each job and team activity will be discussed afterwards.</p>
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

APPLIED RESEARCH IN FINANCE

Course Code	MSC.CFMM2.FICOR.0144
ECTS Credits	2
Course Leader	RENUCCI Céline
Synchronous	18
Discipline	Finance
Program	Corporate Financial Management
Prerequisites	Mandatory for the MSc candidates
Course Description	The aim of the course is to train students to benchmark existing discipline-based knowledge and develop strategies for keeping up to date with new techniques or issues in both an academic research and a practitioner environment.
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings :

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	Biggam, J., 2008. Succeeding with Your Master's Dissertation : A step-by-step handbook, McGraw-Hill. Available online on La Fusée website in Cyberlibris / Scholarvox: http://ezp.skema.edu:2057/bookshelf/list/folderid/62679 Additional references will be provided by the instructor during the class.
Websites	

BANKING SEMINAR

Course Code	MSC.CFMM2.FICOR.0028
ECTS Credits	0
Course Leader	RENUCCI Céline
Synchronous	6
Discipline	Finance
Program	Corporate Financial Management
Prerequisites	<u>Basic understanding of banking activities.</u> <u>Think about your career targets / job search: what kind of job in what business line.</u> <u>Prior to the course you will receive examples of job descriptions. You are required to analyze these job offers and prepare yourself for an interview.</u>
Course Description	After an introduction on the impact of the recent crisis on the banking business, the first part of the seminar will describe the 3 business lines of the universal banks and their current challenges. First we will focus on the Private Banking & Asset Management businesses, how it is organized, what kind of services they offer, how it generates revenues, and how the Investment processes are implemented. We will then focus on the Corporate and Investment Banking activities through the understanding of its business lines and the Front / Middle / Back office organization. The second part of the course will focus on concrete examples of jobs within Private Banking/Asset Management businesses then Corporate and Investment Banking. The students will be required to prepare a job interview and we will replicate a real interview, with potential recruiter's questions, traps, tests etc. (Structurer, Trader Assistant, Static Data Team member, Asset Manager Assistant, Discretionary Portfolio Manager). A deeper explanation of each job and team activity will be discussed afterwards.
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

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CAPITAL BUDGETING

Course Code	MSC.CFMM2.FICOR.0140
ECTS Credits	2
Course Leader	IYIDOGAN Engin
Synchronous	18
Discipline	Finance
Program	Corporate Financial Management
Prerequisites	Master1 Accounting prerequisites corporate finance prerequisites
Course Description	The main objective of this course is to teach students how to make effective capital budgeting decisions as financial managers. Focusing on asset valuation, this course emphasis on the evaluation of cash flows that is fundamental to the capital budgeting decision. Starting with a general introduction to the framework of corporate finance, students will learn (i) methods to evaluate projects and investment rules, (ii) skills to analyze risk and return of various projects, and finally (iii) the different ways of raising capital in a corporation.
Course Open to Exchange	Belo /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings :
Websites	

CAPITAL STRUCTURE AND DIVIDEND POLICY

Course Code	MSC.CFMM2.FICOR.0208
ECTS Credits	1
Course Leader	LAI Wan Ni
Synchronous	12
Discipline	Finance
Program	Corporate Financial Management
Prerequisites	
Course Description	
Course Open to Exchange	Sophia /Fall
Semester	fall

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

CAREER MANAGEMENT 1

Course Code	MSC.SFFM2.FICOR.0012
ECTS Credits	1
Course Leader	ANDRE Nathalie
Synchronous	6
Discipline	Autre
Program	Corporate Financial Management
Prerequisites	-
Course Description	Devellop knowledge and skills about recrutement situation
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall
Semester	fall
Campus	Belo Horizonte, Dubaï, Lille, Paris, Raleigh, Sophia
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	Talent and careers HUB Création du profil personnel
Websites	

CORPORATE TREASURY MANAGEMENT

Course Code	MSC.CFMM2.FICOR.0142
ECTS Credits	2
Course Leader	GROSLAMBERT Bertrand
Synchronous	18
Discipline	Finance
Program	Corporate Financial Management
Prerequisites	None
Course Description	The main objective of this course is to introduce students to the different financial instruments used for treasury management in a company. It prepares students to make treasury management decisions as financial managers. The first part of the course focus on the financial markets, this course

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	introduces the various financial instruments and the mechanism of financial markets. Starting with a general introduction to the financial markets, students will learn (i) how each market functions, (ii) the specifics of various financial instruments, and finally (iii) the foundations of investment management. The second part of the course focuses on the banking system, and evaluation of credit risks, as students learn how financial managers work with the corporate banks in the treasury management process.
Course Open to Exchange	Belo /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	
Websites	

CORPORATE VALUATION METHODS

Course Code	MSC.CFMM2.FICOR.0138
ECTS Credits	2
Course Leader	CHIKH Sabrina
Synchronous	18
Discipline	Finance
Program	Corporate Financial Management
Prerequisites	<u>Advanced understanding of Corporate Finance acquired through intensive reading of Vernimmen (Pascal Quiry) or any advanced corporate finance book. A paper version is often the best format for learning. Daily reading of Financial Times or Wall Street Journal is a non-negotiable daily routine of any financial professional hence including you as a new member of tomorrow's financial expert.</u>
Course Description	Analysing financial statements and valuing firms is an integrated process in which the student must understand industry competitive dynamics, firm strategy, accounting information content and quality, profitability and risk assessment, forecasting, and valuation models. This course strives to integrate these six components of the process. Interpreting profitability and risk ratios requires an understanding of the economic characteristics of the industries in which a firm competes and the business strategies a firm has selected to compete in those industries. The student should not naively accept reported financial statement information when performing profitability and risk analysis but should first assess its quality and make appropriate adjustments. Forecasts of future earnings, cash flows, and dividends provide the bases for valuing a firm. The students will analyse a listed company applying the theories of the course terminating with

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	individual report of approximately 10 pages and a fully integrated excel model.
Course Open to Exchange	Belo /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	James M. WAHLEN, Stephen BAGINSKI, Mark BRADSHAW, Financial Reporting, Financial Statement Analysis and Valuation, A Strategic Perspective, 8th Edition, 2015, Cengage,
Websites	www.ft.com www.wsj.com www.vernimmen.net Damodaran Stern University

FINANCIAL REPORTING AND ANALYSIS

Course Code	MSC.CFMM2.FICOR.0139
ECTS Credits	2
Course Leader	CHIKH Sabrina
Synchronous	18
Discipline	Finance
Program	Corporate Financial Management
Prerequisites	Fundamentals of Accounting
Course Description	<p>This module aims to prepare students for an in-depth examination and comprehensive analysis of various financial accounting topics. It introduces the students to the basic framework of international financial reporting standards (IFRS). Nowadays, financial reporting objectives are much broader than just crunching or generating numbers.</p> <p>This course will illustrate that reporting involves a comprehensive knowledge of businesses in order to provide the information required by the many stakeholders. The main objective of this course is to develop students analytical skills and critical assessment of individual financial statements, and/or consolidated integrated annual reports in an international environment.</p>
Course Open to Exchange	Belo /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40

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Academic reference	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings : 1. Robinson Alexander D., Britton A., Jorissen A., Hoogendoorn M. & Van Mourik C. (2017), International Financial Reporting and Analysis, 7th Edition, Cengage Learning EMEA. 2. Th., Henry E. Pirie W. & Broihahn M. (2015), International Financial Statement Analysis, 3rd Edition, CFA Institute Investment Series, John Wiley & Sons,
Websites	

GOVERNANCE AND SUSTAINABLE FINANCE

Course Code	MSC.CFMM2.FICOR.0130
ECTS Credits	2
Course Leader	SAIDANE Dhafer
Synchronous	18
Discipline	Finance
Program	Corporate Financial Management
Prerequisites	Principles of Finance and Strategic Management.
Course Description	The course describes the operational risks that the companies have to deal with. It also provides a deep approach the organization of a modern corporation and ethics matter in Business. Corporate governance is discussed from different perspectives. An overview of international practice is also provided.
Course Open to Exchange	Belo /Fall;#Suzhou /Spring
Semester	fall, spring
Campus	Belo Horizonte, Sophia, Suzhou
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	Lectures obligatoires / Required readings: (...). Lectures Recommandées / Recommended readings: (...).
Websites	

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M&A SEMINAR

Course Code	MSC.CFMM2.FICOR.0205
ECTS Credits	0
Course Leader	RENUCCI Céline
Synchronous	3
Discipline	Finance
Program	Corporate Financial Management
Prerequisites	NA
Course Description	NA
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

MONEY, BANKING AND INTERNATIONAL FINANCE

Course Code	MSC.CFMM2.FICOR.0143
ECTS Credits	2
Course Leader	SAIDANE Dhafer
Synchronous	18
Discipline	Finance
Program	Corporate Financial Management
Prerequisites	Principles of micro-economics
Course Description	<p>The main objective of this course is to teach students how to be a global financial expert in banking and finance. With the rapid globalization of the world economy, all finance is becoming international even in China. The managers of a firm have to understand that their decisions will be increasingly influenced by international financial environment. Starting with a general introduction to the framework of international finance comparatively to the Chinese financial system, students will learn (i) knowledge of international financial market activities, (ii) how different exchange rate systems work and (iii) understand the relation between exchange rate, interest rate and growth and the of FinTech and digital finance in this new financial world.</p> <p>The courses key objective is to provide students with a personalized academic environment to obtain a solid understanding of Multinational Finance and Banking activities. The course aims at analyzing and assessing the Globalized Banking Strategies. It is opened to no-specialists and gives a clear understanding between international banking forces, the global economy, regulation and financial instability in globalized economy. The</p>

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	<p>course will assess the impact of financial deregulation as well as structural reforms upon the banking business models.</p> <p>The target students might want to work in the financial department of corporates, to join Investments Banks or international financial institutions, or to hold responsibility positions in a company working with international banks. Accordingly, these students need a deeper understanding of international banking issues.</p>
Course Open to Exchange	Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Sophia, Suzhou
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	<p>Academic and scientific papers</p> <p>Allen F. et A.M. Santomero, 2001, What do financial intermediaries do?, Journal of Banking and Finance, 25, 271-294.</p> <p>Battacharya S., Thakor A.V., 1993, « Contemporary Banking Theory », Journal of Financial Intermediation, 3.</p> <p>Geoffron P. et Saïdane D. (1996) "Du réseau aux réseaux : concurrence et surcapacités dans l'industrie bancaire", Revue d'Economie Industrielle, pp. 81-95, n° 78, 4e trimestre.</p> <p>Geoffron P. et Saïdane D. (1999), "La concurrence bancaire spatiale : enseignements et nouvelles perspectives", rédaction du Chapitre 8, dans Emploi, localisation et économie spatiale, Economica in M. Catin, J-Y Lesueur et Y Zenou, 1999, pp. 193-216.</p> <p>La Porta, Lopez-de-Silanes, Shleifer et Vishny (1997), « Legal Determinants of External Finance », Journal of Finance, 52(3).</p> <p>Lewis M. K., 1992, « Modern Banking in Theory and Practice », Revue économique, n°2, Mars.</p> <p>Saidane D. (2010), "How to Identify the Best Target in the M&A Banking Operations? Case of Cross-Border Strategies in Europe by Line of Activity", Review of Quantitative Finance and Accounting.</p> <p>Saidane D. (2010), " Banking transparency: a good idea but difficult to implement", Bankers Markets & Investors.</p> <p>Saidane D; and Grandin P. 2010), « What are the main causes of Bank Merger and Acquisition? » Bankers Markets & Investors, n°104, January-February 2010.</p> <p>Academic Books</p> <p>Allen F., D. Gale, (2000), Comparing Financial Systems, MIT Press, Cambridge, Massachusetts.</p> <p>Bain K., Howells P. (2005),The Economics of Money, Banking and Finance: A European Text, Financial Times Prentice Hall, 2005.</p> <p>Mishkin F. (2010), The Economics of Money, Banking, and Financial Markets, Business School Edition</p> <p>Saidane D. (forthcoming 2011), La finance durable, Editions de la Revue Banque, with P. GRANDIN.</p> <p>Saidane D. (2009 and 2011), La finance islamique à l'heure de la mondialisation, preface of Arnaud de BRESSON, Editions de la Revue Banque.</p>

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	<p>Saidane D. (2007), L'industrie bancaire mondiale, preface of Daniel LEBEGUE, Editions de la Revue Banque.</p> <p>Saidane D. (2006), La nouvelle banque : métiers et stratégies bancaires, preface of Christian de BOISSIEU, Editions de la Revue Banque, second edition 2009.</p> <p>Saidane D. (2006), Les banques, acteurs de la globalisation financière, La documentation française.</p> <p>Reports</p> <p>Annual Report of the Bank for International Settlements (BIS)</p> <p>Annual Report of the European Central Bank (ECB)</p> <p>Bank for International Settlements, « Report on Consolidation in The Financial Sector ». Group of Ten, 2001.</p> <p>Banking Annual Reports (see banks Website).</p> <p>European Central Bank, « Structural Analysis of the EU Banking Sector », BCE.</p>
Websites	<p>Website</p> <p>Fédération Bancaire Française : http://www.fbf.fr/</p> <p>Banque de France : http://www.banque-france.fr/</p> <p>European Central Bank: http://www.ecb.int/</p> <p>China Banking Regulatory Commission : http://www.cbrc.gov.cn</p> <p>Bank for International Settlements: http://www.bis.org/</p> <p>ePaynews : http://www.epaynews.com/statistics/bankstats.html</p> <p>Datamonitor : http://www.datamonitor.com</p> <p>International Data Corporation (IDC) : http://www.idc.com/</p> <p>Federal Deposit Insurance Corporation : http://www.fdic.gov</p> <p>The Bond Market Association : http://www.bondmarkets.com</p> <p>Federal Reserve System, http://www.federalreserve.gov</p> <p>Forbes, Global 2000 Leading Compagnie, http://www.forbes.com</p>

POWER BI AND AI

Course Code	MSC.CFMM2.FICOR.0200
ECTS Credits	1
Course Leader	SAIDANE Dhafer
Synchronous	12
Discipline	Finance
Program	Corporate Financial Management
Prerequisites	NO
Course Description	<p>1- Introduction (Finance IA Business analysis Business Intelligence-modification in the market)</p> <p>2- Importing data from an excel, from the web, heterogenous data, sources</p> <p>3- Pre-treatments and transforming data (adding, deleting, appending data), why?? Practical cases</p> <p>4- Visualisation (axe, extraction information from the graphs)</p> <p>5- Still missing the information: What to do => to enrich the data</p> <p>6- Introduction to IA, model, machine learning, supervised/unsupervised model</p> <p>7- Use the Dataflows (inputs) => with the appropriate learning algorithm</p> <p>8- Reporting</p> <p>9- Advantages of using Power BI:</p> <p>- no need to get well the ML skills (prediction/ regression/ classifications,)</p>

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	<ul style="list-style-type: none"> - updating data and reports automatically - 10- disadvantage/ limitation: <ul style="list-style-type: none"> - Visual configuration - Not the easiest to deal with - Slow when dealing with Big Data - 10- Example with Financial Data <ul style="list-style-type: none"> - Selecting data - Fields, outputs type - Using automatic ML <ul style="list-style-type: none"> o Binary Prediction o Classification model o Prediction model
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

PRE-SCHOOLING : CAPITAL BUDGETING

Course Code	MSC.CFMM2.FIPSC.0006
ECTS Credits	0
Course Leader	RENUCCI Céline
Synchronous	6
Discipline	Finance
Program	Corporate Financial Management
Prerequisites	no
Course Description	Capital budgeting is the process a business undertakes to evaluate potential major projects or investments. Construction of a new plant or a big investment in an outside venture are examples of projects that would require capital budgeting before they are approved or rejected.
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0

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Academic reference	
Websites	

PRE-SCHOOLING : CAPITAL STRUCTURE AND DIVIDEND POLICY

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

PRE-SCHOOLING : MONEY, BANKING AND INTERNATIONAL FINANCE

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

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Continuous Assessment (%)	0
Academic reference	
Websites	

PRIVATE EQUITY SEMINAR

Course Code	MSC.CFMM2.FICOR.0210
ECTS Credits	0
Course Leader	RENUCCI Céline
Synchronous	3
Discipline	Finance
Program	Corporate Financial Management
Prerequisites	No prerequisites
Course Description	This Seminar is a conference about Private Equity sectors/jobs.
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

DERIVATIVES

Course Code	MSC.CFMM2.FIELE.0125
ECTS Credits	2
Course Leader	AMYUNI Tarek
Synchronous	18
Discipline	Finance
Program	Corporate Financial Management
Prerequisites	<u>International financial markets and economics.</u>
Course Description	Practicing derivatives.
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia
Evaluation	

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Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	Lectures obligatoires / Required readings: Lectures Recommandées / Recommended readings:
Websites	None.

FINANCIAL MODELLING I (EXCEL)

Course Code	MSC.CFMM2.FICOR.0024
ECTS Credits	2
Course Leader	CHIKH Sabrina
Synchronous	18
Discipline	Finance
Program	Corporate Financial Management
Prerequisites	<u>Basic knowledge of computer use and worksheets</u>
Course Description	This course provides : I. Introduction to Excels basic features II. A selection of useful tips and tools III. Excels most useful functions
Course Open to Exchange	Belo /Fall;#Sophia /Fall
Semester	fall
Campus	Belo Horizonte, Sophia
Evaluation	
Final Examination (%)	30
Continuous Assessment (%)	70
Academic reference	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings :
Websites	

PYTHON I

Course Code	MSC.CFMM2.FIELE.0140
ECTS Credits	2
Course Leader	PETRECKZY, Mihaly-EXT
Synchronous	18
Discipline	Finance
Program	Corporate Financial Management
Prerequisites	None
Course Description	"Python is a high-level programming language for general-purpose programming. Created in 1991, Python has a design philosophy that emphasizes code readability, notably using significant whitespace. It provides constructs that enable clear programming on both small and large

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	scales. Python features a dynamic type system and automatic memory management. It supports multiple programming paradigms, including object-oriented, imperative, functional and procedural, and has a large and comprehensive standard library Python is a general-purpose, versatile and popular programming language. It's great as a first language because it is concise and easy to read, and it is also a good language to have in any programmer's stack as it can be used for everything from web development to software development and scientific applications."
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	"Hans Petter Langtangen ""A Primer on Scientific Programming with Python"" (Texts in Computational Science and Engineering)Jul 9, 2016. Hans Petter Langtangen ""Python Scripting for Computational Science"" (Texts in Computational Science and Engineering)Feb 13, 2009"
Websites	https://www.python.org/

ACCOUNTING PREREQUISITES

Course Code	MSC.CFMM2.FIELE.0146
ECTS Credits	0
Course Leader	CHIKH Sabrina
Synchronous	6
Discipline	Comptabilité
Program	Corporate Financial Management
Prerequisites	Objective: This module is a prerequisite course for students having a first level or limited knowledge in accounting. It enables them to understand and analyze basic annual reports and financial statements of general businesses.
Course Description	Description: This module emphasizes on the fundamentals of financial accounting and is customized for students entering postgraduate level studies, without a substantial accounting background. The module will introduce general accounting standards, but students are NOT expected to have a comprehensive knowledge of IAS/IFRS standards in financial reporting and analysis. It is a foundation course where an understanding of accounting is a basic requirement.
Course Open to Exchange	Paris /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Paris, Sophia, Suzhou
Evaluation	

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Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	David Alexander and Christopher Nobes (2020), Financial Accounting an international introduction, Pearson (Higher Edition), 7th edition.
Websites	

DIGITAL MARKETING AND ARTIFICIAL INTELLIGENCE

CAREER MANAGEMENT

Course Code	MSC.SFFM2.FICOR.0012
ECTS Credits	1
Course Leader	ANDRE Nathalie
Synchronous	6
Discipline	Autre
Program	Digital Marketing and Artificial Intelligence
Prerequisites	-
Course Description	Devellop knowledge and skills about recrutement situation
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall
Semester	fall
Campus	Belo Horizonte, Dubaï, Lille, Paris, Raleigh, Sophia
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	Talent and careers HUB Création du profil personnel
Websites	

DATA PRIVACY, AI AND ETHICS

Course Code	MSC.DMAM2.STCOR.0002
ECTS Credits	1
Course Leader	BOSSARD Frederic
Synchronous	12
Discipline	Marketing
Program	Digital Marketing and Artificial Intelligence
Prerequisites	
Course Description	The recent advances in data science, artificial intelligence, and information technology are having a significant impact on digital marketing. The undergoing changes raise important societal and ethical issues; of peculiar concern is the protection of privacy.

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	<p>At the end of this course, students should: understand the ethics of digital marketing and the ethical issues raised by the current and upcoming usage of AI and data mining; understand the ethical principles, standards, norms, and regulations pertaining to privacy protection, in France, in Europe, and internationally. identify the social and technical challenges of tomorrow, and support some possible means to address them. The course will build on formal lectures, case studies and a team project, the latter consisting in a Policy Brief in which students will address a concrete situation of their choice.</p>
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

DATA SCIENCE 1: STATISTICS AND ECONOMETRICS WITH PYTHON

Course Code	MSC.DBUM2.STCOR.0003
ECTS Credits	3
Course Leader	MONTMARTIN Benjamin
Synchronous	30
Discipline	Autre
Program	Digital Marketing and Artificial Intelligence
Prerequisites	A minimal <u>background in maths and stats is necessary for this course</u>. This includes <u>basics elements of linear algebra and inferential statistics</u>.
Course Description	The main objective of this course is to provide a solid foundation in probability, statistics, and econometrics for business students and other social scientists. We will focus on practical applications using Python. Topics covered include basic elements of probability and sampling theory, hypothesis testing and econometrics.
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia
Evaluation	
Final Examination (%)	65

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Continuous Assessment (%)	35
Academic reference	-Introductory Statistics. Thomas Wonnacott & Ronald Wonnacott. -The Practice of Statistics for Business and Economics. David S. Moore, George P. McCabe, Layth Alwan.
Websites	

DIGITAL MARKETING AND ADVERTISING STRATEGY

Course Code	MSC.WMIM2.MKCOR.0105
ECTS Credits	3
Course Leader	BOSSARD Frederic
Synchronous	24
Discipline	Autre
Program	Digital Marketing and Artificial Intelligence
Prerequisites	Fundamentals in Marketing and Strategy
Course Description	The student is expected to understand the challenges of digital marketing and to practice methods for successful human and technical project management. With this course, the student will get the digital mindset, be able to design the digital roadmap of a brand/company and to drive/optimize it. He will also be in a position to share the digital culture within organizations. He will also be able to: Understand how to build a digital strategy, how to optimize a campaign according to KPIs, Understand the evolution of digital spendings, Manage affiliation, Understand the basics of SEO (Search Engine Optimization), Master Web-writing, e-mailing conception and management, Web analytics, Tracking, and ROI, Work in Tutorials on a business case and create a presentation in groups.
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings : Emailing : Le marketing direct multicanal (Y Claeysen) The Elements of User Experience: User-Centered Design for the Web and Beyond 16 décembre 2010 de Jesse James Garrett The Principles of Beautiful Web Design 3e 27 juin 2014 de Jason Beard e petit web L'usine digitale ecommercemag L'atelier BNP Paribas Je hub de la poste Les sites "for business" des principales plateformes social

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	Gartner Hubspot Wearesocial "Digital 2023"
Websites	Webanalytics: http://www.converteo.com/blog/ http://www.conversion-rate-experts.com/blog/ http://www.webdesignerdepot.com/

DIGITAL PROJECT COMPANY CONSULTING I

Course Code	MSC.DMAM2.MKCOR.0005
ECTS Credits	3
Course Leader	BOSSARD Frederic
Synchronous	24
Discipline	Autre
Program	Digital Marketing and Artificial Intelligence
Prerequisites	<u>Basic of web tools, Marketing and Strategy</u>
Course Description	<p>At the end of this course, students will be able to apply all concepts, methods and tools studied in the Digital Marketing and the Project Management courses.</p> <p>Then, its the same principal as for the other consulting course: Project Consulting (see below). The difference is that it concerns all web-marketing areas: web-marketing, mobile marketing, social network and community management.</p> <p>Teachers-consultants audit the implementation of lectures on the student project company.</p> <p>At the very beginning of the academic year, companies propose projects. Students choose their project and company, create their team and realize during the full year the project of their company. To do this, they have to apply the knowledge, tools and methods learnt. Their professors and coaches check their analysis and realization. The team improves their project and finally present the results to their company during 4 meetings planned in their schedule. At the end of the semester they present in team the formal review of their projects to all their professors and company managers. Its a great event corresponding to their final exam.</p>
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia
Evaluation	
Final Examination (%)	70
Continuous Assessment (%)	30
Academic reference	Lectures obligatoires / Required readings : Le Business Benchmark Upper Intermediate Business Vantage Student's Book (Cambridge English) Paperback by Guy Brook-Hart. Digital Project Management: The Complete Step-by-Step Guide to a Successful Launch by Taylor Olson (2015).

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	Business Benchmark Upper Intermediate Business Vantage Class Audio CDs (2) (Cambridge English) Audio CD by Guy Brook-Hart
Websites	Extranet of the project. Students have to manage it and to download the current and validated documents (deliverables) of their project. They also manage the rights for their SKEMA and company coaches.

DIGITAL PROJECT MANAGEMENT AND INNOVATION / CERTIFICATION AZUR MICROSOFT

Course Code	MSC.WMIM2.PMCOR.0039
ECTS Credits	2
Course Leader	BOSSARD Frederic
Synchronous	18
Discipline	Autre
Program	Digital Marketing and Artificial Intelligence
Prerequisites	Fundamentals in management
Course Description	<p>Today, only 35% of projects are completed successfully. One reason for this disappointing rate is the low level of maturity of technologies available for project management. Projects are an integral part of a company's life; nearly all the tasks and work are organized into projects. Moreover, if a company is not managed by projects, it will not be able to develop and might even risk going bankrupt. These projects are generally strategic with rigorous constraints in requirements, budget, planning and resources. Furthermore, all company activities (marketing, communication, sales, etc.), will be set up by internet technologies. This project management course has three main aims:</p> <ol style="list-style-type: none"> 1. to teach project management skills (how to define, to drive and to deploy such projects) 2. to prepare students to manage relevant new technologies according to the project 3. and to efficiently work in teams, manage stakeholders, conduct meetings effectively and manage crises if necessary. <p>This training focuses on projects proposed by real companies. Each project is led by four to seven students coached by lecturers and company managers. All lectures and workshops are applied to these projects throughout the academic year. We will talk on how AI is transforming Project Management.</p>
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia
Evaluation	
Final Examination (%)	70
Continuous Assessment (%)	30
Academic reference	<p>Lectures obligatoires / Required readings :</p> <p>Lectures Recommandées / Recommended readings :</p> <p>PMBOK@ 7th edition, How AI will transform Project Management by Antonio Nieto-Rodriguez, Harvard Business Review, Feb. 2023.</p> <p>Effective Project Management, traditional, Agile, Extreme, Seventh Edition. Published by. John Wiley & Sons, Inc.</p>

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	James P. Clements, West Virginia University - Jack Gido, Pennsylvania State University - 528pp - Published by South Western, ©2012 - ISBN-13: 978-1-111-82405-1 -© 2012 The project Management Toolkit Tom Kendrick 2010
Websites	http://edu.cengage.co.uk/catalogue/product.aspx?isbn=1111824053 (echapter) http://www.projectreview.net/home.asp http://www.makeuseof.com/tag/10-tips-for-preparing-a-professional-presentation/ pmi.org ; prince2.com; afnor.org ; afaqap.org ; oseo.fr www.ibm.com/enterpriseofthefuture creation of case study with the Msc and the companies (regarding the projects) http://www.ccmp.cci.fr ; http://www.ecch.com

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

Course Code	MSC.DMAM2.MKCOR.0007
ECTS Credits	2
Course Leader	BOSSARD Frederic
Synchronous	18
Discipline	Autre
Program	Digital Marketing and Artificial Intelligence
Prerequisites	Basic of web tools Fundamentals in Marketing and Strategy, Project Management
Course Description	Pierre Baudelle: This course will first describe the Value of AI and Analytics for CRM through concepts definition, illustration through use cases and experience with workshops . It will then provide an overview on how to leverage AI and the Data Science environment in order to build an AI for CRM Project. This will cover Data challenges, Data Science components methodology to start an AI for CRM project. Olivier Tronhon: Descriptif du cours This course will introduce to E-commerce before digging in the impacts of E-commerce on Companies strategy, marketing approach, customer relationship and customer experience management. A strong focus will be made on the importance of AI but also on the implementation challenges. The course is illustrated by exemples and analyses of successes and failures.
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Kenneth C. Laudon, E-Commerce 2011 (7th Edition) (Pearson Custom Business Resources)

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	<p>Jason R. Rich, Design and Launch an eCommerce Business in a Week (Entrepreneur Magazine's Click Starts)</p> <p>Dave Chaffey, E-Business and E-Commerce Management: Strategy, Implementation and Practice (4th Edition)</p> <p>Aliza Sherman Risdahl, Streetwise eCommerce: Establish Your Online Business, Expand Your Reach, and Watch Your Profits Soar! (Adams Streetwise Series)</p> <p>Thomas M McFadyen, eCommerce Best Practices - How to market, sell, and service customers with internet technologies</p> <p>CRM:</p> <p>Gartner Magic Quadrant 2022</p> <p>CRM Research</p> <p>Gartner BI report 2022</p> <p>Data Mining Techniques in CRM: Inside Customer Segmentation. Wiley Edition Big Data: Challenges and Opportunities , Pierre Baudelle</p> <p>Managing the ROI of CRM , Harte Hanks Presentation</p> <p>How to choose a CRM System, CRM Forum</p> <p>www.salesforce.com</p> <p>www.towardsdatascience.com</p> <p>E-commerce / E-CRM :</p> <ul style="list-style-type: none"> - Digital Business and E-Commerce Management, 7th edition, Chaffey, Hemphill, Edmundson-Bird, Pearson, 2019 - Révolution de la Donnée, Huet, Dugas, Tronchon et all, Pearson, 2021
Websites	<p>Audrey Fleury:</p> <p>http://blog.sysomos.com/</p> <p>Caddereputation.over-blog.com/</p> <p>Brandereputation.fr</p> <p>mycustomer.com</p>

MACHINE LEARNING FOR BUSINESS

Course Code	MSC.DMAM2.STCOR.0001
ECTS Credits	2
Course Leader	BOSSARD Frederic
Synchronous	21
Discipline	Marketing
Program	Digital Marketing and Artificial Intelligence
Prerequisites	None
Course Description	<p>AI (Artificial Intelligence) is a technological disruption in software and robotics. After showing its ability to surpass human intelligence in certain contexts, it has become the focus of much attention in Asia, North America and Europe. AI is seen as the basis of a new industrial and digital revolution. It is necessary to have a contextual and operational understanding of AI to dissociate myth from reality and be able to take advantage of this transformation. These technologies will offer many opportunities for business development and will lead to significant societal transformations. They will be embedded inside a lot of disruptive innovations. It is already the case; the arrival of autonomous automobiles, the availability of automatic translators and the supremacy of software in strategic games</p>

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	<p>show us the eminence of such a world. Government initiatives as well as investments from venture capital, GAFA and BATX are commensurate with these challenges.</p> <p>This course focuses on the management and business of AI. It provides insights for capturing business opportunities, assessing risks, responding to uncertainties and fears about organizational and human transformations. In enterprise, AI programs are not the preserve of IT teams; they are supported by both business units and the IT teams in charge of the information system; The business manager need to understand the technical challenges of AI to be able to work with AI engineers and data scientists and to be successful. This course introduces the technical knowledge that we believe is fundamental to meet this challenge. It anticipates the management of systems where not only human but also intelligent autonomous agents (including robots) decide and are responsible for their own actions.</p> <p>Many use cases illustrate the course: videos on the most significant applications, computer demonstrations of a range of techniques and data sets, feedback on industrial applications.</p> <p>This course is structured around four modules. The students evaluation is based on a test done at end of the course with open and multiple-choice. In addition Non-graded exercises are done collectively during the course.</p>
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

MARKETING AND DATA SCIENCE

Course Code	MSC.DMAM2.MKCOR.0001
ECTS Credits	1
Course Leader	BOSSARD Frederic
Synchronous	12
Discipline	Marketing
Program	Digital Marketing and Artificial Intelligence
Prerequisites	None
Course Description	MARKETING AND DATA SCIENCE is a course that combines the principles of business analytics with the study of consumer behavior. It is designed to equip students with the skills and knowledge to analyze consumer behavior data and make informed business decisions.
Course Open to Exchange	Sophia /Fall

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

RESEARCH METHODS

Course Code	MSC.TRCM2.OTCOR.0002
ECTS Credits	1
Course Leader	BOSSARD Frederic
Synchronous	6
Discipline	Stratégie, Innovation & Entrepreneuriat
Program	Digital Marketing and Artificial Intelligence
Prerequisites	<u>Market Research, or courses delivery research methodologies (i.e., qualitative vs. quantitative methods). These courses can take place simultaneously with the Research Writing and Critical Thinking.</u>
Course Description	<ol style="list-style-type: none"> 1. Building connections between academic research and practical business activities by getting to know more about how we can use research to make better sense to business; 2. Helping you prepare your upcoming Master Thesis in terms of developing thesis topics and research questions, and better understand research methods; 3. Helping you master the essential skills useful for not only thesis writing, but also marketing consulting/research firms; 4. Helping you better understand marketing practices in a structured and logical way, and major areas of marketing research and/or marketing practices; 5. Helping you dramatically improve your skills in reading, writing, thinking, and public speech/presentation. 6. Helping you strategise your thesis design in order to use your thesis to better position yourself in the job market you are interested in
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

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WEB DESIGN TOOLS AND TECHNIQS

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

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ENTREPRENEURSHIP AND INNOVATION

BUILDING A DIGITAL BUSINESS

Course Code	MSC.EISM2.STCOR.0054
ECTS Credits	2
Course Leader	SOUILMI, Younes-EXT
Synchronous	18
Discipline	Autre
Program	Entrepreneurship and Innovation
Prerequisites	<u>As a prerequisite, students need to identify a digital business opportunity, it will serve as their study topic for this course.</u>
Course Description	<p>This course aims at guiding the students through the process of building a digital business, all the way from designing the business model to getting the first customers.</p> <p>The course breaks down the process into comprehensive activities and provides a set of practical tools, methodologies and best practices that help rationalize the course of building a digital business.</p> <p>The Building a Digital Business will cover the following themes :</p> <ul style="list-style-type: none"> - What tools exists to build a Digital Business (ecommerce website, App, Plateform, Chatbot) - What are the various Business Models that exist for Digital Businesses - What are the Key Metrics that one needs to track when Building a Digital Business
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia
Evaluation	
Final Examination (%)	70
Continuous Assessment (%)	30
Academic reference	<p>Zero to One: Notes on Startups, or How to Build The Future (Peter Thiel)</p> <p>The Four Steps to the Epiphany (Steve Blank)</p> <p>Value proposition Design (Alexander Osterwalder)</p> <p>Hacking Growth: How Todays Fastest-Growing Companies Drive Breakout Success (Sean Ellis, Morgan Brown)</p>
Websites	<p>https://businessmodelnavigator.com/explore</p> <p>https://blog.leanstack.com/</p>

CAREER MANAGEMENT 1

Course Code	MSC.SFFM2.FICOR.0012
ECTS Credits	1
Course Leader	ANDRE Nathalie
Synchronous	6
Discipline	Autre
Program	Entrepreneurship and Innovation

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Prerequisites	-
Course Description	Devellop knowledge and skills about recrutement situation
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall
Semester	fall
Campus	Belo Horizonte, Dubaï, Lille, Paris, Raleigh, Sophia
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	Talent and careers HUB Création du profil personnel
Websites	

ECO-SYSTEM OF INNOVATION

Course Code	MSC.EISM2.STCOR.0003
ECTS Credits	2
Course Leader	DIBIAGGIO Ludovic
Synchronous	18
Discipline	Autre
Program	Entrepreneurship and Innovation
Prerequisites	None
Course Description	<p>Innovation is like an iceberg and a tropical forest. It is like an iceberg because what you see above the surface is just a small part of the reality. It is like a tropical forest because, like a biological ecosystem, variety of elements is necessary for life to develop. The course is organized to discover what is under the surface of innovation and the multiplicity of actors necessary to develop rich innovation environments, and to make innovation happen through entrepreneurship.</p> <p>Ecosystems of innovation are nowadays essential to understand and to act into the innovation and entrepreneurial world. Different ecosystems co-exist: National Systems of Innovation, Local System of innovation, Platform of innovation. The seminar will be an opportunity for the participants to enter into this ecosystems of Innovation world not only from the start-up perspective, but also from the existing company one.</p> <p>It will be also a unique opportunity to discover Sophia Antipolis as an example of a local system of innovation, and to meet local key players.</p>
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50

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Academic reference	<p>Lectures obligatoires / Required readings :</p> <p>Lectures Recommandées / Recommended readings :</p> <ul style="list-style-type: none"> - Chesbrough Henry (2006) Open Innovation, the New Imperative for Creating and Profiting from Technology, Harvard Business School Press. - Chong-Moon L, Miller W.F., Gong Hancock M., Rowen H. S., (2000) The Silicon Valley Edge: A Habitat for Innovation and Entrepreneurship , Stanford Business Books. - Isaak R. (2008). "From collective learning to Silicon Valley replication: The limits to synergistic entrepreneurship in Sophia Antipolis." Research in International Business and Finance(doi:10.1016/j.ribaf.2008.03.006). - Rantanen K. Bernasconi M. (2009). "International Comparison of Entrepreneurial Sub-Cultures within Cultures: Effect of Territory on Entrepreneurial Strategies for Fundraising." International Journal of Business 14(4) 309-320. - Senor D., Israel, The startup nation, Twelve, 2009.
Websites	<p>Global Entrepreneurship monitor :http://www.gemconsortium.org/</p> <p>Accenture Tech Vision: https://www.accenture.com/us-en/insight-disruptive-technology-trends-2017</p> <p>Top global innovators: http://top100innovators.stateofinnovation.com/</p> <p>The origin of the Silicon Valley: https://medium.com/backchannel/why-silicon-valley-will-continue-to-rule-c0cbb441e22f</p> <p>Silicon Valley index: http://www.jointventure.org/publications/silicon-valley-index</p> <p>The Global start-up ecosystem ranking : https://startup-ecosystem.compass.co/ser2015/</p> <p>European innovation scoreboard: http://ec.europa.eu/growth/industry/innovation/facts-figures/scoreboards_fr</p>

EFFECTUAL STRATEGIC MARKETING

Course Code	MSC.EISM2.STCOR.0007
ECTS Credits	3
Course Leader	VIAN Dominique
Synchronous	24
Discipline	Stratégie, Innovation & Entrepreneuriat
Program	Entrepreneurship and Innovation
Prerequisites	An interest in challenging traditional strategic marketing
Course Description	The course introduces the concept of effectuation (exercising control without predicting the future) and applies it to strategic marketing. This new paradigm allows students to consider ISMA360® as a method for innovation. ISMA360® SKEMA Business School Author Dominique Vian.
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia
Evaluation	
Final Examination (%)	30

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Continuous Assessment (%)	70
Academic reference	Lectures obligatoires / Required readings : Effectual Entrepreneurship (2011) Routledge, authors Read, Sarasvathy, Dew, Witbank, Ohisson Lectures Recommandées / Recommended readings : Tous Innovateurs : 2 méthodes pour révéler des solutions invisibles
Websites	effectuation.org

FINANCE FOR NEW VENTURE MANAGEMENT

Course Code	MSC.EISM2.FIELE.0123
ECTS Credits	2
Course Leader	DE SOUZA BARBOSA Klenio
Synchronous	18
Discipline	Autre
Program	Entrepreneurship and Innovation
Prerequisites	basics in accounting and finance
Course Description	The course is dedicated to transfer the essentials of finance and accounting tools for supporting decisions about the effective launching and management of the operations of a new venture.
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Lectures obligatoires / Required readings : Vernimmen Corpportate finance, 3rd Edition Lectures Recommandées / Recommended readings : Will be communicated during the tutorials.
Websites	Will be communicated during the tutorials.

KEY SUCCESS FACTORS AND RESILIENCE IN ENTREPRENEURSHIP

Course Code	MSC.EISM2.STCOR.0008
ECTS Credits	2
Course Leader	POROLI Corinne
Synchronous	18
Discipline	Autre
Program	Entrepreneurship and Innovation
Prerequisites	none
Course Description	In our complex word, entrepreneurs are confronted with fundamental crises. These crises are global, unpredictable and expensive and affect a

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	<p>large number of people. Managing such crises demands responsible behaviours under conditions of serious stress. Taking into account different stakeholders expectations and complex dilemma is crucial to understand these crises and to cope with them in order to develop individual and entrepreneurial resilience.</p> <p>This course will facilitate students understanding of key success factors in entrepreneurship, learning from crisis and entrepreneurial resilience.</p> <p>The pedagogical style of the session is based on learning by doing principle and will encourage blending theory and practice and interactions with and between students.</p>
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	<p>Session 1</p> <p>Cooper, A.C., Gimeno-Gascon F.J., Woo C.Y. (1994), Initial Human and Financial Capital as predictors of New Ventures Performance, <i>Journal of Business Venturing</i>, 9, 371-395.</p> <p>Khelil N. (2016), "The many faces of entrepreneurial failure: Insights from an empirical taxonomy", <i>Journal of Business Venturing</i>, 31, 72-94.</p> <p>Session 2</p> <p>Milainovi S., Keetovi Z., Nadi D. (2010), The power and impotence of crisis management in facing modern crisis, <i>Megatrend Review</i>, Vol.7 (2), 274-289.</p> <p>Alpaslan C.M., Green S.E. and Mitroff I.I. (2009), Corporate governance in the context of crises: Towards a stakeholder theory of crisis management, <i>Journal of Contingencies and Crisis Management</i>, Vol.17 (1), 38-49.</p> <p>Session 3</p> <p>Coutu D.L. (2002) How resilience works, <i>Harvard Business Review</i>, May 2002, p. 46-55. Hamel G., Valikangas L. (2003) « The quest for resilience », <i>Harvard Business Review</i>, September 2003, 52-63.</p> <p>Hougaard R., Carter J., Mohan M. (2020), "Build your resilience in the face of a crisis", <i>Harvard Business Review</i>, March 2020, 1-5.</p>
Websites	

MARKET RESEARCH

Course Code	MSC.EISM2.STELE.0058
ECTS Credits	2
Course Leader	RIEG, Julie-EXT
Synchronous	18
Discipline	Autre
Program	Entrepreneurship and Innovation
Prerequisites	n/a

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Course Description	Market research Launching a product without getting market feedback on the features that are valued by the targeted customers is likely to result in a massive waste of time and money. Market Research is one of the tools that can be used to answer the following questions: Which categories of population are likely to buy my product? Where can I find key figures and serious Market studies? Which study method need I to launch? To do what? How to build a questionnaire? How to recruit people to be part of a study? How to analyze qualitative and quantitative data? Descriptif du cours Innovators and entrepreneurs need to develop Marketing skills to ensure a better match between / supply and demand. This is crucial when resources are limited in order to make sure that Course description entrepreneurs build the 20% of functionalities that will answer 80% of their targeted customer needs as opposed to the other way round. Market studies are vital to adapt products and services and to define a well-established business plan. They enable us to identify segments and targets, to prioritize them and to understand their deep needs. With studies, we compare our ideas and market reality. In practice, Market studies consist in quantitative and qualitative studies such online questionnaires, face to face interviews or focus groups. This course brings theoretical and practical insights into Market studies. It gives students basics to find serious Market studies on the fields they are interested in, build adapted study methodologies, implement them and analyze them
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	
Websites	

NEW VENTURE AND BUSINESS PLAN

Course Code	MSC.EISM2.STCOR.0005
ECTS Credits	3
Course Leader	SERVEL Nicolas
Synchronous	24
Discipline	Autre
Program	Entrepreneurship and Innovation
Prerequisites	none
Course Description	This course will take the student from innovative idea creation to early start-up activities. Central to this process is the iterative creation and fine tuning of a business plan, development of understanding the uses of the business plan for management of key activities and for attracting outside investors.

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Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings : Osterwalder, A., Pigneur, Y. (2010). Business Model Generation, Wiley Ries (2011). The Lean Startup: How Constant Innovation Creates Radically Successful Businesses Dispas, Kayanakis, Servel, Striukova (2021). Innovation and Financial Markets, Wiley Thiel, Master : From Zero to One (2014), Crown Business Ben Horowitz, The Hard Thing About Hard Things (2014), HarperCollins
Websites	

BUSINESS PLAN COMPETITION “CHALLENGE JEUNES POUSSÉS”

Course Code	MSC.EISM2.STELE.0011
ECTS Credits	2
Course Leader	VIAN Dominique
Synchronous	18
Discipline	Stratégie, Innovation & Entrepreneuriat
Program	Entrepreneurship and Innovation
Prerequisites	none
Course Description	Understand innovative venture creation process and how to create a new venture. Students apply to a local BP contest, organized by Telecom Valley.
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings : https://www.amazon.fr/Tous-Innovateurs-m%C3%A9thodes-solutions-invisibles/dp/1981069690
Websites	www.effectuation.org

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CORPORATE ENTREPRENEURSHIP

Course Code	MSC.EISM2.STCOR.0002
ECTS Credits	2
Course Leader	CIRILLO Bruno
Synchronous	18
Discipline	Autre
Program	Entrepreneurship and Innovation
Prerequisites	<u>Fundamental knowledge of strategy is essential to successfully attend this course.</u>
Course Description	<p>In high-tech industries, corporate entrepreneurship provides a compelling mechanism for strategy renewal and firm survival. Corporate employees may perceive abundant value-appropriating opportunities and decide to venture out with firms technologies that otherwise might have remained undervalued and unused in the corporate. Although they are often costly for the corporate in terms of market share and loss of human capital, employee ventures may also benefit their parent organization by developing complementary positions in the corporate's ecosystem. Their technological developments thus can help parent companies learn about unfamiliar technologies and markets, and help explore new corporate growth opportunities.</p> <p>This course aims at providing students with cognitive and analytical skills to quantify and maximize value creation and value capturing through corporate entrepreneurship initiatives within established organizations. By combining in-class experiments, debates, case studies and data analysis, we will explore 'managerially relevant' problems in corporate venturing decision making, and develop solutions to deal with these situations. In each session, we will (i) introduce relevant problems; (ii) discuss their main antecedents and consequences; (iii) analyze data on different industry and company situations; and (iv) support students' learning with data driven in-class activities aimed at deriving strategic recommendations for corporate-employee negotiations that maximize entrepreneurial (employee) value creation and corporate value capturing.</p>
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	No textbook is required for this course. A course pack with required readings (i.e., articles to read in advance) will be available on the course folder on the K2 platform, where I will also post other required and suggested readings (i.e., articles I will refer during classes) and slides.
Websites	

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ETHICS, GOVERNANCE AND ENTREPRENEURSHIP

Course Code	MSC.EISM2.STELE.0054
ECTS Credits	2
Course Leader	BARRAQUIER Anne
Synchronous	18
Discipline	Autre
Program	Entrepreneurship and Innovation
Prerequisites	<u>Fundamental undergraduate level management, marketing and financial knowledge.</u>
Course Description	Entrepreneurial ventures are distinct from established businesses in many respects. Their structure is strongly dependent upon the entrepreneurs, from one person to a few people. Social pressure, desire to succeed, isolation, lack of guidance and other factors can lead the entrepreneur to make unethical decisions or engage in deviant behaviour (corruption, abuse, fraud, etc.). The course will focus on these issues. It will start with an overview of ethical issues, to provide students with a sense of ethical dilemmas, and cognitive devices to solve them. Then, we will introduce issues of ownership and governance. Ownership structure and governance mechanisms are introduced and discussed in class with respect to their ethical, social and sustainable implications.
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia
Evaluation	
Final Examination (%)	30
Continuous Assessment (%)	70
Academic reference	Main source: journal articles (provided as course starts) -- Other: Stout, L. A. (2012). The shareholder value myth: How putting shareholders first harms investors, corporations, and the public. Berrett-Koehler Publishers. other references provided on K2
Websites	Provided on K2

IDENTIFY YOUR TALENTS

Course Code	MSC.EISM2.STELE.0063
ECTS Credits	2
Course Leader	VIAN Dominique
Synchronous	18
Discipline	Autre
Program	Entrepreneurship and Innovation
Prerequisites	<u>Disposer de 5 lettres de proches décrivant ses propres talents et centres d'intérêt</u>
Course Description	Ce séminaire permet de découvrir sa propre surcapacité en procédant au repérage et l'association de talents selon la logique effectuale.

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Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	https://theconversation.com/detecter-les-talents-un-premier-pas-vers-une-societe-plus-humaine-103798
Websites	

MINDFULNESS AND BURN-OUT PREVENTION

Course Code	MSC.EISM2.STELE.0065
ECTS Credits	2
Course Leader	SERVEL Nicolas
Synchronous	18
Discipline	Stratégie, Innovation & Entrepreneuriat
Program	Entrepreneurship and Innovation
Prerequisites	N/A
Course Description	Life as an entrepreneur or an employee of an early stage start-up does present many benefits but usually also involves heavy workloads and a lot of stress due to uncertainties and setbacks. This may result in burn-outs which is a serious issue affecting highly driven individuals. Mindfulness techniques have been scientifically proven to result in significant benefits for individuals in burn-out situations. This course will explore the main causes and mechanisms of burn-out and some possible solutions to try avoid it or "cure" it when it occurred.
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

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INTERNATIONAL MARKETING AND BUSINESS DEVELOPMENT

CAREER MANAGEMENT 1

Course Code	MSC.SFFM2.FICOR.0012
ECTS Credits	0
Course Leader	ANDRE Nathalie
Synchronous	6
Discipline	Autre
Program	International Marketing and Business Development Sophia
Prerequisites	-
Course Description	Devellop knowledge and skills about recrutement situation
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall
Semester	fall
Campus	Belo Horizonte, Dubaï, Lille, Paris, Raleigh, Sophia
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	Talent and careers HUB Création du profil personnel
Websites	

INTERNATIONAL BUSINESS DEVELOPMENT

Course Code	MSC.IMBM2.MKCOR.0077
ECTS Credits	3
Course Leader	MADUREIRA, Luis-EXT
Synchronous	24
Discipline	Stratégie, Innovation & Entrepreneuriat
Program	International Marketing and Business Development Sophia
Prerequisites	No prerequisites needed. <u>Overall understanding of Marketing and Management will help students excel in the course.</u>
Course Description	The course is organized as a sequence of lectures and case studies providing students with their first approach to internationalization. The course has four pillars. First, to challenge the paradigm of competition by emphasizing the need for cooperation in international settings. The second pillar is understanding the modes of internationalization; the different paths undertaken by companies that want to expand their businesses beyond the national frontier. The third element is an overview of how the organizational structure of a company must be adapted for handling international business. The last element is how to deal with local sensibilities and the importance of culture in the process of internationalization. This course will look closely at these four aspects of internationalization through concrete examples and case studies with a wide range of companies, sectors, and countries.
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Sophia /Fall;#Suzhou /Fall

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Semester	fall
Campus	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Suzhou
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	<p>List of some references:</p> <p>1. Introduction to IBD and Ecosystems Collinson, S., Narula, R., & Rugman, A. M. (2016). International business. Pearson. (Chapter 1)</p> <p>Brandenburger, A.M. and Nalebuff, B.J., 2002. Use game theory to shape strategy. Strategy: critical perspectives on business and management, 4, p.260.</p> <p>Jacobides, M.G., Cennamo, C. and Gawer, A., 2018. Towards a theory of ecosystems. Strategic Management Journal.</p> <p>Moore, J.F., 1993. Predators and prey: a new ecology of competition. Harvard business review, 71(3), pp.75-86.</p> <p>Teece, D.J., 2007. Explicating dynamic capabilities: the nature and microfoundations of (sustainable) enterprise performance. Strategic management journal, 28(13), pp.1319-1350.</p> <p>2. Internationalization modes Collinson, S., Narula, R., & Rugman, A. M. (2016). International business. Pearson. (Chapter 2)</p> <p>Ghemawat, P., 2001. Distance still matters. Harvard business review, 79(8), pp.137-147.</p> <p>3. Internationalization & Culture: Collinson, S., Narula, R., & Rugman, A. M. (2016). International business. Pearson. (Chapter 5)</p>
Websites	The links will be available on K2 (SKEMA's knowledge platform)

MARKETING RESEARCH

Course Code	MSC.IMBM2.MKCOR.0057
ECTS Credits	3
Course Leader	SOSCIA Isabella
Synchronous	24
Discipline	Marketing
Program	International Marketing and Business Development Sophia
Prerequisites	Basic Marketing Course
Course Description	<p>The purpose of marketing research is to provide information for making better business decisions relevant for both international companies and small business (i.e. start up). In this course you will be introduced to different stages of the marketing research process. We will focus on qualitative and quantitative aspects of marketing research as it relates to business problems such as market segmentation, positioning, the definition of the communication mix, etc.</p> <p>To get straight to the point, the goals of the course are to:</p>

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	1) Understand the concepts and techniques required to conduct marketing research 2) Apply this knowledge in real-world marketing research problems.
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Suzhou
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Textbooks and References: Malhotra(2007). Marketing research: An applied orientation. Pearson Education Australia. Ryan, G. W., & Bernard, H. R. (2003). Techniques to identify themes. Field methods, 15(1), 85-109.
Websites	

NEW BUSINESS DEVELOPMENT: FROM IDEA TO MARKET

Course Code	MSC.IMBM2.MKCOR.0055
ECTS Credits	3
Course Leader	RIBEIRO Barbara
Synchronous	24
Discipline	Stratégie, Innovation & Entrepreneuriat
Program	International Marketing and Business Development Sophia
Prerequisites	M1 Marketing
Course Description	<p>This courses will apply business model strategy and design-thinking as complementary approaches to developing an idea and taking it to market. While moving through the different stages, it will address issues of creativity, ideation, prototyping, seeking proof of concept and pitching ideas to potential investors. It will also explore ideas, models and frameworks relevant to developing creative and innovative learning environments using Knowledge Management principles.</p> <p>This kind of approach may be familiar to some, but as final-year master students, the teams involved will be expected to raise their game and show mastery and understanding of the various stages. There are a range of methods and tools available that must become an integral part of each student's 'toolbox'. And for that, it is not enough to know they are there - skilful application is key.</p> <p>In practical terms, the course will develop the skills needed to generate innovative ideas, test them and then present them with conviction. It will also use real-world innovation tools in the process.</p> <p>These are precisely the skills needed to thrive in an innovation economy.</p>
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Suzhou
Evaluation	

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Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Osterwalder, A. and Pigneur, Y. (2010) Business Model Generation. Knapp, J et al. (2016). SPRINT: How to generate ideas and solve problems in just five days by Google Ventures. Liedtka, Jeanne (2013) Solving Problems with Design Thinking : Ten Stories of What Works. Columbia University Press. MIT Sloan Management Review (2019) When Innovation Moves at Digital Speed : Strategies and Tactics to Provoke, Sustain, and Defend Innovation in Today's Unsettled Markets.
Websites	

STRATEGIC BRAND MANAGEMENT

Course Code	MSC.IMBM2.MKCOR.0058
ECTS Credits	4
Course Leader	SPIER Peter
Synchronous	30
Discipline	Marketing
Program	International Marketing and Business Development Sophia
Prerequisites	<u>Intermediate marketing is essential</u> <u>Limits may apply to group sizes</u>
Course Description	<p>Few would deny the importance of brands as valuable assets and a potential source of sustainable competitive advantage. Nestlé bought Rowntree (KitKat, After Eight) for almost three times its stock market value and 26 times its earnings. BMW bought the Mini not for the technology, but for the history and the associations. This value is created by the place occupied by the brands in the minds of customers: brand awareness, image, trust and reputation - all built up over many years - are the best guarantee of future cash flows. As one commentator puts it: products are created in the factory. Brands are created in the mind'. Brands provide a short cut for customers when making a purchasing decision, seeking to avoid risk and obtain value for money. Brands provide a relevant, exciting experience. Brands connote a certain life style, values or attitude. Brands can become objects of affection: Lovemarks, even. Buying a brand is an integral part of an individuals quest for identity and meaning.</p> <p>The course will balance theory and practical application, with considerable use of case studies and student project work.</p> <p>Students will learn how companies manage brand equity, clearly a major strategic issue. This course provides a comprehensive introduction to strategic brand management, covering such areas as the building of brand equity, brand identity, brand extension, brand portfolios etc. in national, regional and global markets. It will also address issues such as brand personality, emotional branding, brand communities and purpose-driven branding.</p>
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Sophia /Fall;#Suzhou /Fall

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Semester	fall
Campus	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Suzhou
Evaluation	
Final Examination (%)	80
Continuous Assessment (%)	20
Academic reference	A full reading list will be provided on K2 learning platform along with a selection of reports, cases, and articles
Websites	The links will be available on K2 (SKEMA's knowledge platform)

AI & DATA ANALYTICS

Course Code	MSC.IMBM2.MKELE.0202
ECTS Credits	2
Course Leader	OLMEDILLAFERNANDEZ Maria
Synchronous	18
Discipline	Business Analytics, Data Science & AI
Program	International Marketing and Business Development Sophia
Prerequisites	A computer is necessary to pursue the course (not a tablet or similar)
Course Description	<p>This course is about giving an overview to the students without programming skills on what is Artificial Intelligence and how it can be used in fields such as Marketing or Business among others.</p> <p>This course also uncovers a role that the students could acquire at the end if they happen to work in a company using AI.</p> <p>The course is divided into two main phases, the first phase is about teaching an introduction to the concepts of AI, and the second phase is all practical based on several projects that do not require a programming background or skills.</p> <p>During the first part the students are taught what are the different applications of AI in marketing, the benefits of using AI in a company, different types of AI, what is Machine Learning, what is Deep Learning, etc.</p>
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Sophia /Fall;#Suzhou /Fall;#Suzhou /Spring
Semester	fall
Campus	Belo Horizonte, Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	30
Continuous Assessment (%)	70
Academic reference	Slides with the lessons provided by the professor. Full access to the Microsoft tools (Power BI, Power Automate, and Azure) to be used during the course.
Websites	The links will be available on K2 (SKEMA's knowledge platform)

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COMPANY CHALLENGE

Course Code	MSC.IMBM2.OTELE.0026
ECTS Credits	2
Course Leader	SPIER Peter
Synchronous	18
Discipline	Stratégie, Innovation & Entrepreneuriat
Program	International Marketing and Business Development Sophia
Prerequisites	It is more than useful to have a decent level of French. Exchange students will be accepted after selection, and on understanding that their commitment to the project will be 100%
Course Description	Every year Auchan - the retailer - organizes a challenge in which a business school works together with a local Auchan store to address issues of importance for the retailer. The beauty of this is that students gain hands-on experience in dealing with those issues, with access to real data, in a real-life context. Invariably there will be opportunities to do market research with Auchan's clients. Students work in small teams of three and will present their findings to the stores executive board. The best teams will then present at the regional, and possibly national, level. Students will be coached by a teacher and accompanied by contacts in the company.
Course Open to Exchange	Lille /Fall;#Sophia /Fall;#Sophia /Spring
Semester	fall, spring
Campus	Lille, Sophia
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	Appropriate references will be provided once the topic has been defined
Websites	

COMPANY PROJECT

Course Code	MSC.IMBM2.MKCOR.0052
ECTS Credits	2
Course Leader	SPIER Peter
Synchronous	18
Discipline	Autre
Program	International Marketing and Business Development Sophia
Prerequisites	<u>Intermediate marketing: The elective is aimed at students in the final year of the MSc IMBD. Only exchange students with a similar level of study in marketing will be accepted, final year masters in marketing or a final-year marketing specialization for Bachelor students.</u> In view of the need to be able to carry out market research, <u>an operational level of French</u> is necessary to be able to fully contribute to the project work.
Course Description	The aim of this elective is to provide an opportunity for students to work for and with companies. The companies will provide a brief and students will

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	<p>work in project groups on a consultancy basis. The kind of project will vary from company to company and year to year. It often involves market research of some kind. The partner companies will change each year, and both companies and briefs will be announced at the beginning of the semester. Projects will be allocated to teams by the teacher in charge. In real life you don't always get to choose!</p> <p>The course will begin with a presentation by the different companies and end with a presentation by the project teams to the relevant company. The project will take place over the semester and several coaching sessions will take place with the course leader. It is important to understand that this kind of project takes place largely outside of the classroom and requires full commitment. Anyone unable to commit fully should not choose this course.</p>
Course Open to Exchange	Sophia /Fall;#Sophia /Spring
Semester	fall, spring
Campus	Sophia
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	The reading list of the IMBD market research course will cover the theoretical background needed, while depending on the project, those of other courses might come in useful
Websites	There will be a full reading list on the K2 platform along with a selection of reports, cases and articles where appropriate

E-COMMERCE

Course Code	MSC.IMBM2.MKELE.0064
ECTS Credits	2
Course Leader	SPIER Peter
Synchronous	18
Discipline	Autre
Program	International Marketing and Business Development Sophia
Prerequisites	None
Course Description	The course aims to give students an understanding of the basics of e-business strategy, especially focusing on e-commerce practicalities, but also on the key role of datamining and marketing.
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0

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Academic reference	A suggested reading list will be provided before the course
Websites	A list of links will be provided before the course

INTRODUCTION TO PHOTOSHOP

Course Code	MSC.IMBM2.MKELE.0121
ECTS Credits	2
Course Leader	SPIER Peter
Synchronous	18
Discipline	Autre
Program	International Marketing and Business Development Sophia
Prerequisites	Intermediate marketing
Course Description	This course provides students with a practical, hands-on introduction to the use of Photoshop, which is a tool used by marketers worldwide. The course will cover a range of applications. Photoshop is a powerful application for editing photos, graphics, and other images. This course will help get you started with Photoshop, and it will give you tips for getting the best results with your images.
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	References for preparation and additional reading will be provided prior to the course
Websites	Suggestions for web sources will be provided during the course

MOTIVATION & WELL-BEING AT WORK

Course Code	MSC.IMBM2.MKELE.0217
ECTS Credits	2
Course Leader	DE ROECK Kenneth
Synchronous	15
Discipline	Autre
Program	International Marketing and Business Development Sophia
Prerequisites	None
Course Description	This course is about people in organizations. In an increasingly globalized and competitive business environment, an organizations people can be a valuable source of sustained competitive advantage. It is thus critical to understand how employees attitudes and behaviors can contribute to an organizational success. In particular, employees happiness and sense of fulfillment at work, their physical and mental health, and overall well-being

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	<p>are key components of their motivation and commitment at work and as a result of their job performance, and other behaviors that have non-trivial consequences for the employing organizations well-being.</p> <p>Course material is grounded in decades of rigorous scholarly research, empirically-supported theories, established best practices, and recent insights from innovative work in the organizational behavior and management disciplines. An evidenced-based philosophy of practice guides the concepts, theories, and frameworks covered (and not covered!) in each class meeting and their accompanying applications in practice.</p> <p>This is a largely flipped-classroom and experiential course. In-class and online exercises and other course activities provide opportunities for students to apply course material to improve their self- and other-awareness, and inform their efforts to be mindful and intentional about how they lead and interact with others in work and non-work contexts. The course is designed to help students develop a foundation on which they can build a valuable set of interpersonal skills, and only if, they're determined to do so. For most people, achieving meaningful improvements in collaboration, leadership, or other relational skills is hard work, and it requires ongoing practice. Nearly anyone who has invested significant time and energy to do so will tell you that it is definitely worth the effort.</p>
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	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

PERFECT PITCH

Course Code	MSC.IMBM2.MKELE.0050
ECTS Credits	2
Course Leader	SPIER Peter
Synchronous	18
Discipline	Marketing
Program	International Marketing and Business Development Sophia
Prerequisites	General marketing knowledge
Course Description	This course will take you to the world of public speaking in the business environment. How to overcome stage fright, how to use efficiently your body on stage; How to create a strong connection with the audience using nonverbal communication: voice, inner rhythm, breathing, and eye contact. How to embody a specific status to increase your impact. You will learn about building a business pitch, how to build effective PowerPoint, how to

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

RESEARCH METHODS

Course Code	MSC.IMBM2.MKELE.0143
ECTS Credits	2
Course Leader	LIMA Marcos
Synchronous	18
Discipline	Management & Organisation
Program	International Marketing and Business Development Sophia

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Prerequisites	Market Research, or courses delivery research methodologies (i.e., qualitative vs. quantitative methods). These courses can take place simultaneously with the Research Writing and Critical Thinking.
Course Description	<ol style="list-style-type: none"> 1. Building connections between academic research and practical business activities by getting to know more about how we can use research to make better sense to business; 2. Helping you prepare your upcoming Master Thesis in terms of developing thesis topics and research questions, and better understand research methods; 3. Helping you master the essential skills useful for not only thesis writing, but also marketing consulting/research firms; 4. Helping you better understand marketing practices in a structured and logical way, and major areas of marketing research and/or marketing practices; 5. Helping you dramatically improve your skills in reading, writing, thinking, and public speech/presentation. 6. Helping you strategise your thesis design in order to use your thesis to better position yourself in the job market you are interested in
Course Open to Exchange	Lille /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	Saunders M., Lewis P., Thornhill A. (2016), "Research methods for business students", Pearson.
Websites	<p>On research topics and questions: www.msi.org</p> <p>On writing a literature review: http://www.lib.ncsu.edu/tutorials/litreview/</p> <p>On citing your references: http://fr.slideshare.net/coma-hovadak/harvard-referencing-2011</p> <p>On quoting and paraphrasing: http://owl.english.purdue.edu/owl/resource/563/1/</p> <p>Paraphrasing guidelines : http://owl.english.purdue.edu/owl/resource/619/1/</p> <p>Paraphrasing exercise: http://owl.english.purdue.edu/owl/resource/619/02/</p>

UNDERSTANDING LUXURY DYNAMICS

Course Code	MSC.IMBM2.MKELE.0223
ECTS Credits	2
Course Leader	RIGAUD Emmanuelle
Synchronous	18
Discipline	Marketing
Program	International Marketing and Business Development Sophia
Prerequisites	Intermediate mediate marketing

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Course Description	This course explains what luxury is and what it isn't It will be largely based around a company project with a luxury company
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

USING LEGO SERIOUS PLAY TO ENHANCE CREATIVITY

Course Code	MSC.IMBM2.MKELE.0127
ECTS Credits	2
Course Leader	SPIER Peter
Synchronous	18
Discipline	Autre
Program	International Marketing and Business Development Sophia
Prerequisites	This course can only be organized in small groups. Numbers will therefore be limited and some selection is likely.
Course Description	<p>Lego Serious Play is a method developed with Lego to help groups address serious issues through play. It has a range of applications, including creating new concepts, addressing strategic issues, dealing with group dynamics. It is not the only 'serious play' method available, but it has become a point of reference. The method involves 'thinking with your hands' by building first and talking afterwards. It allows participants to use metaphor and storytelling to tease out meaning and build shared stories or understanding. As such, it is an excellent way of stimulating creativity and 'out-of-the-box' thinking.</p> <p>This course will introduce students to the method in a very 'hands-on' sort of way, using a series of workshops to address a range of different kinds of issue. At the same time we will explore the theoretical grounding of the method and compare it with other approaches that are often used.</p> <p>There is quite a lot of positive buzz around Lego Serious Play, and if nothing else a mention of it will attract attention on a CV. But much more than that, this will provide a forum for thinking about how group sessions and focus groups can be managed, and to explore how meaning and insight can emerge from this kind of activity.</p>
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia
Evaluation	

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

UX DESIGN AND USABILITY

Course Code	MSC.IMBM2.MKELE.0181
ECTS Credits	2
Course Leader	NIZON, Emilien-EXT
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	Through this 18 hour program, students will learn how to understand users behavior, needs and motivations using several methodologies, how they react, and how they can trigger their attention on a website or an app.
Course Open to Exchange	Sophia /Fall;#Lille /Spring
Semester	fall
Campus	Lille, Paris, Sophia
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	Understanding Your Users : A Practical Guide to User Research Methods Ed. 2. Baxter, Kathy,Courage, Catherine,Caine, Kelly. Elsevier Science, 2015 Practical UX Design. Faranello, Scott. Packt Publishing, 2016
Websites	The links will be available on K2 (SKEMA's knowledge platform)

LUXURY AND FASHION MANAGEMENT

CAREER MANAGEMENT 1

Course Code	MSC.SFFM2.FICOR.0012
ECTS Credits	1
Course Leader	ANDRE Nathalie
Synchronous	6
Discipline	Autre
Program	Luxury and Fashion Management
Prerequisites	-
Course Description	Devellop knowledge and skills about recrutement situation

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Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall
Semester	fall
Campus	Belo Horizonte, Dubaï, Lille, Paris, Raleigh, Sophia
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	Talent and careers HUB Création du profil personnel
Websites	

DESIGN & INNOVATION

Course Code	MSC.LFMM2.MKCOR.0018
ECTS Credits	3
Course Leader	COSTE-MANIERE Ivan
Synchronous	24
Discipline	Autre
Program	Luxury and Fashion Management
Prerequisites	None
Course Description	<p>Introduction to Design Roots and history Aims, goals and different jobs in design creatives methodologies Initiation to Design Management - Brands strategies Definitions - Defining and creating and elaborating aBrand Book - Defining a creativfe concept</p> <p>To be able to understand the importance of Design in life and business, especially its impact on luxury and fashion goods. Co-Relate the perceived value of goods through the lens of Design. Impact and relevance of Design starting from product design to service design to experience design to packaging design to digital design and future design !</p>
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia, Suzhou
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	<p>Lectures obligatoires / Required readings :</p> <p>Claude Levi-Strauss, Anthropologie structurale, Pocket, 2003 Kotler Philip, Dubois Bernard, Delphine Manceau, Marketing Management, Pearson Education, 2004 Ferdinand de Saussure, Cours de linguistique générale, editions Payot 1995</p>

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	Lectures Recommandées / Recommended readings : Porter Michael, Avantage concurrentiel, Paris, Dunod, 1999 Cooper Rachel and Mike Press, The Design Agenda, Chichester, John Wiley & Sons Ltd, 1995 Sun Tzu, LArt de la guerre, Flammarion, 1999
Websites	

FASHION & BRAND MANAGEMENT

Course Code	MSC.LFMM2.MKCOR.0021
ECTS Credits	3
Course Leader	HOFFMANN Jonas
Synchronous	24
Discipline	Autre
Program	Luxury and Fashion Management
Prerequisites	None
Course Description	Managing luxury or fashion brand is not the same as managing a consumer goods one, the specificities of that brand management are huge and make from the luxury brand management a specific exercise. The objective of this course is to aware students to this and to provide them a clear view on the subjects of brands: from brand equity, strategic brand management process and brand identity. The lectures will lay a stress on all the specificities of the fashion and luxury worlds from the products characteristics to consumer behaviour, issues faced in each sectors and all the macroeconomics trends
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Belo Horizonte, Sophia, Suzhou
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	Lectures obligatoires / Required readings : The Luxury Strategy: Break the rules of Marketing to build luxury brands Jean-Noel Kapferer and Vincent Bastien Editions KoganLuxury Brand Management -A world of privilege Michel Chevalier et Gérard Mazzalovo Editions Wiley Lectures Recommandées / Recommended readings : Luxe & Co Dana Thomas Editions Les Arènes Strategic Brand Management Kevin Lane Keller Editions Pearsons Luxury World: Past, present and future of luxury brands

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	Mark Tungate Editions Kogan
Websites	

GLOBAL SUSTAINABLE LUXURY & FASHION

Course Code	MSC.TRCM2.FICOR.0001
ECTS Credits	2
Course Leader	POISSON, Jérôme-EXT
Synchronous	21
Discipline	Autre
Program	Luxury and Fashion Management
Prerequisites	-
Course Description	-The course provides a wide understanding of the global luxury brand management and marketing environments, global markets, and marketing programs. Specific and fashion ic topics include a) definition of luxury with identification and understanding of global luxury brands; b) global luxury brand management and marketing, with emphasis on brand equity, brand loyalty, brand extension, and intellectual property; c) opportunities and challenges for luxury brands; and d) creation and management of global luxury brand programs. More specific cases (wines and spirits, Nike) will be taught by professionals
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia, Suzhou
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	-
Websites	-

INTEGRATED LUXURY & FASHION MANAGEMENT

Course Code	MSC.LFMM2.MKCOR.0020
ECTS Credits	3
Course Leader	COSTE-MANIERE Ivan
Synchronous	30
Discipline	Autre
Program	Luxury and Fashion Management
Prerequisites	None
Course Description	This specialization seeks to give students showing financial or marketing backgrounds the opportunity to enhance their knowledge in the luxury world, maybe one the fastest moving ones. The main aim is to acquire the

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	skills enabling students to evolve in the innovation-driven and polycultural environment of global luxury companies and holdings.
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia, Suzhou
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	Lectures obligatoires / Required readings : To be given during the lectures Lectures Recommandées / Recommended readings :
Websites	

INTERNATIONAL MARKETING STRATEGIES FOR LUXURY & FASHION GOODS

Course Code	MSC.LFMM2.MKCOR.0017
ECTS Credits	2
Course Leader	HOFFMANN Jonas
Synchronous	21
Discipline	Autre
Program	Luxury and Fashion Management
Prerequisites	None
Course Description	<p>The International Marketing Strategies for Luxury and Fashion Goods provides students with a clear understanding of key global business issues and trends surrounding international marketing strategies for luxury and fashion goods today as well as providing a comprehensive framework for taking marketing strategy decisions. Specifically, students will learn how to develop cultural innovations and cultural strategies. Cases studies illustrate the topics above with a focus in the markets of Europe, US, China and Brazil.</p> <p>The International Marketing Strategies for Luxury and Fashion Goods provides a comprehensive framework for taking international - market-ing - strategy decisions. It first defines key luxury concepts: historic luxury & fashion evolution; desire vs need; luxury as deviation; luxury vs FMCG. We then take 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 develop robust networked strategy (Ramirez & Mannervik, 2016; Vargo & Lusch, 2004).</p> <p>Multiple cases and examples from fashion and luxury are presented to highlight key concepts (Hoffmann & Lecamp, 2015; Hoffmann & Coste-Manière, 2012, 2013). I take an action-learning approach linking scholarship with practice, aiming to bring live cases to the class-room and understand critical ongoing issues faced by luxury actors (eg. digitization, influencer, sustainability, transparency, inclusivity, geopolitical tensions).</p>

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Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia, Suzhou
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	<p>Lectures obligatoires / Required readings :</p> <p>Hoffmann & Coste (2013), Global Luxury Trends, London: Palgrave-Macmillan.</p> <p>Hoffmann & Coste (2012), Luxury Strategy in Action, London: Palgrave-Macmillan.</p> <p>Sempels & Hoffmann (2013), Sustainable Innovation Strategy, London: Palgrave-Macmillan.</p> <p>Holt & Cameron (2010), Cultural Strategy, Oxford: OUP.</p> <p>Lectures Recommandées / Recommended readings :</p> <p>Kapferer & Bastien (2008 or 2012), The Luxury Strategy: Break the Rules of Marketing to Build Luxury Brands, Kogan Page</p> <p>Chevalier & Mazzalovo (2008), The Luxury Strategy: Break the Rules of Marketing to Build Luxury Brands, Wiley</p> <p>Okonkwo, U. (2007), Luxury Fashion Branding: Trends, Tactics, Techniques, Palgrave-Macmillan</p> <p>Okonkwo, U. (2008), Luxury Online: Styles, Systems, Strategies, Palgrave-Macmillan</p> <p>Michel Chevalier et Michel Gutsatz (2012), Luxury Retail Management: How the World's Top Brands Provide Quality Product and Service Support, Wiley</p> <p>Radha Chadha and Paul Husband (2008), The Cult of the Luxury Brand: Inside Asia's Love Affair With Luxury, Nicholas Brealey</p> <p>Michel Chevalier and Pierre Xiao Lu (2009), Luxury China: Market Opportunities and Potential, Wiley</p> <p>Pierre Xiao Lu (2008), Elite China: Luxury Consumer Behavior in China, Wiley</p> <p>Manfredi Ricca et Rebecca Robins (2012), Meta-luxury: Brands and the Culture of Excellence, Wiley</p> <p>Dana Thomas (2008), Deluxe: How Luxury Lost Its Luster, Penguin</p> <p>Christian Blanckaert, Luxe, Paris: Cherche-Midi.</p>
Websites	

REGULATORY ISSUES IN THE LUXURY & FASHION INDUSTRY

Course Code	MSC.LFMM2.MKELE.0023
ECTS Credits	3
Course Leader	DALLOZ Marc
Synchronous	24
Discipline	Autre
Program	Luxury and Fashion Management
Prerequisites	None

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Course Description	Premiums and promotions are constantly used by all major mail order companies Licensing is used by all major brands around the world
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia, Suzhou
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings : Indicated by the teacher: www.wipo.org
Websites	

RETAIL & LUXURY ANALYTICS IN THE CURRENT CONTEXT

Course Code	MSC.LFMM2.MKCOR.0102
ECTS Credits	2
Course Leader	DEMARIN, Federico-EXT
Synchronous	18
Discipline	Autre
Program	Luxury and Fashion Management
Prerequisites	-None
Course Description	-This specialization seeks to give students showing financial or marketing backgrounds the opportunity to enhance their knowledge in the luxury world, maybe one the fastest moving ones especially when dealing with the various retail activities. The main aim is to acquire the skills enabling students to evolve in the innovation-driven and polycultural environment of global luxury companies and holdings. These lectures are providing a broad and wide scope of knowledge to be twinned with some Finance and Accounting courses. They enable participants to have a precise understanding of the long way from the germination of the idea to the final operational margin in different fields: mobile high-end phones or cars, street wear, perfume, gemstones and jewellery and watches, leather goods depending on the choice of specific distributions. Additional lecturers might be joining.
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0

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Academic reference	-
Websites	-

STATE OF ART IN SUSTAINABLE LUXURY & FASHION

Course Code	MSC.LFMM2.MKCOR.0022
ECTS Credits	2
Course Leader	COSTE-MANIERE Ivan
Synchronous	18
Discipline	Autre
Program	Luxury and Fashion Management
Prerequisites	None. This course is devoted to students <u>joining the MSc Luxury & Fashion Management as they are willing to work in the marketing, branding, artistic, international fields, and need an average background level.</u>
Course Description	This specialization seeks to give students showing financial or marketing backgrounds the opportunity to enhance their knowledges in the luxury world, maybe one the fastest moving ones. The main aim is to acquire the skills enabeling students to evolve in the innovation-driven and polycultural environment of global luxury companies and holdings.
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Belo Horizonte, Sophia, Suzhou
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	Lectures obligatoires / Required readings : Let Them Eat Cake: Marketing Luxury To The Masses -- As Well As The Classes (janvier 2005) de Pamela N. Danziger Trading Up: Why Consumers Want New Luxury Goods... And How Companies Create Them (janvier 2005) de Michael Silverstein, et al -- Relié Lectures Recommandées / Recommended readings :
Websites	

SPORT, EVENT AND HOSPITALITY MANAGEMENT

CAREER MANAGEMENT 1

Course Code	MSC.SFFM2.FICOR.0012
ECTS Credits	1
Course Leader	ANDRE Nathalie
Synchronous	6
Discipline	Autre

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Program	Sport, Event and Hospitality Management
Prerequisites	-
Course Description	Devellop knowledge and skills about recrutement situation
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall
Semester	fall
Campus	Belo Horizonte, Dubaï, Lille, Paris, Raleigh, Sophia
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	Talent and careers HUB Création du profil personnel
Websites	

COMPANY PROJECTS 1

Course Code	MSC.SEMM2.MKCOR.0123
ECTS Credits	3
Course Leader	WARD-PERKINS, David-EXT
Synchronous	24
Discipline	Management & Organisation
Program	Sport, Event and Hospitality Management
Prerequisites	For SETM only. No particular prerequisites.
Course Description	<p>The purpose of this Company Projects 'Skunk Works' course is to train students to think and act out of the Box.</p> <p>Students will be trained in a key skillset:</p> <ul style="list-style-type: none"> - To evaluate situations quickly and accurately; - To collect, sort and apply data, so as to generate and formulate ideas of value; - To express key ideas effectively. <p>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.</p> <p>The course will also help students define their career objectives.</p>
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	<p>Howitt, D., & Cramer, D. (2005). An introduction to statistics in psychology. Pearson education.</p> <p>Langdridge, D., & Hagger-Johnson, G. (2009). Introduction to research methods and data analysis in psychology. Pearson Education.</p>

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	<p>Mertens, D. M. (2014). Research and Evaluation in Education and Psychology: Integrating Diversity With Quantitative, Qualitative, and Mixed Methods: Integrating Diversity with Quantitative, Qualitative, and Mixed Methods. Sage Publications.</p> <p>Myers, D.G. (2011). Psychology (10th edition). New York: Worth Publishers.</p> <p>Searle, A. (2002). Introducing research and data in psychology: A guide to methods and analysis. Routledge</p>
Websites	

FINANCIAL MANAGEMENT

Course Code	MSC.SEMM2.MKCOR.0121
ECTS Credits	2
Course Leader	MORIN, Emmanuelle-EXT
Synchronous	15
Discipline	Finance
Program	Sport, Event and Hospitality Management
Prerequisites	No specific prerequisites
Course Description	<p>This course covers key principles of finance necessary to carry out the financial analysis and make adequate finance-based business decisions. Understanding finance is crucial to anticipating market trends, raising funds for business projects, or deciding to invest in the most promising companies by analyzing their key performance indicators. You can only make decisions if you understand the meaning of these indicators and know where to find them.</p> <p>The Financial Decision-making program will provide you with all the necessary tools to read and understand financial data such as balance sheets, income statement, cash flow statements and any other financial information that can guide you through financial analysis.</p>
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia
Evaluation	
Final Examination (%)	70
Continuous Assessment (%)	30
Academic reference	Required reading will be posted on SKEMA's e-learning platform by the lecturer
Websites	https://www.edspira.com/index-financial-accounting/

PEOPLE MANAGEMENT

Course Code	MSC.SEMM2.PMCOR.0064
ECTS Credits	2
Course Leader	DEPLACE Antoine

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Synchronous	15
Discipline	Management & Organisation
Program	Sport, Event and Hospitality Management
Prerequisites	
Course Description	
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

PROFESSIONAL EVENTS: AN INTERNATIONAL PERSPECTIVE

Course Code	MSC.SEMM2.MKCOR.0124
ECTS Credits	3
Course Leader	BREGAND, Héliéna-EXT
Synchronou s	24
Discipline	Management & Organisation
Program	Sport, Event and Hospitality Management
Prerequisite s	<u>A short reading list, that will be sent to the students in advance of the course</u>
Course Description	<p>This course provides an overview of the professional events industry and its ecosystems.</p> <p>Students will strengthen their understanding of how these complex industries operate; which will be an essential requirement for following the SETM programme.</p> <p>The course includes the following goals:</p> <ul style="list-style-type: none"> - Students will better understand the MICE market, explore the transformative forces at work and be able to adapt to the ever-changing needs of the event industry: - They will learn to identify and analyse clients needs - They will become aware of new event formats, contents, marketing, data & experience - They will be better able to limit the environmental footprint of an event; and organize event with an impact (legacy) - They will learn about event technologies, benefits and pitfalls: VR, Metaverse, NFTs, AI.

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Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Students are strongly advised to have read books and other material relating to the tourism and events industries. These may include: - Conferences and conventions by Tony Rogers. ISBN 0415526698
Websites	Students should be regularly consulting online articles and blogs on events and tourism, subscribing to newsletters and attending webinars, including: The Ultimate Guide to Planning Sustainable Meetings, Skift Meetings, 2023 https://meetings.skift.com/reports/the-ultimate-guide-to-planning-sustainable-meetings/ The Future Role and Purpose of Convention Bureaux, The Strategic Alliance of the National Convention Bureaux of Europe, 2021 https://convention-europe.com/wp-content/uploads/2021/10/FutureRoleandPurposeofConventionBureaux_Whitepaper.pdf What ChatGPT means for the event industry, Alon Alroy, AMI Magazine https://amimagazine.global/Meetings/Technology/Expert-What-ChatGPT-means-for-the-events-industry

BUSINESS AND MANAGEMENT OF HOSPITALITY 1

Course Code	MSC.SEMM2.MKCOR.0105
ECTS Credits	3
Course Leader	WARD-PERKINS, David-EXT
Synchronous	24
Discipline	Management & Organisation
Program	Sport, Event and Hospitality Management
Prerequisites	No specific prerequisites are necessary, except for a <u>strong interest in the business of tourism.</u>
Course Description	Using a mix of theory and practice, students will understand the nature and structure of the tourism industry; and the key contextual and operational challenges; The course is in two parts, with two different teachers. The first will provide an overview of the business of tourism in the 21st century; the roles and responsibilities of different stakeholders; and current trends in tourism's different domains, presenting appropriate frameworks for management. The second will focus more particularly on the range of challenges and opportunities in the digital age, where the future tourism and hospitality

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	<p>professional needs to be a strategist, a data analyst and a technologist; and where all organisations, large or small, need to adopt an agile, entrepreneurial approach.</p> <p>Theoretically underpinned, and drawing on practical case studies and live projects, this course will equip students with the skills, conceptual frameworks, and real world application, to be the next generation of innovators.</p>
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	<p>Recommended readings :</p> <p>Brinker, S. (2022). Marketing technology landscape 2022. Chiefmartec. https://chiefmartec.com/2022/05/marketing-technology-landscape-2022-search-9932-solutions-on-martechmap-com/</p> <p>Blank, S. (2020). The four steps to the epiphany: Successful strategies for products that win. John Wiley & Sons.</p> <p>Christensen, C. M., Hall, T., Dillon, K., & Duncan, D. S. (2016). Know your customers jobs to be done. Harvard Business Review, 94(9), 54-62.</p> <p>Sarasvathy, S. D. (2001). Causation and effectuation: Toward a theoretical shift from economic inevitability to entrepreneurial contingency. Academy of Management Review, 26(2), 243263</p> <p>Dwyer, L., P. Forsyth and W. Dwyer (2010) Tourism Economics and Policy, Channel View Publications, Clevedon, UK</p> <p>OCDE (2020), OECD Tourism Trends and Policies 2020, Éditions OCDE, Paris,</p>
Websites	

THE GLOBAL BUSINESS OF SPORT

Course Code	MSC.SEMM2.PMCOR.0061
ECTS Credits	3
Course Leader	CHADWICK Simon
Synchronous	24
Discipline	Management & Organisation
Program	Sport, Event and Hospitality Management
Prerequisites	No particular prerequisites
Course Description	<p>The course will introduce students to the nature and scope of the global sport industry, and explore the issues, challenges, and problems currently facing it. Among the sports that will be examined are football, motorsport, and golf. Among the countries that will be used as a focus for teaching are the United States, Saudi Arabia, and China. There will be a strong emphasis placed on preparing students for management and leadership roles in sport.</p>

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Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	The Geopolitical Economy of Sport https://www.routledge.com/The-Geopolitical-Economy-of-Sport-Power-Politics-Money-and-the-State/Chadwick-Widdop-Goldman/p/book/9781032390598
Websites	Sport Business https://www.sportbusiness.com Sports Pro Media https://www.sportspromedia.com Simon Chadwick, The Conversation https://theconversation.com/profiles/simon-chadwick-94601/articles

BUDGETING AND PLANNING

Course Code	MSC.SEMM2.FIELE.0001
ECTS Credits	1
Course Leader	MORIN, Emmanuelle-EXT
Synchronous	12
Discipline	Finance
Program	Sport, Event and Hospitality Management
Prerequisites	No specific prerequisites
Course Description	The course addresses those concepts that will enable students to become effective managers in the events and tourism industries, including accounting techniques used to control costs and profits and expenses (budgeting). It will enhance students' ability to prepare and understand operational budgets, including flexible budgets.
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	Required reading will be posted on SKEMA's e-learning platform by the lecturer.
Websites	Edspira: Managerial accounting - to read the Budgeting and Flexible Budgeting sections

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EVENT PROGRAM MANAGEMENT

Course Code	MSC.SEMM2.PMELE.0001
ECTS Credits	1
Course Leader	WARD-PERKINS David
Synchronous	12
Discipline	Management & Organisation
Program	Sport, Event and Hospitality Management
Prerequisites	<u>A basic understanding of the nature of business events, which student will receive in the first semester of the SEMTM MSc.</u>
Course Description	From the planning to the happening stages, event organisation needs clear paths along which to proceed. The course will specifically address the realities of event program management (including conceptualization, content creation and implementation), hotel, registration and catering management, problem solving and decision making. It also highlights the importance of cross-cultural skills and showcases crisis management strategies. The course is based on MPI (Meeting Professionals International) material and licenses are paid to MPI by SKEMA for participating students.
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	Required reading will be posted on SKEMA's e-learning platform by the lecturer. Recommended reading : Shone, A. and Parry, B., Successful Event Management : A Practical Handbook, Fourth Edition, Cengage Learning, Andover
Websites	http://www.themeetingsindustry.org http://www.mpiweb.org/ http://www.iccaworld.com/

HOTEL BUSINESS MODELS

Course Code	MSC.SEMM2.MKELE.0131
ECTS Credits	1
Course Leader	FRACCHIA, Carole-EXT
Synchronous	12
Discipline	Marketing
Program	Sport, Event and Hospitality Management
Prerequisites	No specific prerequisite
Course Description	This short course on Hotel Business Operations provides an overview of how hotels develop their business, through example and project work. It will consider the different types of target customers, the departments

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	concerned, including the sales department; with an overview of sales techniques and negotiation strategies.
Course Open to Exchange	Sophia /Fall
Semester	fall
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, including: - Be Our Guest: Perfecting the Art of Customer Service Un livre de The Disney Institute - Without Reservations: How a Family Root Beer Stand Grew into a Global Hotel Company Un livre de Bill Marriott et Kathi Ann Brown - The New Gold Standard: 5 Leadership Principles for Creating a Legendary Customer Experience Courtesy of the Ritz-Carlton Hotel Company
Websites	

LEAGUES, COMPETITIONS & TOURNAMENTS

Course Code	MSC.SEMM2.PMELE.0005
ECTS Credits	1
Course Leader	CHADWICK Simon
Synchronous	12
Discipline	Management & Organisation
Program	Sport, Event and Hospitality Management
Prerequisites	No particular prerequisites
Course Description	This course explores the way sporting events are structured, both at an international and at a local level, covering a very wide range of different sporting disciplines.
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	
Websites	

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LIFESTYLE AND TRAVEL WORKSHOPS

Course Code	MSC.SEMM2.MKELE.0146
ECTS Credits	1
Course Leader	DEPLACE Antoine
Synchronous	12
Discipline	Marketing
Program	Sport, Event and Hospitality Management
Prerequisites	
Course Description	
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

MANAGING RIGHTS IN SPORT & ENTERTAINMENT

Course Code	MSC.SEMM2.PMELE.0006
ECTS Credits	1
Course Leader	CHADWICK Simon
Synchronous	12
Discipline	Management & Organisation
Program	Sport, Event and Hospitality Management
Prerequisites	No particular prerequisites
Course Description	For any form of entertainment or cultural activity, the question of rights is central and critical. This course covers the key principles, whether for music, entertainment or sport. The students will acquire a good understanding of the key issues, also of the strategies typically employed to protect intangible assets and to exploit them effectively.
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	

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Websites	
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SCENARIO PLANNING

Course Code	MSC.SEMM2.MKELE.0132
ECTS Credits	1
Course Leader	WARD-PERKINS, David-EXT
Synchronous	12
Discipline	Management & Organisation
Program	Sport, Event and Hospitality Management
Prerequisites	<u>Extensive knowledge and critical understanding of contemporary issues in leisure, tourism, events, hospitality and/or sport management</u> <u>Knowledge of external environment analysis (e.g.: DESTEP or PESTEL) is an advantage</u>
Course Description	The elective course focuses on the theory and practice of scenario planning. This is a contemporary approach to strategic planning which uses a longer time horizon than conventionally. The students learn about the theory and logic underlying scenario planning and are expected to apply the newly obtained knowledge in the form of a group assignment. The students will practice the approach on a real-life example. The students will be trained to work on an environmental scan, identify driving forces of change and critical uncertainties and construct alternative future scenarios. The scenarios will be used to formulate strategic courses of action.
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	Required reading will be posted on SKEMA's e-learning platform by the lecturer, to include: Lindgren, M., & Bandhold, H. (2009, rev. upd. ed). Scenario planning. The link between future and strategy. Basingstoke, UK: Palgrave Mc Millan. This book links futures thinking with strategy development. Ramirez, R., & Wilkinson, A. (2016). Strategic reframing. The Oxford scenario planning approach. UK, Oxford: Oxford University Press. Van der Heijden, K. (2005, 2nd ed.). The art of strategic conversation. Chisester: John Wiley & Sons. This books links theory and practice of scenario thinking. Ralston, B, & Wilson, I. (2006). The scenario planning handbook. Developing strategies in uncertain times. Andover, UK: Cengage. This book provides a detailed description of the steps in a scenario planning process.
Websites	

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THE PCO BUSINESS

Course Code	MSC.SEMM2.MKELE.0134
ECTS Credits	1
Course Leader	CHAUDANSON, Sandra-EXT
Synchronous	12
Discipline	Management des Opérations
Program	Sport, Event and Hospitality Management
Prerequisites	No special prerequisites, except for an <u>interest in international event management.</u>
Course Description	Professional Conference Organisers are specialists in managing large business events for which the event owner (an association, a company or government department) have contracted the PCO to take responsibility for programme and content development, marketing, delegate services, sourcing of venue and of accommodation. The course explains these multiple key activities and revenue streams, as well as introducing the concept of Association Management.
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	Required reading will be posted on SKEMA's e-learning platform by the lecturer
Websites	

FINANCIAL MARKETS AND INVESTMENTS

AMPLIFY TRADING SIMULATION

Course Code	MSC.FMIM2.FICOR.0242
ECTS Credits	0
Course Leader	AMYUNI Tarek
Synchronous	6
Discipline	Finance
Program	Financial Markets and Investments Sophia
Prerequisites	
Course Description	
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia
Evaluation	
Final Examination (%)	100

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Continuous Assessment (%)	0
Academic reference	
Websites	

CAREER MANAGEMENT 1

Course Code	MSC.SFFM2.FICOR.0012
ECTS Credits	0
Course Leader	ANDRE Nathalie
Synchronous	6
Discipline	Autre
Program	Financial Markets and Investments Sophia
Prerequisites	-
Course Description	Devellop knowledge and skills about recrutement situation
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall
Semester	fall
Campus	Belo Horizonte, Dubaï, Lille, Paris, Raleigh, Sophia
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	Talent and careers HUB Création du profil personnel
Websites	

DERIVATIVES VALUATION & STRATEGIES

Course Code	MSC.FMIM2.FICOR.0161
ECTS Credits	3
Course Leader	AMYUNI Tarek
Synchronous	24
Discipline	Autre
Program	Financial Markets and Investments Sophia
Prerequisites	Pre-schooling
Course Description	This course is an introduction to derivative security markets. The goal of the course is to develop a core set of principles that will help us make sense of the diverse ways derivatives are used in practice. These principles are developed through a series of real-world examples with an emphasis on simultaneously developing intuition and familiarity with a broad spectrum of markets and institutions. The valuation and use (e.g., hedging and speculation) of forwards, futures, swaps, and options will be a focal point of the course. Core concepts covered include valuation of forwards and futures, binomial pricing of options, the Black-Scholes option pricing formula, dynamic delta-hedging, and swap

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	pricing. At the end of the course, we expect the student to be able to understand the concept of derivatives and know how to use the instruments as a part of their practical work.
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	Options, Futures and Other Derivatives. John Hull.
Websites	

EQUITY RESEARCH AND VALUATION 1

Course Code	MSC.FMIM2.FICOR.0208
ECTS Credits	3
Course Leader	GROSLAMBERT Bertrand
Synchronous	24
Discipline	Autre
Program	Financial Markets and Investments Sophia
Prerequisites	Pre-schooling
Course Description	Lending theory with practice, and detail the contemporary techniques used to determine the intrinsic value of an equity security, and show you how to successfully apply these techniques in both foreign and domestic markets. Is integrated finance and accounting concepts (IFRS and US GAP) into the discussion-providing the evenness of subject matter treatment, consistency of notation, and continuity of topic coverage that is so critical to the learning process. Addresses essential issues in this arena, including the equity valuation process, discounted dividend valuation, free cash flow valuation, and residual income valuation Distills the knowledge, skills, and abilities you need to succeed in today's fast-paced financial environment
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	Equity Asset Valuation. CFA Institute. Corporate Finance: Theory and Practice Broché Pierre Vernimmen

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Websites	
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FINANCIAL ECONOMETRICS I WITH R

Course Code	MSC.FMIM2.FICOR.0215
ECTS Credits	2
Course Leader	AMYUNI Tarek
Synchronous	21
Discipline	Autre
Program	Financial Markets and Investments Sophia
Prerequisites	Pre-Schooling
Course Description	This is the first of a series of courses in Econometrics for Finance. The objective is to master linear modelling, which represents the foundations for any further study in econometrics. Contrary to many econometrics courses, the focus is not the theory but the practice. Most time in class is spent actually doing econometrics. The econometrics is implemented using R, which means that students will also learn the basics of coding. The unavoidable econometric theory is presented in an intuitive graphical manner that promotes a deep understanding of the practice of econometrics.
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	Stock et Watson : Introduction to Econometrics. Pearson. Ch 1-2-3-4-5-6 Introduction to financial econometrics. Brooks.
Websites	http://orfe.princeton.edu/~jqfan/papers/03/overview.pdf

FINANCIAL RESEARCH AND MODELLING WITH R

Course Code	MSC.FMIM2.FICOR.0155
ECTS Credits	2
Course Leader	GROSLAMBERT Bertrand
Synchronous	18
Discipline	Autre
Program	Financial Markets and Investments Sophia
Prerequisites	-
Course Description	-
Course Open to Exchange	Sophia /Fall
Semester	fall

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

FIXED INCOME 1: PRICING AND VALUATION

Course Code	MSC.FMIM2.FICOR.0213
ECTS Credits	2
Course Leader	GOGUEL Amaury
Synchronous	15
Discipline	Autre
Program	Financial Markets and Investments Sophia
Prerequisites	Preschooling Course
Course Description	<p>This course takes participants through the first part of bonds and fixed income markets. After laying the foundation, we set out to price bonds and measure the inherent interest rate risk. We then look at how this can be used to hedge and trade bonds. For future asset managers we then look at the bond portfolio approach and how to best position the portfolio in line with market views.</p> <p>Then, we start moving into more advanced fixed income territory. We observe yield curves and we mathematically derive the zero-coupon and forward curve, allowing us to properly evaluate cash flows. This lays the foundation to price fixed income structured products and swaps. After an introduction to the swap mechanism, swap types and their uses, we learn to price and value swaps. This allows to finally explain the real notion of yield to maturity.</p> <p>Then, we combine bonds and swaps to provide a deeper understanding of bond valuation, comparison and benchmarking, thus, allowing us to make better investment and trading decisions.</p> <p>Knowing theories and formulas to help you better analyse, value, and manage fixed income instruments and their derivatives in today's evolving marketplace. This thoroughly revised eighth edition includes detailed discussions of:</p>
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0

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Academic reference	Fixed Income Mathematics, 4E: Analytical & Statistical Techniques by Frank J. Fabozzi or The Handbook of Fixed Income Securities, Eighth Edition (Anglais) Relié de Frank J. Fabozzi
Websites	http://www.ft.com

INTRODUCTION TO FX & STRATEGIES

Course Code	MSC.FMIM2.FIELE.0203
ECTS Credits	1
Course Leader	AMYUNI Tarek
Synchronous	12
Discipline	Autre
Program	Financial Markets and Investments Sophia
Prerequisites	-
Course Description	-
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

MS EXCEL VBA PROGRAMMING

Course Code	MSC.FMIM2.FIELE.0150
ECTS Credits	2
Course Leader	AMYUNI Tarek
Synchronous	21
Discipline	Autre
Program	Financial Markets and Investments Sophia
Prerequisites	Nothing specific
Course Description	This class in the advanced part of the Pre-Schooling course: Introduction to Excel and Financial theory. You will learn how to use macro. A part of the course is a MOOC format + 4 sessions "face to face". The MOOC helps weakest students to level up.
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia

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Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	Financial Analysis and Modeling Using Excel and VBA. Broché.
Websites	

POWER BI APPLIED TO FINANCE

Course Code	MSC.FMIM2.FIELE.0151
ECTS Credits	1
Course Leader	AMYUNI Tarek
Synchronous	12
Discipline	Autre
Program	Financial Markets and Investments Sophia
Prerequisites	-
Course Description	-
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

PRESCHOOLING BLOOMBERG

Course Code	MSC.FMIM2.FIPSC.0003
ECTS Credits	0
Course Leader	GROSLAMBERT Bertrand
Synchronous	6
Discipline	Autre
Program	Financial Markets and Investments Sophia
Prerequisites	-
Course Description	This course is intended to provide an overview of the Bloomberg terminals and make the students autonomous in the learning of this tool.
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia

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

PRESCHOOLING PYTHON1 PROGRAMMING FOR FINANCE

Course Code	MSC.FMIM2.FIPSC.0007
ECTS Credits	0
Course Leader	AMYUNI Tarek
Synchronous	3
Discipline	Finance
Program	Financial Markets and Investments Sophia
Prerequisites	
Course Description	
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

PYTHON 1 PROGRAMMING FOR FINANCE

Course Code	MSC.FMIM2.FIELE.0167
ECTS Credits	1
Course Leader	AMYUNI Tarek
Synchronous	12
Discipline	Autre
Program	Financial Markets and Investments Sophia
Prerequisites	No Prerequisite
Course Description	Learning of the foundations in Python programming, with applications to market finance.
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia

**Catalogue 1^{ère} version
2024/2025**

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

STOCHASTICS CALCULUS APPLIED TO FINANCIAL MODELS

Course Code	MSC.FMIM2.FICOR.0031
ECTS Credits	2
Course Leader	GARCHERY, Guillaume-EXT
Synchronous	18
Discipline	Autre
Program	Financial Markets and Investments Sophia
Prerequisites	-
Course Description	-
Course Open to Exchange	Sophia /Fall
Semester	fall
Campus	Sophia
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

VBA 1: PRICING TECHNIQUES

Course Code	MSC.FMIM2.FICOR.0170
ECTS Credits	2
Course Leader	AMYUNI Tarek
Synchronous	15
Discipline	Autre
Program	Financial Markets and Investments Sophia
Prerequisites	VBA class
Course Description	The Same as VBA class but a step further, applied to a valuation project (options barrier pricing...)
Course Open to Exchange	Sophia /Fall
Semester	fall

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2024/2025**

Campus	Sophia
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	Same as VBA Class.
Websites	