



Course Catalogue
BBA Programme
Incoming Exchange Students
Belo Horizonte Campus
Fall 2025

Dear Exchange Students,

Welcome to SKEMA Business School!

Here are a few key instructions on how to consult properly the **Belo Horizonte BBA Course Catalogue Fall 2025**.

Please read these instructions carefully:

- 1) Students are expected to follow a minimum of 15 ECTS credits per semester.
- 2) Students can take maximum 30 ECTS credits per semester.
- 3) When you choose your courses, please pay attention to the slots due to frequent scheduling clashes.
- 4) Courses within the catalogue are subject to slight changes.
- 5) There is a maximum number of seats available per course.

Global BBA	5
ACADEMIC RESEARCH & WRITING I	5
Advanced English - Exam Preparation	6
Applied Finance	7
Business & Economics Calculus	8
BUSINESS AND PROFESSIONAL WRITING	9
Business Development	10
Business Ethics Governance and Compliance	11
BUSINESS LAW	12
CONSUMER COMPUTER APPLICATIONS	13
CREATIVITY MANAGEMENT.....	14
Data Meaning for Business Intelligence	16
Digital Disruption	17
ENGLISH AP	18
ENTREPRENEURSHIP AND SMALL BUS	19
FABLAB Innovation II	21
FINANCIAL ACCOUNTING	22
FINANCIAL ANALYSIS & DECISION MAKING.....	23
FINANCIAL MARKETS & INSTITUTIONS	24
Basic Portuguese	25
Functional Portuguese	26
Geopolitics.....	26
GLOBAL AND LOCAL DIVERSITY MANAGEMENT.....	27
History and Culture of Brazil	28
HUMAN RESOURCE MANAGEMENT	30
Innovation HUB I	30
INTRODUCTION TO BUSINESS.....	32
Introduction to Business Research.....	33

CATALOGUE 2025/2026

Leadership Skills.....	35
Lean Operations and Strategic Sourcing	35
MACRO ECONOMICS.....	36
Management Models.....	37
MANAGERIAL ACCOUNTING	38
MARKETING PRINCIPLES.....	39
Marketing Strategy	40
MICRO ECONOMICS.....	41
NEGOTIATION AND GLOBAL LEADERSHIP	42
Neuroscience and Market Connections.....	43
ORGANIZATIONAL BEHAVIOR.....	44
People in Project Management.....	45
Planning and Production Control.....	46
PRINCIPLES OF MODERN MANAGEMENT.....	47
Process Management.....	48
PUBLIC SPEAKING AND PRESENTATIONS SKILLS.....	50
Statistics for Business Decisions	50
Sustainable Transitions	52

Global BBA

ACADEMIC RESEARCH & WRITING I

Course Code	BAC.EAINA.OTENG.1001
ECTS Credits	6
Course Leader	MAUCLAIR-AUGUSTIN Brandon
Synchronous	30
Discipline	Droit & Humanités
Program	Global BBA
Prerequisites	520 TOEFL score or equivalent
Course Description	This course introduces students to the principal elements of argumentative research writing. It focuses on writing persuasively, developing research skills and improving critical reading skills through reading, writing and discussion. Students will learn how to formulate a coherent thesis and support it with evidence drawn from research. They will engage in A.I. literacy practices and learn how to work through the various stages of the writing process to produce a 2500-word research paper.
Evaluation	
Final Examination (%)	30
Continuous Assessment (%)	70
Academic reference	Documents provided by instructor
Websites	https://apastyle.apa.org/

Advanced English - Exam Preparation

Course Code	BAC.EAINA.LGENG.0110
ECTS Credits	0
Course Leader	HAASDORNAS KAREN
Synchronous	30
Discipline	
Program	Global BBA
Prerequisites	
Course Description	<p>This course is designed to prepare students for internationally recognized English proficiency exams required for academic and professional purposes. The course focuses on developing the four key language skills — reading, listening, speaking, and writing — as well as test-taking strategies tailored to the structure and demands of the following exams:</p> <p>TOEFL ITP</p> <p>TOEFL iBT</p> <p>IELTS</p> <p>TOEIC</p> <p>Through diagnostic tests, guided practice, and simulation exercises, students will strengthen their English language abilities and become familiar with each test's format, time management techniques, and evaluation criteria. The course also emphasizes vocabulary building, academic English usage, and confidence in oral and written communication in English.</p> <p>By the end of the course, students will be better equipped to meet the required scores for academic mobility, international program applications, and professional advancement.</p>
Evaluation	
Final Examination (%)	40

Continuous Assessment (%)	60
Academic reference	
Websites	

Applied Finance

Course Code	BAC.EAINA.FIBUS.1000
ECTS Credits	6
Course Leader	HAASDORNAS KAREN
Synchronous	30
Discipline	
Program	Global BBA
Prerequisites	Class in Portuguese
Course Description	This course introduces fundamental concepts of Financial Mathematics, enabling students to make sound financial decisions based on accurate calculations. It covers topics such as the time value of money, simple and compound interest, interest rates, payment series, discounting, amortization, and present and future values. The course also includes practical applications using financial calculators (HP).
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60

Academic reference	<p>Required for the course</p> <p>EPSTEIN, Marc J.; YUTHAS, Kristi. Measuring and Improving Social Impacts: A Guide for Nonprofits, Companies, and Impact Investors. Berrett-Koehler Publishers, 2014. (Scholarvox)</p> <p>POULOPOULOS, Stavros G. Environment and Development: Basic Principles, Human Activities, and Environmental Implications. Elsevier Science, 2016. (Scholarvox)</p> <p>DIAS, Reinaldo Gestão ambiental: responsabilidade social e sustentabilidade / Reinaldo Dias. – 3. Ed. – [3. Reimpr.]. São Paulo: Atlas, 2019.</p>
Websites	

Business & Economics Calculus

Course Code	BAC.EAINA.OTMTH.1702
ECTS Credits	6
Course Leader	DALMASSO Audrey
Synchronous	30
Discipline	
Program	Global BBA
Prerequisites	
Course Description	To provide the students with the basic concepts and techniques of differential and integral calculus, as well as an elementary knowledge of matrix algebra, applied to business, economics, management and the social sciences, There will be a strong emphasis on methodology.
Evaluation	

Final Examination (%)	45
Continuous Assessment (%)	55
Academic reference	College Mathematics for Business, Economics, Life Sciences and Social Sciences, R. Barnett, M. Ziegler, K. Byleen, Ed. Pearson, Global ed., 13th ed.
Websites	

BUSINESS AND PROFESSIONAL WRITING

Course Code	BAC.EAINA.OTCOM.3224
ECTS Credits	6
Course Leader	MAUCLAIR-AUGUSTIN Brandon
Synchronous	30
Discipline	Autre
Program	Global BBA
Prerequisites	BAC EAINA LGENG1001
Course Description	<p>Designed for future business professionals, this course includes business research methods, report writing, business correspondence, recruitment correspondence, and communication in the workplace.</p> <p>Analytical, informational, routine, and special reports are covered as well as readings and 4,500 words of writing in business correspondence, reports, and short answers.</p>
Evaluation	

Final Examination (%)	30
Continuous Assessment (%)	70
Academic reference	Documents provided by instructor
Websites	

Business Development

Course Code	BAC.EAINA.ECBUS.3550
ECTS Credits	6
Course Leader	SMITH Devin
Synchronous	30
Discipline	Economie
Program	Global BBA
Prerequisites	junior year
Course Description	This course explores both historical and modern influences of business development in Europe and through the lens of international expansion. It is critical to understand market forces, government compliance and consumer needs, along with the foreseeable direction of EU policies and beyond. We will explore strategic management principles which facilitate identification of both threats and opportunities within the European market. Equally important is the acknowledgement of analysis of new technologies and regulations which impact corporate actions. Business development requires a keen understanding of both macro and micro business insights.
Evaluation	
Final Examination (%)	50

Continuous Assessment (%)	50
Academic reference	<p>International Business Development. Available from: VitalSource Bookshelf, Springer Nature, 2021.</p> <p>Kohne, Andreas. Business Development. Available from: VitalSource Bookshelf, (2nd Edition). Springer Nature, 2022.</p>
Websites	

Business Ethics Governance and Compliance

Course Code	BAC.EAINA.OTHUM.3800
ECTS Credits	6
Course Leader	HAASDORNAS KAREN
Synchronous	30
Discipline	
Program	Global BBA
Prerequisites	
Course Description	<p>The course gives the foundation of organizational ethics and makes the link to corporate governance and compliance. The shareholding structure, the board of directors and the top management: roles and interaction. It emphasizes ethical issues inherent to strategic choices and management practices. It offers a perspective on a variety of governance models from the US shareholder oriented model to the German and Japanese stakeholder oriented models. The course is intended to provide the necessary knowledge to understand how a firm can become socially responsible and integrate sustainability practices. Compliance is a key and essential pillar of corporate governance as a whole.</p>
Evaluation	

CATALOGUE 2025/2026

Final Examination (%)	
Continuous Assessment (%)	
Academic reference	<p>ANDRADE, A.; ROSSETTI, J. P. Governança corporativa: fundamentos, desenvolvimento e tendências. 3. ed. São Paulo: Atlas, 2020</p> <p>"Instituto Brasileiro de Governança Corporativa. Práticas de Governança Corporativa. Disponível no site: http://www.ibgc.org.br/inter.php?id."</p> <p>WEISS, Joseph W. Business Ethics: A Stakeholder and Business Management Approach. Ed. 6. Berrett-Koeller Publishers, 2014. (Scholarvox).</p>
Websites	<p>Bergamini Junior, Sebastião (2005): Controles Internos como um Instrumento da Governança Corporativa. Disponível no site: http://www.bndes.gov.br/SiteBNDES/export/sites/default/bndes_pt/Galerias/Arquivos/conhecimento/revista/rev2406.pdf</p>

BUSINESS LAW

Course Code	BAC.EAINA.LTBUS.3703
ECTS Credits	6
Course Leader	SMITH Devin
Synchronous	30
Discipline	Droit & Humanités
Program	Global BBA

Prerequisites	None
Course Description	<p>This class will provide a general understand of the US legal framework as it applies of business organizations. Through the implementation of government regulations, business compliance and consumer rights, it's critical to understand is acceptable from the perspective of a corporation.</p> <p>As the legal profession is rarely black and white, it is important to analyse the grey areas, to make informed and strategic decisions.</p>
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	<p>Business Law and the Regulation of Business</p> <p>13th Edition</p> <p>Richard A. Mann; Barry S. Roberts</p> <p>Assorted case studies</p>
Websites	

CONSUMER COMPUTER APPLICATIONS

Course Code	BAC.EAINA.ISCSE.1301
ECTS Credits	6

Course Leader	MILLELIRI André
Synchronous	39
Discipline	Autre
Program	Global BBA
Prerequisites	None
Course Description	<p>to raise the level of competence in computing for all, for those within the work force or hoping to join the work force.</p> <p>To increase productivity for all employees who need to use the computer in their work.</p> <p>To enable better use of investment in the information technology.</p> <p>To ensure all computer users understand the Best Practices and quality issues in using the computer.</p>
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings :
Websites	

CREATIVITY MANAGEMENT

Course Code	BAC.EAINA.OTBUS.1100
ECTS Credits	6
Course Leader	RAMID Souhail

Synchronous	30
Discipline	
Program	Global BBA
Prerequisites	
Course Description	<p>Creativity, as the precursor of innovation, plays a pivotal role in driving success across various industries today. Nonetheless, nurturing creativity, particularly within an organizational context, remains a challenge.</p> <p>To gain deeper insights into this complex and ever-evolving phenomenon, this course takes a multidisciplinary and multilevel approach to explore creativity in diverse settings.</p> <p>Specifically, the course covers a wide array of topics, encompassing individual and team creativity, the impact of diversity and social networks on creativity, as well as the dynamics of creative organizations and cities. To achieve this, the course draws from a rich pool of resources, including academic papers on creativity, relevant book chapters, and real-world examples.</p> <p>Moreover, students enrolled in this course will have the opportunity to engage in a group research project focused on creativity, allowing them to apply their learnings and delve deeper into this fascinating subject.</p> <p>By the end of the course, participants will have gained a comprehensive understanding of creativity and its significance in fostering innovation and success in various professional contexts.</p>
Evaluation	

CATALOGUE 2025/2026

Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	<ul style="list-style-type: none"> • Amabile, T. M. (2001). Beyond talent: John Irving and the passionate craft of creativity. American Psychologist, 56(4), 333. • Currey, M. (Ed.). (2013). Daily rituals: How artists work. Knopf (selected chapters). • Elisondo, R. (2016). Creativity is always a social process. Creativity. Theories–Research–Applications, 3(2), 194-210. • Friedman, H. H., Friedman, L. W., & Leverton, C. (2016). Increase diversity to boost creativity and enhance problem solving. Psychosociological Issues in Human Resource Management, 4(2), 7.
Websites	

Data Meaning for Business Intelligence

Course Code	BAC.EAINA.ISBUS.1010
ECTS Credits	6
Course Leader	HAASDORNAS KAREN
Synchronous	30
Discipline	
Program	Global BBA
Prerequisites	Course in Portuguese

Course Description	<p>To raise the level of competence in computing for all, for those within the work force or hoping to join the work force</p> <p>To increase productivity for all employees who need to explore data for decision support.</p> <p>To enable better use of investment in the information technology</p> <p>The students will use Python, PowerBI, and Dbeaver in an integrated approach with Consumer Computer Applications to obtain data for decisions support. Introduction to VBA in Excel with AI: macros, variables, conditions, loops, procedures and functions, dialog boxes, events, forms and controls</p>
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	
Websites	

Digital Disruption

Course Code	BAC.EAINA.ISBUS.2520
ECTS Credits	6
Course Leader	HAASDORNAS KAREN
Synchronous	30
Discipline	Autre
Program	Global BBA
Prerequisites	none

CATALOGUE 2025/2026

Course Description	This course explores the fundamental theories of management, including the scientific approach to studying management, the significance of effective management, and the evolution of management schools. It also examines the characteristics of poor management and provides a critical evaluation of its impact. Furthermore, the course delves into a comprehensive analysis of various aspects of management thought and their connection to behavioral patterns commonly observed in industrialized societies.
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	<p>Python Programming Fundamentals (Undergraduate Topics in Computer Science) 2nd ed. 2014 Edition</p> <p>Python for Data Analysis: Data Wrangling with pandas, NumPy, and Jupyter 3rd Edition</p> <p>by Wes McKinney (Author)</p> <p>The Digital Transformation Roadmap</p> <p>Rebuild Your Organization for Continuous Change</p> <p>David L. Rogers</p> <p>Columbia Business School Publishing</p>
Websites	

ENGLISH AP

Course Code	BAC.EAINA.LGENG.1106
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ECTS Credits	0
Course Leader	PIRES DE LIMA Tiago
Synchronous	72
Discipline	Langues
Program	Global BBA
Prerequisites	Fundamentals of English or 460 TOEFL ITP Score
Course Description	This course aims to strengthen academic reading, listening, speaking and writing to allow students to operate fully and effectively in an academic environment. It will also familiarize students with TOEFL ITP tasks and test techniques.
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	0
Websites	0

ENTREPRENEURSHIP AND SMALL BUS

Course Code	BAC.EAINA.STBUS.2100
ECTS Credits	6
Course Leader	SMITH Devin

CATALOGUE 2025/2026

Synchronous	30
Discipline	
Program	Global BBA
Prerequisites	None
Course Description	This course is designed to integrate the core concepts of entrepreneurship with managing a small business. Managing a small business is very different from managing a large one primarily due to the limited resources available to small businesses. These limitations can result in budget constraints, staffing issues, and market boundaries. Small business management requires creativity, innovation, and significant customer, financial, and market insights in order to survive in a volatile business environment.
Evaluation	
Final Examination (%)	45
Continuous Assessment (%)	55
Academic reference	<p>Rasheda L. Weaver - Social Entrepreneurship_ A Practical Introduction- Routledge (2022)</p> <p>Francis J. Greene - Entrepreneurship Theory and Practice-Red Globe Press (2020)</p> <p>W. Chan Kim, Renée Mauborgne - Blue Ocean Strategy_ How to Create Uncontested Market Space and Make Competition Irrelevant-Harvard Business Press (2005)</p> <p>W. Chan Kim, Renée Mauborgne - Blue Ocean Strategy_ How to Create Uncontested Market Space and Make Competition Irrelevant-Harvard Business Press (2005)</p>
Websites	<p>Global Entrepreneurship Monitor (GEM) 2023/2024 Global Report</p> <p>https://www.gemconsortium.org/</p>

	http://businessmodelgeneration.com
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FABLAB Innovation II

Course Code	BAC.EAINA.OTPAC.1020
ECTS Credits	6
Course Leader	HAASDORNAS KAREN
Synchronous	39
Discipline	Autre
Program	Global BBA
Prerequisites	none
Course Description	<p>Discipline developed as a project for companies.</p> <p>The FabLab Innovation Curriculum extension has interdisciplinary carater, as it aims to create connections between the disciplines of the course so that the student understands the importance of disruptive and significant projects for the competitiveness of organizations. In this context FabLab Innovation the student can promote skills to think strategically, act preventively through innovation.</p>
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60

Academic reference	0
Websites	0

FINANCIAL ACCOUNTING

Course Code	BAC.EAINA.FIBUS.2201
ECTS Credits	6
Course Leader	RAMID Souhail
Synchronous	30
Discipline	Comptabilité
Program	Global BBA
Prerequisites	None
Course Description	This course covers the basic principles of U.S financial accounting, including the presentation of the U.S. GAAP, the basic financial statements, the bookkeeping process, the principles of accounting control and safeguarding of assets.
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Lectures obligatoires / Required readings : Williams, Haka, Bettner. 14TH EDITION Mc Graw Hill Lectures Recommandées / Recommended readings :
Websites	

FINANCIAL ANALYSIS & DECISION MAKING

Course Code	BAC.EAINA.FIBUS.3410
ECTS Credits	6
Course Leader	DALMASSO Audrey
Synchronous	39
Discipline	Finance
Program	Global BBA
Prerequisites	BAC.EAINA.FIBUS.2202 and Corequisite BAC.EAINA.ECBUS.2702
Course Description	The course will give students basic knowledge and an understanding of corporate finance. The student is expected to have knowledge and understanding of the following subjects: Financial Statement Analysis, Investment Appraisal Techniques, Valuation of Stocks and Bonds, The Capital Asset Pricing Model, Portfolio Theory, The Weighted Average Cost of Capital.
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	Corporate Finance by Jonathan Berk and Peter DeMarzo
Websites	

FINANCIAL MARKETS & INSTITUTIONS

Course Code	BAC.EAINA.FIBUS.3402
ECTS Credits	6
Course Leader	DALMASSO Audrey
Synchronous	39
Discipline	Finance
Program	Global BBA
Prerequisites	None
Course Description	<p>To help students gain a basic yet thorough knowledge of the major financial instruments and the way they are traded in financial markets as well as the functioning, strategies, influence and goals of the financial institutions that use these instruments in order to maximize their profits or carry out their mission (the FED). The course will also cover the variable economic elements (interest rates, inflation, money supply...) and situations that affect them both on a national and international level. Topics include also asymmetric information models of financial market structure, regulation and financial crises.</p>
Evaluation	
Final Examination (%)	45
Continuous Assessment (%)	55
Academic reference	Lectures obligatoires / Required readings : MADURA "Financial institutions and markets" 10th edition

	<p>Mishkin “Financial institutions and markets” 9th edition Pearson Reilly F. and K. Brown, 2003, Investment Analysis and Portfolio Management, Thomson South Western College, 7th edition.</p> <p>Simpson T., "Financial Markets, Banking and Monetary Policy", 2014 Wiley Finance Series</p>
Websites	

Basic Portuguese

Course Code	BAC.EAINA.LGLNG.1103
ECTS Credits	6
Course Leader	PIRES DE LIMA Tiago
Synchronous	30
Discipline	
Program	Global BBA
Prerequisites	
Course Description	The course gives the students a thorough grammatical and structural introduction in a communicative context, as well as cultural information about Portuguese-speaking countries. The students will be expected to demonstrate the skills of listening, speaking, reading and writing in everyday situations.
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	

Websites	
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Functional Portuguese

Course Code	BAC.EAINA.LGLNG.2115
ECTS Credits	6
Course Leader	PIRES DE LIMA Tiago
Synchronous	30
Discipline	
Program	Global BBA
Prerequisites	
Course Description	This course is a follow-on course from Basic Portuguese. Students will further develop their communicative capacities and knowledge of Portuguese and Portuguese-speaking cultures
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	

Geopolitics

Course Code	BAC.EAINA.OTHUM.3600
ECTS Credits	6
Course Leader	MAUCLAIR-AUGUSTIN Brandon
Synchronous	30

Discipline	
Program	Global BBA
Prerequisites	None
Course Description	In this geopolitics class, we will explore the fundamental concepts and key issues shaping the global political landscape today. We will analyze how geography, power, and international relations intersect to influence the actions of states and non-state actors. Key topics will include the new faces of war today, the rise of artificial intelligence, the geopolitics in fiction, trade and the new challenges connected to the oceans and the space race. We will also examine current geopolitical crises, from territorial disputes to economic sanctions, and how these dynamics affect the stability of our world.
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	World Atlas of Global Issues, Sciences Po Paris
Websites	

GLOBAL AND LOCAL DIVERSITY MANAGEMENT

Course Code	BAC.EAINA.HRBUS.3570
ECTS Credits	6
Course Leader	HAASDORNAS KAREN
Synchronous	30
Discipline	Management & Organisation

CATALOGUE 2025/2026

Program	Global BBA
Prerequisites	none
Course Description	International management systems. The influence of the external environment (political, economic, legal, technological); the cultural context (communication, national cultures), international global operations (alliances, strategy implementation); human resource management (personnel, leadership); and business management from a Brazilian perspective. Sustainable systems.
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	Basic Bibliography BRETT, Jeanne M. Negotiating Globally: How to negotiate deals, resolve disputes and make decisions across cultural boundaries. BAZERMAN, Marx; NEALE, Margareth. Negotiating Rationally STRANGE, Susan. States and Markets SAMOVAR A, Larry; PORTER, E Richard; STEFANI A, Lisa. Communication between cultures. 3rd ed., Belmont CA: Wadsworth Publishing Company, 1998 Complementary Bibliography KEOHANE, R.; NYE, J.S. Power and Interdependence. 2nd edition, Cambridge, Mass: Harper Collins Publishers, 1989 AMIN, Samir. Capitalism in the Age of Globalization RUPERT, Mark. Ideologies of Globalization
Websites	

History and Culture of Brazil

Course Code	BAC.EAINA.XXXXX.30XX
ECTS Credits	6
Course Leader	HAASDORNAS KAREN
Synchronous	30

Discipline	
Program	Global BBA
Prerequisites	
Course Description	<p>This course aims to introduce students to the main themes and debates in historiography about the different periods that compose the History of Brazil. The</p> <p>course covers everything from “discovery”, the Colony, the Empire, the Independence and the Proclamation of the Republic to the present day.</p> <p>General Objective:</p> <p>To present the richness of Brazil's history to international students who, through</p> <p>the past, become able to understand the present and outline future perspectives</p> <p>for Brazil as a nation-state.</p> <p>History of Brazil aims to provide foreign students with an overview of Brazil, culture, society, history, geography and politics.</p>
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	
Websites	

HUMAN RESOURCE MANAGEMENT

Course Code	BAC.EAINA.HRBUS.3503
ECTS Credits	6
Course Leader	JOUSSEMET Caroline
Synchronous	30
Discipline	
Program	Global BBA
Prerequisites	
Course Description	The course aims to help students understand what human resource management (HRM) is. It covers both the strategic nature and the functional importance of HRM, as well as technical aspects of managing people. The course also accounts for recent developments in the workplace and in the workforce's expectations and motivations, as well as sustainability and social responsibility imperatives pertaining to HRM.
Evaluation	
Final Examination (%)	45
Continuous Assessment (%)	55
Academic reference	Armstrong's Handbook of Human Resource Management Practice: Edition 15, Michael Armstrong & Stephen Taylor, 2020, Kogan Page
Websites	

Innovation HUB I

Course Code	BAC.EAINA.OTPAC.1010
ECTS Credits	16

CATALOGUE 2025/2026

Course Leader	HAASDORNAS KAREN
Synchronous	45
Discipline	Autre
Program	Global BBA
Prerequisites	none
Course Description	<p>Discipline developed as a project for companies. Market Research (applied to the requested organization market). Information System (applied to the organization market). Purpose of market research for Innovation and Action Plan.</p> <p>The FabLab Innovation Curriculum extension has interdisciplinary carater, as it aims to create connections between the disciplines of the course so that the student understands the importance of disruptive and significant projects for the competitiveness of organizations. In this context FabLab Innovationthe student can promote skills to think strategically, act preventively, develop logical, ethical, critical and analytical reasoning and proactively position himself in the face of market changes.</p>
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	0
Websites	0

INTRODUCTION TO BUSINESS

Course Code	BAC.EAINA.OTBUS.1000
ECTS Credits	6
Course Leader	MILLELIRI André
Synchronous	39
Discipline	Autre
Program	Global BBA
Prerequisites	none
Course Description	<p>A broad and general knowledge of the world of business is essential in today s world. This introductory course will acquaint students with the</p> <p>general knowledge necessary to function in a business environment. Students will acquire and employ crucial vocabulary and key concepts</p> <p>which are pertinent in the business domain. The course is taught by experts in various fields such as: finance, marketing, global business,</p> <p>event management, e-business and entrepreneurship. Throughout the course of the semester, students will have the opportunity to</p> <p>explore and examine various career options.</p>
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60

Academic reference	0
Websites	0

Introduction to Business Research

Course Code	BAC.EAINA.STBUS.2990
ECTS Credits	6
Course Leader	LUCIO Alessio
Synchronous	30
Discipline	Stratégie, Innovation & Entrepreneuriat
Program	Global BBA
Prerequisites	Academic Research and Writing 1
Course Description	This course provides second-year BBA students with a foundational understanding of business research principles and practices. Students will explore the role of research in decision-making, learn to formulate research questions, and become familiar with both qualitative and quantitative research methods. Emphasis is placed on developing critical thinking, data collection and analysis skills, and the ability to interpret research findings in a business context. By the end of the course, students will be equipped to design and conduct basic research projects and apply insights to real-world business challenges.
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	Business Research Methods — Alan Bryman & Emma Bell

	<p>(Latest Edition)</p> <p>A comprehensive and accessible guide to research methodology, blending theory and practice, with strong coverage of qualitative and quantitative approaches.</p> <p>Research Methods for Business: A Skill-Building Approach — Uma Sekaran & Roger Bougie</p> <p>(Latest Edition)</p> <p>Known for its clear explanations and practical focus, this book helps students develop hands-on research skills for business applications.</p> <p>Business Research Methods — Donald R. Cooper & Pamela S. Schindler</p> <p>(Latest Edition)</p> <p>A classic textbook that offers detailed coverage of research design, data collection, and interpretation, supported by real-world business cases.</p> <p>Essentials of Business Research: A Guide to Doing Your Research Project — Jonathan Wilson</p> <p>(Latest Edition)</p> <p>A student-friendly guide focused on helping learners approach and manage their own research projects, from conception to presentation.</p> <p>The Essentials of Business Research Methods — Joe F. Hair, Mary Celsi, Arthur Money, Phillip Samouel & Mike Page</p> <p>(Latest Edition)</p> <p>A concise and practice-oriented text, particularly suitable for undergraduates, offering balanced coverage of both qualitative and quantitative techniques.</p>
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Websites	
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Leadership Skills

Course Code	BAC.EAINA.STBUS.2010
ECTS Credits	6
Course Leader	HAASDORNAS KAREN
Synchronous	39
Discipline	Autre
Program	Global BBA
Prerequisites	none
Course Description	This course aims to enable students to understand what social-emotional skills are and their importance for career success, as well as to apply tools and techniques that enable them to increase their self-knowledge, applying them in professional contexts and in their personal lives.
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	0
Websites	0

Lean Operations and Strategic Sourcing

Course Code	BAC.EAINA.STBUS.4900
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CATALOGUE 2025/2026

ECTS Credits	6
Course Leader	KOLES Bernadett
Synchronous	30
Discipline	
Program	Global BBA
Prerequisites	
Course Description	This course provides students with a comprehensive understanding of quality and product management methodologies, tools, and systems. Key topics include Six Sigma and the DMAIC cycle, Lean principles, and the seven quality tools. Students will explore Quality Function Deployment (QFD), SERVQUAL, Kanban, and 5S as frameworks for continuous improvement and customer satisfaction. The course also addresses the cost of quality, statistical process control, and certification systems such as the National Quality Award (PNQ). Additionally, the curriculum covers the strategic planning and development of products, including product lifecycle, cost analysis, and design phases.
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	
Websites	

MACRO ECONOMICS

Course Code	BAC.EAINA.ECBUS.2301
ECTS Credits	6
Course Leader	RAMID Souhail

Synchronous	15
Discipline	Autre
Program	Global BBA
Prerequisites	None
Course Description	This course is an introduction to macroeconomics and economic methodology. It covers basic economic concepts and forces in real and monetary macroeconomics, providing the necessary theoretical tools to understand current problems and policies
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings : Case and Fair - Economics Principles - 9th ed. Mankiw and Taylor - Principles of Economics - 2nd ed. Cengage Learning
Websites	

Management Models

Course Code	BAC.EAINA.HRBUS.2000
ECTS Credits	6
Course Leader	HAASDORNAS KAREN
Synchronous	30
Discipline	Management & Organisation
Program	Global BBA
Prerequisites	-2146826259

Course Description	-This course presents the main management theories; the scientific theory in studying management; the importance of management; evaluation and management schools; also management evaluation and characteristics of poor management. Moreover, the course provides a critical analysis of the different aspects of this thought and how these aspects are linked to behavioral patterns prevailing in industrialized societies.
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	COLE, Gerald A.; KELLY, Phil. Management theory and practice. Boston: Cengage Learning, 2015. HILL, Charles WL; JONES, Gareth R.; SCHILLING, Melissa A. Strategic management: Theory & cases: An integrated approach. Cengage Learning, 2014. ROBBINS, Stephen P. et al. Management. Pearson, EUA, 2017. DAFT, Richard L.; MARCIC, Dorothy. Understanding management. Cengage Learning, 2016. DAFT, Richard L. Organization theory and design. Cengage learning, 2015. TAYLOR, Frederick Winslow. Scientific management. Routledge, 2004.
Websites	

MANAGERIAL ACCOUNTING

Course Code	BAC.EAINA.FIBUS.2202
ECTS Credits	6
Course Leader	RAMID Souhail
Synchronous	30
Discipline	Autre
Program	Global BBA

CATALOGUE 2025/2026

Prerequisites	BAC.EAINA.FIBUS.2201
Course Description	The course will give students a basic knowledge of how to use managerial accounting tools and techniques that will assist management to achieve their stated goals and objectives.
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	Lectures obligatoires / Required readings : Financial and Managerial Accounting, Williams/Haka/Bettner/Carcello Lectures Recommandées / Recommended readings :
Websites	

MARKETING PRINCIPLES

Course Code	BAC.EAINA.MKBUS.3601
ECTS Credits	6
Course Leader	RAMID Souhail
Synchronous	18
Discipline	Autre
Program	Global BBA
Prerequisites	None
Course Description	This course is designed as an introduction to the principles of marketing and the marketing function in product and service-oriented organisations. The course will focus on the understanding of key concepts in marketing and their application through case studies. Students will be exposed to marketing analysis, planning, implementation and control, while learning

	how to write a marketing plan through the marketing project, which is an important component of this course.
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	Lectures obligatoires / Required readings : Armstrong, G. & Kotler, Ph. "Marketing: An Introduction" (10th or 11th ed.). Prentice Hall Lectures Recommandées / Recommended readings :
Websites	

Marketing Strategy

Course Code	BAC.EAINA.MKBUS.3350
ECTS Credits	6
Course Leader	GRASSELLI Yan
Synchronous	39
Discipline	Autre
Program	Global BBA
Prerequisites	junior year
Course Description	<p>This course is studied from specific regional perspectives. It addresses marketing in an international environment when the customer</p> <p>is a consumer. Students learn the main steps in identifying a market and adapting the four principles of marketing to a particular</p>

CATALOGUE 2025/2026

	political economic, technological and ethical environment; they will also learn how to coordinate distribution networks and communication campaigns.
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	0
Websites	0

MICRO ECONOMICS

Course Code	BAC.EAINA.ECBUS.2302
ECTS Credits	6
Course Leader	RAMID Souhail
Synchronous	15
Discipline	Autre
Program	Global BBA
Prerequisites	None
Course Description	This is an introductory course in microeconomics. It provides students with the fundamental concepts and tools of economic analysis.
Evaluation	

Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings : Economics - NG Mankiw & M Taylor - 2nd edition, South- Western, Cengage Learning Principles of Economics - Case, Fair, and Oster - 9th edition, Prentice Hall/Pearson Intl Edition
Websites	

NEGOTIATION AND GLOBAL LEADERSHIP

Course Code	BAC.EAINA.STBUS.3910
ECTS Credits	6
Course Leader	HAASDORNAS KAREN
Synchronous	30
Discipline	Autre
Program	Global BBA
Prerequisites	none
Course Description	Development of persuasion skills in Leadership. The Negotiation Process. Concepts and approaches about the conflict process. Interpersonal conflicts: types and resolution. Negotiation phases. Constraints: power, time, information. Distributive (Competitive) Negotiation and Integrative (Collaborative) Negotiation. Method of effective communication and active listening. Deal Makers e Deal-Breakers Problem-Solver. Harvard Negotiation Method. Tactics and approaches for optimizing agreements. Rapport. Batna. Models and Styles of Negotiators
Evaluation	

CATALOGUE 2025/2026

Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	<p>CASTRO, M. Negociação plug & play: como melhorar rapidamente suas habilidades negociais. [Digite o Local da Editora]: Grupo Almedina (Portugal), 2020. 9786587019086. Disponível em: https://integrada.minhabiblioteca.com.br/#/books/9786587019086/.</p> <p>LEWICKI, R.J.; SAUNDERS, D.M.; BARRY, B. Fundamentos de Negociação. Porto Alegre: Grupo A, 2014. 9788580553864. Disponível em: https://integrada.minhabiblioteca.com.br/#/books/9788580553864/.</p> <p>MOUTON, J. Negociação. São Paulo: Editora Saraiva, 2017. 9788547222949. Disponível em: https://integrada.minhabiblioteca.com.br/#/books/9788547222949/.</p>
Websites	

Neuroscience and Market Connections

Course Code	BAC.EAINA.OTMAR.4000
ECTS Credits	6
Course Leader	HAASDORNAS KAREN
Synchronous	30
Discipline	
Program	Global BBA
Prerequisites	
Course Description	This course explores the intersection between neuroscience, consumer behavior, and decision-making in market environments, equipping business students with the ability to understand the brain processes that influence

	individual and organizational choices. Key topics include consumer neuroscience, the role of emotion and cognition in purchase decisions, cognitive biases, and mental triggers. The course also addresses the strategic use of neuromarketing tools and insights in trade marketing and organizational behavior, analyzing how companies apply neuroscientific findings to optimize products, services, retail experiences, and communication strategies. Through a multidisciplinary approach, students will gain practical knowledge to enhance business performance and marketing effectiveness based on human behavior and brain science.
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	
Websites	

ORGANIZATIONAL BEHAVIOR

Course Code	BAC.EAINA.HRBUS.3013
ECTS Credits	6
Course Leader	JOUSSEMET Caroline
Synchronous	30
Discipline	Autre
Program	Global BBA
Prerequisites	None
Course Description	This course is designed to familiarize students with the main theories and concepts for analyzing, understanding, and managing human behavior in

	the workplace. The course allows students to apply theories to real-life organizational issues and explore the contributions and limitations of relevant theories. The course is ideally suited to those who wish to develop a critical understanding of organizational human behavior.
Evaluation	
Final Examination (%)	30
Continuous Assessment (%)	70
Academic reference	Robbins, Stephen P. & Timothy A. Judge. Organizational Behavior (New Jersey: Pearson, 2018) Talya Bauer & Berrin Erdogan (2012). Organizational Behavior, version 1.1. Nyack, NY: Flat World Knowledge - It is free
Websites	

People in Project Management

Course Code	BAC.EAINA.OTPAC.0100
ECTS Credits	6
Course Leader	HAASDORNAS KAREN
Synchronous	30
Discipline	
Program	Global BBA
Prerequisites	
Course Description	The extension course People in Project Management focuses on applying management principles across various dimensions and fields to foster organizational integration, drive continuous improvement, and create value

	for shareholders. Students will explore the systemic and complex relationships within organizations, analyzing how effective management influences the achievement of strategic objectives. Participants will identify real-world organizational challenges, organize tasks using a product backlog, define responsibilities, manage project scope, and engage with companies to receive feedback during the solution development process.
Evaluation	
Final Examination (%)	
Continuous Assessment (%)	
Academic reference	
Websites	

Planning and Production Control

Course Code	BAC.EAINA.STBUS.3650
ECTS Credits	6
Course Leader	HAASDORNAS KAREN
Synchronous	30
Discipline	Stratégie, Innovation & Entrepreneuriat
Program	Global BBA
Prerequisites	-2146826259
Course Description	This course studies the concepts and structure of production administration. Production systems. Inventory management. Development and process of new products. Production planning and control. MRP (Material Needs Calculation) and MRP II (Manufacturing Resource Planning) Production planning and control functions. Sales forecast. Sales

CATALOGUE 2025/2026

	information and adjustments to operational capacity. Physical arrangement and material handling. Inventory planning and control. ERP systems - Enterprise Resources Planning. Control systems and their operationalization. Modern techniques of production administration.
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	<p>CORRÊA, H.L.; GIANESI, I.G.N.; CAON, M. Planejamento, Programação e Controle da Produção - MRP II / ERP, 6ª edição. São Paulo: Grupo GEN, 2018. Disponível em: https://integrada.minhabiblioteca.com.br/#/books/9788597018554/.</p> <p>CORRÊA, H.L.; CORRÊA, C.A. Administração de Produção e Operações, 4ª edição. São Paulo: Grupo GEN, 2017. 9788597013153. Disponível em: https://integrada.minhabiblioteca.com.br/#/books/9788597013153/.</p> <p>SLACK, N.; BRANDON-JONES, A.; JOHNSTON, R. Administração da Produção, 8ª edição. [Digite o Local da Editora]: Grupo GEN, 2018. 9788597015386. Disponível em: https://integrada.minhabiblioteca.com.br/#/books/9788597015386/.</p>
Websites	

PRINCIPLES OF MODERN MANAGEMENT

Course Code	BAC.EAINA.HRBUS.3501
ECTS Credits	6
Course Leader	JOUSSEMET Caroline
Synchronous	30

Discipline	Autre
Program	Global BBA
Prerequisites	None
Course Description	This course should help students to acquire management knowledge and to develop management skills It enables the students to understand management as it relates to both the employer and employee and to acquaint the student with the various schools of management and the philosophy of management.
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	Modern management: concepts and skills (Global Edition - 15th edition) Samuel Certo & Trevis Certo
Websites	

Process Management

Course Code	BAC.EAINA.STBUS.4320
ECTS Credits	6
Course Leader	HAASDORNAS KAREN
Synchronous	30
Discipline	Management & Organisation
Program	Global BBA

Prerequisites	-2146826259
Course Description	<p>Process management, improvement and control. The use of business processes in the organization. Application of Process Management Notation (BPMN). Organizational structure. Downsizing and Outsourcing. Process management approach in continuous improvement. Quality management. Analysis, modeling and process optimization. Process implementation. Analysis of business processes, data, information and measurements. Mapping, implementing, automating, and evaluating business processes. The use of business processes in the organization. Application of Process Management Notation (BPMN). Organizational structure. Downsizing and Outsourcing. Process management approach in continuous improvement. Quality management. Design of workflow management Analysis, modeling, and process optimization. Process implementation. Analysis of business processes, data, information, and measurements.</p>
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	<p>AFZAL, Waseem. Management of information organizations. Elsevier, 2012.</p> <p>BALDAM, Roquemar; VALLE, Rogério; ROZENFELD, Henrique. Gerenciamento de Processos de Negócio-BPM: uma referência para implantação prática. 2014. BRETT, JEANNE M. Negotiating Globally: How to negotiate deals, resolve disputes and make decisions across cultural boundaries.</p> <p>PANT, Kapil; JURIC, Matjaz B. Business process driven SOA using BPMN and BPEL: From business process modeling to orchestration and service oriented architecture. Packt Publishing Ltd, 2008.</p>
Websites	

PUBLIC SPEAKING AND PRESENTATIONS SKILLS

Course Code	BAC.EAINA.OTCOM.2370
ECTS Credits	6
Course Leader	MAUCLAIR-AUGUSTIN Brandon
Synchronous	30
Discipline	Autre
Program	Global BBA
Prerequisites	510+ TOEFL
Course Description	This course combines theory with practice. Students will develop their public speaking skills and learn to contribute well to the assessment of their peers. The course also focuses on methods and strategies of speech writing to persuade and inform the audience. Students will learn how to produce effective PowerPoint presentations, and how to perform business presentations both individually and in groups.
Evaluation	
Final Examination (%)	30
Continuous Assessment (%)	70
Academic reference	
Websites	

Statistics for Business Decisions

Course Code	BAC.EAINA.ECBUS.2702
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CATALOGUE 2025/2026

ECTS Credits	6
Course Leader	DALMASSO Audrey
Synchronous	30
Discipline	
Program	Global BBA
Prerequisites	None
Course Description	<p>The objective of this course is to acquaint students with the terminology and the methodology used in statistical methods to solve problems in disciplines such as economics, marketing, finance, manufacturing... It introduces methods of collection, analysis, and interpretation of data. The chapters are:</p> <ol style="list-style-type: none"> 1. Graphical and numerical descriptive statistics 2. Correlation, covariance, least squares * Use of statistical software (Excel) 3. Laws of probability 4. Discrete and continuous probability distributions 5. Sampling distributions - Estimations 6. Hypothesis Testing 7. Analysis of variance 8. Simple linear regression 9. Multiple regression analysis 10. Time series
Evaluation	
Final Examination (%)	40

Continuous Assessment (%)	60
Academic reference	Applied Business Statistics: Making Better Business Decisions (7th Ed.), Ken Black, Wiley
Websites	

Sustainable Transitions

Course Code	BAC.EAINA.STEVM.1020
ECTS Credits	6
Course Leader	SMITH Devin
Synchronous	30
Discipline	Autre
Program	Global BBA
Prerequisites	
Course Description	<p>This course is designed to increase students' understanding of the urgency for sustainable actions within the business sector. By examining the interplay between corporate activities and ecosystem health, students will understand the importance of integrating sustainability into business strategies.</p> <p>This course fosters the development of innovative solutions that balance economic, social and environmental objectives. Students will learn to evaluate and implement sustainable business models that prioritize profitability while addressing ethical and environmental responsibilities. Ultimately, this</p>

	course prepares students to lead businesses towards a sustainable future, emphasizing the creation of long-term value for all stakeholders.
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	<p>Session 1 : Steffen, Will & Morgan, Jamie. (2021). From the Paris Agreement to the Anthropocene and Planetary Boundaries Framework: an interview with Will Steffen. Globalizations. 10.1080/14747731.2021.1940070.</p> <p>Session 2 : RSA President's Lecture 2011 - People and Planet. Attenborough, David. RSA Journal 157, no. 5546 (2011): 48–48. (http://www.jstor.org/stable/41380101)</p> <p>Session 3: Laasch O. & Conaway, R. (2015), Principles of Responsible Management: Global Sustainability, Responsibility, Ethics. Mason: Cengage</p> <p>Session 4 : Dirk Matten and Jeremy Moon - "Implicit" and "Explicit" CSR: A Conceptual Framework for a Comparative Understanding of Corporate Social Responsibility</p> <p>- The Academy of Management Review, Vol. 33, No. 2 (Apr., 2008), pp. 404-424 (https://www.jstor.org/stable/20159405)</p> <p>Session 5 :Bower Joseph L. and Lynn S. Paine (2017), The Error at the Heart of Corporate Leadership, in May-June 2017 Issue: Managing for the long term, Harvard Business Review (https://hbr.org/2017/05/managing-for-the-longterm)</p> <p>Session 6 : Freeman, R. E., Harrison, J. S., Wicks, A. C., Parmar, B. & De Colle, S. (2010). Stakeholder theory - The state of the art. Cambridge university press.</p> <p>Session 7 : Osterwalder, A., & Pigneur, Y. (2010). Business model generation. Business Model.</p>

CATALOGUE 2025/2026

	<p>Session 8 : Porter, M.E. and Kramer, M.R. (2011) The Big Idea: Creating Shared Value. Harvard Business Review, 89, 2-17.</p> <p>Session 9 : UN Declaration of Human Rights (https://www.ohchr.org/sites/default/files/UDHR/Documents/UDHR_Translations/eng.pdf)</p>
Websites	