



Course list

Master Programmes

Incoming Exchange Students

Belo Horizonte Campus (Brazil)

Fall 2025

Dear Exchange Students,

Welcome to SKEMA Business School !

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

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) **Special Note for Corporate Financial Management:** This specialization is only open to students with the required pre-requisites for each course. Be sure to consult the catalogue carefully and all of the pre-requisites highlighted in red.
- 3) Courses within the catalogue are subject to slight changes.
- 4) There is a maximum number of seats available per specialization program.

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Master 1 - Further Challenges

| M1 Programme Academic year 2025/ 2026 - Belo Horizonte campus | | | |
|--|--|--------------|--------------------|
| Course code | Courses | ECTS credits | Face-to-face hours |
| Semester Fall | | | |
| PGE.FINM1.STCOR.0855 | Strategy | 5 | 27 |
| PGE.FINM1.FICOR.0532 | Corporate Finance | 5 | 27 |
| PGE.FINM1.MKCOR.0411 | Marketing Studies | 3 | 18 |
| PGE.FINM1.HRCOR.0343 | Managing Human Resources | 3 | 18 |
| PGE.FINM1.ECCOR.0904 | Global Economic Issues : Corporate Economics in a VUCA World | 2 | 15 |
| PGE.FINM1.ISCOR.0712 | AI in Business Contexts | 2 | 15 |
| PGE.FINM1.LGELE.2228 | Brazil Interculture | 2 | 18 |
| PGE.FINM1.LTCOR.0217 | Introduction to legal systems in the world | 2 | 18 |
| PGE.FINM1.HRCOR.0344 | Innovation Management & Creativity | 2 | 18 |
| | Foreign Language | 2 | 24 |
| PGE.FINM1.CRCOR.1003 | CAREER MANAGEMENT 3: Building a strong career path | 1 | 10 |
| PGE.FINM1.ISELE.0720 | Advanced Excel | 1 | 10 |
| Total Semester Fall | | 30 | 218 |

ADVANCED EXCEL

| | |
|---------------------------|---|
| Course Code | PGE.FINM1.ISELE.0720 |
| ECTS Credits | 1 |
| Course Leader | CAPELLA David |
| Synchronous | 0 |
| Discipline | Autre |
| Program | M1 GE - Further Challenges |
| Prerequisites | Good knowledge of basic arithmetic calculations and the use of basic functions too such as SUM, AVERAGE, COUNT... as well as good practice in managing Excel cells, columns, rows and sheets are recommended |
| Course Description | <p>Excel is something you can't do without !</p> <p>This course will introduce all the things the students must know in order to honestly pretend to be mastering Excel.</p> <p>We'll take a look at advanced functions such as conditional and search functions, we'll continue with data analysis through sorting, filtering and pivot tables, and we'll introduce the notion of programming using macros</p> |

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| Evaluation | |
| Final Examination (%) | 40 |
| Continuous Assessment (%) | 60 |
| Academic reference | 0 |
| Websites | https://support.microsoft.com/en-us/office/basic-tasks-in-excel-dc775dd1-fa52-430f-9c3c-d998d1735fca |

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 GE - Further Challenges |
| 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. |

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| | 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 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. |
| Evaluation | |
| Final Examination (%) | 40 |
| Continuous Assessment (%) | 60 |
| Academic reference | 0 |
| Websites | 0 |

BRAZIL CULTURE

| | |
|---------------------------|--|
| Course Code | PGE.FINM1.LGELE.2228 |
| ECTS Credits | 2 |
| Course Leader | POULINGUE Geneviève |
| Synchronous | 18 |
| Discipline | Autre |
| Program | M1 GE - Further Challenges |
| Prerequisites | n/a |
| Course Description | Brazil Intercultural is designed to provide foreign students with an overview on Brazilian, culture, society, history, geography and politics. |

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| | ? |
| Evaluation | |
| Final Examination (%) | 20 |
| Continuous Assessment (%) | 80 |
| Academic reference | KRENAK, Ailton. Ideas to Postpone the End of the World. House of Anansi Press. 2020. JESUS, Carolina Maria de. Child of the Dark: the diary of Carolina Maria de Jesus. Signet, 1963. Fausto, Bóris. A Concise History of Brazil. Cambridge University Press; 2nd ed. 2014. Holanda, Sérgio Buarque de. Roots of Brazil. ? University of Notre Dame Press; 1st ed. 2012. Ribeiro, Darcy. The Brazilian People: the formation and meaning of Brazil. University Press of Florida, 2000. Schwarcz, Lilia M.. Starling, Heliosa M. Brazil: a biography. Farar, Straus and Giroux, 2018. Zweig, Stefan. Brazil: a land of the future. Ariadne Press; UK. 1999. ? ? |
| Websites | https://www.youtube.com/watch?v=C5eMzUd7t0E&t=198s https://www.youtube.com/watch?v=xKtgm6OMggM https://www.youtube.com/watch?v=ccwN-Swc4IE https://blackbraziltoday.com/hatred-of-the-poor-and-policies-lifting-brazilians-out-of-poverty/ https://movies.how/movie/the-edge-of-democracy/198820?utm_source=Google&utm_medium=Search&t_source=64&utm_campaign=3645&gclid=Cj0KCQjwof6WBhD4ARIsAOi65aiMs8zttjmyBs-yauVuRRNxhxgOzcDiTxuroFbwGsZhNEzs-aVKy9kaAtN0EALw_wcB https://www.youtube.com/watch?v=PgiVX1A1EGY ? |

CAREER MANAGEMENT 3: Building a strong career path

| | |
|----------------------|----------------------|
| Course Code | PGE.FINM1.CRCOR.1003 |
| ECTS Credits | 1 |
| Course Leader | ANDRE Nathalie |
| Synchronous | 3 |

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|---------------------------|---|
| Discipline | Autre |
| Program | M1 GE - Further Challenges |
| Prerequisites | No |
| Course Description | <p>Course Program: Interviewing & Salary Negotiation</p> <p>Overview</p> <p>This course is designed to equip students with the essential skills for job interviews and salary negotiations. It combines interactive workshops, asynchronous practice tools, and webinars to build confidence, improve communication, and develop effective job search strategies.</p> <p>Activity 1: Interviewing & Salary Negotiation Workshop</p> <p>Start Date: From September 22</p> <p>Modality: In-person (TD Workshop)</p> <p>Duration: 3 hours</p> <p>Objectives:</p> <ul style="list-style-type: none"> Reflect on career project and define clear objectives Practice interview techniques (e.g., STAR method) Develop a strong personal pitch Learn to handle challenging interview questions and situations Demonstrate professionalism through behavior and communication Understand the fundamentals of salary negotiation <p>Activity 2: BRIO Interviewing Practice</p> <p>Start Date: From September 22</p> |

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| | <p>Modality: Asynchronous via Brio.ai</p> <p>Duration: 1 hour</p> <p>Objectives:</p> <p>Master application and interview techniques (STAR, etc.)</p> <p>Handle challenging questions with confidence</p> <p>Tailor answers to specific roles and companies</p> <p>Demonstrate professionalism through non-verbal and verbal communication</p> <p>Activity 3: Webinar – Job Search Strategy</p> <p>Modality: Webinar (date to be communicated)</p> <p>Objectives:</p> <p>Discover best practices for job search in France and abroad</p> <p>Build an effective and personalized job search strategy</p> <p>Learn how to leverage AI tools to optimize your search</p> <p>?? Activity 4: "AON" Salary Negotiation – Core Concepts</p> <p>Start Date: From September 22</p> <p>Modality: Asynchronous via K2</p> <p>Duration: 1 hour</p> <p>Objectives:</p> <p>Understand the different components of a compensation package</p> <p>Evaluate your market value</p> <p>Integrate negotiation within the recruitment process</p> |
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| | <p>Develop strong negotiation arguments</p> <p>Learn to express your value effectively</p> <p>?? Final Evaluation</p> <p>Date: November</p> <p>Modality: Quiz on K2</p> <p>Duration: 1 hour</p> <p>Objectives:</p> <p>Interviewing Skills:</p> <p>Assess knowledge of behavioral interview techniques and STAR method</p> <p>Evaluate nonverbal communication awareness</p> <p>Understand key preparation techniques</p> <p>Salary Negotiation:</p> <p>Understand the role of market research in negotiations</p> <p>Know how to build effective negotiation arguments</p> <p>Be familiar with different negotiation strategies and their use</p> |
| Evaluation | |
| Final Examination (%) | 40 |
| Continuous Assessment (%) | 60 |

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| Academic reference | YEP/TALENT AND CAREERS K2 CAREER MANAGEMENT SPACE K2 CAREER TOOLKIT SPACE |
| Websites | |

CORPORATE FINANCE

| | |
|----------------------------------|---|
| Course Code | PGE.FINM1.FICOR.0532 |
| ECTS Credits | 5 |
| Course Leader | KROTOV Konstantin |
| Synchronous | 27 |
| Discipline | |
| Program | M1 GE - Further Challenges |
| Prerequisites | |
| Course Description | This course introduces the major investment and financing decisions. We will shed light on the time value of money, the interest rates and the investment valuation. We will focus on the different ways of financing between equity and debt. Then, we will present the relationship between risk, return and the cost of financing. |
| Evaluation | |
| Final Examination (%) | 50 |
| Continuous Assessment (%) | 50 |
| 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 GE - Further Challenges |
| Prerequisites | -Grands enjeux économiques (L3) ou - RAN economics |
| Course Description | <p>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.</p> <p>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.</p> <p>This course aims at tackling new challenges corporations and economies face or will face with the rise of a VUCA environment.</p> |
| Evaluation | |
| Final Examination (%) | 50 |
| Continuous Assessment (%) | 50 |

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|---------------------------|---|
| Academic reference | <p>Ph. Aghion & alii (2021) The power of creative destruction, Harvard University Press</p> <p>D. Autor, D. Dorn, G. Hanson (2013) The China syndrome: local labor market effects of import competition in the United States, American Economic Review.</p> <p>D. Autor & alii (2020) The Fall of the Labor Share and the Rise of Superstar Firms”, The Quarterly Journal of Economics</p> <p>E. Brynjolfsson & alii (2017) Artificial intelligence and the modern productivity paradox, NBER Working paper</p> <p>E. Combe (2023) Competition: all you should know to talk like an expert, Éditions Concurrences</p> <p>A. Ezrachi, M. Stucke (2022) How Big-Tech Barons Smash Innovation-and How to Strike Back, Harper Business</p> <p>C. Goodhart (2020) The great demographic reversal, Springer</p> <p>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</p> <p>X. Jaravel, I. Méjean (2021) A Data-Driven Resilience Strategy in a Globalized World, Conseil d'Analyse Economique</p> <p>Th. Philippon (2019) The Great Reversal: How America Gave Up on Free Markets, the Belknap press</p> <p>J. Tirole (2017) Economics for the Common Good, Princeton University Press</p> |
| Websites | 0 |

INNOVATION MANAGEMENT & CREATIVITY

| | |
|---------------------------|---|
| Course Code | PGE.FINM1.HRCOR.0344 |
| ECTS Credits | 2 |
| Course Leader | KROTOV Konstantin |
| Synchronous | 18 |
| Discipline | |
| Program | M1 GE - Further Challenges |
| Prerequisites | |
| Course Description | <p>Explore the dynamic realm of Innovation Management and Creativity in today's evolving landscape. This comprehensive course guides you through cutting-edge concepts while retaining focus on innovation ecosystems. Delve into innovation theory, ecosystem advantages, and relationship</p> |

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| | development. Embrace emerging trends like AI integration, digital transformation, and sustainability, aligning innovation strategies with societal needs. Uncover the role of entrepreneurship ecosystems, creativity techniques, and resource-constrained innovations. Navigate through global perspectives, from VUCA challenges to emerging markets. Develop strategic leadership in innovation ecosystems, shaping a future of shared value and responsible corporate citizenship. |
| Evaluation | |
| Final Examination (%) | 40 |
| Continuous Assessment (%) | 60 |
| Academic reference | |
| Websites | |

INTRODUCTION TO LEGAL SYSTEMS IN THE WORLD

| | |
|---------------------------|--|
| Course Code | PGE.FINM1.LTCOR.0217 |
| ECTS Credits | 2 |
| Course Leader | BECK Felipe |
| Synchronous | 18 |
| Discipline | Droit & Humanités |
| Program | M1 GE - Further Challenges |
| Prerequisites | n/a |
| Course Description | This course provides a comprehensive introduction to the legal systems of Common Law and Civil Law, as well as to Legal English for non-native English speakers. It comprises the legal methods and techniques of such |

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| | <p>legal traditions, including their historical background and their institutional and ideological underpinnings. It helps students develop tools to successfully negotiate the difficulties that arise from clashing legal traditions in everyday legal work in an international or internationalized setting. Practical</p> <p>exercises will help students to acquire inter-cultural legal communication skills and strategies.</p> |
| Evaluation | |
| Final Examination (%) | 50 |
| Continuous Assessment (%) | 50 |
| Academic reference | <p>CALLEROS, Charles R. Introducing Civil Law Students to Common Law Legal Method Through Contract Law. 60 J. Legal Educ. 641 (2011). FULLER, Lon. The Case of the Speluncean Explorers. Cambridge (EUA): Harvard University Press, 1949. GRAY, John Chipman. The Nature and Sources of the Law. New York: Columbia University Press, 1909. LEVY, Edward H. An Introduction to Legal Reasoning. Chicago: University of Chicago Press, 1962.</p> |
| Websites | |

LANG: PORTUGUESE BASIC I FALL

| | |
|----------------------|----------------------|
| Course Code | PGE.FINM1.LGCOR.4323 |
| ECTS Credits | 2 |
| Course Leader | COELHO Fernanda |
| Synchronous | 24 |

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|----------------------------------|---|
| Discipline | Autre |
| Program | M1 GE - Further Challenges |
| Prerequisites | |
| Course Description | <p>This course is designed for students with no prior knowledge of the language and offers an introduction to Portuguese language and lusophone culture. Students will study Portuguese pronunciation and develop 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 daily life situations at a basic level. The course aims to prepare students for a period of study abroad by increasing cultural awareness of Brazil, Portugal and other lusophone countries and to enable students to acquire language skills and attitudes for further study of Portuguese.</p> <p>Overall, this course prepares students to reach a level comparable to A1 CEFR.</p> |
| Evaluation | |
| Final Examination (%) | 0 |
| Continuous Assessment (%) | 100 |
| Academic reference | |
| Websites | <p>Português, O seu sítio da Língua Portuguesa : http://portugues.uol.com.br/ Só Português : https://www.soportugues.com.br/ Norma Culta, Língua Portuguesa em bom Português: https://www.normaculta.com.br/ Dicio, Dicionário Online de Português : https://www.dicio.com.br/</p> |

LANG:PORTUGUESE BASIC II FALL

| | |
|---------------------|----------------------|
| Course Code | PGE.FINM1.LGCOR.4391 |
| ECTS Credits | 2 |

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|----------------------------------|---|
| Course Leader | COELHO Fernanda |
| Synchronous | 24 |
| Discipline | Autre |
| Program | M1 GE - Further Challenges |
| Prerequisites | |
| Course Description | <p>This course is designed for students with no prior knowledge of the language and offers an introduction to Portuguese language and lusophone culture. Students will study Portuguese pronunciation and develop 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 daily life situations at a basic level. The course aims to prepare students for a period of study abroad by increasing cultural awareness of Brazil, Portugal and other lusophone countries and to enable students to acquire language skills and attitudes for further study of Portuguese.</p> <p>Overall, this course prepares students to reach a level comparable to A1 CEFR.</p> |
| Evaluation | |
| Final Examination (%) | 0 |
| Continuous Assessment (%) | 100 |
| Academic reference | |
| Websites | <p>Português, O seu sítio da Língua Portuguesa : http://portugues.uol.com.br/ Só Português : https://www.soportugues.com.br/ Norma Culta, Língua Portuguesa em bom Português: https://www.normaculta.com.br/ Dicio, Dicionário Online de Português : https://www.dicio.com.br/</p> |

LANG:PORTUGUESE FUNCTIONALFALL

| | |
|----------------------------------|--|
| Course Code | PGE.FINM1.LGCOR.4324 |
| ECTS Credits | 2 |
| Course Leader | COELHO Fernanda |
| Synchronous | 24 |
| Discipline | Autre |
| Program | M1 GE - Further Challenges |
| Prerequisites | Have an elementary knowledge of Portuguese and have approximately 100-150 hours of prior study. |
| Course Description | <p>This course is designed for students who have an elementary knowledge of Portuguese and who have approximately 100-150 hours of prior study. Students will further develop their ability to use Portuguese 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 Brazil, Portugal and other lusophone countries and to enable students to acquire language skills and attitudes for further study of Portuguese.</p> <p>Overall, students will attain a level comparable to A2 CEFR.</p> |
| Evaluation | |
| Final Examination (%) | 0 |
| Continuous Assessment (%) | 100 |
| Academic reference | |
| Websites | Português, O seu sítio da Língua Portuguesa : http://portugues.uol.com.br/ Só Português : https://www.soportugues.com.br/ Norma Culta, Língua |

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| | Portuguesa em bom Português: https://www.normaculta.com.br/ Dicio, Dicionário Online de Português : https://www.dicio.com.br/ |
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LANG:PORTUGUESE PROFICIENTFALL

| | |
|------------------------------|--|
| Course Code | PGE.FINM1.LGCOR.4325 |
| ECTS Credits | 2 |
| Course Leader | COELHO Fernanda |
| Synchronous | 24 |
| Discipline | Autre |
| Program | M1 GE - Further Challenges |
| Prerequisites | Have an elementary knowledge of Portuguese and have approximately 100-150 hours of prior study. |
| Course Description | <p>This course is designed for students who have an elementary knowledge of Portuguese and who have approximately 100-150 hours of prior study. Students will further develop their ability to use Portuguese 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 Brazil, Portugal and other lusophone countries and to enable students to acquire language skills and attitudes for further study of Portuguese.</p> <p>Overall, students will attain a level comparable to A2 CEFR.</p> |
| Evaluation | |
| Final Examination (%) | 0 |

| | |
|----------------------------------|--|
| Continuous Assessment (%) | 100 |
| Academic reference | |
| Websites | Português, O seu sítio da Língua Portuguesa : http://portugues.uol.com.br/ Só Português : https://www.soportugues.com.br/ Norma Culta, Língua Portuguesa em bom Português: https://www.normaculta.com.br/ Dicio, Dicionário Online de Português : https://www.dicio.com.br/ |

MANAGING HUMAN RESOURCES

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

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| Evaluation | |
| Final Examination (%) | 50 |
| Continuous Assessment (%) | 50 |
| Academic reference | <p>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, 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 ROTH Katharina |
| Synchronous | 18 |
| Discipline | Marketing |
| Program | M1 GE - Further Challenges |
| 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. |
| Evaluation | |
| Final Examination (%) | 40 |
| Continuous Assessment (%) | 60 |
| 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 |

STRATEGY

| | |
|----------------------|----------------------|
| Course Code | PGE.FINM1.STCOR.0855 |
| ECTS Credits | 5 |
| Course Leader | KROTOV Konstantin |
| Synchronous | 27 |
| Discipline | |

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|---------------------------|---|
| Program | M1 GE - Further Challenges |
| Prerequisites | |
| 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</p> <p>to ensure the success of the firms they lead. The objective of this course is to provide students with</p> <p>an opportunity to understand, through analytical approaches and critical thinking, how companies</p> <p>make strategic decisions to support the development of competitive advantages, corporate growth,</p> <p>and shareholder value through the simultaneous pursuit of economic as well as social and</p> <p>ecological performance dimensions. We will focus on strategic issues from the viewpoint of senior</p> <p>management in both domestic and international corporations. Through a combination of lectures,</p> <p>readings, case studies, experiential exercises and a consultancy project, this course introduces</p> <p>students to the tools and knowledge required for critical and effective strategic analysis, thinking,</p> <p>and application. Mastery of these tools and knowledge has relevance to everyone seeking a career</p> <p>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</p> <p>to the firm's overall growth and welfare. You will learn how to analyze the firm, and its</p> |

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|----------------------------------|---|
| | <p>environment, and then align strategies to the firm's revenue and profitability goals.</p> <p>You will work in teams on selected companies to produce a final consultancy project. This course</p> <p>will require hard work and thinking, augmented by your creativity, to produce a fun and enriching experience.</p> |
| Evaluation | |
| Final Examination (%) | 30 |
| Continuous Assessment (%) | 70 |
| Academic reference | |
| Websites | |

Corporate Financial Management

| MSc Corporate Financial Management Academic Year 2025-2026 - Campus Belo Horizonte | | | |
|---|---|------------------------|---------------|
| Courses codes | Course Title | Number of ECTS credits | Contact hours |
| Semester Fall | | | |
| Core Courses | | | |
| MSC.CFMM2.FIELE.0147 | Corporate Finance prerequisites | 0 | 6 |
| MSC.CFMM2.FIELE.0136 | Excel Prerequisites | 0 | 6 |
| MSC.CFMM2.FICOR.0140 | Capital Budgeting | 2 | 18 |
| MSC.CFMM2.FICOR.0139 | Financial Reporting and Analysis | 2 | 18 |
| MSC.CFMM2.FICOR.0150 | Financial Markets and Products | 2 | 18 |
| MSC.CFMM2.FICOR.0138 | Corporate Valuation Methods | 2 | 18 |
| MSC.CFMM2.FICOR.0141 | Capital Structure and Dividend Policy | 2 | 18 |
| MSC.CFMM2.FICOR.0142 | Corporate Treasury Management | 2 | 18 |
| MSC.CFMM2.FICOR.0200 | Power BI & AI | 1 | 12 |
| MSC.CFMM2.FICOR.0130 | Governance and Sustainable Finance/ESG certification | 2 | 18 |
| MSC.TRCM2.OTCOR.0101 | Career Management 1 | 1 | 6 |
| MSC.CFMM2.FICOR.0215 | Introduction to Python & Blockchain and Crypto Assets | 2 | 18 |
| MSC.CFMM2.FICOR.0144 | Applied Research in Finance online | 1 | 12 |
| Elective choose 1 among 2 | | | |
| MSC.CFMM2.FICOR.0169 | Financial modeling I (Excel) | 2 | 18 |
| MSC.CFMM2.FIELE.0167 | Financial Risk Management Training | 2 | 18 |
| Optional course | | | |
| MSC.IBBM2.LGCOR.0001 | Portuguese language | | 24 |
| Total Semester Fall | | 21 | 192 |

Applied Research in Finance

| | |
|---------------------------|--|
| Course Code | MSC.CFMM2.FICOR.0144 |
| ECTS Credits | 1 |
| Course Leader | ARONNE Alexandre |
| Synchronous | 6 |
| Discipline | |
| Program | Corporate Financial Management |
| Prerequisites | |
| 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. |

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| Evaluation | |
| Final Examination (%) | 60 |
| Continuous Assessment (%) | 40 |
| Academic reference | Biggam, J., 2008. Succeeding with Your Master's Dissertation : A step-by-step handbook, McGraw-Hill. Available on Scholarvox. |
| Websites | |

Capital Budgeting

| | |
|---------------------------|---|
| Course Code | MSC.CFMM2.FICOR.0140 |
| ECTS Credits | 2 |
| Course Leader | SU Yuxin |
| 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 |

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| | and return of various projects, and finally (iii) the different ways of raising capital in a corporation. |
| 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.0141 |
| ECTS Credits | 2 |
| Course Leader | RENUCCI Céline |
| Synchronous | 18 |
| Discipline | Finance |
| Program | Corporate Financial Management |
| Prerequisites | Corporate Finance prerequisites. |
| Course Description | The main objective of this course is to teach students the fundamentals of capital structure in a company and how to make effective dividend policies as financial managers. Focusing on the nature of debt and equity, this course emphasis on the effects of financing the company through debt and equity. Starting with a general introduction to the framework of debt and equity valuation, students will learn (i) importance of capital structure and limits to the use of debt, (ii) the cost of capital in a leveraged firm, and finally (iii) the principles of setting dividend policy in a company. |
| Evaluation | |

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|----------------------------------|---|
| Final Examination (%) | 40 |
| Continuous Assessment (%) | 60 |
| Academic reference | Vernimmen, Pierre. Corporate Finance: Theory and Practice. John Wiley & Sons, 2005. Chapters 32 to 39. |
| Websites | |

CAREER MANAGEMENT 1

| | |
|---------------------------|--|
| Course Code | MSC.TRCM2.OTCOR.0101 |
| ECTS Credits | 1 |
| Course Leader | BIANCHI Stéphanie |
| Synchronous | 6 |
| Discipline | Stratégie, Innovation & Entrepreneuriat |
| Program | Corporate Financial Management |
| Prerequisites | No prerequisites. |
| Course Description | <p>This course is managed by the Career Center. In order to validate this course, students have to:</p> <p>1 MANDATORY : Attend two workshops (1h30 each) on specific themes (1st workshop : Wage Negotiation & 2nd workshop : How to succeed in the first position (Risks/Leadership/Corporate Codes) ?) + EVALUATION</p> <p>2 NOT MANDATORY : Attend Career Events during the semester (date to be determined) organized by the career center of your campus</p> |

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| | <p>MAIN CONTACTS FOR YOUR PROGRAM:</p> <p>LILLE: Audrey BEAUGRAND & Feryel HOUSSEIN</p> <p>PARIS: Laura SINDONINO, Sophie Ripoche & Janice M'BENGO (for International students)</p> <p>SOPHIA: Sylvie MARTINAUD, Anne DUFLOS (for International students)</p> <p>SUZHOU : April YANG</p> <p>RALEIGH : Laura SCLAFANI</p> <p>BELO HORIZONTE : Geneviève POULINGUE</p> |
| Evaluation | |
| Final Examination (%) | 100 |
| Continuous Assessment (%) | 0 |
| Academic reference | |
| Websites | |

Corporate finance prerequisites

| | |
|----------------------|--------------------------------|
| Course Code | MSC.CFMM2.FIELE.0147 |
| ECTS Credits | 0 |
| Course Leader | CHIKH Sabrina |
| Synchronous | 6 |
| Discipline | Finance |
| Program | Corporate Financial Management |

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| Prerequisites | This is an introductory course in preparation for Corporate Finance, therefore requirements for this preparatory stage are restricted to the use of basic financial mathematics & calculation. |
| Course Description | In this six-hour preparation course students will be acquainted with introductory concepts and practice necessary for the further development of Capital Budgeting, Dividend policies, corporate valuation to be explored in the whole CFM program. |
| Evaluation | |
| Final Examination (%) | 100 |
| Continuous Assessment (%) | 0 |
| Academic reference | Ross, Stephen A. Fundamentals of Corporate Finance. Toronto: McGraw-Hill Ryerson, 2002. Chapters 1 - 4. |
| 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 | Corporate Finance prerequisites. |
| 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 |

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| | <p>prepares students to make treasury management decisions as financial managers.</p> <p>Starting with a general introduction to the financial markets, students will learn (i) how each market functions, (ii) the specifics of various financial instruments, and finally (iii) the foundations of investment management.</p> <p>The second part of the course focus on the banking system, and evaluation of credit risks, as students learn how financial managers work with the corporate banks in the treasury management process.</p> |
| Evaluation | |
| Final Examination (%) | 40 |
| Continuous Assessment (%) | 60 |
| Academic reference | |
| Websites | |

Corporate Valuation Methods

| | |
|----------------------|---|
| Course Code | MSC.CFMM2.FICOR.0138 |
| ECTS Credits | 2 |
| Course Leader | SU Yuxin |
| Synchronous | 18 |
| Discipline | Finance |
| Program | Corporate Financial Management |
| Prerequisites | 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. |

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| | 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 tomorrows financial expert. |
| 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 individual report of approximately 10 pages and a fully integrated excel model. |
| 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 |

Excel Prerequisites

| | |
|----------------------------------|--|
| Course Code | MSC.CFMM2.FIELE.0136 |
| ECTS Credits | 0 |
| Course Leader | CHIKH Sabrina |
| Synchronous | 6 |
| Discipline | |
| Program | Corporate Financial Management |
| Prerequisites | No prerequisite. |
| Course Description | Guided applied exercises, providing students with the basic knowledge about Excel. |
| Evaluation | |
| Final Examination (%) | 100 |
| Continuous Assessment (%) | |
| Academic reference | |
| Websites | |

Financial Markets and Products

| | |
|----------------------|----------------------|
| Course Code | MSC.CFMM2.FICOR.0150 |
| ECTS Credits | 2 |
| Course Leader | ARONNE Alexandre |
| Synchronous | 18 |
| Discipline | |

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|----------------------------------|---|
| Program | Corporate Financial Management |
| Prerequisites | Corporate Finance prerequisites. |
| Course Description | This course is designed to provide students with a broad view of the functioning of Financial Markets, while introducing them to the main products. The focus is on integrating this knowledge to the reality of companies and what are the financial instruments they use to access financing sources. |
| Evaluation | |
| Final Examination (%) | 40 |
| Continuous Assessment (%) | 60 |
| Academic reference | Financial Risk Manager Handbook Plus Test Bank (Jorion, 2010). Chapter 6, 7, 8, 9, 10, 11. GARP's proprietary book Financial Markets and Products. |
| Websites | |

Financial Modeling I

| | |
|----------------------|--------------------------------|
| Course Code | MSC.CFMM2.FICOR.0169 |
| ECTS Credits | 2 |
| Course Leader | ARONNE Alexandre |
| Synchronous | 18 |
| Discipline | |
| Program | Corporate Financial Management |
| Prerequisites | Excel prerequisites. |

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| Course Description | The main objective of this course is to provide students with hands-on capabilities to develop financial models for the analysis of various relevant issues such as: discounted cash flow, cost of capital, portfolio theory and financial statements. |
| Evaluation | |
| Final Examination (%) | 40 |
| Continuous Assessment (%) | 60 |
| Academic reference | Financial Modeling. Simon Benninga (2008). MIT Press. Excel for Finance and Accounting. Kumar Lohani, Suraj (2023). |
| Websites | |

Financial Reporting and Analysis

| | |
|---------------------------|---|
| Course Code | MSC.CFMM2.FICOR.0139 |
| ECTS Credits | 2 |
| Course Leader | XUE Jing |
| Synchronous | 18 |
| Discipline | Finance |
| Program | Corporate Financial Management |
| Prerequisites | Fundamentals of Accounting, |
| Course Description | 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. |

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| | 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. |
| Evaluation | |
| Final Examination (%) | 60 |
| Continuous Assessment (%) | 40 |
| 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 | |

Financial Risk Management Training

| | |
|----------------------|----------------------------------|
| Course Code | MSC.CFMM2.FIELE.0167 |
| ECTS Credits | 2 |
| Course Leader | ARONNE Alexandre |
| Synchronous | 18 |
| Discipline | |
| Program | Corporate Financial Management |
| Prerequisites | Corporate finance prerequisites. |

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| Course Description | Preparatory tutorials for the FRM (Financial Risk Management) Exam offered by GARP (Global Association of Risk Professionals). |
| Evaluation | |
| Final Examination (%) | 40 |
| Continuous Assessment (%) | 60 |
| Academic reference | Financial Risk Manager Handbook Plus Test Bank (Jorion, 2010). GARP's proprietary books. |
| Websites | https://www.garp.org/frm/study-materials |

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 | Corporate Finance prerequisites. |
| Course Description | The course describes the operational risks that the companies have to deal with. It also provides a deep approach about 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. |
| Evaluation | |
| Final Examination (%) | 40 |

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|----------------------------------|--|
| Continuous Assessment (%) | 60 |
| Academic reference | Handbook of Sustainable Finance. Roncalli, Thierry (2023). |
| Websites | |

Introduction to Python & Blockchain and Crypto Assets

| | |
|------------------------------|--|
| Course Code | MSC.CFMM2.FICOR.0215 |
| ECTS Credits | 2 |
| Course Leader | ARONNE Alexandre |
| Synchronous | 18 |
| Discipline | |
| Program | Corporate Financial Management |
| Prerequisites | Basic python knowledge. |
| Course Description | <p>Python Programming: This course covers basic Python programming with a focus on data structures, object-oriented programming, and libraries like Pandas and NumPy for data analysis. Students engage in practical exercise to create a trading bot.</p> <p>Blockchain & Crypto Assets: This course introduces blockchain technology, focusing on its use in cryptocurrencies and corporate applications. Students explore cryptographic underpinnings, smart contracts, and blockchain's impact on business strategies, with a look at global case studies.</p> |
| Evaluation | |
| Final Examination (%) | 40 |

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|----------------------------------|---|
| Continuous Assessment (%) | 60 |
| Academic reference | <p>McKinney, Wes (2022). Python for Data Analysis: Data Wrangling with Pandas, Numpy & Jupyter.</p> <p>Bashir, Imran (2023). Mastering Blockchain: Inner workings of blockchain, from cryptography and decentralized identities, to DeFi, NFTs and Web3. Available on Scholarvox.</p> |
| Websites | |

OPTIONAL PORTUGUESE SEMESTER

| | |
|----------------------------------|---|
| Course Code | MSC.IBBM2.LGCOR.0001 |
| ECTS Credits | 0 |
| Course Leader | ARONNE Alexandre |
| Synchronous | 24 |
| Discipline | |
| Program | Corporate Financial Management |
| Prerequisites | No prerequisite. |
| Course Description | This course aims at providing the students with the basic knowledge of the portuguese language. |
| Evaluation | |
| Final Examination (%) | 100 |
| Continuous Assessment (%) | |
| Academic reference | |

| | |
|-----------------|--|
| Websites | |
|-----------------|--|

Power BI and AI

| | |
|---------------------------|---|
| Course Code | MSC.CFMM2.FICOR.0200 |
| ECTS Credits | 1 |
| Course Leader | SAIDANE Dhafer |
| Synchronous | 12 |
| Discipline | Business Analytics, Data Science & AI |
| 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> <ul style="list-style-type: none"> - no need to get well the ML skills (prediction/ regression/ classifications,) - updating data and reports automatically <p>10- disadvantage/ limitation:</p> |

| | |
|----------------------------------|---|
| | <ul style="list-style-type: none"> - Visual configuration - Not the easiest to deal with - Slow when dealing with Big Data <p>11- Example with Financial Data</p> <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 |
| Evaluation | |
| Final Examination (%) | 100 |
| Continuous Assessment (%) | 0 |
| Academic reference | |
| Websites | |

International Business

| MSc in International Business Campus Belo Horizonte | | | |
|--|--|------------------------|---------------|
| Course Code | Course Title | Number of ECTS credits | Contact hours |
| Semester Fall | | | |
| Core courses | | | |
| MSC.IBUM2.STCOR.0061 | Importing and Exporting in a Global Market | 3 | 24 |
| MSC.IBBM2.STCOR.0035 | Global Supply Chains | 2 | 18 |
| MSC.IBUM2.STELE.0058 | Research Methods | 2 | 18 |
| MSC.TRCM2.OTCOR.0101 | Career management 1 | 1 | 6 |
| MSC.IBNM2.STCOR.0028 | Internationalization of the Firm | 3 | 24 |
| Track courses EMERGING COUNTRIES | | | |
| MSC.IBRM2.STCOR.0034 | AI for International Business | 2 | 18 |
| MSC.IBNM2.STCOR.0037 | Globalization: Risks, Challenges and Opportunities for Latin America | 2 | 18 |
| MSC.IBNM2.STCOR.0038 | Global Leadership: a Brazilian Perspective | 2 | 18 |
| NEW | International Marketing Management | 2 | 18 |
| MSC.IBNM2.STELE.0047 | International Negotiation Practice | 2 | 18 |
| Total Semester Fall | | 21 | 180 |

AI FOR INTERNATIONAL BUSINESS

| | |
|---------------------------|--|
| Course Code | MSC.IBRM2.STCOR.0034 |
| ECTS Credits | 2 |
| Course Leader | EZZEROUALI Amine |
| Synchronous | 18 |
| Discipline | Business Analytics, Data Science & AI |
| Program | International Business |
| Prerequisites | None |
| Course Description | Artificial Intelligence, or AI, is a very trendy word and a subject of multiple interpretations, some of which may converge or diverge. There is one fact however that is common for all actors- researchers, politicians, and practitioners alike: AI is transforming our societies, our businesses, our lives. This transformative impact is at the core of this course. |

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| | <p>Indeed, the purpose of the course is to help future International Business professionals deal with AI and use it as a tool to help improve the performance of their teams and their organizations.</p> <p>From a theoretical perspective, we will start by breaking down the meaning behind AI terminology (Machine Learning, Data Science, Neural Networks, etc.). We will then explore how International Trade and Global Businesses react to and deal with AI development and spread.</p> <p>From a practical perspective, we will be exploring and testing one of the most used zero/low code platforms for AI: the Microsoft PowerApps Platform. The core philosophy of the course being the ""Citizen Developer"" approach to AI.</p> |
| Evaluation | |
| Final Examination (%) | 50 |
| Continuous Assessment (%) | 50 |
| Academic reference | <p>Stuart, R., & Peter, N. (2016). Artificial intelligence-a modern approach 3rd ed. Akerkar, R. (2018). Artificial intelligence for business. Springer. Yao, M., Zhou, A., & Jia, M. (2018). Applied artificial intelligence: A handbook for business leaders. Topbots Inc..</p> |
| Websites | <p>https://skemagloballab.io/ https://sloanreview.mit.edu/tag/artificial-intelligence/ https://www.csail.mit.edu/ http://news.mit.edu/topic/artificial-intelligence2</p> |

CAREER MANAGEMENT 1

| | |
|----------------------|----------------------|
| Course Code | MSC.TRCM2.OTCOR.0101 |
| ECTS Credits | 1 |
| Course Leader | BIANCHI Stéphanie |

| | |
|----------------------------------|---|
| Synchronous | 6 |
| Discipline | Stratégie, Innovation & Entrepreneuriat |
| Program | International Business |
| Prerequisites | No prerequisites. |
| Course Description | <p>This course is managed by the Career Center. In order to validate this course, students have to:</p> <p>1 MANDATORY : Attend two workshops (1h30 each) on specific themes (1st workshop : Wage Negotiation & 2nd workshop : How to succeed in the first position (Risks/Leadership/Corporate Codes) ?) + EVALUATION</p> <p>2 NOT MANDATORY : Attend Career Events during the semester (date to be determined) organized by the career center of your campus</p> <p>MAIN CONTACTS FOR YOUR PROGRAM:</p> <p>LILLE: Audrey BEAUGRAND & Feryel HOUSSEIN</p> <p>PARIS: Laura SINDONINO, Sophie Ripoché & Janice M'BENGO (for International students)</p> <p>SOPHIA: Sylvie MARTINAUD, Anne DUFLOS (for International students)</p> <p>SUZHOU : April YANG</p> <p>RALEIGH : Laura SCLAFANI</p> <p>BELO HORIZONTE : Geneviève POULINGUE</p> |
| Evaluation | |
| Final Examination (%) | 100 |
| Continuous Assessment (%) | 0 |

| | |
|---------------------------|--|
| Academic reference | |
| Websites | |

Global Leadership: a Brazilian Perspective

| | |
|----------------------------------|---|
| Course Code | MSC.IBNM2.STCOR.0038 |
| ECTS Credits | 2 |
| Course Leader | POULINGUE Geneviève |
| Synchronous | 18 |
| Discipline | Autre |
| Program | International Business |
| Prerequisites | n/a |
| Course Description | This course aims to explore the theory and practice of global leadership, its main trends and impact on organizations, from a Brazilian perspective and experience. Intercultural elements and organizational behavior are important features in the course. The shared practical experience of leaders from different situations and places allows us to identify concrete steps to enhancing global leadership competence, and to be cognizant of common leadership challenges. Learning about organizational behavior provides a great opportunity to develop leadership skills and to reflect on own behavioral tendencies. |
| Evaluation | |
| Final Examination (%) | 50 |
| Continuous Assessment (%) | 50 |
| Academic reference | Textbooks Required: Goldsmith, M., Greenberg, Cathy, L., Robertson Al., & Hu-Chan, M. (2003). Global Leadership. The next generation. Upper Saddle River, NJ: Prentice Hall. Gundling, E., Hogan, T. & Cvitkovich (2011). What is |

| | |
|-----------------|---|
| | <p>Global Leadership. 10 key behaviors that define great global.</p> <p>London/Boston: Nicholas Brealey Publishing. Robbins, S. P. & Judge, T. A. (2013). Organizational Behavior. 15th edition. New Jersey: Prentice Hall.</p> <p>Complementary: Covey, S. (2013). The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change. New York: Simon & Schuster;</p> <p>Anniversary Edition. Goleman, D. (2005). Emotional Intelligence: Why It Can Matter More Than IQ. Bantam Books; 10th Anniversary edition Kets De Vries, M. F. R. (2001). The leadership mystique: a user s manual for the human enterprise. London: Person Education Limited. Kouzes, J. M. & Posner, B. (2012). The Leadership Challenge. How to Make Extraordinary Things Happen in Organizations. 5th edition. San Francisco (CA): Jossey-Bass.</p> <p>Newstron, J. W. (2014). Organizational Behavior: Human Behavior at Work. 14th edition. McGraw-Hill/Irwin. Schein, E. H. (2004). Organizational culture and leadership. 3. ed. San Francisco: Jossey-Bass. Schermerhorn, J. R. Jr, Osborn, R. N., Uhl-Bien, M., Hunt, J. G. (2011). Organizational Behavior. 12th edition. John Wiley & Sons. Senge, P. at al. (2008). Presence: Human Purpose and the Field of the Future. Crown Business; Reprint edition.</p> <p>Academic Articles (to be included throughout the course)</p> |
| Websites | 0 |

GLOBAL SUPPLY CHAINS

| | |
|---------------------------|--|
| Course Code | MSC.IBBM2.STCOR.0035 |
| ECTS Credits | 2 |
| Course Leader | POULINGUE Geneviève |
| Synchronous | 18 |
| Discipline | Autre |
| Program | International Business |
| Prerequisites | N/a |
| Course Description | Key objective of the course is to introduce students into the business challenges and solutions of supply chain management in a global environment. Students should learn to identify and analyze specific basic |

| | |
|----------------------------------|--|
| | and global supply chain management problems and relate it to theories, methods, and adaptable solutions. For the application and discussion of solutions they should acquire knowledge on concepts, structures, tools and processes, which are necessary for the management of global supply chains as well as on their application context of global supply chain management issues. Finally, the students should learn to demonstrate the use of “Total Cost Mind” and SCM terminology that is central to this course. |
| Evaluation | |
| Final Examination (%) | 60 |
| Continuous Assessment (%) | 40 |
| Academic reference | A variety of white papers, articles, blogs, websites, news stories, etc. will be added to required readings. |
| Websites | 0 |

Globalization: Risks, Challenges and Opportunities for Latin America

| | |
|---------------------------|--|
| Course Code | MSC.IBNM2.STCOR.0037 |
| ECTS Credits | 2 |
| Course Leader | POULINGUE Geneviève |
| Synchronous | 18 |
| Discipline | Autre |
| Program | International Business |
| Prerequisites | n/a |
| Course Description | The objective of this discipline is to expose students to the sources and the knowledge necessary to understand the global and local business environments, assess potential opportunities and risks, and evaluate how this information can be used to develop coherent strategies. The course will be taught from the perspective of a multinational company, either from |

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| | a developed or an emerging economy, considering expansion to country or countries in South America. |
| Evaluation | |
| Final Examination (%) | 50 |
| Continuous Assessment (%) | 50 |
| Academic reference | 0 |
| Websites | 0 |

IMPORTING AND EXPORTING IN A GLOBAL MARKET

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|---------------------------|---|
| Course Code | MSC.IBUM2.STCOR.0061 |
| ECTS Credits | 3 |
| Course Leader | COSTE-MANIERE Ivan |
| Synchronous | 24 |
| Discipline | Finance |
| Program | International Business |
| Prerequisites | None |
| Course Description | The conduct of international trade, including Strategy & Management, Global Marketing, Trade Finance and Supply Chain. Specific focus with Harmonized Codes, terms of sale (INCOTERMS), financing arrangements, means of payment, credit insurance, shipping and insurance issues, market research, support services, legal and tax implications, and trade facilitation. Course will cover global trade functions that will be seen daily by an international trade professional, but will be focused through a USA perspective. |
| Evaluation | |

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| Final Examination (%) | 40 |
| Continuous Assessment (%) | 60 |
| Academic reference | - Albaum, G. and E. Duerr (2016), "International Marketing and Export Marketing", Printice Hall FT, 7th Edition. - Weiss, Kenneth D. (2010), "Building an Import/Export Business", 4th Edition. - ICC Chamber of Commerce (2010), "Incoterms 2010". - Selected case studies to be provided before the begining of the course. |
| Websites | |

International Marketing Management

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|---------------------------|---|
| Course Code | MSC.IBBM2.MKCOR.0215 |
| ECTS Credits | 2 |
| Course Leader | MONTEIRO Plínio |
| Synchronous | 18 |
| Discipline | |
| Program | International Business |
| Prerequisites | Basic Marketing and Strategy course |
| Course Description | <p>This course explores the key strategic and managerial challenges of operating in diverse international markets. It provides students with the analytical frameworks and decision-making tools necessary to design and implement effective global marketing strategies.</p> <p>Building upon foundational marketing concepts, the course addresses the dynamic nature of international environments by examining complex interdependencies between global standardization and local adaptation. It integrates perspectives on market entry strategies, global brand management, international segmentation and positioning, cross-cultural marketing, and the role of sustainability and ethics in global strategies.</p> |

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| | The pedagogy emphasizes the application of theory to practice through case studies, simulations, and projects that involve real-world multinational scenarios across diverse sectors and regions. Students will critically engage with emerging market trends, digital globalization, and the growing role of data in international marketing intelligence. |
| Evaluation | |
| Final Examination (%) | 30 |
| Continuous Assessment (%) | 70 |
| Academic reference | <p>Hollensen, S. (2007 & 2014). Global Marketing, 4th and 6th eds., Pearson Education</p> <p>Keegan, W. J., & Green, M. C. (2017). Global Marketing, 9th ed., Pearson Education</p> <p>Kotabe, M., & Helsen, K. (2007). Global Marketing Management, 4th ed., Wiley</p> |
| Websites | |

INTERNATIONAL NEGOTIATION PRACTICE

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|----------------------|-----------------------|
| Course Code | MSC.IBNM2.STELE.0047 |
| ECTS Credits | 2 |
| Course Leader | RIVAS-SIEDEL Béatrice |

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| Synchronous | 18 |
| Discipline | Stratégie, Innovation & Entrepreneuriat |
| Program | International Business |
| Prerequisites | No academic prerequisite; however, students should think about their prior negotiation experiences. |
| Course Description | <p>In today's globalized economy, negotiation skills are essential for business professionals to navigate complex interactions, secure advantageous agreements, and foster lasting partnerships.</p> <p>This course focuses on equipping students with practical negotiation techniques and strategies tailored to international business contexts. Participants will learn to identify their own relational profiles, adapt to cultural differences, and apply negotiation techniques to uncover interests and create win-win outcomes. Through interactive role-playing, case studies, and simulations, students will explore fundamental principles such as BATNA, ZOPA, and trust-building while mastering tactics for multi-party and cross-cultural negotiations.</p> <p>By the end of the course, students will have acquired tools to negotiate more effectively in diverse and challenging international environments.</p> |
| Evaluation | |
| Final Examination (%) | 0 |
| Continuous Assessment (%) | 100 |
| Academic reference | <p>Hofstede, G, Hofstede G.J., Minkov, M, "Cultures and Organisations. Software of the Mind", McGraw-Hill, 2010</p> <p>Meyer, Erin "The Culture Map"</p> <p>T. Hall, Edward "Understanding cultural differences"</p> <p>Trompenaars, Fons "Riding the waves of culture"</p> <p>Roger FISHER, William URY, Bruce PATTON Getting to Yes</p> |

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| | <p>Jim CAMP</p> <p>George KOHLRIESER Hostage at the Table: How Leaders Can Overcome Conflict, Influence Others, and Raise Performance</p> <p>Kerry PATTERSON, Joseph GRENNY, Ron MCMILLAN and Al SWITZLER Crucial conversations</p> <p>Terri MORRISON Kiss, Bow or Shake Hands</p> <p>Birgit WELCH, Charles LAFOND, Sheila VINE Express Series English for Negotiating: A short, specialist English course</p> <p>Sun TZU, The Art of War</p> |
| Websites | <p>www.cultureconnector.com</p> <p>https://geert-hofstede.com/</p> <p>http://export.businessfrance.fr : guides des affaires, études et dossiers thématiques</p> <p>Steven Spielberg Bridge of Spies</p> <p>Martin Scorsese The Wolf of Wall Street</p> |

INTERNATIONALIZATION OF THE FIRM

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| Course Code | MSC.IBNM2.STCOR.0028 |
| ECTS Credits | 3 |
| Course Leader | LINDER Christian |
| Synchronous | 27 |
| Discipline | Stratégie, Innovation & Entrepreneuriat |
| Program | International Business |
| Prerequisites | none |

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| Course Description | The course will teach students through academic lectures and tutorials the practice of the process of internationalization of firms, from the decision to internationalize to the organizational structuring of internationalization. |
| Evaluation | |
| Final Examination (%) | 40 |
| Continuous Assessment (%) | 60 |
| Academic reference | Lectures obligatoires / Required readings : Mike Peng and Klaus Meyer (2019) International Business (3rd edition), Cengage. ISBN: 978-1-4737-5843-8. Lectures Recommandées / Recommended readings : -Individual articles (posted) |
| Websites | |

RESEARCH METHOD

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|---------------------------|--|
| Course Code | MSC.IBUM2.STELE.0058 |
| ECTS Credits | 2 |
| Course Leader | FERRARA Laurent |
| Synchronous | 18 |
| Discipline | Business Analytics, Data Science & AI |
| Program | International Business |
| Prerequisites | n/a |
| Course Description | This course provides a comprehensive introduction to research proposal writing. It is designed to help students to identify a study topic, critically analyze published research, formulate inquiry questions, organize a literature review, and select appropriate (quantitative or qualitative) data collection method. By the end of the course, students will complete a |

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| | <p>proposal that includes an introduction, problem statement, literature review, methods section and references. This course will also develop students' awareness of the ethical principles of research. After a successful completion of this course, students will convert this proposal into a full research that will include the following sections: findings, discussion, conclusions, and references.</p> <p>THIS ELECTIVE IS MANDATORY FOR THOSE PURSUING A MSc DEGREE.</p> |
| Evaluation | |
| Final Examination (%) | 0 |
| Continuous Assessment (%) | 100 |
| Academic reference | |
| Websites | |

International Marketing and Business Development

| MSc IMBD | | | |
|---|---|------------------------|---------------|
| Academic Year 2025-2026 - Campus Belo Horizonte | | | |
| Course Code | Course Title | Number of ECTS credits | Contact hours |
| Semester Fall | | | |
| Core courses | | | |
| MSC.IMBM2.MKCOR.0077 | International Business Development | 3 | 24 |
| NEW | Strategic Brand Management | 3 | 30 |
| MSC.IMBM2.MKCOR.0057 | Marketing Research | 3 | 24 |
| MSC.IMBM2.MKCOR.0055 | New Business Development: From Idea to Market | 3 | 24 |
| MSC.TRCM2.OTCOR.0101 | Career Management 1 | 1 | 6 |
| Elective courses : choose 4 out of 5 | | | |
| MSC.IMBM2.MKELE.0186 | Services and Customer Experience Management | 2 | 18 |
| MSC.IMBM2.MKELE.0237 | Digital sales: channels, tech, and strategy | 2 | 18 |
| MSC.IMBM2.MKELE.0149 | Communication and Engagement in an Emerging Economies | 2 | 18 |
| MSC.IMBM2.MKCOR.0061 | Digital Growth | 2 | 18 |
| MSC.IMBM2.MKELE.0202 | AI & Data Analytics | 2 | 18 |
| Optional course | | | |
| MSC.IBBM2.LGCOR.0001 | Portuguese | | 24 |
| Total Semester Fall | | 21 | 180 |

AI & Data Analytics

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|---------------------------|--|
| Course Code | MSC.IMBM2.MKELE.0202 |
| ECTS Credits | 2 |
| Course Leader | OLMEDILLA FERNANDEZ Maria |
| Synchronous | 18 |
| Discipline | Business Analytics, Data Science & AI |
| Program | International Marketing and Business Development |
| Prerequisites | A computer is necessary to pursue the course (not a tablet or similar) |
| Course Description | <p>This course will give 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> |

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| | <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 involves practical application 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> |
| 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) |

CAREER MANAGEMENT 1

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| Course Code | MSC.TRCM2.OTCOR.0101 |
| ECTS Credits | 1 |
| Course Leader | BIANCHI Stéphanie |
| Synchronous | 7 |
| Discipline | |
| Program | International Marketing and Business Development |
| Prerequisites | No prerequisites. |

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| Course Description | <p>This course is managed by the Career Center. In order to validate this course, students have to:</p> <p>1 MANDATORY : Attend two workshops (1h30 each) on specific themes (1st workshop : Wage Negotiation & 2nd workshop : How to succeed in the first position (Risks/Leadership/Corporate Codes) ?) + EVALUATION</p> <p>2 NOT MANDATORY : Attend Career Events during the semester (date to be determined) organized by the career center of your campus</p> <p>MAIN CONTACTS FOR YOUR PROGRAM:</p> <p>LILLE: Audrey BEAUGRAND & Feryel HOUSSEIN</p> <p>PARIS: Laura SINDONINO, Sophie Ripoche & Janice M'BENGO (for International students)</p> <p>SOPHIA: Sylvie MARTINAUD, Anne DUFLOS (for International students)</p> <p>SUZHOU : April YANG</p> <p>RALEIGH : Laura SCLAFANI</p> <p>BELO HORIZONTE : Geneviève POULINGUE</p> |
| Evaluation | |
| Final Examination (%) | 100 |
| Continuous Assessment (%) | 0 |
| Academic reference | |
| Websites | |

Communication and Engagement in an Emerging Economies

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| Course Code | MSC.IMBM2.MKELE.0149 |
| ECTS Credits | 2 |
| Course Leader | MONTEIRO Plínio |
| Synchronous | 18 |
| Discipline | |
| Program | International Marketing and Business Development |
| Prerequisites | None |
| Course Description | <p>This course will conduct discussions over how to do an effective process of communication, bringing engaged customers. A well done communication will impact brand perception, and consequently sales and profitability. Even though this is a common sense, several considerable important companies had lost this battle and several cases will be used to discuss this matter. Keeping the customer aligned, aiming to become the brand advocate, is a difficult challenge in Brazil and Latin America. Engagement in Latin America and Brazil; The evolution from a normal customer to a Brand Advocate; Experience Marketing; The changes in our society over the last decades; What strategy to use to obtain engagement, regardless of the country; Communication and engagement KPIs; Communication Plans; Promotion of true engagement; Internal & external clients; Communication and Engagement in different areas (Marketing, Sales, Production, Finance, Regulatory, R&D).</p> |
| Evaluation | |
| Final Examination (%) | 50 |
| Continuous Assessment (%) | 50 |
| Academic reference | <p>Principles of Marketing, European Edition (8th Edition)</p> <p>Authors: Piercy, N., Kotler, P. T., Armstrong, G., Harris, L. C., & He, H.</p> <p>ISBN-10: 978-1-292-26961-0</p> |

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| | <p>Publisher: Pearson International Content., 2019</p> <p>Integrated Advertising, Promotion, and Marketing Communication (9th Edition)</p> <p>Authors: Clow, Kenneth E.; Baack, Donald</p> <p>ISBN-13: 978-0-13-734434-5</p> <p>Publisher: Pearson Education, Inc., 8th Edition, 2022</p> <p>The Fortune at the Bottom of the Pyramid: Eradicating Poverty Through Profits (5th anniversary edition)</p> <p>Authors: Prahalad, C.K.</p> <p>ISBN-10: 0-13-700927-5</p> <p>ISBN-13: 978-0-13-700927-5</p> <p>Publisher: Pearson Education Inc., 2010</p> <p>Marketing 3.0 From From Products to Customers to the HumanSpirit</p> <p>Authors: Kotler, Philip; Kartajaya, Hermawan; Setiawan, Iwan</p> <p>ISBN 978-0-470-59882-5</p> <p>Publisher: John Wiley & Sons, Inc., 2010</p> <p>Create, Connect, Convince: Fundamentals of Advertising, Branding, Communication</p> <p>Authors: Dietzel, Jörg</p> <p>ISBN 13:978 981 261 626 5</p> <p>ISBN 10: 981 261 626 8</p> <p>Publisher: Marshall Cavendish Business, 2008</p> |
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| | <p>The Sage Book of Digital Marketing - Edition 1</p> <p>Authors: Hanlon, Annmarie; Tuten, Tracy L.</p> <p>ISBN: 978-1-5297-8844-0</p> <p>eISBN: 978-1-5297-8448-0</p> <p>Publisher: SAGE Publications., Edition 1, 2022</p> |
| Websites | |

Digital growth

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|---------------------------|--|
| Course Code | MSC.IMBM2.MKCOR.0061 |
| ECTS Credits | 2 |
| Course Leader | HE Guojun |
| Synchronous | 18 |
| Discipline | |
| Program | International Marketing and Business Development |
| Prerequisites | No prerequisite |
| Course Description | <p>To seize the immense potential presented by the digital ecosystem, modern companies must continuously optimize their digital offerings.</p> <p>Marketing plays a pivotal role in winning digital organizations: marketers combine consumer insights, creativity with data analytics to develop the key digital interfaces of the company with the customer: e-commerce, a website, an application, social media platforms, digital advertising etc.</p> <p>Marketers must constantly innovate these digital offerings to remain competitive and to optimize the customer journey.</p> |

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| | <p>Students will develop a strong understanding of the following key areas of business digital growth and learn by undertaking a real-world project presented at the end of the semester and through in class exercises and case studies:</p> <ul style="list-style-type: none"> • Winning Website (WordPress) / application development o CRM (Customer Relationship Marketing) • E-commerce / Direct to Consumer channel o User acquisition and conversion o Tracking, Data analytics and conducting A/B tests • Social Media marketing and Influencers • Digital advertising and 360° digital activity • Augmented Reality & the Metaverse • Artificial Intelligence (AI) in marketing <p>Important: this course may vary across different campuses</p> <p>Specific to Suzhou campus:</p> <p>This course will focus on the challenges of product management at a growing startup, driven by two major objectives: improvements to the user experience & conversion.</p> <p>We will learn some tools (i.e. A/B testing, Google analytics) and the data-driven mindset required to quickly and cheaply jumpstart an organizations KPIs.</p> |
| Evaluation | |
| Final Examination (%) | 60 |

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| Continuous Assessment (%) | 40 |
| Academic reference | <p>Reference Textbook: Smith P. & Z. Zook (2019). Marketing Communication: Integrating Online and Offline, Customer Engagement, and Digital Technologies, 7th edition, Kogan. Case Studies: • SHEIN: ULTRA-FAST FASHION'S ESG CHALLENGES. Ivey Publishing 2024. W36090 • Glossier: Co-Creating a Cult Brand with a Digital Community. Harvard Business School 2020, 5-520-099 • Crocs: Using Community-Centric Marketing to Make Ugly Iconic. Harvard Business School 2023, 9-524-006</p> <p>Specific to Suzhou campus:</p> <p>Ellis, Sean, and Morgan Brown. Hacking Growth: How Today's Fastest-Growing Companies Drive Breakout Success. Crown Business, 2017.</p> |
| Websites | <p>For Suzhou campus:</p> <p>See Official website for Google Analytics: https://analytics.google.com/analytics/academy/</p> <p>Wordpress: A Step-by-Step Beginners' Guide to Build Your Own WordPress Website from Scratch. 2016 (https://www.amazon.cn/gp/product/1539991849/ref=oh_aui_detailpage_o00_s00?ie=UTF8&psc=1)</p> <p>See also official website https://wordpress.org/ for more references</p> |

Digital Sales: channels, tech and strategy

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| Course Code | MSC.IMBM2.MKELE.0237 |
| ECTS Credits | 2 |

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| Course Leader | MONTEIRO Plínio |
| Synchronous | 18 |
| Discipline | |
| Program | International Marketing and Business Development |
| Prerequisites | Good understanding of the digital space, basic understanding of ecommerce, ie having bought a physical product online. |
| Course Description | <p>Digital sales occur for both traditional businesses and digital businesses. Therefore, it is a</p> <p>contemporary phenomenon that solves customer pains and needs, through offering products and</p> <p>services and propagating images of people, brands, ideas, and concepts. The course aims to visit</p> <p>the fundamental areas of this phenomenon considering the strategy and business model, which</p> <p>are reflected in the choice of platforms and tactics in i) e-commerce and marketplaces, ii) sales in</p> <p>social media and videos (emphasis on Google ADS, YouTube, Linked In, Tik Tok and group tools</p> <p>from Meta), iii) programmatic media, algorithms and AI (Artificial Intelligence) applied to the offer</p> <p>and optimization of choices, iv) lead generation and the digital sales funnel, v) payment methods,</p> <p>pricing and logistics, vi) sales of digital products and gaming environment, vii) types, techniques</p> <p>and tactics of digital sales and viii) User Experience (UX) and digital consumer behavior. The course</p> <p>aims to provide the participants with integrated knowledge, enabling them to make decisions and</p> <p>participate in processes that include digital sales in future professional challenges in the market.</p> |

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| Evaluation | |
| Final Examination (%) | 40 |
| Continuous Assessment (%) | 60 |
| Academic reference | <p>Guenzi, P., & Nijssen, E. J. (2023). The relationship between digital solution selling and value-based selling: A motivation-opportunity-ability (MOA) perspective. <i>European Journal of Marketing</i>, 57(3).</p> <p>Hassna, G., Rouibah, K., Lowry, P. B., Paliszkiewicz, J., & Mdra-Sawicka, M. (2023). The roles of user interface design and uncertainty avoidance in B2C e-commerce success: Using evidence from three national cultures. <i>Electronic Commerce Research and Applications</i>.</p> <p>He, X., & Liu, Y. (2023). Knowledge evolutionary process of artificial intelligence in e-commerce: Main path analysis and science mapping analysis. <i>Expert Systems with Applications</i>.</p> <p>HubSpot. (2023). Introduction to AI for sales. https://www.hubspot.com</p> <p>Illescas Ortiz, R., & Perales Viscasillas, P. (2012). The scope of the Common European Sales Law: B2B, goods, digital content and services. <i>Journal of International Trade Law and Policy</i>, 11(3), 241–258.</p> <p>McKinsey & Company. (2023). AI-powered marketing and sales reach new heights with generative AI. https://www.mckinsey.com</p> <p>Raj, A. S., Shagirbasha, S., & Madhan, K. (2022). A model for lead conversions through cold calling in startup B2B services firms in India: A</p> |

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| | <p>sense-making derivation. South Asian Journal of Business Studies, 11(3), 370–384.</p> <p>Sinha, P., Shastri, A., & Lorimer, S. E. (2023). How generative AI will change sales. Harvard Business Review. https://hbr.org</p> <p>Zendesk. (2023). The role of AI and machine learning in sales in 2023. https://www.zendesk.com</p> |
| Websites | <p>Statista: https://skema.idm.oclc.org/login?auth=skema&url=https://www.statista.com</p> <p>Marketline: https://skema.idm.oclc.org/login?auth=skema&url=https://advantage.marketline.com/Account/IP</p> <p>AccessLogin</p> <p>Ecommerce Brasil: https://www.ecommercebrasil.com.br/</p> <p>Google Growth: https://grow.google/</p> <p>Meta: https://www.facebook.com/business</p> <p>Tik Tok: https://www.tiktok.com/business/en</p> <p>You Tube: https://www.youtube.com/channel/UCwzySbzUWiKqG84jOnbeB1w</p> <p>You tube ADS https://neilpatel.com/</p> <p>https://www.gfk.com/trending-topics</p> |

International Business Development

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| Course Code | MSC.IMBM2.MKCOR.0077 |
| ECTS Credits | 3 |
| Course Leader | MADUREIRA Luis |
| Synchronous | 24 |
| Discipline | Stratégie, Innovation & Entrepreneuriat |
| Program | International Marketing and Business Development |
| Prerequisites | Recommended: Overall understanding of Marketing and Management will help students excel in the course. |
| Course Description | The course is organized as a sequence of lectures and case studies providing students with their first approach to International Business. 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. |
| Evaluation | |
| Final Examination (%) | 40 |
| Continuous Assessment (%) | 60 |
| Academic reference | Base: Collinson, S., Narula, R., & Rugman, A. M. (2016). International business. Pearson. (Chapter 1) Extra: Brandenburger, A.M. and Nalebuff, B.J., 2002. Use game theory to shape strategy. Strategy: |

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| | <p>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. <i>Strategic Management Journal</i>.</p> <p>Moore, J.F., 1993. Predators and prey: a new ecology of competition. <i>Harvard Business Review</i>, 71(3), pp.75-86.</p> <p>Teece, D.J., 2007. Explicating dynamic capabilities: the nature and microfoundations of (sustainable) enterprise performance. <i>Strategic Management Journal</i>, 28(13), pp.1319-1350.</p> <p>Mandatory: Dass, M., & Kumar, S. (2014). Bringing product and consumer ecosystems to the strategic forefront. <i>Business Horizons</i>, 57(2), 225-234.</p> <p>Case study: Jumia Nigeria: from Retail to Marketplace by Ramon Casadesus-Masanell, Namrata Arora</p> <p>Base: Collinson, S., Narula, R., & Rugman, A. M. (2016). <i>International business</i>. Pearson. (Chapter 2)</p> <p>Extra: Ghemawat, P., 2001. Distance still matters. <i>Harvard Business Review</i>, 79(8), pp.137-147.</p> <p>Mandatory: Friedrich, J., Noam, A., & Ofek, E. (2014). Right up the middle: how Israeli firms go global. <i>Harvard Business Review</i>, 92(5), 113-117.</p> <p>Case study: Xiaomi: Entering International Markets by Miao Cui, Yan Zhao, Sitara Aziz and Mimi Xiao</p> <p>Base: Collinson, S., Narula, R., & Rugman, A. M. (2016). <i>International business</i>. Pearson. (Chapter 8 & 9)</p> <p>Mandatory: Kumar, N., & Puranam, P. (2011). Have you restructured for global success? <i>Harvard Business Review</i>, 89(10), 123.</p> <p>Case study: Natura: Expanding Beyond Latin America. Amitava Chattopadhyay, Nina Paavola, Tanure Betania.</p> |
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| | <p>Base: Collinson, S., Narula, R., & Rugman, A. M. (2016). International business. Pearson. (Chapter 6)</p> <p>Mandatory: Meyer, E. (2018). Being the Boss in Brussels, Boston, and Beijing. Harvard Business Review.</p> <p>Case study: Merck Sharp & Dohme Argentina, Inc. (A) by Lynn Sharp Paine, Harold F. Hogan Jr</p> |
| Websites | |

Marketing Analytics

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| Course Code | MSC.IMBM2.MKELE.0208 |
| ECTS Credits | 2 |
| Course Leader | MONTEIRO Plínio |
| Synchronous | 20 |
| Discipline | |
| Program | International Marketing and Business Development |
| Prerequisites | Digital literacy (basic marketing and MS-Excel background). |
| Course Description | <p>The capability to analyze and interpret market data and built models for decision making in</p> <p>marketing is becoming one of the leading skills required for nowadays market managers. This</p> <p>capability becomes increasingly important in the Big Data context, where data become the new</p> <p>gold for business opportunities and Machine Learning (ML) and Artificial Intelligence (AI) poses</p> <p>new competitive challenges for managers.</p> <p>Marketing analytics is a set of procedures, tools, and methods to collect, analyze, and interpret</p> |

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| | <p>data to construct marketing KPIs and develop marketing decision making models. Raging from the</p> <p>marketing metrics and marketing modelling this course presents approaches and techniques for</p> <p>delivering valuable information to decision making in an era of widespread of huge volume</p> <p>valuable data that varies in terms of formats and reliability, in a fast-changing environment.</p> |
| Evaluation | |
| Final Examination (%) | 40 |
| Continuous Assessment (%) | 60 |
| Academic reference | <p>BEST, Roger J. Market-based management: strategies for growing customer value and profitability. 6. ed. New York: Pearson, 2014.</p> <p>FARRIS, Paul W et al. Key Marketing Metrics. First Edit ed. Edinburgh Gate: Pearson Education, 2009. (available in Pearson Library)</p> <p>WINSTON, Wayne L. Marketing Analytics: Data-Driven Microsoft® Techniques with Excel®. 1. ed. Indianapolis: John Wiley & Sons, Inc., 2014. (available in Pro quest Library)</p> <p>ARTHUR, Lisa. Big Data Marketing: Engage Your Customers More Effectively and Drive Value (Google eBook). 1. ed. New Jersey: Wiley, 2013. Available at: <http://books.google.com/books?id=aSAIAQAAQBAJ&pgis=1>.</p> <p>KAUSHIK, Avinash. Web Analytics 2.0. The art of online accountability & science of customer centricity. Redline Heidelberg, v.3, n. 1, p. 1–14, 2008. Available at:</p> |

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| | <p><http://www.informaworld.com/openurl?genre=article&doi=10.1080/19322900802660292&magic=crossref>.</p> <p>LEEFLANG, Peter S H et al. Challenges and solutions for marketing in a digital era. European Management Journal, v. 32, n. 1,p. 1–12, 2014. Available at: <http://dx.doi.org/10.1016/j.emj.2013.12.001>.</p> <p>LEEFLANG, Peter S.H.; WITTINK, Dick R; WEDEL, Michel. Building Models For Marketing Decisions. 1. ed. [S.l.]: Kluwer Academic Publishers, 2000.</p> <p>PETERS, Kay et al. Social media metrics - A framework and guidelines for managing social media. Journal of Interactive Marketing, v. 27, n. 4, p. 281–298, 2013.</p> <p>WIERENGA, Berend. Handbook of Marketing Decision Models. 1. ed. Stansford: Springer, 2008</p> |
| Websites | |

Marketing Research

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| Course Code | MSC.IMBM2.MKCOR.0057 |
| ECTS Credits | 3 |
| Course Leader | SOSCIA Isabella |
| Synchronous | 24 |
| Discipline | Marketing |
| Program | International Marketing and Business Development |
| Prerequisites | Basic Marketing Course |

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| 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> <ol style="list-style-type: none"> 1) Understand the concepts and techniques required to conduct marketing research 2) Apply this knowledge in real-world marketing research problems. <p>The course will involve a company project that will allow students to apply the methods they will be learning about</p> |
| Evaluation | |
| Final Examination (%) | 50 |
| Continuous Assessment (%) | 50 |
| Academic reference | <p>Textbooks and References:</p> <p>Malhotra(2007). Marketing research: An applied orientation. Pearson Education Australia.</p> <p>Ryan, G. W., & Bernard, H. R. (2003). Techniques to identify themes. Field methods, 15(1), 85-109.</p> |
| Websites | |

New Business Development: From Idea to Market

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| Course Code | MSC.IMBM2.MKCOR.0055 |
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| ECTS Credits | 3 |
| Course Leader | RIBEIRO Barbara |
| Synchronous | 24 |
| Discipline | Stratégie, Innovation & Entrepreneuriat |
| Program | International Marketing and Business Development |
| 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> |
| Evaluation | |
| Final Examination (%) | 50 |

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|----------------------------------|---|
| 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 | |

OPTIONAL PORTUGUESE SEMESTER

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| Course Code | MSC.IBBM2.LGCOR.0001 |
| ECTS Credits | 0 |
| Course Leader | ARONNE Alexandre |
| Synchronous | 24 |
| Discipline | |
| Program | International Marketing and Business Development |
| Prerequisites | No prerequisite. |
| Course Description | This course aims at providing the students with the basic knowledge of the portuguese language. |
| Evaluation | |
| Final Examination (%) | 100 |
| Continuous Assessment (%) | |
| Academic reference | |

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| Websites | |
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Services and Customer Experience Management

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| Course Code | MSC.IMBM2.MKELE.0186 |
| ECTS Credits | 2 |
| Course Leader | MONTEIRO Plínio |
| Synchronous | 18 |
| Discipline | |
| Program | International Marketing and Business Development |
| Prerequisites | Introductory Marketing course |
| Course Description | <p>The participation of the services sector is growing in almost all the economies of the world. As an economy develops, the service sector's relevance to job and income generation increases dramatically. In Brazil, the services sector already accounts for two-thirds of GDP. But the relevance of services is also increasing as a strategy for differentiating offers. Recently, marketing discipline has assimilated the concept of the dominant logic of the service, which is based on the assertion that all product is a service and that products do not create value but only have the potential to create value and value is always co-created by the customer in the process of using and interacting with the offers. Considering this theory, it is very important for marketers to be closer to customer in order to understand the customer's process of using and value cocreation in order to participate of the value creation. Therefore, marketers are increasingly challenged to understand the nature of services, learn how to manage services, and especially understand how services can create value and memorable experiences for customers while delivering sustainable competitive advantages. The relevance of services for the economy and the future of business. Services as a business strategy. Services Characteristics & Management. Customer Experience Management. Logic Dominant of Services Driving Marketing Strategies.</p> |

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| Evaluation | |
| Final Examination (%) | 40 |
| Continuous Assessment (%) | 60 |
| Academic reference | <p>Gummesson, E. (2002). Total relationship marketing: rethinking marketing management. In From 4P's to 30R's. Durban: Butterworth-Heinemann (Second). Elsevier Science. https://skema.scholarvox.com/catalog/book/docid/10086322 ?</p> <p>Baron, S., Conway, T., & Warnaby, G. (2010). Relationship Marketing: A Consumer Experience Approach (1st ed.). Sage Publications. https://skema.scholarvox.com/catalog/book/docid/88859134 ?</p> <p>Wirtz, J., & Lovelock, C. (2021). Services Marketing: People, Technology, Strategy (Ninth Edition) (9th ed.). World Scientific Publishing Company. ? </p> <p>Arikan, A. (2023). Customer Experience Analytics: How Customers Can Better Guide Your Web and App Design Decisions (1st ed.). Routledge.? </p> <p>Darici, B., & Ayhan, F. (2022). Digital Transformation and New Approaches in Trade, Economics, Finance and Banking. P. Lang (ed.); 1st ed.. https://skema.scholarvox.com/catalog/book/docid/88936001/ ?</p> <p>Doppler, S., & Steffen, A. (2020). Case Studies on Food Experiences in Marketing, Retail, and Events. Elsevier Science. https://skema.scholarvox.com/catalog/book/docid/88914882 ?</p> <p>Goodman, J. A. (2014). Customer Experience 3.0: High-Profit Strategies in the Age of Techno Service (1st ed.). https://www.scholarvox.com/catalog/book/docid/88820830 ?</p> |

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| | <p>Lusch, R. F., & Vargo, S. L. (2014). Service-Dominant Logic: Premises, Perspectives, Possibilities (1st ed.). Cambridge University Press. https://doi.org/10.1017/CBO9781139043120 ?</p> <p>Mudie, P., & Pirrie, A. (2006). Services Marketing Management. Taylor & Francis (ed.); 1st ed. https://www.scholarvox.com/catalog/book/docid/10155567 ?</p> <p>Pandharikar, A. (2022). AI-Powered Commerce. Packt Publishing (ed.); 1st ed. https://skema.scholarvox.com/catalog/book/docid/88923850 ?</p> <p>Pennington, A. (2022). The Customer Experience Book (1st ed.). Pearson.?</p> <p>Verma, H. V. (2012). Services Marketing: Text and Cases (2nd ed.). Pearson.</p> |
| Websites | |

Strategic Brand Management

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| Course Code | MSC.IMBM2.MKCOR.0088 |
| ECTS Credits | 3 |
| Course Leader | SPIER Peter |
| Synchronous | 30 |
| Discipline | Marketing |
| Program | International Marketing and Business Development |
| Prerequisites | Intermediate marketing highly desirable |

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| Course Description | <p>Brands and branding are a ‘hot topic’ for Marketing managers, whether in B2C or B2B.</p> <p>When Steve Jobs returned to Apple to save the company his first move was to give the brand the care and attention it had been lacking. The ‘Think different’ advert was born. The rest is history.</p> <p>Nike has recently changed CEOs. In four years the former CEO reduced the value of the company by 21 billion USD. The new CEO has promised a ‘big, brave brand campaign’ to get things back on track.</p> <p>Liquid Death has become a billion-dollar company selling water in a can. Its secret weapon: great branding.</p> <p>Brands are arguably the most valuable asset of any company – from the 3 trillion of Amazon or Apple down to the newest start-up or SME. And yet so many companies manage them badly and show little understanding of how they function.</p> <p>This course will show you how.</p> <p>Brand 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.’</p> <p>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 lifestyle, set of values or attitude. Brands can become objects of affection or desire -</p> |
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| | <p>‘Lovemarks’, even. Buying a brand is an integral part of an individual’s quest for identity and meaning. It could be argued that brands create value by providing consumers with content, a form of belief system and powerful stories that embody these beliefs and values.</p> <p>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. Students will discover the 'state of play' in terms of how brands are best managed.</p> <p>More than that, however, the course explores the importance of sense and meaning in the creation of value as well as the degree to which this is rooted in a specific social and cultural context. In doing so, it raises important questions about the role of marketing and consumption in modern society.</p> <p>Topics include:</p> <ul style="list-style-type: none"> An overview of approaches to branding The long and short of it Differentiation vs distinctiveness Paying attention to attention Relevance: What brands 'mean' to us Consistency and creativity Humanizing the brand Branding with feeling Brand experiences Branding with purpose |
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| Evaluation | |
| Final Examination (%) | |
| Continuous Assessment (%) | 100 |
| Academic reference | <p>Students will be provided with a selection of recent articles and case examples for each session/topic. Here is a short bibliography:</p> <p>Mark Gobe (2010), Emotional branding (Allworth Press)</p> <p>Tilde Heding et al. (2020), Brand management: research, theory and practice (Routledge)</p> <p>Douglas Holt (2004), How brands becomes icons (Harvard University Press)</p> <p>Douglas Holt (2012), Cultural strategy (Oxford University Press)</p> <p>Jean-Noel Kapferer (2012), New strategic brand management (Kogan Page)</p> <p>Kevin Keller & Vanitha Swaminatham (2019), Strategic brand management (Pearson)</p> <p>Chris Malone & Susan Fiske (2013), The human brand (John Wiley & Sons)</p> <p>Karen Nelson-Feld (2020), The attention economy and how media works: simple truths for marketers (Springer Verlag, Singapore)</p> <p>Lisa Penalosa et al (2011), Marketing management: a cultural perspective (Routledge)</p> <p>Jenni Romaniuk (2018) Building distinctive brand assets (Oxford)</p> <p>Jenni Romaniuk (2023) Measures and metrics for a How brands grow world (Oxford)</p> <p>Byron Sharp (2010) How brands grow (Oxford)</p> <p>Byron Sharp (2021) How brands grow, Part Two (Oxford)</p> |
| Websites | https://marketingweek.com |

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| | https://system1group.com https://marketingscience.info https://www.amplifiedintelligence.com https://www.thedrum.com/ |
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Strategic Marketing Business Games

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| Course Code | MSC.IMBM2.MKCOR.0079 |
| ECTS Credits | 2 |
| Course Leader | MONTEIRO Plínio |
| Synchronous | 18 |
| Discipline | |
| Program | International Marketing and Business Development |
| Prerequisites | Introductory Marketing course |
| Course Description | The goal of this course is to develop practical and decision-making skills, while promoting teamwork, collaboration, and competition skills. This course presents an experiential learning environment focused on core aspects of modern marketing management. Simulations focus on different aspects of marketing simulations focus on specific topics of marketing analysis, including international marketing, pricing, promotional efforts, global localization, and customer experience management. This course uses simulations to prepare for presenting specific topics of marketing, aiming at creating an environment for students to overcome challenges related to marketing decisions using gamification and problem-based learning frameworks. |
| Evaluation | |
| Final Examination (%) | 30 |

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|----------------------------------|---|
| Continuous Assessment (%) | 70 |
| Academic reference | <p>Farris, P. W., Bendle, N. T., Pfeifer, P. E., & Reibstein, D. J. (2013). Marketing Metrics: The Definitive Guide to Marketing Performance Assessment (1st ed.). USA: Bookman.</p> <p>Keegan, W. J., & Green, M. C. (2017). Global Marketing (9th ed.). Edinburgh Gate: Pearson.</p> <p>Kotabe, M., & Helsen, K. (2007). Global Marketing Management (4th ed.). New York: John Wiley & Sons.</p> <p>Alexander, S. (2014). The Gameful World: approaches, issues, applications. In S. P. Walz & S. Deterding (Eds.), Massachusetts Institute of Technology (1st ed.). London: MIT Press Cambridge.</p> <p>Best, R. J. (2013). Market-based Management: Strategies for Growing Customer Value and Profitability (6th ed.). New York: Pearson.</p> <p>Kapp, K. M., Blair, L., & Mesch, R. (2013). The Gamification of Learning and Instruction. San Francisco: John Wiley & Sons.</p> <p>Routledge, H. (2016). Why Games Are Good For Business: How to Leverage the Power of Serious Games, Gamification and Simulations. In Journal of Chemical Information and Modeling (1st ed.). https://doi.org/10.1007/978-1-137-44898-9</p> |
| Websites | https://www.marketplace-simulation.com/compare-our-business-simulations/advanced-strategic-marketing/ |