



Course list

Master Programmes

Incoming Exchange Students

Belo Horizonte Campus (Brazil)

Spring 2026

Dear Exchange Students,

Welcome to SKEMA Business School !

Here are a few key instructions on how to consult properly the **Belo Horizonte Course catalogue Spring 2026**.

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 Belo Horizonte

M1 Programme			
Academic year 2025/ 2026 - Belo Horizonte campus			
Course code	Courses	ECTS credits	Face-to-face hours
Semester spring			
PGE.FINM1.FICOR.0514	International Finance	5	30
PGE.FINM1.ISCOR.0714	Operations Management	5	30
PGE.FINM1.STCOR.0843	Entrepreneurship	3	18
PGE.FINM1.ISCOR.0703	Management of Information Systems in the Digital Age	3	18
PGE.FINM1.MKCOR.0413	International Marketing	3	18
PGE.FINM1.HRCOR.0345	Corporate Social Responsibility: beyond the mainstream	3	18
	LANGUAGES	2	24
PGE.FINM1.ISCOR.0715	Power BI	1	10
PGE.FINM1.CRCOR.1004	CAREER MANAGEMENT 4: Personal branding tools	1	10
PGE.FINM1.STCOR.0851	Doing Business in Brazil	2	18
PGE.FINM1.STCOR.0848	Digital transformation for business strategy	2	18
Total semester spring		30	212

CAREER MANAGEMENT 4: Personal branding tools

Course Code	PGE.FINM1.CRCOR.1004
ECTS Credits	1
Course Leader	DUFLOS Anne
Synchronous	0
Discipline	Autre
Program	M1 GBE Belo Horizonte
Prerequisites	no
Course Description	Career management course, including all element of employability from professionnall project to job search tools and networking.
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	0

Websites	0
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CORPORATE SOCIAL RESPONSIBILITY: BEYOND THE MAINSTREAM

Course Code	PGE.FINM1.HRCOR.0345
ECTS Credits	3
Course Leader	GOETHALS Samentha
Synchronous	18
Discipline	Autre
Program	M1 GBE Belo Horizonte
Prerequisites	None
Course Description	<p>Amid growing challenges like environmental degradation, wealth disparity, and complex globalized issues, this course equips emerging organizational leaders to critically assess the shortcomings of established business models. We delve into the reasons for and implications of adopting a model of social responsibility that transcends legal obligations, advocating for a more holistic consideration of overlooked stakeholders, including ecological systems and rights-holders.</p> <p>The curriculum offers an interdisciplinary approach, weaving together theoretical constructs, practical application techniques, global standards, and case studies that exemplify both the risks and opportunities inherent in corporate social responsibility (CSR).</p> <p>This course is designed with an emphasis on problem-based learning approaches. This approach maximizes student engagement through simulations, case studies, group projects and activities that link with the topic at hand. Frontal lectures are minimized to the extent it is possible, and the short (interactive) lectures that occur are interchanged with activities</p>

	that train learners to realize common goals via teamwork and systems thinking.
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Course handbook available as e-copy from SKEMA Learn. Recommended chapters are essential reading to accompany the students learning in each session of the course, to prepare for the final exam, and support the group project development. Rasche A., Morsing M., Moon J., Kourula A., (2023) Corporate Sustainability – Managing Responsible Business in a Globalized World, (2nd Ed) Cambridge University Press.
Websites	Other resources including slides, reading, videos, cases and podcasts to prepare and use during the workshops and lectures will be available for each session on K2

DIGITAL TRANSFORMATION FOR BUSINESS STRATEGY

Course Code	PGE.FINM1.STCOR.0848
ECTS Credits	2
Course Leader	POULINGUE Geneviève
Synchronous	18
Discipline	Stratégie, Innovation & Entrepreneuriat
Program	M1 GBE Belo Horizonte
Prerequisites	Students need to have basic knowledge about information technology.
Course Description	Digital transformation is not fundamentally about technology, but about strategy. (David L. Rogers)

	<p>The business sector has undergone considerable changes in recent decades, driven by a competitive environment which, combined with economic crises, has created an inhospitable scenario for unprepared organizations to survive. As a result, having employees capable of strategizing how to promote digital transformation based on the reflections observed in the external and internal environments has become one of the main concerns for organizations that want to succeed. Acquiring the necessary skills to lead digital transformation initiatives, which provide an integrated vision between business processes and the possibilities for innovation, has become a key differentiator in today's world.</p> <p>On this basis, the Digital Transformation for Business Strategy course aims to develop the skills needed to create strategies and actions that offer a systemic and integrated approach to promoting digital transformation in organizations and improving their results. It also provides a critical and systematic discussion on the adoption of digital transformation for business strategy in the corporate world, understanding the paths to its implementation and exploring trends, models and perspectives.</p> <p>During this course, students will work with case studies and practical company projects to solve problems related to digital transformation for business strategy and to present creative solutions. They will be prepared to lead the future with the strategic insights and innovative solutions essential for a successful digital transformation.</p>
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50

Academic reference	<p>References: (all available on Scholarvox) TEXTBOOK</p> <p>Rogers, D. L. 2023. The digital transformation roadmap: Rebuild your organization for continuous change. Columbia University Press. Available in Scholarvox: https://skema.scholarvox.com/catalog/book/docid/88950138</p> <p>Rogers, D. L. 2016. The Digital Transformation Playbook: Rethink your business for the digital age., 1st Edition. Columbia University Press. Available in Scholarvox: https://skema.scholarvox.com/catalog/book/docid/88865080</p> <p>Other Books: Kane, G.C., Phillips, A.N., Copulsky, J. R. 2019. The Technology Fallacy: How People Are the Real Key to Digital Transformation. 1st Edition. MIT Press. Available in Scholarvox: https://skema.scholarvox.com/catalog/book/docid/88867604</p> <p>Klein, M. 2020. Digital Transformation in Business (theory/practice)., 1st Edition. Peter Lang Publishing. Available in Scholarvox: https://skema.scholarvox.com/catalog/book/docid/88897609</p> <p>Nath, S.V., Dunkin, A., Chowdhary, M. 2020. Industrial Digital Transformation., 1st Edition. Packt Publishing. Available in Scholarvox: https://skema.scholarvox.com/catalog/book/docid/88906153</p> <p>Saldanha, T. 2019. Why Digital Transformations Fail: The Surprising Disciplines of How to Take Off and Stay Ahead. 1st Edition. Berrett-Koehler Publishers. Available in Scholarvox: https://skema.scholarvox.com/catalog/book/docid/88870483</p> <p>Skinner, C. 2020. Doing Digital: Lessons from leaders. 1st Edition. Marshall Cavendish Editions. Available in Scholarvox: https://skema.scholarvox.com/catalog/book/docid/88897780</p> <p>Yildirim, Y. T. 2021. To Understand the Future Management: Managing through Digital Transformation., 1st Edition. Peter Lang Publishing. Available in Scholarvox: https://skema.scholarvox.com/catalog/book/docid/88922789</p>
Websites	<p>MIS Quarterly Executive Journal: https://aisel.aisnet.org/misqe/ MIT Sloan Management Review: https://sloanreview.mit.edu/ Harvard Business Review: https://hbr.org/</p>

DOING BUSINESS IN BRAZIL

Course Code	PGE.FINM1.STCOR.0851
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ECTS Credits	2
Course Leader	POULINGUE Geneviève
Synchronous	18
Discipline	Management & Organisation
Program	M1 GBE Belo Horizonte
Prerequisites	Students need to have basic knowledge about international business and Brazil.
Course Description	<p>With a population of 203 million, Brazil generates a high volume of business and affirms its leading role in South America. In view of Brazil's political and economic importance, several global companies have chosen Brazil to expand their investments. Local businesses with investment and internationalization potential also stand out.</p> <p>Based on the importance of Brazil in generating local and international business, this course seeks to:</p> <ul style="list-style-type: none"> -Take up and build on frameworks and concepts regarding international business; -Explore how they play out in a context of doing business in a specific country- in our case- Brazil; -Establish a critical posture in negotiation considering particularities of legislation and culture; -Understanding empathy and diversity internationally for doing successful business; -From a specific vision of Brazil positioning itself as a player that considers the internal and external scenario to carry out business; -Understand multiculturalism and act ethically in business.
Evaluation	

Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	Mandatory References MORAN, Robert T.; HARRIS, Philip R.; MORAN, Sarah V. Managing cultural differences. Publication: 2007. VOLKER, Poelzl. Culture Shock. Editon: Marshall Cavendish. Publication: 2009. MENIPAZ, Eduh; MENIPAZ, Anut. International Business: Theory and practice. Ed. 1 Sage publications. 2011. MCMANUS, John; WHITE, Don; BOTTEN, Neil. Managing global business strategies: a twenty first century perspective. Elsevier Science. 2008. Source: Avaliable on ScholarVox Complementary references GOUVEA, Raul. Doing business in Brazil: a strategic approach. MIGUELES, Carmen; ZANINI, Marco. Doing business in Brazil: a cross-cultural perspective MCKEE JR, James W. Doing business in Brazil: some especial considerations. SILVEIRA, Gustavo; ABU- MANNEH, Raid. Legal abroad: doing business in Brazil ROY, Nelson. Interview Brazil: risks and opportunities. Source: Available on Skema Learn
Websites	0

ENTREPRENEURSHIP

Course Code	PGE.FINM1.STCOR.0843
ECTS Credits	3
Course Leader	MARINO Marianna
Synchronous	18
Discipline	Stratégie, Innovation & Entrepreneuriat
Program	M1 GBE Belo Horizonte
Prerequisites	No prerequisite
Course Description	This course introduces the fundamental concepts at the basis of entrepreneurship. We will use a combination of lectures, case studies and a team project to explore and apply theoretical frameworks and

	<p>methodologies in different industry and company situations. Basic mastery of these tools has relevance to everyone seeking a career in business as a manager, an entrepreneur or a consultant.</p> <p>By interacting with entrepreneurs, you ll have the chance to discover their life and their entrepreneurial venture. More specifically, you will be able to grasp the processs of developping an idea and of transforming an invention into an innovation (from the idea to the market). You ll discover the diversity of entrepreneurial ventures led by committed entrepreneurs and will be able to grasp what the entrepreneurs life is. In addition, you will also discover how did they select the first market.</p>
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	<p>Reading list: • Marx, Matt, and David H. Hsu. 2021. Revisiting the Entrepreneurial Commercialization of Academic Science: Evidence from “Twin” Discoveries. Management Science. https://doi.org/10.1287/mnsc.2021.3966 (see introduction) • Nanda, Ramana, and Jesper B. Sørensen. 2010. Workplace Peers and Entrepreneurship. Management Science 56(7): 1116-1126. https://doi.org/10.1287/mnsc.1100.1179 (see introduction) • Giannetti, Mariassunta, and Andrei Simonov. 2009. Social Interactions and Entrepreneurial Activity. Journal of Economics & Management Strategy 18(3): 665- 709. https://doi.org/10.1111/j.1530-9134.2009.00226.x (see introduction) • Lindquist, Matthew J., Joeri Sol, and Mirjam Van Praag. 2015. Why Do Entrepreneurial Parents Have Entrepreneurial Children? Journal of Labor Economics 33(2): 665- 709. https://doi.org/10.1086/678493 (see introduction) • Eesley, Charles, and Yanbo Wang. 2017. Social influence in career choice: evidence from a randomized field experiment on entrepreneurial mentorship. Research Policy 46(3): 636- 650. https://doi.org/10.1016/j.respol.2017.01.010 (see introduction) • Lerner, Josh, and Ulrike Malmendier. 2013. With a Little Help from my (Random) Friends: Success and Failure in Post-Business School Entrepreneurship.</p>

	<p>The Review of Financial Studies 26(10): 2411-2452. https://doi.org/10.1093/rfs/hht024 (see introduction) • Vladasel, T., Lindquist, M. J., Sol, J., & Van Praag, M. 2021. On the origins of entrepreneurship: Evidence from sibling correlations. Journal of business venturing, 36(5), 106017 https://www.sciencedirect.com/science/article/pii/S0883902619301247 (see introduction) • This article reports the results of the survey-research of the authors on the crisis in decision-making: Dan Lovallo & Olivier Sibony, The case for behavioral strategy, McKinsey Quarterly : https://www.mckinsey.com/business-functions/strategy-andcorporate-finance/our-insights/the-case-for-behavioral-strategy • This article discusses the author's view of «strategy as theory». By registering as a member you can enjoy up to 3 free downloads from the journal: Teppo Felin & Todd 4 Zenger, What sets breakthrough strategies apart, MIT Sloan Review: https://sloanreview.mit.edu/article/what-sets-breakthrough-strategies-apart/ • Camuffo, A., Cordova, A., Gambardella, A., & Spina, C. (2020). A scientific approach to entrepreneurial decision making: Evidence from a randomized control trial. Management Science, 66(2), 564-586 (see introduction & Inkdome case) • Berg, J. M. (2016). Balancing on the creative highwire: Forecasting the success of novel ideas in organizations. Administrative Science Quarterly, 61(3), 433-468 (see introduction) • This article explains how to develop testable hypotheses https://blog.leanstack.com/the-art-of-the-scientist/ • This article shows how Airbnb systematically tests key hypotheses and evaluates the results of these tests https://medium.com/airbnb-engineering/experiments-atairbnb-e2db3abf39e7 • Learn how to pick the right metrics and avoid pitfalls related to numbers https://hbr.org/2010/02/entrepreneurs-beware-of-vanity-metrics • Learn how Google leveraged data and analytics to improve its HR managment https://www.insidehr.com.au/how-google-reinvented-hr/ • This article describes the growing relevance of evidence-based decision making: Pfeffer, J., & Sutton, R. I. (2006). Evidence-based management. Harvard business review https://hbr.org/2006/01/evidence-based-management • Disney's New Pricing Magic: More Profit From Fewer Park Visitors, Wall Street Journal https://www.wsj.com/articles/disneys-new-pricing-magic-more-profitfrom-fewer-park-visitors-11661572819</p>
Websites	0

INTERNATIONAL FINANCE

Course Code	PGE.FINM1.FICOR.0514
ECTS Credits	5
Course Leader	DE SOUZA BARBOSA Klenio
Synchronous	30
Discipline	Autre
Program	M1 GBE Belo Horizonte
Prerequisites	-none
Course Description	Our objective is to provide students with the fundamentals of international finance with emphasis on the basics and emphasis on a managerial perspective. This course starts by presenting an overview of the foundations of International Financial Management while discussing the following topics: Globalization, International Monetary System and Balance of Payments. Next, it presents the foundation of Foreign Exchange Markets, when it covers exchange rate determination, currency derivatives and hedging foreign currency. To conclude, the course presents corporate governance around the world and discusses topics related to foreign direct investment and cross-border acquisitions.
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	<p>Main Textbooks and References.</p> <p>“International Financial Management”, by Cheol Eun, Bruce Resnick and Tuugi Chuluun, 10th Edition, McGraw-Hill Intl. Ed., 2024.</p> <p>“Economics for Investment Decision Makers: Micro, Macro, and International Economics”, by Piros and Pinto, Wiley & Sons, 2013. [eBook available at Skema KCenter Scholarvox]</p>

	<p>Corporate Finance, by David Hillier, 4e, McGraw-Hill Intl. Ed., 2016.</p> <p>Other Textbooks and References.</p> <p>“International Finance: Theory and Policy, by Paul R. Krugman, Maurice Obstfeld and Marc Melitz, 11th Edition, Pearson Education Limited, 2020.</p> <p>“Corporate Finance”, by de Jonathan Berk and Peter DeMarzo, 6th Edition, Global Edition, Pearson Education Limited, 2023.</p> <p>“Investments”, by Zvi Bodie, Alex Kane and Alan Marcus, 13th Edition, McGraw-Hill Intl. Ed., 2023.</p> <p>“Options, Futures, and Other Derivatives”, by John Hull, 2021, 11th Edition, Pearson Education Limited, 2021.</p>
Websites	

INTERNATIONAL MARKETING

Course Code	PGE.FINM1.MKCOR.0413
ECTS Credits	3
Course Leader	BISOGNIN CASTILHOS Rodrigo
Synchronous	18
Discipline	Autre
Program	M1 GBE Belo Horizonte
Prerequisites	none
Course Description	<p>Today’s highly globalized economy imposes several challenges for firms. Cultural, economic, competitive, regulatory, and infrastructural particularities of regions and countries fundamentally affect the ways in which companies conceive and implement their international presence worldwide. This course provides state-of-art foundations and tools to (1)</p>

	critically analyze the globalized marketplace and international consumers, (2) identify country-specific opportunities for doing business internationally, (3) devise marketing strategies for successfully competing in international markets, (4) critically understand how firms can leverage Artificial Intelligence in International Marketing, and (5) critically understand the role of transnational firms as drivers of sustainable development
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	0
Websites	0

LANG:PORTUGUESE BASIC I SPRING

Course Code	PGE.FINM1.LGCOR.4350
ECTS Credits	2
Course Leader	COELHO Fernanda
Synchronous	24
Discipline	Autre
Program	M1 GBE Belo Horizonte
Prerequisites	
Course Description	Note: this beginner Portuguese course is not suitable if you are not a French speaker or do not have an advanced level of French as most explanations are given in French.

	<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 BASICII SPRING

Course Code	PGE.FINM1.LGCOR.4393
ECTS Credits	2
Course Leader	COELHO Fernanda
Synchronous	24
Discipline	Autre

Program	M1 GBE Belo Horizonte
Prerequisites	There are no-prerequisites for this course.
Course Description	<p>Note: this beginner Portuguese course is not suitable if you are not a French speaker or do not have an advanced level of French as most explanations are given in French.</p> <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/</p> <p>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 FTIONAL SPRING

Course Code	PGE.FINM1.LGCOR.4351
ECTS Credits	2
Course Leader	COELHO Fernanda
Synchronous	24
Discipline	Autre
Program	M1 GBE Belo Horizonte
Prerequisites	There are no pre-requisites for this course.
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	<p>Português, O seu sítio da Língua Portuguesa : http://portugues.uol.com.br/</p> <p>Só Português : https://www.soportugues.com.br/ Norma Culta, Língua</p>

	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 PROFICI SPRING

Course Code	PGE.FINM1.LGCOR.4352
ECTS Credits	2
Course Leader	COELHO Fernanda
Synchronous	24
Discipline	Autre
Program	M1 GBE Belo Horizonte
Prerequisites	There are no pre-requisites for this course.
Course Description	<p>This course is designed for students who have an intermediate knowledge of Portuguese (students who have successfully passed the Elementary (A2) course in L3 or who have approximately 200-250 hours of prior study). Students will further develop their ability to use Portuguese in the four skills (speaking, listening, reading and writing) in familiar work and social contexts. By the end of this course, students will be able to communicate in a range of social and professional situations at intermediate level. The course aims to prepare students for a period of study abroad by further consolidating cultural awareness of 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 B1 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/

MANAGEMENT OF INFORMATION SYSTEMS IN THE DIGITAL AGE

Course Code	PGE.FINM1.ISCOR.0703
ECTS Credits	3
Course Leader	BOUKEF Nabila
Synchronous	18
Discipline	Autre
Program	M1 GBE Belo Horizonte
Prerequisites	You need to have basic knowledge about management and economics, including understanding the general structure and functioning of organizations.
Course Description	Advances in information technology (IT) have transformed business models, organizational structures and processes, and the methods for sustaining innovation and firm performance. IT has impacted business activities such as product design, production, purchasing, marketing, customer and supplier relationships, and human resource management, and has contributed significantly to productivity growth. Most firms have realized that IT-based innovation is a strategic imperative. The Internet and associated technological innovations have helped in restructuring the global economy into a networked economy characterized by unprecedented levels of electronically-mediated communication, collaboration, and commerce.

	<p>With information technologies becoming an important force that shapes entire industries and creates value in firms, it is important that you as future business leaders understand the potential role of IT in creating value and competitive advantage. The objective of this course is to help you develop the critical thinking to assess how IT and systems shape business strategy, innovation, and operations in firms, with the key goal of helping you be better prepared to analyse and evaluate business challenges for maximizing the impact of IT on products, processes and services in different settings. This course will help you develop sophisticated understanding of the links between IT, business strategy and business process. You will also gain an appreciation of the organizational and management practices that complement IT investments and that are needed to extracting the appropriate return on IT investments.</p>
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	Required readings will be provided to you.
Websites	We will use K2 as the course website.

OPERATION MANAGEMENT

Course Code	PGE.FINM1.ISCOR.0714
ECTS Credits	5
Course Leader	DAVARI Morteza
Synchronous	30
Discipline	Management des Opérations

Program	M1 GBE Belo Horizonte
Prerequisites	<p>Foundational Mathematics:</p> <p>Proficiency in basic mathematical concepts, including arithmetic, algebra, and problem-solving.</p> <p>Fundamental Probability Knowledge:</p> <p>Understanding of basic probability theory, including concepts such as probability distributions and statistical reasoning.</p> <p>Basic Excel Proficiency:</p> <p>Competency in fundamental Excel skills, encompassing data entry, formula usage, and spreadsheet navigation.</p>
Course Description	<p>Course Description:</p> <p>This comprehensive course provides students with a foundational understanding of Operations Management, a critical discipline that focuses on the effective design, execution, and improvement of organizational processes. Through a series of engaging chapters, students will delve into key aspects of operations, from process analysis to quality management, gaining practical insights that can be applied across various industries.</p> <p>Chapter 1: Introduction to Operations Management</p> <p>Chapter 2: Process Analysis</p> <p>Chapter 3: Inventory Management</p> <p>Chapter 4: Service Management</p>

	<p>Chapter 5: Revenue Management</p> <p>Chapter 6: Quality Management</p> <p>Throughout the course, students will engage in case studies, business games, practical exercises, and discussions to apply theoretical concepts to real-world scenarios. By the end of the course, participants will have a solid foundation in Operations Management, enabling them to contribute effectively to the enhancement of organizational processes and overall efficiency.</p>
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	<p>Managing Business Process Flows: Principles of Operations Management (Anupindi et al) Managing Supply with Demand: An Introduction to Operations Management (Cachon and Terwiesch) Operations Management (Stevenson) Production and Operations Analysis (Steven Nahmias- Tava Lennon Olsen)</p>
Websites	0

POWER BI

Course Code	PGE.FINM1.ISCOR.0715
ECTS Credits	1
Course Leader	CAPELLA David
Synchronous	0

Discipline	Management des Opérations
Program	M1 GBE Belo Horizonte
Prerequisites	<p>Good knowledge of advanced excel functions such as VLOOKUP, IF and the use of Pivot tables is required</p> <p>it is recommended to have taken the Advanced Excel course before taking the Power BI course</p> <p>Knowledge of databases and their relational models will be a plus</p>
Course Description	<p>In this Power BI (PWBI) fundamentals course, we will discover how to use MS Power BI to handle and process Data, Model, and Report views. You will load multiple datasets in the Data view, build a data model to understand the relationships between your tables in Model view, perform with advanced calculations using DAX language to analyze Data on related tables and finally, create your visuals and interactive visualizations in Report view to publish and share on Power BI Service.</p>
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	0
Websites	<p>https://www.microsoft.com/en-us/power-platform/products/power-bi</p> <p>https://www.microsoft.com/en-us/power-platform</p>

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 Spring			
Core Courses			
MSC.CFMM2.FIELE.0147	Corporate Finance prerequisites	0	6
MSC.CFMM2.FIELE.0136	Excel Prerequisites	0	6
MSC.CFMM2.FICOR.0100	M&A and Corporate Restructuring Strategy	3	24
MSC.CFMM2.FICOR.0178	Foundations of Risk Management	2	18
MSC.CFMM2.FICOR.0179	Quantitative Analysis	2	18
MSC.CFMM2.FICOR.0216	Sustainable Finance & banking in Brazil	2	18
MSC.CFMM2.FICOR.0189	Sustainability and Climate Risk (ESG certification preparation)	1	12
MSC.CFMM2.FICOR.0171	Climate Change and Impact Investing (ESG certification preparation)	1	12
MSC.TRCM2.OTCOR.0200	Career Management 2	0	6
MSC.CFMM2.FICOR.0185	Valuation and Risk Models	2	18
MSC.CFMM2.FICOR.0186	Risk Management and Investment Management	2	18
MSC.CFMM2.FICOR.0173	Financial Modelling II	2	18
MSC.CFMM2.FICOR.0217	Financial Risk Management Training II	2	18
Elective choose 1 among 2			
MSC.CFMM2.FICOR.0187	Credit Risk Measurement and Management	2	18
MSC.CFMM2.FIELE.0155	AI & Fintech	2	18
Optional course			
MSC.IBBM2.LGCOR.0001	optional: Portuguese language	0	24
Total semester Spring		21	180

AI & Fintech

Course Code	MSC.CFMM2.FIELE.0155
ECTS Credits	2
Course Leader	ARONNE Alexandre
Synchronous	18
Discipline	
Program	Corporate Financial Management
Prerequisites	Python prerequisite.
Course Description	Artificial Intelligence: This course covers Machine Learning methods that are commonly applied to problems in finance. The goal is to cover tools offering a mix of breadth, theory, intuition and practice. Students will learn about unsupervised methods, such as clustering, and supervised methods,

	<p>such as regression, K-nearest neighbors and classification trees. There will be significant focus on practice and students will construct their own models in Python.</p> <p>Fintech: the course will expose students to the main AI applications in the field of finance. Students should learn how technology savvy companies have been able to develop a competitive advantage in the financial world. We will review how the different AI methods covered are applied in finance</p>
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	<p>James, Gareth et al (2023) An Introduction to Statistical Learning with Applications in Python (free download link: https://www.statlearning.com/)</p> <p>Lewinson, Eryk (2020). Python for Finance Cookbook.</p>
Websites	https://www.statlearning.com/

CAREER MANAGEMENT 2

Course Code	MSC.TRCM2.OTCOR.0200
ECTS Credits	0
Course Leader	ANDRE Nathalie
Synchronous	6
Discipline	Autre
Program	Corporate Financial Management

Prerequisites	No prerequisites.
Course Description	<p>?? Career Workshops – Tailored to Your Needs</p> <p>As a Master 2 student, you’ll have access to a variety of career workshops. Depending on your needs and interests, you can choose the sessions that are most relevant for you. Some are designed specifically for M2 students, while others are open to all.</p> <p>?? M2-Specific Workshops</p> <p>Set Yourself Up for Success (January 2026)</p> <p>? Discover the support available from the Career Center, key contacts, and essential resources. Get clarity on job market challenges and how to overcome them.</p> <p>Job Search Strategy – France & Abroad (February 2026)</p> <p>? Learn how to build an effective job search strategy both in France and internationally. Use AI tools to boost your efficiency.</p> <p>Master & Leverage LinkedIn in Your Job Search (February 2026)</p> <p>? Optimize your LinkedIn profile, learn to use its features (non-premium), and connect effectively with professionals.</p> <p>Decoding the French Job Market (Feb/March 2026)</p> <p>? Understand contract types, legal aspects, benefits, taxes, work permits, and how speaking French impacts your career in France.</p> <p>?? Workshops Open to All Students</p> <p>Prepare for a Career Fair (12 January 2026)</p>

	<p>? Learn how to make a great impression at recruitment events and use AI to prepare efficiently.</p> <p>CV Masterclass (January/February 2026)</p> <p>? Build a CV that gets results. Access tools and resources to improve your applications and stand out.</p> <p>Interview Masterclass (February/March 2026)</p> <p>? Practice challenging interview questions, apply the STAR method, and refine your communication and professionalism.</p>
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	<p>YEP/TALENT AND CAREERS</p> <p>K2 CAREER MANAGEMENT SPACE</p> <p>K2 CAREER TOOLKIT SPACE</p>
Websites	None.

Climate Change and Impact Investing

Course Code	MSC.CFMM2.FICOR.0171
ECTS Credits	1

Course Leader	ARONNE Alexandre
Synchronous	12
Discipline	
Program	Corporate Financial Management
Prerequisites	There are no mandatory pre-requisites for this course, but we suggest that students have taken International Finance (M1) and / or Corporate Finance (M1).
Course Description	In this course, students will become acquainted with the different instruments in capital markets and asset management associated with initiatives with social and environmental impact. The course explores a hands-on approach to present students to actual issues such as green bonds, social bonds, and their application as catalyzers of climate risk mitigation. Likewise, different risk-management tools gradually being developed are explored and applied.
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	Global Handbook of Impact Investing: Solving Global Problems via smarter capital markets towards a more sustainable society. Elsa de Morais Sarmiento and R. Paul Herman, 2021.
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
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	

Credit Risk Measurement and Management

Course Code	MSC.CFMM2.FICOR.0187
ECTS Credits	2
Course Leader	ARONNE Alexandre
Synchronous	18
Discipline	

Program	Corporate Financial Management
Prerequisites	Corporate finance prerequisites.
Course Description	This course focuses on credit risk management techniques and measurement and provides critical analytical skills to evaluate credit risk in real datasets.
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	Financial Risk Manager Handbook Plus Test Bank (Jorion, 2010). Chapters 19, 20, 21, 22, 23 and 24. GARP's proprietary book Credit Risk Measurement and Management.
Websites	

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 modeling II

Course Code	MSC.CFMM2.FICOR.0173
ECTS Credits	2
Course Leader	CHIKH Sabrina
Synchronous	18
Discipline	Finance
Program	Corporate Financial Management
Prerequisites	Financial modeling I / Excel and vba level I
Course Description	This course will help the students to deepen their knowledge in Excel and to optimize formulas and functions for financial analysis.
Evaluation	
Final Examination (%)	100

Continuous Assessment (%)	0
Academic reference	Classic reference: Financial Modeling - Simon Benninga (2008) Available on ScholarVox: Excel for Finance and Accounting : Learn how to optimize Excel formulas and functions for financial analysis Kumar Lohani, Suraj (2023) Financial Analysis and Modeling using Excel and VBA Chandan Sengupta (2009)
Websites	

Financial Risk Management Training II

Course Code	MSC.CFMM2.FICOR.0217
ECTS Credits	2
Course Leader	ARONNE Alexandre
Synchronous	18
Discipline	
Program	Corporate Financial Management
Prerequisites	Corporate finance prerequisites.
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
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Foundations of Risk Management

Course Code	MSC.CFMM2.FICOR.0178
ECTS Credits	2
Course Leader	ALMEIDA DA MATTA Rafael
Synchronous	18
Discipline	
Program	Corporate Financial Management
Prerequisites	Corporate finance prerequisites.
Course Description	The main objective of this course is to teach students how to identify and manage risks at the enterprise level as financial managers. This course emphasis on enterprise risk management that covers the four main aspects of risk in a corporation: Hazard risks, financial risks, operational risks and strategic risks. The course provides an introduction to enterprise risk management, explains the financial risk exposures of a company (foreign exchange, transaction, economic) and methods of hedging financial risks.
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	Financial Risk Manager Handbook Plus Test Bank (Jorion, 2010). Chapter 1. GARP's proprietary book Foundations of Risk Management.
Websites	

M&A and corporate restructuring strategy

Course Code	MSC.CFMM2.FICOR.0100
ECTS Credits	3
Course Leader	AHMAD Muhammad Farooq
Synchronous	24
Discipline	
Program	Corporate Financial Management
Prerequisites	Introduction to finance, Financial Mathematics and Corporate Finance.
Course Description	This course is dedicated to the valuation, structuring, financing and negotiation of controlling-equity transactions. It will present some aggregate and historical evidence, before it delves into the core issue of valuation, and then structuring (and restructuring). It provides the students with a background for understanding mergers and acquisitions and corporate restructuring. Most importantly, it provides the building blocks to understand the activity of evaluating a business firm.
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	Gaughan, Patrick A.. Mergers, Acquisitions and Corporate Restructurings. John Wiley & Sons, 2018
Websites	

OPTIONAL PORTUGUESE SEMESTER

Course Code	MSC.IBBM2.LGCOR.0001
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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	

Quantitative Analysis

Course Code	MSC.CFMM2.FICOR.0179
ECTS Credits	2
Course Leader	LOPES Humberto
Synchronous	18
Discipline	
Program	Corporate Financial Management
Prerequisites	Corporate finance prerequisites.

	Excel prerequisites.
Course Description	The goal of this course is to provide the student with analytical tools in statistics applied to finance.
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	Financial Risk Manager Handbook Plus Test Bank (Jorion, 2010). Chapter 2, 3 and 5. GARP's proprietary book Quantitative Analysis.
Websites	

Risk Management and Investment Management

Course Code	MSC.CFMM2.FICOR.0186
ECTS Credits	2
Course Leader	ANGEL BRESSAN Aureliano
Synchronous	18
Discipline	
Program	Corporate Financial Management
Prerequisites	Corporate finance prerequisites.
Course Description	This course focuses on portfolio management techniques and the main features of risk measurement and monitoring in portfolio management used by hedge fund managers.
Evaluation	

Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	Financial Risk Manager Handbook Plus Test Bank (Jorion, 2010). Chapter 29 and 30. GARP's proprietary book Risk Management and Investment Management.
Websites	

Sustainability and Climate Risk

Course Code	MSC.CFMM2.FICOR.0189
ECTS Credits	1
Course Leader	ARONNE Alexandre
Synchronous	12
Discipline	
Program	Corporate Financial Management
Prerequisites	Corporate finance prerequisites.
Course Description	Sustainability and Climate Risk helps professionals in sustainability management, climate risk management, and other critical areas of financial and environmental-related service industries to broaden their knowledge of the different types of sustainability and climate risk to enhance their current skillset. Finance and ESG-linked measurements and methods are increasingly intertwined, making the SCR a vital link to existing risk management practices. Those who are just beginning their careers benefit from the breadth of the curriculum, which exposes candidates to the major strategic aspects of sustainability and climate risk management. More established practitioners choose to become SCR certificate with

	GARP holders to ensure that they are apprised of the latest trends in sustainability and climate risk management.
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	SCR Exam Book published by GARP.
Websites	https://www.garp.org/scr/study-materials

Sustainable Finance & Banking in Brazil

Course Code	MSC.CFMM2.FICOR.0216
ECTS Credits	2
Course Leader	ARONNE Alexandre
Synchronous	18
Discipline	
Program	Corporate Financial Management
Prerequisites	Corporate finance prerequisites.
Course Description	This course aims to equip students with a comprehensive understanding of the intersection of sustainability and banking. By exploring regulatory frameworks, responsible investment strategies, and innovative practices, students will learn how banks can play a pivotal role in fostering sustainable development.
Evaluation	
Final Examination (%)	40

Continuous Assessment (%)	60
Academic reference	The Principles of Banking. Choudhry, Moorad. Net Positive: How Courageous Companies Thrive by Giving More Than They Take. Polman, Paul; Winston, Andrew.
Websites	

Valuation and Risk Models

Course Code	MSC.CFMM2.FICOR.0185
ECTS Credits	2
Course Leader	ARONNE Alexandre
Synchronous	18
Discipline	
Program	Corporate Financial Management
Prerequisites	Corporate finance prerequisites.
Course Description	The main objective of this course is to teach students how to identify, as managers, the risks related to the valuation of different financial instruments.
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	Financial Risk Manager Handbook Plus Test Bank (Jorion, 2010). Chapter 12, 13, 14, 25, 26, 27, 28

	GARP's proprietary book Valuation and Risk Models.
Websites	

International Business

MSc in International Business Campus Belo Horizonte			
MSc in International Business			
Course Code	Course Title	Number of ECTS credits	Contact hours
Semester Spring			
Core courses			
MSC.IBNM2.FICOR.0061	International Finance	4	33
MSC.IBNM2.STCOR.0032	International Business Game: Skema SIM	2	18
MSC.TRCM2.OTCOR.0200	Career management 2	0	6
PGE.APPM2.STCOR.3311	Advanced Strategy	2	18
MSC.IBBM2.STCOR.0036	International Legal issues for Business	2	18
Track courses: INTERNATIONAL RISK ASSESSMENT			
MSC.IBPM2.STCOR.0001	Country risk	3	27
MSC.IBPM2.STCOR.0002	Modeling and forecasting risks	3	24
NEW	Sustainability and Governance Management in Latin America	3	24
MSC.IBPM2.STCOR.0004	Climate change risk	2	18
Total Semester Spring		21	180

ADVANCED STRATEGY

Course Code	PGE.APPM2.STCOR.3311
ECTS Credits	2
Course Leader	JOLINK Albert
Synchronous	18
Discipline	Stratégie, Innovation & Entrepreneuriat
Program	International Business

Prerequisites	Strategy 1 (M1)
Course Description	<p>In this course you will learn more about the theory and practice of collaborations of firms, from the motivation to collaborate with other firms to the organizational structuring of collaboration. The objective of the course is to understand how companies elaborate strategic collaboration to support corporate performance. It is a condition to survive for startup companies. It often is a means to guarantee profitability for larger corporations. However, it is difficult to achieve in the long run and may put the company at risk if not successful.</p> <p>By using a combination of lectures, case studies, and team projects, this course will provide an overview of collaborative options in different contexts.</p>
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Child et al. (2019) Cooperative Strategy, Oxford University Press
Websites	

CAREER MANAGEMENT 2

Course Code	MSC.TRCM2.OTCOR.0200
ECTS Credits	1
Course Leader	ANDRE Nathalie
Synchronous	6
Discipline	Autre
Program	International Business

Prerequisites	No prerequisites.
Course Description	<p>?? Career Workshops – Tailored to Your Needs</p> <p>As a Master 2 student, you’ll have access to a variety of career workshops. Depending on your needs and interests, you can choose the sessions that are most relevant for you. Some are designed specifically for M2 students, while others are open to all.</p> <p>?? M2-Specific Workshops</p> <p>Set Yourself Up for Success (January 2026)</p> <p>? Discover the support available from the Career Center, key contacts, and essential resources. Get clarity on job market challenges and how to overcome them.</p> <p>Job Search Strategy – France & Abroad (February 2026)</p> <p>? Learn how to build an effective job search strategy both in France and internationally. Use AI tools to boost your efficiency.</p> <p>Master & Leverage LinkedIn in Your Job Search (February 2026)</p> <p>? Optimize your LinkedIn profile, learn to use its features (non-premium), and connect effectively with professionals.</p> <p>Decoding the French Job Market (Feb/March 2026)</p> <p>? Understand contract types, legal aspects, benefits, taxes, work permits, and how speaking French impacts your career in France.</p> <p>?? Workshops Open to All Students</p> <p>Prepare for a Career Fair (12 January 2026)</p>

	<p>? Learn how to make a great impression at recruitment events and use AI to prepare efficiently.</p> <p>CV Masterclass (January/February 2026)</p> <p>? Build a CV that gets results. Access tools and resources to improve your applications and stand out.</p> <p>Interview Masterclass (February/March 2026)</p> <p>? Practice challenging interview questions, apply the STAR method, and refine your communication and professionalism.</p>
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	<p>YEP/TALENT AND CAREERS</p> <p>K2 CAREER MANAGEMENT SPACE</p> <p>K2 CAREER TOOLKIT SPACE</p>
Websites	None.

Climate change risk

Course Code	MSC.IBPM2.STCOR.0004
ECTS Credits	2

Course Leader	GASPARINI Matteo
Synchronous	18
Discipline	
Program	International Business
Prerequisites	N/A
Course Description	<p>The objective of the course is to provide students with relevant sustainable finance tools used by practitioners and policy makers in taking decisions about climate change risk and net zero transition. The course will also provide the foundations about theories, policies and regulations to allow students to understand and participate in the climate leadership debate.</p> <p>The first part of the course will provide a framing of the role of sustainable finance in the broader climate policies with focus on i. the threats posed by climate change risk on financial stability and on financial institutions and ii. the challenges and the opportunities that financial institutions are facing in the net zero transition. This part will start from the high-level climate theories, policies and treaties and will delve into the emerging regulation and tools up to what is expected from practitioners working in sustainable finance.</p> <p>The second part will cover the tools needed for assessing climate risk – physical and transition risk – with focus on stress testing which will be complemented with practical exercises - part of the case study - which will run through the whole course in different parts spread throughout different sessions (see below for more details).</p>

	The third part will cover the tools needed for assessing the alignment of financial institutions with the Paris agreement objectives and more broadly how institutions can support a broad range of objectives mobilising capital in the right direction (e.g., UN sustainable development goals, biodiversity)
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	
Websites	

Country risk

Course Code	MSC.IBPM2.STCOR.0001
ECTS Credits	3
Course Leader	RECH Maximilian
Synchronous	27
Discipline	
Program	International Business
Prerequisites	N/A
Course Description	Investing without understanding the economy is like taking a trip without knowing anything about the climate of your destination or what season you ll be in when you get there » (Richard Yamarone) When Ben Bernanke was a Fed governor, he said, a part of monetary policymaking for which my background left me imperfectly prepared is what central bankers call

	<p>current analysis which is not taught in graduate schools, probably for good reason; it seems more amenable to on-the-job training It is, nevertheless, an intellectually challenging activity. He added that a prerequisite for any serious forecasting exercise is to get an accurate read of the current economic situation, which requires a deep knowledge of the data mixed with a goodly dose of economic theory and economic judgment. Country Risk lies at the crossroads of several disciplines and requires the analysis of a wide variety of quantitative and qualitative data. Country Risk today is on the front-page of newspapers all around the world: debt crisis, inflation, pandemic, terrorism, political upheaval, exchange rate volatility, oil price roller coaster, trade protectionism, corruption, you name it. Country Risk is everywhere, including where you don't expect it to be! You cannot ignore it, whatever your professional activities. What makes Country Risk a fascinating topic to tackle is the combination of country and risk. It is a complex issue given that it brings together a number of parameters, including economic, financial, socio-political and global issues, often interconnected! Now, the good news is that whether you are a student or a seasoned executive, this seminar will help you analyse and manage it. We shall assess the root causes of a country's volatility, looking at its history, its values, its culture, its political and institutional system, its macroeconomic framework, and last but not least, the crucial issue of governance.</p>
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	<p>Mariam Majd & Amanda Page-Hoongrajok (2023) Rating sovereign credit risk: A simulation for advanced economics and finance students, The Journal of Economic Education, 54:3, 327-341 Amewokunu, Y. & Su, Z. (2009). Repenser l'évaluation du risque-pays dans le contexte de la mondialisation. Management international / Gestión Internacional / International Management, 13(2), 355-2. Goguel, A. (2023). L'ampleur des déséquilibres de la croissance chinoise : enjeux et perspectives. Enquête sur les déséquilibres économiques et sociaux du pays, sur ses effets de résonance internationaux et sur les voies de sortie. SKEMA Publika, 1-63.</p>

Websites	
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INTERNATIONAL BUSINESS GAME: SKEMASIM

Course Code	MSC.IBNM2.STCOR.0032
ECTS Credits	2
Course Leader	MESCHI Pierre-Xavier
Synchronous	18
Discipline	Stratégie, Innovation & Entrepreneuriat
Program	International Business
Prerequisites	Strategy
Course Description	<p>The « SKEMA Multicampus Business Simulation » (otherwise known as SKEMASIM) course is a</p> <p>5-day seminar organized simultaneously in the different SKEMA campuses across the world</p> <p>(France, Brazil, China and USA). It is made up of the business simulation itself, some tutorial</p> <p>conferences, and the writing of an annual activity report. The « SKEMA Multicampus Business</p> <p>Simulation » is a business game simulating the general management of mid-sized fictitious firms located in different countries (France, Brazil, China and USA, for further information, see</p> <p>Participant's Guide). Some tutorial conferences will be arranged in order to present the "rules of the game," the simulation scenarios, the features of the different countries' environment, the quarterly (strategic, partnership, managerial, financial, marketing, human ...) decisions that will have to be made by each team of students. A comprehensive analysis presenting the corporate strengths and weaknesses of these fictitious firms will be provided to each team. To this aim, a particular attention will be paid to the comparative economic advantage of each country (especially in terms of</p>

	labour cost, R&D cost, long-term interest rate, tax rate ...) and to the different growth options that available in this simulation (local and international alliances, subcontracting, ...). Throughout the seminar, the tutorial conferences will also allow the simulation administrators to inform the different teams about the changes in their respective country's environment as well as their quarterly firm performance. At the end of the seminar, each team will be asked to send over an annual activity report to simulation administrators. The teams will be assessed according to 1/ the performance of their company (measured by the ROI and ROE evolution) and 2/ the relevance and accuracy of their activity report.
Evaluation	
Final Examination (%)	25
Continuous Assessment (%)	75
Academic reference	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings : (1) BRULHART F., GUIEU, G. & MESCHI P.-X., La Croissance de l'Entreprise avec la Méthode des Cas, Eyrolles et Centrale des Cas et des Médias Pédagogiques, 2011. (2) RUGMAN A. & HODGETTS R., International Business, Prentice Hall, 2003.
Websites	www.webtolearn.com/skemasim

INTERNATIONAL FINANCE

Course Code	MSC.IBNM2.FICOR.0061
ECTS Credits	4
Course Leader	SZCZERBOWICZ Urszula
Synchronous	33
Discipline	Finance
Program	International Business

Prerequisites	None
Course Description	This course offers students a comprehensive understanding of international finance by exploring key concepts in macroeconomics, the role of central banks, and the dynamics of open macroeconomics. The course will discuss in particular balance of payments, capital flows, exchange rate determination, and the global financial system's spillovers, providing a view of how these elements influence the global economy and financial stability.
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Lectures obligatoires / Required readings : Available on Cyberlibris at www.scholarvox.com : 1) Economics for Investment Decision Makers Workbook : Micro, Macro, and International Economics, Piros and Pinto, John Wiley & Sons, 2013, Chapters 5, 8, 9 and 10. 2) International Economics 6th edition, Dunn and Mutti, Taylor & Francis, 2003, Chapters 12 to 20 Lectures Recommandées / Recommended readings : Ephraim CLARK, INTERNATIONAL FINANCE, (London: Thomson Learning, 2002)
Websites	http://databank.worldbank.org/data/home.aspx http://stats.oecd.org/

International Legal Issues for Business

Course Code	MSC.IBBM2.STCOR.0036
ECTS Credits	2
Course Leader	POULINGUE Geneviève
Synchronous	18
Discipline	Droit & Humanités
Program	International Business

Prerequisites	Business Law
Course Description	<p>The aim of the course is to give students a comprehensive look at legal issues businesses need to consider when operating in different markets. The course will provide students the tools to understand, critically assess and resolve issues companies might face.</p> <p>Student will become familiar with current trends in contracts, labour law, movement of people, goods, environmental legislation and services as they apply to business. Students will participate in reading, discussions and in-class exercises or projects that will teach them to identify current business issues, apply critical thinking skills, and problem solve in multiple areas of business. The student is expected to read, understand and participate in class discussions, exercises and answer questions that will give them business issues, apply critical thinking skills, and problem solve in multiple areas of business law and business.</p>
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	0
Websites	https://archive.doingbusiness.org/en/doingbusiness

Modeling and forecasting risks

Course Code	MSC.IBPM2.STCOR.0002
ECTS Credits	3
Course Leader	FERRARA Laurent
Synchronous	24

Discipline	
Program	International Business
Prerequisites	Skill prerequisites: Familiar with concepts in statistics + Basic knowledge of R software
Course Description	This course aims at introducing concepts related to risk measurement and risk forecasting. Students will alternate between theoretical concepts and applications with the software R. R is a free and reliable software useful for statistical analysis of data and econometric modelling. Among the theoretical concepts we will review basic statistical concepts useful to measure risks, as well as econometric approaches to construct forecasts and their distribution. Applications will focus on economic and financial time series, such as GDP, inflation or exchange rates.
Evaluation	
Final Examination (%)	70
Continuous Assessment (%)	30
Academic reference	Course on R software for beginners Basics on Statistics/Probabilities. See for example: Online Statistics Education: A Free Resource for Introductory Statistics (onlinestatbook.com)
Websites	

OPTIONAL PORTUGUESE SEMESTER

Course Code	MSC.IBBM2.LGCOR.0001
ECTS Credits	0
Course Leader	ARONNE Alexandre
Synchronous	24

Discipline	
Program	International Business
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	

Sustainability and Governance Management in Latin America

Course Code	MSC.IBBM2.PMCOR.0056
ECTS Credits	3
Course Leader	POULINGUE Geneviève
Synchronous	24
Discipline	Management & Organization
Program	International Business
Prerequisites	
Course Description	
Evaluation	

Final Examination (%)	
Continuous Assessment (%)	
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 Spring			
Core courses			
MSC.IMBM2.MKCOR.0031	Understanding the Elusive Consumer	4	30
MSC.IMBM2.MKCOR.0063	Product Management & Operational Marketing	3	24
NEW	Business Development & Sales	4	30
MSC.TRCM2.OTCOR.0200	Career Management 2	0	6
Elective courses : choose 5 out of 6			
NEW	Trade Marketing and Category Management	2	18
MSC.IMBM2.MKELE.0208	Marketing Analytics	2	18
MSC.IMBM2.MKELE.0229	Meta certification (FB & Instagram)	2	18
MSC.IMBM2.MKELE.0185	Marketing and Conscious Capitalism	2	18
MSC.IMBM2.MKELE.0176	New Business Models for Underexplored Segments	2	18
MSC.IMBM2.MKCOR.0079	Strategic Marketing Business Games	2	18
Optional course			
MSC.IBBM2.LGCOR.0001	Portuguese		24
Total Semester Spring		21	180

BUSINESS DEVELOPMENT & SALES

Course Code	MSC.IMBM2.MKCOR.0065
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ECTS Credits	3
Course Leader	SPIER Peter
Synchronous	30
Discipline	Marketing
Program	International Marketing and Business Development
Prerequisites	Business models, negotiation, sales
Course Description	<p>This course covers two strongly related areas: business development and sales.</p> <p>Sales and business development are an essential component of the MSc in International Marketing and Business Development. Companies are seeking to recruit candidates with good potential for sales and a good number of students will begin their careers in the sales function, either moving up into sales management or across into marketing.</p> <p>Two other courses: international business development and new business development focus on these aspects of business development. This course is more concerned with areas such as key account management, sales methods and developing business in existing markets with existing customers.</p> <p>SALES:</p> <p>The sales component of the course provides will help to develop selling techniques and discover the different kinds of positions available in sales and business development. The course will look at different types of sales situation and reveal how very different sales can be in different sectors. We will look at 'transactional' bargaining situations moving through to more complex situations involving consultative- and solution-selling approaches.</p> <p>Throughout, the emphasis will be on developing students' ability to 'connect' with the other person, to use enquiry to better understand their point of view, to put forward their own position and to communicate and defend value.</p> <p>This course is a 'must' for students who wish to follow a career or spend their first years in sales or marketing. It will help to build confidence and cover the kind of techniques used in companies. The course will be</p>

	<p>interactive, and students will be expected to participate fully with live simulation.</p> <p>The skills developed in the course will certainly be useful elsewhere: selling ideas, pitching for resources, job interviews, internal selling...</p> <p>This part of the course goes hand in hand with the business development part that looks more specifically at Key account management and negotiation.</p> <p>BUSINESS DEVELOPMENT</p> <p>Business development involves identifying, analyzing and qualifying opportunities for growth that are both profitable and consistent with a company's strategy, and then making things happen. It is this combination of analysis and strategic vision with a concern for the practical side of things that make the activity so satisfying.</p> <p>This course will look at how companies in a range of sectors grow - whether in new or existing markets, with new or existing clients -, how decisions about which options to pursue can be formulated and evaluated, and how growth strategies can be put in place. There will be a natural focus on the role of key account managers, who are key players in developing business.</p> <p>In Sophia, Lille, Belo and Suzhou, the course will culminate in the annual Sales Challenge, where students will meet and sell to companies. In Paris and Raleigh students will be able to opt for this event as an elective.</p>
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50

Academic reference	<p>Cooper, I, (2012) Financial Times Guide to Business Development, The: How to Win Profitable Customers and Clients (The FT Guides)</p> <p>Dixon, M. & Adamson, B. (2013), The Challenger Sale : How to take control of the customer conversation (Portfolio Penguin)</p> <p>Eades, K. (2003,) The New Solution Selling (McGraw Hill)</p> <p>Heimann, S. (2007), The New Conceptual Selling : the consultative communication process for solution-led selling (Miller Heiman Group)</p> <p>Kohne, A, (2022) Business Development: Processes, Methods and Tools</p> <p>Maister, D. et al. (2002), The Trusted Advisor (Simon & Schuster)</p> <p>Rackham, N.(1995), Spin Selling (Routledge)</p> <p>Ross, A. & Tyler, M. (2011), Predictable revenue (PebbleStorm)</p> <p>Tyler, M. & Donovan, J. (2016), Predictable Prospecting : how to radically increase your B2B sales pipeline</p>
Websites	<p>https://www.insightsquared.com/blog/top-14-sales-skills-every-inside-sales-rep-must-master/</p> <p>https://blog.hubspot.com/sales/10-essential-selling-skills-2014-infographic</p> <p>https://blog.hubspot.com/sales/solution-selling</p> <p>https://en.wikipedia.org/wiki/Solution_selling</p> <p>https://www.forbes.com/sites/falonfatemi/2018/08/27/insight-selling-is-the-new-solution-selling/#6cda71f57646</p> <p>https://kapta.com/key-account-management/mean-trusted-advisor/</p> <p>https://www.gartner.com/en/sales-service/insights/challenger-sale</p> <p>https://www.gartner.com/smarterwithgartner/power-challenger-sales-model/</p>

	https://testyourself.psychtests.com/bin/transfer https://fr.slideshare.net/Eloquens/pitch-method-simac-or-persuasive-selling-format https://en.wikipedia.org/wiki/SONCAS
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CAREER MANAGEMENT 2

Course Code	MSC.TRCM2.OTCOR.0200
ECTS Credits	1
Course Leader	ANDRE Nathalie
Synchronous	6
Discipline	Autre
Program	International Marketing and Business Development
Prerequisites	No prerequisites.
Course Description	<p>?? Career Workshops – Tailored to Your Needs</p> <p>As a Master 2 student, you'll have access to a variety of career workshops. Depending on your needs and interests, you can choose the sessions that are most relevant for you. Some are designed specifically for M2 students, while others are open to all.</p> <p>?? M2-Specific Workshops</p> <p>Set Yourself Up for Success (January 2026)</p> <p>? Discover the support available from the Career Center, key contacts, and essential resources. Get clarity on job market challenges and how to overcome them.</p>

	<p>Job Search Strategy – France & Abroad (February 2026)</p> <p>? Learn how to build an effective job search strategy both in France and internationally. Use AI tools to boost your efficiency.</p> <p>Master & Leverage LinkedIn in Your Job Search (February 2026)</p> <p>? Optimize your LinkedIn profile, learn to use its features (non-premium), and connect effectively with professionals.</p> <p>Decoding the French Job Market (Feb/March 2026)</p> <p>? Understand contract types, legal aspects, benefits, taxes, work permits, and how speaking French impacts your career in France.</p> <p>?? Workshops Open to All Students</p> <p>Prepare for a Career Fair (12 January 2026)</p> <p>? Learn how to make a great impression at recruitment events and use AI to prepare efficiently.</p> <p>CV Masterclass (January/February 2026)</p> <p>? Build a CV that gets results. Access tools and resources to improve your applications and stand out.</p> <p>Interview Masterclass (February/March 2026)</p> <p>? Practice challenging interview questions, apply the STAR method, and refine your communication and professionalism.</p>
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Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	YEP/TALENT AND CAREERS K2 CAREER MANAGEMENT SPACE K2 CAREER TOOLKIT SPACE
Websites	None.

Marketing Analytics

Course Code	MSC.IMBM2.MKELE.0208
ECTS Credits	2
Course Leader	MONTEIRO Plínio
Synchronous	8
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> <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> <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 and Conscious Capitalism

Course Code	MSC.IMBM2.MKELE.0185
ECTS Credits	2
Course Leader	MONTEIRO Plínio
Synchronous	18
Discipline	
Program	International Marketing and Business Development
Prerequisites	None.

Course Description	Capitalism is changing rapidly due to pressures from environmental change, social activism, and new demands and expectations from shareholders, employees and clients. Companies are under pressure to adjust (or disrupt) their business models in order to face new competitors and to improve social and environmental results of their business. The course will discuss many aspects of this new competitive environment, presenting examples of international and Brazilian companies that succumbed or thrived at the market due to their (lack of) ability to innovate or to improve their companies.
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	<p>Clark, G. L., Feiner, A., & Viehs, M. (2015). From the stockholder to the stakeholder: How sustainability can drive financial outperformance. Arabesque Partners. https://doi.org/10.2139/ssrn.2508281</p> <p>Hart, S. L., & Milstein, M. B. (2003). Creating sustainable value. <i>Academy of Management Executive</i>, 17(2), 56–69. https://doi.org/10.5465/AME.2003.10025194</p> <p>Laloux, F. (2014). <i>Reinventing organizations: A guide to creating organizations inspired by the next stage of human consciousness</i>. Nelson Parker.</p> <p>Osterwalder, A., & Pigneur, Y. (2010). <i>Business model generation: A handbook for visionaries, game changers, and challengers</i>. Wiley.</p>

	<p>Porter, M. E., & Kramer, M. R. (2011). Creating shared value. Harvard Business Review, 89(1/2), 62–77.</p> <p>Zadek, S. (2004). The path to corporate responsibility. Harvard Business Review, 82(12), 125–132.</p>
Websites	<p>https://www.bsr.org/reports/Understanding%20_Preventing_Greenwash.pdf</p> <p>https://www.wearefutura.com/wpcontent/uploads/2015/10/FuturaBSR_SellingSustainability2015.pdf</p> <p>https://www.wearefutura.com/2017/05/31/sustainabilitymarketing</p>

Meta certification (FB & Instagram)

Course Code	MSC.IMBM2.MKELE.0229
ECTS Credits	2
Course Leader	POHU Jérémy
Synchronous	18
Discipline	
Program	International Marketing and Business Development
Prerequisites	<p>Have a laptop with a camera and microphone and access to high-speed internet</p> <p>Basics knowledge of Marketing</p>
Course Description	Over 2.8 million monthly users on Facebook and Instagram and every day they discover new brands, products, and services. Advertising on Facebook and Instagram is part of almost every business today to increase brand awareness, website traffic, and sales. In this Masterclass, you will learn

	<p>how to create a Facebook and Instagram Ads campaign with a former Facebook employee and get officially META certified.</p> <p>100% online course to prepare FB/Instagram certification</p>
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	
Websites	<p>www.facebookblueprint.com</p> <p>https://www.facebook.com/business/learn/certification/exams/100-101-exam</p>

New Business Models for Underexplored Segments

Course Code	MSC.IMBM2.MKELE.0176
ECTS Credits	2
Course Leader	MONTEIRO Plínio
Synchronous	18
Discipline	
Program	International Marketing and Business Development
Prerequisites	New Business Development: From Idea to Market OR Marketing Principles
Course Description	<p>This course teaches students how to identify and explore opportunities for creating new business models in developing countries. More specifically, This course should help IMBD students to : understand the environmental variables (socio-cultural, technological, politico-legal, ecological) yielding opportunities in unexplored markets in emerging countries (specifically</p>

	<p>Brazil) Develop a Business Model to explore those opportunities Create a Business Model innovation by addressing unmet needs of those segments.</p> <p>Topics</p> <p>Identification of niche market opportunities Business Models to Address Niche Markets</p> <p>Information Technology Expanding Opportunities for Access to Niche Markets</p>
Evaluation	
Final Examination (%)	70
Continuous Assessment (%)	30
Academic reference	<p>Kim, W. C., & Mauborgne, R. (2015). Blue ocean strategy: How to create uncontested market space and make the competition irrelevant (Expanded ed.). Harvard Business Review Press.</p> <p>Prahalad, C. K. (2004). The fortune at the bottom of the pyramid: Eradicating poverty through profits. Wharton School Publishing.</p> <p>Ries, E. (2011). The lean startup: How today's entrepreneurs use continuous innovation to create radically successful businesses. Crown Business.</p> <p>Gallo, C. (2014). Talk like TED: The 9 public-speaking secrets of the world's top minds. St. Martin's Press.</p> <p>Domingos, C. (2009). Oportunidades disfarçadas: Histórias reais de empresas que transformaram problemas em grandes oportunidades. Sextante.</p>

	Domingos, C. (2021). Oportunidades disfarçadas 2: Histórias reais de empresas que transformaram problemas em grandes oportunidades. Sextante.
Websites	https://www.blueoceanstrategy.com/

OPTIONAL PORTUGUESE SEMESTER

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	
Websites	

PRODUCT MANAGEMENT AND OPERATIONAL MARKETING

Course Code	MSC.IMBM2.MKCOR.0063
ECTS Credits	3
Course Leader	SPIER Peter
Synchronous	24
Discipline	Marketing
Program	International Marketing and Business Development
Prerequisites	Having a marketing background in strategic marketing and some basic knowledge about the marketing mix.
Course Description	<p>After introducing the concepts of product management and then reviewing all the steps of the product development process, from market research to releasing a product range onto the market, the final part of this course will focus on the interactions between all the company departments during the product development process.</p> <p>This course will give for the student a clear vision about how the most innovative companies around the world are developing new products and services, managing products and services, and implementing a competitive marketing plan for all of them.</p> <p>Please note: This course may vary across different campuses.</p>
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	Mastering Product Management – A step-by-step guide, Kevin Brennan, 2019

	Product design and development, Ulrich Karl T., Eppinger Steve D., 2012. 5th ed. McGraw-Hill
Websites	

Services and Customer Experience Management

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</p>

	& Management. Customer Experience Management. Logic Dominant of Services Driving Marketing Strategies.
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> <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	

Trade Marketing and Category Management

Course Code	MSC.IMBM2.MKELE.0239
ECTS Credits	2
Course Leader	MONTEIRO Plínio
Synchronous	18
Discipline	Marketing
Program	International Marketing and Business Development

Prerequisites	Intermediate marketing
Course Description	<p>Trade Marketing and Category Management are at the heart of developing retail brands, be it</p> <p>in stores or on the web. It is a main driver impacting: - Increasing demand at wholesaler, retailer or distributor level - Methods of Trade Marketing - Current trends in trade marketing - Store & web profitability (buyer rate, average basket,</p> <p>contribution/m2,...) - Customer experience and retention, - Value proposition differentiation - Merchandising and Supply Chain optimization - Vendor relationships</p> <p>The course will detail all the key concepts of Category Management and will enable all</p> <p>participants to build an actual category plan through an “on the ground” case study.</p>
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	<p>Berkhout, C. (2015). Retail marketing strategy: Delivering shopper delight. Scholarvox. https://www.scholarvox.com</p> <p>Cogitore, S. (n.d.). Le category management. Dunod.</p> <p>Kim, W. C., & Mauborgne, R. (2005). Blue ocean strategy: How to create uncontested market space and make the competition irrelevant. Harvard Business School Press.</p> <p>Ries, A., & Trout, J. (1994). The 22 immutable laws of marketing: Violate them at your own risk. HarperBusiness.</p>

	<p>Chevalier, M., & Gutsatz, M. (2012). Luxury retail management: How the world's top brands provide quality product and service support. Wiley. (available in scholarvox)</p> <p>Doppler, S., & Steffen, A. (Eds.). (2020). Case studies on food experiences in marketing, retail, and events. Woodhead Publishing. (available in scholarvox)</p> <p>Kotler, P., Armstrong, G., & Balasubramanian, S. (2023). Principles of marketing (19th ed.). Pearson. (Available in the skema pearson online library)</p>
Websites	

UNDERSTANDING THE ELUSIVE CONSUMER

Course Code	MSC.IMBM2.MKCOR.0031
ECTS Credits	4
Course Leader	MECIT Alican
Synchronous	30
Discipline	Marketing
Program	International Marketing and Business Development
Prerequisites	Market research notion, Introduction to Marketing, Research Methods
Course Description	<p>Contemporary approaches to business emphasize the importance of adopting a customer focus. Marketing begins and ends with the consumer – from determining consumer needs to ensuring customer satisfaction. Today's marketing manager has to possess an in-depth, scientific understanding of consumer judgment and decision-making but also of the way consumption functions in People's lives.</p>

	<p>The primary goal of this course is to provide a strong foundation for critical thinking in the area of consumer behavior through:</p> <ul style="list-style-type: none"> - focusing on the transition from a traditional economics-driven to a subtler understanding of consumers, - discussing the recent developments in the area with special emphasis on the psychological and socio-cultural advances.
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	<p>Blackwell, R.; Miniard, P; Engel, J. (2001). Consumer behavior (9th ed.). Orlando: Harcourt Publishers</p> <p>Khaneman , Daniel (2011). Thinking, fast and slow. New York: Farrar, Straus and Giroux, 2011. Arnould, Eric J., Thompson, Craig J. (2018). Consumer culture theory. London: Sage</p> <p>The list of weekly mandatory readings is provided below. - Recommended textbook: Solomon, Michael R. (2015). Consumer Behavior, Global Edition, 11th Edition, London: Pearson.</p> <p>Cass R. Sunstein, Nudging: A Very Short Guide, 37 J. Consumer Pol'y 583 (2014). Schau, Hope J. (2018) Identity Projects and the Marketplace, Consumer Culture Theory. London: Sage, pp. 19-39.</p> <p>Siebert, Anton, Ahir Gopaldas, Andrew Lindridge, and Cláudia Simões (2020), Customer Experience Journeys: Loyalty Loops Versus Involvement Spirals, JM, 45-66.</p>

	<p>Iyengar, Sheena S., and Mark R. Lepper. When choice is demotivating: Can one desire too much of a good thing? JPSP, 79.6 (2000): 995-1006.</p> <p>Simonson, Itamar (1989), Choice Based on Reasons: The Case of Attraction and Compromise Effects, JCR, 16, 158-174. Nedungadi, Prakesh. (1990), Recall and Consideration Sets: Influencing Choice Without Altering Brand Evaluations. JCR, 17, 263-276.</p> <p>Lee, A. Y., & Labroo, A. A. (2004). The effect of conceptual and perceptual fluency on brand evaluation. JMR, 41(2), 151-165. Gráinne M. Fitzsimons, Tanya L. Chartrand, and Gavan J. Fitzsimons (2008), Automatic Effects of Brand Exposure on Motivated Behavior: How Apple Makes You 'Think Different' JCR, 35, 21-35.</p> <p>Kupor, D. M. & Z. L. Tormala. (2015) Persuasion, interrupted: The effects of momentary interruptions on message processing and persuasion, JCR, 300-15 Lowrey, Tina M., and Larry J. Shrum. (2007) Phonetic symbolism and brand name preference, JCR, 34(3), 406-414. Fishbach, A., & Zhang, Y. (2008) Together or apart: When goals and temptations complement versus compete. JPSP, 94(4), 547.</p> <p>Sundie, J. M., Kenrick, D. T., Griskevicius, V., Tybur, J. M., Vohs, K. D., & Beal, D. J. (2011) Peacocks, Porsches, and Thorstein Veblen: Conspicuous Consumption as a Sexual Signaling System, JPSP, 100 (4), 664-680.</p> <p>Albert M. Muniz, Jr., and Thomas C. O'Guinn. (2001). Brand Community, JCR, 27(4), pp. 412–32.</p> <p>HEDIN, Hans, Hirvensalo, Irmeli, Vaarnas, Markko (2014) The Handbook of Market Intelligence : Understand, Compete and Grow in Global Markets Ed. 2. John Wiley & Sons.</p> <p>KOTLER, P. KARTAJAYA, H. SETIAWAN, I (2010). Marketing 3.0: From Products to Customers to the Human Spirit. United States: John Wiley & Sons.</p> <p>KOTLER, P. KARTAJAYA, H. SETIAWAN, I. (2016) Marketing 4.0: Moving from Traditional to Digital. United States: Wiley.</p>
Websites	

