



Course Catalogue
Master Programmes
Incoming Exchange Students
Lille Campus
Fall 2025

Dear Exchange Students,

Welcome to SKEMA Business School !

Here are a few key instructions on how to consult properly the **Lille 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) **Pay attention to the pre-requisites!** We have highlighted the pre-requisites for courses **in red**. It is the student's responsibility to ensure he/she has the required academic background to successfully follow the courses.
- 3) **French language courses** at three different levels are also offered in programs other than Master 1 for 1 ECTS. Please note for double degree students, the French language course is non-credited.
- 4) Courses within the catalogue are subject to slight changes.
- 5) There is a maximum number of seats available per specialization program.

M1 GE - Further Challenges	5
ADVANCED EXCEL	5
AI IN BUSINESS CONTEXTS.....	6
BUSINESS TRANSFORMATION IN A DIGITAL ECONOMY.....	7
CAREER MANAGEMENT 3: Building a strong career path	8
CORPORATE FINANCE	12
GLOBAL ECONOMIC ISSUES : CORPORATE ECONOMICS IN A VUCA WORLD.....	13
INNOVATION MANAGEMENT & CREATIVITY	14
KEY SKILLS FOR CORPORATE TRANSITION	15
LANGUAGE: FRENCH BASIC I FALL (for non native speakers)	16
LANGUAGE: FRENCH BASIC II FALL (for non Native Speakers)	17
LANGUAGE: FRENCH FUNCTIONAL FALL (for non Native Speakers)	19
LANGUAGE: FRENCH PROFICIENT FALL (for non Native Speakers).....	20
MANAGING HUMAN RESOURCES.....	21
MARKETING STUDIES.....	23
STRATEGY	24
Technical Change & Business Dynamic	25
International Marketing and Business Development	29
AI & Data Analytics.....	29
CAREER MANAGEMENT 1	30
COMPANY CHALLENGE	32
Digital Growth.....	33
Finance for Marketing and Business Development.....	35
FRENCH AS A SECOND LANGUAGE 1	36
Fundamentals and Strategic Management of Luxury.....	37
Google Tools and SEM	38
International Business Development.....	39
Managing in International Contexts	42
Marketing Intelligence	44

Marketing Research	47
New Business Development: From Idea to Market	48
Panel Data Analysis.....	50
PERFECT PITCH	51
RESEARCH METHODS.....	52
Start up a Start-up.....	54
Strategic Brand Management	55
SUSTAINABLE MARKETING & COMMUNICATION	58
Project Management for Business Development	60
CAREER MANAGEMENT 1	60
Consulting skills: designing a project-based organizational transformation	61
Digital Tools for Project Management.....	62
Digital Transformation in Project Management	63
FRENCH AS A SECOND LANGUAGE 1	64
Geopolitical Considerations in Project and Program Management.....	65
Global Project Management	66
International Contract Management.....	69
Leadership Skills for Projects	73
People in Projects	76
Project Management Methods	78
Project Planning and Control	79
Project Practice Portfolio 1.....	80
Research methods 1	81
Sustainable Business Ecosystems	82
Wellbeing management.....	83
Workshop Skills for Climate Action.....	84

Master 1- Further Challenges

M1 Programme Academic year 2025/ 2026			
Course code	Courses	ECTS credits	Face-to-face hours
PGE.FINM1.STCOR.0841	Strategy	4	27
PGE.FINM1.FICOR.0503	Corporate Finance	4	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.STCOR.0854	Key Skills for Corporate Transition	2	15
PGE.FINM1.ECCOR.0906	Business transformation in a digital economy	3	24
PGE.FINM1.HRCOR.0344	Innovation Management and Creativity	2	18
PGE.FINM1.ECCOR.0936	Technical Change & Business Dynamic	1	12
	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	233

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>

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.

	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

BUSINESS TRANSFORMATION IN A DIGITAL ECONOMY

Course Code	PGE.FINM1.ECCOR.0906
ECTS Credits	3
Course Leader	ANDRE Paul
Synchronous	24
Discipline	Autre
Program	M1 GE - Further Challenges
Prerequisites	Microeconomics for business: Costs and production, Perfect and imperfect competition (returns to scale, marginal-cost pricing, monopoly power), market structures (barriers to entry, concentration), network externalities

	Strategy : Industry analysis (PESTEL, segmentation, Five forces analysis,...) Business models
Course Description	This course provides an opportunity to understand and develop a critical view of the nature and the magnitude of structural changes related to ongoing digital transformations. This transformation reshuffles the architecture of most value chains and affects value creation, delivery, and capture mechanisms. Critical to understanding and evaluating the magnitude of these changes is the analysis of platform business models. Platforms forces all players to think about their role differently and change the competitive game. After an overview of the effects of digitization and artificial intelligence on the competitive environment, the course will focus on strategic principles to design and implement effective business models relying on digital solutions. Through real case analyses, lectures and in-class discussions, students will be able to navigate digital technologies disrupting most industries, and analyze platform-based business models.
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	0
Websites	0

CAREER MANAGEMENT 3: Building a strong career path

Course Code	PGE.FINM1.CRCOR.1003
ECTS Credits	1
Course Leader	ANDRE Nathalie

Synchronous	3
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> <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> <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
Academic reference	YEP/TALENT AND CAREERS K2 CAREER MANAGEMENT SPACE K2 CAREER TOOLKIT SPACE
Websites	

CORPORATE FINANCE

Course Code	PGE.FINM1.FICOR.0503
ECTS Credits	4
Course Leader	GROSLAMBERT Bertrand
Synchronous	27
Discipline	Finance
Program	M1 GE - Further Challenges
Prerequisites	None
Course Description	Our objective is to bring students to develop a rigorous analytical framework of the major investment and financing decisions. In particular, we will shed lights on the interest rates and the investment valuation. We will focus on different ways of financing between equity, debt. Then, we present the relationship between risk, return and the cost of financing.
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	1) Corporate Finance, Hillier, McGraw-Hill, 4th Edition 2) Corporate Finance – Theory and Practice, P. Vernimmen, John Wiley & Sons, 2011, 3rd edition

	Available freely on Scholarvox by Cyberlibris at http://mediatheque.skema.edu/index.php?id=408
Websites	Http://skema.lms.crossknowledge.com/data/modules/crossknowledge/interfaces/index.php http://www.vernimmen.com/ http://mediatheque.skema.edu/index.php?id=408 http://knowledge.skema.edu/

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>

	This course aims at tackling new challenges corporations and economies face or will face with the rise of a VUCA environment.
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Ph. Aghion & alii (2021) The power of creative destruction, Harvard University Press D. Autor, D. Dorn, G. Hanson (2013) The China syndrome: local labor market effects of import competition in the United States, American Economic Review. D. Autor & alii (2020) The Fall of the Labor Share and the Rise of Superstar Firms”, The Quarterly Journal of Economics E. Brynjolfsson & alii (2017) Artificial intelligence and the modern productivity paradox, NBER Working paper E. Combe (2023) Competition: all you should know to talk like an expert, Éditions Concurrences A. Ezrachi, M. Stucke (2022) How Big-Tech Barons Smash Innovation-and How to Strike Back, Harper Business C. Goodhart (2020) The great demographic reversal, Springer X. Jaravel, E. Sager (2019), What are the Price Effects of Trade? Evidence from the US and Implications for Quantitative Trade Models, CEPR Working Paper X. Jaravel, I. Méjean (2021) A Data-Driven Resilience Strategy in a Globalized World, Conseil d'Analyse Economique Th. Philippon (2019) The Great Reversal: How America Gave Up on Free Markets, the Belknap press J. Tirole (2017) Economics for the Common Good, Princeton University Press
Websites	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	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 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	

KEY SKILLS FOR CORPORATE TRANSITION

Course Code	PGE.FINM1.STCOR.0854
ECTS Credits	2
Course Leader	ANDRE Paul

Synchronous	15
Discipline	Stratégie, Innovation & Entrepreneuriat
Program	M1 GE - Further Challenges
Prerequisites	Fundamental concepts of sustainable development, systemics, complexity, uncertainty and environmental management
Course Description	This course will provide students with key applications of transitions at stake on the various components of the value chain of businesses
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Will be indicated at the end of the course PPT document
Websites	Will be indicated at the end of the course PPT document

LANGUAGE: FRENCH BASIC I FALL (for non native speakers)

Course Code	PGE.FINM1.LGCOR.4312
ECTS Credits	2
Course Leader	ANDRE Paul
Synchronous	0
Discipline	Autre
Program	M1 GE - Further Challenges
Prerequisites	There are no-prerequisites for this course.

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

LANGUAGE: FRENCH BASIC II FALL (for non Native Speakers)

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

Course Leader	ANDRE Paul
Synchronous	0
Discipline	Autre
Program	M1 GE - Further Challenges
Prerequisites	Students must have completed French Beginner I or approx. 25/30 hours of prior learning.
Course Description	<p>This course is the continuation of French Beginner I and offers an introduction to French language and francophone culture. Students will study French pronunciation and develop knowledge of the language in all four skills at a basic level. By the end of this course (French Beginner I and II), students will be able to communicate in a range of daily life situations at a basic level. The course aims to prepare students for a period of study abroad by increasing cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French.</p> <p>Overall, this course prepares students to reach a level comparable to A1 CEFR.</p>
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	0
Websites	<p>Apprendre le français avec RFI :</p> <p>https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde :</p> <p>http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais</p>

	Français Interactif : http://www.laits.utexas.edu/fi/home Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/
--	---

LANGUAGE: FRENCH FUNCTIONAL FALL (for non Native Speakers)

Course Code	PGE.FINM1.LGCOR.4313
ECTS Credits	2
Course Leader	ANDRE Paul
Synchronous	0
Discipline	Autre
Program	M1 GE - Further Challenges
Prerequisites	Have an elementary knowledge of French and have approximately 100-150 hours of prior study
Course Description	<p>This course is designed for students who have an elementary knowledge of French and who have approximately 100-150 hours of prior study. Students will further develop their ability to use French in the four skills (speaking, listening, reading and writing), improve their pronunciation and increase their confidence in the language. By the end of this course, students will be able to deal with a diverse range of daily life situations and communicate on a range of familiar topics. The course aims to prepare students for a period of study abroad by increasing cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French.</p> <p>Overall, students will attain a level comparable to A2 CEFR.</p>
Evaluation	
Final Examination (%)	0

Continuous Assessment (%)	100
Academic reference	0
Websites	Apprendre le français avec RFI : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais Français Interactif : http://www.laits.utexas.edu/fi/home Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/

LANGUAGE: FRENCH PROFICIENT FALL (for non Native Speakers)

Course Code	PGE.FINM1.LGCOR.4314
ECTS Credits	2
Course Leader	ANDRE Paul
Synchronous	0
Discipline	Autre
Program	M1 GE - Further Challenges
Prerequisites	Pass at an Elementary (A2) course or have approximately 200-250 hours of prior study
Course Description	This course is designed for students who have an intermediate knowledge of French (students who have successfully passed the Elementary (A2) course or who have approximately 200-250 hours of prior study). Students will further develop their ability to use French in the four skills (speaking, listening, reading and writing) in familiar work and social contexts. By the end of this course, students will be able to communicate in a range of social and professional situations at intermediate level. The course aims to prepare students for a period of study abroad by further consolidating cultural awareness of France and other francophone countries and to

	<p>enable students to acquire language skills and attitudes for further study of French.</p> <p>Overall, students will attain a level comparable to B1 CEFR.</p>
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	0
Websites	<p>Apprendre le français avec RFI : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais</p> <p>Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/</p>

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>
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</p>

	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.
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.0841
ECTS Credits	4
Course Leader	MAZZELLI Ambra
Synchronous	27
Discipline	Stratégie, Innovation & Entrepreneuriat
Program	M1 GE - Further Challenges
Prerequisites	Industrial organization; Organizational design; Microeconomics
Course Description	<p>Formulating a sound competitive strategy and achieving growth across multiple, different business units to sustain long-term superior performance are two of the critical tasks for general managers to ensure the success of the firms they lead. The objective of this course is to provide students with an opportunity to understand, through analytical approaches and critical thinking, how companies make strategic decisions to support the development of competitive advantages, corporate growth and shareholder value through the simultaneous pursuit of economic as well as social and ecological performance dimensions. We will focus on strategic issues from the viewpoint of senior management in both domestic and international corporations. Through a combination of lectures, readings, case studies, experiential exercises and a consultancy project, this course introduces students to the tools and knowledge required for critical and effective strategic analysis, thinking, and application. Mastery of these tools and knowledge has relevance to everyone seeking a career in strategy as a manager, an entrepreneur, or a consultant.</p> <p>The course will help students develop a general management point of view and appreciate strategy to the firm's overall growth and welfare. You will</p>

	<p>learn how to analyze the firm, and its 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 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	<p>Rothaermel FT. 2023. Strategic Management, 6th Edition. McGraw-Hill.</p> <p>Thompson et al. 2021. Crafting & Executing Strategy: Concepts & Cases, 23rd Edition. McGraw-Hill. The SmartBooks and case studies are available on the McGraw-Hill CONNECT learning platform.</p>
Websites	https://connect.mheducation.com

Technical Change & Business Dynamic

Course Code	PGE.FINM1.ECCOR.0936
ECTS Credits	1
Course Leader	DI BIAGGIO Ludovic
Synchronous	12
Discipline	
Program	M1 GE - Further Challenges
Prerequisites	This is an advanced-level course. Students are expected to:

	<ul style="list-style-type: none"> - Be familiar with core concepts in strategy (e.g., competitive advantage, resource-based view, Porter's frameworks) - Have basic analytical skills (quantitative reasoning, argumentation) - No prior coursework in industrial organization or microeconomics is required, but willingness to engage with economic models conceptually is essential. <p>The course bridges strategy and economics to equip future managers and analysts with frameworks to understand innovation-driven change in competitive environments.</p>
Course Description	<p>Course Objectives</p> <p>This course explores how innovation reshapes industries and transforms the strategic choices available to firms. Building on students' existing knowledge of strategy, we introduce rigorous tools from industrial organization and microeconomics to analyze how firms compete, evolve, and position themselves in dynamic environments.</p> <p>By the end of the course, students will be able to:</p> <ul style="list-style-type: none"> - Understand how innovation drives the evolution of industries and market structure. - Analyze strategic decision-making under conditions of technological change and disruption. - Apply economic models (e.g., Schumpeterian competition, entry models) to real-world competitive scenarios. - Critically assess the implications of digital technologies, platform dynamics, and data-driven competition. - Develop sound strategic recommendations for firms navigating innovation in dynamic environments.

	<p>Lecture Overview</p> <p>Lecture 1: Industry Analysis, Cost Structures and the Porter's 5 forces model</p> <p>Introduction to the Structure-Conduct-Performance (SCP) model</p> <p>Cost structure analysis, competitive environment analysis and Porter's Five Forces</p> <p>Case focus: disruption in the automotive industry: ICE vs. EV—how innovation shifts barriers to entry and cost structures</p> <p>Lecture 2: Innovation and Industry Evolution</p> <p>Schumpeterian competition, product life cycles</p> <p>Role of technological regimes and learning curves</p> <p>Stylized facts on firm entry, exit, and survival</p> <p>Lecture 3: Strategic Competition Under Innovation</p> <p>Dynamic entry, disruptive innovation, R&D investment</p> <p>Modeling innovation races and strategic commitment</p>
--	--

	<p>Case discussion: new entrants vs. incumbents in platform-based industries</p> <p>Lecture 4: Digital Technologies and New Strategic Logics</p> <p>Platforms, zero marginal costs, network effects, and data as a competitive resource</p> <p>Strategic shifts in digital ecosystems</p> <p>Tutorials could Include</p> <p>Case analysis (e.g., Tesla, BYD, traditional OEMs)</p> <p>Exercises in cost structure modeling and competition analysis</p> <p>Short memos and peer-reviewed strategy assessments</p> <p>Game-based simulations and group discussions</p>
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	
Websites	

International Marketing and Business Development

MSc IMBD Academic Year 2025-2026 - Campus Lille			
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)			
MSC.IMBM2.MKCOR.0059	Managing in International Contexts	2	18
MSC.IMBM2.MKELE.0191	Panel Data Analysis	2	18
MSC.IMBM2.MKELE.0050	Perfect Pitch	2	18
MSC.IMBM2.MKELE.0143	Research Methods	2	18
MSC.IMBM2.MKELE.0159	Sustainable Marketing & Communication	2	18
MSC.IMBM2.OTELE.0026	Company Challenge	2	18
MSC.IMBM2.MKELE.0202	AI & Data Analytics	2	18
MSC.IMBM2.MKCOR.0061	Digital Growth	2	18
MSC.IMBM2.FIELE.0122	Finance for Marketing and Business Development	2	18
MSC.IMBM2.MKELE.0197	Google Tools and SEM	2	18
NEW	Fundamentals and Strategic Management of Luxury	2	18
NEW	Marketing Intelligence	2	18
Total Semester Fall		21	180

AI & Data Analytics

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> <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

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.
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	
-----------------	--

COMPANY CHALLENGE

Course Code	MSC.IMBM2.OTELE.0026
ECTS Credits	2
Course Leader	SPIER Peter
Synchronous	18
Discipline	
Program	International Marketing and Business Development
Prerequisites	For many challenges it is more than useful to have a 'decent' level of French. Exchange students will be accepted after selection, and on understanding that their commitment to the project will be 100%
Course Description	<p>Every year Auchan - the retailer - organizes a challenge in which a business school works together with a local Auchan store to address issues of importance for the retailer. The beauty of this is that students gain hands-on experience in dealing with those issues, with access to real data, in a real-life context. Invariably there will be opportunities to do market research with Auchan's clients. Students work in small teams of three and will present their findings to the stores executive board. The best teams will then present at the regional, and possibly national, level. Students will be coached by a teacher and accompanied by contacts in the company.</p> <p>In the spring semester in Sophia students will also be able to opt for a challenge organised by an excellent local company, Virbac, that produces pharmaceuticals and food for animals. A great opportunity to explore the relationship between owners and their pets!</p>
Evaluation	
Final Examination (%)	

Continuous Assessment (%)	100
Academic reference	Appropriate references will be provided once the topic has been defined
Websites	

Digital Growth

Course Code	MSC.IMBM2.MKCOR.0061
ECTS Credits	2
Course Leader	HE Guojun
Synchronous	18
Discipline	Marketing
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> <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

	<ul style="list-style-type: none"> 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
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</p>

	<p>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>

Finance for Marketing and Business Development

Course Code	MSC.IMBM2.FIELE.0122
ECTS Credits	2
Course Leader	HE Guojun
Synchronous	18
Discipline	
Program	International Marketing and Business Development
Prerequisites	No

Course Description	The course will focus on the basics of finance applied to real-life professional business situations. The students will learn the main elements of finance (P&L, balance sheet, free cash flow, business plan etc.) and how they relate to one another. While doing so, the course will illustrate how finance can be a lever to business growth and serve a successful strategy.
Evaluation	
Final Examination (%)	
Continuous Assessment (%)	100
Academic reference	
Websites	

FRENCH AS A SECOND LANGUAGE 1

Course Code	MSC.TRCM2.LGOPT.0008
ECTS Credits	1
Course Leader	LEVIN Jeremy
Synchronous	12
Discipline	
Program	International Marketing and Business Development
Prerequisites	N/A
Course Description	<p>There are 4 levels: - A0: complete beginner - A1: pre-intermediate - A2-B1: intermediate - B2: advanced Students are asked to take an online placement test whose results will determine which level suits them best.</p> <p>They are varied and depend upon the level of the course. They can go from basic phrases for concrete situations to routine tasks set in the students'</p>

	immediate environment or to more abstract topics dealt with in spontaneous, interactive ways.
Evaluation	
Final Examination (%)	
Continuous Assessment (%)	
Academic reference	
Websites	

Fundamentals and Strategic Management of Luxury

Course Code	MSC.IMBM2.STELE.0038
ECTS Credits	2
Course Leader	SPIER Peter
Synchronous	18
Discipline	Strategy, Innovation & Entrepreneurship
Program	International Marketing and Business Development
Prerequisites	Basic understanding of marketing. Personal experiences with luxury consumption will be a huge plus!
Course Description	This course will give you an overview of what makes luxury luxury. It will offer you insights into strategies such as the essences of luxuries, ways to craft your own luxury brands, as well as luxury retailing strategies. Such an overview will be built upon 40% of theories and 60% of your practices!

	Please note that this course includes both traditional teaching and learning methods (i.e., teaching activities carried out in classrooms) as well as field work (i.e., off-campus activities guided by the prof).
Evaluation	
Final Examination (%)	
Continuous Assessment (%)	100
Academic reference	
Websites	

Google Tools and SEM

Course Code	MSC.IMBM2.MKELE.0197
ECTS Credits	2
Course Leader	LIMA Marcos
Synchronous	18
Discipline	Marketing
Program	International Marketing and Business Development
Prerequisites	None
Course Description	<p>To seize the immense potential presented by the digital ecosystem, modern companies must continuously optimize their digital offerings.</p> <p>Digital plays a pivotal role in winning 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>And then, marketers must optimize their Search (SEM/SEO/SEA) plan with the use of Google Analytics and Console.</p> <p>Students will develop a strong understanding of these areas and learn by undertaking real-world projects with real world experts, with the focus on SEM & Analytics.</p>
Evaluation	
Final Examination (%)	
Continuous Assessment (%)	100
Academic reference	<ul style="list-style-type: none"> · Lectures and articles on K2 · Real world websites / consulting clients · Real world Guest Speaker, expert with 20+ years in SEM · Google Tools, SEM Tools
Websites	

International Business Development

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	<p>Base: Collinson, S., Narula, R., & Rugman, A. M. (2016). International business. Pearson. (Chapter 1)</p> <p>Extra: Brandenburger, A.M. and Nalebuff, B.J., 2002. Use game theory to shape strategy. Strategy: critical perspectives on business and management, 4, p.260.</p> <p>Jacobides, M.G., Cennamo, C. and Gawer, A., 2018. Towards a theory of ecosystems. Strategic Management Journal.</p> <p>Moore, J.F., 1993. Predators and prey: a new ecology of competition. Harvard Business Review, 71(3), pp.75-86.</p>

	<p>Teece, D.J., 2007. Explicating dynamic capabilities: the nature and microfoundations of (sustainable) enterprise performance. <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> <p>Base: Collinson, S., Narula, R., & Rugman, A. M. (2016). <i>International business</i>. Pearson. (Chapter 6)</p> <p>Mandatory: Meyer, E. (2018). Being the Boss in Brussels, Boston, and Beijing. <i>Harvard Business Review</i>.</p>
--	---

	Case study: Merck Sharp & Dohme Argentina, Inc. (A) by Lynn Sharp Paine, Harold F. Hogan Jr
Websites	

Managing in International Contexts

Course Code	MSC.IMBM2.MKCOR.0059
ECTS Credits	2
Course Leader	HE Guojun
Synchronous	18
Discipline	
Program	International Marketing and Business Development
Prerequisites	An interest in working across cultures, understanding different mindsets and actions, is a given for this course. While there is no specific academic or prior course requirement, students will be asked to read articles prior to the beginning of the course to ensure a sound foundation from which all students can progress. Any practical experience gained, either while studying, working or general living is a definite plus.
Course Description	In this age of globalization, working in international and therefore multicultural environments is becoming a commonplace occurrence for many managers. Companies value multicultural working environments for the innovative ideas and solutions that can result from different perspectives, approaches and ways of working. At the same time, it is not always easy to navigate multicultural waters—stumbling blocks, such as different modes of communication, expectations and assumptions, ways of problem-solving, planning and achieving results--often complicate interactions and results at the international level. In marketing environments, effective multicultural management implies not only the ability to cooperate with others, work in teams and speak different languages, but also to understand the different mindsets of colleagues and

	<p>consumers and how these will impact not only everyday working but also successful international marketing approaches.</p> <p>This course looks at some of the fundamental obstacles to successful cross-cultural working and, through a learning-by-doing approach, aims not only to raise cultural awareness (both of one's own cultural preferences and those of others) but also provide tools to overcome some of the intuitive and subconscious barriers (such as preconceptions and stereotypes) to permit inclusive and creative working. Moreover, it deals with the necessity of understanding the world views of others--colleagues and consumers--in order not only to work effectively, but also to understand a consumer's cultural mindset.</p>
Evaluation	
Final Examination (%)	
Continuous Assessment (%)	100
Academic reference	<p>Required readings :</p> <p>Adler, Nancy, "International Dimensions of Organizational Behavior", 2009</p> <p>Recommended readings :</p> <p>Hofstede, G, Hofstede G.J., Minkov, M, "Cultures and Organisations. Software of the Mind", McGraw-Hill, 2010</p> <p>Steers, R.M., Sanchez-Runde, C.J., Nardon, L., Management Across Cultures, Cambridge University Press, 2010</p> <p>Additional articles will be provided on the K2 course site</p>
Websites	

Marketing Intelligence

Course Code	MSC.IMBM2.MKELE.0240
ECTS Credits	2
Course Leader	SPIER Peter
Synchronous	18
Discipline	Marketing
Program	International Marketing and Business Development
Prerequisites	Basic Marketing, Digital Marketing, and Social Media knowledge. Basic understanding of OSINT and Web Search
Course Description	<p>The world is increasingly competitive, volatile, uncertain, complex, and ambiguous. Marketing resources are scarce by the day and communication channels proliferate. It is being asked of Marketing practitioners to be customer-centric, while the customer is increasingly elusive. Marketing and communications have more options, more channels, and a data tsunami to deal with. Technology is making this data grow exponentially, but, at the same time, allows us to collect, structure, analyse, and transform it into actionable insights to use in informed Marketing decision-making and strategy.</p> <p>Marketers who cannot perform under this new paradigm, make the most out of the technology and Big Data available to them, will shortly become obsolete. This course will show the drivers, their impacts, and how marketing practitioners can develop intelligence to guide their organizations, products and brands to success in the marketplace</p>

Evaluation	
Final Examination (%)	
Continuous Assessment (%)	100
Academic reference	<p>REQUIRED READING:</p> <p>1. Mandatory:</p> <p>Course Slide Decks posted on K2</p> <p>2. Highly Recommended:</p> <p>Madureira, L., Popovic, A., & Castelli, M. (2021). Competitive intelligence: A unified view and modular definition. <i>Technological Forecasting and Social Change</i>, 173(December 121086), 1–17. https://doi.org/10.1016/j.techfore.2021.121086</p> <p>Madureira, L., Popovic, A., & Castelli, M. (2023). Competitive intelligence empirical validation and application: Foundations for knowledge advancement and relevance to practice. <i>Journal of Information Science</i>, 0, 1–24. https://doi.org/10.1177/01655515231191221</p> <p>Madureira, L., Popovic, A., & Castelli, M. (2023). Competitive Intelligence Maturity Models: Systematic Review, Unified Model, and Implementation Frameworks. <i>Journal of Intelligence Studies in Business</i>, 13(1), 6–29. https://doi.org/10.37380/jisib.v13i1.988</p> <p>3. Complementary:</p>

	<p>Bazzell, M. (2023). OSINT Techniques: Resources for uncovering online information (10th ed.). Michael Bazzell.</p> <p>Bennett, N., & Lemoine, J. (2014). What VUCA Really Means for You. Harvard Business Review, 92(1/2).</p> <p>Evans, M. (1988). Marketing Intelligence: Scanning the Marketing Environment. Marketing Intelligence & Planning, 6(3), 21–29. https://doi.org/10.1108/eb045773</p> <p>Herring, J. (2008). Defining Competitive Intelligence Needs: The Role of Key Intelligence Topics. In Starting A Competitive Intelligence Function: A SCIP Best Practices Guide (1st ed., Vol. 1, pp. 33–42). Competitive Intelligence Foundation.</p> <p>Glassman, M., & Kang, M. J. (2012). Intelligence in the Internet Age: The Emergence and Evolution of Open Source Intelligence (OSINT). Computers in Human Behavior, 28(2), 673–682.</p> <p>Kelley, W. T. (1968). Marketing Intelligence: The Management of Marketing Information. Staples Press.</p> <p>Oswald, G., & Kleinemeier, M. (2017). Shaping the Digital Enterprise. Cham: Springer International Publishing.</p> <p>Pinkerton, R. L. (1969). How to develop a Marketing Intelligence System. Industrial Marketing, 54, 41–44.</p>
--	--

	Porter, M. E. (1980). Competitive Strategy: Techniques for Analyzing Industries and Competitors (1st ed.). Free Press
Websites	

Marketing Research

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

	The course will involve a company project that will allow students to apply the methods they will be learning about
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Textbooks and References: Malhotra(2007). Marketing research: An applied orientation. Pearson Education Australia. Ryan, G. W., & Bernard, H. R. (2003). Techniques to identify themes. Field methods, 15(1), 85-109.
Websites	

New Business Development: From Idea to Market

Course Code	MSC.IMBM2.MKCOR.0055
ECTS Credits	3
Course Leader	RIBEIRO Barbara
Synchronous	24
Discipline	Stratégie, Innovation & Entrepreneuriat
Program	International Marketing and Business Development
Prerequisites	M1 Marketing
Course Description	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

	<p>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
Continuous Assessment (%)	50
Academic reference	<p>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.</p>
Websites	

Panel Data Analysis

Course Code	MSC.IMBM2.MKELE.0191
ECTS Credits	2
Course Leader	HE Guojun
Synchronous	18
Discipline	
Program	International Marketing and Business Development
Prerequisites	Intermediate marketing knowledge.
Course Description	<p>Today, data seems more available than ever before, however, many global brands have to rely on external providers to collect data about their performance.</p> <p>Indeed many of those global FMCG brands sell their products via middlemen and retailers, thus, they do not have a direct contact with the consumers, so that they not get clear and precise information about their sales. It is crucial however, to assess the brand performance when designing marketing strategies. This is why they need to purchase information from panels providers: the distributor and households panels, helping them to measure and understand their sales in stores and the purchase behavior on households level, to have a clear picture of the market, the brand and the competition.</p> <p>The aim is to enable students to read, interpret and analyze the panels to identify problematics, but also evaluate growth drivers, in order to recommend targeted and contextualized marketing action plans.</p> <p>The ability to manage panels information is an increasingly important skill, when applying for many marketing positions.</p>
Evaluation	
Final Examination (%)	
Continuous Assessment (%)	100

Academic reference	<p>Advanced Customer Analytics : Targeting, Valuing, Segmenting and Loyalty Techniques Ed. 1. Grigsby, Mike. Kogan Page, 2016</p> <p>Methods in Consumer Research, Volume 1 : New Approaches to Classic Methods. Ares, Gaston</p> <p>Elsevier Science. 2018</p>
Websites	

PERFECT PITCH

Course Code	MSC.IMBM2.MKELE.0050
ECTS Credits	2
Course Leader	SPIER Peter
Synchronous	18
Discipline	Marketing
Program	International Marketing and Business Development
Prerequisites	General marketing knowledge
Course Description	<p>This course will take you to the world of public speaking in the business environment. How to overcome stage fright, how to use efficiently your body on stage; How to create a strong connection with the audience using nonverbal communication: voice, inner rhythm, breathing, and eye contact. How to embody a specific status to increase your impact. You will learn about building a business pitch, how to build effective PowerPoint, how to use storytelling, and how to be a better listener. How to adapt to the audience and how to react positively to mistakes and unexpected situations</p>
Evaluation	
Final Examination (%)	40

Continuous Assessment (%)	60
Academic reference	<p>Nabla Leviste : (TedX) créativité immédiate l'importance de se détendre</p> <p>David Servan-Scheiber: Guérir, Le stress, l'anxiété et la dépression sans médicaments ni psychanalyse: coherence cardiaque</p> <p>Keith Johnstone IMPRO, Improvisation& the Theater, Youtube Improv interviews , the suggestibles Improv company- Fear & Risk About spontaneity & originality - Don't do your best (TedX) : Mark Jane Jeux et enjeux, la boîte à outils de l'improvisation théâtrale: Niveaux de tension</p> <p>Jean-Laurent Cochet : L'art et la technique du comédien Keith Johnstone IMPRO,Improvisation & The Theater Status Improv interviews , the suggestibles Improv company: Status National Theater Youtube Channel</p> <p>The World of Comedia del Arte : Character Shape, Didi Hopkins Barbar McAfee: TedX The 5 element framework Wendy Leborgne : Ted X Vocal Branding Beyond Words: How Your Voice Shapes Your Communication</p> <p>Image Roger Love : TedX Is you voice ruining your life David J Philips: Ted X How to avoid death by powerpoint David Beckett best3minutes.com</p> <p>Youtube : How to give the perfect pitch? The Open-3 Close Pitch Canvas, The Pitch Canva Keith Johnstone : Impro for Storytellers Christian Vogler : The Hero's Journey Sebastien Durand : Storytelling ré-enchanter votre communication Les 7 histoires qui font la différence Michelle Golden : TedX : The Elevator Pitch is out of order Mace Horoff TedX : If you've had sex, you know how to sell</p>
Websites	

RESEARCH METHODS

Course Code	MSC.IMBM2.MKELE.0143
ECTS Credits	2
Course Leader	HE Guojun
Synchronous	18

Discipline	Marketing
Program	International Marketing and Business Development
Prerequisites	In addition to the Market Research course, which explores research methodologies (i.e., qualitative vs. quantitative methods) there are additional courses such as Research writing and critical thinking or Research methods that aim to help students prepare for the Master thesis. These courses are different in their aims and can take place simultaneously.
Course Description	<ol style="list-style-type: none"> 1. Building connections between academic research and practical business activities by getting to know more about how we can use research to make better sense to business; 2. Helping you prepare your upcoming Master Thesis in terms of developing thesis topics and research questions, and better understand research methods; 3. Helping you master the essential skills useful for not only thesis writing, but also marketing consulting/research firms; 4. Helping you better understand marketing practices in a structured and logical way, and major areas of marketing research and/or marketing practices; 5. Helping you dramatically improve your skills in reading, writing, thinking, and public speech/presentation. 6. Helping you strategise your thesis design in order to use your thesis to better position yourself in the job market you are interested in
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	Saunders M., Lewis P., Thornhill A. (2016), ""Research methods for business students"", Pearson.

Websites	<p>On research topics and questions: www.msi.org On writing a literature review: http://www.lib.ncsu.edu/tutorials/litreview/ On citing your references: http://fr.slideshare.net/coma-hovadak/harvard-referencing-2011 On quoting and paraphrasing: http://owl.english.purdue.edu/owl/resource/563/1/ Paraphrasing guidelines : http://owl.english.purdue.edu/owl/resource/619/1/ Paraphrasing exercise: http://owl.english.purdue.edu/owl/resource/619/02/</p>
-----------------	--

Start up a Start-up

Course Code	MSC.IMBM2.STELE.0039
ECTS Credits	2
Course Leader	HE Guojun
Synchronous	18
Discipline	Strategy, Innovation & Entrepreneurship
Program	International Marketing and Business Development
Prerequisites	No
Course Description	This course offers a hands-on approach to launching a start-up, with a focus on ideation, marketing strategy, and foundational business and financial planning. Students will collaborate in teams to develop their own start-up concepts, applying real-world insights and strategies throughout the process. The course will culminate in a final presentation evaluated by both the professors and the company, Less is More.
Evaluation	
Final Examination (%)	
Continuous Assessment (%)	100
Academic reference	· Attendance and active participation are crucial due to the hands-on and fast-paced nature of the course.

	<ul style="list-style-type: none"> · Students are expected to collaborate effectively within their teams and meet all project deadlines.
Websites	

Strategic Brand Management

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
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>

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.

This course will show you how.

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.'

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 - '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.

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.

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

	<p>important questions about the role of marketing and consumption in modern society.</p> <p>Topics include:</p> <p>An overview of approaches to branding</p> <p>The long and short of it</p> <p>Differentiation vs distinctiveness</p> <p>Paying attention to attention</p> <p>Relevance: What brands 'mean' to us</p> <p>Consistency and creativity</p> <p>Humanizing the brand</p> <p>Branding with feeling</p> <p>Brand experiences</p> <p>Branding with purpose</p>
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	<p>https://marketingweek.com</p> <p>https://system1group.com</p> <p>https://marketingscience.info</p> <p>https://www.amplifiedintelligence.com</p> <p>https://www.thedrum.com/</p>

SUSTAINABLE MARKETING & COMMUNICATION

Course Code	MSC.IMBM2.MKELE.0159
ECTS Credits	2
Course Leader	HE Guojun
Synchronous	18

Discipline	
Program	International Marketing and Business Development
Prerequisites	No academic prerequisite; however, students should have the basics of marketing (M1 marketing) so they can relate to marketing concepts.
Course Description	The course objective is to provide a comprehensive framework for understanding how sustainability issues can become a part of a successful marketing strategy. Although the primary emphasis of the course will be on sustainable marketing, such an approach necessarily interfaces will all areas of business. Therefore understanding sustainable marketing as embedded in a broader corporate responsibility perspective is needed. Nevertheless, the course gives special attention to the areas of sustainable products/services, communications and consumer behaviour.
Evaluation	
Final Examination (%)	
Continuous Assessment (%)	100
Academic reference	<p>Sustainability Marketing – A global perspective- Belz and Peattie – Wiley 2013</p> <p>Books in French, used to support lectures:</p> <p>Marketing (plus) durable - P.Volle & John W.Schouten- deBoeck Superieur- 2022</p> <p>Guide de la communication responsable – brochure professionnelle editée par l'ADEME – nouvelle édition 2022 - « les clefs pour agir »</p>
Websites	

Project Management for Business Development

MSc in Project Management for Business Development Academic Year 2025-2026 - Campus Lille			
Course Code	Course Title	Number of ECTS credits	Face-to-Face hours
Semester Fall			
Core Courses			
MSC.PPMM2.PMOPT.0001	Project practice portfolio 1	3	24
MSC.PPMM2.PMCOR.0084	Project management methods (only for DD)	2	6
MSC.PPMM2.PMCOR.0078	Leadership skills for projects	3	24
MSC.PPMM2.PMCOR.0077	Project planning and control	3	24
MSC.PPMM2.PMCOR.0079	People in projects	2	18
MSC.PPMM2.PMCOR.0090	International contract management	2	18
MSC.TRCM2.OTCOR.0101	Career management 1	1	6
MSC.PPMM2.PMCOR.0201	Research methods 1	0	18
Specialisation Courses (students choose 1 course)			
MSC.PPMM2.PMCOR.0080	Global project management	2	18
MSC.PPMM2.PMELE.0008	Consulting skills: designing a project-based organizational transformation	2	18
Electives (students choose 3 courses)			
MSC.PPMM2.PMCOR.0200	Digital transformation in PM	1	12
MSC.PPMM2.PMELE.0002	Digital tools for project management	1	12
MSC.PPMM2.PMELE.0006	Sustainable business ecosystems	1	12
MSC.PPMM2.HRELE.0001	Geopolitical Considerations in Project and Program Management	1	12
MSC.PPMM2.PMELE.0003	Workshop Skills for Climate Action	1	12
MSC.PPMM2.PMELE.0010	Wellbeing management	1	12
Total Semester Fall		21	180

CAREER MANAGEMENT 1

Course Code	MSC.TRCM2.OTCOR.0101
ECTS Credits	1
Course Leader	BIANCHI Stéphanie
Synchronous	7
Discipline	
Program	Project Management for Business Development
Prerequisites	No prerequisites.
Course Description	This course is managed by the Career Center. In order to validate this course, students have to:

	<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	

Consulting skills: designing a project-based organizational transformation

Course Code	MSC.PPMM2.PMELE.0008
ECTS Credits	2

Course Leader	GARDINER Paul
Synchronous	18
Discipline	Management & Organisation
Program	Project Management for Business Development
Prerequisites	None
Course Description	This course equips participants with the essential consulting skills needed to design project-based organizational transformations. Learners will explore methodologies for assessing organizational needs, developing transformation strategies, and designing projects that lead to effective change. Through case studies and practical exercises, participants will gain insights into stakeholder engagement, risk management, and creating a culture receptive to change. Ideal for aspiring consultants and organizational leaders, this course lays the foundation for driving impactful transformation initiatives.
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	0
Websites	0

Digital Tools for Project Management

Course Code	MSC.PPMM2.PMELE.0002
ECTS Credits	1
Course Leader	GARDINER Paul
Synchronous	12

Discipline	Management & Organisation
Program	Project Management for Business Development
Prerequisites	None.
Course Description	Practical application of MS Project, Power BI and Power Automate to increase efficiency.
Evaluation	
Final Examination (%)	70
Continuous Assessment (%)	30
Academic reference	None
Websites	None

Digital Transformation in Project Management

Course Code	MSC.PPMM2.PMCOR.0200
ECTS Credits	1
Course Leader	GARDINER Paul
Synchronous	12
Discipline	Autre
Program	Project Management for Business Development
Prerequisites	No prerequisites
Course Description	A specialisation course to familiarise students with latest developments linking productivity tools and AI to project management. This course is about the application of AI and digital tools in the management of projects and this can impact the different stakeholders, especially the project manager.

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

FRENCH AS A SECOND LANGUAGE 1

Course Code	MSC.TRCM2.LGOPT.0008
ECTS Credits	1
Course Leader	LEVIN Jeremy
Synchronous	12
Discipline	
Program	Project Management for Business Development
Prerequisites	N/A
Course Description	<p>There are 4 levels: - A0: complete beginner - A1: pre-intermediate - A2-B1: intermediate - B2: advanced Students are asked to take an online placement test whose results will determine which level suits them best.</p> <p>They are varied and depend upon the level of the course. They can go from basic phrases for concrete situations to routine tasks set in the students' immediate environment or to more abstract topics dealt with in spontaneous, interactive ways.</p>
Evaluation	

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

Geopolitical Considerations in Project and Program Management

Course Code	MSC.PPMM2.HRELE.0001
ECTS Credits	1
Course Leader	GARDINER Paul
Synchronous	12
Discipline	Droit & Humanités
Program	Project Management for Business Development
Prerequisites	None
Course Description	<p>International relations are more and more impacting business in general and Project Management in particular. Armed conflicts, access to resources, local instability, climate change, international organizations, action of private entities on states... many topics have raised during the 21st century and a good project manager has to be aware of them.</p> <p>This class will be an introduction to geopolitics applied to international business and especially project management.</p>
Evaluation	
Final Examination (%)	0

Continuous Assessment (%)	100
Academic reference	0
Websites	0

Global Project Management

Course Code	MSC.PPMM2.PMCOR.0080
ECTS Credits	2
Course Leader	GARDINER Paul
Synchronous	18
Discipline	Autre
Program	Project Management for Business Development
Prerequisites	None
Course Description	<p>Globalization and technological advances sparked the creation of global projects (GPs) characterized by multicultural teams from various organizations, working in different countries, speaking different languages and collaborating across time zones. This course aims to explain a holistic framework that supports the early identification of global risks and challenges and makes suggestions to students that are looking into improving coordination, communication and collaboration in GPs.</p> <p>Through the case studies, students will assess how companies face the GPM challenges and apply the practices in the framework, expanding it in order to reflect the evolving technologies and increasingly complex human relations in several organizational and geographical contexts.</p>
Evaluation	

Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	<p>REQUIRED READINGS BEFORE DAY 1</p> <ol style="list-style-type: none"> 1. Binder JC, Gardiner PD, Ritchie JM. A model of success factors for global project management. Project Perspectives 2010;XXXII:4–11. https://www.researchgate.net/publication/301609227_A_Model_of_Success_Factors_for_Global_Project_Management 2. Binder JC. The global project management framework: communication, collaboration and management across borders. Proceedings of the PMI Global Congress EMEA, The Netherlands: Project Management Institute; 2009. https://www.researchgate.net/publication/230663211_The_Global_Project_Management_Framework_Communication_Collaboration_and_Management_Across_Borders 3. Binder JC. The global project management framework: a Cartesian concept model. Proceedings of the PMI Global Congress EMEA, The Netherlands: Project Management Institute; 2009. https://www.researchgate.net/publication/230663209_Global_project_management_framework_a_Cartesian_concept_model 4. Binder JC. Global project management: communication, collaboration and management across borders. UK: Gower Publishing, Ltd.; 2007. 5. Binder JC, Gardiner PD, Ritchie JM. The Project Management Cocktail Model: An Approach for Balancing Agile and ISO 21500. Procedia - Social and Behavioral Sciences, 2014. https://www.researchgate.net/publication/261560647_The_Project_Management_Cocktail_Model_An_Approach_for_Balancing_Agile_and_ISO_21500 <p>RECOMMENDED READINGS</p> <ol style="list-style-type: none"> 1. Aaltonen, K. and Sivonen, R. (2008), Response strategies to stakeholder pressures in global projects, International Journal of Project Management - In Press. 2. Aaltonen, K., Jaakko, K. and Tuomas, O. (2008), Stakeholder salience in global projects, International Journal of Project Management 26(5), 509 - 516. 3. Badir, Y. F., Founou, R., Stricker, C. and Bourquin, V. (2003), Management of global large-scale projects through a federation of multiple web-based workflow management systems, Project Management Journal 34(3), 40 - 47. 4. Binder JC. Types of PMOs (Models). In PMO SIG Accord – 1st Edition (pp.44-47). Program Management Office Specific Interest Group (PMOSIG); 2008. 5. Binder JC, Gardiner PD, Ritchie JM. A model of success factors for global project management. In IPMA Scientific Research Paper Series: Human

	<p>Side of Projects in Modern Business. Helsinki: IPMA; 2009. 6. Bourgault, M., Drouin, N. and Hamel, Ém. (2008), Decision making within distributed project teams: An exploration of formalization and autonomy as determinants of success , Project Management Journal 39(S1), S97-S110. 7. Byosiére, P. and Luethge, D. J. (2007), Project management processes across borders: A comparison of EU-US corporate subsidiary project activities , Project Management Journal 38(2), 18 - 29. 8. de Bakker, K. and Somani, S. (2006) Establishing Cultural Influences on Risk Management PMI Global Congress 2006 EMEA - Conference proceedings, Madrid. 9. Diallo, A. and Thuillier, D. (2004), The success dimensions of international development projects: the perceptions of African project coordinators , International Journal of Project Management 22(1), 19 - 31. 10. Drouin, N., Bourgault, M. and Saunders, S. B. (2008), Investigation of contextual factors in shaping HR approaches and determining the success of international joint venture projects: Evidence from the Canadian telecom industry , International Journal of Project Management - In Press. 11. Dubé, L. and Paré, G. (2004). The multifaceted nature of virtual teams in Pauleen D. J. (Ed), Virtual teams: Projects, protocols and processes. London: Idea Group Publishing. 12. Evaristo, R. and van Fenema, P. C. (1999), A typology of project management: emergence and evolution of new forms , International Journal of Project Management 17(5), 275 - 281. 13. Ghosh, P. P. and Varghese, J. C. (2004), Globally distributed product development using a new project management framework , International Journal of Project Management 22(8), 669 - 678. 14. Hameri, A. P. and Nitter, P. (2002), Engineering data management through different breakdown structures in a large-scale project , International Journal of Project Management 20(5), 375 - 384. 15. Henderson, L. S. (2008), The impact of project managers communication competencies: Validation and extension of a research model for virtuality, satisfaction, and productivity on project teams , Project Management Journal 39(2), 48 - 59. 16. Henrie, M. and Sousa-Poza, A. (2005), Project Management: A cultural literary review , Project Management Journal 36(2), 5 - 14. 17. Hofstede, G. (1991), Culture s consequences: international differences in work-related values , London: SAGE publications. 18. Javed, T., E-Maqsood, M. and Durrani, Q. R. (2006), Managing geographically distributed clients throughout the project management life cycle , Project Management Journal 37(5), 76 - 87. 19. Kendra, K. and Taplin, L. J. (2004), Project success: A cultural framework , Project Management Journal 35(1), 30 - 45. 20. Khang, D. B. and Moe, T. L.</p>
--	---

	<p>(2008), Success Criteria and Factors for International Development Projects: A Life-Cycle-Based Framework , Project Management Journal 39(1), 72 - 84. 21. Khattab, A. A., Anchor, J. and Davies, E. (2007), Managerial perceptions of political risk in international projects , International Journal of Project Management 25(7), 734 - 743. 22. Lee, M. R. (2008), E-ethical leadership for virtual project teams , International Journal of Project Management - In Press. 23. Lee-Kelley, L. (2006), Locus of control and attitudes to working in virtual teams , International Journal of Project Management 24(3), 234 - 243. 24. Lee-Kelley, L. and Sankey, T. (2008), Global virtual teams for value creation and project success: A case study , International Journal of Project Management 26(1), 51 - 62. 25. Mäkilouko, M. (2004), Coping with multicultural projects: the leadership styles of Finnish project managers , International Journal of Project Management 22(5), 387 - 396. 26. Mayer, M. (1998). The virtual edge: embracing technology for distributed project team success . Pennsylvania: Project Management Institute. 27. Milosevic, D. Z. (1999), Echoes of the Silent Language of Project Management , Project Management Journal 30(1), 27 - 39. 28. Rad, P. and Levin, G. (2003), Achieving Project Management Success using Virtual Teams . USA: J. Ross Publishing. 29. Ramaprasad, A. and Prakash, A. N. (2003), Emergent project management: how foreign managers can leverage local knowledge , International Journal of Project Management 21(3), 199 - 205. 30. Shore, B. (2008), Systematic biases and culture in project failures , Project Management Journal 39(4), 5 - 16. 31. Shore, B. and Cross, B. J. (2005), Exploring the role of national culture in the management of large-scale international science projects , International Journal of Project Management 23(1), 55 - 64. 32. Trompenaars, F. and Hampden-Turner, C. (2005), Riding the waves of culture: understanding the cultural diversity in business , London: Nicholas Brealey Publishing.</p>
Websites	<p>1. http://www.globalprojectmanagement.org 2. https://www.researchgate.net/profile/Jean_Binder</p>

International Contract Management

Course Code	MSC.PPMM2.PMCOR.0090
--------------------	----------------------

ECTS Credits	2
Course Leader	GARDINER Paul
Synchronous	18
Discipline	Management & Organisation
Program	Project Management for Business Development
Prerequisites	None
Course Description	<p>Ample credible evidence exists that despite the “professionalization” of project management, “projects” and the “products” these projects are producing are “failing” at an unacceptable rate.</p> <p>One of the major “root causes” stems from contractually related issues.</p> <p>This course has been designed to help you develop an understanding of what contractually related issues are causing both project and product failures and what we, as project managers, can and should be doing about it.</p> <p>This course is somewhat unique as it looks at contracts and contracting from both the OWNERS and CONTRACTORS perspective, on the premise that the only way to be able to fix the issues lies in creating contracts which are “fair” and “equitable in allocating risks to the party most capable of managing those risks.</p> <p>Because construction is arguably one of the oldest (Pyramids? Great Wall of China? Cathedrals of Europe?) applications of the project management processes and have some of the most sophisticated and well developed contract documents, many of the documents are coming from construction sources.</p> <p>HOWEVER all attempts will be made to demonstrate how these same terms and conditions can be adopted or adapted for use by other sectors. As there are both team and individual projects, students are free to document how they can or would modify the contractual terms and conditions found</p>

	in construction for use in other sectors. (Essentially, all sectors are experiencing the same issues to a greater or lesser extent.)
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	<p>BEFORE DAY 1 (Pre-Course Reading Assignments) 1. Guild of Project Controls Compendium and Reference (GPCCaR) http://www.planningplanet.com/guild/GPCCAR-modules (FREE but you have to fill in a PROFILE that will take you about 10 minutes) a. Module 2-1 Managing People: http://www.planningplanet.com/guild/gpccar/introduction-to-managing-people b. Module 2-6 Identifying and Engaging Stakeholders: http://www.planningplanet.com/guild/gpccar/introduction-to-managing-people c. Module 5-1 Introduction to Managing Contracts: http://www.planningplanet.com/guild/gpccar/introduction-to-managing-contracts d. Module 5-3 Selecting the Project Delivery Method and Contract Type: http://www.planningplanet.com/guild/gpccar/managing-contracts-select-project-delivery-method-contract-type e. Module 5-4 Tendering and Bidding the Contract: http://www.planningplanet.com/guild/gpccar/managing-contracts-tendering-and-bidding-the-project f. Module 5-5 Managing the Contract (Owners and Contractors Perspectives): http://www.planningplanet.com/guild/gpccar/managing-contracts-managing-the-contract g. Module 5-6 Closing the Contract (Owners and Contractors Perspectives) http://www.planningplanet.com/guild/gpccar/managing-contracts-closing-the-contract h. Module 10-1 Introduction to Managing Change: http://www.planningplanet.com/guild/gpccar/introduction-to-managing-change i. Module 10-3 Managing Change- The Owners Perspective: http://www.planningplanet.com/guild/gpccar/managing-change-the-owners-perspective j. Module 10-4 Managing Change- The Contractors Perspective: http://www.planningplanet.com/guild/gpccar/managing-</p>

	<p>change-the-contractors-perspective k. Module 10-5 Managing Change Using Configuration Management: http://www.planningplanet.com/guild/gpccar/managing-change-configuration-management l. Module 12-1 Introduction to Forensic Analysis: http://www.planningplanet.com/guild/gpccar/introduction-to-managing-forensic-analysis 2. KPMG Global Construction Survey 2015: https://home.kpmg.com/xx/en/home/insights/2015/03/global-construction-survey.html 3. ARCADIS Global Construction Disputes 2015: https://www.arcadis.com/media/2/8/9/%7B289321DC-B266-4A13-82FA-CCBD54B6F535%7DARCADIS%20Construction%20Disputes%20Report%202015%20004.pdf 4. Why do Contractors Fail? http://c.ymcdn.com/sites/www.surety.org/resource/resmgr/LearnAboutSurety/Why_Do_Contractors_Fail.pdf 5. Ernst & Young Project Efficiency in the Oil and Gas Sector: http://www.ey.com/gl/en/industries/oil---gas/ey-project-efficiency-in-oil-and-gas 1. Job outlook 2016: the attributes employers want to see on new college graduates' resumes- http://www.naceweb.org/career-development/trends-and-predictions/job-outlook-2016-attributes-employers-want-to-see-on-new-college-graduates-resumes/ 2. What is project based learning? http://www.bie.org/about/what_pbl 3. Kirkpatrick new world model- http://www.kirkpatrickpartners.com/our-philosophy/the-new-world-kirkpatrick-model 4. Pay the laborer before his sweat dries: http://www.masjidma.com/2012/09/03/the-employer-employee-relationship/ 5. Caution- pay when paid clauses: http://www.jdsupra.com/legalnews/caution-pay-when-paid-clauses-are-a-58593/ 6. Understanding pay-if-paid and pay-when-paid clauses in a construction contract: http://floridaconstructionlawgroup.com/understanding-pay-if-paid-and-pay-when-paid-clauses-in-a-construction-contract/ 7. Unfair payment clauses in the contracts in the uae: http://www.slqsuae.org/wp-content/uploads/2014/12/article-by-roshan-2014.pdf 8. Project management credentials compared against the us professional engineer (pe) license- http://pmworldjournal.net/wp-content/uploads/2016/12/pmwj53-dec2016-giammalvo-certification-benchmarking-2016-update-featured-paper.pdf AIS integrated project delivery approach- https://www.aiacontracts.org/resources/64146-integrated-project-delivery-a-guide 9. How to develop competent professional level project management practitioners-</p>
--	---

	http://pmworldjournal.net/wp-content/uploads/2015/07/pmwj36-jul2015-giammalvo-producing-competent-practitioners-second-edition.pdf FOR PURCHASE BY SKEMA FOR YOUR LIBRARY 10. FIDIC Red Book: http://fidic.org/books/construction-contract-1st-ed-1999-red-book 11. AIA General Conditions of the Contract 2017: https://www.aiacontracts.org/events/86776-aia-2017-documents-the-revised-general-conditions-and-new-sustainable-projects-exhibit- 12. EJCDC General conditions: http://www.ejcdc.org/product/c-700-standard-general-conditions-2013-2/ 13. ConsensusDocs General Conditions http://www.consensusdocs.org/Resource_/FileManager/Redline_of_Conse nsusDocs_200_2007_2011_2012_2014.pdf 14. CSI Project Resource Manual 5th Edition https://www.amazon.com/Project-Resource-Manual-CSI-Practice/dp/0071370048
Websites	1. Guild of Project Controls- http://www.planningplanet.com/guild 2. Guild of Project Controls Competency Certification Home page- http://www.planningplanet.com/guild/certification 3. Association for the Advancement of Cost Engineering International- http://web.aacei.org/about-aace

Leadership Skills for Projects

Course Code	MSC.PPMM2.PMCOR.0078
ECTS Credits	3
Course Leader	GARDINER Paul
Synchronous	24
Discipline	Autre
Program	Project Management for Business Development
Prerequisites	None
Course Description	Leadership is a critical project management skill. This course is designed to steer participants towards a self-directed learning path to grow and excel as a project manager. Every project is unique, so future leadership scenarios cannot be foreseen with great accuracy. This seminar therefore helps

	<p>participants to invest in leadership readiness, equipping them with the intellectual and emotional resources required to thrive in an international project situation. Project managers must be able to quickly engage team members and stakeholders, even from another culture, transcend differences and bring them towards the desired project goals in a timely manner, be it on a face-to-face or virtual team.</p> <p>Leadership is about influence, both through personal effectiveness and defined channels of responsibility. The project manager has to be a decision-maker and change agent, creating a vision, building authority and displaying communication creativity and problem solving strategies. The emphasis is on self-awareness and then putting leadership into action, attracting the relevant players to a project and keeping them onboard.</p> <p>Human factor challenges can be overcome by:</p> <ul style="list-style-type: none"> • Dynamizing a transversal team and stakeholders towards a positive outcome • Making effective presentations of ideas and using influence tactics • Communicating effectively with individual team members • Overcoming resistance: removing obstacles and dealing with objections <p>The course incorporates a range of modern concepts in this domain, including self-directed learning, strengths-based leadership and transformational strategies. Though of a short duration, it nonetheless offers a solid foundation for the project manager towards leadership development.</p>
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	REQUIRED READINGS Northouse, P. (2010). Leadership: Theory and Practice (5th ed.). Thousand Oaks: Sage. Pinto, J., Thoms, P., Trailer, J.,

	<p>Palmer, T., & Govekar, M. (1998). Project Leadership: From Theory to Practice. Newton Square: Project Management Institute. RECOMMENDED READINGS Anbari, F. T., Khilkhanova, E. V, Romanova, Maria, V., Ruggia, M., Han-Huei Tsay, C., & Umpleby, Stuart, A. (2010). Cultural Differences in Projects. Newtown Square. Clarke, N. (2012). Leadership in projects: what we know from the literature and new insights. Team Performance Management, 18(3/4), 128–148. Hunter, J. (1998). The Servant. Roseville: Prima. Lee, Margaret, R. (2014). Leading Virtual Project Teams. Boca Raton: CRC Press, Taylor and Francis. Lee-Kelley, L. (2002). Situational leadership: Managing the virtual project team. Journal of Management Development, 21(6), 461–476. Levin, G. (2008). Guidelines to Create a Culture to Promote Successful Use of Virtual Teams Benefits and Challenges of Working with Virtual Teams. In PMI (Ed.), PMI Global Congress Proceedings-Denver, Colorado, USA (pp. 1–9). Denver: PMI. Levin, G. (2009). Team-Building Strategies for the Virtual Team, 1–10. Levin, G., & Rad, P. (2006). Successful Motivational Techniques for Virtual Teams. In PMI Global Congress Proceedings-Madrid, Spain. Newton Square: PMI. Pinto, J. K., & Trailer, J. (1998). Leadership Skills for project Managers. Newtown Square: Project Management Institute. Rad, P., & Levin, G. (2003). Achieving Project Management Success Using Virtual Teams. Ralf Müller, Konrad Spang, S. O. (2009). Cultural differences in decision making in project teams. International Journal of Managing Projects in Business, 2(1), 70 – 93. Slevin, D. P., & Pinto, J. K. (1991). Project Leadership: Understanding and Consciously Choosing your Style. Project Management Journal, XXII(1), 39–48. Thompson, K. (2010). Servant-Leadership: An effective model for project management. Capella University. Turner, J. R. (2007). Gower Handbook of Project Management. (J. R. Turner, Ed.) (4th ed.). Aldershot: Gower. Turner, J. R., & Müller, R. (2005). The Project Manager’s Leadership Style as a Success Factor on Projects: a literature review. Project Management Journal, 36(1), 49–62. Turner, J. R., & Müller, R. (2006). Choosing Appropriate Project Managers: matching their leadership style to the type of project. Newtown Square: Project Management Institute. Turner, J. R., Müller, R., & Dulewicz, V. (2009). Comparing the leadership styles of functional and project managers. International Journal of Managing Projects in Business, 2(2), 198–216.</p>
Websites	<p>WEBLINKS: • http://www.ipma.ch/Pages/default.aspx • http://www.pmi.edu (Project Management articles) •</p>

	http://www.mckinseyquarterly.com (Management articles) • http://www.geert-hofstede.com (Cross cultural) • http://www.edwarddebono.com (Thinking strategies) • http://www.quadrant1.com (Personal development) • http://www.12manage.com (Management theories) • http://www.fourhourworkweek.com (Personal Life Goals) • https://www.ted.com/playlists/140/how_leaders_inspire (Leadership) DVDs: • CNBC The Leaders - The Secrets To Their Success FILMS: • Remember the Titans (2001) • Gandhi (1982) • Hotel Rwanda (2006) • Twelve Angry Men (1957)
--	--

People in Projects

Course Code	MSC.PPMM2.PMCOR.0079
ECTS Credits	2
Course Leader	GARDINER Paul
Synchronous	18
Discipline	Autre
Program	Project Management for Business Development
Prerequisites	None
Course Description	<p>Project managers are facing many challenges: an increasing complexity related to fast changing and highly competitive environments that influences the project; a multiple set of internal and external stakeholders with different and sometimes conflicting demands that need to be balanced; as well as issues in acquiring and using human resources, as developing and maintaining trust and/or managing change and conflict, which is probably one of their toughest challenges. This course addresses these challenges from three perspectives: the organization, the team and the individual level. Managing people in projects is a course that introduces Human Resource Management (HRM) for and in projects, with a focus on four main topics: the project oriented organization and its features; HRM in</p>

	project oriented organizations; HRM in projects and project stakeholder management.
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	<p>Books: • Huemann, M. (2015). Human Resource Management in the project-oriented Organization. Gower Applied Research (Chapter 4, 5 and 9)</p> <p>• Huemann, M.; Eskerod, P. ; Ringhofer, C. (2016). Rethink! Project Stakeholder Management. PMI (Chapter 3 and 10)</p> <p>Papers: • Gustavsson, T.K. (2016), Organizing to avoid project overload: The use and risks of narrowing strategies in multi-project practice, International Journal of Project Management, 34, 94–101. • Keegan, A., Huemann, M. & Turner, R.J. (2012), Beyond the line: exploring the HRM responsibilities of line managers, project managers and the HRM department in four project-oriented companies in the Netherlands, Austria, the UK and the USA, International Journal of Human Resource Management, 23 (15). pp. 3085-3104. • Freeman, R. E. and McVea, J. (2001), A Stakeholder Approach to Strategic Management, Darden Business School Working Paper, No. 01-02. Available at SSRN: http://ssrn.com/abstract=263511 or http://dx.doi.org/10.2139/ssrn.263511 • Achterkamp, M.C., & Vos, J.F.J. (2008). Investigating the use of the stakeholder notion in project management literature, a meta-analysis. International Journal of Project Management, 26, 749-757. Additional readings (recommended): • Ballejos, L.C. & Montagna, J.M. (2008), Method for stakeholder identification in interorganizational environments. Requirements Engineering 13 (4), 281–329. • Bryson , J . M . (2004), What to do when stakeholders matter: Stakeholder identification analysis techniques, Public Management Review, 6 , 21 – 53 . • Jepsen, A.L., Eskerod, P. (2009), Stakeholder analysis in projects: challenges in using current guidelines in the real world. International Journal of Project Management, 27 (4), 335–343. • Huemann, M., Keegan A.E. and. Turner, J.R. (2007), Human Resource Management in</p>

	the Project-oriented Company: a review, International Journal of Project Management, 25, 315–323. • Packendorff, J. (2002), The temporary society and its enemies: Projects from an individual perspective. In: K. Sahlin-Andersson & A. Söderholm (eds.) Beyond Project Management: New Perspectives on the Temporary-Permanent Dilemma: pp. 39-58. Malmö: Liber. • Söderlund J & Bredin K. (2006), HRM in project-intensive firms: changes and challenges, Human Resource Management, 45(2):249–65.
Websites	0

Project Management Methods

Course Code	MSC.PPMM2.PMCOR.0084
ECTS Credits	2
Course Leader	GARDINER Paul
Synchronous	6
Discipline	Management & Organisation
Program	Project Management for Business Development
Prerequisites	None
Course Description	<p>Agile PM and SCRUM are two important project management methods used internationally. This course provides foundation level competence in both and an opportunity for certification. The course covers the SCRUM Master Certification requirements based on the Agile Business Consortium syllabus and certified by APMG. Agile PM is a project management method suitable for dynamic projects with high uncertainty and/or complexity. The course covers the key principles of AGILEPM, specifically: underpinning philosophy and principles, lifecycle of an AgilePM project, products, techniques, roles and responsibilities.</p> <p>Online help is available by TrainingByteSize.com for both methods. Candidates that pass the course will be provided with an opportunity for certification in both methods. An assignment is included in the course.</p>

Evaluation	
Final Examination (%)	70
Continuous Assessment (%)	30
Academic reference	REQUIRED READINGS Manuals for PRINCE2 and Agile PM RECOMMENDED READINGS Other resources and articles will be supplied. NOTE PRINCE2® is a registered trade mark of AXELOS Limited, used under permission of AXELOS Limited. All rights reserved. AgilePM® and AgilePgM® are registered trademarks of Dynamic Systems Development Method Ltd. All rights reserved.
Websites	www.apmgroup.co.uk trainingbytesize.com

Project Planning and Control

Course Code	MSC.PPMM2.PMCOR.0077
ECTS Credits	3
Course Leader	GARDINER Paul
Synchronous	24
Discipline	Management & Organisation
Program	Project Management for Business Development
Prerequisites	None.
Course Description	This course aims to provide students with the core knowledge areas of project management. The course combines the knowledge available in project management with the PMI Body of Knowledge (PMBok). Focus will be on understanding the application of the tools of project management, such as work breakdown structure, use of critical path scheduling, stakeholder management, risk management and earned value analysis. The principles and tools are integrated and clarified through use of examples,

	case studies and simulations. Reference is made to the PMBoK project management life cycle and its processes related to each of the course topics.
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	<p>PRE-READING Read chapter 1, 2 and 3 of: Project Management Institute. 2013. A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Fifth Edition</p> <p>REQUIRED READINGS 1. Kerzner, H. 2013. Project Management: A Systems Approach to Planning, Scheduling, and Controlling, 11th Ed. John Wiley & Sons Inc. (available in the library in e-book format) 2. Project Management Institute. 2013. A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Fifth Edition 3. Selected list of journal articles will be communicated to students before the start of the course.</p> <p>RECOMMENDED READINGS 1. Gardiner, P. D. 2005. Project Management: A Strategic Planning Approach, Palgrave Macmillan. 2. Pinto, J. K. 2015. Project Management: Achieving Competitive Advantage, 4th Ed. Prentice Hall.</p>
Websites	1. www.pmi.org

Project Practice Portfolio 1

Course Code	MSC.PPMM2.PMOPT.0001
ECTS Credits	3
Course Leader	GARDINER Paul
Synchronous	24
Discipline	Management & Organisation
Program	Project Management for Business Development

Prerequisites	NONE
Course Description	This course requires you to work in teams on real projects in a portfolio. You will be part of a cell working on several projects and will develop your project management competences through practice. Part 1 is focused on project generation and initiation activities up to and including the project charter. Part 2 is focused on project development and delivery, quality management, audit and control.
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	Required readings 1. PMI PMBOK Guide and Agile Practice Guide (latest edition) 2. IPMA ICB4 3. PRINCE2 guide 4. GAPPS project manager and sponsor standards
Websites	0

Research methods 1

Course Code	MSC.PPMM2.PMCOR.0201
ECTS Credits	0
Course Leader	GARDINER Paul
Synchronous	18
Discipline	Autre
Program	Project Management for Business Development
Prerequisites	None
Course Description	Fundamentals of research methods for business

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

Sustainable Business Ecosystems

Course Code	MSC.PPMM2.PMELE.0006
ECTS Credits	1
Course Leader	GARDINER Paul
Synchronous	12
Discipline	Management & Organisation
Program	Project Management for Business Development
Prerequisites	None.
Course Description	<p>You will learn about sustainable business ecosystems which are interconnected networks of businesses, organizations, and stakeholders that collaborate to achieve social, economic, and environmental sustainability. These ecosystems prioritize responsible resource management, social equity, and environmental protection, and are characterized by circular economy principles, collaborative innovation, and long-term thinking. You will discover how to create a more resilient and regenerative economy that balances the needs of people, the planet, and profit, for example, by adopting sustainable practices and working collaboratively with stakeholders to drive systemic change towards a more sustainable future.</p>

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

Wellbeing management

Course Code	MSC.PPMM2.PMELE.0010
ECTS Credits	1
Course Leader	GARDINER Paul
Synchronous	12
Discipline	Management & Organisation
Program	Project Management for Business Development
Prerequisites	None
Course Description	This course on Wellbeing Management integrates mindfulness practices, perceptive decision-making, and powerful dialogues to cultivate a holistic approach to personal and professional wellbeing. Participants will learn to navigate stress, enhance awareness, and engage effectively with others to foster a balanced and fulfilling life.
Evaluation	
Final Examination (%)	0

Continuous Assessment (%)	100
Academic reference	0
Websites	0

Workshop Skills for Climate Action

Course Code	MSC.PPMM2.PMELE.0003
ECTS Credits	1
Course Leader	GARDINER Paul
Synchronous	12
Discipline	Management & Organisation
Program	Project Management for Business Development
Prerequisites	None
Course Description	Co-designing with Stakeholders for Climate Resilience introduces students to a variety of participatory methods and tools to engage with stakeholders. Students will learn the various approaches to group facilitation and techniques to elicit knowledge in service of effective interventions in organizations. In this course, students will use them to simulate solutions for climate adaptation and resilience in organizations, getting to know relevant methods and tools through hands-on activities.
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	TBD

Websites	TBD
-----------------	-----