



Course List
Master Programmes
Incoming Exchange Students
Paris Campus
Spring 2026

Dear Exchange Students,

Welcome to SKEMA Business School !

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

Please read these instructions carefully:

- 1) Students are required to choose **one program** and follow the courses within that one program. It is not possible to mix and match courses from different programs due to frequent scheduling clashes.
- 2) **French language courses** are offered for programmers other than the Master 1 programme at 1 ECTS. Please note for double degree students, the French language course is not credited.
- 3) Courses within the catalogue **are subject to slight changes**.
- 4) There is **a maximum number of seats available** per specialization program.

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Master 1 - Global Business Env.

M1 Programme			
Academic year 2025/2026 - Paris campus			
Course code	Courses	ECTS credits	Face-to-face hours
Semester Spring			
PGE.FINM1.FICOR.0514	International Finance	5	30
PGE.FINM1.ISCOR.0714	Operations Management	5	30
PGE.FINM1.STCOR.0843	Entrepreneurship	3	18
PGE.FINM1.ISCOR.0703	Management of Information Systems in the Digital Age	3	18
PGE.FINM1.MKCOR.0413	International Marketing	3	18
PGE.FINM1.HRCOR.0345	Corporate Social Responsibility: beyond the mainstream	3	18
	LANGUAGES	2	24
PGE.FINM1.ISCOR.0715	Power BI	1	10
PGE.FINM1.CRCOR.1004	CAREER MANAGEMENT 4: Personal branding tools	1	10
DESMI 1 ELECTIVES (one to be chosen)			
PGE.FINM1.HRCOR.0351	Essential Negotiation skills	4	24
PGE.FINM1.FICOR.0520	Quantitative Finance & Modeling	4	24
PGE.FINM1.STCOR.0814	Design Marketing	4	24
PGE.FINM1.HRCOR.0352	Organizational Development	4	24
Total semester spring		30	200

CAREER MANAGEMENT 4: Personal branding tools

Course Code	PGE.FINM1.CRCOR.1004
ECTS Credits	1
Course Leader	ANDRE Paul
Synchronous	6
Discipline	Autre
Program	M1 Global Business Env.
Prerequisites	no
Course Description	Career management course, including all element of employability from professionnall project to job search tools and networking.
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60

Academic reference	0
Websites	0

CORPORATE SOCIAL RESPONSIBILITY: BEYOND THE MAINSTREAM

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

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

DESIGN MARKETING

Course Code	PGE.FINM1.STCOR.0814
ECTS Credits	4
Course Leader	ANDRE Paul
Synchronous	24
Discipline	Autre
Program	M1 Global Business Env.
Prerequisites	-none

Course Description	This course explores the integration of strategic design principles into marketing practices, emphasizing the creation of compelling brand experiences. It delves into the importance of user experience, brand differentiation, emotional engagement, and visual-centric communication in today's competitive landscape. Through a blend of creativity, psychology, and user-centric design, brands can foster deeper connections with consumers, set themselves apart from competitors, and effectively convey their messages in the digital age.
Evaluation	
Final Examination (%)	30
Continuous Assessment (%)	70
Academic reference	0
Websites	<p>The deep dive (IDEO) (22min) https://www.youtube.com/watch?v=2Dtrkrz0yoU Lucky Iron Fish (3min43) https://www.youtube.com/watch?v=iY0D-PlcgB4 d.school Paris and the aging simulator (1min25) https://www.youtube.com/watch?v=jD5XwdgAq_s How it works : Design Thinking (5min51) https://www.youtube.com/watch?v=pXtN4y3O35M Design Thinking - Tim Brown, CEO and President of IDEO (26min42) https://www.youtube.com/watch?v=U-hzefHdAMk</p>

ENTREPRENEURSHIP

Course Code	PGE.FINM1.STCOR.0843
ECTS Credits	3
Course Leader	ANDRE Paul
Synchronous	18

Discipline	Stratégie, Innovation & Entrepreneuriat
Program	M1 Global Business Env.
Prerequisites	No prerequisite
Course Description	<p>This course introduces the fundamental concepts at the basis of entrepreneurship. We will use a combination of lectures, case studies and a team project to explore and apply theoretical frameworks and methodologies in different industry and company situations. Basic mastery of these tools has relevance to everyone seeking a career in business as a manager, an entrepreneur or a consultant.</p> <p>By interacting with entrepreneurs, you will have the chance to discover their life and their entrepreneurial venture. More specifically, you will be able to grasp the processes of developing an idea and of transforming an invention into an innovation (from the idea to the market). You will discover the diversity of entrepreneurial ventures led by committed entrepreneurs and will be able to grasp what the entrepreneurs' life is. In addition, you will also discover how did they select the first market.</p>
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	<p>Reading list: • Marx, Matt, and David H. Hsu. 2021. Revisiting the Entrepreneurial Commercialization of Academic Science: Evidence from “Twin” Discoveries. <i>Management Science</i>. https://doi.org/10.1287/mnsc.2021.3966 (see introduction) • Nanda, Ramana, and Jesper B. Sørensen. 2010. Workplace Peers and Entrepreneurship. <i>Management Science</i> 56(7): 1116-1126. https://doi.org/10.1287/mnsc.1100.1179 (see introduction) • Giannetti, Mariassunta, and Andrei Simonov. 2009. Social Interactions and Entrepreneurial Activity. <i>Journal of Economics & Management Strategy</i> 18(3): 665- 709. https://doi.org/10.1111/j.1530-9134.2009.00226.x (see introduction) • Lindquist, Matthew J., Joeri Sol, and Mirjam Van Praag. 2015.</p>

Why Do Entrepreneurial Parents Have Entrepreneurial Children? *Journal of Labor Economics* 33(2): 665- 709. <https://doi.org/10.1086/678493> (see introduction) • Eesley, Charles, and Yanbo Wang. 2017. Social influence in career choice: evidence from a randomized field experiment on entrepreneurial mentorship. *Research Policy* 46(3): 636- 650. <https://doi.org/10.1016/j.respol.2017.01.010> (see introduction) • Lerner, Josh, and Ulrike Malmendier. 2013. With a Little Help from my (Random) Friends: Success and Failure in Post-Business School Entrepreneurship. *The Review of Financial Studies* 26(10): 2411-2452. <https://doi.org/10.1093/rfs/hht024> (see introduction) • Vladasel, T., Lindquist, M. J., Sol, J., & Van Praag, M. 2021. On the origins of entrepreneurship: Evidence from sibling correlations. *Journal of business venturing*, 36(5), 106017 <https://www.sciencedirect.com/science/article/pii/S0883902619301247> (see introduction) • This article reports the results of the survey-research of the authors on the crisis in decision-making: Dan Lovallo & Olivier Sibony, The case for behavioral strategy, *McKinsey Quarterly* : <https://www.mckinsey.com/business-functions/strategy-andcorporate-finance/our-insights/the-case-for-behavioral-strategy> • This article discusses the author's view of «strategy as theory». By registering as a member you can enjoy up to 3 free downloads from the journal: Teppo Felin & Todd Zenger, What sets breakthrough strategies apart, *MIT Sloan Review*: <https://sloanreview.mit.edu/article/what-sets-breakthrough-strategies-apart/> • Camuffo, A., Cordova, A., Gambardella, A., & Spina, C. (2020). A scientific approach to entrepreneurial decision making: Evidence from a randomized control trial. *Management Science*, 66(2), 564-586 (see introduction & Inkdom case) • Berg, J. M. (2016). Balancing on the creative highwire: Forecasting the success of novel ideas in organizations. *Administrative Science Quarterly*, 61(3), 433-468 (see introduction) • This article explains how to develop testable hypotheses <https://blog.leanstack.com/the-art-of-the-scientist/> • This article shows how Airbnb systematically tests key hypotheses and evaluates the results of these tests <https://medium.com/airbnb-engineering/experiments-atairbnb-e2db3abf39e7> • Learn how to pick the right metrics and avoid pitfalls related to numbers <https://hbr.org/2010/02/entrepreneurs-beware-of-vanity-metrics> • Learn how Google leveraged data and analytics to improve its HR management <https://www.insidehr.com.au/how-google->

	reinvented-hr/ • This article describes the growing relevance of evidence-based decision making: Pfeffer, J., & Sutton, R. I. (2006). Evidence-based management. Harvard business review https://hbr.org/2006/01/evidence-based-management • Disney's New Pricing Magic: More Profit From Fewer Park Visitors, Wall Street Journal https://www.wsj.com/articles/disneys-new-pricing-magic-more-profitfrom-fewer-park-visitors-11661572819
Websites	0

ESSENTIAL NEGOTIATION SKILLS

Course Code	PGE.FINM1.HRCOR.0351
ECTS Credits	4
Course Leader	SPIER Peter
Synchronous	24
Discipline	
Program	M1 Global Business Env.
Prerequisites	NONE
Course Description	'Par ma foi ! il y a plus de quarante ans que je dis de la prose sans que j'en susse rien' (My faith! I have been speaking prose for forty years without knowing it), observes Molière's 'Bourgeois gentilhomme'. The same could be said of negotiation. We all do it, whether we realize it or not, and a great deal can be gained from learning to do it better. This skill will be paramount for careers in sales, key account management, purchasing, business development.. but it is also key in teamwork, conflict management, relationship building and a myriad other situations involving interaction between two or more parties. The list of different negotiation situations we might encounter is endless and varied: buying a souvenir, a car, an apartment; deciding on a holiday destination or a new sofa with your partner; asking your neighbour to turn down the stereo or look after your cat; negotiating a new deal with a supplier or a client; setting up an agreement with a new distributor or agent... As a means of reaching

	<p>agreement and navigating differences, it is an essential tool for living and working abroad, or working with international partners or clients. Good negotiation skills presuppose an ability to interact constructively with others; cultural differences add one more dimension to this, and it is useful to reflect on how these differences impact the negotiation process. This course will take up and build on frameworks and concepts encountered in the multicultural management course and explore how they play out in a negotiation situation. To do so, we must first develop our knowledge and understanding of the nature and dynamics of negotiation itself. The course will involve a balanced approach, with some theory, practical negotiation exercises and case studies.</p>
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	<p>Below are some suggestions of books to read on negotiation. The list is not exclusive and you should feel free to consider other titles.</p> <p>Camp, J. (2002) Start with NO. The negotiating tools that pros don't want you to know. New York: Crown Business. As the title suggests, the author takes a different stance to that of most integrative approaches and has a hardball tactics approach that is interesting. A good companion work to the 'Getting to yes' books.</p> <p>Cialdini, R. (2001) 'Harnessing the science of persuasion', HBR October 2001.</p> <p>Combalbert, L, & Mery, M. (2019) Negociator: La référence de toutes les négociations. Dunod. Like all of the Dunod publications ending in 'or', this book positions itself as the go-to reference book on the subject. Full of examples and good advice.</p>

Delivré, F. (2013) *Le pouvoir de négocier: S'affronter sans violence*. InterEditions, Paris. 3e edition. A refreshingly different perspective from this author, who applies a transactional analysis framework to negotiation.

Fisher, R., Ury, W., Patton, B. (2012) *Getting to yes: negotiating agreement without giving in*. Random House Business. First published more than thirty years ago, this book is an absolute classic – here in an edition that shouldn't break the bank. Less thorough, perhaps, than the Essentials (see below) in its coverage of the topic, and more inclined to argue in favour of an 'integrative' approach to negotiation than to present itself as an 'academic' text, it is certainly an influential work.

Hellmann, P. (1974) 'How they assembled the most expensive block in New York's history', New York, February 25, 1974, pp. 30-37.

Jensen, K. (2013) 'Why negotiators still aren't getting to yes', Forbes, February 02, 2013.

Lax, D., & Sebenius, J. (1986) *The manager as negotiator: bargaining for cooperation and competitive gain*. New York: Free Press. A solid, level-headed and readable book.

Lewicki, R. et al. (2015) *Essentials of negotiation*. 6th edition, McGraw Hill. A standard text for negotiation courses that covers the theoretical topics thoroughly and in a very readable fashion. There are two other books by the same authors: *Negotiation* which is the full version from which the 'Essentials' is taken, and *Negotiation: readings, exercises and cases* which contains what the title suggests. This whole series is very good indeed and will provide one of the fullest introductions to the subject.

	<p>March, B. (2019) 'How giving face in China translates to negotiation success.' Retrieved from https://negotiations.com/case/giving-face. Republished from the Dr Bob March's book The Chinese negotiator (Kodansha International Ltd 2006).</p> <p>Malhotra, D., (2016) Negotiating the impossible: How to break deadlocks and resolve ugly conflicts. Berrett-Koehler Publishers</p> <p>Noesner, Gary (2018). Stalling for time: my life as an FBI negotiator. New York: Random House. A very different perspective on negotiation from a former FBI negotiator. By far the best of this kind of books so far.</p> <p>Sebenius, J.K. (2002) 'The hidden challenges of cross-border negotiations', HBR March 2002.</p> <p>Shapiro, D. (2017) Negotiating the nonnegotiable: How to resolve your most emotionally charged conflicts. Penguin books</p> <p>Shell, R. (2006). Bargaining for advantage. Penguin books. An excellent, comprehensive and readable book.</p> <p>Thompson, L. (2014). The mind and heart of the negotiator. 6th edition. Upper Saddle River, NJ: Prentice Hall. Another very good book. Unfortunately a little bit expensive.</p> <p>Ury, W. (1991). Getting past no: negotiating with difficult people. New York: Bantam Books. A book from the 'Getting to yes' team that will prove useful when the going gets tough.</p>
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	Wheeler, M. (2013) The art of negotiation: How to improvise agreement in a chaotic world. Simon & Schuster. As the subtitle suggests, the author puts forward the argument that negotiation should be approached as a form of improvisation, combining preparation and ability to respond to the unexpected.
Websites	

INTERNATIONAL FINANCE

Course Code	PGE.FINM1.FICOR.0514
ECTS Credits	5
Course Leader	DE SOUZA BARBOSA Klenio
Synchronous	27
Discipline	
Program	M1 Global Business Env.
Prerequisites	-none
Course Description	Our objective is to provide students with the fundamentals of international finance with emphasis on the basics and emphasis on a managerial perspective. This course starts by presenting an overview of the foundations of International Financial Management while discussing the following topics: Globalization, International Monetary System and Balance of

	<p>Payments. Next, it presents the foundation of Foreign Exchange Markets, when it covers exchange rate determination, currency derivatives and hedging foreign currency. To conclude, the course presents corporate governance around the world and discusses topics related to foreign direct investment and cross-border acquisitions.</p>
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	<p>Main Textbooks and References.</p> <p>“International Financial Management”, by Cheol Eun, Bruce Resnick and Tuugi Chuluun, 10th Edition, McGraw-Hill Intl. Ed., 2024.</p> <p>“Economics for Investment Decision Makers: Micro, Macro, and International Economics”, by Piros and Pinto, Wiley & Sons, 2013. [eBook available at Skema KCenter Scholarvox]</p> <p>Corporate Finance, by David Hillier, 4e, McGraw-Hill Intl. Ed., 2016.</p> <p>Other Textbooks and References.</p> <p>“International Finance: Theory and Policy, by Paul R. Krugman, Maurice Obstfeld and Marc Melitz, 11th Edition, Pearson Education Limited, 2020.</p> <p>“Corporate Finance”, by de Jonathan Berk and Peter DeMarzo, 6th Edition, Global Edition, Pearson Education Limited, 2023.</p> <p>“Investments”, by Zvi Bodie, Alex Kane and Alan Marcus, 13th Edition, McGraw-Hill Intl. Ed., 2023.</p> <p>“Options, Futures, and Other Derivatives”, by John Hull, 2021, 11th Edition, Pearson Education Limited, 2021.</p>
Websites	

INTERNATIONAL MARKETING

Course Code	PGE.FINM1.MKCOR.0413
ECTS Credits	3
Course Leader	ANDRE Paul
Synchronous	18
Discipline	Autre
Program	M1 Global Business Env.
Prerequisites	none
Course Description	<p>Today's highly globalized economy imposes several challenges for firms. Cultural, economic, competitive, regulatory, and infrastructural particularities of regions and countries fundamentally affect the ways in which companies conceive and implement their international presence worldwide. This course provides state-of-art foundations and tools to (1) critically analyze the globalized marketplace and international consumers, (2) identify country-specific opportunities for doing business internationally, (3) devise marketing strategies for successfully competing in international markets, (4) critically understand how firms can leverage Artificial Intelligence in International Marketing, and (5) critically understand the role of transnational firms as drivers of sustainable development</p>
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	0
Websites	0

LANGUAGE: FRENCH BASIC I SPRING (for non Native Speakers)

Course Code	PGE.FINM1.LGCOR.4339
ECTS Credits	2
Course Leader	ANDRE Paul
Synchronous	0
Discipline	Autre
Program	M1 Global Business Env.
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 Français Interactif : http://www.laits.utexas.edu/fi/home Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/</p>
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LANGUAGE: FRENCH BASIC II SPRING (for non Native Speakers)

Course Code	PGE.FINM1.LGCOR.4361
ECTS Credits	2
Course Leader	ANDRE Paul
Synchronous	0
Discipline	Autre
Program	M1 Global Business Env.
Prerequisites	Students must have completed French Beginner I.
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	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 FUNCTIONAL SPRING (for non Native Speakers)

Course Code	PGE.FINM1.LGCOR.4340
ECTS Credits	2
Course Leader	ANDRE Paul
Synchronous	0
Discipline	Autre
Program	M1 Global Business Env.
Prerequisites	There are no pre-requisites for this course.
Course Description	This course is designed for students who have an elementary knowledge of French and who have approximately 100-150 hours of prior study. Students will further develop their ability to use French in the four skills (speaking, listening, reading and writing), improve their pronunciation and increase their confidence in the language. By the end of this course, students will be able to deal with a diverse range of daily life situations and communicate on a range of familiar topics. The course aims to prepare students for a period

	<p>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	<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 PROFICIENT SPRING (for non Native Speakers)

Course Code	PGE.FINM1.LGCOR.4341
ECTS Credits	2
Course Leader	ANDRE Paul
Synchronous	0
Discipline	Autre
Program	M1 Global Business Env.

Prerequisites	There are no pre-requisites for this course.
Course Description	<p>This course is designed for students who have an intermediate knowledge of French (students who have successfully passed the Elementary (A2) course or who have approximately 200-250 hours of prior study). Students will further develop their ability to use French in the four skills (speaking, listening, reading and writing) in familiar work and social contexts. By the end of this course, students will be able to communicate in a range of social and professional situations at intermediate level. The course aims to prepare students for a period of study abroad by further consolidating cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French.</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>

MANAGEMENT OF INFORMATION SYSTEMS IN THE DIGITAL AGE

Course Code	PGE.FINM1.ISCOR.0703
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ECTS Credits	3
Course Leader	ANDRE Paul
Synchronous	18
Discipline	Autre
Program	M1 Global Business Env.
Prerequisites	You need to have basic knowledge about management and economics, including understanding the general structure and functioning of organizations.
Course Description	<p>Advances in information technology (IT) have transformed business models, organizational structures and processes, and the methods for sustaining innovation and firm performance. IT has impacted business activities such as product design, production, purchasing, marketing, customer and supplier relationships, and human resource management, and has contributed significantly to productivity growth. Most firms have realized that IT-based innovation is a strategic imperative. The Internet and associated technological innovations have helped in restructuring the global economy into a networked economy characterized by unprecedented levels of electronically-mediated communication, collaboration, and commerce.</p> <p>With information technologies becoming an important force that shapes entire industries and creates value in firms, it is important that you as future business leaders understand the potential role of IT in creating value and competitive advantage. The objective of this course is to help you develop the critical thinking to assess how IT and systems shape business strategy, innovation, and operations in firms, with the key goal of helping you be better prepared to analyse and evaluate business challenges for maximizing the impact of IT on products, processes and services in different settings. This course will help you develop sophisticated understanding of the links between IT, business strategy and business process. You will also gain an appreciation of the organizational and management practices that complement IT investments and that are needed to extracting the appropriate return on IT investments.</p>

Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	Required readings will be provided to you.
Websites	We will use K2 as the course website.

OPERATION MANAGEMENT

Course Code	PGE.FINM1.ISCOR.0714
ECTS Credits	5
Course Leader	ANDRE Paul
Synchronous	30
Discipline	Management des Opérations
Program	M1 Global Business Env.
Prerequisites	<p>Foundational Mathematics:</p> <p>Proficiency in basic mathematical concepts, including arithmetic, algebra, and problem-solving.</p> <p>Fundamental Probability Knowledge:</p> <p>Understanding of basic probability theory, including concepts such as probability distributions and statistical reasoning.</p> <p>Basic Excel Proficiency:</p>

	Competency in fundamental Excel skills, encompassing data entry, formula usage, and spreadsheet navigation.
Course Description	<p>Course Description:</p> <p>This comprehensive course provides students with a foundational understanding of Operations Management, a critical discipline that focuses on the effective design, execution, and improvement of organizational processes. Through a series of engaging chapters, students will delve into key aspects of operations, from process analysis to quality management, gaining practical insights that can be applied across various industries.</p> <p>Chapter 1: Introduction to Operations Management</p> <p>Chapter 2: Process Analysis</p> <p>Chapter 3: Inventory Management</p> <p>Chapter 4: Service Management</p> <p>Chapter 5: Revenue Management</p> <p>Chapter 6: Quality Management</p> <p>Throughout the course, students will engage in case studies, business games, practical exercises, and discussions to apply theoretical concepts to real-world scenarios. By the end of the course, participants will have a solid foundation in Operations Management, enabling them to contribute effectively to the enhancement of organizational processes and overall efficiency.</p>

Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Managing Business Process Flows: Principles of Operations Management (Anupindi et al) Managing Supply with Demand: An Introduction to Operations Management (Cachon and Terwiesch) Operations Management (Stevenson) Production and Operations Analysis (Steven Nahmias- Tava Lennon Olsen)
Websites	0

ORGANIZATIONAL DEVELOPMENT

Course Code	PGE.FINM1.HRCOR.0352
ECTS Credits	4
Course Leader	ANDRE Paul
Synchronous	24
Discipline	Autre
Program	M1 Global Business Env.
Prerequisites	N/A
Course Description	<p>Amidst the myriad challenges of the decade ahead (including COVID19, climate crises, income & wealth distribution, speculative finance, challenges to trust in authority), what practices and principles could guide organizations, as well as their constituent members (including employees, manager, executives, shareholders, and stakeholders)?</p> <p>Your course in Organizational Development moves beyond the idea that there are organizational patterns (e.g., functional, divisional, matrix) that we can simply impose from above, and invites you on a journey under the</p>

	<p>surface of the Iceberg to explore how an Organization may engage in sense-making, particularly though not exclusively, in times of transition and disruption.</p> <p>The expected outcome is that students will gain a deeper understanding of the assumptions that underpin an organizational, as well as a hands-on skill set for engaging in organization development.</p> <p>NB: Please DO NOT take this class UNLESS you are willing and able to participate fully: CAMERA ON during all online sessions, accepting that your videos may be shown during the live sessions, ATTENDING PHYSICALLY in the classroom when that is scheduled, participation in all GROUP ACTIVITIES...</p>
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	0
Websites	0

POWER BI

Course Code	PGE.FINM1.ISCOR.0715
ECTS Credits	1
Course Leader	CAPELLA David
Synchronous	0
Discipline	Management des Opérations
Program	M1 Global Business Env.

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

QUANTITATIVE FINANCE & MODELING

Course Code	PGE.FINM1.FICOR.0520
ECTS Credits	4
Course Leader	ANDRE Paul
Synchronous	24

Discipline	Autre
Program	M1 Global Business Env.
Prerequisites	Basic Mathematics and Statistics.
Course Description	This course introduces basic tools in Financial Modeling and Econometrics.
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Instructor s lecture notes and slides.
Websites	K2

International Business

MSc in International Business Campus Paris			
Course Code	Course Title	ECTS credits	Contact hours
Semester Spring Track 1: INTERNATIONAL STRATEGIES FOR GLOBAL VENTURES			
Core courses			
MSC.IBNM2.FICOR.0061	International Finance	4	33
MSC.IBNM2.STCOR.0032	International Business Game: Skema SIM	2	18
NEW	Geospatial intelligence	3	24
MSC.IBNM2.LTCOR.0003	European Legal issues for Business	2	18
MSC.TRCM2.OTCOR.0200	Career management 2	0	6
Choose 1 Track courses among the two below			
Track courses INTERNATIONAL STRATEGIES FOR GLOBAL VENTURES			
MSC.IBNM2.MKCOR.0019	Global Product Development and Management	3	27
MSC.IBNM2.HRCOR.0003	International Human Resources Management	3	24
MSC.IBUM2.STELE.0063	International Corporate Governance	2	18
MSC.IBNM2.STELE.0047	International Negotiation Practice	2	18
Track courses : INTERNATIONAL RISK ASSESSMENT			
MSC.IBPM2.STCOR.0001	Country risk	3	27
MSC.IBPM2.STCOR.0002	Modeling and forecasting risks	3	24
MSC.IBPM2.STCOR.0003	Sustainability and Governance Management	2	18
MSC.IBPM2.STCOR.0004	Climate change risk	2	18
Optional course			
MSC.TRCM2.LGOPT.0009	FRENCH AS A SECOND LANGUAGE 2	0	
Total Semester Spring		21	186

CAREER MANAGEMENT 2

Course Code	MSC.TRCM2.OTCOR.0200
ECTS Credits	0
Course Leader	ANDRE Nathalie
Synchronous	6
Discipline	Autre
Program	International Business
Prerequisites	No prerequisites.
Course Description	<p>?? Career Workshops – Tailored to Your Needs</p> <p>As a Master 2 student, you'll have access to a variety of career workshops. Depending on your needs and interests, you can choose the sessions that</p>

	<p>are most relevant for you. Some are designed specifically for M2 students, while others are open to all.</p> <p>?? M2-Specific Workshops</p> <p>Set Yourself Up for Success (January 2026)</p> <p>? Discover the support available from the Career Center, key contacts, and essential resources. Get clarity on job market challenges and how to overcome them.</p> <p>Job Search Strategy – France & Abroad (February 2026)</p> <p>? Learn how to build an effective job search strategy both in France and internationally. Use AI tools to boost your efficiency.</p> <p>Master & Leverage LinkedIn in Your Job Search (February 2026)</p> <p>? Optimize your LinkedIn profile, learn to use its features (non-premium), and connect effectively with professionals.</p> <p>Decoding the French Job Market (Feb/March 2026)</p> <p>? Understand contract types, legal aspects, benefits, taxes, work permits, and how speaking French impacts your career in France.</p> <p>?? Workshops Open to All Students</p> <p>Prepare for a Career Fair (12 January 2026)</p> <p>? Learn how to make a great impression at recruitment events and use AI to prepare efficiently.</p> <p>CV Masterclass (January/February 2026)</p>
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	<p>? Build a CV that gets results. Access tools and resources to improve your applications and stand out.</p> <p>Interview Masterclass (February/March 2026)</p> <p>? Practice challenging interview questions, apply the STAR method, and refine your communication and professionalism.</p>
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	<p>YEP/TALENT AND CAREERS</p> <p>K2 CAREER MANAGEMENT SPACE</p> <p>K2 CAREER TOOLKIT SPACE</p>
Websites	None.

Climate change risk

Course Code	MSC.IBPM2.STCOR.0004
ECTS Credits	2
Course Leader	GASPARINI Matteo
Synchronous	18
Discipline	

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

	how institutions can support a broad range of objectives mobilising capital in the right direction (e.g., UN sustainable development goals, biodiversity)
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	
Websites	

Country risk

Course Code	MSC.IBPM2.STCOR.0001
ECTS Credits	3
Course Leader	RECH Maximilian
Synchronous	27
Discipline	
Program	International Business
Prerequisites	N/A
Course Description	Investing without understanding the economy is like taking a trip without knowing anything about the climate of your destination or what season you ll be in when you get there » (Richard Yamarone) When Ben Bernanke was a Fed governor, he said, a part of monetary policymaking for which my background left me imperfectly prepared is what central bankers call current analysis which is not taught in graduate schools, probably for good reason; it seems more amenable to on-the-job training It is, nevertheless, an intellectually challenging activity. He added that a prerequisite for any serious forecasting exercise is to get an accurate read of the current

	<p>economic situation, which requires a deep knowledge of the data mixed with a goodly dose of economic theory and economic judgment. Country Risk lies at the crossroads of several disciplines and requires the analysis of a wide variety of quantitative and qualitative data. Country Risk today is on the front-page of newspapers all around the world: debt crisis, inflation, pandemic, terrorism, political upheaval, exchange rate volatility, oil price roller coaster, trade protectionism, corruption, you name it. Country Risk is everywhere, including where you don't expect it to be! You cannot ignore it, whatever your professional activities. What makes Country Risk a fascinating topic to tackle is the combination of country and risk. It is a complex issue given that it brings together a number of parameters, including economic, financial, socio-political and global issues, often interconnected! Now, the good news is that whether you are a student or a seasoned executive, this seminar will help you analyse and manage it. We shall assess the root causes of a country's volatility, looking at its history, its values, its culture, its political and institutional system, its macroeconomic framework, and last but not least, the crucial issue of governance.</p>
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	<p>Mariam Majd & Amanda Page-Hoongrajok (2023) Rating sovereign credit risk: A simulation for advanced economics and finance students, The Journal of Economic Education, 54:3, 327-341 Amewokunu, Y. & Su, Z. (2009). Repenser l'évaluation du risque-pays dans le contexte de la mondialisation. Management international / Gestión Internacional / International Management, 13(2), 3552. Goguel, A. (2023). L'ampleur des déséquilibres de la croissance chinoise : enjeux et perspectives. Enquête sur les déséquilibres économiques et sociaux du pays, sur ses effets de résonance internationaux et sur les voies de sortie. SKEMA Publika, 1-63.</p>
Websites	

EUROPEAN LEGAL ISSUES FOR BUSINESS

Course Code	MSC.IBNM2.LTCOR.0003
ECTS Credits	2
Course Leader	STAPLETON Arthur
Synchronous	18
Discipline	
Program	International Business
Prerequisites	Basic understanding of the concepts of the rule of law, contracts, customs borders, protectionism in international trade, and product safety and compliance.
Course Description	: This course will provide students with a better understanding of how to conduct business with or within the European Union. It will highlight the various legal tools available to the European Union to achieve its objectives, explain where to find these tools (regulations and directives), what they cover, and where to locate relevant information. Additionally, these European Union objectives will be thoroughly explained and contextualized in terms of what remains within the jurisdiction of the member states, similar to a federal country such as Australia or the United States.
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Shared during the course as the supporting materials are made available to the students.
Websites	Will be indicated at the end of the course

FRENCH AS A SECOND LANGUAGE 1

Course Code	MSC.TRCM2.LGOPT.0008
ECTS Credits	1
Course Leader	LEVIN Jeremy
Synchronous	12
Discipline	
Program	International Business
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	

Geospatial intelligence

Course Code	MSC.IBPM2.LTCOR.0009
ECTS Credits	3
Course Leader	DESBORDES Rodolphe
Synchronous	24
Discipline	
Program	International Business
Prerequisites	<p>All students must have uploaded QGIS before the Hands-On part of the course.</p> <p>No prior experience with GIS, remote sensing, or coding is required. All necessary tools and software (including QGIS) will be introduced and taught from scratch.</p>
Course Description	<p>An introduction to the fundamentals of Geospatial Intelligence (GEOINT), its historical development, and its rapidly expanding role across various sectors. Students will begin with a theoretical foundation, covering key definitions, the origins of GEOINT, and its general applications in both commercial and strategic contexts. Through a combination of lectures, real-world case studies, and interactive discussions, they will gain a solid understanding of how geospatial data can support decision-making, and be applied to the commercial sector.</p> <p>In the second part of the course, students will apply these concepts through hands-on projects using QGIS and other open-source tools. They will learn how to collect, analyze, and visualize geospatial data to optimize and solve practical business challenges, such as site selection, market analysis, logistics optimization, and risk assessment.</p>
Evaluation	
Final Examination (%)	50

Continuous Assessment (%)	50
Academic reference	
Websites	<ul style="list-style-type: none"> - Google Earth pro - EO Browser and Copernicus Open Access Hub - Marine Traffic - Flight Radar - Yandex - Baidu

GLOBAL PRODUCT DEVELOPMENT AND MANAGEMENT

Course Code	MSC.IBNM2.MKCOR.0019
ECTS Credits	3
Course Leader	REICHERT Roger
Synchronous	27
Discipline	
Program	International Business
Prerequisites	N/A
Course Description	<p>Embedding the course in the current main challenges (impact of environmental changes and impact of social challenges), the course introduces the ethical components of ecologically and socially responsible innovation to the students. Understanding the key-concepts of needs, emotional drive and the expression of desire as the fundament of successful product development are another cornerstone of the course. Learning about the implementation of a structured development process</p>

Tim Brown: Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation – Harper Collins Publishers – Revised 2019 edition

Clayton M. Christensen: Know your customer's job to be done - A version of this article appeared in the September 2016 issue (pp.54–62) of Harvard Business Review.

Christoph H. Loch & Stylianos Kavadias : Handbook of New Product Development

Management – Taylor and Francis – Edition 2011

Govindarajan, Vijay. : The Three-Box Solution: A Strategy for Leading Innovation - Harvard Business Review Press - Edition 2016

Beau Lotto, Deviate: The Science of Seeing Differently - Weidenfeld Nicolson – Edition 2021

Websites	
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INTERNATIONAL BUSINESS GAME: SKEMASIM

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

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

INTERNATIONAL CORPORATE GOVERNANCE

Course Code	MSC.IBUM2.STELE.0063
ECTS Credits	2
Course Leader	WILSON Natacha
Synchronous	18
Discipline	
Program	International Business

Prerequisites	Students are expected to contribute to their working group, prepare, produce a power point presentation, based on the case study they have been assigned - answering 4 specific questions and focusing on 4 key governance issues/challenges/opportunities based on relevant case studies: False claims (Volkswagen); Tax transparency in the extracting/mining industry; Corruption (Siemens) and Power of NGOs in sustainable fishing practices (Sweden; retail industry) .
Course Description	This course explores the frameworks and processes of international corporate governance with a particular link with corporate sustainability. The course examines how corporates are governed, the roles and responsibilities of corporations in mitigating their negative impacts, the regulatory frameworks that guide corporate actions, and the strategies for integrating sustainability into corporate governance. We will explore the intersection of corporate governance and sustainability, focusing on how businesses can aim for effective governance, compliance as well as contribute to driving positive economic, social, and environmental impact. We will look at key players such as international organisations, NGOs, and stakeholders' actions, that have an impact on governance and policies. Finally, we will look at emerging trends and best practice in corporate governance.
Evaluation	
Final Examination (%)	70
Continuous Assessment (%)	30
Academic reference	<ul style="list-style-type: none"> • Rasche, A., Morsing, M., Moon, J., & Kourula, A. (Eds.). (2023). Corporate Sustainability: Managing Responsible Business in a Globalised World (2nd ed.). Cambridge: Cambridge University Press. • Lorsch, Jay W., ed. The Future of Boards: Meeting the Governance Challenges of the Twenty-First Century. Boston, MA: Harvard Business Review Press, 2012. • "Dear Chairman: Boardroom Battles and the Rise of Shareholder Activism, by Jeff Gramm." Osgoode Hall Law Journal 55.3 (2019) : 843-845.

	<p>DOI: https://doi.org/10.60082/2817-5069.3357, https://digitalcommons.osgoode.yorku.ca/ohlj/vol55/iss3/9</p> <ul style="list-style-type: none"> • Krosinsky, C., & Purdom, S. (Eds.). (2016). Sustainable Investing: Revolutions in theory and practice (1st ed.). Routledge. https://doi.org/10.4324/9781315558837 • Biermann, F., & Pattberg, P. (Eds.). (2012). Global Environmental Governance Reconsidered. The MIT Press. http://www.jstor.org/stable/j.ctt5hhjst • https://www.corpgov.net/library/papers-references/
Websites	<ul style="list-style-type: none"> • OECD (2023), OECD Corporate Governance Factbook 2023, OECD Publishing, Paris, https://doi.org/10.1787/6d912314-en. • https://www.researchgate.net/publication/368916934_Corporate_Sustainability_-_What_It_is_and_Why_It_Matters • The Sustainable Development Goals Report 2023: https://unstats.un.org/sdgs/report/2023/ • ESG regulation in 2024: Everything you need to know https://sustainability-news.net/policy-and-regulation/2024-guide-to-esg-regulation/ • Climate Change and Corporate Governance: The Role of the Board - World Economic Forum

INTERNATIONAL FINANCE

Course Code	MSC.IBNM2.FICOR.0061
ECTS Credits	4
Course Leader	SZCZERBOWICZ Urszula

Synchronous	33
Discipline	Finance
Program	International Business
Prerequisites	None
Course Description	This course offers students a comprehensive understanding of international finance by exploring key concepts in macroeconomics, the role of central banks, and the dynamics of open macroeconomics. The course will discuss in particular balance of payments, capital flows, exchange rate determination, and the global financial system's spillovers, providing a view of how these elements influence the global economy and financial stability.
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Lectures obligatoires / Required readings : Available on Cyberlibris at www.scholarvox.com : 1) Economics for Investment Decision Makers Workbook : Micro, Macro, and International Economics, Piros and Pinto, John Wiley & Sons, 2013, Chapters 5, 8, 9 and 10. 2) International Economics 6th edition, Dunn and Mutti, Taylor & Francis, 2003, Chapters 12 to 20 Lectures Recommandées / Recommended readings : Ephraim CLARK, INTERNATIONAL FINANCE, (London: Thomson Learning, 2002)
Websites	http://databank.worldbank.org/data/home.aspx http://stats.oecd.org/

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Course Code	MSC.IBNM2.HRCOR.0003
ECTS Credits	3
Course Leader	JARRETT Vanessa

Synchronous	24
Discipline	
Program	International Business
Prerequisites	<p>Studying International Business and an interest in IHRM / experience of working in HR an advantage.</p> <p>Read materials posted on K2 prior to the IHRM programme</p> <p>Highly recommended students invest in a good IHRM Handbook, for example:</p> <p>Essential of IHRM (Managing People Globally)</p> <p>Mila Lazarova, David C Thomas et al, 17 Sept 202, Edward Elgar Publishing</p> <p>International Human Resource Management: Policies and Practices for Multinational Enterprises (Global HRM) 6th Edition Ibraiz Tarique (Author), Dennis R. Briscoe (Author), Randall S. Schuler (Author) 2022, Routledge Publishing</p>
Course Description	<p>The aim of this module is to introduce and demystify International Human Resource Management in a global setting. We explore what IHRM is, including strategic and work planning, recruitment and selection, managing talent, leading and developing people in global (and virtual) team settings. We explore what the rapid advance of digital technology and AI has meant to IHRM, both positives and challenges, as well as topical issues that impact on business - the importance of sustainability, equality, diversity and inclusion. Throughout our journey we will explore live case studies, current examples and hear from HR experts how IHRM is changing and transforming organisations. Get ready to be inspired by the role of IHRM as a key actor and business partner to organisational success.</p>

	<p>During course delivery, discussion and class teamwork, students will be provided with case studies and activities that demonstrate a good level of the following competencies:</p> <p>COGNITIVE</p> <p>Critical thinking</p> <ul style="list-style-type: none"> • Structured problem solving • Logical reasoning • Understanding biases • Seeking relevant information Planning and ways of working • Work-plan development • Time management and prioritization • Agile thinking <p>Communication</p> <ul style="list-style-type: none"> • Storytelling and presenting • Asking the right questions • Synthesizing messages • Active listening Mental flexibility • Creativity and imagination • Translating knowledge to different contexts • Adopting a different perspective • Adaptability • Ability to learn <p>Teamwork effectiveness</p> <ul style="list-style-type: none"> • Fostering inclusiveness
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	<ul style="list-style-type: none"> • Motivating different personalities • Resolving conflicts • Collaboration • Coaching and empowering others <p>SELF-LEADERSHIP</p> <p>Self-awareness and self-management</p> <ul style="list-style-type: none"> • understanding own emotions and triggers • self-control and regulation • understanding own strengths <p>Students will be observed and measured through their participation and learning outcomes.</p>
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	<p>Essential of IHRM (Managing People Globally)</p> <p>Mila Lazarova, David C Thomas et al, 17 Sept 202, Edward Elgar Publishing</p> <p>International Human Resource Management: Policies and Practices for Multinational Enterprises (Global HRM) 6th Edition Ibraiz Tarique (Author), Dennis R. Briscoe (Author), Randall S. Schuler (Author) 2022, Routledge Publishing</p>

	References provided throughout the programme in-line with session topics
Websites	<p>CIPD – Chartered Institute of Personnel and Development</p> <ul style="list-style-type: none"> Website: https://www.cipd.co.uk <p>SHRM – Society for Human Resource Management</p> <ul style="list-style-type: none"> Website: https://www.shrm.org <p>HRZone</p> <ul style="list-style-type: none"> Website: https://www.hrzone.com <p>WorldatWork</p> <ul style="list-style-type: none"> Website: https://www.worldatwork.org <p>Human Resource Executive</p> <ul style="list-style-type: none"> Website: https://hrexecutive.com <p>Academy of International Business (AIB)</p> <ul style="list-style-type: none"> Website: https://www.aib.world <p>ILO – International Labour Organization</p> <ul style="list-style-type: none"> Website: https://www.ilo.org

INTERNATIONAL NEGOTIATION PRACTICE

Course Code	MSC.IBNM2.STELE.0047
ECTS Credits	2
Course Leader	RIVAS-SIEDEL Béatrice
Synchronous	18

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

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

Modeling and forecasting risks

Course Code	MSC.IBPM2.STCOR.0002
ECTS Credits	3
Course Leader	FERRARA Laurent
Synchronous	24
Discipline	
Program	International Business
Prerequisites	Skill prerequisites: Familiar with concepts in statistics + Basic knowledge or R software

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

Sustainability and governance management

Course Code	MSC.IBPM2.STCOR.0003
ECTS Credits	2
Course Leader	EZZEROUALI Amine
Synchronous	18
Discipline	
Program	International Business
Prerequisites	N/A

Course Description	<p>Short presentation of the course/topics' description regarding the challenges / current context.</p> <p>The capacity of firms to address and tackle Environment, Social and Governance risk is key to their survival and thrive in the current world. The mitigation of ESG risk has become an inherent feature in risk and crisis management, as organizations are exposed to growing levels of complexity, uncertainty, ambiguity, and volatility. The global pandemic (Covid19) was and still is one feature of these VUCA environments, advances in AI is another feature, geopolitical changes are another one, as well economic and financial disruptions, sociological changes (and demographics), etc. Mastering the exposure to risk and preventing crises is a key challenge. Knowing how to identify, assess and manage risks and how to prepare and deal with crises is thus highly critical. This course addresses risk and crisis management frameworks focusing on strategic, operational, and technological risks through extant theory and case study examples of successful and failed risk and crisis management strategies. In particular, we will be exploring the fundamentals of Social (S) and Governance (G) risks. According to the Sustainable Finance Disclosure Regulation (SFDR), a sustainability risk means 'an environmental, social or governance event or condition that, if it occurs, could cause an actual or potential material negative impact on the value of the investment'. Indeed, the shift towards a low-carbon, more sustainable, resource-efficient, and circular economy as well as a more sustainable approach to performance opened the path towards new business models, strategies, processes, and practices. It has also led to the emergence of new stakeholder interest, expectations, and claims. Hence, more than a search for compliance, mitigating ESG risk has become a core activity embedded in risk and crisis management frameworks.</p>
Evaluation	
Final Examination (%)	
Continuous Assessment (%)	

Academic reference	
Websites	

International Human Resources and Performance Management

MSc in International HR and Performance Management Academic Year 2025-2026 - Paris Campus			
Course Code	Course Title	Number of ECTS credits	Face-to-Face hours
Semester Spring			
Core courses			
MSC.TRCM2.OTCOR.0200	Career Management	0	6
MSC.IHRM2.MLCOR.0020	Personal and Professional Development for the HR Manager	2	18
MSC.IHRM2.MLCOR.0003	HR and the legal environment - Comparative Labour Law	2	18
MSC.IHRM2.MLCOR.0006	International Labour Relations	2	18
MSC.IHRM2.MLCOR.0008	Benefits & Compensation in International Organisations	1	12
MSC.IHRM2.MLCOR.0012	HR Metrics & The Balanced Scorecard	2	18
MSC.IHRM2.MLCOR.0014	Information Systems for HRM	1	12
MSC.IHRM2.MLCOR.0018	Training and Development - Designing Innovative Learning	1	12
MSC.IHRM2.MLELE.0007	Organisational Development and Change Management	2	18
MSC.IHRM2.MLCOR.0022	Agile Project Management	3	24
MSC.IHRM2.MLCOR.0013	Quality of Life and Well-Being at Work	2	18
NEW	Joint HR Project SKEMA x Pforzheim	1	18
Elective courses (choose one)			
MSC.IHRM2.MLELE.0001	EL/ Green Human Resource Management	2	18
MSC.IHRM2.MLCOR.0015	EL/ Introduction to Cybersecurity	2	18
MSC.IHRM2.MLELE.0004	EL/ Droit de la formation professionnelle continue (FR)	2	18
Total semester Spring		21	210

Agile Project Management

Course Code	MSC.IHRM2.MLCOR.0022
ECTS Credits	3
Course Leader	CHASSERIO Stéphanie
Synchronous	24
Discipline	Autre
Program	International Human Resources and Performance Management

Prerequisites	None
Course Description	This course is aimed to train future HR professionals on Agility and project management methodology and techniques. Participants will have the opportunity to train and pass the Agile PM certification.
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	To be communicated during the course
Websites	To be communicated during the course

Benefits and Compensation in International Organisations

Course Code	MSC.IHRM2.MLCOR.0008
ECTS Credits	1
Course Leader	CHASSERIO Stéphanie
Synchronous	12
Discipline	Autre
Program	International Human Resources and Performance Management
Prerequisites	No formal academic pre-requisite. Students may be required to do pre-course work.
Course Description	This course looks at the various aspects of Benefits and Compensation within organisations and their place within human resources. It will introduce students to salary models and policies; the issues and challenges accompanying the internationalisation of businesses will also be examined.

Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Berger, Lance A. and Dorothy R. Berger. The compensation handbook. Sixth Edition. New York: McGraw-Hill, 2015.
Websites	https://www.shrm.org

CAREER MANAGEMENT 2

Course Code	MSC.TRCM2.OTCOR.0200
ECTS Credits	0
Course Leader	ANDRE Nathalie
Synchronous	6
Discipline	Autre
Program	International Human Resources and Performance Management
Prerequisites	No prerequisites.
Course Description	<p>?? Career Workshops – Tailored to Your Needs</p> <p>As a Master 2 student, you'll have access to a variety of career workshops. Depending on your needs and interests, you can choose the sessions that are most relevant for you. Some are designed specifically for M2 students, while others are open to all.</p> <p>?? M2-Specific Workshops</p> <p>Set Yourself Up for Success (January 2026)</p>

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

FRENCH AS A SECOND LANGUAGE 1

Course Code	MSC.TRCM2.LGOPT.0008
ECTS Credits	1
Course Leader	LEVIN Jeremy
Synchronous	12
Discipline	
Program	International Human Resources and Performance Management
Prerequisites	N/A
Course Description	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.

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

Green Human Resource Management

Course Code	MSC.IHRM2.MLELE.0001
ECTS Credits	2
Course Leader	BACHA Eliane
Synchronous	18
Discipline	Autre
Program	International Human Resources and Performance Management
Prerequisites	No prerequisites
Course Description	Green HRM gives an idea about green issues related to the functions of HRM. The purpose is to create awareness and to think how we can improve our behaviors in organizations to be environmentally friendly.
Evaluation	
Final Examination (%)	100

Continuous Assessment (%)	0
Academic reference	Pascal Paillé (2020), Greening the workplace: Theories, Methods, and Research. Raseem Abdul Khader P., Nissar, P., Vishnuprasad, T. (2020), Green Human Resource Management
Websites	

HR and The Legal Environment - Comparative Labour Law

Course Code	MSC.IHRM2.MLCOR.0003
ECTS Credits	2
Course Leader	EZZEROUALI Amine
Synchronous	18
Discipline	Autre
Program	International Human Resources and Performance Management
Prerequisites	While there may not be a specific pre-requisite for this course, students will be encouraged to do pre-reading to ensure a basic understanding prior to the start of the course.
Course Description	<p>The aim of the course is to give students comprehensive and coherent knowledge of the key concepts of Comparative Labor Law, and to provide tools to solve or to avoid legal problems arising in the practice of international business.</p> <p>This course focuses on the main issues relating to Comparative Labor Law. Students will become familiar with the different employee hiring methods. Then, they will understand the measures adopted to protect employees against discrimination (eg: wages; minority groups, etc). The new technologies as a threat to privacy will be also analysed. Students will become familiar with labor law clauses; they will be able to write labor law contract. Last, students will manage the different ways to end a labor law contract.</p>

Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	Recommended Readings: M.W. FINKIN and G. MUNDLAK, Comparative Labor Law (Research Handbooks in Comparative Law series) (Elgar Original Reference), Elgar Pub, 2015, 512 p.
Websites	Http://www.ilo.org/global/about-the-ilo/who-we-are/international-labour-office/lang--en/index.htm

HR Metrics and the Balanced Scorecard

Course Code	MSC.IHRM2.MLCOR.0012
ECTS Credits	2
Course Leader	SANDU Raluca
Synchronous	18
Discipline	Autre
Program	International Human Resources and Performance Management
Prerequisites	None
Course Description	In this course, students will learn about the theoretical foundations of performance measurement and management;, study the difference approaches of performance measurement and study the main issues in performance management from an HR perspective, with a focus on integrated reporting, human capital navigators, and the balanced scorecard.
Evaluation	

Final Examination (%)	70
Continuous Assessment (%)	30
Academic reference	Norton & Kaplan (2003) : Le tableau de bord prospectif Norton & Kaplan (1992) : The Balanced Scorecard - Measures That drives Performance - HBR Becker, Huselid, Ulrich (2001) : The HR Scorecard, Linking People, Strategy, and Performance Collectif HBR (1999) : Les systèmes de mesure de la performance
Websites	

Information Systems for HRM

Course Code	MSC.IHRM2.MLCOR.0014
ECTS Credits	1
Course Leader	EZZEROUALI Amine
Synchronous	12
Discipline	Autre
Program	International Human Resources and Performance Management
Prerequisites	Advanced knowledge of HR, basic skills in computer
Course Description	-Studies of all kind of ISHR (Information Systems of HumanResources), methods of selection and choice, project building and following, methods of writing a book of technical specifications
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0

Academic reference	http://www.vuibert.fr/ouvrage-9782311010503-le-sirh.html http://www.eyrolles.com/Entreprise/Livre/les-fiches-outils-du-sirh-9782212562606 http://librairie.studyrama.com/produit/2004/9782759020669/Le%20SIRH%20de%20dmain%20en%20100%20questions http://www.dunod.com/entreprise-economie/entreprise-et-management/ressources-humaines-management/ouvrages-professionnels/le-sirh-1
Websites	http://www.le-cercle-sirh.com/ http://www.observatoiresirh.com/

International Labour Relations

Course Code	MSC.IHRM2.MLCOR.0006
ECTS Credits	2
Course Leader	EZZEROUALI Amine
Synchronous	18
Discipline	Autre
Program	International Human Resources and Performance Management
Prerequisites	None
Course Description	<p>This course looks at some of the main aspects of industrial relations in international contexts. As such, it will examine the different types of employer-employee relationship, the roles of trade unions, and the central role of the HR function in representing the interests of both sides, and juggling different expectations, demands and cultural parameter. The course will focus on industrial relations models as practiced in northern and southern Europe, as well as the UK.</p>
Evaluation	
Final Examination (%)	50

Continuous Assessment (%)	50
Academic reference	TBD
Websites	TBD

Introduction to Cybersecurity

Course Code	MSC.IHRM2.MLCOR.0015
ECTS Credits	2
Course Leader	EZZEROUALI Amine
Synchronous	18
Discipline	Autre
Program	International Human Resources and Performance Management
Prerequisites	None
Course Description	Introduction to Cybersecurity
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	TBC
Websites	TBC

Joint HR Project SKEMA x Pforzheim

Course Code	MSC.IHRM2.HRCOR.0048
ECTS Credits	1
Course Leader	EZZEROUALI Amine
Synchronous	18
Discipline	Management & Organization
Program	International Human Resources and Performance Management
Prerequisites	None
Course Description	Joint international project with the HR Master of Pforzheim University
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	TBC
Websites	TBC

Organisational Development and Change Management

Course Code	MSC.IHRM2.MLELE.0007
ECTS Credits	2
Course Leader	CHASSERIO Stéphanie
Synchronous	18
Discipline	Autre

Program	International Human Resources and Performance Management
Prerequisites	None
Course Description	<p>This course enables students to understand the different levels of organisational change and development with which they will be confronted as HR professionals. From the premise that transformation is systemic, it is thus important to understand that even when bringing about change in one area, this inevitably leads to evolution and reactions in the whole organisational construct.</p> <p>this course will therefore examine the impact of transformation on individual and more general workplace levels. At the same time, it looks at how the individuals effecting this change also form part of this transformation equation, how they may also experience their own change.</p>
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Senior B and S Swailes (2010) Organizational Change, Fourth edition, London: Financial Times/Prentice-Hall. Kotter, J. P. (1995). Leading change: why transformation efforts fail. Harvard Business Review, 73(2), 59-67.
Websites	https://sloanreview.mit.edu/tag/digital-transformation/ https://www.mckinsey.com on Agile Transformation

Personal and Professional Development for the HR Manager

Course Code	MSC.IHRM2.MLCOR.0020
ECTS Credits	2
Course Leader	CHASSERIO Stéphanie

Synchronous	18
Discipline	Autre
Program	International Human Resources and Performance Management
Prerequisites	None
Course Description	<p>This module is designed to provide essential skills and professional development for future HR Managers/HR Professionals, who will become a manager/coach in the workplace and be responsible for supporting employees' continued professional development (CPD) and performance.</p> <p>The programme will raise self-awareness, personal impact and develop coaching styles and practices to apply in the HR role. Students will be able to consider models and tools to support employees and be able to design supporting career management strategies that will act as a driver for change, capability and engagement.</p>
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	<p>Coaching for Performance: The Principles and Practices of Coaching and Leadership (People Skills for Professionals)--by John Whitmore (Author)</p> <p>The Coaching Manual: The Definitive Guide to the Process, Principles and Skills of Personal Coaching--Julie Starr (Author)</p> <p>Performance Coaching: The handbook for managers, HR professionals and coaches Paperback -- by Angus McLeod PhD (Author)</p> <p>Challenging Coaching: Going Beyond Traditional Coaching to Face the FACTS Paperback--by Ian Day (Author), John Blakey</p> <p>Career Management--by Jeffrey H. Greenhaus (Author), Gerard A. Callanan (Author)</p> <p>The Reflective Journal Diary--by Barbara Bassot</p>
Websites	www.cipd.co.uk www.right.com www.mindtools.com

Quality of Life and Well-Being at Work

Course Code	MSC.IHRM2.MLCOR.0013
ECTS Credits	2
Course Leader	CHASSERIO Stéphanie
Synchronous	18
Discipline	Autre
Program	International Human Resources and Performance Management
Prerequisites	None
Course Description	This course aims to offer a first approach on the topic of quality of life at work. Well-being of employee is recognised as a factor of success for business , but it's also a social responsibility of employers. Indeed the ILO (International labor organization) prioritizes health and well being at work as a main challenge for the future. This topic undoubtedly will be a central concern in the professional life of the HR managers. This seminar will introduce this topic which is central in the current organizational life.
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Required readings Forthcoming Optionnelles / Recommended readings Ardito C, d'Errico A, Leombruni R, et al. (2012) Health and well-being at work. A report based on the fifth European Working Conditions Survey. Dublin: Eurofound, Available from: http://www.eurofound.europa.eu/pubdocs/2013/02/en/1/EF1302EN.pdf . Bevan S (2010) The business case for employees health and wellbeing. A report prepared for Investors in People, Available from: http://www.mbsportal.bl.uk/secure/subjareas/hrmemployrelat/twf/114598businesscaseeeehealth10.pdf (accessed 3 October 2014). Brockner J, Grover S, O'Malley M, et al. (1993) Threat of future layoffs, self-esteem, and

	<p>survivors' reactions: evidence from the laboratory and the field. <i>Strategic Management Journal</i>, 14, 153–166. Buffet MA, Gervais R, Liddle M, et al. (2013) Well-being at work: creating a positive work environment. Luxembourg: European Agency for Safety and Health at Work. Cañibano A (2013) Implementing innovative HRM: trade-off effects on employee well-being. <i>Management Decision</i>, 51(3), 643–660. Helliwell J and Layard R (2013) World happiness report 2013. Available from: http://unsdsn.org/wp-content/uploads/2014/02/WorldHappinessReport2013_online.pdf. Hewlett SA and Luce CB (2006) Extreme jobs–The dangerous Allure of the 70-hour workweek. <i>Harvard Business Review</i>, 84(12), 49–59. International Labor Office (2015) World employment and social outlook 2015. [Place of publication not identified]: Brookings Institution Pr. Järvensivu A, Kokkinu L, Kasvio A, et al. (2014) Changes at work - a challenge and an opportunity for well-being at work, careers and the quality of work life. The Finnish Institute of occupational health, Available from: http://www.ttl.fi/en/publications/Electronic_publications/Documents/Changes_at_Work.pdf. Karasek RA (1979) Job Demands, Job Decision Latitude, and Mental Strain: Implications for Job Redesign. <i>Administrative Science Quarterly</i>, 24(2), 285. Maslach C (2011) Engagement research: Some thoughts from a burnout perspective. <i>European Journal of Work and Organizational Psychology</i>, 20(1), 47–52. Moss Kanter R (2011) How great companies think differently? <i>Harvard Business Review</i>. Nelson K, Boudrias J-S, Brunet L, et al. (2014) Authentic leadership and psychological well-being at work of nurses: The mediating role of work climate at the individual level of analysis. <i>Burnout Research</i>, 1(2), 90–101. Ryan RM and Deci EL (2001) On happiness and human potentials: A review of research on hedonic and eudaimonic well-being. <i>Annual review of psychology</i>, 52(1), 141–166. Tehrani N, Humpage S, Willmott B, et al. (n.d.) Change Agenda. What's happening with well-being at work? CIPD Chartered Institute of personnel and development, Available from: http://www.cipd.co.uk/nr/rdonlyres/dcce94d7-781a-485a-a702-6daab5ea7b27/0/whthapwbwrk.pdf. Weinberg A and Cooper C (2007) <i>Surviving the workplace. A guide to emotional well-being</i>. Thomson. Psychology at work, London.</p>
Websites	INRS OMS

Training and Development - Designing Innovative Learning

Course Code	MSC.IHRM2.MLCOR.0018
ECTS Credits	1
Course Leader	EZZEROUALI Amine
Synchronous	12
Discipline	Autre
Program	International Human Resources and Performance Management
Prerequisites	None
Course Description	The learning organization is not a myth. Increasingly, companies need to recreate innovative learning environments, not only to boost employees' skills but also to create a culture of sharing, trust and creativity (essential skills for 21st century leaders). Digital technologies will also be examined as one of the components of new ways of learning nowadays.
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	TBC
Websites	TBC

Project Management for Business Development

MSc in Project Management for Business Development			
Academic Year 2025-2026 - Campus Paris			
Semester Spring			
Core Courses			
MSC.PPMM2.PMOPT.0002	Project practice portfolio 2	3	24
MSC.PPMM2.PMCOR.0086	Managing risk, uncertainty and complexity	2	18
MSC.PPMM2.PMCOR.0081	Sustainable and ethical project management	2	18
MSC.PPMM2.PMCOR.0075	Organisational performance management	2	18
MSC.PPMM2.PMCOR.0203	Portfolio management and PMO	3	24
MSC.PPMM2.PMCOR.0204	Project financing and accounting	3	24
MSC.PPMM2.PMCOR.0202	Research methods 2	0	18
MSC.TRCM2.OTCOR.0200	Career management 2	0	6
Specialisation Courses (students choose 2 courses)			
MSC.PPMM2.PMELE.0011	Consulting skills: operating a project-based organizational transformation	2	18
MSC.PPMM2.PMCOR.0030	Business and project management agility	2	18
MSC.PPMM2.PMCOR.0101	Principles and practice of performance improvement	2	18
Electives (students choose 2 courses)			
MSC.PPMM2.PMCOR.0087	International business development: proposals, tenders and bids	1	12
MSC.PPMM2.PMELE.0007	Social intelligence	1	12
MSC.PPMM2.STELE.0001	Design thinking	1	12
Total Semester Spring		21	198

Business and Project Management Agility

Course Code	MSC.PPMM2.PMCOR.0030
ECTS Credits	2
Course Leader	LACHERET Arnaud
Synchronous	18
Discipline	Management & Organisation
Program	Project Management for Business Development
Prerequisites	Foundation level agile project management.
Course Description	The course is about the integration of business agility and agile project management in a modern, sustainable and global business context.
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0

Academic reference	PMI Agile Practice Guide.
Websites	None.

CAREER MANAGEMENT 2

Course Code	MSC.TRCM2.OTCOR.0200
ECTS Credits	0
Course Leader	ANDRE Nathalie
Synchronous	6
Discipline	
Program	Project Management for Business Development
Prerequisites	No prerequisites.
Course Description	<p>?? Career Workshops – Tailored to Your Needs</p> <p>As a Master 2 student, you'll have access to a variety of career workshops. Depending on your needs and interests, you can choose the sessions that are most relevant for you. Some are designed specifically for M2 students, while others are open to all.</p> <p>?? M2-Specific Workshops</p> <p>Set Yourself Up for Success (January 2026)</p> <p>? Discover the support available from the Career Center, key contacts, and essential resources. Get clarity on job market challenges and how to overcome them.</p> <p>Job Search Strategy – France & Abroad (February 2026)</p>

	<p>? Learn how to build an effective job search strategy both in France and internationally. Use AI tools to boost your efficiency.</p> <p>Master & Leverage LinkedIn in Your Job Search (February 2026)</p> <p>? Optimize your LinkedIn profile, learn to use its features (non-premium), and connect effectively with professionals.</p> <p>Decoding the French Job Market (Feb/March 2026)</p> <p>? Understand contract types, legal aspects, benefits, taxes, work permits, and how speaking French impacts your career in France.</p> <p>?? Workshops Open to All Students</p> <p>Prepare for a Career Fair (12 January 2026)</p> <p>? Learn how to make a great impression at recruitment events and use AI to prepare efficiently.</p> <p>CV Masterclass (January/February 2026)</p> <p>? Build a CV that gets results. Access tools and resources to improve your applications and stand out.</p> <p>Interview Masterclass (February/March 2026)</p> <p>? Practice challenging interview questions, apply the STAR method, and refine your communication and professionalism.</p>
Evaluation	

Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	YEP/TALENT AND CAREERS K2 CAREER MANAGEMENT SPACE K2 CAREER TOOLKIT SPACE
Websites	None.

Consulting skills: operating a project-based organizational transformation

Course Code	MSC.PPMM2.PMELE.0011
ECTS Credits	2
Course Leader	LACHERET Arnaud
Synchronous	18
Discipline	Management & Organisation
Program	Project Management for Business Development
Prerequisites	None
Course Description	Building on foundational consulting skills, this course focuses on the operational aspects of executing project-based transformations within organizations. Participants will delve into project management methodologies, change management strategies, and techniques for navigating resistance. Learn how to maintain stakeholder engagement, ensure project alignment with organizational goals, and measure the impact of interventions. This hands-on course is designed for consultants and change agents ready to lead complex transformation projects from concept to completion, ensuring they deliver tangible results and lasting value.

Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	0
Websites	0

Design thinking

Course Code	MSC.PPMM2.STELE.0001
ECTS Credits	1
Course Leader	LACHERET Arnaud
Synchronous	12
Discipline	Stratégie, Innovation & Entrepreneuriat
Program	Project Management for Business Development
Prerequisites	None
Course Description	Explore the creative problem-solving process known as Design Thinking, a methodology that combines empathy, creativity, and rationality to meet user needs and solve complex challenges. This course introduces participants to the five stages of Design Thinking: Empathize, Define, Ideate, Prototype, and Test. Through interactive workshops and real-world case studies, you ll learn how to apply Design Thinking to develop innovative solutions in a variety of contexts, from product design to service improvement. Ideal for professionals across industries looking to foster a culture of innovation and enhance their approach to problem-solving.
Evaluation	

Final Examination (%)	0
Continuous Assessment (%)	100
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	

International Business Development : Proposals, Tenders & Bids

Course Code	MSC.PPMM2.PMCOR.0087
ECTS Credits	1
Course Leader	LACHERET Arnaud
Synchronous	12
Discipline	Management & Organisation
Program	Project Management for Business Development
Prerequisites	None.
Course Description	<p>This course provides fundamentals and overall framework of what is bid management and tendering.</p> <p>The purpose of this course is to explain how to organize and answer to calls for tender or project.</p> <p>This course will present the main typologies of tenders and the key practices that helps to make a tender successfull.</p> <p>A focus will be done on “call for project” through a case study to be run in team.</p>

Evaluation	
Final Examination (%)	30
Continuous Assessment (%)	70
Academic reference	<ul style="list-style-type: none"> • Aid Delivery Methods - Project Cycle Management Guidelines Vol 1, March 2014. • Project Management – A strategic planning approach. Paul D. Gardiner. • The PMBOK.
Websites	http://ec.europa.eu/contracts_grants/contracts_en.htm https://ec.europa.eu/europeaid/sites/devco/files/methodology-aid-delivery-methods-project-cycle-management-200403_en_2.pdf https://en.wikipedia.org/wiki/Request_for_proposal Http://www.project-management-knowhow.com/contract_management.html

Managing Risk, Uncertainty and Complexity

Course Code	MSC.PPMM2.PMCOR.0086
ECTS Credits	2
Course Leader	LACHERET Arnaud
Synchronous	18
Discipline	Management & Organisation
Program	Project Management for Business Development
Prerequisites	None.
Course Description	<p>Projects are the business activities that make the firm able to adapt, change, grow and innovate. Unfortunately, inside the Firm's portfolio of projects, some situations are very simple and some are very complex to manage. Contrary to business repetitive operations, project activities have a high rate of failure, and these failures mean under performance. The capacity to anticipate complex situations need to identify which situations</p>

	<p>are in predictable uncertainty and which are in unpredictable uncertainty before implementing risk management processes.</p> <p>Traditional risk management from standards are effective to manage situations in predictable uncertainty. But for situations in unpredictable uncertainty, it is necessary to understand how complex projects work, and to efficiently behave in conditions of high uncertainty. This is a key managerial capacity today for Top and Middle managers in changing and competitive environments.</p> <p>With the « VIO » Model, a dynamic model for complex project , we identify complex situations in unpredictable uncertainty, and we elaborate tactics to manage critical stakeholders sources of these unpredictable situations to have an effective organisation to manage under uncertainty.</p>
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	<p>REQUIRED READINGS - PMBOK Guide, Chapter 11 : Project Risk management - PRINCE2, Managing successful project with Prince2, Chapter 8 : Risk RECOMMENDED READINGS - Atkinson, R., Crawford, L., Ward, S., 2006. Fundamental uncertainties in projects and the scope of project management. International Journal of Project Management, 24, 687-698. - De Meyer, A., Loch, C.H., Pich, M.T., 2002. Managing Project Uncertainty : From Variation to Chaos. MIT Sloan Management Review, winter 2002, 60-67 - Geraldi, J.G., Maylor, H., Williams, T., 2011. Now, let s make it really complex (complicated): A systematic review of the complexities of projects. International Journal of Operations & Production Management, 31, 966-990 - Loch, C.H., Solt, M.E., Bailey, E.M., 2008. Diagnosing Unforeseeable Uncertainty in a New Venture. Journal of Product Innovation Management, 25, 28-46. - Simon, H.A., 1969. The Science of the</p>

	Artificial. MIT Press, Boston - Sommer, S.C., Loch, C.H., 2004. Selectionism and Learning in Projects with Complexity and Unforeseeable Uncertainty. Management Science, 50, 1334-1347 - Sommer, S.C., Loch, C.H., Dong, J., 2009. Managing Complexity and Unforeseeable Uncertainty in Startup Companies: An Empirical Study. Organization Science, vol. 20, 118-133. - White, D., Fortune, J., 2002. Current Practice in Project Management - An Empirical Study. International Journal of Project Management, 20, 1-11
Websites	None.

Organizational Performance Management

Course Code	MSC.PPMM2.PMCOR.0075
ECTS Credits	2
Course Leader	LACHERET Arnaud
Synchronous	18
Discipline	Autre
Program	Project Management for Business Development
Prerequisites	Knowledge about strategy
Course Description	This course aims to introduce the concepts of organizational performance management. This includes approaches followed in strategy translation, cascade and alignment to ensure execution and value creation.
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50

Academic reference	<p>REQUIRED READINGS</p> <ol style="list-style-type: none"> 1. Project Management Institute, 2013. Organizational project management maturity model (OPM3) knowledge foundation (3rd ed.). Newtown Square 2. International Project Management Association (IPMA), 2016. Project Excellence Baseline for Achieving Excellence in Projects and Programmes. IPMA Global Standard 3. Kerzner, H. 2005. Using the Project Management Maturity Model: Strategic Planning for Project Management 2nd Edition, 2nd Ed. John Wiley & Sons Inc. 4. R. Kaplan and R. de Pinho (2014), Volkswagen do Brasil: Driving Strategy with the Balanced Scorecard, Harvard Business Review 5. KAPLAN, R. S. & NORTON, D. R. (1992) The Balanced Scorecard: Measures That Drive Performance. Harvard Business Review, 71-79. 6. Selected list of journal articles will be communicated to students before the start of the course. <p>RECOMMENDED READINGS</p> <ol style="list-style-type: none"> 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. P. Niven (2006), Balanced scorecard step-by-step for government and non-profit agencies, John Wiley
Websites	http://www.ipma.world/ https://www.pmi.org/

Portfolio management and PMO

Course Code	MSC.PPMM2.PMCOR.0203
ECTS Credits	3
Course Leader	LACHERET Arnaud
Synchronous	24
Discipline	Management & Organisation
Program	Project Management for Business Development
Prerequisites	None.
Course Description	Fundamentals of portfolio management and PMO. Project prioritization, project selection, portfolio fit. PMO models and structures, benefits and challenges of implementing a PMO. PMO maturity and balance of

	traditional versus agile approaches. A simulation is attached to this course: CESIM Project.
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	0
Websites	0

Principles and Practice of Performance Improvement

Course Code	MSC.PPMM2.PMCOR.0101
ECTS Credits	2
Course Leader	LACHERET Arnaud
Synchronous	18
Discipline	Management & Organisation
Program	Project Management for Business Development
Prerequisites	None.
Course Description	This course will introduce the basics of quality management tool, techniques and methodologies and includes details of Lean Six Sigma
Evaluation	
Final Examination (%)	100

Continuous Assessment (%)	0
Academic reference	0
Websites	0

Project financing and accounting

Course Code	MSC.PPMM2.PMCOR.0204
ECTS Credits	3
Course Leader	LACHERET Arnaud
Synchronous	24
Discipline	Management & Organisation
Program	Project Management for Business Development
Prerequisites	None.
Course Description	Principles of project financing and accounting.
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	0
Websites	0

Project Practice Portfolio 2

Course Code	MSC.PPMM2.PMOPT.0002
ECTS Credits	3
Course Leader	LACHERET Arnaud
Synchronous	24
Discipline	Autre
Program	Project Management for Business Development
Prerequisites	None.
Course Description	<p>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.</p> <p>Part 2 is focused on project development and delivery, quality management, audit and control.</p>
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	Required readings (1) APM Competence Framework Recommended readings 1. PMI PMBOK Guide 2. APM Body of Knowledge 3. PRINCE2 guide 4. AgilePM Guide 5. GAPPS project manager and sponsor standards
Websites	Visit the websites of PMI, APM, GAPPS

Research methods 2

Course Code	MSC.PPMM2.PMCOR.0202
ECTS Credits	0
Course Leader	LACHERET Arnaud
Synchronous	18
Discipline	Autre
Program	Project Management for Business Development
Prerequisites	None.
Course Description	Fundamentals of Research Methods - case study method
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	0
Websites	0

Social intelligence

Course Code	MSC.PPMM2.PMELE.0007
ECTS Credits	1
Course Leader	LACHERET Arnaud
Synchronous	12
Discipline	Management & Organisation

Program	Project Management for Business Development
Prerequisites	None
Course Description	This engaging course is designed to enhance your social intelligence, the key to building meaningful relationships and navigating complex social environments with ease. Through interactive workshops, you ll explore the nuances of emotional intelligence, effective communication, empathy, conflict resolution, and cultural sensitivity. Whether for personal growth or professional development, you ll learn how to read social cues, understand others perspectives, and influence without authority. By the end of the course, you ll possess the tools to enhance your interpersonal skills, boost your confidence in social situations, and foster positive interactions in every aspect of your life.
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	0
Websites	0

Sustainable and Ethical Project Management

Course Code	MSC.PPMM2.PMCOR.0081
ECTS Credits	2
Course Leader	LACHERET Arnaud
Synchronous	18
Discipline	Autre
Program	Project Management for Business Development

Prerequisites	None
Course Description	PRiSM (Projects integrating Sustainable Methods) is a project management and sustainability course that is designed to prepare individuals to improve the way they view, approach, manage, and drive change. The course blends instruction with in-class case studies using real world examples that bring project management to life in a manner that not only meets the needs of business in today's economy but also accounts for the needs of society and the environment by incorporating sustainable development goals through the GPM P5 Standard and principles for sustainable project management.
Evaluation	
Final Examination (%)	75
Continuous Assessment (%)	25
Academic reference	REQUIRED READINGS BEFORE DAY 1 • The GPM PRiSM™ Methodology for Project Management • The GPM P5™ Standard for Sustainability Management. RECOMMENDED READINGS • The Association for Project Management (APM) Body of Knowledge • The UN Global Compact Ten Principles • The GRI G4 Reporting Framework • The UN Post 2015 Business Engagement Architecture • The UN Global Compact SDG Compass • ISO Standards from a project management perspective including: • ISO 21500 Guidance on Project Management • ISO 50001 The Energy Management Standard • ISO 14001 The Environmental Management Standard • ISO 9001 Principles of Quality Management • ISO 26000 Guidance on Social Responsibility • ISO 55000 Asset Management
Websites	www.greenprojectmanagement.org blog.greenprojectmanagement.org

Workshop Skills for Climate Action

Course Code	MSC.PPMM2.PMELE.0003
ECTS Credits	1

Course Leader	LACHERET Arnaud
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

Sustainable Finance and Fintech

MSc in Sustainable Finance & Fintech Academic Year 2025-2026 - Paris campus			
Course Code	Course Title	ECTS credits	Face-to-Face hours
Semester Spring			
MSC.SFFM2.FICOR.0001	Python - Spring intake students only -Perequisite/ Asynchronous	6	
Core courses			
MSC.SFFM2.FICOR.0013	Climate change risk and net zero transition	2	18
MSC.SFFM2.FICOR.0024	Foundations in Climate Change and Sustainability	2	18
MSC.SFFM2.FICOR.0014	Asset Management, Green Bonds & ESG integration	2	21
MSC.SFFM2.FICOR.0015	Corporate Integrated Reporting	2	18
MSC.SFFM2.FICOR.0019	Integrated thinking & Impact Investment	3	24
MSC.SFFM2.FICOR.0018	Governance, regulation & Ethics, human rights	2	21
MSC.SFFM2.FICOR.0016	Digitalization, M&A and corporate restructuring strategy	3	24
MSC.SFFM2.FICOR.0017	Extra Financial Performance & LSEG database	2	18
MSC.SFFM2.FICOR.0020	Financial modeling I (Machine Learning, econometrics and	1	12
MSC.SFFM2.FICOR.0021	Financial modeling II (Excel + VBA)	1	12
MSC.SFFM2.FICOR.0022	Sustainable and digital Job Market Opportunities	1	6
MSC.TRCM2.OTCOR.0200	Career management	0	6
Total Semester Spring		21	198

Asset Management, Green Bonds & ESG integration

Course Code	MSC.SFFM2.FICOR.0014
ECTS Credits	2
Course Leader	SAIDANE Dhafer
Synchronous	21
Discipline	Finance
Program	Sustainable Finance and Fintech
Prerequisites	<ul style="list-style-type: none"> - Financial Analysis - Financial valuation - Financial modelling - Corporate Finance - Strategic analysis

	- Accounting
Course Description	<p>In 1990 was launched the first ESG index (MSCI KLD 400 Social Index). Before then, ESG investing was relegated to the province of values-investing and had remained at the fringes of investments management for a couple of decades.</p> <p>In 2020, amounts of new investments in sustainable assets through mutual funds and ETFs increased 96% vs. 2019 to stand at \$288 bn globally (source: Blackrock). It is now estimated that the total amount of assets invested according to explicit criteria for Environmental, Social and Governance factors represent app. 30% of total invested assets. As demand for sustainable assets keeps increasing, professional practices and regulations improve, growth in ESG assets is expected to continue to grow rapidly at the expense of more traditional assets.</p> <p>While ESG investing considered at best as a risk management tool, it now encompasses many different approaches, notably as a source of value-creation opportunities. This trend forces the assets-managers to entirely rethink their role and responsibility towards the greater society, and how they can navigate the sometimes contradictory demands of their clients, their regulators, their employees and the firms they invest in.</p> <p>After decades of decision-making predicated on hard-data supported also by more qualitative judgements usually limited to only the business aspects of a firm or a sector, the assets management industry is facing a set of unique challenges to integrate ESG consideration to meet the demand of its clients and deliver superior risk-adjusted returns to their clients.</p> <p>No area of the assets management sector is left untouched by this long-term fundamental evolution. The management of publicly listed instruments is primarily concerned, principally equities and also increasingly fixed-income products with the rapid rise of issuance of Green bonds. This evolution touches also the realm of private investments (eg. Private Equity, Venture-Capital, Real-estate) and brings to the fore important strategic decisions about which investments to support or not.</p> <p>This course will explore the practical dimensions of integrating ESG considerations into the investment -decision process of assets managers.</p>

	The academic underpinnings of ESG investing will also be discussed, as they have an impact on strategic decisions taken by investors in the way they allocate capital to enrich, foster the integration of ESG in their investment process.
Evaluation	
Final Examination (%)	70
Continuous Assessment (%)	30
Academic reference	0
Websites	https://www.unpri.org/ https://www.sasb.org/ https://www.globalreporting.org/ https://vigeo-eiris.com/ https://www.oecd.org/fr/finances/esg-investing.htm

CAREER MANAGEMENT 2

Course Code	MSC.TRCM2.OTCOR.0200
ECTS Credits	0
Course Leader	ANDRE Nathalie
Synchronous	6
Discipline	Autre
Program	Sustainable Finance and Fintech
Prerequisites	No prerequisites.
Course Description	?? Career Workshops – Tailored to Your Needs As a Master 2 student, you'll have access to a variety of career workshops. Depending on your needs and interests, you can choose the sessions that

	<p>are most relevant for you. Some are designed specifically for M2 students, while others are open to all.</p> <p>?? M2-Specific Workshops</p> <p>Set Yourself Up for Success (January 2026)</p> <p>? Discover the support available from the Career Center, key contacts, and essential resources. Get clarity on job market challenges and how to overcome them.</p> <p>Job Search Strategy – France & Abroad (February 2026)</p> <p>? Learn how to build an effective job search strategy both in France and internationally. Use AI tools to boost your efficiency.</p> <p>Master & Leverage LinkedIn in Your Job Search (February 2026)</p> <p>? Optimize your LinkedIn profile, learn to use its features (non-premium), and connect effectively with professionals.</p> <p>Decoding the French Job Market (Feb/March 2026)</p> <p>? Understand contract types, legal aspects, benefits, taxes, work permits, and how speaking French impacts your career in France.</p> <p>?? Workshops Open to All Students</p> <p>Prepare for a Career Fair (12 January 2026)</p> <p>? Learn how to make a great impression at recruitment events and use AI to prepare efficiently.</p> <p>CV Masterclass (January/February 2026)</p>
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	<p>? Build a CV that gets results. Access tools and resources to improve your applications and stand out.</p> <p>Interview Masterclass (February/March 2026)</p> <p>? Practice challenging interview questions, apply the STAR method, and refine your communication and professionalism.</p>
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	<p>YEP/TALENT AND CAREERS</p> <p>K2 CAREER MANAGEMENT SPACE</p> <p>K2 CAREER TOOLKIT SPACE</p>
Websites	None.

Climate change risk and net zero transition

Course Code	MSC.SFFM2.FICOR.0013
ECTS Credits	2
Course Leader	SAIDANE Dhafer
Synchronous	18
Discipline	Finance

Program	Sustainable Finance and Fintech
Prerequisites	An understanding of the basic concepts of corporate financing accounting principles is required. A basic understanding of programming languages or excel spreadsheet is also suggested, although not strongly required.
Course Description	The objective of the course is to provide students with relevant sustainable finance tools used by practitioners and policy makers in taking decisions about climate change risk and net zero transition. The course will also provide the foundations about theories, policies and regulations to allow students to understand and participate in the climate leadership debate.
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	0
Websites	0

Corporate Integrated Reporting

Course Code	MSC.SFFM2.FICOR.0015
ECTS Credits	2
Course Leader	SAIDANE Dhafer
Synchronous	18
Discipline	Finance
Program	Sustainable Finance and Fintech

Prerequisites	Management Control & Performance Management Corporate Reporting Process Information Systems Basics
Course Description	-Why is it important that students understand what is IR and what are the main challenges & opportunities associated with this new corporate reporting trend? Because they are actually following a training program to become potentially a controller or As <IR> is creating breakthrough in all businesses areas, this class is designed to show how <IR> can impact each of them. It will then successively take different perspectives: Management
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	0
Websites	0

Digitalization, M&A and corporate restructuring strategy

Course Code	MSC.SFFM2.FICOR.0016
ECTS Credits	3
Course Leader	SAIDANE Dhafer
Synchronous	24
Discipline	Finance
Program	Sustainable Finance and Fintech
Prerequisites	Irrespective of your career path, whether you are Chief Executive Officer of a company, an investment banker, financial advisor, engineer, lawyer, an academic, there are the chances that you will encounter mergers and acquisitions deal in one way or the other. Thus, the course mainly targets a

	large base of students from different disciplines. Therefore, there are no formal pre-requisites for this course. However, part of this course covers the valuation techniques used to evaluate the M&A transaction, I yet recommend taking a firm valuation course prior to starting this course.
Course Description	<p>During the last three decades, we have witnessed a massive increase in mergers and acquisitions (M&A) activity both in the United States and the rest of the world. The development of the Fintech M&A market is a recent phenomenon and has contributed to changing financial institutions landscape. Corporate finance theory proposes that mergers and acquisitions can be used as a strategic tool by the traditional corporations as well as the financial institutions while responding to the change in the economic environment and ultimately creating value for their shareholders. The course covers the main aspects of mergers and acquisitions activity with the main focus on Fintech M&A. The course starts by explaining the motives and strategic aspects of mergers and acquisitions, the role of agency problems (between management and shareholders of a company) in mergers, the tactics, and defenses used by the entrenched managers, the effects of mergers and acquisitions on shareholders' value and spillover effects of mergers and acquisitions for peer firms. We will then learn about the most common valuation techniques used in mergers and acquisitions for both public and private companies. We will discuss the sources of value creation in Fintech mergers and acquisitions and introduce the event study technique to study the shareholders' market reaction to announced M&A transactions. Next to discussing the factors associated with both domestic and cross-border mergers, the course will highlight the additional factors that are only relevant for cross-border M&A transactions which include cultural differences, corporate governance motives, currency valuations in cross-border deals, the role of industry specialization, stock market valuation differences, labor laws, and international trade affecting the cross-border mergers activity. These contents would be covered using both anecdotal evidences and support them using the relevant theories.</p>
Evaluation	
Final Examination (%)	100

Continuous Assessment (%)	0
Academic reference	Ahern, Kenneth, Daniele Daminelli, and Cesare Fracassi, (2015). Lost in Translation? The Effect of Cultural Values on Mergers around the World, Journal of Financial Economics 117, 165—189. Ahmad, Muhammad Farooq, de bodt, Eric and Jarrad Harford (2021). International Trade and the propagation of Mergers Waves. Review of Financial Studies. Ahmad, Muhammad Farooq, de bodt, Eric and Jarrad Harford (2021). The Innovation Arms Race. SSRN Working Paper. Erel, Isil, Rose Liao, and Michael Weisbach, 2012, Determinants of Cross-Border Mergers and Acquisitions, Journal of Finance 67, 1031—1043. Dessaint, Olivier, Andrey Golubov, and Paolo Volpin, (2017), Employment Protection and Takeovers, Journal of Financial Economics, 125, 369-388. Harford, Jarrad, Mark, Humphery-Jenner and Ronan Powell (2012). The sources of value destruction in acquisitions by entrenched managers, Journal of Financial Economics, 106, 247-261. Masulis, R., Wang, C. and Xie, F., (2007). Corporate Governance and Acquirer Returns. Journal of Finance 62, 1851—1889. Moeller, B. Sara, Frederik, P. Schlingemann. and Stulz, Rene. (2005). Wealth destruction on a massive scale: A study of acquiring firm. Journal of Finance, 60, 757-782. Servaes, Henri and Ane Tamayo. (2014). How Do Industry Peers Respond to Control Threats? Management Science, 60, 265-540.
Websites	0

Extra Financial Performance & LSEG database

Course Code	MSC.SFFM2.FICOR.0017
ECTS Credits	2
Course Leader	SAIDANE Dhafer
Synchronous	18
Discipline	Finance
Program	Sustainable Finance and Fintech

Prerequisites	- Students should have basic knowledge in sustainable finance.
Course Description	<p>-The objective of this course is to provide students with an overview of integrated thinking. It focuses on case studies. The course provides academic and practical information on the challenges of aligning benefits with social and environmental value. The course invites professionals who have experience in the field.</p> <p>-Through this course, we question the traditional performance approaches of the firm. We are particularly interested in both financial and extra financial performance (environmental, social and governance objectives).</p> <p>-This course is also based on practical cases using the Refinitiv database</p> <p>-The idea is to show that the integration of environmental and social issues is an essential prerequisite and that economic value should not be created at the expense of environmental and social impacts.</p>
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	<p>1- Alan S. Gutterman (2021). Sustainable Finance and Impact Investing. Business Expert Press, LLC 2- Alex Nicholls (2021). Impact Measurement and Management in Sustainable Finance. Report Asian Development Outlook 2021: Financing a Green and Inclusive Recovery. 3- Ben Abdallah. S., Saïdane. D., & Ben Slama. M. (2020). CSR and banking soundness: A causal perspective. Business Ethics: A European Review. https://onlinelibrary.wiley.com/doi/abs/10.1111/beer.12294) 4- Ben Abdallah. S., Ben Slama. M., Fdhila. I., & Saïdane. D.(2018). Mesure de la performance durable des banques européennes : vers un reporting intégré.Revue d économie financière . https://www.cairn.info/revue-d-economie-financiere-2018-1-page-269.htm 5- Daniel Cash (2021). Sustainability Rating Agencies vs Credit Rating Agencies: The Battle to Serve the Mainstream Investor. Palgrave Studies in Impact Finance 6- Judith</p>

	Rodin and Margot Brandenburg (2014). THE POWER OF IMPACT INVESTING: Putting Markets to Work for Profit and Global Good. The Rockefeller Foundation 7- Keith Allman and Ximena Escobar de Nogales (2015). Impact Investment: A Practical Guide to Investment Process and Social Impact Analysis + Website, Wiley 8- Mario La Torre (2017). Impact Investing: Instruments, Mechanisms and Actors. Palgrave Studies in Impact Finance. 9- MSCI (2021). MSCI ESG ratings methodology: Executive Summary. MSCI ESG Research, December 2020 10- Refinitiv (2021). Environmental, social and governance (esg) scores from refinitiv, April 2021 11- Sustainabilitics (2021). The ESG risk rating: frequently asked questions – for companies, August 2020
Websites	1- Refinitiv ESG company scores: https://www.refinitiv.com/en/sustainable-finance/esg-scores 2- ESG scores methodology - Refinitiv: https://www.refinitiv.com/content/dam/marketing/en_us/documents/methodology/refinitiv-esg-scores-methodology.pdf 3- Overview of sustainable finance (European Commission): https://ec.europa.eu/info/business-economy-euro/banking-and-finance/sustainable-finance/overview-sustainable-finance_en .

Financial modeling I

Course Code	MSC.SFFM2.FICOR.0020
ECTS Credits	1
Course Leader	SAIDANE Dhafer
Synchronous	12
Discipline	Finance
Program	Sustainable Finance and Fintech
Prerequisites	The prerequisite for this course is familiarity with basics of Python and the libraries NumPy, Scikit,

	Pandas. The necessary background knowledge is completely covered by the courses Programming in Python I and Programming in Python II scheduled in the Fall.
Course Description	Financial Modeling I In this course we will cover the basics of statistics and machine learning. The goal is to give the students the necessary tools to understand what machine learning algorithms can achieve and what their limitations are. In particular, the students will learn how to evaluate and interpret models produced by various machine learning algorithms, based on examples with real data sets.
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	0
Websites	0

Financial modeling II (Excel + VBA)

Course Code	MSC.SFFM2.FICOR.0021
ECTS Credits	1
Course Leader	SAIDANE Dhafer
Synchronous	12
Discipline	Finance
Program	Sustainable Finance and Fintech
Prerequisites	-to complete

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

Foundations in Climate Change and Sustainability

Course Code	MSC.SFFM2.FICOR.0024
ECTS Credits	2
Course Leader	SAIDANE Dhafer
Synchronous	18
Discipline	Finance
Program	Sustainable Finance and Fintech
Prerequisites	-
Course Description	Foundations in Climate Change and Sustainability introduces students to science and practice from multiple perspectives (ecology, geopolitics, political economy, and sociology) toward a deep understanding of how climate change impacts environmental and socio-economic systems. Students will learn to evaluate climate information and decision contexts in which boundaries between environmental, social and governance (ESG) factors and traditional financial values are increasingly blurred. The course prepares students for work in interdisciplinary settings, familiarizing them with the knowledge and language necessary to work on sustainability

	projects with people from different fields relying on multidisciplinary understanding of environmental, social and governance factors.
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	<p>Sardá, R., & Pogutz, S. (2018). Corporate sustainability in the 21st century: Increasing the resilience of social-ecological systems. Routledge. Canadian Expert Panel on Sustainable Finance (2019). Final Report of the Expert Panel on Sustainable Finance: Mobilizing Finance for Sustainable Growth. https://publications.gc.ca/collections/collection_2019/eccc/En4-350-2-2019-eng.pdf WWF / Nature^Squared (2020). Bankable Nature Solutions: Blueprints from across the globe to adapt to and mitigate climate change and help our living planet to thrive. https://wwfint.awsassets.panda.org/downloads/bankable_nature_solutions_singlepage.pdf Lorraine Ruffing (2007) Silent vs. shadow reports: What can we learn from BP's sustainability report versus the financial times? Social and Environmental Accountability Journal 27:1, 9-16. Other resources: practitioner and policy reports, blogs and newspaper headlines, current events on sustainable finance.</p>
Websites	<p>https://www.climateinteractive.org/tools/en-roads/ http://www.natuurverdubbelaars.nl/serious-game-urban-green-finance/</p>

FRENCH AS A SECOND LANGUAGE 1

Course Code	MSC.TRCM2.LGOPT.0008
ECTS Credits	1
Course Leader	LEVIN Jeremy
Synchronous	12

Discipline	
Program	Sustainable Finance and Fintech
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	

Governance, Regulation & Ethics, Human Rights

Course Code	MSC.SFFM2.FICOR.0018
ECTS Credits	2
Course Leader	SAIDANE Dhafer
Synchronous	21
Discipline	Finance

Program	Sustainable Finance and Fintech
Prerequisites	-to complete
Course Description	-Society and the markets require that companies abide by ethical and comprehensive principles that avoid bad practices and that integrate and manage social, environmental and financial risks. This 18h course is divided in three parts covering the need and development, current benchmarks and uses, and the future of Environmental, Social and Governance standards and practices towards sustainable finance. The first four 3h sessions will combine a mix of lectures, case studies and class discussions taking you through the historical foundations and contemporary uses and developments of each of the distinct but interlocking E, S and G standards. The last two 3h sessions will explore the future of sustainable finance on the basis of ESG and will be led by the students Using a scenario-based approach and building on knowledge acquired in this course and other courses that you have read in your MSc, you will work in groups to present a vision of finance towards sustainability in different sectors of the economy in 2030.
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	See course plan
Websites	see course plan

Integrated thinking & Impact Investment

Course Code	MSC.SFFM2.FICOR.0019
ECTS Credits	3

Course Leader	SAIDANE Dhafer
Synchronous	24
Discipline	Finance
Program	Sustainable Finance and Fintech
Prerequisites	<p>Study of Integrated Thinking and Impact Investing implies from the student previous financial background like Innovation and Financial Analysis. Plus, students are expected to actively contribute and participate in class discussions and exercises.</p> <p>Some suggested readings to better catch the seminar :</p> <ul style="list-style-type: none"> - Antimanuel d économie Tomes 1 & 2 - Bernard Maris (French) ; - L ordre de l argent - Critique de l économie (French) ; - David Graeber - Debt: The First 5000 Years (English).
Course Description	<p>This course introduces the fundamental concepts of Social Economy and Impact Investing. We will use a combination of lectures and a team project to explore and apply theoretical frameworks (old vs new economy) and methodologies in different industries and companies situations. After a quick recap of economic theories and its evolutions, we will work from professional perspective with both listed companies and private equity environments to catch the stakes of Impact Investing and Integrated Thinking as tools for the current transition among financial world..</p>
Evaluation	
Final Examination (%)	70
Continuous Assessment (%)	30
Academic reference	0
Websites	0

Sustainable and digital Job Market Opportunities

Course Code	MSC.SFFM2.FICOR.0022
ECTS Credits	1
Course Leader	SAIDANE Dhafer
Synchronous	6
Discipline	Finance
Program	Sustainable Finance and Fintech
Prerequisites	Employability career I
Course Description	<p>Training for the job market</p> <p>Part 1. The selection of candidates</p> <p>The students work in group of 3 as a recruiter team</p> <p>They have to select 3 candidates for an offer that they have to staff</p> <p>They have to complete a form for each received application. The quality and relevancy of the written comments will be included in the assessment.</p> <p>The students work individually as a candidate</p> <p>They have to apply to the offers they are interested in, and to send their application to the concerned recruiter teams</p> <p>The offers have been sent by experts in the field who will assist to the interview part.</p> <p>Part 2: The interviews</p> <p>The recruiter teams interview each of the 3 selected candidates.</p> <p>They have to complete a form for each interviewed candidate.</p>

	<p>The students have one interview as a candidate</p> <p>Some experts in the field assist to the interviews and give a constructive feedback to the students</p> <p>They also fill an assessment grill that will be taken into account for the grade</p>
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	0
Websites	0