



Course list

Master Programmes

Incoming Exchange Students

Raleigh Campus (USA)

Spring 2026

Dear Exchange IN Students,

Welcome to SKEMA Business School !

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

Please read these instructions carefully:

- 1) Students are required to choose **one program** and follow the courses within that one program. It is not possible to mix and match courses from different programs due to frequent scheduling clashes.
- 2) **Special Note for International Business Program:** The academic director will review student transcripts to ensure they have the required academic background to follow the program. Approval by the academic director is required before being officially admitted (admission results mid-November). Also, please note that there are two tracks in this program for Spring: *International Technologies and Business Development (ITBM) track* and *Artificial Intelligence for Business (AI) track*. It is not possible to mix courses between these two tracks.
- 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

M1 Programme Academic year 2025/ 2026 - Raleigh campus			
Course code	Courses	ECTS credits	Face-to-face hours
Semester Spring			
PGE.FINM1.FICOR.0514	International Finance	5	33
PGE.FINM1.ISCOR.0714	Operations Management	5	33
PGE.FINM1.STCOR.0843	Entrepreneurship	3	20
PGE.FINM1.ISCOR.0703	Management of Information Systems in the Digital Age	3	20
PGE.FINM1.MKCOR.0413	International Marketing	3	20
PGE.FINM1.HRCOR.0345	Corporate Social Responsibility: beyond the mainstream	3	20
	LANGUAGES	2	27
PGE.FINM1.ISCOR.0715	Power BI	1	10
PGE.FINM1.CRCOR.1004	CAREER MANAGEMENT 4: Personal branding tools	1	10
PGE.FINM1.STCOR.0832 / MSC.IMBM2.MKELE.0233 / MSC.TRCM2.OTCOR.0043	US Culture & Business (for new students) / Public speaking and presentation skills (returning students) / Critical thinking	2	13
PGE.FINM1.HRCOR.0359	Leadership	2	13
Total semester spring		30	219

CAREER MANAGEMENT 4: Personal branding tools

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

Websites	0
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COMMUNITY SERVICE FOR DOUBLE RETURNING

Course Code	PGE.FINM1.OTCOR.0024
ECTS Credits	2
Course Leader	KROTOV Konstantin
Synchronous	13
Discipline	Autre
Program	M1 GBE Raleigh
Prerequisites	0
Course Description	This course engages students in hands-on community service projects that foster civic responsibility, teamwork, and personal growth. Through active participation and guided reflection, students contribute to meaningful initiatives that support local communities while developing practical and interpersonal skills.
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	
Academic reference	0
Websites	0

CORPORATE SOCIAL RESPONSIBILITY: BEYOND THE MAINSTREAM

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

Critical Thinking

Course Code	MSC.TRCM2.OTCOR.0043
ECTS Credits	2
Course Leader	KROTOV Konstantin
Synchronous	13
Discipline	
Program	M1 GBE Raleigh
Prerequisites	
Course Description	This course equips students with the skills to analyze arguments, identify biases, evaluate evidence, and construct well-reasoned conclusions. Through interactive discussions, real-world case studies, and problem-solving exercises, students learn to approach complex issues with clarity, logic, and intellectual curiosity. Ideal for anyone looking to enhance decision-making, academic writing, or everyday reasoning.
Evaluation	

Final Examination (%)	30
Continuous Assessment (%)	70
Academic reference	
Websites	

ENTREPRENEURSHIP

Course Code	PGE.FINM1.STCOR.0843
ECTS Credits	3
Course Leader	MARINO Marianna
Synchronous	18
Discipline	Stratégie, Innovation & Entrepreneuriat
Program	M1 GBE Raleigh
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 ll have the chance to discover their life and their entrepreneurial venture. More specifically, you will be able to grasp the processs of developping an idea and of transforming an invention into an innovation (from the idea to the market). You ll discover the diversity of entrepreneurial ventures led by committed entrepreneurs and will be able</p>

	to grasp what the entrepreneurs life is. In addition, you will also discover how did they select the first market.
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	<p>Reading list: • Marx, Matt, and David H. Hsu. 2021. Revisiting the Entrepreneurial Commercialization of Academic Science: Evidence from “Twin” Discoveries. Management Science. https://doi.org/10.1287/mnsc.2021.3966 (see introduction) • Nanda, Ramana, and Jesper B. Sørensen. 2010. Workplace Peers and Entrepreneurship. Management Science 56(7): 1116-1126. https://doi.org/10.1287/mnsc.1100.1179 (see introduction) • Giannetti, Mariassunta, and Andrei Simonov. 2009. Social Interactions and Entrepreneurial Activity. Journal of Economics & Management Strategy 18(3): 665- 709. https://doi.org/10.1111/j.1530-9134.2009.00226.x (see introduction) • Lindquist, Matthew J., Joeri Sol, and Mirjam Van Praag. 2015. Why Do Entrepreneurial Parents Have Entrepreneurial Children? Journal of Labor Economics 33(2): 665- 709. https://doi.org/10.1086/678493 (see introduction) • Eesley, Charles, and Yanbo Wang. 2017. Social influence in career choice: evidence from a randomized field experiment on entrepreneurial mentorship. Research Policy 46(3): 636- 650. https://doi.org/10.1016/j.respol.2017.01.010 (see introduction) • Lerner, Josh, and Ulrike Malmendier. 2013. With a Little Help from my (Random) Friends: Success and Failure in Post-Business School Entrepreneurship. 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-</p>

	<p>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 & Inkdome case) • Berg, J. M. (2016). Balancing on the creative highwire: Forecasting the success of novel ideas in organizations. Administrative Science Quarterly, 61(3), 433-468 (see introduction) • This article explains how to develop testable hypotheses https://blog.leanstack.com/the-art-of-the-scientist/ • This article shows how Airbnb systematically tests key hypotheses and evaluates the results of these tests https://medium.com/airbnb-engineering/experiments-at-airbnb-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</p>
Websites	0

INTERNATIONAL FINANCE

Course Code	PGE.FINM1.FICOR.0514
ECTS Credits	5
Course Leader	DE SOUZA BARBOSA Klenio
Synchronous	30

Discipline	Autre
Program	M1 GBE Raleigh
Prerequisites	-none
Course Description	Our objective is to provide students with the fundamentals of international finance with emphasis on the basics and emphasis on a managerial perspective. This course starts by presenting an overview of the foundations of International Financial Management while discussing the following topics: Globalization, International Monetary System and Balance of Payments. Next, it presents the foundation of Foreign Exchange Markets, when it covers exchange rate determination, currency derivatives and hedging foreign currency. To conclude, the course presents corporate governance around the world and discusses topics related to foreign direct investment and cross-border acquisitions.
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	<p>Main Textbooks and References.</p> <p>“International Financial Management”, by Cheol Eun, Bruce Resnick and Tuugi Chuluun, 10th Edition, McGraw-Hill Intl. Ed., 2024.</p> <p>“Economics for Investment Decision Makers: Micro, Macro, and International Economics”, by Piros and Pinto, Wiley & Sons, 2013. [eBook available at Skema KCenter Scholarvox]</p> <p>Corporate Finance, by David Hillier, 4e, McGraw-Hill Intl. Ed., 2016.</p> <p>Other Textbooks and References.</p> <p>“International Finance: Theory and Policy, by Paul R. Krugman, Maurice Obstfeld and Marc Melitz, 11th Edition, Pearson Education Limited, 2020.</p>

	<p>“Corporate Finance”, by de Jonathan Berk and Peter DeMarzo, 6th Edition, Global Edition, Pearson Education Limited, 2023.</p> <p>“Investments”, by Zvi Bodie, Alex Kane and Alan Marcus, 13th Edition, McGraw-Hill Intl. Ed., 2023.</p> <p>“Options, Futures, and Other Derivatives”, by John Hull, 2021, 11th Edition, Pearson Education Limited, 2021.</p>
Websites	

INTERNATIONAL MARKETING

Course Code	PGE.FINM1.MKCOR.0413
ECTS Credits	3
Course Leader	BISOGNIN CASTILHOS Rodrigo
Synchronous	18
Discipline	Autre
Program	M1 GBE Raleigh
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

LEADERSHIP

Course Code	PGE.FINM1.HRCOR.0359
ECTS Credits	2
Course Leader	KROTOV Konstantin
Synchronous	18
Discipline	
Program	M1 GBE Raleigh
Prerequisites	
Course Description	This course explores the principles and practices of effective leadership in a dynamic world. Students will examine leadership styles, develop emotional intelligence, and learn how to inspire and guide teams toward shared goals. Through case studies, self-assessments, and group projects, participants will strengthen their ability to lead with confidence, adaptability, and integrity.
Evaluation	
Final Examination (%)	30

Continuous Assessment (%)	70
Academic reference	
Websites	

MANAGEMENT OF INFORMATION SYSTEMS IN THE DIGITAL AGE

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

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

OPERATION MANAGEMENT

Course Code	PGE.FINM1.ISCOR.0714
ECTS Credits	5
Course Leader	DAVARI Morteza
Synchronous	30
Discipline	Management des Opérations
Program	M1 GBE Raleigh

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

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

POWER BI

Course Code	PGE.FINM1.ISCOR.0715
ECTS Credits	1
Course Leader	CAPELLA David
Synchronous	0
Discipline	Management des Opérations

Program	M1 GBE Raleigh
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	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.
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	0
Websites	https://www.microsoft.com/en-us/power-platform/products/power-bi https://www.microsoft.com/en-us/power-platform

Public Speaking and Presentation Skills II

Course Code	MSC.IMBM2.MKELE.0233
ECTS Credits	2
Course Leader	KROTOV Konstantin
Synchronous	13

Discipline	
Program	M1 GBE Raleigh
Prerequisites	
Course Description	This course combines theory with practice. Students will develop their public speaking skills and learn to contribute well to the assessment of their peers. The course also focuses on methods and strategies of speech writing to persuade and inform the audience. Students will learn how to produce effective PowerPoint presentations, and how to perform business presentations both individually and in groups.
Evaluation	
Final Examination (%)	30
Continuous Assessment (%)	70
Academic reference	
Websites	

US CULTURE AND BUSINESS

Course Code	PGE.FINM1.STCOR.0832
ECTS Credits	2
Course Leader	KROTOV Konstantin
Synchronous	13
Discipline	
Program	M1 GBE Raleigh
Prerequisites	

Course Description	This is an active learning class that will provide you with different ways to think and behave in your current and future cultural interactions. This course will have you exploring your own cultural identity and provide you with a chance to interact with U.S. Americans. Furthermore, we will apply your cultural understanding and global skills to your future professional goals.
Evaluation	
Final Examination (%)	25
Continuous Assessment (%)	75
Academic reference	
Websites	

International Business

MSc in International Business Campus Raleigh			
Course Code	Course Title	ECTS credits	Contact hours
Semester Spring			
Core courses			
MSC.IBNM2.STCOR.0032	International Business Game: Skema SIM	2	20
NEW	Major Topics in International Business	2	18
MSC.IBNM2.FICOR.0061	International Finance	4	40
MSC.TRCM2.OTCOR.0200	Career management 2	0	7
Courses to be registered among students curriculum			
MSC.TRCM2.OTCOR.0040	US Culture and Business	1	13
MSC.TRCM2.OTCOR.0041	Public Speaking and Presentation Skills I	1	13
MSC.TRCM2.OTCOR.0042	Public Speaking and Presentation Skills II	1	13
MSC.TRCM2.OTCOR.0043	Critical Thinking	1	13
Major Course list (choose 2 from this list)			
MSC.IBNM2.LTCOR.0002	US Perspectives on Business Law	4	40
MSC.IBRM.FIELE.0100	Consulting Methods Applied to AI Projects	4	33
MSC.IBRM.FICOR.0101	Business Analytics & Data Management	4	33
Minor Course list (choose 2 from this list)			
MSC.IBRM2.STELE.0047	International Negotiation Practice	2	20
MSC.IBRM.FIOPT.0100	Machine Learning for Business (Python)	2	20
MSC.IBRM2.FIELE.0012	Predictive Marketing Analytics	2	20
Total Semester Spring		21	211

AGILE INTERNATIONAL PROJECT MANAGEMENT

Course Code	MSC.IBRM.FICOR.0102
ECTS Credits	1
Course Leader	KROTOV Konstantin
Synchronous	13
Discipline	
Program	International Business
Prerequisites	
Course Description	Understanding of the timeline and drivers of the Agile movement, project manager fit theories and multiple applications of Agile product development and business integration concepts. Gain a working knowledge of Scrum methods, inclusive of product planning, requirements elaborations and project implementation. Gain awareness of the training and experience expectations required to sit for an Agile Certification such as the PMI-ACP (Certified Practitioner).
Evaluation	
Final Examination (%)	25
Continuous Assessment (%)	75
Academic reference	
Websites	

AI in MARKETING

Course Code	MSC.IBRM2.FICOR.0066
ECTS Credits	2

Course Leader	KROTOV Konstantin
Synchronous	20
Discipline	
Program	International Business
Prerequisites	Basics in mathematics, statistics, and probability.
Course Description	The main objective of this course is to provide students a good understanding of Artificial Intelligence applications and techniques, covering disciplines from supervised learning modeling, forecasting, optimization, and text analytics.
Evaluation	
Final Examination (%)	45
Continuous Assessment (%)	55
Academic reference	
Websites	

BUSINESS ANALYTICS & DATA MANAGEMENT

Course Code	MSC.IBRM.FICOR.0101
ECTS Credits	4
Course Leader	KROTOV Konstantin
Synchronous	33
Discipline	
Program	International Business
Prerequisites	

Course Description	This course details the process of acquiring, validating, storing, protecting, and processing required data to ensure the accessibility, reliability, and timeliness of the data for its users. The students will develop skills through the use of data management-specific software applications. Some of the topics include databases and data sources, architecture and management across cloud platforms, data security, optimization, data analysis and business-related data presentation.
Evaluation	
Final Examination (%)	20
Continuous Assessment (%)	80
Academic reference	
Websites	

CAREER MANAGEMENT 2

Course Code	MSC.TRCM2.OTCOR.0200
ECTS Credits	0
Course Leader	ANDRE Nathalie
Synchronous	7
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.

CONSULTING METHODS APPLIED TO AI PROJECTS

Course Code	MSC.IBRM.FIELE.0100
ECTS Credits	4
Course Leader	KROTOV Konstantin
Synchronous	33
Discipline	

Program	International Business
Prerequisites	
Course Description	This project-driven course equips students with practical skills in AI consulting, focusing on leveraging machine learning (ML) to enhance business strategies. Through a hands-on consulting methodology, students learn to define business problems, scope projects, draft plans, identify and prepare data, select ML approaches, and explain model outputs. Optional technical components include building, testing, and tuning AI models using Python. The course emphasizes non-technical advisory skills, such as understanding ML applications, ethical considerations, and best practices, alongside technical foundations. Culminating in a class demonstration of a finalized project, students gain expertise to plan and guide ML initiatives, preparing them for leadership in AI-driven business environments.
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	
Websites	

Critical Thinking

Course Code	MSC.TRCM2.OTCOR.0043
ECTS Credits	2
Course Leader	KROTOV Konstantin
Synchronous	13
Discipline	

Program	International Business
Prerequisites	
Course Description	This course equips students with the skills to analyze arguments, identify biases, evaluate evidence, and construct well-reasoned conclusions. Through interactive discussions, real-world case studies, and problem-solving exercises, students learn to approach complex issues with clarity, logic, and intellectual curiosity. Ideal for anyone looking to enhance decision-making, academic writing, or everyday reasoning.
Evaluation	
Final Examination (%)	30
Continuous Assessment (%)	70
Academic reference	
Websites	

DATA VISUALIZATION

Course Code	MSC.IBRM.FIOPT.0101
ECTS Credits	2
Course Leader	KROTOV Konstantin
Synchronous	20
Discipline	
Program	International Business
Prerequisites	
Course Description	The visualization, interpretation, and communication of data is a key competency of Data Science. This course takes advantage of the rapidly evolving tools and methods used to visualize and communicate data to

	stakeholders. Students will learn how to use visual elements like charts, graphs, and maps. Data visualization tools like MS Excel, Tableau, Power BI provide an accessible way to see and understand trends, outliers, and patterns in data.
Evaluation	
Final Examination (%)	30
Continuous Assessment (%)	70
Academic reference	
Websites	

GLOBAL STAKEHOLDERS MANAGEMENT

Course Code	MSC.IBRM2.STELE.0048
ECTS Credits	2
Course Leader	KROTOV Konstantin
Synchronous	20
Discipline	
Program	International Business
Prerequisites	
Course Description	This course explores how organizations identify, engage, and manage diverse stakeholders across international contexts. Students will analyze stakeholder dynamics, cultural considerations, ethical challenges, and communication strategies essential for building trust and long-term value. Case studies and simulations help develop practical skills for balancing competing interests in a complex global environment.

Evaluation	
Final Examination (%)	30
Continuous Assessment (%)	70
Academic reference	
Websites	

INTERNATIONAL BUSINESS GAME: SKEMASIM

Course Code	MSC.IBNM2.STCOR.0032
ECTS Credits	2
Course Leader	MESCHI Pierre-Xavier
Synchronous	20
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 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 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.</p>
Evaluation	
Final Examination (%)	25
Continuous Assessment (%)	75
Academic reference	<p>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.</p>
Websites	www.webtolearn.com/skemasim

INTERNATIONAL FINANCE

Course Code	MSC.IBNM2.FICOR.0061
ECTS Credits	4
Course Leader	SZCZERBOWICZ Urszula
Synchronous	40
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 NEGOTIATION PRACTICE

Course Code	MSC.IBRM2.STELE.0047
ECTS Credits	2
Course Leader	PERELAER Pierre-Henri
Synchronous	18
Discipline	Stratégie, Innovation & Entrepreneuriat
Program	International Business
Prerequisites	None
Course Description	<p>This course is designed to provide students with both a conceptual and practical understanding of interpersonal relationship: communication techniques serving as successful negotiation. Class sessions are highly interactive and require the active engagement of each student in order to learn the multiple facets of negotiation. Course content includes the fundamentals of negotiation, based upon a highly effective methodology (from preparation to closing the deal) used by professionals all over the world. It encompasses the whole process of developing a fruitful discussion that eventually leads to an agreement. Practise is the key word, and filmed role plays are used as the most effective tool to understand and learn these techniques. Students will participate in one-to-one, one-to-several, with the complexity of negotiations increasing as the course progresses. This course is designed in an executive education format; as such, there are no formal presentations.</p>
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	The Mind and Heart of the Negotiator, Leigh L. Thompson (reference; not required)
Websites	http://davidhenard.com

INTERNATIONAL TECHNOLOGY MANAGEMENT

Course Code	MSC.IBRM2.PMCOR.0008
ECTS Credits	4
Course Leader	KROTOV Konstantin
Synchronous	40
Discipline	
Program	International Business
Prerequisites	
Course Description	This course examines how organizations manage technology and innovation in a global context. Students will explore topics such as cross-border R&D, global tech strategy, intellectual property, and the impact of cultural and regulatory environments on technological advancement. Through real-world cases and team projects, students develop the skills to lead and manage technology-driven initiatives across international markets.
Evaluation	
Final Examination (%)	30
Continuous Assessment (%)	70
Academic reference	
Websites	

MACHINE LEARNING FOR BUSINESS

Course Code	MSC.IBRM.FIOPT.0100
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ECTS Credits	2
Course Leader	KROTOV Konstantin
Synchronous	20
Discipline	
Program	International Business
Prerequisites	
Course Description	<p>On this course, you will learn the basics of computer programming with Python and its libraires. The course begins review with some fundamentals of coding science: variables, input/output, conditional tests, and loops. Then, it focuses specifically on machine learning algorithms for AI. These include iterative algorithms for regression, classification, and clustering, as well as recursive algorithms for binary search trees and decision trees. Students will also dive deeper into contemporary artificial Intelligence, learning when to use it and how to train deep neural networks and ensemble learning (boosting and random forests).</p> <p>Pressing challenges like explicability, lifelong learning and sustainability will be discussed.</p>
Evaluation	
Final Examination (%)	30
Continuous Assessment (%)	70

Academic reference	
Websites	

Major Topics in International Business

Course Code	MSC.IBRM2.STCOR.0063
ECTS Credits	2
Course Leader	KROTOV Konstantin
Synchronous	18
Discipline	
Program	International Business
Prerequisites	
Course Description	This course examines transformative changes reshaping international business and their implications for companies and careers. Focusing on macro-level issues, it covers four key topics: the shifting international trade order, sustainability, artificial intelligence in business, and geopolitical risks. Each session blends theoretical insights with practical applications, analyzing impacts on company management and required workforce skills. Students engage through assigned readings, weekly discussions of current news, and a team research project, delivering an in-depth analysis and original recommendations on one topic. Designed to equip students with lifelong skills, the course fosters real-time learning about global business challenges.
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60

Academic reference	
Websites	

PREDICTIVE MARKETING ANALYTICS

Course Code	MSC.IBRM2.FIELE.0012
ECTS Credits	2
Course Leader	KROTOV Konstantin
Synchronous	20
Discipline	
Program	International Business
Prerequisites	
Course Description	This course introduces students to data-driven techniques used to anticipate consumer behavior and optimize marketing strategies. Topics include customer segmentation, regression analysis, forecasting models, and machine learning applications in marketing. Through hands-on projects and real-world datasets, students learn how to turn data into actionable insights that drive strategic marketing decisions.
Evaluation	
Final Examination (%)	30
Continuous Assessment (%)	70
Academic reference	
Websites	

PUBLIC SPEAKING AND PRESENTATION SKILLS I

Course Code	MSC.TRCM2.OTCOR.0041
ECTS Credits	1
Course Leader	KROTOV Konstantin
Synchronous	13
Discipline	
Program	International Business
Prerequisites	
Course Description	This course combines theory with practice. Students will develop their public speaking skills and learn to contribute well to the assessment of their peers. The course also focuses on methods and strategies of speech writing to persuade and inform the audience. Students will learn how to produce effective PowerPoint presentations, and how to perform business presentations both individually and in groups.
Evaluation	
Final Examination (%)	30
Continuous Assessment (%)	70
Academic reference	
Websites	

PUBLIC SPEAKING AND PRESENTATION SKILLS II

Course Code	MSC.TRCM2.OTCOR.0042
ECTS Credits	1

Course Leader	KROTOV Konstantin
Synchronous	13
Discipline	
Program	International Business
Prerequisites	
Course Description	This course combines theory with practice. Students will develop their public speaking skills and learn to contribute well to the assessment of their peers. The course also focuses on methods and strategies of speech writing to persuade and inform the audience. Students will learn how to produce effective PowerPoint presentations, and how to perform business presentations both individually and in groups.
Evaluation	
Final Examination (%)	30
Continuous Assessment (%)	70
Academic reference	
Websites	

PYTHON FUNDAMENTALS

Course Code	MSC.IBRM2.FICOR.0065
ECTS Credits	2
Course Leader	KROTOV Konstantin
Synchronous	20
Discipline	
Program	International Business

Prerequisites	
Course Description	This course aims to provide students with an understanding of the role computational systems can play in solving problems. This course will make students discover the theory, design, development, and applications of Computer Science and feel confident in their ability to write small programs that allow them to accomplish useful goals and process large amount of data. Students will use the first-class tool Python to store, manipulate and gain insights from data.
Evaluation	
Final Examination (%)	30
Continuous Assessment (%)	70
Academic reference	
Websites	

RISK AND CRISIS MANAGEMENT FOR GLOBAL BUSINESSES

Course Code	MSC.IBRM2.STELE.0054
ECTS Credits	2
Course Leader	KROTOV Konstantin
Synchronous	20
Discipline	
Program	International Business
Prerequisites	

Course Description	This course prepares students to identify, assess, and respond to risks and crises in a global business environment. Topics include strategic risk planning, crisis communication, supply chain disruptions, geopolitical and cyber risks, and resilience building. Using international case studies and simulations, students learn how to protect organizational value and navigate uncertainty in complex, cross-border contexts.
Evaluation	
Final Examination (%)	30
Continuous Assessment (%)	70
Academic reference	
Websites	

US CULTURE AND BUSINESS

Course Code	MSC.TRCM2.OTCOR.0040
ECTS Credits	1
Course Leader	KROTOV Konstantin
Synchronous	13
Discipline	
Program	International Business
Prerequisites	
Course Description	This is an active learning class that will provide you with different ways to think and behave in your current and future cultural interactions. This course will have you exploring your own cultural identity and provide you with a chance to interact with U.S. Americans. Furthermore, we will apply

	your cultural understanding and global skills to your future professional goals.
Evaluation	
Final Examination (%)	25
Continuous Assessment (%)	75
Academic reference	<ol style="list-style-type: none"> 1. LinkedIn Learning: Communicating Across Cultures 2. LinkedIn Learning: Cross-Cultural Intelligence 3. Article: "U.S. Cultural Values" - U.S. Department of State 4. Article: "Dimensions of Culture" - U.S. Department of State 5. "Navigating Cultural Differences and the Wisdom of Mrs. Chen" (book chapter), Erin Meyer 6. "Navigating the Cultural Minefield", Erin Meyer 7. "What's Your Cultural Profile" self-assessment & results <p>Materials 6-7 may be provided at the discretion of the instructor.</p>
Websites	

US PERSPECTIVES ON BUSINESS LAW

Course Code	MSC.IBNM2.LTCOR.0002
ECTS Credits	4
Course Leader	KROTOV Konstantin
Synchronous	40
Discipline	

Program	International Business
Prerequisites	
Course Description	The purpose of this course is to provide students with an understanding of the U.S. legal environment, how the legal system is structured, the basis of corporate structure and the ethical decisions that are foundational in the role of corporate responsibility. Students are introduced to the complex legal rules and court decisions affecting business corporations. Particular attention is paid to the law governing contracts (creation of enforceable agreements between parties) and torts (private wrongs). Students will also explore the U.S. court system and civil procedure to gain a framework for their understanding of the law's operation.
Evaluation	
Final Examination (%)	35
Continuous Assessment (%)	65
Academic reference	
Websites	