



Course list

Master Programmes

Incoming Exchange Students

Sophia Antipolis Campus

Fall 2025

Dear Exchange Students,

Welcome to SKEMA Business School!

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

Please read these instructions carefully:

- 1) Students are required to choose **one program** and follow the courses within that one program. It is not possible to mix and match courses from different programs due to frequent scheduling clashes.
- 2) **Special Note for Business Consulting & Decision Intelligence**: only for students on exchange for the Academic Year.
- 3) **Special Note for Digital Marketing and Artificial Intelligence**: This program is **selective**. The academic director will screen students' transcripts and CV to ensure they have the required academic and professional background to follow the program. Once pre-selected, a Skype interview may be requested. If a student is not selected, a second program choice will be requested.
- 4) **French language courses** at three different levels are also offered in programs other than Master 1 for 1 ECTS. Please note for double degree students, the French language course is non-credited.
- 5) Courses within the catalogue are subject to slight changes.
- 6) There is a maximum number of seats available per course.

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Master 1 - Further Challenges

M1 Programme			
Academic year 2025/2026			
Course code	Courses	ECTS credits	Face-to-face hours
Semester Fall			
Course code	Courses	ECTS credits	Face-to-face hours
PGE.FINM1.STCOR.0841	Strategy	4	27
PGE.FINM1.FICOR.0503	Corporate Finance	4	27
PGE.FINM1.MKCOR.0411	Marketing Studies	3	18
PGE.FINM1.HRCOR.0343	Managing Human Resources	3	18
PGE.FINM1.ECCOR.0904	Global Economic Issues : Corporate Economics in a VUCA World	2	15
PGE.FINM1.ISCOR.0712	AI in Business Contexts	2	15
PGE.FINM1.STCOR.0854	Key Skills for Corporate Transition	2	15
PGE.FINM1.ECCOR.0906	Business transformation in a digital economy	3	24
PGE.FINM1.HRCOR.0344	Innovation Management and Creativity	2	18
PGE.FINM1.ECCOR.0936	Technical Change & Business Dynamic	1	12
	Foreign Language	2	24
PGE.FINM1.CRCOR.1003	CAREER MANAGEMENT 3: Building a strong career path	1	10
PGE.FINM1.ISELE.0720	Advanced Excel	1	10
Total Semester Fall		30	233

ADVANCED EXCEL

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

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

AI IN BUSINESS CONTEXTS

Course Code	PGE.FINM1.ISCOR.0712
ECTS Credits	2
Course Leader	OKOLI Chitu
Synchronous	15
Discipline	Business Analytics, Data Science & AI
Program	M1 GE- Further Challenges
Prerequisites	None
Course Description	<p>Artificial intelligence (AI) is the most revolutionary technological advance of our present time. Managers in all sectors of society are challenged to understand the implications of AI for their managerial practices as they face an exciting but uncertain future. Although it is not feasible to expect that every manager would develop a strong technical understanding of AI, it is imperative that they understand it from a practical perspective that would empower them to leverage it for effective managerial action.</p> <p>The objective of this course is to give you a non-technical understanding of the cutting-edge issues that managers face with AI today in the context of</p>

	business. (“Business” here should not be understood to only mean “commercial”; it includes all sectors of “doing business” in organizations, including government, non-profit organizations, healthcare, education, and so on.) This is not a general introductory course on AI. The instructors will focus on unique areas of their expertise that go beyond common knowledge to help you think critically to push beyond the current boundaries of AI in business contexts.
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	0
Websites	0

BUSINESS TRANSFORMATION IN A DIGITAL ECONOMY

Course Code	PGE.FINM1.ECCOR.0906
ECTS Credits	3
Course Leader	DI BIAGGIO Ludovic
Synchronous	24
Discipline	Autre
Program	M1 GE- Further Challenges
Prerequisites	Microeconomics for business: Costs and production, Perfect and imperfect competition (returns to scale, marginal-cost pricing, monopoly power), market structures (barriers to entry, concentration), network externalities Strategy : Industry analysis (PESTEL, segmentation, Five forces analysis,...) Business models

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

CAREER MANAGEMENT 3: Building a strong career path

Course Code	PGE.FINM1.CRCOR.1003
ECTS Credits	1
Course Leader	ANDRE Nathalie
Synchronous	3
Discipline	Autre

Program	M1 GE- Further Challenges
Prerequisites	No
Course Description	<p>Course Program: Interviewing & Salary Negotiation</p> <p>Overview</p> <p>This course is designed to equip students with the essential skills for job interviews and salary negotiations. It combines interactive workshops, asynchronous practice tools, and webinars to build confidence, improve communication, and develop effective job search strategies.</p> <p>Activity 1: Interviewing & Salary Negotiation Workshop</p> <p>Start Date: From September 22</p> <p>Modality: In-person (TD Workshop)</p> <p>Duration: 3 hours</p> <p>Objectives:</p> <p>Reflect on career project and define clear objectives</p> <p>Practice interview techniques (e.g., STAR method)</p> <p>Develop a strong personal pitch</p> <p>Learn to handle challenging interview questions and situations</p> <p>Demonstrate professionalism through behavior and communication</p> <p>Understand the fundamentals of salary negotiation</p> <p>Activity 2: BRIO Interviewing Practice</p> <p>Start Date: From September 22</p> <p>Modality: Asynchronous via Brio.ai</p>

	<p>Duration: 1 hour</p> <p>Objectives:</p> <ul style="list-style-type: none"> Master application and interview techniques (STAR, etc.) Handle challenging questions with confidence Tailor answers to specific roles and companies Demonstrate professionalism through non-verbal and verbal communication <p>Activity 3: Webinar – Job Search Strategy</p> <p>Modality: Webinar (date to be communicated)</p> <p>Objectives:</p> <ul style="list-style-type: none"> Discover best practices for job search in France and abroad Build an effective and personalized job search strategy Learn how to leverage AI tools to optimize your search <p>?? Activity 4: "AON" Salary Negotiation – Core Concepts</p> <p>Start Date: From September 22</p> <p>Modality: Asynchronous via K2</p> <p>Duration: 1 hour</p> <p>Objectives:</p> <ul style="list-style-type: none"> Understand the different components of a compensation package Evaluate your market value Integrate negotiation within the recruitment process Develop strong negotiation arguments
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	<p>Learn to express your value effectively</p> <p>?? Final Evaluation</p> <p>Date: November</p> <p>Modality: Quiz on K2</p> <p>Duration: 1 hour</p> <p>Objectives:</p> <p>Interviewing Skills:</p> <p>Assess knowledge of behavioral interview techniques and STAR method</p> <p>Evaluate nonverbal communication awareness</p> <p>Understand key preparation techniques</p> <p>Salary Negotiation:</p> <p>Understand the role of market research in negotiations</p> <p>Know how to build effective negotiation arguments</p> <p>Be familiar with different negotiation strategies and their use</p>
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60

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

CORPORATE FINANCE

Course Code	PGE.FINM1.FICOR.0503
ECTS Credits	4
Course Leader	GROSLAMBERT Bertrand
Synchronous	27
Discipline	Finance
Program	M1 GE- Further Challenges
Prerequisites	None
Course Description	Our objective is to bring students to develop a rigorous analytical framework of the major investment and financing decisions. In particular, we will shed lights on the interest rates and the investment valuation. We will focus on different ways of financing between equity, debt. Then, we present the relationship between risk, return and the cost of financing.
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	1) Corporate Finance, Hillier, McGraw-Hill, 4th Edition 2) Corporate Finance – Theory and Practice, P. Vernimmen, John Wiley & Sons, 2011, 3rd edition Available freely on Scholarvox by Cyberlibris at http://mediatheque.skema.edu/index.php?id=408

Websites	Http://skema.lms.crossknowledge.com/data/modules/crossknowledge/interfaces/index.php http://www.vernimmen.com/ http://mediatheque.skema.edu/index.php?id=408 http://knowledge.skema.edu/
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GLOBAL ECONOMIC ISSUES : CORPORATE ECONOMICS IN A VUCA WORLD

Course Code	PGE.FINM1.ECCOR.0904
ECTS Credits	2
Course Leader	COMBE Emmanuel
Synchronous	15
Discipline	Economie
Program	M1 GE- Further Challenges
Prerequisites	-Grands enjeux économiques (L3) ou - RAN economics
Course Description	<p>In VUCA World _ one that is volatile, uncertain, complex, and ambiguous _ as many would characterize today s global economic environment, analytical skills are more important than ever.</p> <p>The challenges companies face in a VUCA world demand a filter to separate opportunities from distractions, and economics helps managers to make good decisions about what to do.</p> <p>This course aims at tackling new challenges corporations and economies face or will face with the rise of a VUCA environment.</p>
Evaluation	

Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Ph. Aghion & alii (2021) The power of creative destruction, Harvard University Press D. Autor, D. Dorn, G. Hanson (2013) The China syndrome: local labor market effects of import competition in the United States, American Economic Review. D. Autor & alii (2020) The Fall of the Labor Share and the Rise of Superstar Firms”, The Quarterly Journal of Economics E. Brynjolfsson & alii (2017) Artificial intelligence and the modern productivity paradox, NBER Working paper E. Combe (2023) Competition: all you should know to talk like an expert, Éditions Concurrences A. Ezrachi, M. Stucke (2022) How Big-Tech Barons Smash Innovation-and How to Strike Back, Harper Business C. Goodhart (2020) The great demographic reversal, Springer X. Jaravel, E. Sager (2019), What are the Price Effects of Trade? Evidence from the US and Implications for Quantitative Trade Models, CEPR Working Paper X. Jaravel, I. Méjean (2021) A Data-Driven Resilience Strategy in a Globalized World, Conseil d'Analyse Economique Th. Philippon (2019) The Great Reversal: How America Gave Up on Free Markets, the Belknap press J. Tirole (2017) Economics for the Common Good, Princeton University Press
Websites	0

INNOVATION MANAGEMENT & CREATIVITY

Course Code	PGE.FINM1.HRCOR.0344
ECTS Credits	2
Course Leader	KROTOV Konstantin
Synchronous	18
Discipline	Autre
Program	M1 GE- Further Challenges

Prerequisites	
Course Description	Explore the dynamic realm of Innovation Management and Creativity in today's evolving landscape. This comprehensive course guides you through cutting-edge concepts while retaining focus on innovation ecosystems. Delve into innovation theory, ecosystem advantages, and relationship development. Embrace emerging trends like AI integration, digital transformation, and sustainability, aligning innovation strategies with societal needs. Uncover the role of entrepreneurship ecosystems, creativity techniques, and resource-constrained innovations. Navigate through global perspectives, from VUCA challenges to emerging markets. Develop strategic leadership in innovation ecosystems, shaping a future of shared value and responsible corporate citizenship.
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	
Websites	

KEY SKILLS FOR CORPORATE TRANSITION

Course Code	PGE.FINM1.STCOR.0854
ECTS Credits	2
Course Leader	WALAS Muriel
Synchronous	15
Discipline	Stratégie, Innovation & Entrepreneuriat
Program	M1 GE- Further Challenges

Prerequisites	Fundamental concepts of sustainable development, systemics, complexity, uncertainty and environmental management
Course Description	This course will provide students with key applications of transitions at stake on the various components of the value chain of businesses
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Will be indicated at the end of the course PPT document
Websites	Will be indicated at the end of the course PPT document

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

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

	<p>for a period of study abroad by increasing cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French.</p> <p>Overall, this course prepares students to reach a level comparable to A1 CEFR.</p>
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	0
Websites	<p>Apprendre le français avec RFI : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais</p> <p>Français Interactif : http://www.laits.utexas.edu/fi/home Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/</p>

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

Course Code	PGE.FINM1.LGCOR.4360
ECTS Credits	2
Course Leader	LI LANTIGNER Jing
Synchronous	0
Discipline	Autre
Program	M1 GE- Further Challenges

Prerequisites	Students must have completed French Beginner I or approx. 25/30 hours of prior learning.
Course Description	<p>This course is the continuation of French Beginner I and offers an introduction to French language and francophone culture. Students will study French pronunciation and develop knowledge of the language in all four skills at a basic level. By the end of this course (French Beginner I and II), students will be able to communicate in a range of daily life situations at a basic level. The course aims to prepare students for a period of study abroad by increasing cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French.</p> <p>Overall, this course prepares students to reach a level comparable to A1 CEFR.</p>
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	0
Websites	<p>Apprendre le français avec RFI : 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 FUNCTIONAL FALL (for non Native Speakers)

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

	<p>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>
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LANGUAGE: FRENCH PROFICIENT FALL (for non Native Speakers)

Course Code	PGE.FINM1.LGCOR.4314
ECTS Credits	2
Course Leader	LI LANTIGNER Jing
Synchronous	0
Discipline	Autre
Program	M1 GE- Further Challenges
Prerequisites	Pass at an Elementary (A2) course or have approximately 200-250 hours of prior study
Course Description	<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	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 Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/

MANAGING HUMAN RESOURCES

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

	nowadays in the workplace and the role of artificial intelligence (AI) in organizations. Finally, this course gives insights on how to manage in a responsible and sustainable way.
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	<p>Cartwright, S. and Cooper, C.L. (1997), Managing workplace stress, Sage Publications, Inc., Chapters 1, 4, 5 and 6. Crawshaw, J.R., Budhwar, P. and Davis, A. (2017), Human Resource Management: Strategic & International perspectives, Sage, 2nd Edition, Chapters 1, 7, 11 and 13. George, J.M. and Jones, G.R. (2012), Understanding & Managing Organizational Behavior, Pearson, 6th Edition, Chapter 1. Howard, G. (2008), The five minds for the future, Vol 5, N°1/2, pp.17-24 (https://www.jstor.org/stable/10.1086/591814) Robbins (2005), Organizational Behavior, Prentice Hall Inc., Chapter 18. Robbins, Coulter, and Langton (2005), Management, Pearson Education Canada Inc., Eighth Canadian Edition, Chapter 16. Robbins, S.P. (2005), Fundamentals of Management, 4th Canadian Edition, Pearson Education Canada Inc., Chapter 2. Robbins, S. P., Judge, T. A. and Campbell, T. T. (2010), Organizational Behavior, Pearson Education Limited, Chapters 9, 10, 13, 15 and 18. Robbins, S.P. and Coulter, M. (2014), Management, Pearson, 12th Edition, Chapters 1, 4, 5, 7, 13, 14 and 18. Schermerhorn, J.R., Wright, Jr. & Barry (2007), Management, Canadian Edition, John Wiley & Sons Canada, Ltd, Chapter 12. Snell, B. (2013), Management: Leading and collaborating in a competitive world, McGraw-Hill/Irwin, 10th Edition, Chapters 11 and 13. Wilkinson, A., Redman, T. and Dundon, T. (2017), Contemporary Human Resources Management, Pearson Education Limited, 5th Edition, Chapters 3, 4, 6, 18, 22.</p>
Websites	

MARKETING STUDIES

Course Code	PGE.FINM1.MKCOR.0411
ECTS Credits	3
Course Leader	ZEUGNER ROTH Katharina
Synchronous	18
Discipline	Marketing
Program	M1 GE- Further Challenges
Prerequisites	Marketing principles
Course Description	This course aims at developing critical decision making skills in strategic marketing and brand management. We use the Brand PRO simulation platform to immerse students in a realistic problem solving environment, developing collaborative and analytical skills.
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	- Kotler et al. (2015) Principles of Marketing. Pearson. - Kotler, Ph., Keller, K., Brady M., Goodman, M., & Hansen, T. (2019) Marketing Management, Pearson
Websites	https://web.stratxsimulations.com/simulation/brandpro

STRATEGY

Course Code	PGE.FINM1.STCOR.0841
ECTS Credits	4

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

Final Examination (%)	30
Continuous Assessment (%)	70
Academic reference	Rothaermel FT. 2023. Strategic Management, 6th Edition. McGraw-Hill. Thompson et al. 2021. Crafting & Executing Strategy: Concepts & Cases, 23rd Edition. McGraw-Hill. The SmartBooks and case studies are available on the McGraw-Hill CONNECT learning platform.
Websites	https://connect.mheducation.com

Technical Change & Business Dynamic

Course Code	PGE.FINM1.ECCOR.0936
ECTS Credits	1
Course Leader	DI BIAGGIO Ludovic
Synchronous	6
Discipline	
Program	M1 GE- Further Challenges
Prerequisites	<p>This is an advanced-level course. Students are expected to:</p> <ul style="list-style-type: none"> - Be familiar with core concepts in strategy (e.g., competitive advantage, resource-based view, Porter's frameworks) - Have basic analytical skills (quantitative reasoning, argumentation) - No prior coursework in industrial organization or microeconomics is required, but willingness to engage with economic models conceptually is essential.

	<p>The course bridges strategy and economics to equip future managers and analysts with frameworks to understand innovation-driven change in competitive environments.</p>
Course Description	<p>Course Objectives</p> <p>This course explores how innovation reshapes industries and transforms the strategic choices available to firms. Building on students' existing knowledge of strategy, we introduce rigorous tools from industrial organization and microeconomics to analyze how firms compete, evolve, and position themselves in dynamic environments.</p> <p>By the end of the course, students will be able to:</p> <ul style="list-style-type: none"> - Understand how innovation drives the evolution of industries and market structure. - Analyze strategic decision-making under conditions of technological change and disruption. - Apply economic models (e.g., Schumpeterian competition, entry models) to real-world competitive scenarios. - Critically assess the implications of digital technologies, platform dynamics, and data-driven competition. - Develop sound strategic recommendations for firms navigating innovation in dynamic environments. <p>Lecture Overview</p> <p>Lecture 1: Industry Analysis, Cost Structures and the Porter's 5 forces model</p> <p>Introduction to the Structure-Conduct-Performance (SCP) model</p>

	<p>Cost structure analysis, competitive environment analysis and Porter's Five Forces</p> <p>Case focus: disruption in the automotive industry: ICE vs. EV—how innovation shifts barriers to entry and cost structures</p> <p>Lecture 2: Innovation and Industry Evolution</p> <p>Schumpeterian competition, product life cycles</p> <p>Role of technological regimes and learning curves</p> <p>Stylized facts on firm entry, exit, and survival</p> <p>Lecture 3: Strategic Competition Under Innovation</p> <p>Dynamic entry, disruptive innovation, R&D investment</p> <p>Modeling innovation races and strategic commitment</p> <p>Case discussion: new entrants vs. incumbents in platform-based industries</p> <p>Lecture 4: Digital Technologies and New Strategic Logics</p>
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	<p>Platforms, zero marginal costs, network effects, and data as a competitive resource</p> <p>Strategic shifts in digital ecosystems</p> <p>Tutorials could Include</p> <p>Case analysis (e.g., Tesla, BYD, traditional OEMs)</p> <p>Exercises in cost structure modeling and competition analysis</p> <p>Short memos and peer-reviewed strategy assessments</p> <p>Game-based simulations and group discussions</p>
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	
Websites	

Business Consulting and Decision Intelligence

MSc in Business Consulting and Decision Intelligence Academic Year 2025/2026 - Sophia Antipolis Campus			
Course Code	Course Title	Number of ECTS credits	Face-to-Face hours
Fall Semester			
Core courses			
MSC.BCDM2.STCOR.0042	BCDI Internal Event	0	12
MSC.BCIM2.STCOR.0028	Sustainable Governance in the Digital Economy	2	18
MSC.BCIM2.STCOR.0024	Corporate Strategy and Competitive Intelligence	3	24
MSC.BCDM2.STCOR.0034	Advanced Business Models	2	18
MSC.BCDM2.STCOR.0039	Organizational Dynamics	2	18
MSC.BCDM2.STCOR.0031	Data Analytics Fundamentals	2	18
MSC.BCIM2.PMCOR.0002	Project Management Fundamentals	2	18
MSC.BCDM2.STCOR.0029	Business Consulting Fundamentals	2	18
NEW	Introduction to Financial Analysis	1	12
MSC.BCOM2.PMCOR.0005	Critical Thinking and Methods	2	18
NEW	Consulting Project 1	2	24
MSC.TRCM2.OTCOR.0101	Career Management 1	1	6
Total Fall Semester		21	204

ADVANCED BUSINESS MODELS

Course Code	MSC.BCDM2.STCOR.0034
ECTS Credits	2
Course Leader	SUAREZ Miguel
Synchronous	18
Discipline	Stratégie, Innovation & Entrepreneuriat
Program	Business Consulting and Decision Intelligence Sophia
Prerequisites	-
Course Description	<p>This course explains the why, what and how of digital business models. Several examples of companies' failures and successes in their aim to use digital technologies to optimize existing, or create new, value propositions to their customers / users will be provided and jointly assessed. After explaining the challenges of the modern digital economy, a five-model-framework will be introduced to enable companies to plan and execute digital transformation. Students will then apply this framework in a company of their choice.</p>

Evaluation	
Final Examination (%)	35
Continuous Assessment (%)	65
Academic reference	
Websites	

BCDI INTERNAL EVENT

Course Code	MSC.BCDM2.STCOR.0042
ECTS Credits	0
Course Leader	SUAREZ Miguel
Synchronous	15
Discipline	Management & Organisation
Program	Business Consulting and Decision Intelligence Sophia
Prerequisites	0
Course Description	<p>Introduction to BCDI</p> <p>Presentation of Consulting Companies 1</p> <p>Presentation of Consulting Companies 2</p> <p>Roundtable</p> <p>Semester Closing BCDI</p>
Evaluation	
Final Examination (%)	100

Continuous Assessment (%)	0
Academic reference	0
Websites	0

BUSINESS CONSULTING FUNDAMENTALS

Course Code	MSC.BCDM2.STCOR.0029
ECTS Credits	2
Course Leader	SUAREZ Miguel
Synchronous	18
Discipline	Management & Organisation
Program	Business Consulting and Decision Intelligence Sophia
Prerequisites	-
Course Description	<p>This course offers an in-depth view of the management consulting industry.</p> <p>Topics include the structure, competitive strategies, and performance of management consulting firms.</p> <p>This course will also cover the fundamental skills needed and requested to any management consultant:</p> <ul style="list-style-type: none"> ? Problem solving mind-set ? Communication and team work ? Business development and negotiation skills ? Stress management & conflicts

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

CAREER MANAGEMENT 1

Course Code	MSC.TRCM2.OTCOR.0101
ECTS Credits	1
Course Leader	BIANCHI Stéphanie
Synchronous	6
Discipline	Autre
Program	Business Consulting and Decision Intelligence Sophia
Prerequisites	No prerequisites.
Course Description	<p>This course is managed by the Career Center. In order to validate this course, students have to:</p> <p>1 MANDATORY : Attend two workshops (1h30 each) on specific themes (1st workshop : Wage Negotiation & 2nd workshop : How to succeed in the first position (Risks/Leadership/Corporate Codes) ?) + EVALUATION</p>

	<p>2 NOT MANDATORY : Attend Career Events during the semester (date to be determined) organized by the career center of your campus</p> <p>MAIN CONTACTS FOR YOUR PROGRAM:</p> <p>LILLE: Audrey BEAUGRAND & Feryel HOUSSEIN</p> <p>PARIS: Laura SINDONINO, Sophie Ripoché & Janice M'BENGO (for International students)</p> <p>SOPHIA: Sylvie MARTINAUD, Anne DUFLOS (for International students)</p> <p>SUZHOU : April YANG</p> <p>RALEIGH : Laura SCLAFANI</p> <p>BELO HORIZONTE : Geneviève POULINGUE</p>
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

Consulting Project 1

Course Code	MSC.BCDM2.STCOR.0043
ECTS Credits	2
Course Leader	SUAREZ Miguel
Synchronous	24
Discipline	Strategy, Innovation & Entrepreneurship

Program	Business Consulting and Decision Intelligence Sophia
Prerequisites	Project Management Fundamentals
Course Description	<p>The course gives an opportunity to practice Project Management knowledge on a real project in direct connection with real companies, while working as a team member (7 members average). The students will have to select the most appropriate approach among Traditional, Agile or Hybrid, and prepare formal Project Management documents and artifacts, such as Project Charter, Project Plan, Business Plan, WBS or Product Backlog, perform review meetings with sponsors and at the end submit project management deliverables to the Management board.</p> <p>Project Deliverables Fall Semester:</p> <ul style="list-style-type: none"> - Project Charter (including selection of Lifecycle approach) - Project Plan or /Sprint 0 - Project Review n°1
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	Ken Schwaber & Jeff Sutherland The Scrum Guide. Available from download on www.scrum.org PMI© Agile Guide, available to download from www.pmi.org PMBOK guide, 6th edition – Chapters 1, 4 and 5 available to download from www.pmi.org

Websites	
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CORPORATE STRATEGY AND COMPETITIVE INTELLIGENCE

Course Code	MSC.BCIM2.STCOR.0024
ECTS Credits	3
Course Leader	SUAREZ Miguel
Synchronous	24
Discipline	Stratégie, Innovation & Entrepreneuriat
Program	Business Consulting and Decision Intelligence Sophia
Prerequisites	-
Course Description	<p>This course is dedicated to transferring methods and tools of Executive Consulting in the field of strategy and organization management. Methods are based on a robust understanding of strategic and organizational management theories transposed into consulting and change management best practices.</p> <p>Students will experience the methods and tools through a real-life case study by conducting a consulting mission for a local SME.</p>
Evaluation	
Final Examination (%)	30
Continuous Assessment (%)	70
Academic reference	<p>Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings : Strategic Consulting: Tools and Methods for Successful Strategy Missions. Chereau & Meschi, Palgrave, 2018 https://www.amazon.fr/Strategic-Consulting-Successful-Strategy-Missions/dp/3319644211 Le Conseil en stratégie: Missions, méthodes et</p>

	livrables. Chereau et Meschi, Vuibert, 2019 https://www.amazon.fr/Conseil-strat%C3%A9gie-Missions-m%C3%A9thodes-livrables/dp/2311407015
Websites	

CRITICAL THINKING AND METHODS

Course Code	MSC.BCOM2.PMCOR.0005
ECTS Credits	2
Course Leader	SUAREZ Miguel
Synchronous	18
Discipline	Management & Organisation
Program	Business Consulting and Decision Intelligence Sophia
Prerequisites	-
Course Description	<p>Studies show that billions of dollars are lost every year in the inability of organizations to translate properly and deliver their ideas, strategies, business needs or opportunities.</p> <p>Amongst others, one of the top reasons is the misunderstanding or misinterpretation of the needs and requirements expressed by the respective stakeholders.</p> <p>In this course, students will first get an overview of what is business analysis and its positioning - spanning from strategy to value delivery through projects - and the central role of a business analyst as a change enabler in the organization, should it be private or governmental. It will then introduce a practical set of key tools and techniques. More specifically: preparing for the analysis work, defining needs or potential opportunities through elicitation (context, requirements, vision), modeling for analysis and designing recommended solutions that deliver value to the stakeholders.</p>

	Delivery is including theory through lectures, articles and videos as well as gamification and case-studies for practical application. Students may bring their own real-life case for study.
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	

DATA ANALYTICS FUNDAMENTALS

Course Code	MSC.BCDM2.STCOR.0031
ECTS Credits	2
Course Leader	SUAREZ Miguel
Synchronous	18
Discipline	Business Analytics, Data Science & AI
Program	Business Consulting and Decision Intelligence Sophia
Prerequisites	-
Course Description	The course provides students with The foundations of Excel, SQL and Python for Data Analytics
Evaluation	
Final Examination (%)	0

Continuous Assessment (%)	100
Academic reference	
Websites	

FRENCH AS A SECOND LANGUAGE 1

Course Code	MSC.TRCM2.LGOPT.0008
ECTS Credits	1
Course Leader	LEVIN Jeremy
Synchronous	12
Discipline	
Program	Business Consulting and Decision Intelligence Sophia
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	

Introduction to Financial Analysis

Course Code	MSC.BCDM2.FICOR.0001
ECTS Credits	1
Course Leader	SUAREZ Miguel
Synchronous	12
Discipline	Finance
Program	Business Consulting and Decision Intelligence Sophia
Prerequisites	None
Course Description	The course provides the necessary tools to assess the financial performance of a company and identify areas of improvement.
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	
Websites	

ORGANIZATIONAL DYNAMICS

Course Code	MSC.BCDM2.STCOR.0039
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ECTS Credits	2
Course Leader	SUAREZ Miguel
Synchronous	18
Discipline	Management & Organisation
Program	Business Consulting and Decision Intelligence Sophia
Prerequisites	-
Course Description	<p>The course provides students with theory, tools and practical examples how new digital business models are implemented in a company, focusing on the organizational side of the transformation. It explains the why, what and how of organizational transition. Several examples of companies' failures and successes in their aim to use digital technologies will be provided and jointly assessed from an organizational/Human Capital perspective (based on my experience as a Consultant working on Technology and Digital Adoption projects from an Organizational transition/Human Capital perspective). After explaining why it is key to take into account organizational transition and Human Capital to make Digital transformation project a success, a systemic and agile Change Management approach will be introduced to make sure people are "willing to change" and "able to change" in order to operate in a new digital workplace. Students will then apply this framework in a case study (based on a real client project).</p>
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	
Websites	

PROJECT MANAGEMENT FUNDAMENTALS

Course Code	MSC.BCIM2.PMCOR.0002
ECTS Credits	2
Course Leader	SUAREZ Miguel
Synchronous	18
Discipline	Management & Organisation
Program	Business Consulting and Decision Intelligence Sophia
Prerequisites	None
Course Description	<p>In this course, students will get an introduction to Project Management Traditional Agile and Hybrid Methodology, and practical guidelines to plan, execute and control a project from start to end, using any of the three approaches.</p> <p>As an assignment, they will work on a fictional case study to apply the different approaches, processes and tools examined during the lessons. Case study work will be partly in class and partly between classes. A final assignment based on the case study will be part of the final evaluation.</p> <p>At the end of each session, a short multiple answer test will be administered. The result of all tests will complete the final evaluation score</p>
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	Selected chapters of PMBOK 6® edition, PMI Agile guide (available for download for PMI members on www.pmi.org) and Scrum Guide (available for free at www.scrum.org) plus course handouts
Websites	

SUSTAINABLE GOVERNANCE IN THE DIGITAL ECONOMY

Course Code	MSC.BCIM2.STCOR.0028
ECTS Credits	2
Course Leader	SUAREZ Miguel
Synchronous	18
Discipline	Stratégie, Innovation & Entrepreneuriat
Program	Business Consulting and Decision Intelligence Sophia
Prerequisites	-
Course Description	<p>Sustainability and digital transformation are perhaps the two main forces that shape organizational evolution nowadays. To be successful, though, these two transformations need to be aligned with the organization's vision and mission, even if it means to challenge and rethink these two strategic components.</p> <p>In this course, students will get an overview on how digital and sustainable transformations have the potential to support each other, while also considering that digital technologies can have a detrimental effect on sustainability. More specifically, this course will help analyze the strategic importance of the vision and mission alignment – or change! – for successful digital and sustainable transformations. As an assignment, you will critically assess the strategic importance of this alignment through by analyzing a case (written report & oral presentation) of a purposeful and successful organizational transformation.</p> <p>With its focus on complex- and strategic-thinking competencies, this course will help students better understand and analyze the relationship between digital technologies, sustainability and organizational strategy and identify the potential opportunities resulting from this complex relationship.</p>
Evaluation	

Final Examination (%)	30
Continuous Assessment (%)	70
Academic reference	Note: All sessions will have handouts and videos shown to enhance learning. Students will be given the project guideline in class with explanation
Websites	

Corporate Financial Management

MSc in Corporate Financial Management Academic Year 2025-2026 - Campus Sophia			
Course Code	Course Title	Number of ECTS credits	Contact hours
Semester Fall			
Core courses			
MSC.CFMM2.FIELE.0146	Accounting prerequisite*	0	6
MSC.CFMM2.FICOR.0203	Pre-schooling: Capital structure and dividend policy	0	6
MSC.CFMM2.FIPSC.0006	Pre-schooling: Capital budgeting	0	6
MSC.CFMM2.FIPSC.0003	Pre-schooling: Money, banking and international finance	0	6
MSC.CFMM2.FICOR.0140	Capital budgeting	2	18
MSC.CFMM2.FICOR.0200	Power BI and AI	1	12
MSC.CFMM2.FICOR.0139	Financial reporting and analysis	2	18
MSC.CFMM2.FICOR.0220	Applied Research in Finance	2	18
MSC.CFMM2.FICOR.0208	Capital structure and dividend policy	1	12
MSC.CFMM2.FICOR.0143	Money, banking and international finance	2	18
MSC.CFMM2.FICOR.0130	Governance and sustainable finance	2	18
MSC.CFMM2.FICOR.0142	Corporate treasury management	2	18
MSC.CFMM2.FICOR.0138	Corporate valuation methods	2	18
MSC.TRCM2.OTCOR.0101	Career management 1	1	6
MSC.CFMM2.FICOR.0201	Alternative Investment Seminar	0	6
MSC.CFMM2.FICOR.0028	Banking seminar	0	6
MSC.CFMM2.FICOR.0205	M&A seminar	0	3
MSC.CFMM2.FICOR.0210	Private Equity Seminar	0	3
Elective courses (choose 2)			
MSC.CFMM2.FIELE.0125	Derivatives (max 30)	2	18
MSC.CFMM2.FICOR.0169	Financial modeling I (Excel)	2	18
MSC.CFMM2.FIELE.0140	Python I	2	18
Total Semester Fall		21	234

Accounting prerequisites

Course Code	MSC.CFMM2.FIELE.0146
ECTS Credits	0

Course Leader	CHIKH Sabrina
Synchronous	6
Discipline	Comptabilité
Program	Corporate Financial Management
Prerequisites	Objective: This module is a prerequisite course for students having a first level or limited knowledge in accounting. It enables them to understand and analyze basic annual reports and financial statements of general businesses.
Course Description	Description: This module emphasizes on the fundamentals of financial accounting and is customized for students entering postgraduate level studies, without a substantial accounting background. The module will introduce general accounting standards, but students are NOT expected to have a comprehensive knowledge of IAS/IFRS standards in financial reporting and analysis. It is a foundation course where an understanding of accounting is a basic requirement.
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	David Alexander and Christopher Nobes (2020), Financial Accounting – an international introduction, Pearson (Higher Edition), 7th edition.
Websites	

Alternative Investment Seminar

Course Code	MSC.CFMM2.FICOR.0201
ECTS Credits	0
Course Leader	RENUCCI Céline

Synchronous	6
Discipline	Finance
Program	Corporate Financial Management
Prerequisites	<p>Basic understanding of banking activities.</p> <p>Think about your career targets / job search: what kind of job in what business line.</p> <p>Prior to the course you will receive examples of job descriptions. You are required to analyze these job offers and prepare yourself for an interview.</p>
Course Description	<p>After an introduction on the impact of the recent crisis on the banking business, the first part of the seminar will describe the 3 business lines of the universal banks and their current challenges.</p> <p>First we will focus on the Private Banking & Asset Management businesses, how it is organized, what kind of services they offer, how it generates revenues, and how the Investment processes are implemented.</p> <p>We will then focus on the Corporate and Investment Banking activities through the understanding of its business lines and the Front / Middle / Back office organization.</p> <p>The second part of the course will focus on concrete examples of jobs within Private Banking/Asset Management businesses then Corporate and Investment Banking. The students will be required to prepare a job interview and we will replicate a real interview, with potential recruiter s questions, traps, tests etc. (Structurer, Trader Assistant, Static Data Team member, Asset Manager Assistant, Discretionary Portfolio Manager).</p> <p>A deeper explanation of each job and team activity will be discussed afterwards.</p>
Evaluation	

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

Applied Research in Finance

Course Code	MSC.CFMM2.FICOR.0220
ECTS Credits	2
Course Leader	RENUCCI Céline
Synchronous	18
Discipline	Finance
Program	Corporate Financial Management
Prerequisites	Mandatory for the MSc candidates
Course Description	The aim of the course is to train students to benchmark existing discipline-based knowledge and develop strategies for keeping up to date with new techniques or issues in both an academic research and a practitioner environment.
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings : Biggam, J., 2008. Succeeding with Your Master s Dissertation : A step-by-step handbook, McGraw-Hill. Available online on

	La Fusée website in Cyberlibris / Scholarvox: http://ezp.skema.edu:2057/bookshelf/list/folderid/62679 Additional references will be provided by the instructor during the class.
Websites	0

Banking Seminar

Course Code	MSC.CFMM2.FICOR.0028
ECTS Credits	0
Course Leader	RENUCCI Céline
Synchronous	6
Discipline	Finance
Program	Corporate Financial Management
Prerequisites	<p>Basic understanding of banking activities.</p> <p>Think about your career targets / job search: what kind of job in what business line.</p> <p>Prior to the course you will receive examples of job descriptions. You are required to analyze these job offers and prepare yourself for an interview.</p>
Course Description	<p>After an introduction on the impact of the recent crisis on the banking business, the first part of the seminar will describe the 3 business lines of the universal banks and their current challenges.</p> <p>First we will focus on the Private Banking & Asset Management businesses, how it is organized, what kind of services they offer, how it generates revenues, and how the Investment processes are implemented.</p> <p>We will then focus on the Corporate and Investment Banking activities through the understanding of its business lines and the Front / Middle / Back office organization.</p>

	<p>The second part of the course will focus on concrete examples of jobs within Private Banking/Asset Management businesses then Corporate and Investment Banking. The students will be required to prepare a job interview and we will replicate a real interview, with potential recruiter s questions, traps, tests etc. (Structurer, Trader Assistant, Static Data Team member, Asset Manager Assistant, Discretionary Portfolio Manager).</p> <p>A deeper explanation of each job and team activity will be discussed afterwards.</p>
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	0
Websites	0

Capital Budgeting

Course Code	MSC.CFMM2.FICOR.0140
ECTS Credits	2
Course Leader	SU Yuxin
Synchronous	18
Discipline	MSC.TRCM2.OTCOR.0101
Program	Corporate Financial Management
Prerequisites	Master1

	Accounting prerequisites corporate finance prerequisites
Course Description	The main objective of this course is to teach students how to make effective capital budgeting decisions as financial managers. Focusing on asset valuation, this course emphasis on the evaluation of cash flows that is fundamental to the capital budgeting decision. Starting with a general introduction to the framework of corporate finance, students will learn (i) methods to evaluate projects and investment rules, (ii) skills to analyze risk and return of various projects, and finally (iii) the different ways of raising capital in a corporation.
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings :
Websites	

Capital Structure and Dividend Policy

Course Code	MSC.CFMM2.FICOR.0208
ECTS Credits	1
Course Leader	LAI Wan Ni
Synchronous	12
Discipline	Finance
Program	Corporate Financial Management

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

CAREER MANAGEMENT 1

Course Code	MSC.TRCM2.OTCOR.0101
ECTS Credits	1
Course Leader	BIANCHI Stéphanie
Synchronous	6
Discipline	Autre
Program	Corporate Financial Management
Prerequisites	No prerequisites.
Course Description	<p>This course is managed by the Career Center. In order to validate this course, students have to:</p> <p>1 MANDATORY : Attend two workshops (1h30 each) on specific themes (1st workshop : Wage Negotiation & 2nd workshop : How to succeed in the first position (Risks/Leadership/Corporate Codes) ?) + EVALUATION</p>

	<p>2 NOT MANDATORY : Attend Career Events during the semester (date to be determined) organized by the career center of your campus</p> <p>MAIN CONTACTS FOR YOUR PROGRAM:</p> <p>LILLE: Audrey BEAUGRAND & Feryel HOUSSEIN</p> <p>PARIS: Laura SINDONINO, Sophie Ripoché & Janice M'BENGO (for International students)</p> <p>SOPHIA: Sylvie MARTINAUD, Anne DUFLOS (for International students)</p> <p>SUZHOU : April YANG</p> <p>RALEIGH : Laura SCLAFANI</p> <p>BELO HORIZONTE : Geneviève POULINGUE</p>
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

Corporate treasury management

Course Code	MSC.CFMM2.FICOR.0142
ECTS Credits	2
Course Leader	GROSLAMBERT Bertrand
Synchronous	18

Discipline	Finance
Program	Corporate Financial Management
Prerequisites	Corporate Finance prerequisites.
Course Description	<p>The main objective of this course is to introduce students to the different financial instruments used for treasury management in a company. It prepares students to make treasury management decisions as financial managers.</p> <p>Starting with a general introduction to the financial markets, students will learn (i) how each market functions, (ii) the specifics of various financial instruments, and finally (iii) the foundations of investment management.</p> <p>The second part of the course focus on the banking system, and evaluation of credit risks, as students learn how financial managers work with the corporate banks in the treasury management process.</p>
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	
Websites	

Corporate Valuation Methods

Course Code	MSC.CFMM2.FICOR.0138
ECTS Credits	2
Course Leader	SU Yuxin
Synchronous	18

Discipline	Finance
Program	Corporate Financial Management
Prerequisites	<p>Advanced understanding of Corporate Finance acquired through intensive reading of Vernimmen (Pascal Quiry) or any advanced corporate finance book. A paper version is often the best format for learning.</p> <p>Daily reading of Financial Times or Wall Street Journal is a non-negotiable daily routine of any financial professional hence including you as a new member of tomorrows financial expert.</p>
Course Description	<p>Analysing financial statements and valuing firms is an integrated process in which the student must understand industry competitive dynamics, firm strategy, accounting information content and quality, profitability and risk assessment, forecasting, and valuation models. This course strives to integrate these six components of the process. Interpreting profitability and risk ratios requires an understanding of the economic characteristics of the industries in which a firm competes and the business strategies a firm has selected to compete in those industries. The student should not naively accept reported financial statement information when performing profitability and risk analysis but should first assess its quality and make appropriate adjustments. Forecasts of future earnings, cash flows, and dividends provide the bases for valuing a firm. The students will analyse a listed company applying the theories of the course terminating with individual report of approximately 10 pages and a fully integrated excel model.</p>
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50

Academic reference	James M. WAHLEN, Stephen BAGINSKI, Mark BRADSHAW, Financial Reporting, Financial Statement Analysis and Valuation, A Strategic Perspective, 8th Edition, 2015, Cengage,
Websites	www.ft.com www.wsj.com www.vernimmen.net Damodaran Stern University

Derivatives

Course Code	MSC.CFMM2.FIELE.0125
ECTS Credits	2
Course Leader	AMYUNI Tarek
Synchronous	18
Discipline	Finance
Program	Corporate Financial Management
Prerequisites	International financial markets and economics.
Course Description	Practicing derivatives.
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	Lectures obligatoires / Required readings: Lectures Recommandées / Recommended readings:
Websites	None.

Financial Modeling I

Course Code	MSC.CFMM2.FICOR.0169
ECTS Credits	2
Course Leader	ARONNE Alexandre
Synchronous	18
Discipline	Finance
Program	Corporate Financial Management
Prerequisites	Excel prerequisites.
Course Description	The main objective of this course is to provide students with hands-on capabilities to develop financial models for the analysis of various relevant issues such as: discounted cash flow, cost of capital, portfolio theory and financial statements.
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	Financial Modeling. Simon Benninga (2008). MIT Press. Excel for Finance and Accounting. Kumar Lohani, Suraj (2023).
Websites	

Financial Reporting and Analysis

Course Code	MSC.CFMM2.FICOR.0139
ECTS Credits	2
Course Leader	XUE Jing
Synchronous	18

Discipline	Finance
Program	Corporate Financial Management
Prerequisites	Fundamentals of Accounting,
Course Description	<p>This module aims to prepare students for an in-depth examination and comprehensive analysis of various financial accounting topics. It introduces the students to the basic framework of international financial reporting standards (IFRS). Nowadays, financial reporting objectives are much broader than just “crunching” or generating numbers.</p> <p>This course will illustrate that reporting involves a comprehensive knowledge of businesses in order to provide the information required by the many stakeholders. The main objective of this course is to develop students’ analytical skills and critical assessment of individual financial statements, and/or consolidated integrated annual reports in an international environment.</p>
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	<p>Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings : 1. Robinson Alexander D., Britton A., Jorissen A., Hoogendoorn M. & Van Mourik C. (2017), International Financial Reporting and Analysis, 7th Edition, Cengage Learning EMEA. 2. Th., Henry E. Pirie W. & Broihahn M. (2015), International Financial Statement Analysis, 3rd Edition, CFA Institute Investment Series, John Wiley & Sons,</p>
Websites	

FRENCH AS A SECOND LANGUAGE 1

Course Code	MSC.TRCM2.LGOPT.0008
ECTS Credits	1
Course Leader	LEVIN Jeremy
Synchronous	12
Discipline	
Program	Corporate Financial Management
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 and sustainable finance

Course Code	MSC.CFMM2.FICOR.0130
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ECTS Credits	2
Course Leader	SAIDANE Dhafer
Synchronous	18
Discipline	
Program	Corporate Financial Management
Prerequisites	Corporate Finance prerequisites.
Course Description	The course describes the operational risks that the companies have to deal with. It also provides a deep approach about the organization of a modern corporation and ethics matter in Business. Corporate governance is discussed from different perspectives. An overview of international practice is also provided.
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	Handbook of Sustainable Finance. Roncalli, Thierry (2023).
Websites	

M&A Seminar

Course Code	MSC.CFMM2.FICOR.0205
ECTS Credits	0
Course Leader	RENUCCI Céline
Synchronous	3
Discipline	Finance

Program	Corporate Financial Management
Prerequisites	NA
Course Description	NA
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	0
Websites	0

Money, Banking and International Finance

Course Code	MSC.CFMM2.FICOR.0143
ECTS Credits	2
Course Leader	SAIDANE Dhafer
Synchronous	18
Discipline	Finance
Program	Corporate Financial Management
Prerequisites	Principles of micro-economics
Course Description	The main objective of this course is to teach students how to be a global financial expert in banking and finance. With the rapid globalization of the world economy, all finance is becoming international even in China. The managers of a firm have to understand that their decisions will be increasingly influenced by international financial environment. Starting with a general introduction to the framework of international finance comparatively to the Chinese financial system, students will learn (i)

	<p>knowledge of international financial market activities, (ii) how different exchange rate systems work and (iii) understand the relation between exchange rate, interest rate and growth and the of FinTech and digital finance in this new financial world.</p> <p>The courses key objective is to provide students with a personalized academic environment to obtain a solid understanding of Multinational Finance and Banking activities. The course aims at analyzing and assessing the Globalized Banking Strategies. It is opened to no-specialists and gives a clear understanding between international banking forces, the global economy, regulation and financial instability in globalized economy. The course will assess the impact of financial deregulation as well as structural reforms upon the banking business models.</p> <p>The target students might want to work in the financial department of corporates, to join Investments Banks or international financial institutions, or to hold responsibility positions in a company working with international banks. Accordingly, these students need a deeper understanding of international banking issues.</p>
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	<p>Academic and scientific papers Allen F. et A.M. Santomero, 2001, What do financial intermediaries do?, Journal of Banking and Finance, 25, 271-294. Battacharya S., Thakor A.V., 1993, « Contemporary Banking Theory », Journal of Financial Intermediation, 3. Geoffron P. et Saïdane D. (1996) Du réseau aux réseaux : concurrence et surcapacités dans l'industrie bancaire, Revue d'Economie Industrielle, pp. 81-95, n° 78, 4e trimestre. Geoffron P. et Saïdane D. (1999), La concurrence bancaire spatiale : enseignements et nouvelles perspectives, rédaction du Chapitre 8, dans Emploi, localisation et économie spatiale, Economica in M. Catin, J-Y Lesueur et Y Zenou, 1999, pp. 193-216. La Porta, Lopez-de-Silanes, Shleifer et Vishny (1997), « Legal Determinants of External Finance », Journal of Finance, 52(3). Lewis M. K.,</p>

	<p>1992, « Modern Banking in Theory and Practice », Revue économique, n°2, Mars. Saidane D. (2010), How to Identify the Best Target in the M&A Banking Operations? Case of Cross-Border Strategies in Europe by Line of Activity, Review of Quantitative Finance and Accounting. Saidane D. (2010), Banking transparency: a good idea but difficult to implement, Bankers Markets & Investors. Saidane D; and Grandin P. 2010), « What are the main causes of Bank Merger and Acquisition? » Bankers Markets & Investors, n°104, January-February 2010. Academic Books Allen F., D. Gale, (2000), Comparing Financial Systems, MIT Press, Cambridge, Massachusetts. Bain K., Howells P. (2005), The Economics of Money, Banking and Finance: A European Text, Financial Times Prentice Hall, 2005. Mishkin F. (2010), The Economics of Money, Banking, and Financial Markets, Business School Edition Saidane D. (forthcoming 2011), La finance durable, Editions de la Revue Banque, with P. GRANDIN. Saidane D. (2009 and 2011), La finance islamique à l'heure de la mondialisation, preface of Arnaud de BRESSON, Editions de la Revue Banque. Saidane D. (2007), L'industrie bancaire mondiale, preface of Daniel LEBEGUE, Editions de la Revue Banque. Saidane D. (2006), La nouvelle banque : métiers et stratégies bancaires, preface of Christian de BOISSIEU, Editions de la Revue Banque, second edition 2009. Saidane D. (2006), Les banques, acteurs de la globalisation financière, La documentation française. Reports Annual Report of the Bank for International Settlements (BIS) Annual Report of the European Central Bank (ECB) Bank for International Settlements, « Report on Consolidation in The Financial Sector ». Group of Ten, 2001. Banking Annual Reports (see banks Website). European Central Bank, « Structural Analysis of the EU Banking Sector », BCE.</p>
Websites	<p>Website Fédération Bancaire Française : http://www.fbf.fr/ Banque de France : http://www.banque-france.fr/ European Central Bank: http://www.ecb.int/ China Banking Regulatory Commission : http://www.cbrc.gov.cn Bank for International Settlements: http://www.bis.org/ ePaynews : http://www.epaynews.com/statistics/bankstats.html Datamonitor : http://www.datamonitor.com International Data Corporation (IDC) : http://www.idc.com/ Federal Deposit Insurance Corporation : http://www.fdic.gov The Bond Market Association : http://www.bondmarkets.com Federal Reserve System, http://www.federalreserve.gov Forbes, Global 2000 Leading Compagnie, http://www.forbes.com</p>

Power BI and AI Sophia

Course Code	MSC.CFMM2.FICOR.0200
ECTS Credits	1
Course Leader	SAIDANE Dhafer
Synchronous	12
Discipline	Finance
Program	Corporate Financial Management
Prerequisites	NO
Course Description	<p>1- Introduction (Finance IA Business analysis Business Intelligence-modification in the market)</p> <p>2- Importing data from an excel, from the web, heterogenous data, sources</p> <p>3- Pre-treatments and transforming data (adding, deleting, appending data), why?? Practical cases</p> <p>4- Visualisation (axe, extraction information from the graphs)</p> <p>5- Still missing the information: What to do => to enrich the data</p> <p>6- Introduction to IA, model, machine learning, supervised/unsupervised model</p> <p>7- Use the Dataflows (inputs) => with the appropriate learning algorithm</p> <p>8- Reporting</p> <p>9- Advantages of using Power BI:</p> <ul style="list-style-type: none"> - no need to get well the ML skills (prediction/ regression/ classifications,) - updating data and reports automatically <p>10- disadvantage/ limitation:</p> <ul style="list-style-type: none"> - Visual configuration

	<ul style="list-style-type: none"> - Not the easiest to deal with - Slow when dealing with Big Data <p>11- Example with Financial Data</p> <ul style="list-style-type: none"> - Selecting data - Fields, outputs type - Using automatic ML <ul style="list-style-type: none"> o Binary Prediction o Classification model o Prediction model
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

Pre-schooling capital budgeting

Course Code	MSC.CFMM2.FIPSC.0006
ECTS Credits	0
Course Leader	RENUCCI Céline
Synchronous	6
Discipline	Finance
Program	Corporate Financial Management

Prerequisites	no
Course Description	Capital budgeting is the process a business undertakes to evaluate potential major projects or investments. Construction of a new plant or a big investment in an outside venture are examples of projects that would require capital budgeting before they are approved or rejected.
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	0
Websites	0

Pre-schooling: Capital structure and Dividend policy

Course Code	MSC.CFMM2.FICOR.0203
ECTS Credits	0
Course Leader	RENUCCI Céline
Synchronous	6
Discipline	Finance
Program	Corporate Financial Management
Prerequisites	NA
Course Description	NA
Evaluation	
Final Examination (%)	100

Continuous Assessment (%)	0
Academic reference	0
Websites	0

Pre-schooling: Money Banking and International Finance

Course Code	MSC.CFMM2.FIPSC.0003
ECTS Credits	0
Course Leader	RENUCCI Céline
Synchronous	6
Discipline	Finance
Program	Corporate Financial Management
Prerequisites	no
Course Description	Money Banking and International Finance
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	0
Websites	0

Private Equity Seminar

Course Code	MSC.CFMM2.FICOR.0210
ECTS Credits	0
Course Leader	RENUCCI Céline
Synchronous	3
Discipline	Finance
Program	Corporate Financial Management
Prerequisites	No prerequisites
Course Description	This Seminar is a conference about Private Equity sectors/jobs.
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	0
Websites	0

Python I

Course Code	MSC.CFMM2.FIELE.0140
ECTS Credits	2
Course Leader	PETRECZKY Mihaly
Synchronous	18
Discipline	Finance

Program	Corporate Financial Management
Prerequisites	None
Course Description	<p>Python is a high-level programming language for general-purpose programming. Created in 1991, Python has a design philosophy that emphasizes code readability, notably using significant whitespace. It provides constructs that enable clear programming on both small and large scales.</p> <p>Python features a dynamic type system and automatic memory management. It supports multiple programming paradigms, including object-oriented, imperative, functional and procedural, and has a large and comprehensive standard libraryPython is a general-purpose, versatile and popular programming language. It s great as a first language because it is concise and easy to read, and it is also a good language to have in any programmer s stack as it can be used for everything from web development to software development and scientific applications.</p>
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	<p>Hans Petter Langtangen A Primer on Scientific Programming with Python (Texts in Computational Science and Engineering)Jul 9, 2016. Hans Petter Langtangen Python Scripting for Computational Science (Texts in Computational Science and Engineering)Feb 13, 2009</p>
Websites	https://www.python.org/

Digital Marketing and Artificial Intelligence

MSc in DMAI			
Academic Year 2025-2026 - Campus Sophia Antipolis			
Course Code	Course Title	ECTS credits	Face-to-Face hours
Semester Fall			
Core courses			
MSC.DMAM2.MKCOR.0005	Company Project I	3	30
MSC.DBUM2.STCOR.0003	Python for Digital Marketing 1	3	30
NEW	Digital Marketing and AI	2	21
MSC.WMIM2.PMCOR.0039	Digital Project Management and Innovation	2	18
MSC.DMAM2.MKCOR.0007	Social Media Strategy	2	18
NEW	Web Design & UX for AI-Driven Marketing	1	12
MSC.DMAM2.MKCOR.0001	Marketing & Data Science	1	12
MSC.DMAM2.STCOR.0002	Data Privacy, AI and Ethics	1	12
MSC.TRCM2.OTCOR.0002	Research Methods	1	6
MSC.TRCM2.OTCOR.0101	Career Management	1	6
MSC.DMAM2.MKCOR.0004	Digital Analytics & Google Analytics certification	2	21
MSC.DMAM2.ISCOR.0001	Data Visualization & Storytelling	1	12
MSC.DBAM2.MKCOR.0003	AI and business models	1	9
NEW	To be confirmed	4	33
Total Semester Fall		21	165

AI and business models

Course Code	MSC.DBAM2.MKCOR.0003
ECTS Credits	1
Course Leader	BOSSARD Frédéric
Synchronous	6
Discipline	Business Analytics, Data Science & AI
Program	Digital Marketing and Artificial Intelligence
Prerequisites	None
Course Description	The integration of AI (Artificial Intelligence) into a business model can have a significant impact on a company's strategy, operations, and revenue streams.
Evaluation	

Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	
Websites	

CAREER MANAGEMENT 1

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

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

Company Project I

Course Code	MSC.DMAM2.MKCOR.0005
ECTS Credits	3
Course Leader	BOSSARD Frédéric
Synchronous	30
Discipline	Autre
Program	Digital Marketing and Artificial Intelligence
Prerequisites	Basic of web tools, Marketing and Strategy

Course Description	<p>At the end of this course, students will be able to apply all concepts, methods and tools studied in the Digital Marketing and the Project Management courses.</p> <p>Then, it's the same principal as for the other consulting course: Project Consulting (see below). The difference is that it concerns all web-marketing areas: web-marketing, mobile marketing, social network and community management.</p> <p>Teachers-consultants audit the implementation of lectures on the student project company.</p> <p>At the very beginning of the academic year, companies propose projects. Students choose their project and company, create their team and realize during the full year the project of their company. To do this, they have to apply the knowledge, tools and methods learnt. Their professors and coaches check their analysis and realization. The team improves their project and finally present the results to their company during 4 meetings planned in their schedule. At the end of the semester they present in team the formal review of their projects to all their professors and company managers. It's a great event corresponding to their final exam.</p>
Evaluation	
Final Examination (%)	70
Continuous Assessment (%)	30
Academic reference	<p>Lectures obligatoires / Required readings : Le Business Benchmark Upper Intermediate Business Vantage Student's Book (Cambridge English) Paperback – by Guy Brook-Hart. Digital Project Management: The Complete Step-by-Step Guide to a Successful Launch by Taylor Olson (2015). Business Benchmark Upper Intermediate Business Vantage Class Audio CDs (2) (Cambridge English) Audio CD – by Guy Brook-Hart</p>
Websites	<p>Extranet of the project. Students have to manage it and to download the current and validated documents (deliverables) of their project. They also manage the rights for their SKEMA and company coaches.</p>

DATA PRIVACY, AI and ETHICS

Course Code	MSC.DMAM2.STCOR.0002
ECTS Credits	1
Course Leader	BOSSARD Frédéric
Synchronous	12
Discipline	Marketing
Program	Digital Marketing and Artificial Intelligence
Prerequisites	
Course Description	<p>The recent advances in data science, artificial intelligence, and information technology are having a significant impact on digital marketing. The undergoing changes raise important societal and ethical issues; of peculiar concern is the protection of privacy.</p> <p>At the end of this course, students should:</p> <ul style="list-style-type: none"> - understand the ethics of digital marketing and the ethical issues raised by the current and upcoming usage of AI and data mining; - understand the ethical principles, standards, norms, and regulations pertaining to privacy protection, in France, in Europe, and internationally. - identify the social and technical challenges of tomorrow, and support some possible means to address them. <p>The course will build on formal lectures, case studies and a team project, the latter consisting in a</p>

	Policy Brief in which students will address a concrete situation of their choice.
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

Data Visualization & Storytelling

Course Code	MSC.DMAM2.ISCOR.0001
ECTS Credits	1
Course Leader	BOSSARD Frédéric
Synchronous	12
Discipline	Business Analytics, Data Science & AI
Program	Digital Marketing and Artificial Intelligence
Prerequisites	<p>""As we review how these functions are accessible in Tableau, a basic understanding about the following topics is necessary.</p> <p>Databases: tables, keys, field formats, joins</p> <p>Statistics: linear regression, statistical analysis""</p>
Course Description	""Basics of Data Visualization with Power BI.

	<p>The purpose of this course is to teach students the power of Data Visualization for reporting, communication and decision making. This can be useful to any department in an organisation.</p> <p>This course provides hands-on experience, so that students are in position to use Data visualization both at work and in their everyday life."</p>
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

DIGITAL ANALYTICS & GOOGLE ANALYTICS CERTIFICATION

Course Code	MSC.DMAM2.MKCOR.0004
ECTS Credits	2
Course Leader	TOURE Baba
Synchronous	12
Discipline	Autre
Program	Digital Marketing and Artificial Intelligence
Prerequisites	<p>Basics of Digital Marketing</p> <p>Understanding of Measurement in the age of predictive metrics</p> <p>Basics of AI and Business Intelligence</p> <p>GPDR Compliance</p>

Course Description	<p>Data is considered the new oil of the economy, but privacy concerns limit their use, leading to a widespread sense that data analytics and privacy are contradictory. Therefore, how to collect, measure and analyse data and insight in a privacy-centric world?</p> <p>You will learn : basic and advanced Universal Analytics concepts. This includes: planning and principles; implementation and data collection; configuration and administration; conversion and attribution; and reports, metrics, and dimensions.</p>
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings : https://www.analyticsmania.com/p/getting-started-with-google-analytics-4/
Websites	http://analytics.blogspot.com/ YouTube Channel for basics : https://www.youtube.com/channel/UCJ5UyIAa5nEGksjcdp43lXw

Digital Marketing and AI

Course Code	MSC.DMAM2.MKCOR.0105
ECTS Credits	2
Course Leader	BOSSARD Frédéric
Synchronous	6

Discipline	Marketing
Program	Digital Marketing and Artificial Intelligence
Prerequisites	
Course Description	<p>This course explores how Artificial Intelligence (AI) is transforming marketing strategies and customer engagement. Students will learn key AI concepts (machine learning, NLP, etc.) and understand how they apply to digital marketing.</p> <p>Topics include personalized marketing, customer segmentation, predictive analytics, chatbots, and programmatic advertising. The course also covers AI-generated content and ethical issues such as data privacy and algorithmic bias.</p> <p>Case studies and real-world examples will help students grasp how companies use AI to optimize campaigns. Teaching methods include lectures, tool demonstrations, and projects.</p>
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	
Websites	

DIGITAL PROJECT MANAGEMENT AND INNOVATION / CERTIFICATION AZUR MICROSOFT

Course Code	MSC.WMIM2.PMCOR.0039
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ECTS Credits	2
Course Leader	BOSSARD Frédéric
Synchronous	18
Discipline	Autre
Program	Digital Marketing and Artificial Intelligence
Prerequisites	Fundamentals in management
Course Description	<p>Today, only 35% of projects are completed successfully. One reason for this disappointing rate is the low level of maturity of technologies available for project management. Projects are an integral part of a company's life; nearly all the tasks and work are organized into projects. Moreover, if a company isn't managed by projects, it will not be able to develop and might even risk going bankrupt. These projects are generally strategic with rigorous constraints in requirements, budget, planning and resources. Furthermore, all company activities (marketing, communication, sales, etc.), will be set up by internet technologies. This project management course has three main aims:</p> <ol style="list-style-type: none"> 1.to teach project management skills (how to define, to drive and to deploy such projects) 2.to prepare students to manage relevant new technologies according to the project 3.and to efficiently work in teams, manage stakeholders, conduct meetings effectively and manage crises if necessary . <p>This training focuses on projects proposed by real companies. Each project is led by four to seven students coached by lecturers and company managers.</p> <p>All lectures and workshops are applied to these projects throughout the academic year. We will talk on how AI is transforming Project Management.</p>
Evaluation	
Final Examination (%)	70

Continuous Assessment (%)	30
Academic reference	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings : PMBOK® 7th edition, How AI will transform Project Management by Antonio Nieto-Rodriguez, Harvard Business Review, Feb. 2023. Effective Project Management, traditional, Agile, Extreme, Seventh Edition. Published by. John Wiley & Sons, Inc. James P. Clements, West Virginia University - Jack Gido, Pennsylvania State University - 528pp - Published by South Western, ©2012 - ISBN-13: 978-1-111-82405-1 -© 2012 The project Management Toolkit Tom Kendrick 2010
Websites	http://edu.cengage.co.uk/catalogue/product.aspx?isbn=1111824053 (echapter) http://www.projectreview.net/home.asp http://www.makeuseof.com/tag/10-tips-for-preparing-a-professional-presentation/ pmi.org ; prince2.com ; afnor.org ; afaqap.org ; oseo.fr www.ibm.com/enterpriseofthefuture creation of case study with the Msc and the companies (regarding the projects) http://www.ccmp.ccip.fr ; http://www.ecch.com

FRENCH AS A SECOND LANGUAGE 1

Course Code	MSC.TRCM2.LGOPT.0008
ECTS Credits	1
Course Leader	LEVIN Jeremy
Synchronous	12
Discipline	
Program	Digital Marketing and Artificial Intelligence
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	

Influencer Marketing

Course Code	MSC.DMAM2.MKCOR.0107
ECTS Credits	2
Course Leader	BOSSARD Frédéric
Synchronous	6
Discipline	Marketing
Program	Digital Marketing and Artificial Intelligence
Prerequisites	<p>Influencer marketing has become a key strategic tool in modern brand communication, especially in the era of social media. This course offers a comprehensive introduction to the world of influencer marketing, exploring its core principles, key players, and its impact on consumer behavior.</p> <p>Students will learn how to identify different types of influencers (nano, micro, macro, celebrity), understand major platforms (Instagram, TikTok,</p>

	<p>YouTube, etc.), and design effective influencer campaigns aligned with brand goals such as awareness, engagement, and conversion. The course also covers influencer relationship management, partnership negotiation, performance measurement, and ROI analysis.</p> <p>Special attention will be given to legal and ethical considerations, including transparency, authenticity, and brand reputation risks. Real-life case studies, trend analyses, and hands-on workshops will enrich the learning experience.</p>
Course Description	
Evaluation	
Final Examination (%)	
Continuous Assessment (%)	
Academic reference	
Websites	

MARKETING AND DATA SCIENCE

Course Code	MSC.DMAM2.MKCOR.0001
ECTS Credits	1
Course Leader	BOSSARD Frédéric
Synchronous	12
Discipline	Marketing
Program	Digital Marketing and Artificial Intelligence

Prerequisites	None
Course Description	MARKETING AND DATA SCIENCE is a course that combines the principles of business analytics with the study of consumer behavior. It is designed to equip students with the skills and knowledge to analyze consumer behavior data and make informed business decisions.
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

Python for Digital Marketing 1

Course Code	MSC.DBUM2.STCOR.0003
ECTS Credits	3
Course Leader	MONTMARTIN Benjamin
Synchronous	30
Discipline	Autre
Program	Digital Marketing and Artificial Intelligence
Prerequisites	A minimal background in maths and stats is necessary for this course. This includes basics elements of linear algebra and inferential statistics.
Course Description	The main objective of this course is to provide a solid foundation in probability, statistics, and econometrics for business students and other social scientists. We will focus on practical applications using Python. Topics covered include basic elements of probability and sampling theory, hypothesis testing and econometrics.

Evaluation	
Final Examination (%)	65
Continuous Assessment (%)	35
Academic reference	-Introductory Statistics. Thomas Wonnacott & Ronald Wonnacott. -The Practice of Statistics for Business and Economics. David S. Moore, George P. McCabe, Layth Alwan.
Websites	

RESEARCH METHODS

Course Code	MSC.TRCM2.OTCOR.0002
ECTS Credits	1
Course Leader	BOSSARD Frédéric
Synchronous	6
Discipline	Stratégie, Innovation & Entrepreneuriat
Program	Digital Marketing and Artificial Intelligence
Prerequisites	Market Research, or courses delivery research methodologies (i.e., qualitative vs. quantitative methods). These courses can take place simultaneously with the Research Writing and Critical Thinking.
Course Description	<ol style="list-style-type: none"> 1. Building connections between academic research and practical business activities by getting to know more about how we can use research to make better sense to business; 2. Helping you prepare your upcoming Master Thesis in terms of developing thesis topics and research questions, and better understand research methods; 3. Helping you master the essential skills useful for not only thesis writing, but also marketing consulting/research firms;

	<p>4. Helping you better understand marketing practices in a structured and logical way, and major areas of marketing research and/or marketing practices;</p> <p>5. Helping you dramatically improve your skills in reading, writing, thinking, and public speech/presentation.</p> <p>6. Helping you strategise your thesis design in order to use your thesis to better position yourself in the job market you are interested in</p>
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	0
Websites	0

Social Media Strategy

Course Code	MSC.DMAM2.MKCOR.0007
ECTS Credits	2
Course Leader	BOSSARD Frédéric
Synchronous	18
Discipline	Autre
Program	Digital Marketing and Artificial Intelligence
Prerequisites	<p>Basic of web tools</p> <p>Fundamentals in Marketing and Strategy, Project Management</p>

Course Description	<p>Pierre Baudelle:</p> <p>This course will first describe the Value of AI and Analytics for CRM through concepts definition, illustration through use cases and experience with workshops . It will then provide an overview on how to leverage AI and the Data Science environment in order to build an AI for CRM Project. This will cover Data challenges, Data Science components methodology to start an AI for CRM project.</p> <p>Olivier Tronhon:</p> <p>Descriptif du cours</p> <p>This course will introduce to E-commerce before digging in the impacts of E-commerce on Companies strategy, marketing approach, customer relationship and customer experience management. A strong focus will be made on the importance of AI but also on the implementation challenges. The course is illustrated by exemples and analyses of successes and failures.</p>
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	<p>Kenneth C. Laudon, E-Commerce 2011 (7th Edition) (Pearson Custom Business Resources) Jason R. Rich, Design and Launch an eCommerce Business in a Week (Entrepreneur Magazine's Click Starts) Dave Chaffey, E-Business and E-Commerce Management: Strategy, Implementation and Practice (4th Edition) Aliza Sherman Risdahl, Streetwise eCommerce: Establish Your Online Business, Expand Your Reach, and Watch Your Profits Soar! (Adams Streetwise Series) Thomas M McFadyen, eCommerce Best Practices - How to market, sell, and service customers with internet technologies CRM: Gartner Magic Quadrant 2022 CRM Research Gartner</p>

	BI report 2022 Data Mining Techniques in CRM: Inside Customer Segmentation. Wiley Edition Big Data: Challenges and Opportunities , Pierre Baudelle Managing the ROI of CRM , Harte Hanks Presentation How to choose a CRM System, CRM Forum www.salesforce.com www.towardsdatascience.com E-commerce / E-CRM : - Digital Business and E-Commerce Management, 7th edition, Chaffey, Hemphill, Edmundson-Bird, Pearson, 2019 - Révolution de la Donnée, Huet, Dugas, Tronchon et all, Pearson, 2021
Websites	Audrey Fleury: http://blog.sysomos.com/ Caddereputation.over-blog.com/ Brandereputation.fr mycustomer.com

Web Design & UX for AI-Driven Marketing

Course Code	MSC.DMAM2.MKCOR.0106
ECTS Credits	1
Course Leader	BOSSARD Frédéric
Synchronous	6
Discipline	Marketing
Program	Digital Marketing and Artificial Intelligence
Prerequisites	
Course Description	<p>In the age of artificial intelligence, the way users interact with digital platforms is rapidly evolving. This course explores the intersection of web design, user experience (UX), and AI-powered marketing strategies, equipping students with the skills to create intuitive, data-informed digital experiences.</p> <p>Through a mix of theory and practice, students will learn to design websites and interfaces that not only look great but also adapt to user behavior, thanks to AI tools and analytics. The course covers UX principles, responsive and user-centered design, as well as the integration of AI</p>

	<p>features such as recommendation engines, chatbots, and personalized content delivery.</p> <p>Students will analyze real-world case studies and use design tools and frameworks to prototype marketing interfaces that respond dynamically to user data.</p>
Evaluation	
Final Examination (%)	
Continuous Assessment (%)	
Academic reference	
Websites	

Entrepreneurship and Innovation

MSc in Entrepreneurship and Innovation Academic Year 2025/2026 - Sophia-Antipolis campus			
Course Code	Course Title	Number of ECTS credits	Face to Face hours
Semester Fall			
Core courses			
MSC.EISM2.STCOR.0005	New venture and business plan	3	24
MSC.EISM2.STCOR.0007	Effectual strategic marketing	3	24
NEW	The Business Opportunities of AI	2	18
MSC.EISM2.STCOR.0054	Building a Digital Business	2	18
MSC.EISM2.STELE.0058	Market Research	2	18
MSC.EISM2.FIELE.0123	Finance for new venture management	2	18
MSC.EISM2.STCOR.0008	Key success factors and resilience in Entrepreneurship	2	18
MSC.TRCM2.OTCOR.0101	Career Management 1	1	6
NEW	Mindfulness and Burn-out Prevention / pitch	0	2
Elective courses (choose 2)			
MSC.EISM2.STCOR.0002	Corporate Entrepreneurship	2	18
MSC.EISM2.STELE.0011	Business Plan competition "Challenge Jeunes Pousses"	2	18
MSC.EISM2.STELE.0054	Ethics, Governance and Entrepreneurship	2	18
MSC.EISM2.STELE.0063	Identify your talents	2	18
NEW	The perfect pitch	2	18
Total Semester Fall		21	182

BUILDING A DIGITAL BUSINESS

Course Code	MSC.EISM2.STCOR.0054
ECTS Credits	2
Course Leader	SOUILMI Younes
Synchronous	18
Discipline	Autre
Program	Entrepreneurship and Innovation
Prerequisites	As a prerequisite, students need to identify a digital business opportunity, it will serve as their study topic for this course.
Course Description	This course aims at guiding the students through the process of building a digital business, all the way from designing the business model to getting the first customers.

	<p>The course breaks down the process into comprehensive activities and provides a set of practical tools, methodologies and best practices that help rationalize the course of building a digital business.</p> <p>The Building a Digital Business will cover the following themes :</p> <ul style="list-style-type: none"> - What tools exists to build a Digital Business (ecommerce website, App, Plateform, Chatbot) - What are the various Business Models that exist for Digital Businesses - What are the Key Metrics that one needs to track when Building a Digital Business
Evaluation	
Final Examination (%)	70
Continuous Assessment (%)	30
Academic reference	<ul style="list-style-type: none"> • Zero to One: Notes on Startups, or How to Build The Future (Peter Thiel) • The Four Steps to the Epiphany (Steve Blank) • Value proposition Design (Alexander Osterwalder) • Hacking Growth: How Today's Fastest-Growing Companies Drive Breakout Success (Sean Ellis, Morgan Brown)
Websites	

BUSINESS PLAN COMPETITION “CHALLENGE JEUNES POUSSÉS”

Course Code	MSC.EISM2.STELE.0011
ECTS Credits	2

Course Leader	VIAN Dominique
Synchronous	18
Discipline	Stratégie, Innovation & Entrepreneuriat
Program	Entrepreneurship and Innovation
Prerequisites	none
Course Description	Understand innovative venture creation process and how to create a new venture. Students apply to a local BP contest, organized by Telecom Valley.
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings : https://www.amazon.fr/Tous-Innovateurs-m%C3%A9thodes-solutions-invisibles/dp/1981069690
Websites	www.effectuation.org

CAREER MANAGEMENT 1

Course Code	MSC.TRCM2.OTCOR.0101
ECTS Credits	1
Course Leader	BIANCHI Stéphanie
Synchronous	6
Discipline	Autre
Program	Entrepreneurship and Innovation
Prerequisites	No prerequisites.

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

CORPORATE ENTREPRENEURSHIP

Course Code	MSC.EISM2.STCOR.0002
ECTS Credits	2
Course Leader	CIRILLO Bruno
Synchronous	18
Discipline	Autre
Program	Entrepreneurship and Innovation
Prerequisites	Fundamental knowledge of strategy is essential to successfully attend this course.
Course Description	<p>Corporate intrapreneurship and entrepreneurship are crucial strategies for growth, driving innovation and competitive advantage in fast-evolving industries. These approaches support corporate venturing initiatives, which act as frameworks for organizations to identify and exploit new product-market opportunities, thus generating significant value. These initiatives frequently involve employees who apply their ideas and knowledge developed during their tenure. Often, this leads to a significant dilemma for employers: while they want to foster an entrepreneurial spirit, there is a risk that these employees might leave to establish their own businesses, potentially becoming competitors. In many sectors, such spinout ventures—new businesses founded by former corporate employees—represent over 95% of the total revenues generated by startups. How do these ventures generate a competitive advantage? Are the former employers able to capture the value created in new markets through these ventures? Addressing these key questions necessitates an understanding of the cognitive skills, organizational processes, and negotiation strategies that enable corporations to maximize their internal potential.</p> <p>To achieve this, this course is structured around interactive sessions designed to help participants explore the cognitive processes needed to identify and capitalize on business opportunities within corporate entrepreneurship initiatives as a growth strategy. An integral part of the course involves engaging in case studies and a team project that will assess and suggest corporate growth opportunities for a selected technology-based firm.</p>

Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	No textbook is required for this course. A course pack with required readings (i.e., articles to read in advance) will be available on the course folder on the K2 platform, where I will also post other required and suggested readings (i.e., articles I will refer during classes) and slides.
Websites	

EFFECTUAL STRATEGIC MARKETING

Course Code	MSC.EISM2.STCOR.0007
ECTS Credits	3
Course Leader	VIAN Dominique
Synchronous	24
Discipline	Stratégie, Innovation & Entrepreneuriat
Program	Entrepreneurship and Innovation
Prerequisites	An interest in challenging traditional strategic marketing views
Course Description	<p>The course introduces the concept of effectuation (exercising control without predicting the future) and applies it to strategic marketing.</p> <p>This new paradigm allows students to consider ISMA360® as a method for innovation. ISMA360® SKEMA Business School – Author Dominique Vian.</p>
Evaluation	

Final Examination (%)	30
Continuous Assessment (%)	70
Academic reference	Lectures obligatoires / Required readings : Effectual Entrepreneurship (2011) Routledge, authors Read, Sarasvathy, Dew, Witbank, Ohisson Lectures Recommandées / Recommended readings : Tous Innovateurs : 2 méthodes pour révéler des solutions invisibles
Websites	effectuation.org

ETHICS, GOVERNANCE AND ENTREPRENEURSHIP

Course Code	MSC.EISM2.STELE.0054
ECTS Credits	2
Course Leader	BARRAQUIER Anne
Synchronous	18
Discipline	Autre
Program	Entrepreneurship and Innovation
Prerequisites	Fundamental undergraduate level management, marketing and financial knowledge.
Course Description	Entrepreneurial ventures are distinct from established businesses in many respects. Their structure is strongly dependent upon the entrepreneurs, from one person to a few people. Social pressure, desire to succeed, isolation, lack of guidance and other factors can lead the entrepreneur to make unethical decisions or engage in deviant behaviour (corruption, abuse, fraud, etc.). The course will focus on these issues. It will start with an overview of ethical issues, to provide students with a sense of ethical dilemmas, and cognitive devices to solve them. Then, we will introduce issues of ownership and governance. Ownership structure and governance

	mechanisms are introduced and discussed in class with respect to their ethical, social and sustainable implications.
Evaluation	
Final Examination (%)	30
Continuous Assessment (%)	70
Academic reference	Main source: journal articles (provided as course starts) -- Other: Stout, L. A. (2012). The shareholder value myth: How putting shareholders first harms investors, corporations, and the public. Berrett-Koehler Publishers. other references provided on K2
Websites	Provided on K2

FINANCE FOR NEW VENTURE MANAGEMENT

Course Code	MSC.EISM2.FIELE.0123
ECTS Credits	2
Course Leader	DE SOUZA BARBOSA Klenio
Synchronous	18
Discipline	Autre
Program	Entrepreneurship and Innovation
Prerequisites	Basics principles in accounting and finance
Course Description	The course is dedicated to transfer the essentials of finance and accounting tools for supporting decisions about the effective launching and management of the operations of a new venture.
Evaluation	

Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	<p>Lectures obligatoires / Required readings : Principles of Corporate Finance, by Brealey, Myers and Allen. McGraw-Hill Higher Education, 12th edition, Global Edition, Chapter 5 and 28.</p> <p>Lectures Recommandées / Recommended readings : Will be communicated during the tutorials.</p>
Websites	They will be communicated during the lectures and tutorials.

FRENCH AS A SECOND LANGUAGE 1

Course Code	MSC.TRCM2.LGOPT.0008
ECTS Credits	1
Course Leader	LEVIN Jeremy
Synchronous	12
Discipline	
Program	Entrepreneurship and Innovation
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	

IDENTIFY YOUR TALENTS

Course Code	MSC.EISM2.STELE.0063
ECTS Credits	2
Course Leader	VIAN Dominique
Synchronous	18
Discipline	Autre
Program	Entrepreneurship and Innovation
Prerequisites	5 letters from friends describing your own talents and topics of interests (passions if so)
Course Description	This seminar enables you to discover your Unique Social Contribution (USC) by identifying and combining talents using effectual logic and effectual trees.
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0

Academic reference	https://theconversation.com/detecter-les-talents-un-premier-pas-vers-une-societe-plus-humaine-103798
Websites	

KEY SUCCESS FACTORS AND RESILIENCE IN ENTREPRENEURSHIP

Course Code	MSC.EISM2.STCOR.0008
ECTS Credits	2
Course Leader	POROLI Corinne
Synchronous	18
Discipline	Autre
Program	Entrepreneurship and Innovation
Prerequisites	none
Course Description	<p>In our complex world, entrepreneurs are confronted with fundamental crises. These crises are global, unpredictable and expensive and affect a large number of people. Managing such crises demands responsible behaviours under conditions of serious stress. Taking into account different stakeholders expectations and complex dilemma is crucial to understand these crises and to cope with them in order to develop individual and entrepreneurial resilience.</p> <p>This course will facilitate students' understanding of key success factors in entrepreneurship, learning from crisis and entrepreneurial resilience.</p> <p>The pedagogical style of the session is based on "learning by doing" principle and will encourage blending theory and practice and interactions with and between students.</p>
Evaluation	
Final Examination (%)	0

Continuous Assessment (%)	100
Academic reference	Session 1 Cooper, A.C., Gimeno-Gascon F.J., Woo C.Y. (1994), "Initial Human and Financial Capital as predictors of New Ventures Performance", Journal of Business Venturing, 9, 371-395. Khelil N. (2016), "The many faces of entrepreneurial failure: Insights from an empirical taxonomy", Journal of Business Venturing, 31, 72-94. Session 2 Milašinovic S., Kešetovic Z., Nadic D. (2010), "The power and impotence of crisis management in facing modern crisis", Megatrend Review, Vol.7 (2), 274-289. Alpaslan C.M., Green S.E. and Mitroff I.I. (2009), "Corporate governance in the context of crises: Towards a stakeholder theory of crisis management", Journal of Contingencies and Crisis Management, Vol.17 (1), 38-49. Session 3 Coutu D.L. (2002) "How resilience works", Harvard Business Review, May 2002, p. 46-55. Hamel G., Valikangas L. (2003) « The quest for resilience », Harvard Business Review, September 2003, 52-63. Hougaard R., Carter J., Mohan M. (2020), "Build your resilience in the face of a crisis", Harvard Business Review, March 2020, 1-5.
Websites	

MARKET RESEARCH

Course Code	MSC.EISM2.STELE.0058
ECTS Credits	2
Course Leader	RIEG Julie
Synchronous	18
Discipline	Autre
Program	Entrepreneurship and Innovation
Prerequisites	n/a
Course Description	Market research Launching a product without getting market feedback on the features that are valued by the targeted customers is likely to result in a massive waste of time and money. Market Research is one of the tools that

	<p>can be used to answer the following questions: ? ? ? ? ? Which categories of population are likely to buy my product? Where can I find key figures and serious Market studies? Which study method need I to launch? To do what? How to build a questionnaire? How to recruit people to be part of a study? How to analyze qualitative and quantitative data? Descriptif du cours</p> <p>Innovators and entrepreneurs need to develop Marketing skills to ensure a better match between / supply and demand. This is crucial when resources are limited in order to make sure that Course description entrepreneurs build the 20% of functionalities that will answer 80% of their targeted customer needs as opposed to the other way round. Market studies are vital to adapt products and services and to define a well-established business plan. They enable us to identify segments and targets, to prioritize them and to understand their deep needs. With studies, we compare our ideas and market reality. In practice, Market studies consist in quantitative and qualitative studies such online questionnaires, face to face interviews or focus groups. This course brings theoretical and practical insights into Market studies. It gives students basics to find serious Market studies on the fields they are interested in, build adapted study methodologies, implement them and analyze them</p>
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	
Websites	

Mindfulness and Burn-out Prevention / pitch

Course Code	MSC.EISM2.HRCOR.0066
ECTS Credits	0

Course Leader	SERVEL Nicolas
Synchronous	2
Discipline	Law & Humanities
Program	Entrepreneurship and Innovation
Prerequisites	
Course Description	In this non credited seminar, students will get an overview of techniques which can be used to identify and prevent burn-out
Evaluation	
Final Examination (%)	
Continuous Assessment (%)	
Academic reference	
Websites	

NEW VENTURE AND BUSINESS PLAN

Course Code	MSC.EISM2.STCOR.0005
ECTS Credits	3
Course Leader	SERVEL Nicolas
Synchronous	24
Discipline	Autre
Program	Entrepreneurship and Innovation
Prerequisites	none
Course Description	This course will take the student from innovative idea creation to early start-up activities. Central to this process is the iterative creation and fine tuning

	of a business plan.This classe will culminate with a presentation at the end of the semester to a panel of entrepreneurs, incubators & accelerators and some investors.
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	<p>Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings :</p> <p>Osterwalder, A., Pigneur, Y. (2010). Business Model Generation, Wiley</p> <p>Ries (2011). The Lean Startup: How Constant Innovation Creates Radically Successful Businesses</p> <p>Dispas, Kayanakis, Servel, Striukova (2021). Innovation and Financial Markets, Wiley Thiel, Master : From Zero to One (2014), Crown Business</p> <p>Ben Horowitz, The Hard Thing About Hard Things (2014), HarperCollins</p>
Websites	

The Business Opportunities of AI

Course Code	MSC.EISM2.STCOR.0221
ECTS Credits	2
Course Leader	SERVEL Nicolas
Synchronous	18
Discipline	Strategy, Innovation & Entrepreneurship
Program	Entrepreneurship and Innovation
Prerequisites	

Course Description	AI is becoming increasingly pervasive in our daily life. Despite the fact that it can and will be used in all industries and functions, some will be much more impacted than others. Any major shift in society does create business opportunities for those who can seize them. This class will screen and asses the biggest business opportunities which can be generated with this major technological revolution.
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	
Websites	

The perfect pitch

Course Code	MSC.EISM2.PMELE.0001
ECTS Credits	2
Course Leader	SERVEL Nicolas
Synchronous	18
Discipline	Management & Organization
Program	Entrepreneurship and Innovation
Prerequisites	
Course Description	This class will help students to improve the quality of their pitch. It will focus on the elements besides the substance such as body language, voice tone and stress management. Students will have the chance to practice through various pitching exercises. It will be delivered by someone who has coached start-up attending the French version of Shark Tank.

Evaluation	
Final Examination (%)	90
Continuous Assessment (%)	10
Academic reference	
Websites	

International Marketing and Business Development

MSc IMBD Academic Year 2025-2026 - Campus Sophia			
Course Code	Course Title	Number of ECTS credits	Contact hours
Semester Fall			
Core courses			
MSC.IMBM2.MKCOR.0077	International Business Development	3	24
NEW	Strategic Brand Management	3	30
MSC.IMBM2.MKCOR.0057	Marketing Research	3	24
MSC.IMBM2.MKCOR.0055	New Business Development: From idea to market	3	24
MSC.TRCM2.OTCOR.0101	Career Management 1	1	6
Elective courses (choose 4)			
MSC.IMBM2.MKELE.0127	Using LEGO Serious Play to enhance creativity	2	18
MSC.IMBM2.MKELE.0050	Perfect pitch	2	18
MSC.IMBM2.MKELE.0121	Introduction to photoshop	2	18
MSC.IMBM2.MKELE.0064	E commerce	2	18
MSC.IMBM2.MKCOR.0052	Company project	2	18
MSC.IMBM2.OTELE.0026	Company challenge	2	18
MSC.IMBM2.MKELE.0143	Research methods (recommended for dissertation writing)	2	18
MSC.IMBM2.MKELE.0181	UX Design and Usability	2	18
MSC.IMBM2.MKELE.0202	AI and Data analytics	2	18
MSC.IMBM2.MKELE.0217	Motivation & well-being at work	2	18
MSC.IMBM2.MKELE.0223	Understanding luxury dynamics	2	18
Total Semester Fall		21	180

AI & Data Analytics

Course Code	MSC.IMBM2.MKELE.0202
ECTS Credits	2
Course Leader	OLMEDILLA FERNANDEZ Maria

Synchronous	18
Discipline	Business Analytics, Data Science & AI
Program	International Marketing and Business Development Sophia
Prerequisites	A computer is necessary to pursue the course (not a tablet or similar)
Course Description	<p>This course will give an overview to the students without programming skills on what is Artificial Intelligence and how it can be used in fields such as Marketing or Business among others.</p> <p>This course also uncovers a role that the students could acquire at the end if they happen to work in a company using AI.</p> <p>The course is divided into two main phases, the first phase is about teaching an introduction to the concepts of AI, and the second phase involves practical application based on several projects that do not require a programming background or skills.</p> <p>During the first part the students are taught what are the different applications of AI in marketing, the benefits of using AI in a company, different types of AI, what is Machine Learning, what is Deep Learning, etc.</p>
Evaluation	
Final Examination (%)	30
Continuous Assessment (%)	70
Academic reference	Slides with the lessons provided by the professor. Full access to the Microsoft tools (Power BI, Power Automate, and Azure) to be used during the course.
Websites	The links will be available on K2 (SKEMA's knowledge platform)

CAREER MANAGEMENT 1

Course Code	MSC.TRCM2.OTCOR.0101
ECTS Credits	1
Course Leader	BIANCHI Stéphanie
Synchronous	0
Discipline	Autre
Program	International Marketing and Business Development Sophia
Prerequisites	No prerequisites.
Course Description	<p>This course is managed by the Career Center. In order to validate this course, students have to:</p> <p>1 MANDATORY : Attend two workshops (1h30 each) on specific themes (1st workshop : Wage Negotiation & 2nd workshop : How to succeed in the first position (Risks/Leadership/Corporate Codes) ?) + EVALUATION</p> <p>2 NOT MANDATORY : Attend Career Events during the semester (date to be determined) organized by the career center of your campus</p> <p>MAIN CONTACTS FOR YOUR PROGRAM:</p> <p>LILLE: Audrey BEAUGRAND & Feryel HOUSSEIN</p> <p>PARIS: Laura SINDONINO, Sophie Ripoche & Janice M'BENGO (for International students)</p> <p>SOPHIA: Sylvie MARTINAUD, Anne DUFLOS (for International students)</p> <p>SUZHOU : April YANG</p> <p>RALEIGH : Laura SCLAFANI</p> <p>BELO HORIZONTE : Geneviève POULINGUE</p>
Evaluation	

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

COMPANY CHALLENGE

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

	pharmaceuticals and food for animals. A great opportunity to explore the relationship between owners and their pets!
Evaluation	
Final Examination (%)	
Continuous Assessment (%)	100
Academic reference	Appropriate references will be provided once the topic has been defined
Websites	

Company Project

Course Code	MSC.IMBM2.MKCOR.0052
ECTS Credits	2
Course Leader	SPIER Peter
Synchronous	18
Discipline	Autre
Program	International Marketing and Business Development Sophia
Prerequisites	<p>Intermediate marketing: The elective is aimed at students in the final year of the MSc IMBD. Only exchange students with a similar level of study in marketing will be accepted – final year masters in marketing or a final-year marketing specialization for Bachelor students.</p> <p>In view of the need to be able to carry out market research, an operational level of French is useful to be able to fully contribute to the project work, though that might vary from one project to another.</p> <p>There will be different projects available in the fall and the spring semesters so it is possible for students to take the elective twice if they value this kind of learning</p>

Course Description	<p>The aim of this elective is to provide an opportunity for students to work for and with companies, applying what they have learned in other IMBD courses.</p> <p>The companies will provide a brief and students will work in project groups on a 'consultancy' basis. The kind of project will vary from company to company and year to year. It often involves market research of some kind. The partner companies will change each year, and both companies and briefs will be announced at the beginning of the semester. Students will be able to choose the project that most appeals.</p> <p>The course will begin with a presentation by the different companies and end with a presentation by the project teams to the relevant company. The project stretch over the semester and several coaching sessions will take place with the course leader. It is important to understand that this kind of project takes place largely outside of the classroom and requires full commitment. Anyone unable to commit fully should not choose this course.</p>
Evaluation	
Final Examination (%)	
Continuous Assessment (%)	100
Academic reference	The reading list of the IMBD market research course will cover the theoretical background needed. Depending on the project, those of other courses might come in useful
Websites	There will be a full reading list on the K2 platform along with a selection of reports, cases and articles where appropriate

E-commerce

Course Code	MSC.IMBM2.MKELE.0064
ECTS Credits	2
Course Leader	SPIER Peter
Synchronous	18
Discipline	Autre
Program	International Marketing and Business Development Sophia
Prerequisites	None
Course Description	The course aims to give students an understanding of the basics of e-business strategy, especially focusing on e-commerce practicalities, but also on the key role of datamining and marketing.
Evaluation	
Final Examination (%)	
Continuous Assessment (%)	100
Academic reference	<p>Amazon: How the World's Most Relentless Retailer will Continue to Revolutionize Commerce</p> <p>by Natalie Berg and Miya Knights 3 Nov 2021</p> <p>E-Commerce Growth Strategy: A Brand-Driven Approach to Attract Shoppers, Build Community and Retain Customers</p> <p>by Kunle Campbell 3 Aug 2023</p> <p>Digital Business and E-Commerce Management</p> <p>by Dave Chaffey 14 Jun 2019</p>

	<p>E-Commerce Activated: The Ultimate Playbook To Building A Successful E-Commerce Business</p> <p>by Damien Coughlan and Kevin Harrington 26 Apr 2021</p> <p>E-commerce 2023–2024: business. technology. society., Global Edition</p> <p>by Kenneth Laudon and Carol Traver 3 Jul 2023</p> <p>How to Grow Your eCommerce Business: The Essential Guide to Building a Successful Multi-Channel Online Business with Google, Shopify, eBay, Amazon & ... Google, Shopify, eBay, Amazon & Facebook)</p> <p>by Mr Trevor Paul Ginn 24 Oct 2022</p>
Websites	A list of links will be provided before 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 Marketing and Business Development Sophia
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	

International Business Development

Course Code	MSC.IMBM2.MKCOR.0077
ECTS Credits	3
Course Leader	MADUREIRA Luis
Synchronous	24
Discipline	Stratégie, Innovation & Entrepreneuriat
Program	International Marketing and Business Development Sophia
Prerequisites	Recommended: Overall understanding of Marketing and Management will help students excel in the course.
Course Description	The course is organized as a sequence of lectures and case studies providing students with their first approach to International Business. The course has four pillars. First, to challenge the paradigm of competition by emphasizing the need for cooperation in international settings. The second pillar is understanding the modes of internationalization; the different paths undertaken by companies that want to expand their businesses beyond the national frontier. The third element is an overview of how the organizational

	structure of a company must be adapted for handling international business. The last element is how to deal with local sensibilities and the importance of culture in the process of internationalization. This course will look closely at these four aspects of internationalization through concrete examples and case studies with a wide range of companies, sectors, and countries.
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	<p>Base: Collinson, S., Narula, R., & Rugman, A. M. (2016). International business. Pearson. (Chapter 1)</p> <p>Extra: Brandenburger, A.M. and Nalebuff, B.J., 2002. Use game theory to shape strategy. Strategy: critical perspectives on business and management, 4, p.260.</p> <p>Jacobides, M.G., Cennamo, C. and Gawer, A., 2018. Towards a theory of ecosystems. Strategic Management Journal.</p> <p>Moore, J.F., 1993. Predators and prey: a new ecology of competition. Harvard Business Review, 71(3), pp.75-86.</p> <p>Teece, D.J., 2007. Explicating dynamic capabilities: the nature and microfoundations of (sustainable) enterprise performance. Strategic Management Journal, 28(13), pp.1319-1350.</p> <p>Mandatory: Dass, M., & Kumar, S. (2014). Bringing product and consumer ecosystems to the strategic forefront. Business Horizons, 57(2), 225-234.</p> <p>Case study: Jumia Nigeria: from Retail to Marketplace by Ramon Casadesus-Masanell, Namrata Arora</p> <p>Base: Collinson, S., Narula, R., & Rugman, A. M. (2016). International business. Pearson. (Chapter 2)</p>

	<p>Extra: Ghemawat, P., 2001. Distance still matters. Harvard Business Review, 79(8), pp.137-147.</p> <p>Mandatory: Friedrich, J., Noam, A., & Ofek, E. (2014). Right up the middle: how Israeli firms go global. Harvard Business Review, 92(5), 113-117.</p> <p>Case study: Xiaomi: Entering International Markets by Miao Cui, Yan Zhao, Sitara Aziz and Mimi Xiao</p> <p>Base: Collinson, S., Narula, R., & Rugman, A. M. (2016). International business. Pearson. (Chapter 8 & 9)</p> <p>Mandatory: Kumar, N., & Puranam, P. (2011). Have you restructured for global success? Harvard Business Review, 89(10), 123.</p> <p>Case study: Natura: Expanding Beyond Latin America. Amitava Chattopadhyay, Nina Paavola, Tanure Betania.</p> <p>Base: Collinson, S., Narula, R., & Rugman, A. M. (2016). International business. Pearson. (Chapter 6)</p> <p>Mandatory: Meyer, E. (2018). Being the Boss in Brussels, Boston, and Beijing. Harvard Business Review.</p> <p>Case study: Merck Sharp & Dohme Argentina, Inc. (A) by Lynn Sharp Paine, Harold F. Hogan Jr</p>
Websites	

Introduction to Photoshop

Course Code	MSC.IMBM2.MKELE.0121
ECTS Credits	2
Course Leader	SPIER Peter
Synchronous	18

Discipline	Autre
Program	International Marketing and Business Development Sophia
Prerequisites	Intermediate marketing
Course Description	<p>This course provides students with a practical, hands-on introduction to the use of Photoshop, which is a tool used by marketers worldwide. The course will cover a range of applications.</p> <p>Photoshop is a powerful application for editing photos, graphics, and other images. This course will help get you started with Photoshop, and it will give you tips for getting the best results with your images.</p>
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	References for preparation and additional reading will be provided prior to the course
Websites	Suggestions for web sources will be provided during the course

Marketing Research

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

Course Description	<p>The purpose of marketing research is to provide information for making better business decisions relevant for both international companies and small business (i.e. start up). In this course you will be introduced to different stages of the marketing research process. We will focus on qualitative and quantitative aspects of marketing research as it relates to business problems such as market segmentation, positioning, the definition of the communication mix, etc.</p> <p>To get straight to the point, the goals of the course are to:</p> <ol style="list-style-type: none"> 1) Understand the concepts and techniques required to conduct marketing research 2) Apply this knowledge in real-world marketing research problems. <p>The course will involve a company project that will allow students to apply the methods they will be learning about</p>
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	<p>Textbooks and References:</p> <p>Malhotra(2007). Marketing research: An applied orientation. Pearson Education Australia.</p> <p>Ryan, G. W., & Bernard, H. R. (2003). Techniques to identify themes. Field methods, 15(1), 85-109.</p>
Websites	

Motivation and well-being at work

Course Code	MSC.IMBM2.MKELE.0217
ECTS Credits	2
Course Leader	DE ROECK Kenneth
Synchronous	15
Discipline	Autre
Program	International Marketing and Business Development Sophia
Prerequisites	None
Course Description	<p>This course is about people in organizations. In an increasingly globalized and competitive business environment, an organization's people can be a valuable source of sustained competitive advantage. It is thus critical to understand how employees' attitudes and behaviors can contribute to an organizational success. In particular, employees' happiness and sense of fulfillment at work, their physical and mental health, and overall well-being are key components of their motivation and commitment at work and as a result of their job performance, and other behaviors that have non-trivial consequences for the employing organization's well-being.</p> <p>Course material is grounded in decades of rigorous scholarly research, empirically-supported theories, established 'best practices,' and recent insights from innovative work in the organizational behavior and management disciplines. An evidenced-based philosophy of practice guides the concepts, theories, and frameworks covered (and not covered!) in each class meeting and their accompanying applications in practice.</p> <p>This is a largely flipped-classroom and experiential course. In-class and online exercises and other course activities provide opportunities for students to apply course material to improve their self- and other-awareness, and inform their efforts to be mindful and intentional about how they lead and interact with others in work and non-work contexts.</p> <p>The course is designed to help students develop a foundation on which they can build a valuable set of interpersonal skills—if, and only if, they're determined to do so. For most people, achieving meaningful improvements in collaboration, leadership, or other relational skills is hard work, and it</p>

	<p>requires ongoing practice. Nearly anyone who has invested significant time and energy to do so will tell you that it is definitely worth the effort.</p> <p>Below are the main topics covered in class:</p> <ul style="list-style-type: none"> - Fundamentals of Organizational Behavior: What is OB and why it is important? - Job Performance - Organizational Commitment - Psychological Needs - Job Satisfaction - Organizational Justice - Employment Relationships – Social Exchange Theory - Stress at work - Burnout - Theories of motivation at work
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	<p>These are the main books and articles used to build this class. Please note that students are required to read several chapters of each of these books and have assignments on them as part of their participation grade.</p> <ul style="list-style-type: none"> - Philips and Gully (2013): “Organizational Behavior: Tools for Success” - Colquitt, Le Pine, and Wesson (2012): “Organizational Behavior: Improving Performance and Commitment in the Workplace”

	<ul style="list-style-type: none"> - Robbins, Judge, and Judge (2018): “Essentials of Organizational Behaviour” - Ryan and Deci (2001): “On Happiness and Human Potentials: A Review of Research on Hedonic and Eudaimonic Well-Being”.
Websites	Links will be provided on the K2 course site

New Business Development: From Idea to Market

Course Code	MSC.IMBM2.MKCOR.0055
ECTS Credits	3
Course Leader	RIBEIRO Barbara
Synchronous	24
Discipline	Stratégie, Innovation & Entrepreneuriat
Program	International Marketing and Business Development Sophia
Prerequisites	M1 Marketing
Course Description	<p>This courses will apply business model strategy and design-thinking as complementary approaches to developing an idea and taking it to market. While moving through the different stages, it will address issues of creativity, ideation, prototyping, seeking proof of concept and pitching ideas to potential investors. It will also explore ideas, models and frameworks relevant to developing creative and innovative learning environments using Knowledge Management principles.</p> <p>This kind of approach may be familiar to some, but as final-year master students, the teams involved will be expected to raise their game and show mastery and understanding of the various stages. There are a range of methods and tools available that must become an integral part of each</p>

	<p>student's 'toolbox'. And for that, it is not enough to know they are there - skilful application is key.</p> <p>In practical terms, the course will develop the skills needed to generate innovative ideas, test them and then present them with conviction. It will also use real-world innovation tools in the process.</p> <p>These are precisely the skills needed to thrive in an innovation economy.</p>
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	<p>Osterwalder, A. and Pigneur, Y. (2010) Business Model Generation. Knapp, J et al. (2016). SPRINT: How to generate ideas and solve problems in just five days by Google Ventures. Liedtka, Jeanne (2013) Solving Problems with Design Thinking : Ten Stories of What Works. Columbia University Press. MIT Sloan Management Review (2019) When Innovation Moves at Digital Speed : Strategies and Tactics to Provoke, Sustain, and Defend Innovation in Today's Unsettled Markets.</p>
Websites	

PERFECT PITCH

Course Code	MSC.IMBM2.MKELE.0050
ECTS Credits	2
Course Leader	SPIER Peter
Synchronous	18
Discipline	Marketing

Program	International Marketing and Business Development Sophia
Prerequisites	General marketing knowledge
Course Description	This course will take you to the world of public speaking in the business environment. How to overcome stage fright, how to use efficiently your body on stage; How to create a strong connection with the audience using nonverbal communication: voice, inner rhythm, breathing, and eye contact. How to embody a specific status to increase your impact. You will learn about building a business pitch, how to build effective PowerPoint, how to use storytelling, and how to be a better listener. How to adapt to the audience and how to react positively to mistakes and unexpected situations
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	<p>Nabla Leviste : (TedX) créativité immédiate l'importance de se détendre</p> <p>David Servan-Scheiber: Guérir, Le stress, l'anxiété et la dépression sans médicaments ni psychanalyse: coherence cardiaque</p> <p>Keith Johnstone IMPRO, Improvisation& the Theater, Youtube Improv interviews , the suggestibles Improv company- Fear & Risk About spontaneity & originality - Don't do your best (TedX) : Mark Jane Jeux et enjeux, la boîte à outils de l'improvisation théâtrale: Niveaux de tension</p> <p>Jean-Laurent Cochet : L'art et la technique du comédien Keith Johnstone IMPRO,Improvisation & The Theater Status Improv interviews , the suggestibles Improv company: Status National Theater Youtube Channel</p> <p>The World of Comedia del Arte : Character Shape, Didi Hopkins Barbar McAfee: TedX The 5 element framework Wendy Leborgne : Ted X Vocal Branding Beyond Words: How Your Voice Shapes Your Communication Image Roger Love : TedX Is you voice ruining your life David J Philips: Ted X How to avoid death by powerpoint David Beckett best3minutes.com</p> <p>Youtube : How to give the perfect pitch? The Open-3 Close Pitch Canvas, The Pitch Canva Keith Johnstone : Impro for Storytellers Christian Vogler : The Hero's Journey Sebastien Durand : Storytelling ré-enchanter votre</p>

	communication Les 7 histoires qui font la différence Michelle Golden : TedX : The Elevator Pitch is out of order Mace Horoff TedX : If you've had sex, you know how to sell
Websites	

RESEARCH METHODS

Course Code	MSC.IMBM2.MKELE.0143
ECTS Credits	2
Course Leader	HE Guojun
Synchronous	18
Discipline	Marketing
Program	International Marketing and Business Development Sophia
Prerequisites	In addition to the Market Research course, which explores research methodologies (i.e., qualitative vs. quantitative methods) there are additional courses such as Research writing and critical thinking or Research methods that aim to help students prepare for the Master thesis. These courses are different in their aims and can take place simultaneously.
Course Description	<ol style="list-style-type: none"> 1. Building connections between academic research and practical business activities by getting to know more about how we can use research to make better sense to business; 2. Helping you prepare your upcoming Master Thesis in terms of developing thesis topics and research questions, and better understand research methods; 3. Helping you master the essential skills useful for not only thesis writing, but also marketing consulting/research firms; 4. Helping you better understand marketing practices in a structured and logical way, and major areas of marketing research and/or marketing practices;

	<p>5. Helping you dramatically improve your skills in reading, writing, thinking, and public speech/presentation.</p> <p>6. Helping you strategise your thesis design in order to use your thesis to better position yourself in the job market you are interested in</p>
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	Saunders M., Lewis P., Thornhill A. (2016), ""Research methods for business students"", Pearson.
Websites	<p>On research topics and questions: www.msi.org On writing a literature review: http://www.lib.ncsu.edu/tutorials/litreview/ On citing your references: http://fr.slideshare.net/coma-hovadak/harvard-referencing-2011 On quoting and paraphrasing: http://owl.english.purdue.edu/owl/resource/563/1/ Paraphrasing guidelines : http://owl.english.purdue.edu/owl/resource/619/1/ Paraphrasing exercise: http://owl.english.purdue.edu/owl/resource/619/02/</p>

Strategic Brand Management

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

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

	https://system1group.com https://marketingscience.info https://www.amplifiedintelligence.com https://www.thedrum.com/
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Understanding luxury dynamics

Course Code	MSC.IMBM2.MKELE.0223
ECTS Credits	2
Course Leader	RIGAUD Emmanuelle
Synchronous	18
Discipline	Marketing
Program	International Marketing and Business Development Sophia
Prerequisites	Intermediate mediate marketing
Course Description	<p>This class develops a global overview of the luxury industry.</p> <p>It allows students to discover luxury, its evolution and history. And to understand luxury foundations.</p> <p>It also gives an insight into Luxury company strategies and allows students to understand big challenges in Luxury industry.</p> <p>It develops “a critical analysis spirit” through a dedicated challenge</p> <p>Contents:</p> <ul style="list-style-type: none"> - Understand the “paradox of luxury »: Evergreen values embodied in innovative experience - Understand luxury as a market and a complex ecosystem: heterogeneity of actors, difficult to define and manage.

	<ul style="list-style-type: none"> - Understand the main challenges for this industry. - Be able to develop your own understanding of luxury <p>Topics:</p> <p>Luxury : Origins, evolution , definition</p> <p>Luxury codes and core values : “savoir-faire”</p> <p>Luxury ecosystem: several actors and stakeholders</p> <p>Luxury as a market : critical analysis</p> <p>New trends and new challenges : new questions?</p> <p>Value creation in luxury : How to manage it in a sustainable way?</p>
Evaluation	
Final Examination (%)	
Continuous Assessment (%)	100
Academic reference	<p>E. Rigaud, F. Maria Pini, Management du luxe: Evolutions, challenges et opportunités, Vuibert, 2019</p> <p>E. Rigaud, F. Maria Pin, New Luxury Management, Creating and Managing Sustainable Value Across the Organization, Palgrave Advances in Luxury, Springer, 2017</p> <p>Donzé, Pierre-Yves, and Rika Fujioka. Global Luxury. Springer, 2018. – Chap 2 and 3</p> <p>Athwal, N., Wells, V. K., Carrigan, M., & Henninger, C. E. (2019).</p> <p>Hang, H., Rodrigo, P., & Ghaffari, M. (2021). Corporate social responsibility in the luxury sector: The role of moral foundations. Psychology & Marketing, 38(12), 2227-2239.</p>

	<p>Kapferer, J. N. (2014). The future of luxury: Challenges and opportunities. <i>Journal of Brand Management</i>, 21(9), 716-726.</p> <p>Dhaliwal, A., Singh, D. P., & Paul, J. (2020). The consumer behavior of luxury goods: A review and research agenda. <i>Journal of Strategic Marketing</i>, 1-27.</p>
Websites	

Using LEGO Serious Play to enhance creativity

Course Code	MSC.IMBM2.MKELE.0127
ECTS Credits	2
Course Leader	SPIER Peter
Synchronous	18
Discipline	Autre
Program	International Marketing and Business Development Sophia
Prerequisites	This course can only be organized in small groups. Numbers will therefore be limited and some selection is possible though not common.
Course Description	<p>Lego Serious Play is a method developed with Lego to help groups address serious issues through play. It has a range of applications, including creating new concepts, addressing strategic issues, dealing with group dynamics. It is not the only 'serious play' method available, but it has become a point of reference. The method involves 'thinking with your hands' by building first and talking afterwards. It allows participants to use metaphor and storytelling to tease out meaning and build shared stories or understanding. As such, it is an excellent way of stimulating creativity and 'out-of-the-box' thinking.</p> <p>This course will introduce students to the method in a very 'hands-on' sort of way, using a series of workshops to address a range of different kinds of</p>

	<p>issue. At the same time we will explore the theoretical grounding of the method and compare it with other approaches that are often used.</p> <p>There is quite a lot of positive buzz around Lego Serious Play, and if nothing else a mention of it will attract attention on a CV. But much more than that, this will provide a forum for thinking about how group sessions and focus groups can be managed, and to explore how meaning and insight can emerge from this kind of activity.</p>
Evaluation	
Final Examination (%)	
Continuous Assessment (%)	100
Academic reference	<p>Fearne, M. (2020), The LSP Method: how to engage people and spark insights using the Lego® Serious Play® method</p> <p>Madsbjerg, C (2023), Look: how to pay attention in a distracted world</p> <p>Kristiansen, P & Rasmussen, R (2014), Building a better business using the Lego® Serious Play® method</p> <p>Lloyd Smith, J et al (2021), Strategic Play with Lego® Serious Play® methods</p>
Websites	https://seriousplay.training/lego-serious-play/

UX Design and Usability

Course Code	MSC.IMBM2.MKELE.0181
ECTS Credits	2
Course Leader	NIZON Emilien
Synchronous	18

Discipline	Marketing
Program	International Marketing and Business Development Sophia
Prerequisites	No prerequisite. Bringing a personal laptop at every single class is compulsory.
Course Description	Through this 18 hour program, students will learn how to understand user behavior, needs and motivations using several methodologies, how they react, and how to trigger their attention on a website or an app.
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	Understanding Your Users : A Practical Guide to User Research Methods Ed. 2. Baxter, Kathy,Courage, Catherine,Caine, Kelly. Elsevier Science, 2015 Practical UX Design. Faranello, Scott. Packt Publishing, 2016
Websites	The links will be available on K2 (SKEMA's knowledge platform)

Luxury and Fashion Management

MSc in Luxury and Fashion Management Academic Year 2025/2026 - Sophia Antipolis campus			
Course Code	Course Title	Number of ECTS credits	Face-to-Face hours
Semester Fall			
Core courses			
MSC.LFMM2.MKCOR.0022	State of the Art in sustainable Luxury & Fashion	2	18
MSC.TRCM2.FICOR.0001	Global sustainable Luxury & Fashion	2	21
MSC.LFMM2.MKCOR.0017	International Marketing Strategies for Luxury & Fashion Goods	2	21
MSC.LFMM2.MKCOR.0018	Design & Innovation	3	24
MSC.LFMM2.MKCOR.0020	Integrated luxury & Fashion communication	3	30
MSC.LFMM2.MKCOR.0021	Fashion & Brand Management	3	24
MSC.LFMM2.MKCOR.0102	Retail & Luxury Analytics in the Current Context	2	18
MSC.LFMM2.MKELE.0023	Regulatory Issues in the Luxury & Fashion Industry	3	24
MSC.TRCM2.OTCOR.0101	Career Management 1	1	6
Total Semester Fall		21	186

CAREER MANAGEMENT 1

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

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

DESIGN AND INNOVATION

Course Code	MSC.LFMM2.MKCOR.0018
ECTS Credits	3
Course Leader	COSTE-MANIERE Ivan
Synchronous	24
Discipline	Autre
Program	Luxury and Fashion Management

Prerequisites	None
Course Description	<p>Introduction to Design</p> <p>Roots and history</p> <p>Aims, goals and different jobs in design</p> <p>creatives methodologies</p> <p>Initiation to Design Management</p> <ul style="list-style-type: none"> - Brands strategies Definitions - Defining and creating and elaborating a Brand Book - Defining a creative concept <p>To be able to understand the importance of Design in life and business, especially its impact on luxury and fashion goods. Co-Relate the perceived value of goods through the lens of Design. Impact and relevance of Design starting from product design to service design to experience design to packaging design to digital design and future design !</p>
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	<p>Lectures obligatoires / Required readings : Claude Levi-Strauss, Anthropologie structurale, Pocket, 2003 Kotler Philip, Dubois Bernard, Delphine Manceau, Marketing Management, Pearson Education, 2004 Ferdinand de Saussure, Cours de linguistique générale, éditions Payot 1995 Lectures Recommandées / Recommended readings : Porter Michael, Advantage concurrentiel, Paris, Dunod, 1999 Cooper Rachel and Mike Press, The Design Agenda, Chichester, John Wiley & Sons Ltd, 1995 Sun Tzu, L'Art de la guerre, Flammarion, 1999</p>
Websites	0

FASHION AND BRAND MANAGEMENT

Course Code	MSC.LFMM2.MKCOR.0021
ECTS Credits	3
Course Leader	HOFFMANN Jonas
Synchronous	24
Discipline	Autre
Program	Luxury and Fashion Management
Prerequisites	None
Course Description	<p>Managing luxury or fashion brand is not the same as managing a consumer goods one, the specificities of that brand management are huge and make from the luxury brand management a specific exercise.</p> <p>The objective of this course is to aware students to this and to provide them a clear view on the subjects of brands: from brand equity, strategic brand management process and brand identity. The lectures will lay a stress on all the specificities of the fashion and luxury worlds from the products characteristics to consumer behaviour, issues faced in each sectors and all the macroeconomics trends</p>
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	<p>Lectures obligatoires / Required readings : The Luxury Strategy: Break the rules of Marketing to build luxury brands Jean-Noel Kapferer and Vincent Bastien Editions Kogan Luxury Brand Management -A world of privilege Michel Chevalier et Gérard Mazzalovo Editions Wiley Lectures Recommandées / Recommended readings : Luxe & Co Dana Thomas Editions Les Arènes Strategic Brand Management Kevin Lane Keller</p>

	Editions Pearsons Luxury World: Past, present and future of luxury brands Mark Tungate Editions Kogan
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	Luxury and Fashion Management
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	
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GLOBAL SUSTAINABLE LUXURY & FASHION

Course Code	MSC.TRCM2.FICOR.0001
ECTS Credits	2
Course Leader	POISSON Jérôme
Synchronous	21
Discipline	Autre
Program	Luxury and Fashion Management
Prerequisites	-
Course Description	<p>-The course provides a wide understanding of the global luxury brand management and marketing environments, global markets, and marketing programs. Specific and fashion ic topics include</p> <p>a) definition of luxury with identification and understanding of global luxury brands; b) global luxury brand management and marketing, with emphasis on brand equity, brand loyalty, brand extension, and intellectual property; c) opportunities and challenges for luxury brands; and d) creation and management of global luxury brand programs.</p> <p>More specific cases (wines and spirits, Nike) will be taught by professionals</p>
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	-
Websites	-

INTEGRATED LUXURY AND FASHION COMMUNICATION

Course Code	MSC.LFMM2.MKCOR.0020
ECTS Credits	3
Course Leader	COSTE-MANIERE Ivan
Synchronous	30
Discipline	Autre
Program	Luxury and Fashion Management
Prerequisites	None
Course Description	This specialization seeks to give students showing financial or marketing backgrounds the opportunity to enhance their knowledge in the luxury world, maybe one the fastest moving ones. The main aim is to acquire the skills enabling students to evolve in the innovation-driven and polycultural environment of global luxury companies and holdings.
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	Lectures obligatoires / Required readings : To be given during the lectures Lectures Recommandées / Recommended readings :
Websites	0

INTERNATIONAL MARKETING STRATEGIES FOR LUXURY AND FASHION GOODS

Course Code	MSC.LFMM2.MKCOR.0017
ECTS Credits	2
Course Leader	HOFFMANN Jonas
Synchronous	21
Discipline	Autre
Program	Luxury and Fashion Management
Prerequisites	None
Course Description	<p>The International Marketing Strategies for Luxury and Fashion Goods provides students with a clear understanding of key global business issues and trends surrounding international marketing strategies for luxury and fashion goods today as well as providing a comprehensive framework for taking marketing strategy decisions. Specifically, students will learn how to develop cultural innovations and cultural strategies. Cases studies illustrate the topics above with a focus in the markets of Europe, US, China and Brazil.</p> <p>The International Marketing Strategies for Luxury and Fashion Goods provides a comprehensive framework for taking international - market-ing - strategy decisions. It first defines key luxury concepts: historic luxury & fashion evolution; desire vs need; luxury as deviation; luxury vs FMCG. We then take socio-ecological strategy lenses (Hoffmann, Ramirez & Lecamp, 2018) to understand how actors need to navigate the macro (contextual environment), meso (ecosystem) and micro (value creating system) levels to develop robust networked strategy (Ramirez & Mannervik, 2016; Vargo & Lusch, 2004).</p> <p>Multiple cases and examples from fashion and luxury are presented to highlight key concepts (Hoffmann & Lecamp, 2015; Hoffmann & Coste-Manière, 2012, 2013). I take an 'action-learning' approach linking scholarship with practice, aiming to bring 'live cases' to the class-room and understand critical ongoing issues faced by luxury actors (eg. digitization, influencer, sustainability, transparency, inclusivity, geopolitical tensions).</p>

Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	<p>Lectures obligatoires / Required readings : Hoffmann & Coste (2013), Global Luxury Trends, London: Palgrave-Macmillan. Hoffmann & Coste (2012), Luxury Strategy in Action, London: Palgrave-Macmillan. Sempels & Hoffmann (2013), Sustainable Innovation Strategy, London: Palgrave-Macmillan. Holt & Cameron (2010), Cultural Strategy, Oxford: OUP.</p> <p>Lectures Recommandées / Recommended readings : Kapferer & Bastien (2008 or 2012), The Luxury Strategy: Break the Rules of Marketing to Build Luxury Brands, Kogan Page Chevalier & Mazzalovo (2008), The Luxury Strategy: Break the Rules of Marketing to Build Luxury Brands, Wiley Okonkwo, U. (2007), Luxury Fashion Branding: Trends, Tactics, Techniques, Palgrave-Macmillan Okonkwo, U. (2008), Luxury Online: Styles, Systems, Strategies, Palgrave-Macmillan Michel Chevalier et Michel Gutsatz (2012), Luxury Retail Management: How the World's Top Brands Provide Quality Product and Service Support, Wiley Radha Chadha and Paul Husband (2008), The Cult of the Luxury Brand: Inside Asia's Love Affair With Luxury, Nicholas Brealey Michel Chevalier and Pierre Xiao Lu (2009), Luxury China: Market Opportunities and Potential, Wiley Pierre Xiao Lu (2008), Elite China: Luxury Consumer Behavior in China, Wiley Manfredi Ricca et Rebecca Robins (2012), Meta-luxury: Brands and the Culture of Excellence, Wiley Dana Thomas (2008), Deluxe: How Luxury Lost Its Luster, Penguin Christian Blanckaert, Luxe, Paris: Cherche-Midi.</p>
Websites	0

REGULATORY ISSUES IN THE LUXURY & FASHION INDUSTRY

Course Code	MSC.LFMM2.MKELE.0023
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ECTS Credits	3
Course Leader	DALLOZ Marc
Synchronous	24
Discipline	Autre
Program	Luxury and Fashion Management
Prerequisites	None
Course Description	Premiums and promotions are constantly used by all major mail order companies Licensing is used by all major brands around the world
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Lectures obligatoires / Required readings : Lectures Recommandées / Recommanded readings : Indicated by the teacher: www.wipo.org
Websites	0

RETAIL AND LUXURY ANALYTICS IN CURRENT CONTEXT

Course Code	MSC.LFMM2.MKCOR.0102
ECTS Credits	2
Course Leader	DEMARIN Federico
Synchronous	18
Discipline	Autre

Program	Luxury and Fashion Management
Prerequisites	-None
Course Description	-This specialization seeks to give students showing financial or marketing backgrounds the opportunity to enhance their knowledge in the luxury world, maybe one the fastest moving ones especially when dealing with the various retail activities. The main aim is to acquire the skills enabling students to evolve in the innovation-driven and polycultural environment of global luxury companies and holdings. These lectures are providing a broad and wide scope of knowledge to be twinned with some Finance and Accounting courses. They enable participants to have a precise understanding of the long way from the germination of the idea to the final operational margin in different fields: mobile high-end phones or cars, street wear, perfume, gemstones and jewellery and watches, leather goods depending on the choice of specific distributions. Additional lecturers might be joining.
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	-
Websites	-

STATE OF THE ART IN SUSTAINABLE LUXURY AND FASHION

Course Code	MSC.LFMM2.MKCOR.0022
ECTS Credits	2
Course Leader	COSTE-MANIERE Ivan
Synchronous	18

Discipline	Autre
Program	Luxury and Fashion Management
Prerequisites	None. This course is devoted to students joining the MSc Luxury & Fashion Management as they are willing to work in the marketing, branding, artistic, international fields, and need an average background level.
Course Description	This specialization seeks to give students showing financial or marketing backgrounds the opportunity to enhance their knowledges in the luxury world, maybe one the fastest moving ones. The main aim is to acquire the skills enabeling students to evolve in the innovation-driven and polycultural environment of global luxury companies and holdings.
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	Lectures obligatoires / Required readings : Let Them Eat Cake: Marketing Luxury To The Masses -- As Well As The Classes (janvier 2005) de Pamela N. Danziger Trading Up: Why Consumers Want New Luxury Goods... And How Companies Create Them (janvier 2005) de Michael Silverstein, et al -- Relié Lectures Recommandées / Recommended readings :
Websites	0

Sport, Event and Hospitality Management

MSc in SEHM (Sport, Event & Hospitality Management) Academic Year 2025/2026 - Campus Sophia-Antipolis			
Course Code	Course Title	Number of ECTS credits	Face-to-Face hours
Semester Fall			
Core courses	The Sport, Event & Hospitality Environment		
VSC.SEMM2.PMCOR.0061	The global business of sport	3	24
VSC.SEMM2.MKCOR.0105	Business and management of hospitality 1	3	24
VSC.SEMM2.MKCOR.0124	Professional events: an international perspective	3	24
VEW	Company Projects 1	2	21
VSC.SEMM2.PMCOR.0064	People Management	2	21
VSC.SEMM2.MKCOR.0121	Financial management	2	21
VSC.SEHM2.OTCOR.0001	Research Method for SEHM	1	6
VSC.TRCM2.OTCOR.0101	Career Management 1	1	6
Elective courses (choose 4)	Industry, Techniques and skills		
VSC.SEMM2.MKELE.0131	Hotel Business Models	1	9
VSC.SEMM2.MKELE.0134	The PCO Business	1	9
VSC.SEMM2.PMELE.0001	Event Programme Management	1	9
VSC.SEMM2.PMELE.0005	Leagues, Competitions & Tournaments	1	9
VSC.SEMM2.PMELE.0006	Managing rights in sport & entertainment	1	9
Total Semester Fall		21	183

CAREER MANAGEMENT 1

Course Code	MSC.TRCM2.OTCOR.0101
ECTS Credits	1
Course Leader	BIANCHI Stéphanie
Synchronous	6
Discipline	Autre
Program	Sport, Event and Hospitality Management
Prerequisites	No prerequisites.
Course Description	<p>This course is managed by the Career Center. In order to validate this course, students have to:</p> <p>1 MANDATORY : Attend two workshops (1h30 each) on specific themes (1st workshop : Wage Negotiation & 2nd workshop : How to succeed in the first position (Risks/Leadership/Corporate Codes) ?) + EVALUATION</p>

	<p>2 NOT MANDATORY : Attend Career Events during the semester (date to be determined) organized by the career center of your campus</p> <p>MAIN CONTACTS FOR YOUR PROGRAM:</p> <p>LILLE: Audrey BEAUGRAND & Feryel HOUSSEIN</p> <p>PARIS: Laura SINDONINO, Sophie Ripoché & Janice M'BENGO (for International students)</p> <p>SOPHIA: Sylvie MARTINAUD, Anne DUFLOS (for International students)</p> <p>SUZHOU : April YANG</p> <p>RALEIGH : Laura SCLAFANI</p> <p>BELO HORIZONTE : Geneviève POULINGUE</p>
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

Company Projects 1

Course Code	MSC.SEHM2.STCOR.0006
ECTS Credits	2
Course Leader	BOSSARD Frédéric
Synchronous	21

Discipline	
Program	Sport, Event and Hospitality Management
Prerequisites	
Course Description	At the very beginning of the academic year, companies propose projects. Students choose their project and company, create their team and realize during the full year the project of their company. To do this, they have to apply the knowledge, tools and methods learnt. Their professors and coaches check their analysis and realization. The team improves their project and finally present the results to their company during 4 meetings planned in their schedule. At the end of the semester they present in team the formal review of their projects to all their professors and company managers. It's a great event corresponding to their final exam.
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	
Websites	

Event Program Management

Course Code	MSC.SEMM2.PMELE.0001
ECTS Credits	1
Course Leader	WARD-PERKINS David
Synchronous	12
Discipline	Management & Organisation
Program	Sport, Event and Hospitality Management

Prerequisites	A basic understanding of the nature of business events, which student will receive in the first semester of the SEMTM MSc.
Course Description	From the planning to the “happening” stages, event organisation needs clear paths along which to proceed. The course will specifically address the realities of event program management (including conceptualization, content creation and implementation), hotel, registration and catering management, problem solving and decision making. It also highlights the importance of cross-cultural skills and showcases crisis management strategies. The course is based on MPI (Meeting Professionals International) material and licenses are paid to MPI by SKEMA for participating students.
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	Required reading will be posted on SKEMA's e-learning platform by the lecturer. Recommended reading : Shone, A. and Parry, B., Successful Event Management : A Practical Handbook, Fourth Edition, Cengage Learning, Andover
Websites	<ul style="list-style-type: none"> • http://www.themeetingsindustry.org • http://www.mpiweb.org/ • http://www.iccaworld.com/

Financial Management

Course Code	MSC.SEMM2.MKCOR.0121
ECTS Credits	2
Course Leader	MORIN Emmanuelle
Synchronous	21
Discipline	Finance

Program	Sport, Event and Hospitality Management
Prerequisites	No specific prerequisites
Course Description	<p>This course covers key principles of finance necessary to carry out the financial analysis and make adequate finance-based business decisions.</p> <p>Understanding finance is crucial to anticipating market trends, raising funds for business projects, or deciding to invest in the most promising companies by analyzing their key performance indicators. You can only make decisions if you understand the meaning of these indicators and know where to find them.</p> <p>The Financial Decision-making program will provide you with all the necessary tools to read and understand financial data such as balance sheets, income statement, cash flow statements and any other financial information that can guide you through financial analysis.</p>
Evaluation	
Final Examination (%)	70
Continuous Assessment (%)	30
Academic reference	Required reading will be posted on SKEMA's e-learning platform by the lecturer
Websites	https://www.edspira.com/index-financial-accounting/

FRENCH AS A SECOND LANGUAGE 1

Course Code	MSC.TRCM2.LGOPT.0008
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ECTS Credits	1
Course Leader	LEVIN Jeremy
Synchronous	12
Discipline	
Program	Sport, Event and Hospitality Management
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	

Hotel Business Models

Course Code	MSC.SEMM2.MKELE.0131
ECTS Credits	1
Course Leader	FRACCHIA Carole

Synchronous	9
Discipline	Marketing
Program	Sport, Event and Hospitality Management
Prerequisites	No specific prerequisite
Course Description	<p>This short course on Hotel Business Operations provides an overview of how hotels develop their business, through example and project work.</p> <p>It will consider the different types of target customers, the departments concerned, including the sales department; with an overview of sales techniques and negotiation strategies.</p>
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	<p>Required reading will be posted on SKEMA's e-learning platform by the lecturer, including: - Be Our Guest: Perfecting the Art of Customer Service Un livre de The Disney Institute - Without Reservations: How a Family Root Beer Stand Grew into a Global Hotel Company Un livre de Bill Marriott et Kathi Ann Brown - The New Gold Standard: 5 Leadership Principles for Creating a Legendary Customer Experience Courtesy of the Ritz-Carlton Hotel Company</p>
Websites	

Leagues, Competitions and Tournaments

Course Code	MSC.SEMM2.PMELE.0005
ECTS Credits	1
Course Leader	CHADWICK Simon
Synchronous	9

Discipline	Management & Organisation
Program	Sport, Event and Hospitality Management
Prerequisites	No particular prerequisites
Course Description	This course explores the way sporting events are structured, both at an international and at a local level, covering a very wide range of different sporting disciplines.
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	
Websites	

Managing Rights in Sports and Entertainment

Course Code	MSC.SEMM2.PMELE.0006
ECTS Credits	1
Course Leader	CHADWICK Simon
Synchronous	9
Discipline	Management & Organisation
Program	Sport, Event and Hospitality Management
Prerequisites	No particular prerequisites
Course Description	For any form of entertainment or cultural activity, the question of rights is central and critical. This course covers the key principles, whether for music, entertainment or sport.

	The students will acquire a good understanding of the key issues, also of the strategies typically employed to protect intangible assets and to exploit them effectively.
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

People Management

Course Code	MSC.SEMM2.PMCOR.0064
ECTS Credits	2
Course Leader	DEPLACE Antoine
Synchronous	15
Discipline	Management & Organisation
Program	Sport, Event and Hospitality Management
Prerequisites	
Course Description	Effective people management is a fundamental pillar of leadership and organizational performance. This People Management course offers a comprehensive and modern approach to team management, focusing on understanding human behavior, motivation, communication, and talent development.

	<p>Students will learn how to effectively manage interpersonal relationships, build positive team dynamics, resolve conflicts, and adapt their management style to diverse contexts (hierarchical, intercultural, remote). The course will also cover responsible management practices, emotional intelligence, delegation, and change management.</p> <p>Through practical case studies, real-world scenarios, and hands-on tools, participants will develop essential leadership skills and human resource management capabilities in an ever-evolving work environment.</p>
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	0
Websites	0

Professional Events: an International Perspective

Course Code	MSC.SEMM2.MKCOR.0124
ECTS Credits	3
Course Leader	BREGAND Héliéna
Synchronous	24
Discipline	Management & Organisation
Program	Sport, Event and Hospitality Management

Prerequisites	A short reading list, that will be sent to the students in advance of the course
Course Description	<p>This course provides an overview of the professional events industry and its ecosystems.</p> <p>Students will strengthen their understanding of how these complex industries operate; which will be an essential requirement for following the SETM programme.</p> <p>The course includes the following goals:</p> <ul style="list-style-type: none"> - Students will better understand the MICE market, explore the transformative forces at work and be able to adapt to the ever-changing needs of the event industry: - They will learn to identify and analyse clients needs - They will become aware of new event formats, contents, marketing, data & experience - They will be better able to limit the environmental footprint of an event; and organize event with an impact (legacy) - They will learn about event technologies, benefits and pitfalls: VR, Metaverse, NFTs, AI.
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Students are strongly advised to have read books and other material relating to the tourism and events industries. These may include: - Conferences and conventions by Tony Rogers. ISBN 0415526698

Websites	<p>Students should be regularly consulting online articles and blogs on events and tourism, subscribing to newsletters and attending webinars, including:</p> <p>The Ultimate Guide to Planning Sustainable Meetings, Skift Meetings, 2023 https://meetings.skift.com/reports/the-ultimate-guide-to-planning-sustainable-meetings/</p> <p>The Future Role and Purpose of Convention Bureaux, The Strategic Alliance of the National Convention Bureaux of Europe, 2021 https://convention-europe.com/wp-content/uploads/2021/10/FutureRoleandPurposeofConventionBureaux_Whitepaper.pdf</p> <p>What ChatGPT means for the event industry, Alon Alroy, AMI Magazine https://amimagazine.global/Meetings/Technology/Expert-What-ChatGPT-means-for-the-events-industry</p>
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Research Method for SEHM

Course Code	MSC.SEHM2.OTCOR.0001
ECTS Credits	0
Course Leader	BOSSARD Frédéric
Synchronous	0
Discipline	
Program	Sport, Event and Hospitality Management
Prerequisites	
Course Description	<p>In this course, students will discover how to manage successfully their master thesis dissertation / business plan. They will discover the different tools, databases and research methods they have at their disposal and the rules they need to respect in order to satisfy Skema requirements for the Master thesis. Students will learn how to read, use and cite research articles properly. They will work on their research question and database (dissertation) or the value they will deliver (business plan), benefiting from personalized feedback.</p> <p>Students will also work on their final evaluation from the beginning to the end of the course. This graded work allows them to train for the master</p>

	<p>thesis and, if they want to, it helps them to start their master thesis' dissertation / business plan.</p> <p>This course helps students to acquire important skills. Research mindset helps to improve the way students conduct their consulting missions. In order to provide relevant and high-quality recommendations, business consultants need to know how to frame a problem statement based on the needs of business clients and how to answer it through a rigorous analysis. They also need to know what kinds of sources and data they should collect, how to analyze them, how to organize their findings and how to communicate them to their clients.</p>
Evaluation	
Final Examination (%)	
Continuous Assessment (%)	
Academic reference	
Websites	

The Business and Management of Hospitality. Part 1

Course Code	MSC.SEMM2.MKCOR.0105
ECTS Credits	3
Course Leader	WARD-PERKINS David
Synchronous	24
Discipline	Management & Organisation
Program	Sport, Event and Hospitality Management

Prerequisites	No specific prerequisites are necessary, except for a strong interest in the business of tourism.
Course Description	<p>Using a mix of theory and practice, students will understand the nature and structure of the tourism industry; and the key contextual and operational challenges;</p> <p>The course is in two parts, with two different teachers.</p> <p>The first will provide an overview of the business of tourism in the 21st century; the roles and responsibilities of different stakeholders; and current trends in tourism's different domains, presenting appropriate frameworks for management.</p> <p>The second will focus more particularly on the range of challenges and opportunities in the digital age, where the future tourism and hospitality professional needs to be a strategist, a data analyst and a technologist; and where all organisations, large or small, need to adopt an agile, entrepreneurial approach.</p> <p>Theoretically underpinned, and drawing on practical case studies and live projects, this course will equip students with the skills, conceptual frameworks, and real world application, to be the next generation of innovators.</p>
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	<p>Recommended readings : Brinker, S. (2022). Marketing technology landscape 2022. Chiefmartec.</p> <p>https://chiefmartec.com/2022/05/marketing-technology-landscape-2022-</p>

	<p>search-9932-solutions-on-martechmap-com/ Blank, S. (2020). The four steps to the epiphany: Successful strategies for products that win. John Wiley & Sons. Christensen, C. M., Hall, T., Dillon, K., & Duncan, D. S. (2016). Know your customers' jobs to be done. Harvard Business Review, 94(9), 54-62. Sarasvathy, S. D. (2001). Causation and effectuation: Toward a theoretical shift from economic inevitability to entrepreneurial contingency. Academy of Management Review, 26(2), 243–263 Dwyer, L., P. Forsyth and W. Dwyer (2010) Tourism Economics and Policy, Channel View Publications, Clevedon, UK OCDE (2020), OECD Tourism Trends and Policies 2020, Éditions OCDE, Paris,</p>
Websites	

The Global Business of Sport

Course Code	MSC.SEMM2.PMCOR.0061
ECTS Credits	3
Course Leader	CHADWICK Simon
Synchronous	24
Discipline	Management & Organisation
Program	Sport, Event and Hospitality Management
Prerequisites	No particular prerequisites
Course Description	<p>The course will introduce students to the nature and scope of the global sport industry, and explore the issues, challenges, and problems currently facing it. Among the sports that will be examined are football, motorsport, and golf. Among the countries that will be used as a focus for teaching are the United States, Saudi Arabia, and China. There will be a strong emphasis placed on preparing students for management and leadership roles in sport.</p>
Evaluation	

Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	The Geopolitical Economy of Sport https://www.routledge.com/The-Geopolitical-Economy-of-Sport-Power-Politics-Money-and-the-State/Chadwick-Widdop-Goldman/p/book/9781032390598
Websites	Sport Business https://www.sportbusiness.com Sports Pro Media https://www.sportspromedia.com Simon Chadwick, The Conversation https://theconversation.com/profiles/simon-chadwick-94601/articles

The PCO Business

Course Code	MSC.SEMM2.MKELE.0134
ECTS Credits	1
Course Leader	CHAUDANSON Sandra
Synchronous	9
Discipline	Management des Opérations
Program	Sport, Event and Hospitality Management
Prerequisites	No special prerequisites, except for an interest in international event management.
Course Description	Professional Conference Organisers are specialists in managing large business events for which the event owner (an association, a company or government department) have contracted the PCO to take responsibility for programme and content development, marketing, delegate services, sourcing of venue and of accommodation. The course explains these multiple key activities and revenue streams, as well as introducing the concept of Association Management.
Evaluation	

Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	Required reading will be posted on SKEMA's e-learning platform by the lecturer
Websites	