



Course list

Master Programmes

Incoming Exchange Students

Sophia Antipolis Campus

Spring 2026

Dear Exchange Students,

Welcome to SKEMA Business School!

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

Please read these instructions carefully:

- 1) Students are required to choose **one program** and follow the courses within that one program. It is not possible to mix and match courses from different programs due to frequent scheduling clashes.
- 2) **Special Note for Corporate Financial Management:** all students must have the required pre-requisites.
- 3) **Attention! The Sport Event and Hospitality Management Program** requires students to have an academic background in tourism or work experience in the industry (hotel, travel agency, caterer, tourism office, airline company, meeting planner, etc.).
- 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

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

CAREER MANAGEMENT 4: Personal branding tools

Course Code	PGE.FINM1.CRCOR.1004
ECTS Credits	1
Course Leader	DUFLOS Anne
Synchronous	3
Discipline	Autre
Program	M1 GBE France
Prerequisites	no
Course Description	Career management course, including all element of employability from professionnall project to job search tools and networking.
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60

Academic reference	0
Websites	0

CORPORATE SOCIAL RESPONSIBILITY: BEYOND THE MAINSTREAM

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

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

DESIGN MARKETING

Course Code	PGE.FINM1.STCOR.0814
ECTS Credits	4
Course Leader	PITIOT Roger
Synchronous	24
Discipline	Autre
Program	M1 GBE France
Prerequisites	-none
Course Description	This course explores the integration of strategic design principles into marketing practices, emphasizing the creation of compelling brand experiences. It delves into the importance of user experience, brand

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

ENTREPRENEURSHIP

Course Code	PGE.FINM1.STCOR.0843
ECTS Credits	3
Course Leader	MARINO Marianna
Synchronous	18
Discipline	Stratégie, Innovation & Entrepreneuriat
Program	M1 GBE France
Prerequisites	No prerequisite

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

	https://doi.org/10.1016/j.respol.2017.01.010 (see introduction) • Lerner, Josh, and Ulrike Malmendier. 2013. With a Little Help from my (Random) Friends: Success and Failure in Post-Business School Entrepreneurship. <i>The Review of Financial Studies</i> 26(10): 2411-2452. https://doi.org/10.1093/rfs/hht024 (see introduction) • Vladasel, T., Lindquist, M. J., Sol, J., & Van Praag, M. 2021. On the origins of entrepreneurship: Evidence from sibling correlations. <i>Journal of business venturing</i>, 36(5), 106017 https://www.sciencedirect.com/science/article/pii/S0883902619301247 (see introduction) • This article reports the results of the survey-research of the authors on the crisis in decision-making: Dan Lovallo & Olivier Sibony, The case for behavioral strategy, <i>McKinsey Quarterly</i> : https://www.mckinsey.com/business-functions/strategy-andcorporate-finance/our-insights/the-case-for-behavioral-strategy • This article discusses the author's view of «strategy as theory». By registering as a member you can enjoy up to 3 free downloads from the journal: Teppo Felin & Todd Zenger, What sets breakthrough strategies apart, <i>MIT Sloan Review</i>: https://sloanreview.mit.edu/article/what-sets-breakthrough-strategies-apart/ • Camuffo, A., Cordova, A., Gambardella, A., & Spina, C. (2020). A scientific approach to entrepreneurial decision making: Evidence from a randomized control trial. <i>Management Science</i>, 66(2), 564-586 (see introduction & Inkdom case) • Berg, J. M. (2016). Balancing on the creative highwire: Forecasting the success of novel ideas in organizations. <i>Administrative Science Quarterly</i>, 61(3), 433-468 (see introduction) • This article explains how to develop testable hypotheses https://blog.leanstack.com/the-art-of-the-scientist/ • This article shows how Airbnb systematically tests key hypotheses and evaluates the results of these tests https://medium.com/airbnb-engineering/experiments-atairbnb-e2db3abf39e7 • Learn how to pick the right metrics and avoid pitfalls related to numbers https://hbr.org/2010/02/entrepreneurs-beware-of-vanity-metrics • Learn how Google leveraged data and analytics to improve its HR management https://www.insidehr.com.au/how-google-reinvented-hr/ • This article describes the growing relevance of evidence-based decision making: Pfeffer, J., & Sutton, R. I. (2006). Evidence-based management. <i>Harvard business review</i> https://hbr.org/2006/01/evidence-based-management • Disney's New Pricing Magic: More Profit From Fewer
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	Park Visitors, Wall Street Journal https://www.wsj.com/articles/disneys-new-pricing-magic-more-profitfrom-fewer-park-visitors-11661572819
Websites	0

ESSENTIAL NEGOTIATION SKILLS

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

	course will take up and build on frameworks and concepts encountered in the multicultural management course and explore how they play out in a negotiation situation. To do so, we must first develop our knowledge and understanding of the nature and dynamics of negotiation itself. The course will involve a balanced approach, with some theory, practical negotiation exercises and case studies.
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	Below are some suggestions of books to read on negotiation. The list is not exclusive and you should feel free to consider other titles. Camp, J. (2002) Start with NO. The negotiating tools that pros don't want you to know. New York: Crown Business. As the title suggests, the author takes a different stance to that of most integrative approaches and has a hardball tactics approach that is interesting. A good companion work to the 'Getting to yes' books. Cialdini, R. (2001) 'Harnessing the science of persuasion', HBR October 2001. Combalbert, L, & Mery, M. (2019) Negociator: La référence de toutes les négociations. Dunod. Like all of the Dunod publications ending in 'or', this book positions itself as the go-to reference book on the subject. Full of examples and good advice. Delivré, F. (2013) Le pouvoir de négocier: S'affronter sans violence. InterEditions, Paris. 3e edition. A refreshingly different perspective from this author, who applies a transactional analysis framework to negotiation.

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

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

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

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

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

March, B. (2019) 'How giving face in China translates to negotiation success.' Retrieved from <https://negotiations.com/case/giving-face>. Republished from the Dr Bob March's book The Chinese negotiator (Kodansha International Ltd 2006).

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

INTERNATIONAL FINANCE

Course Code	PGE.FINM1.FICOR.0514
ECTS Credits	5
Course Leader	DE SOUZA BARBOSA Klenio
Synchronous	30
Discipline	Autre
Program	M1 GBE France
Prerequisites	-none
Course Description	Our objective is to provide students with the fundamentals of international finance with emphasis on the basics and emphasis on a managerial perspective. This course starts by presenting an overview of the foundations of International Financial Management while discussing the following topics: Globalization, International Monetary System and Balance of Payments. Next, it presents the foundation of Foreign Exchange Markets, when it covers exchange rate determination, currency derivatives and hedging foreign currency. To conclude, the course presents corporate governance around the world and discusses topics related to foreign direct investment and cross-border acquisitions.
Evaluation	

Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Main Textbooks and References. “International Financial Management”, by Cheol Eun, Bruce Resnick and Tuugi Chuluun, 10th Edition, McGraw-Hill Intl. Ed., 2024. “Economics for Investment Decision Makers: Micro, Macro, and International Economics”, by Piros and Pinto, Wiley & Sons, 2013. [eBook available at Skema KCenter Scholarvox] Corporate Finance, by David Hillier, 4e, McGraw-Hill Intl. Ed., 2016. Other Textbooks and References. “International Finance: Theory and Policy, by Paul R. Krugman, Maurice Obstfeld and Marc Melitz, 11th Edition, Pearson Education Limited, 2020. “Corporate Finance”, by de Jonathan Berk and Peter DeMarzo, 6th Edition, Global Edition, Pearson Education Limited, 2023. “Investments”, by Zvi Bodie, Alex Kane and Alan Marcus, 13th Edition, McGraw-Hill Intl. Ed., 2023. “Options, Futures, and Other Derivatives”, by John Hull, 2021, 11th Edition, Pearson Education Limited, 2021.
Websites	

INTERNATIONAL MARKETING

Course Code	PGE.FINM1.MKCOR.0413
ECTS Credits	3

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

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

Course Code	PGE.FINM1.LGCOR.4339
ECTS Credits	2

Course Leader	LI LANTIGNER Jing
Synchronous	24
Discipline	Autre
Program	M1 GBE France
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 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. Overall, this course prepares students to reach a level comparable to A1 CEFR.
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	0
Websites	Apprendre le français avec RFI : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais

	Français Interactif : http://www.laits.utexas.edu/fi/home Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/
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LANGUAGE: FRENCH BASIC II SPRING (for non Native Speakers)

Course Code	PGE.FINM1.LGCOR.4361
ECTS Credits	2
Course Leader	LI LANTIGNER Jing
Synchronous	24
Discipline	Autre
Program	M1 GBE France
Prerequisites	Students must have completed French Beginner I.
Course Description	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. Overall, this course prepares students to reach a level comparable to A1 CEFR.
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100

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

LANGUAGE: FRENCH FUNCTIONAL SPRING (for non Native Speakers)

Course Code	PGE.FINM1.LGCOR.4340
ECTS Credits	2
Course Leader	LI LANTIGNER Jing
Synchronous	24
Discipline	Autre
Program	M1 GBE France
Prerequisites	There are no pre-requisites for this course.
Course Description	This course is designed for students who have an elementary knowledge of French and who have approximately 100-150 hours of prior study. Students will further develop their ability to use French in the four skills (speaking, listening, reading and writing), improve their pronunciation and increase their confidence in the language. By the end of this course, students will be able to deal with a diverse range of daily life situations and communicate on a range of familiar topics. The course aims to prepare students for a period 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. Overall, students will attain a level comparable to A2 CEFR.

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

LANGUAGE: FRENCH PROFICIENT SPRING (for non Native Speakers)

Course Code	PGE.FINM1.LGCOR.4341
ECTS Credits	2
Course Leader	LI LANTIGNER Jing
Synchronous	24
Discipline	Autre
Program	M1 GBE France
Prerequisites	There are no pre-requisites for this course.
Course Description	This course is designed for students who have an intermediate knowledge of French (students who have successfully passed the Elementary (A2) course or who have approximately 200-250 hours of prior study). Students will further develop their ability to use French in the four skills (speaking, listening, reading and writing) in familiar work and social contexts. By the

	end of this course, students will be able to communicate in a range of social and professional situations at intermediate level. The course aims to prepare students for a period of study abroad by further consolidating cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French. Overall, students will attain a level comparable to B1 CEFR.
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/

MANAGEMENT OF INFORMATION SYSTEMS IN THE DIGITAL AGE

Course Code	PGE.FINM1.ISCOR.0703
ECTS Credits	3
Course Leader	BOUKEF Nabila
Synchronous	18
Discipline	Autre

Program	M1 GBE France
Prerequisites	You need to have basic knowledge about management and economics, including understanding the general structure and functioning of organizations.
Course Description	Advances in information technology (IT) have transformed business models, organizational structures and processes, and the methods for sustaining innovation and firm performance. IT has impacted business activities such as product design, production, purchasing, marketing, customer and supplier relationships, and human resource management, and has contributed significantly to productivity growth. Most firms have realized that IT-based innovation is a strategic imperative. The Internet and associated technological innovations have helped in restructuring the global economy into a networked economy characterized by unprecedented levels of electronically-mediated communication, collaboration, and commerce. With information technologies becoming an important force that shapes entire industries and creates value in firms, it is important that you as future business leaders understand the potential role of IT in creating value and competitive advantage. The objective of this course is to help you develop the critical thinking to assess how IT and systems shape business strategy, innovation, and operations in firms, with the key goal of helping you be better prepared to analyse and evaluate business challenges for maximizing the impact of IT on products, processes and services in different settings. This course will help you develop sophisticated understanding of the links between IT, business strategy and business process. You will also gain an appreciation of the organizational and management practices that complement IT investments and that are needed to extracting the appropriate return on IT investments.
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60

Academic reference	Required readings will be provided to you.
Websites	We will use K2 as the course website.

OPERATION MANAGEMENT

Course Code	PGE.FINM1.ISCOR.0714
ECTS Credits	5
Course Leader	DAVARI Morteza
Synchronous	30
Discipline	Management des Opérations
Program	M1 GBE France
Prerequisites	Foundational Mathematics: Proficiency in basic mathematical concepts, including arithmetic, algebra, and problem-solving. Fundamental Probability Knowledge: Understanding of basic probability theory, including concepts such as probability distributions and statistical reasoning. Basic Excel Proficiency: Competency in fundamental Excel skills, encompassing data entry, formula usage, and spreadsheet navigation.
Course Description	Course Description: This comprehensive course provides students with a foundational understanding of Operations Management, a critical discipline that focuses

	on the effective design, execution, and improvement of organizational processes. Through a series of engaging chapters, students will delve into key aspects of operations, from process analysis to quality management, gaining practical insights that can be applied across various industries. Chapter 1: Introduction to Operations Management Chapter 2: Process Analysis Chapter 3: Inventory Management Chapter 4: Service Management Chapter 5: Revenue Management Chapter 6: Quality Management Throughout the course, students will engage in case studies, business games, practical exercises, and discussions to apply theoretical concepts to real-world scenarios. By the end of the course, participants will have a solid foundation in Operations Management, enabling them to contribute effectively to the enhancement of organizational processes and overall efficiency.
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50

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

ORGANIZATIONAL DEVELOPMENT

Course Code	PGE.FINM1.HRCOR.0352
ECTS Credits	4
Course Leader	MCGETRICK Desmond
Synchronous	24
Discipline	Autre
Program	M1 GBE France
Prerequisites	N/A
Course Description	Amidst the myriad challenges of the decade ahead (including COVID19, climate crises, income & wealth distribution, speculative finance, challenges to trust in authority), what practices and principles could guide organizations, as well as their constituent members (including employees, manager, executives, shareholders, and stakeholders)? Your course in Organizational Development moves beyond the idea that there are organizational patterns (e.g., functional, divisional, matrix) that we can simply impose from above, and invites you on a journey under the surface of the Iceberg to explore how an Organization may engage in sense-making, particularly though not exclusively, in times of transition and disruption. The expected outcome is that students will gain a deeper understanding of the assumptions that underpin an organizational, as well as a hands-on skill set for engaging in organization development.

	NB: Please DO NOT take this class UNLESS you are willing and able to participate fully: CAMERA ON during all online sessions, accepting that your videos may be shown during the live sessions, ATTENDING PHYSICALLY in the classroom when that is scheduled, participation in all GROUP ACTIVITIES...
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	0
Websites	0

POWER BI

Course Code	PGE.FINM1.ISCOR.0715
ECTS Credits	1
Course Leader	CAPELLA David
Synchronous	0
Discipline	Management des Opérations
Program	M1 GBE France
Prerequisites	Good knowledge of advanced excel functions such as VLOOKUP, IF and the use of Pivot tables is required it is recommended to have taken the Advanced Excel course before taking the Power BI course Knowledge of databases and their relational models will be a plus

Course Description	In this Power BI (PWBI) fundamentals course, we will discover how to use MS Power BI to handle and process Data, Model, and Report views. You will load multiple datasets in the Data view, build a data model to understand the relationships between your tables in Model view, perform with advanced calculations using DAX language to analyze Data on related tables and finally, create your visuals and interactive visualizations in Report view to publish and share on Power BI Service.
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	0
Websites	https://www.microsoft.com/en-us/power-platform/products/power-bi https://www.microsoft.com/en-us/power-platform

QUANTITATIVE FINANCE & MODELING

Course Code	PGE.FINM1.FICOR.0520
ECTS Credits	4
Course Leader	LA TORRE Davide
Synchronous	24
Discipline	Autre
Program	M1 GBE France
Prerequisites	Basic Mathematics and Statistics.
Course Description	This course introduces basic tools in Financial Modeling and Econometrics.

Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Instructor s lecture notes and slides.
Websites	K2

Corporate Financial Management

MSc in Corporate Financial Management Academic Year 2025-2026 - Campus Sophia			
Course Code	Course Title	ECTS credits	Contact hours
Semester Spring			
Core courses			
MSC.CFMM2.FICOR.0018	M&A and corporate restructuring	3	24
MSC.CFMM2.FIELE.0157	Hedge Funds	2	18
MSC.TRCM2.OTCOR.0200	Career management 2	0	6
Track " Private Equity and Alternative Investments" (mandatory)			
MSC.CFMM2.FICOR.0183	Private equity	3	24
MSC.CFMM2.FICOR.0214	Investment and corporate banking	3	24
MSC.CFMM2.FIELE.0127	Portfolio management	2	18
Elective courses (choose 4)			
MSC.CFMM2.FIELE.0126	Fixed Income	2	18
MSC.CFMM2.FICOR.0145	Data analysis (R programming)	2	18
MSC.CFMM2.FIELE.0156	Sustainable finance	2	18
NEW	Incorporate sustainability in financial decisions	2	18
MSC.CFMM2.FICOR.0184	Real estate	2	18
MSC.CFMM2.FICOR.0173	Financial modeling II (VBA)	2	18
MSC.CFMM2.FIELE.0135	Venture Capital	2	18
MSC.CFMM2.FIOPT.0001	Python II	2	18
Total Semester Spring		21	186

CAREER MANAGEMENT 2

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

Synchronous	6
Discipline	Autre
Program	Corporate Financial Management
Prerequisites	No prerequisites.
Course Description	?? Career Workshops – Tailored to Your Needs As a Master 2 student, you'll have access to a variety of career workshops. Depending on your needs and interests, you can choose the sessions that are most relevant for you. Some are designed specifically for M2 students, while others are open to all. ?? M2-Specific Workshops Set Yourself Up for Success (January 2026) ? Discover the support available from the Career Center, key contacts, and essential resources. Get clarity on job market challenges and how to overcome them. Job Search Strategy – France & Abroad (February 2026) ? Learn how to build an effective job search strategy both in France and internationally. Use AI tools to boost your efficiency. Master & Leverage LinkedIn in Your Job Search (February 2026) ? Optimize your LinkedIn profile, learn to use its features (non-premium), and connect effectively with professionals. Decoding the French Job Market (Feb/March 2026) ? Understand contract types, legal aspects, benefits, taxes, work permits, and how speaking French impacts your career in France.

	?? Workshops Open to All Students Prepare for a Career Fair (12 January 2026) ? Learn how to make a great impression at recruitment events and use AI to prepare efficiently. CV Masterclass (January/February 2026) ? Build a CV that gets results. Access tools and resources to improve your applications and stand out. Interview Masterclass (February/March 2026) ? Practice challenging interview questions, apply the STAR method, and refine your communication and professionalism.
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	YEP/TALENT AND CAREERS K2 CAREER MANAGEMENT SPACE K2 CAREER TOOLKIT SPACE
Websites	None.

Data analysis (R programming)

Course Code	MSC.CFMM2.FICOR.0145
ECTS Credits	2
Course Leader	RENUCCI Céline
Synchronous	18
Discipline	Finance
Program	Corporate Financial Management
Prerequisites	Statistical concepts Financial data modeling with R
Course Description	The aim of the course is to extend knowledge of the research process gained in semester 1, notably through the acquisition of more qualitative and quantitative tools and methods for strategic analysis. This course is to prepare students to be able to carry out complex technical analysis with R
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	None.
Websites	None.

Financial modeling II

Course Code	MSC.CFMM2.FICOR.0173
ECTS Credits	2
Course Leader	CHIKH Sabrina
Synchronous	18
Discipline	Finance
Program	Corporate Financial Management
Prerequisites	Financial modeling I / Excel and vba level I
Course Description	This course will help the students to deepen their knowledge in Excel and to optimize formulas and fuctions for financial analysis.
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	Classic reference: Financial Modeling - Simon Benninga (2008) Available on ScholarVox: Excel for Finance and Accounting : Learn how to optimize Excel formulas and functions for financial analysis Kumar Lohani, Suraj (2023) Financial Analysis and Modeling using Excel and VBA Chandan Sengupta (2009)
Websites	

Fixed Income

Course Code	MSC.CFMM2.FIELE.0126
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ECTS Credits	2
Course Leader	AMYUNI Tarek
Synchronous	18
Discipline	Autre
Program	Corporate Financial Management
Prerequisites	None.
Course Description	See Course plan.
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	Lectures obligatoires / Required readings: Lectures Recommandées / Recommended readings:
Websites	None.

FRENCH AS A SECOND LANGUAGE 1

Course Code	MSC.TRCM2.LGOPT.0008
ECTS Credits	1
Course Leader	LEVIN Jeremy
Synchronous	12
Discipline	
Program	Corporate Financial Management
Prerequisites	N/A

Course Description	There are 4 levels: - A0: complete beginner - A1: pre-intermediate - A2-B1: intermediate - B2: advanced Students are asked to take an online placement test whose results will determine which level suits them best. They are varied and depend upon the level of the course. They can go from basic phrases for concrete situations to routine tasks set in the students' immediate environment or to more abstract topics dealt with in spontaneous, interactive ways.
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	Lectures obligatoires / Required readings: Lectures Recommandées / Recommended readings:
Websites	None.

Hedge Funds

Course Code	MSC.CFMM2.FIELE.0157
ECTS Credits	2
Course Leader	BERTONI Fabio
Synchronous	18
Discipline	Autre
Program	Corporate Financial Management
Prerequisites	None.
Course Description	The course presents hedge funds, their strategies, and the key steps in setting up a hedge fund program for an institutional investor.

Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	The course is going to be mostly based on the CAIA curriculum Level I and II, and on academic papers on hedge fund performance and role in asset allocation.
Websites	0

Incorporate sustainability in financial decisions

Course Code	MSC.CFMM2.FIELE.0158
ECTS Credits	2
Course Leader	RENUCCI Céline
Synchronous	18
Discipline	Finance
Program	Corporate Financial Management
Prerequisites	
Course Description	
Evaluation	
Final Examination (%)	
Continuous Assessment (%)	
Academic reference	

Websites	
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Investment and Corporate Banking

Course Code	MSC.CFMM2.FICOR.0214
ECTS Credits	3
Course Leader	RENUCCI Céline
Synchronous	24
Discipline	Finance
Program	Corporate Financial Management
Prerequisites	0
Course Description	0
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	0
Websites	0

M&A and Corporate Restructuring

Course Code	MSC.CFMM2.FICOR.0018
ECTS Credits	3

Course Leader	AHMAD Muhammad Farooq
Synchronous	24
Discipline	Finance
Program	Corporate Financial Management
Prerequisites	Introduction to finance, Financial Mathematics and Corporate Finance.
Course Description	This course is dedicated to the valuation, structuring, financing and negotiation of controlling-equity transactions. It will present some aggregate and historical evidence, before it delves into the core issue of valuation, and then structuring (and restructuring). It provides the students with a background for understanding mergers and acquisitions and corporate restructuring. Most importantly, it provides the building blocks to understand the activity of evaluating a business firm.
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	Lectures obligatoires / Required readings: Lectures Recommandées / Recommended readings:
Websites	0

Portfolio Management

Course Code	MSC.CFMM2.FIELE.0127
ECTS Credits	2
Course Leader	LAI Wan Ni
Synchronous	18
Discipline	Autre
Program	Corporate Financial Management
Prerequisites	Time value of money, microeconomics, valuation techniques.
Course Description	This course provides an overview into the principles of investment and portfolio management. Built on the concepts of time value of money, risk-return tradeoff and functions of the financial system, this elective seeks to assist students in developing practical knowledge (trading practice, performance evaluation) of common financial products, including stocks, bonds, collective investment funds and alternative assets.
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	None.
Websites	None.

Private Equity

Course Code	MSC.CFMM2.FICOR.0183
ECTS Credits	3
Course Leader	RENUCCI Céline

Synchronous	24
Discipline	Finance
Program	Corporate Financial Management
Prerequisites	Accounting Corporate Valuation
Course Description	The Private Equity course is given by professional of the industry and aims at giving students with Private Equity fundamentals and key skills the understand a Private Equity transaction.
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	0
Websites	0

Python II

Course Code	MSC.CFMM2.FIOPT.0001
ECTS Credits	2
Course Leader	PETRECZKY Mihaly
Synchronous	18
Discipline	Finance

Program	Corporate Financial Management
Prerequisites	Python 1
Course Description	Python
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	0
Websites	0

Real Estate

Course Code	MSC.CFMM2.FICOR.0184
ECTS Credits	2
Course Leader	RENUCCI Céline
Synchronous	18
Discipline	Finance
Program	Corporate Financial Management
Prerequisites	TBC
Course Description	This Real Estate lecture is an introduction to real estate fundamentals, introduction to market economics, different jobs in real estate, developing a view on creating value through real estate asset management and what are the different investments strategies.

	This lecture aims to develop excel and powerpoint skills extremely used in the real estate industry.
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	0
Websites	0

Sustainable finance

Course Code	MSC.CFMM2.FIELE.0156
ECTS Credits	2
Course Leader	LASCOLS Laurent
Synchronous	18
Discipline	Finance
Program	Corporate Financial Management
Prerequisites	0
Course Description	0
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0

Academic reference	0
Websites	0

Venture Capital

Course Code	MSC.CFMM2.FIELE.0135
ECTS Credits	2
Course Leader	RENUCCI Céline
Synchronous	18
Discipline	Finance
Program	Corporate Financial Management
Prerequisites	none
Course Description	This lecture delivered by a venture capitalist who worked both for Business Angel networks, VCs and Private Equity firms will take students through the role of a Venture Capitalist. It will rely on real case studies.
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
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

ADVANCED STRATEGY

Course Code	MSC.EISM2.STCOR.0051
ECTS Credits	2
Course Leader	MESCHI Pierre-Xavier
Synchronous	18
Discipline	Autre
Program	Entrepreneurship and Innovation
Prerequisites	Competitive strategy essentials
Course Description	Advanced Strategic Models” course aims at developing professional skills in the field of strategic management. In this perspective, this course concentrates on three main issues of strategic management: industry value assessment, strategy-performance analysis and internationalization

	strategy. They correspond to strategic issues that any CEOs will have to face at one stage or the other of his/her company lifecycle.
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Philippe Chereau & Pierre-Xavier Meschi (2017). Strategic Consulting, Palgrave, London.
Websites	

Applied Artificial Intelligence

Course Code	MSC.EISM2.ISELE.0035
ECTS Credits	1
Course Leader	SERVEL Nicolas
Synchronous	12
Discipline	Analytics Information & Operations
Program	Entrepreneurship and Innovation
Prerequisites	
Course Description	AI is completely revolutionizing our daily lives. While most people are using on a daily basis generative AI many have not yet grasped : - The key technology and concepts underpinning this revolution - The real benefits that agents and gen AI can bring in a BtoB context (especially when launching or joining a start-up). This class will cover both these points.
Evaluation	

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

BUSINESS DEVELOPMENT AND NEGOTIATION SKILLS

Course Code	MSC.EISM2.STCOR.0013
ECTS Credits	2
Course Leader	DIB Daniel
Synchronous	18
Discipline	Autre
Program	Entrepreneurship and Innovation
Prerequisites	none
Course Description	The essentials of Business Development in a B2B environment: Forget courting investors, chase customers! In the last few years, the trend has been to raise funds and many time the success of the ventures was evaluated by the amounts raised. The reality for most businesses is that the funds raised are only the enablers. The sustainable way for a business to grow and flourish is to attract and retain customers. This course will strategically reposition the B2B customer at the center of the equation and provide students with the adequate tools to do so. The full cycle of business development will be covered. From why the customer and which type to how to find them; from how to build a pipeline to converting a prospect into a paying customer. With a combination of tools and role play, students will be exposed in an interactive way to the

	concepts and strategies to anchor and execute successfully a Go To Market strategy. A typical session will draw on a palette of ressources ranging from introducing strategic concepts with best practices and traps to building in class a tool they can use, from role play to anchor the topic at hand to blended learning to continue and expand the learning journey. Furthermore, for the students who wish to work on their own projects, they are able to do so with other students as the group presentation.
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings : Roger Fisher, William L. Ury, Bruce Patton, 2011, Getting to Yes: Negotiating Agreement Without Giving In, Penguin Books Erin Meyer, 2016, The Culture Map, PublicAffairs
Websites	

CAREER MANAGEMENT 2

Course Code	MSC.TRCM2.OTCOR.0200
ECTS Credits	0
Course Leader	ANDRE Nathalie
Synchronous	6
Discipline	Autre
Program	Entrepreneurship and Innovation

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

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

DATA AND CUSTOMER SUCCESS

Course Code	MSC.EISM2.STCOR.0210
ECTS Credits	1

Course Leader	SERVEL Nicolas
Synchronous	12
Discipline	Business Analytics, Data Science & AI
Program	Entrepreneurship and Innovation
Prerequisites	-
Course Description	In our digital world companies are collecting an increasing number of data. This data can be leveraged to increase company profits by either anticipating and decreasing customers churn or by improving customers conversion rates. This class will be given by someone who use to run Hubspot for start-ups in France and Southern Europe
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
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	Entrepreneurship and Innovation

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	

GROWTH HACKING FOR NEW VENTURES

Course Code	MSC.EISM2.STELE.0059
ECTS Credits	2
Course Leader	CASTRO DEMARIA Mike
Synchronous	18
Discipline	Autre
Program	Entrepreneurship and Innovation
Prerequisites	No particular prerequisites

Course Description	Students will study the essentials of web marketing and apply these to their proposed new venture in order to understand how to use digital tools in the launch of a new business and in future business development...
Evaluation	
Final Examination (%)	70
Continuous Assessment (%)	30
Academic reference	
Websites	

LAUNCHING POSITIVE IMPACT PROJECTS

Course Code	MSC.EISM2.STCOR.0220
ECTS Credits	2
Course Leader	SERVEL Nicolas
Synchronous	18
Discipline	Stratégie, Innovation & Entrepreneuriat
Program	Entrepreneurship and Innovation
Prerequisites	-
Course Description	The world is evolving quickly and a major global trend is currently influencing start-ups but also established organisations : positive impacts projects. While such projects can be related to climate there is also a strong push for more social justice and inclusivity. Launching such projects either in a start-up or in an existing organization requires special skills. They will be covered in this class.
Evaluation	

Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Will be provided on K2
Websites	

LEADERSHIP AND MINDEST IN A START-UP / SCALE-UP

Course Code	MSC.EISM2.STCOR.0215
ECTS Credits	1
Course Leader	SERVEL Nicolas
Synchronous	12
Discipline	Stratégie, Innovation & Entrepreneuriat
Program	Entrepreneurship and Innovation
Prerequisites	
Course Description	Start-ups are a very specific environment which requires not only technical skills but also a certain type of mindset. At the same time, in fast growing scale-up, teams are growing very quickly and the leader must ensure that he is not only recruiting individual with this mindset but also at the same time forming a highly effective team. This class will be delivered by an instructor who used to be the COO of a unicorn when it was at an early stage of development.
Evaluation	
Final Examination (%)	

Continuous Assessment (%)	100
Academic reference	
Websites	

OKR & OPERATIONNAL EXCELLENCE

Course Code	MSC.EISM2.STCOR.0209
ECTS Credits	1
Course Leader	LOUSSE Geoffroy
Synchronous	12
Discipline	Stratégie, Innovation & Entrepreneuriat
Program	Entrepreneurship and Innovation
Prerequisites	N/A
Course Description	In a start-up and a scale-up excellence in operations is crucial. Setting up and managing OKRs is a robust methodology which has proven its added value for many successful tech companies.
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	
Websites	

PRODUCT MANAGEMENT

Course Code	MSC.EISM2.STCOR.0001
ECTS Credits	1
Course Leader	DAS Daisy
Synchronous	12
Discipline	Autre
Program	Entrepreneurship and Innovation
Prerequisites	
Course Description	A start-up has by definition limited resources and therefore must develop products which match customer needs. When growing fast it must constantly make features choices based on market needs but also resources. The Product Manager will prioritize the roadmap by allocating these resources on features likely to make the biggest impact.
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	
Websites	

Prototyping and MVP Building

Course Code	MSC.ETSM2.STCOR.0001
ECTS Credits	2
Course Leader	Verdon Nigel

Synchronous	18
Discipline	
Program	Entrepreneurship and Innovation
Prerequisites	
Course Description	
Evaluation	
Final Examination (%)	
Continuous Assessment (%)	
Academic reference	
Websites	

SCALING A START-UP

Course Code	MSC.EISM2.STELE.0064
ECTS Credits	2
Course Leader	BELLITY Alexandre
Synchronous	18
Discipline	Autre
Program	Entrepreneurship and Innovation
Prerequisites	
Course Description	In this elective you will have the opportunity to discover the underside of entrepreneurship. Alexandre Bellity (Skema 2011), founder of Cleany (350 employees in Paris), will guide you through the steps that you can follow when you turn an idea into a real business. You will learn how to truly

	launch your company, finance it, recruit smartly, manage efficiently, evolve in your role as a founder and grow your start-up to a scale-up! Alexandre will also prove that it possible to grow a fast growing tech start-up in an ethical and sustainable way.
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

START-UP SUPPORT (PARTNERSHIP WITH INCUBATORS)

Course Code	MSC.EISM2.STCOR.0018
ECTS Credits	2
Course Leader	VIAN Dominique
Synchronous	18
Discipline	Autre
Program	Entrepreneurship and Innovation
Prerequisites	none
Course Description	This action aims at delivering business coaching to incubated start-ups. Students will use their knowledge about business modeling and strategy to help firms to sort out strategic issues related to: - technological innovation or

	- innovative services or - social business
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings : Tous innovateurs: 2 méthodes pour révéler des solutions invisibles dans le complexe https://www.amazon.fr/Tous-Innovateurs-m%C3%A9thodes-solutions-invisibles/dp/1981069690
Websites	

Strategic and Commercial Analysis

Course Code	MSC.EISM2.STCOR.0017
ECTS Credits	2
Course Leader	SERVEL Nicolas
Synchronous	18
Discipline	Autre
Program	Entrepreneurship and Innovation
Prerequisites	Good knowledge in strategy theories
Course Description	This course is dedicated to transferring methods and tools of Strategy Consulting in the field of Entrepreneurs and scale-ups. Teaching methods are based on a robust understanding of the best practice of Management Consulting firms transposed into action learning via field-based consulting missions with a real company..

	The core skills developed in this class : data driven analysis, project structuring and clear communication techniques can be applied in a wide range of positions either with Consulting firms or Advisory positions (such as Product Management, Incubator Advisor etc.)
Evaluation	
Final Examination (%)	70
Continuous Assessment (%)	30
Academic reference	Recommended readings : Strategic Consulting - Chereau & Meschi - PALGRAVE, 2017
Websites	

Venture Capital

Course Code	MSC.CFMM2.FIELE.0135
ECTS Credits	2
Course Leader	RENUCCI Céline
Synchronous	18
Discipline	Finance
Program	Entrepreneurship and Innovation
Prerequisites	none
Course Description	This lecture delivered by a venture capitalist who worked both for Business Angel networks, VCs and Private Equity firms will take students through the role of a Venture Capitalist. It will rely on real case studies.
Evaluation	
Final Examination (%)	100

Continuous Assessment (%)	0
Academic reference	
Websites	

International Marketing and Business Development

MSc IMBD			
Academic Year 2025-2026 - Campus Sophia			
Semester Spring			
Core courses			
MSC.IMBM2.MKCOR.0031	Understanding the elusive consumer	4	30
MSC.IMBM2.MKCOR.0063	Product Management & Operational Marketing	3	24
NEW	Business Development & Sales	4	30
MSC.TRCM2.OTCOR.0201	Career Management 2	0	6
Elective courses (choose 5)			
MSC.IMBM2.MKELE.0170	Social media marketing	2	18
MSC.IMBM2.MKELE.0172	Using CRM with Salesforce.com	2	18
MSC.IMBM2.MKCOR.0061	Digital growth	2	18
MSC.IMBM2.MKELE.0117	Big data and analytics	2	18
MSC.IMBM2.MKELE.0135	Trends, innovation and competition in the perfume business	2	18
MSC.IMBM2.OTELE.0028	Using Excel for business development	2	18
MSC.IMBM2.MKCOR.0052	Company project	2	18
MSC.IMBM2.OTELE.0026	Company challenge	2	18
MSC.IMBM2.MKELE.0195	l'Oréal Brandstorm Challenge	2	18
MSC.IMBM2.MKELE.0222	Sustainable design	2	18
MSC.IMBM2.MKELE.0229	Meta certification (FB & Instagram)	2	18
MSC.IMBM2.MKELE.0234	Mystery shopping for CRM (not offered to Exchange IN)	2	18
MSC.IMBM2.MKELE.0215	Competitive intelligence for IBD	2	18
MSC.IMBM2.MKELE.0227	Artificial intelligence and machine learning with Power BI	2	18
MSC.IMBM2.MKELE.0214	Leadership & culture	2	18
Total Semester Spring		21	180

Artificial Intelligence and Machine Learning with PowerBI

Course Code	MSC.IMBM2.MKELE.0227
ECTS Credits	2
Course Leader	OLMEDILLA FERNANDEZ Maria
Synchronous	18
Discipline	Marketing

Program	International Marketing and Business Development Sophia
Prerequisites	- Laptop/computer - Windows OS to install PowerBI Desktop (if using MacOS a Virtual Machine will be installed during the course) - Taken the previous elective “AI&Data Analytics” (Recommended) - Have a conceptual background in ML and AI (Recommended)
Course Description	Through the completion of this course the students will enter into the era of Big Data and Artificial Intelligence using PowerBI. Using gathered online data, the students will gain a practical understanding about the Artificial Intelligence and Machine Learning tools offered by the Power BI web service and PowerBI Desktop. The students will go through the complete cycle from data to information visualization: They will learn how to create their own data repository on the Power BI web service. - Creation of their own data repository on the Power BI web service - Creation of Power BI Data Flows - Working with Power Query Online - Adding AI to data models The students will become data analysts, they will learn to have more data available, to have connections to many sources and to have a repository

	where we can model and reuse the data in many reports in order to discover hidden patterns and other insights from them. The students will work on different projects using no-coding tools from Microsoft PowerBI.
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	to be supplied on K2
Websites	

BIG DATA & ANALYTICS (ELECTIVE)

Course Code	MSC.IMBM2.MKELE.0117
ECTS Credits	2
Course Leader	SPIER Peter
Synchronous	18
Discipline	Autre
Program	International Marketing and Business Development Sophia
Prerequisites	None, though an ability to deal with data and numbers is advisable
Course Description	In this course, students will get an overview of the added value of big data & analytics to help companies to find and implement new sources of competitive advantage in several

	domains like Digital Business / Marketing / Risk & Fraud / Operational efficiency / ... This lecture will help to understand the Big Data & Analytics landscape and the IBM Data & Analytics technologies (Watson Studio, Watson Machine Learning, Watson services). Students will have the opportunity to practice during Tutorials on Data & Analytics technologies, and to demonstrate their business skills (case study, Tutorials, ...). Course objectives The objectives of this course are: 1. To understand the value of Big Data & Analytics - Data Science – (descriptive analytics, predictive analytics, prescriptive analytics, ...), which helps companies to find and implement new sources of competitive advantage (CRM - Digital Marketing / Risk / Fraud Detection / Operational efficiency / Business Models) 2. To understand the Analytics landscape: descriptive analytics; predictive analytics; prescriptive analytics 3. To practice Big Data & Analytics - Data Science, through tutorials and mock up implementation 4. To discover the IBM Data Science technologies, IBM Watson Studio & Watson Machine Learning https://www.ibm.com/fr-fr/cloud/watson-studio
Evaluation	

Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	• Blum, A., Hopcroft, J., & Kannan, R. (2020). Foundations of Data Science. Cambridge University Press. • Kenett, R. S., & Redman, T. C. (2019). The Real Work of Data Science: Turning data into information, better decisions, and stronger organizations. John Wiley & Sons. • Lemberger, P., Batty, M., Morel, M., & Raffaëlli, J. L. (2016). Big data et machine learning: les concepts et les outils de la data science. Dunod. • Van Der Aalst, W. (2016). Data science in action. In Process mining (pp. 3-23). Springer, Berlin, Heidelberg.
Websites	https://www.ibm.com/fr-fr/cloud/watson-studio

BUSINESS DEVELOPMENT & SALES

Course Code	MSC.IMBM2.MKCOR.0065
ECTS Credits	3
Course Leader	SPIER Peter
Synchronous	30
Discipline	Marketing
Program	International Marketing and Business Development Sophia
Prerequisites	Business models, negotiation, sales

Course Description	This course covers two strongly related areas: business development and sales. Sales and business development are an essential component of the MSc in International Marketing and Business Development. Companies are seeking to recruit candidates with good potential for sales and a good number of students will begin their careers in the sales function, either moving up into sales management or across into marketing. Two other courses: international business development and new business development focus on these aspects of business development. This course is more concerned with areas such as key account management, sales methods and developing business in existing markets with existing customers. SALES: The sales component of the course provides will help to develop selling techniques and discover the different kinds of positions available in sales and business development. The course will look at different types of sales situation and reveal how very different sales can be in different sectors. We will look at 'transactional' bargaining situations moving through to more complex situations involving consultative- and solution-selling approaches. Throughout, the emphasis will be on developing students' ability to 'connect' with the other person, to use enquiry to better understand their point of view, to put forward their own position and to communicate and defend value. This course is a 'must' for students who wish to follow a career or spend their first years in sales or marketing. It will help to build confidence and cover the kind of techniques used in companies. The course will be interactive, and students will be expected to participate fully with live simulation. The skills developed in the course will certainly be useful elsewhere: selling ideas, pitching for resources, job interviews, internal selling... This part of the course goes hand in hand with the business development part that looks more specifically at Key account management and negotiation.
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	BUSINESS DEVELOPMENT Business development involves identifying, analyzing and qualifying opportunities for growth that are both profitable and consistent with a company's strategy, and then making things happen. It is this combination of analysis and strategic vision with a concern for the practical side of things that make the activity so satisfying. This course will look at how companies in a range of sectors grow - whether in new or existing markets, with new or existing clients -, how decisions about which options to pursue can be formulated and evaluated, and how growth strategies can be put in place. There will be a natural focus on the role of key account managers, who are key players in developing business. In Sophia, Lille, Belo and Suzhou, the course will culminate in the annual Sales Challenge, where students will meet and sell to companies. In Paris and Raleigh students will be able to opt for this event as an elective.
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Cooper, I, (2012) Financial Times Guide to Business Development, The: How to Win Profitable Customers and Clients (The FT Guides) Dixon, M. & Adamson, B. (2013), The Challenger Sale : How to take control of the customer conversation (Portfolio Penguin) Eades, K. (2003,) The New Solution Selling (McGraw Hill)

	Heimann, S. (2007), The New Conceptual Selling : the consultative communication process for solution-led selling (Miller Heiman Group) Kohne, A, (2022) Business Development: Processes, Methods and Tools Maister, D. et al. (2002), The Trusted Advisor (Simon & Schuster) Rackham, N.(1995), Spin Selling (Routledge) Ross, A. & Tyler, M. (2011), Predictable revenue (PebbleStorm) Tyler, M. & Donovan, J. (2016), Predictable Prospecting : how to radically increase your B2B sales pipeline
Websites	https://www.insightsquared.com/blog/top-14-sales-skills-every-inside-sales-rep-must-master/ https://blog.hubspot.com/sales/10-essential-selling-skills-2014-infographic https://blog.hubspot.com/sales/solution-selling https://en.wikipedia.org/wiki/Solution_selling https://www.forbes.com/sites/falonfatemi/2018/08/27/insight-selling-is-the-new-solution-selling/#6cda71f57646 https://kapta.com/key-account-management/mean-trusted-advisor/ https://www.gartner.com/en/sales-service/insights/challenger-sale https://www.gartner.com/smarterwithgartner/power-challenger-sales-model/ https://testyourself.psychtests.com/bin/transfer https://fr.slideshare.net/Eloquens/pitch-method-simac-or-persuasive-selling-format https://en.wikipedia.org/wiki/SONCAS

Business Development & Sales

Course Code	MSC.IMBM2.MKCOR.0090
ECTS Credits	4
Course Leader	SPIER Peter
Synchronous	27
Discipline	Marketing
Program	International Marketing and Business Development Sophia
Prerequisites	Intermediate marketing advisable
Course Description	This course covers two strongly related areas: business development and sales. Sales and business development are an essential component of the MSc in International Marketing and Business Development. Companies are seeking to recruit candidates with good potential for sales and a good number of students will begin their careers in the sales function, either moving up into sales management or across into marketing. Two other courses: international business development and new business development focus on these aspects of business development. This course is more concerned with areas such as key account management, sales methods and developing business in existing markets with existing customers. SALES: The sales component of the course provides will help to develop selling skills and discover the different kinds of positions available in sales and business development. The course will look at different types of sales situation and reveal how very different sales can be in different sectors. We will look at transactional bargaining situations moving through to more complex situations involving consultative- and solution-selling approaches. Throughout, the emphasis will be on developing students' ability to 'connect' with the other person, to use enquiry to better understand their point of view, to put forward their own position and to communicate and defend value. This course is a 'must' for students who wish to follow a career or spend their first years in sales or marketing. It will help to build confidence and cover the kind of techniques used in companies. The course will be interactive, and students will be expected to

	participate fully with live simulations. The skills developed in the course will certainly be useful elsewhere: selling ideas, pitching for resources, job interviews, internal selling... This part of the course goes hand in hand with the business development part that looks more specifically at Key account management and negotiation. BUSINESS DEVELOPMENT Business development involves identifying, analyzing and qualifying opportunities for growth that are both profitable and consistent with a company's strategy, and then making things happen. It is this combination of analysis and strategic vision with a concern for the practical side of things that make the activity so satisfying. This course will look at how companies in a range of sectors grow - whether in new or existing markets, with new or existing clients -, how decisions about which options to pursue can be formulated and evaluated, and how growth strategies can be put in place. There will be a natural focus on the role of key account managers, who are key players in developing business. In Sophia, Lille, Belo and Suzhou, the course will culminate in the annual Sales Challenge, where students will meet and sell to companies. In Paris and Raleigh students will be able to opt for this event as an elective.
Evaluation	
Final Examination (%)	
Continuous Assessment (%)	100
Academic reference	Cooper, I, (2012) Financial Times Guide to Business Development, The: How to Win Profitable Customers and Clients (The FT Guides) Dixon, M. & Adamson, B. (2013), The Challenger Sale : How to take control of the customer conversation (Portfolio Penguin) Eades, K. (2003,) The New Solution Selling (McGraw Hill) Heimann, S. (2007), The New Conceptual Selling : the consultative communication process for solution-led selling (Miller Heiman Group) Kohne, A, (2022) Business Development: Processes, Methods and Tools

	Maister, D. et al. (2002), The Trusted Advisor (Simon & Schuster) Rackham, N.(1995), Spin Selling (Routledge) Ross, A. & Tyler, M. (2011), Predictable revenue (PebbleStorm) Tyler, M. & Donovan, J. (2016), Predictable Prospecting : how to radically increase your B2B sales pipeline
Websites	https://www.insightsquared.com/blog/top-14-sales-skills-every-inside-sales-rep-must-master/ https://blog.hubspot.com/sales/10-essential-selling-skills-2014-infographic https://blog.hubspot.com/sales/solution-selling https://en.wikipedia.org/wiki/Solution_selling https://www.forbes.com/sites/falonfatemi/2018/08/27/insight-selling-is-the-new-solution-selling/#6cda71f57646 https://kapta.com/key-account-management/mean-trusted-advisor/ https://www.gartner.com/en/sales-service/insights/challenger-sale https://www.gartner.com/smarterwithgartner/power-challenger-sales-model/ https://testyourself.psychtests.com/bin/transfer https://fr.slideshare.net/Eloquens/pitch-method-simac-or-persuasive-selling-format https://en.wikipedia.org/wiki/SONCAS

CAREER MANAGEMENT 2

Course Code	MSC.TRCM2.OTCOR.0200
ECTS Credits	0
Course Leader	ANDRE Nathalie
Synchronous	6
Discipline	Autre
Program	International Marketing and Business Development Sophia
Prerequisites	No prerequisites.
Course Description	?? Career Workshops – Tailored to Your Needs As a Master 2 student, you'll have access to a variety of career workshops. Depending on your needs and interests, you can choose the sessions that are most relevant for you. Some are designed specifically for M2 students, while others are open to all. ?? M2-Specific Workshops Set Yourself Up for Success (January 2026) ? Discover the support available from the Career Center, key contacts, and essential resources. Get clarity on job market challenges and how to overcome them. Job Search Strategy – France & Abroad (February 2026) ? Learn how to build an effective job search strategy both in France and internationally. Use AI tools to boost your efficiency. Master & Leverage LinkedIn in Your Job Search (February 2026) ? Optimize your LinkedIn profile, learn to use its features (non-premium), and connect effectively with professionals.

	Decoding the French Job Market (Feb/March 2026) ? Understand contract types, legal aspects, benefits, taxes, work permits, and how speaking French impacts your career in France. ?? Workshops Open to All Students Prepare for a Career Fair (12 January 2026) ? Learn how to make a great impression at recruitment events and use AI to prepare efficiently. CV Masterclass (January/February 2026) ? Build a CV that gets results. Access tools and resources to improve your applications and stand out. Interview Masterclass (February/March 2026) ? Practice challenging interview questions, apply the STAR method, and refine your communication and professionalism.
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	YEP/TALENT AND CAREERS K2 CAREER MANAGEMENT SPACE K2 CAREER TOOLKIT SPACE

Websites	None.
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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	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. In the spring semester in Sophia students will also be able to opt for a challenge organised by an excellent local company, Virbac, that produces pharmaceuticals and food for animals. A great opportunity to explore the relationship between owners and their pets!
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	
Program	International Marketing and Business Development Sophia
Prerequisites	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. 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. 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
Course Description	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. 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. 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.
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

Competitive Intelligence for IBD

Course Code	MSC.IMBM2.MKELE.0215
ECTS Credits	2
Course Leader	MADUREIRA Luis
Synchronous	18

Discipline	Autre
Program	International Marketing and Business Development Sophia
Prerequisites	Highly recommended: International Business Development (Fall Core), Marketing Research (Fall Core), Understanding Elusive Consumer (Spring Core) Recommended: Strategic Planning (Spring Elective), Business Intelligence with Data Mining (Spring Elective)
Course Description	This course will bridge and leverage several previous courses to provide a full overview, understanding, development, and application in the practice of Competitive Strategy in International Marketing and Business Development. The integration of previous courses is done at the Competitive Intelligence level, which is the discipline that supports the development of actionable insight that supports sound decision-making and strategizing. + Brandwatch certification
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	Required readings: Madureira, L., Sergeenko, I., & Zaimenko, S. (2023). Competitive Intelligence and International Business Development Strategies for Multinational Enterprises in Conflict Zones: A Study of the Fast-Food Industry During the Russia-Ukraine Conflict. <i>Journal of Intelligence Studies in Business</i>, 13(Special Issue 1), 10–32. https://doi.org/10.37380/jisib.v13iSpecial%20Issue%201.1133

	Recommended: Collinson, S., Narula, R., & Rugman, A. M. (2016). International business. Pearson. Madureira, L. (2014). Market and Competitor Analysis – Real Exercise. In W. J. Lahneman & R. Arcos (Eds.), <i>The Art of Intelligence: Simulations, Exercises, and Games</i> (1st ed., pp. 125–142). Rowman & Littlefield. Madureira, L., Castelli, M., & Popovic, A. (2019). Design Thinking: The New Mindset for Competitive Intelligence? Impacts on the Competitive Intelligence Model. <i>Proceedings of the 19th Portuguese Association of Information Systems Conference: Digital Disruption: Living between Data Science, IoT and ... People</i>, 1–19. https://aisel.aisnet.org/capsi2019/26 Madureira, L., Popovic, A., & Castelli, M. (2021). Competitive Intelligence: A Unified View and Modular Definition. <i>Technological Forecasting and Social Change</i>, 173, 121086. https://doi.org/10.1016/j.techfore.2021.121086 Complementary (by Sessions): Bennett, N., & Lemoine, J. (2014). What VUCA Really Means for You. <i>Harvard Business Review</i>, 92(1/2), 1. Gilad, B., & Herring, J. (2001). CI Certification: Do We Need It? <i>Competitive Intelligence Magazine</i>, 4(2), 28–31. Herring, J. (2008). Defining Competitive Intelligence Needs: The Role of Key Intelligence Topics. In <i>Starting a Competitive Intelligence Function: A SCIP</i>
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	Best Practices Guide (1st ed., Vol. 1, pp. 33–42). Competitive Intelligence Foundation. Herring, J. P. (1999). Key intelligence topics: A process to identify and define intelligence needs. <i>Competitive Intelligence Review</i>, 10(2), 4–14. <a href="https://doi.org/10.1002/(SICI)1520-6386(199932)10:2<4::AID-CIR3>3.0.CO;2-C">https://doi.org/10.1002/(SICI)1520-6386(199932)10:2<4::AID-CIR3>3.0.CO;2-C Liew, A. (2013). DIKIW: Data, information, knowledge, intelligence, wisdom and their interrelationships. <i>Business Management Dynamics</i>, 2(10), 49–62. Sawka, K., & Hohhof, B. (Eds.). (2008). Starting a Competitive Intelligence Function: A SCIP Best Practices Guide (2019 A SCIP Best Practices Guide, Vol. 3). Competitive Intelligence Foundation; SCIP.org. scip.org/cifoundation/ Bazzell, M. (2021). Open Source Intelligence Techniques: Resources for Searching and Analyzing Online Information (8th ed.). CreateSpace Independent Publishing Platform. Glassman, M., & Kang, M. J. (2012). Intelligence in the internet age: The emergence and evolution of open-source intelligence (OSINT). <i>Computers in Human Behavior</i>, 28(2), 673–682. https://doi.org/10.1016/j.chb.2011.11.014 Green, C. H., Howe, A. P., & Trusted Advisor Associates LLC. (2012). The Trusted Advisor Fieldbook: A Comprehensive Toolkit for Leading with Trust (Abstracted). John Wiley & Sons.
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	Hillemann, J., & Gestrin, M. (2016). The limits of firm-level globalization: Revisiting the FSA/CSA matrix. <i>International Business Review</i>, 25(3), 767–775. https://doi.org/10.1016/j.ibusrev.2016.01.018 Porter, M. E. (1980). <i>Competitive strategy: Techniques for analyzing industries and competitors</i> (1st ed.). Free Press. Rugman, A. M. (2006). <i>Inside the Multinationals: The Economics of Internal Markets</i> (25th Anniversary). Palgrave Macmillan. Babbar, S., & Rai, A. (1993). Competitive Intelligence for International Business. <i>Long Range Planning</i>, 26(3), 103–113. https://doi.org/10.1016/0024-6301(93)90012-5 Brandwatch. (2020). <i>Brandwatch: A new kind of intelligence</i> [Organization]. Brandwatch. https://www.brandwatch.com/ Collinson, S., Narula, R., Qamar, A., & Rugman, A. M. (2020). <i>International business</i> (8th ed.). Pearson Higher Education. Cuervo-Cazurra, A., Narula, R., & Un, C. A. (2015). Internationalization motives: Sell more, buy better, upgrade and escape. <i>Multinational Business Review</i>, 23(1), 25–35. https://doi.org/10.1108/MBR-02-2015-0009
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	Dass, M., & Kumar, S. (2014). Bringing Product and Consumer Ecosystems to the Strategic Forefront. <i>Business Horizons</i>, 57(2), 225–234. https://doi.org/10.1016/j.bushor.2013.11.006 Ferguson, S., Henrekson, M., & Johannesson, L. (2021). Getting the Facts Right on Born Globals. <i>Small Business Economics</i>, 56(1), 259–276. https://doi.org/10.1007/s11187-019-00216-y Isichei, E. E., Nnia, I., Emmauel, A. K., Igwe, A., Ibe, C. B., & Peterside, G. I. D. (2023). Linking Competitive Intelligence, Learning Orientation and Export Performance of SMEs. <i>SAGE Open</i>, 13(2), 21582440231184979. https://doi.org/10.1177/21582440231184979 Johanson, J., & Vahlne, J.-E. (1977). The internationalization process of the firm: A model of knowledge development and increasing foreign market commitments. <i>Journal of International Business Studies</i>, 8, 23–32. https://doi.org/10.1057/palgrave.jibs.8490676 Muller, M.-L. (2007). Competitive Intelligence and International Business. <i>SA Journal of Information Management</i>, 9(1), 1–7. https://doi.org/10.4102/sajim.v9i1.10 Nunes, M. P., & Lequain, L. de S. (2016). The Application of Competitive Intelligence in Export Markets Selection: A Comparative Analysis of Four Methods. 11(3), 22–35. https://doi.org/10.18568/1980-4865.11322-35 Steenkamp, E., Viviers, W., & Cuyvers, L. (2012). Overview of International Market Selection Methods. In L. Cuyvers & W. Viviers (Eds.), <i>Export Promotion: A decision support model approach</i> (1st ed., pp. 27– 51). African Sun Media. https://doi.org/10.18820/9780992180614/03
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	Tarek, B. H., Zouhayer, M., & Adel, G. (2019). Entrepreneurial Competitive Intelligence Between Uppsala Model and Born Global Theories in the Case of North African SMEs. <i>Journal of the Knowledge Economy</i>, 10(2), 734–755. https://doi.org/10.1007/s13132-017-0489-6 Few more articles posted on K2 platform
Websites	

Digital Growth

Course Code	MSC.IMBM2.MKCOR.0061
ECTS Credits	2
Course Leader	HE Guojun
Synchronous	18
Discipline	Marketing
Program	International Marketing and Business Development Sophia
Prerequisites	No prerequisite
Course Description	To seize the immense potential presented by the digital ecosystem, modern companies must continuously optimize their digital offerings. Marketing plays a pivotal role in winning digital organizations: marketers combine consumer insights, creativity with data analytics to develop the key digital interfaces of the company with the customer: e-commerce, a website, an application, social media platforms, digital advertising etc. Marketers must constantly innovate these digital offerings to remain competitive and to optimize the customer journey. Students will develop a strong understanding of the following key areas of business digital growth and learn by undertaking a real-world project presented at the end of the semester and through in class exercises and case studies:

	• Winning Website (WordPress) / application development - o CRM (Customer Relationship Marketing) • E-commerce / Direct to Consumer channel - o User acquisition and conversion - o Tracking, Data analytics and conducting A/B tests • Social Media marketing and Influencers • Digital advertising and 360° digital activity • Augmented Reality & the Metaverse • Artificial Intelligence (AI) in marketing Important: this course may vary across different campuses Specific to Suzhou campus: This course will focus on the challenges of product management at a growing startup, driven by two major objectives: improvements to the user experience & conversion. We will learn some tools (i.e. A/B testing, Google analytics) and the data-driven mindset required to quickly and cheaply jumpstart an organizations KPIs.
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	Reference Textbook: Smith P. & Z. Zook (2019). Marketing Communication: Integrating Online and Offline, Customer Engagement, and Digital Technologies, 7th edition, Kogan. Case Studies: • SHEIN: ULTRA-FAST FASHION'S ESG CHALLENGES. Ivey Publishing 2024. W36090 • Glossier:

	Co-Creating a Cult Brand with a Digital Community. Harvard Business School 2020, 5-520-099 • Crocs: Using Community-Centric Marketing to Make Ugly Iconic. Harvard Business School 2023, 9-524-006 Specific to Suzhou campus: Ellis, Sean, and Morgan Brown. Hacking Growth: How Today's Fastest-Growing Companies Drive Breakout Success. Crown Business, 2017.
Websites	For Suzhou campus: See Official website for Google Analytics: https://analytics.google.com/analytics/academy/ Wordpress: A Step-by-Step Beginners' Guide to Build Your Own WordPress Website from Scratch. 2016 https://www.amazon.cn/gp/product/1539991849/ref=oh_aui_detailpage_o00_s00?ie=UTF8&psc=1) See also official website https://wordpress.org/ for more references

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	

L'Oreal brandstorm challenge

Course Code	MSC.IMBM2.MKELE.0195
ECTS Credits	2
Course Leader	SPIER Peter
Synchronous	18
Discipline	Autre
Program	International Marketing and Business Development Sophia
Prerequisites	Final-year marketing specialisation
Course Description	Students taking part in this course will form a group and sign up for and participate in the l'Oréal Brandstorm competition that is organized each year by the company. It is they who fix the rules and the deadlines. Groups

	are generally of three persons, and there are various stages in the competition. There will be some coaching available, but for the most part, students will have to work independently to compete. Information about former challenges can be found online. The elective is a means by which academic credits can be given for participation in a company challenge. This provides valuable experience in working on a marketing concept and useful exposure to company representatives who may be recruiting.
Evaluation	
Final Examination (%)	
Continuous Assessment (%)	100
Academic reference	NA
Websites	Students should consult the l'Oréal Brandstorm web site

Leadership & Culture

Course Code	MSC.IMBM2.MKELE.0214
ECTS Credits	2
Course Leader	DE ROECK Kenneth
Synchronous	18
Discipline	Autre
Program	International Marketing and Business Development Sophia
Prerequisites	None, though the courses follows naturally after the 'Motivation and well-being at work' elective from the fall semester

Course Description	How employees are treated, managed, and led matters a great deal: It affects their happiness their motivation and commitment at work, and as a result their job performance. 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 leaders can positively affect employees' attitudes and behaviors and thus contribute to an organizational success. In particular, leadership styles, leaders' behaviors and the way leaders intentionally try to shape the organizational culture are key components of employees motivation, well-being, commitment and performance at work. 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. 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. 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 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.
Evaluation	
Final Examination (%)	50

Continuous Assessment (%)	50
Academic reference	Lectures Recommandées / Recommended readings : A full reading list will be provided on K2 learning platform along with a selection of reports, cases and articles
Websites	Links will be provided on the K2 course site

Meta certification (FB & Instagram)

Course Code	MSC.IMBM2.MKELE.0229
ECTS Credits	2
Course Leader	POHU Jérémy
Synchronous	18
Discipline	Marketing
Program	International Marketing and Business Development Sophia
Prerequisites	Have a laptop with a camera and microphone and access to high-speed internet Basics knowledge of Marketing
Course Description	Over 2.8 million monthly users on Facebook and Instagram and every day they discover new brands, products, and services. Advertising on Facebook and Instagram is part of almost every business today to increase brand awareness, website traffic, and sales. In this Masterclass, you will learn how to create a Facebook and Instagram Ads campaign with a former Facebook employee and get officially META certified. 100% online course to prepare FB/Instagram certification
Evaluation	

Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	
Websites	www.facebookblueprint.com https://www.facebook.com/business/learn/certification/exams/100-101-exam

Mystery shopping for CRM

Course Code	MSC.IMBM2.MKELE.0234
ECTS Credits	2
Course Leader	SPIER Peter
Synchronous	18
Discipline	
Program	International Marketing and Business Development Sophia
Prerequisites	Limited places available. French an advantage. Experience in luxury and retail also an advantage.
Course Description	Marketers have long realized the importance of the customer experience and use a range of tools and approaches to manage this better (eg customer journey mapping) Imagine that you distribute your goods through a variety of channels. How do you make sure that the customer experience is consistent? How do you work to improve that experience? Enter the mystery shopper!

	Mystery shoppers 'live' the experience of the customer but do so with check list that allows them to measure key elements, evaluate the experience and provide feedback that helps improve that experience. Students taking this elective will become mystery shoppers. They will be trained by a team of experienced professionals from Opinion Way, taught to build a checklist of key touchpoints and aspects, sent on a mission to local stores (probably luxury stores in Monaco or Cannes), taught to analyze the results and to prepare a debrief for the client. This innovative course provides students with a valuable professional experience in an area of growing importance. Knowledge and skills will be applied in a real professional context. A great 'plus' to have on a CV and great fun to do!
Evaluation	
Final Examination (%)	
Continuous Assessment (%)	100
Academic reference	Mystery Shopping: The Eyes and Ears of Multi-Location Businesses, Emily Early Kehrberg, Brad Christian 2016 Why we need Mystery Shopping,, Kirjailija: Lina Thomasdotter Schölin, Veronica Boxberg Karlsson, 2015
Websites	

PRODUCT MANAGEMENT AND OPERATIONAL MARKETING

Course Code	MSC.IMBM2.MKCOR.0063
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ECTS Credits	3
Course Leader	SPIER Peter
Synchronous	24
Discipline	Marketing
Program	International Marketing and Business Development Sophia
Prerequisites	Having a marketing background in strategic marketing and some basic knowledge about the marketing mix.
Course Description	After introducing the concepts of product management and then reviewing all the steps of the product development process, from market research to releasing a product range onto the market, the final part of this course will focus on the interactions between all the company departments during the product development process. This course will give for the student a clear vision about how the most innovative companies around the world are developing new products and services, managing products and services, and implementing a competitive marketing plan for all of them. Please note: This course may vary across different campuses.
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	Mastering Product Management – A step-by-step guide, Kevin Brennan, 2019 Product design and development, Ulrich Karl T., Eppinger Steve D., 2012. 5th ed. McGraw-Hill
Websites	

Social Media Marketing

Course Code	MSC.IMBM2.MKELE.0170
ECTS Credits	2
Course Leader	SPIER Peter
Synchronous	18
Discipline	Autre
Program	International Marketing and Business Development Sophia
Prerequisites	None
Course Description	Social media has disrupted communication channels and created challenges for marketing in the digital age. The change of control of the brand has shifted from the company to the consumer. Brands have become somewhat confused by this new phenomenon requiring a new-found dynamic in their communication approach. In this elective, students will learn how to manage a brand on social media and how to create a social media strategy. Through lectures, discussions, and real world examples, students will learn various theoretical frameworks towards an optimal social media strategy. Topics that are discussed include: the importance of influencers and brand advocates, the benefits of listening and the risks that brands have to face when social media unleashes hater and trolls on them. To complement the course a company guest speaker from a company involved in social media will come to class to share his/her knowledge and experience
Evaluation	
Final Examination (%)	
Continuous Assessment (%)	100

Academic reference	bibliography to be provided on K2 Learning platform
Websites	

Sustainable design

Course Code	MSC.IMBM2.MKELE.0222
ECTS Credits	2
Course Leader	SPIER Peter
Synchronous	18
Discipline	Marketing
Program	International Marketing and Business Development Sophia
Prerequisites	None
Course Description	Using an approach rooted in design thinking, this course challenges students to consider the complexity of sustainable design This module presents an introduction into Sustainable Design and considers the practical application of the 17 Sustainable Development Goals within the business environment beyond the obvious baseline of SCP (sustainable consumption and production). The theory presents the history and development of this field – The application of Design to ever expanding domains, and the urgent movement towards embedding sustainability within our lives.
Evaluation	
Final Examination (%)	
Continuous Assessment (%)	100

Academic reference	To be provided on K2
Websites	

TRENDS, INNOVATION AND COMPETITION IN THE PERFUME BUSINESS

Course Code	MSC.IMBM2.MKELE.0135
ECTS Credits	2
Course Leader	COSTE-MANIERE Ivan
Synchronous	18
Discipline	Autre
Program	International Marketing and Business Development Sophia
Prerequisites	Intermediate marketing
Course Description	The MSc IMBD in Sophia provides students with the possibility of exploring innovation and competition in a range of different markets, partly for their intrinsic interest; partly because they highlight the impact on markets of certain things. Perfume is both a matter of local interest (Grasse is the historic centre of the perfume industry) and a fascinating market. Perfume is a fascinating mixture of technical prowess and something that involves the consumer's sense of identity and sexuality. Developing a marketing concept in the perfume market requires awareness of trends and how to distill new social tendencies in a 'jus', a bottle, a packaging... This course will be anything but a simple analysis of the perfume industry. Be ready for an unusual journey into the world of scent and the senses!
Evaluation	
Final Examination (%)	50

Continuous Assessment (%)	50
Academic reference	Perfumes: The A-Z Guide, Luca Turin, Tania Sanchez, Penguin 2008 The Perfect Scent: A Year Inside the Perfume Industry in Paris and New York, Chandler Burr, 2008 What the Nose Knows: The Science of Scent in Everyday Life, Avery Gilbert, 2008
Websites	

UNDERSTANDING THE ELUSIVE CONSUMER

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

	The primary goal of this course is to provide a strong foundation for critical thinking in the area of consumer behavior through: - focusing on the transition from a traditional economics-driven to a subtler understanding of consumers, - discussing the recent developments in the area with special emphasis on the psychological and socio-cultural advances.
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Blackwell, R.; Miniard, P; Engel, J. (2001). Consumer behavior (9th ed.). Orlando: Harcourt Publishers Khaneman , Daniel (2011). Thinking, fast and slow. New York: Farrar, Straus and Giroux, 2011. Arnould, Eric J., Thompson, Craig J. (2018). Consumer culture theory. London: Sage The list of weekly mandatory readings is provided below. - Recommended textbook: Solomon, Michael R. (2015). Consumer Behavior, Global Edition, 11th Edition, London: Pearson. Cass R. Sunstein, Nudging: A Very Short Guide, 37 J. Consumer Pol'y 583 (2014). Schau, Hope J. (2018) Identity Projects and the Marketplace, Consumer Culture Theory. London: Sage, pp. 19-39. Siebert, Anton, Ahir Gopaldas, Andrew Lindridge, and Cláudia Simões (2020), Customer Experience Journeys: Loyalty Loops Versus Involvement Spirals, JM, 45-66.

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

Using CRM with Salesforce.com

Course Code	MSC.IMBM2.MKELE.0172
ECTS Credits	2
Course Leader	SPIER Peter
Synchronous	18
Discipline	Autre
Program	International Marketing and Business Development Sophia
Prerequisites	This course is aimed at final-year (M2) marketing students
Course Description	Students will acquire an “in-depth” practical business experience with the CRM application of salesforce.com the worldwide leading provider of CRM solutions through several tutoring sessions. • The course will emphasize the key implication of the Sales & Marketing function in the CRM process for developing strategically the Economic and Relational values of a base of Customers. LEARNING OUTCOMES • After having taken this course participants will be able to: 1. Analyze complex customer base situations in an international business environment. 2. Evaluate and select customers strategically to develop a loyal relationship with them. 3. Create and stimulate a “Customer Centric” attitude in their future organizations. 4. Apply basic rules to promote and use efficiently sophisticated “cloud based” CRM applications 5. Understand the merits of customer segmentation and its impact on company profitability.

	6. Evaluate the Customer Lifetime Value of a base of Customers in BtoB and BtoC environments. 7. Remember how to use CRM tools to make managerial strategic decisions and present them. • Students will also: 8. Develop the ability to communicate and make a professional management presentation. 9. Acquire the basic knowledge to be able to fulfill later Consulting, Marketing/Business Development, Purchasing and Key Account Management positions. 10. Their in-depth knowledge of the salesforce CRM application will be a real plus on the job market.
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	BIBLIOGRAPHY Basic books • Baran, Galka and Strunk, Principles of Customer Relationship Management, Thomson South-Western, 2008 • Ed Peelen, Customer Relationship Management, Prentice Hall, 2005 • Peter Cheverton, Key Account Management, Kogan Page, 2008 Other books that you might want to consult: • Tom Wong and Liz Kao, Salesforce.com for dummies, Wiley Publishing, 2007 • Stanley A. Brown, Customer Relationship Management: A Strategic Imperative in the World of e-Business, John Wiley, 2000 • David J. Finnegan and Leslie P. Willcocks, Implementing CRM, From Technology to Knowledge, John Wiley, 2007 • James C. Anderson and James A. Narus, Business Market Management, Prentice Hall, 1999 • Darmon, René Y., Leading the Sales Force: A Dynamic Management Process, Cambridge University Press, 2007
Websites	https://www.salesforce.com/eu/?ir=1

USING EXCEL FOR BUSINESS DEVELOPMENT

Course Code	MSC.IMBM2.OTELE.0028
ECTS Credits	2
Course Leader	SPIER Peter
Synchronous	18
Discipline	Autre
Program	International Marketing and Business Development Sophia
Prerequisites	this course is not for absolute beginners - some knowledge of excel is necessary. group size may be limited
Course Description	This course will introduce all the needed tools in Excel in a way that will be relevant to future business developers Excel is a tool widely used by managers all around the world. But a large part of the managers use it only as a calculator. This course is designed to drastically increase the skills of the students in the use of Excel. It goes from data analysis with Excel to Optimization problems solving using the Solver. It also covers the creation of a macro by recording.
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	To be provided on K2
Websites	http://itacademy.microsoftlearning.com

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 Spring			
Core courses			
MSC.LFMM2.MKCOR.0101	Growth Strategies in Luxury & Fashion	2	18
MSC.LFMM2.MKCOR.0024	Value Management & Marketing	2	21
NEW	Pricing, Distribution Retail : Supply chain dynamics in luxury	4	33
MSC.LFMM2.MKCOR.0026	Consumers Trends and their impacts on Marketing Strategies	3	24
MSC.LFMM2.FICOR.0065	Finance and Accounting in luxury & Fashion	2	21
MSC.LFMM2.MKCOR.0027	Sustainable development : sustainable value in the luxury industry	2	18
MSC.LFMM2.MKELE.0030	How to build a brand	2	18
MSC.LFMM2.MKELE.0028	Advanced Advertising Strategies	2	15
MSC.LFMM2.MKELE.0029	Advanced Service Management in the luxury industry	2	15
MSC.TRCM2.OTCOR.0200	Career Management 2	0	6
Total Semester Spring		21	189

ADVANCED ADVERTISING STRATEGIES

Course Code	MSC.LFMM2.MKELE.0028
ECTS Credits	2
Course Leader	COSTE-MANIERE Ivan
Synchronous	15
Discipline	Autre
Program	Luxury and Fashion Management
Prerequisites	None
Course Description	Theoretical backgrounds. Mediaplanning tools. International approaches and comparative international surveys. Refining the scope. Mass advertising and split sub-segmentation : niche strategies. The roles and uses of agencies. The key concepts and principales are delivered by lectures. Theoretical implications and practical applications are explored in tutorial discussions using excercises and case studies to develop the skills base, using as much as possible intercultural approaches.
Evaluation	

Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings :
Websites	0

ADVANCED SERVICE MANAGEMENT IN THE LUXURY INDUSTRY

Course Code	MSC.LFMM2.MKELE.0029
ECTS Credits	2
Course Leader	HOFFMANN Jonas
Synchronous	15
Discipline	Autre
Program	Luxury and Fashion Management
Prerequisites	None
Course Description	Theoretical Backgrounds. Luxury services in a 5 star environment in the hospitality industry. Service in the air, private jets. Origins of the hospitality industry, one of the oldest service industries. Time sharing and after sales. Updates in hospitality and multi country surveys. Matching the societal shifts and the consumers behavioural changes to newcoming hotels and services B. Brief Overview of Service Marketing in Luxury

	C. Trends : Understanding the importance of Service in a Luxury-based Industry D. Difference between products and services a. The role of the Services Manager vs. the Product Manager : Implications E. Service Process Map F. Some Marketing Fundamentals specific to Luxury and Fashion industry G. Understanding the Customer in a Services Setting (consumer behaviour) H. Consumer Behavior in Service Encounters I. . The 4Ps plus the 3Ps in luxury branding a. The 3 Ps of Services Marketing : People b. The 3 Ps of Services Marketing : Process/Physical Environment I. Tools and Frameworks in luxury services marketing : SERVQUAL / RATER / SERVICE QUALITY GAPS JExploring Business Models: Pricing Services and Revenue Management
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	K. How can luxury brand innovate through services
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	Lectures obligatoires / Required readings : www.4hoteliers.com , www.hotelsmag.com , www.hotelsnews.com Vertu, Neemrana, HiDesign Lectures Recommandées / Recommended readings : Denney G Rutherford 2001 Hotel Management and Operations . Micah Solomon 2010, Exceptional Service, Exceptional Profit: The secrets of building a 5 star Customer Service
Websites	0

CAREER MANAGEMENT 2

Course Code	MSC.TRCM2.OTCOR.0200
ECTS Credits	0
Course Leader	ANDRE Nathalie
Synchronous	6
Discipline	Autre
Program	Luxury and Fashion Management
Prerequisites	No prerequisites.
Course Description	?? Career Workshops – Tailored to Your Needs

	As a Master 2 student, you'll have access to a variety of career workshops. Depending on your needs and interests, you can choose the sessions that are most relevant for you. Some are designed specifically for M2 students, while others are open to all. ?? M2-Specific Workshops Set Yourself Up for Success (January 2026) ? Discover the support available from the Career Center, key contacts, and essential resources. Get clarity on job market challenges and how to overcome them. Job Search Strategy – France & Abroad (February 2026) ? Learn how to build an effective job search strategy both in France and internationally. Use AI tools to boost your efficiency. Master & Leverage LinkedIn in Your Job Search (February 2026) ? Optimize your LinkedIn profile, learn to use its features (non-premium), and connect effectively with professionals. Decoding the French Job Market (Feb/March 2026) ? Understand contract types, legal aspects, benefits, taxes, work permits, and how speaking French impacts your career in France. ?? Workshops Open to All Students Prepare for a Career Fair (12 January 2026) ? Learn how to make a great impression at recruitment events and use AI to prepare efficiently.
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	CV Masterclass (January/February 2026) ? Build a CV that gets results. Access tools and resources to improve your applications and stand out. Interview Masterclass (February/March 2026) ? Practice challenging interview questions, apply the STAR method, and refine your communication and professionalism.
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	YEP/TALENT AND CAREERS K2 CAREER MANAGEMENT SPACE K2 CAREER TOOLKIT SPACE
Websites	None.

CONSUMERS TRENDS AND THEIR IMPACT ON MARKETING STRATEGIES

Course Code	MSC.LFMM2.MKCOR.0026
ECTS Credits	3
Course Leader	HOFFMANN Jonas
Synchronous	24

Discipline	Autre
Program	Luxury and Fashion Management
Prerequisites	None
Course Description	Consumer behavior is not rocket science, but it is more complicated than that, because human beings are more complicated than the machine. Shortly speaking, this course is to understand why consumers behave in the way they behave. The course involves multiple disciplines including psychology, sociology, behavior science, and marketing of course. The purpose of studying consumer behavior is to improve marketing effectiveness and efficiency. Consumer's behavior is complicated, but thanks to the development of social psychology and behavior science, we could now gain good insight into the principles of consumer behavior. By understanding these principles, we could interpret, predict and even influence consumer's final purchase. Consumer study helps to diagnose the marketing problems. If your previous job is related to marketing or sales, ask yourself how much time you or your boss have spent on understanding your customers. The reality is managers spend very little time in understanding their customers, averagely less than 5% of their working time. When the sales decline, marketing managers always look for answers from 4P. Is there anything wrong with the product? Is the price too high? Am I selling it in the right channel? Is it because the advertising or promotion is not enough? What they should be aware of is that behind each P there is always a C – Consumer. Eventually in many situations, to find out why a marketing stimulus is not effective, marketing managers have to return to consumer study, because it is the consumer who decides to buy or not to buy that product. Therefore, marketers need to check if their marketing stimuli (4P) could appeal to the right motivation, increase consumer attention, improve consumer memory, obtain right interpretation, encourage desirable learning, foster positive attitude and establish customer satisfaction.
Evaluation	
Final Examination (%)	50

Continuous Assessment (%)	50
Academic reference	Lectures obligatoires / Required readings : Title: Consumer Behavior Author: Michael Solomon Publisher: Prentice Hall Edition: 7 edition, 2007 (the 6 edition is also available in Chinese) Title: Customer Behavior: A Managerial Perspective Author: Sheth, Jagdish N., and Banwari Mittal Publisher: Thomson/South-Western Edition: 2nd Edition, 2003 Lectures Recommandées / Recommended readings :
Websites	0

FINANCE AND ACCOUNTABILITY IN LUXURY AND FASHION

Course Code	MSC.LFMM2.FICOR.0065
ECTS Credits	2
Course Leader	SOSCIA Isabella
Synchronous	21
Discipline	Autre
Program	Luxury and Fashion Management
Prerequisites	Curiosity in technical elements, ambition to focus on critical elements of financial world. The course is a basic level and does not require pre acquired technical knowledge.
Course Description	This course is dedicated to all students interested in the luxury business. Doing business is a general pattern, doing business in the luxury field is a part of it. Each professional of the luxury business shall be fully aware of finance possibilities and constraints to become a successful actor of the field.

	This course is thought and drafted to teach the students the backstage existing behind the luxury business façade. - Which are the rationales behind investing in this business? - Which drivers to be used to manage a business in this sector? Throughout the sessions and the lectures students will have disclosure of all the key topics of the finance area of the luxury business including accounting, reporting systems, organization elements, treasury management, real estate, tax and legal, Intellectual Property management, stock markets and financial analysis. Luxury is a business! Investing and managing in luxury means filling in a big puzzle of finance activities that ensure the success (or collapse) of a business venture. Attendees will be up to date and aware of all the relevant areas of an organization acting in the luxury business arena.
Evaluation	
Final Examination (%)	20
Continuous Assessment (%)	80
Academic reference	Lectures obligatoires / Required readings : Collier, P. M., (2012) Accounting for Managers: interpreting accounting information for decision- making, 4th Edition John Wiley and Sons Ltd Lectures Recommandées / Recommended readings : Parker, R. H. (2007) Understanding Company Financial Statements, London, Penguin Business Weetman P. (2006) Financial and Management Accounting: An Introduction, London, FT Prentice Hall Dyson JR (2010) 8th ed Accounting for Non-Accounting Students, London, FT Prentice Hall Perks R & Leiwiy D (2013) 4th ed. Financial Accounting for Non-Specialists, London, McGraw Hill
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	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	

GROWTH STRATEGIES IN LUXURY & FASHION

Course Code	MSC.LFMM2.MKCOR.0101
ECTS Credits	2
Course Leader	POISSON Jérôme
Synchronous	18
Discipline	Autre
Program	Luxury and Fashion Management
Prerequisites	-None
Course Description	-Growth strategies explores strategic growth and innovation approaches undertaken in the luxury field at the offering and ecosystem levels. Building on the course 'Consumer Trends', it takes 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 innovate (Ramirez & Mannervik, 2016; Vargo & Lusch, 2004). Growth strategies (mergers & acquisitions, internationalisation, organic), luxury innovation strategies and the BA2RE strategic approach (Hoffmann & Lecamp, 2015) are presented and discussed. The course follows 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, online retail, sustainability, transparency, inclusivity, geopolitical tensions).
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	References Mandatory sources • Hoffmann, J. and Lecamp, L. (2015) Independent luxury: the four innovation strategies to endure in the consolidation jungle, London: Palgrave-Macmillan. • Hoffmann, J.,

	Ramirez, R. and Lecamp, L. (2018) 'Right on time – Socio-ecological strategy and implications of turbulence in the Swiss watchmaking field', <i>Technological Forecasting and Social Change</i>, 137, 101-117. • Ramirez, R., Churchhouse, S., Palermo, A. and Hoffmann, J. (2017) 'Using Scenario Planning to Reshape Strategy', <i>MIT Sloan Management Review</i>, Summer. Strongly Recommended sources • Hoffmann, J. and Coste-Manière, I. (ed.) (2012) <i>Luxury Strategy in Action</i>, London: Palgrave-Macmillan. • Hoffmann, J. and Coste-Manière, I. (ed.) (2013) <i>Global Luxury Trends</i>, London: Palgrave-Macmillan. • Normann, R. (2001) <i>Reframing Business: when the Map Changes the Landscape</i>, Chichester, NY: Wiley. • Ramirez, R. and Mannervik, U. (2016) <i>Strategy for a Networked World</i>, London: Imperial College Press. • Ramirez, R. and Wilkinson, A. (2016) <i>Strategic Reframing: The Oxford Scenario Planning Approach</i>, Oxford: OUP. • Sempels, C. and Hoffmann, J. (2013) <i>Sustainable Innovation Strategy</i>, London: Palgrave-Macmillan. • Vargo, S. and Lusch, R. (2004) 'Evolving to a New Dominant Logic', <i>Journal of Marketing</i>, 68/1, 1-17. • Vargo, S. and Lusch, R. (2016) 'Service-dominant logic 2025', <i>International Journal of Research in Marketing</i>, 34/1, 46-67. • Trade press: Financial Times, Les Echos, The Economist, www.businessoffashion.com, <i>Journal du Textile</i>, www.businessmontres.com Recommended sources • Berry, C. J. (1994) <i>The Idea of Luxury</i>, Cambridge, UK: Cambridge University Press. • Blanckaert, C. (1996) <i>Les chemins du luxe</i>, Paris: Grasset. • Blanckaert, C. (2011) <i>Luxe</i>, Paris: Cherche-Midi. • Chevalier, M. and Mazzalovo, G. (2008) <i>Luxury Brand Management</i>, London: Wiley. • Delmestry, G. and Greenwood, R. (2016) 'How Cinderella Became a Queen: Theorizing Radical Status Change', <i>Administrative Science Quarterly</i>, 61/4, 507-550. • Donzé, P.-Y. (2011) <i>Histoire de l'Industrie Horlogère Suisse</i>, Neuchâtel: Editions Alphil. • Donzé, P.-Y. (2011) 'The Comeback of the Swiss Watch Industry on the World Market: A Business History of the Swatch Group (1983-2010)', Discussion Paper 11-14, Osaka University. • Frankopan, P. (2015) <i>The Silk Roads</i>, London: Bloomsbury. • Jones, C., Lorenzen, M. and Sapsed, J. (2015) <i>The Oxford Handbook of Creative Industries</i>, Oxford: OUP. • Kapferer, J.-N. and Bastien, V. (2012) <i>The Luxury Strategy</i>, 2nd ed. London: Kogan Page. • Raffaelli, R. (2018) 'Technology Reemergence: Creating New Value for Old Technologies in Swiss Mechanical Watchmaking, 1970-2008', <i>Administrative Science Quarterly</i>, available online 16 May 2018. • Sicard, M.-C. (2010) <i>Luxe, mensonges et marketing</i>, 3rd ed. Paris : Pearson. • Shipilov, A. and Godart, F. (2015) 'Luxury's talent factories', Harvard
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	Business Review, June. • Thomas, D. (2007) <i>Deluxe: How luxury lost its luster</i>, New York: Penguin. Industry Reports • Académie des Technologies (2018) 'Technologie et Soft Power : le cas de l'industrie de la mode et du luxe', Paris: Rapport de l'Académie des Technologies. • Bain & Company and Fondazione Altagamma (2018) <i>Worldwide Markets Monitor</i>, Milan. • BoF and McKinsey (2018) <i>The State of Fashion 2019</i>, London. • ECCIA (2017) 'Securing the Leadership of the European Cultural and Creative Industries in the Digital Era', Paris: Comité Colbert. To go further Networks & Systems • Barabasi, A.-L. (2016) <i>Network Science</i>, Cambridge: Cambridge University Press. • Barabasi, A.-L. (2002) <i>Linked</i>, Philadelphia (PA): Basic Books. • Capra, F., Jakobsen, O. D. (2017) 'A conceptual framework for ecological economics based on systemic principles of life', <i>International Journal of Social Economics</i>, 44, 6, 831-844. • Capra, F. and Luisi, P. L. (2014) <i>The Systems View of Life: A Unifying Vision</i>, Cambridge (UK): Cambridge University Press. • Maturana, H. and Varela, F. (1980) <i>Autopoiesis and cognition the realization of the living</i>, Reidel. • Meadows, D. H. (2008) <i>Thinking in Systems: a Primer</i>, White River Junction: Chelsea Green. • Morin, E. (2015) <i>L'Aventure de La Méthode</i>, Paris: Seuil. Strategy, Foresight & Innovation • Beckert, J. (2016) <i>Imagined Futures</i>, Cambridge, MA: HUP. • Christensen, C. (1997) <i>The Innovator's Dilemma</i>, Boston, MA: HBP. • Fligstein, N. and McAdam, D. (2012) <i>A theory of fields</i>, Oxford: OUP. • Freeman, L. (2013) <i>Strategy: A History</i>, Oxford: OUP. • Kim, W.C. and Mauborgne, R. (2005) <i>Blue Ocean Strategy</i>, Cambridge (MA): HBSP. • Knight, F. (1921) <i>Risk, uncertainty and profit</i>, New York: Sentry Press. • Langley, A. and Tsoukas, H. (2017) <i>The SAGE Handbook of Process Organization Studies</i>, London: SAGE.
Websites	0

HOW TO BUILD A BRAND

Course Code	MSC.LFMM2.MKELE.0030
ECTS Credits	2
Course Leader	COSTE-MANIERE Ivan

Synchronous	18
Discipline	Autre
Program	Luxury and Fashion Management
Prerequisites	None
Course Description	CREATION D'UNE MARQUE DE LUXE (SWISS MADE) EN HORLOGERIE / CREATION OF A SWISS MADE LUXURY WATCH BRAND
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings :
Websites	0

Pricing, Distribution Retail : Supply chain dynamics in luxury

Course Code	MSC.LFMM2.MKCOR.0105
ECTS Credits	4
Course Leader	COSTE-MANIERE Ivan
Synchronous	33
Discipline	Analytics Information & Operations
Program	Luxury and Fashion Management
Prerequisites	
Course Description	
Evaluation	

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

SUSTAINABLE DEVELOPMENT: SUSTAINABLE VALUE IN THE LUXURY INDUSTRY

Course Code	MSC.LFMM2.MKCOR.0027
ECTS Credits	2
Course Leader	SOSCIA Isabella
Synchronous	18
Discipline	Autre
Program	Luxury and Fashion Management
Prerequisites	None
Course Description	The purpose of this course is to train participants with an understanding of sustainability as well as some of the practical approaches to understanding critical social and environmental pressures, assessing their impact on organizations, developing systems for responding to them, and integrating these solutions into an organization's operations and strategy. During the course, we will investigate the challenges of implementing sustainability in a luxury industry context from the perspectives of community impact, labour conditions, climate change, energy use, natural resource use, and ecosystems use. Course will focus on key challenges of sustainability, material risks and opportunities, as well as key trends in response. We will explore companies

	actions used to enhance competitive advantage, as well as possible interventions that can contribute to long-term corporate sustainability and profitability. The participants will deepen their thinking on sustainability and practice while they carry out individual and team research projects that involve applying the concept of sustainability.
Evaluation	
Final Examination (%)	35
Continuous Assessment (%)	65
Academic reference	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings :
Websites	0

VALUE MANAGEMENT & MARKETING

Course Code	MSC.LFMM2.MKCOR.0024
ECTS Credits	2
Course Leader	CHHABRA Sudeep
Synchronous	24
Discipline	Autre
Program	Luxury and Fashion Management
Prerequisites	-None
Course Description	-Maybe one of the hottest topics in contemporary luxury & fashion activities. From merchandising to mystery shopping, at the crossroads of all the other LFM programme s courses, so that all sessions will be stuffed with

	activities, real life cases and finance calculation. The branded value concept and the mystery journey will be at the heart of these sessions.
Evaluation	
Final Examination (%)	80
Continuous Assessment (%)	20
Academic reference	-
Websites	-

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 Spring			
Core courses	The Sport, Event & Hospitality Environment		
VSC.SEMM2.PMCOR.0060	Sports events management	3	24
VSC.SEMM2.PMCOR.0062	Business and management of hospitality 2	3	24
VSC.SEMM2.MKCOR.0116	Professional events: challenges and trends	3	24
VSC.SEMM2.MKCOR.0009	Company Projects 2	2	21
VSC.TRCM2.OTCOR.0200	Career Management 2	0	6
VSC.SEMM2.MKCOR.0120	Managing in the Digital Environment	2	18
VEW	Project Management (Certification)	2	21
VSC.SEMM2.MKCOR.0015	Strategic Sales & Distribution	1	12
VSC.SEMM2.PMELE.0003	Revenue and profitability in event & hospitality	1	12
Elective courses (choose 4)			
VEW	Sport Marketing	1	9
VSC.SEHM2.STCOR.0004	AI for SEHM	1	9
VSC.SEMM2.MKELE.0141	Key trends in Professional Events	1	9
VSC.SEHM2.STCOR.0003	Hospitality Certification : CHIA	1	9
VSC.SEHM2.MKCOR.0130	Social media and Influencer Marketing	1	9
Total Semester Spring		21	189

AI for SEHM

Course Code	MSC.SEHM2.STCOR.0004
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ECTS Credits	1
Course Leader	BOSSARD Frédéric
Synchronous	9
Discipline	
Program	Sport, Event and Hospitality Management
Prerequisites	
Course Description	Artificial Intelligence (AI) is transforming the way sports events are planned, managed, and experienced by fans. This course explores how AI technologies are being integrated into sport event hospitality and management, enhancing operations, engagement, and guest satisfaction. Students will learn how AI is used for ticketing optimization, dynamic pricing, crowd management, smart venue services, and personalized fan experiences. The course also examines the role of AI in hospitality services, including VIP experience customization, predictive staffing, and real-time feedback collection. Key topics include data analytics for event planning, AI-driven marketing for sports audiences, and case studies of major international events using AI tools. Students will gain insights into how AI can improve operational efficiency, safety, and the overall customer journey in large-scale sports events.
Evaluation	
Final Examination (%)	
Continuous Assessment (%)	
Academic reference	
Websites	

CAREER MANAGEMENT 2

Course Code	MSC.TRCM2.OTCOR.0200
ECTS Credits	0
Course Leader	ANDRE Nathalie
Synchronous	6
Discipline	
Program	Sport, Event and Hospitality Management
Prerequisites	No prerequisites.
Course Description	?? Career Workshops – Tailored to Your Needs As a Master 2 student, you'll have access to a variety of career workshops. Depending on your needs and interests, you can choose the sessions that are most relevant for you. Some are designed specifically for M2 students, while others are open to all. ?? M2-Specific Workshops Set Yourself Up for Success (January 2026) ? Discover the support available from the Career Center, key contacts, and essential resources. Get clarity on job market challenges and how to overcome them. Job Search Strategy – France & Abroad (February 2026) ? Learn how to build an effective job search strategy both in France and internationally. Use AI tools to boost your efficiency. Master & Leverage LinkedIn in Your Job Search (February 2026)

	? Optimize your LinkedIn profile, learn to use its features (non-premium), and connect effectively with professionals. Decoding the French Job Market (Feb/March 2026) ? Understand contract types, legal aspects, benefits, taxes, work permits, and how speaking French impacts your career in France. ?? Workshops Open to All Students Prepare for a Career Fair (12 January 2026) ? Learn how to make a great impression at recruitment events and use AI to prepare efficiently. CV Masterclass (January/February 2026) ? Build a CV that gets results. Access tools and resources to improve your applications and stand out. Interview Masterclass (February/March 2026) ? Practice challenging interview questions, apply the STAR method, and refine your communication and professionalism.
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60

Academic reference	YEP/TALENT AND CAREERS K2 CAREER MANAGEMENT SPACE K2 CAREER TOOLKIT SPACE
Websites	None.

Company Projects 2

Course Code	MSC.SEMM2.MKCOR.0009
ECTS Credits	3
Course Leader	WARD-PERKINS David
Synchronous	24
Discipline	Stratégie, Innovation & Entrepreneuriat
Program	Sport, Event and Hospitality Management
Prerequisites	None
Course Description	All students will undertake projects on behalf of third parties: organisations or companies working in the fields of sport management, events or tourism, delivering work to high professional standards. The course will also help students define their career objectives. This project-based course is designed to help you develop knowledge and skills necessary to develop marketing strategies at the organization, in contrast to product, level. Emphasis will be on project planning and management. The project ends with presentations to clients.
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100

Academic reference	Lectures Recommandées / Recommended readings : Tribe, J. (2010). Strategy for Tourism. Oxford: Goodfellows Various readings related to the specific project the students are working on.
Websites	

FRENCH AS A SECOND LANGUAGE 1

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

Academic reference	
Websites	

Hospitality Certification : CHIA

Course Code	MSC.SEHM2.STCOR.0003
ECTS Credits	1
Course Leader	BOSSARD Frédéric
Synchronous	9
Discipline	
Program	Sport, Event and Hospitality Management
Prerequisites	
Course Description	The Certification in Hotel Industry Analytics (CHIA) is a globally recognized credential that provides foundational knowledge in hospitality analytics. Developed by STR, AHLEI, and the American Hotel & Lodging Association, this course is designed for students, hospitality professionals, and educators seeking to understand and apply data-driven decision-making in the hotel industry. The CHIA course focuses on analyzing key performance indicators (KPIs) such as occupancy, ADR (Average Daily Rate), RevPAR (Revenue per Available Room), and market share. Students will learn to interpret benchmarking data, read STR reports, and evaluate the competitive positioning of hotels using real industry datasets. The course prepares students to pass the official CHIA exam and earn the industry-recognized certification.
Evaluation	

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

Key Trends in Professional Events

Course Code	MSC.SEMM2.MKELE.0141
ECTS Credits	1
Course Leader	BREGAND Héliéna
Synchronous	9
Discipline	Management & Organisation
Program	Sport, Event and Hospitality Management
Prerequisites	No specific prerequisites
Course Description	This course covers key trends in professional events, through case study and example, with involvement of guest speakers that are actively involved in the industry.
Evaluation	
Final Examination (%)	50

Continuous Assessment (%)	50
Academic reference	
Websites	

Managing in the Digital Environment

Course Code	MSC.SEMM2.MKCOR.0120
ECTS Credits	2
Course Leader	BIZOLLON Pierre
Synchronous	18
Discipline	Marketing
Program	Sport, Event and Hospitality Management
Prerequisites	No specific prerequisites
Course Description	This course prepares students for an appreciation and understanding of the importance of digital in both marketing and operations: and in the effective use of information technology.
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	
Websites	

Professional Events: challenges and trends

Course Code	MSC.SEMM2.MKCOR.0116
ECTS Credits	3
Course Leader	BREGAND Héliéna
Synchronous	24
Discipline	Management & Organisation
Program	Sport, Event and Hospitality Management
Prerequisites	For SEMTM event track students. For exchange students, no specific prerequisite, but the course presumes an active interest in the events industry.
Course Description	The course covers all aspects of professional events, including congresses, trade fairs, incentives or experiential marketing. Also cultural events and entertainment. The course explains, in particular: bidding for congresses, cultural events and other events marketing the destination servicing events enquiries grouping together local business event suppliers advising government on infrastructure requirements influencing local/regional/national opinion leaders (politicians, civil servants, business and scientific eminences) on behalf of the event industry
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50

Academic reference	Required reading will be posted on SKEMA's e-learning platform by the lecturer.
Websites	

Project Management (Certification)

Course Code	MSC.SEMM2.PMCOR.0065
ECTS Credits	2
Course Leader	BOSSARD Frédéric
Synchronous	21
Discipline	Management & Organization
Program	Sport, Event and Hospitality Management
Prerequisites	
Course Description	The main objective is to understand Agile Project Management practices with PMI. It is also an opportunity to prepare the CAPM certification. The certification requires to practice questions to get used to the wording & the type of questions. We will then regularly perform mock up exams to get prepared at best.
Evaluation	
Final Examination (%)	
Continuous Assessment (%)	

Academic reference	
Websites	

Research Methods

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	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. 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 thesis and, if they want to, it helps them to start their master thesis' dissertation / business plan. 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.
Evaluation	
Final Examination (%)	
Continuous Assessment (%)	
Academic reference	
Websites	

Revenue and profitability in events and hospitality

Course Code	MSC.SEMM2.PMELE.0003
ECTS Credits	1
Course Leader	FRACCHIA Carole
Synchronous	12
Discipline	Management des Opérations
Program	Sport, Event and Hospitality Management
Prerequisites	This course is for SEMTM Event track student. Any exchange student will need to have good notions of Revenue Management and have a strong interest in the hospitality and/or business event industry.
Course Description	The aim of the module is to introduce students to how venues need to consider maximising revenue from different types of operations and the impact it has on business performance. The module will be approached from the viewpoint of the Sales and Marketing Director of a larger venue,

	who needs to manage this complex activity with the aid of the other services of his organization.
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Lectures obligatoires / Required readings : None Lectures Recommandées / Recommended readings : • Hotel Convention Sales, Services and Operations by Golden-Romero, Pat, Editor: Taylor & Francis, 2007 • Precision Marketing : Maximizing Revenue Through Relevance by Zoratti, Sandra, Gallagher, Lee / Kogan Page, 2012
Websites	• Www.nice.acropolis.com • http://www.iccaworld.com/cnt/progmdocs/TST05%20-%20Matthias.pdf • http://revenueyourhotel.com • Event management software : http://ungerboeck.com/home.aspx • - Quality:http://www.iso.org/iso/home.html

Social media and Influencer Marketing

Course Code	MSC.SEHM2.MKCOR.0130
ECTS Credits	1
Course Leader	BOSSARD Frédéric
Synchronous	9
Discipline	
Program	Sport, Event and Hospitality Management
Prerequisites	

Course Description	In today's digital landscape, social media and influencer marketing are essential tools for building brand awareness, driving engagement, and influencing consumer behavior. This course provides a comprehensive overview of how brands can strategically leverage social platforms and collaborate with influencers to achieve their marketing objectives. Students will explore the dynamics of major platforms such as Instagram, TikTok, YouTube, LinkedIn, and emerging channels. The course covers social media strategy development, content creation, audience targeting, community management, and social media analytics. In the influencer marketing component, students will learn how to identify the right influencers, design partnership campaigns, manage brand-influencer relationships, and measure ROI. Ethical considerations, disclosure requirements, and reputation management are also addressed.
Evaluation	
Final Examination (%)	
Continuous Assessment (%)	
Academic reference	
Websites	

Sport Marketing

Course Code	MSC.SEHM2.MKELE.0147
ECTS Credits	1
Course Leader	BOSSARD Frédéric

Synchronous	9
Discipline	Marketing
Program	Sport, Event and Hospitality Management
Prerequisites	
Course Description	Sport is more than a game—it's a powerful industry that drives global engagement, brand loyalty, and major economic impact. This course explores the unique dynamics of Sport Marketing, examining how marketing principles are applied within the world of professional and amateur sports. Students will learn how to develop and implement marketing strategies tailored to sports organizations, events, teams, and athletes. Topics include fan engagement, sponsorship activation, media rights, brand partnerships, merchandising, and digital strategies specific to sports audiences.
Evaluation	
Final Examination (%)	
Continuous Assessment (%)	
Academic reference	
Websites	

Sports Event Management

Course Code	MSC.SEMM2.PMCOR.0060
ECTS Credits	3
Course Leader	CHADWICK Simon

Synchronous	24
Discipline	Management & Organisation
Program	Sport, Event and Hospitality Management
Prerequisites	The students need to have a good general understanding of business administration and marketing.
Course Description	This is a follow-up and extension of the 'Global Business of Sport'. This course is highly focused on practical issues, working on the basis of case studies. As before, the course is run seminar-style, making use of multiple practical examples, inviting guest speaker from the rich and varied world of sports management. The programme as a whole aims to provide students with a good understanding of sports events management, from planning and marketing to execution and evaluation and post-event strategic sports event and tourism development. Students will understand the complexity of stakeholders involved in past or upcoming sports mega events.
Evaluation	
Final Examination (%)	70
Continuous Assessment (%)	30
Academic reference	Lectures obligatoires / Required readings : BEECH, J., KAISER, S. & KASPAR, R. (eds.) 2014. The Business of Events Management, Harlow: Pearson Education. Lectures Recommandées / Recommended readings : BEECH, J. & CHADWICK, S. (eds.) 2013. The Business of Sport Management, 2nd edn. Harlow: Pearson Education. BEECH, J. & CHADWICK, S. (eds.) 2006. The Business of Tourism Management, Harlow: Pearson Education. BULL, C. & WEED, M. 2009. Sports Tourism: Participants, Policy and Providers, 2nd edn. Oxford: Butterworth-Heinemann. HIGHAM, J. (ed.) 2005. Sport Tourism Destinations, London: Elsevier Butterworth-Heinemann. MASTERMAN, G. (2009): Strategic sports event management: an international approach. Amsterdam: Elsevier Butterworth-Heinemann

Websites	www.robertkaspar.com www.olympic.org www.uefa.com www.fifa.com
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Strategic Sales & Distribution

Course Code	MSC.SEMM2.MKCOR.0015
ECTS Credits	1
Course Leader	LANZA Sophie
Synchronous	12
Discipline	Management des Opérations
Program	Sport, Event and Hospitality Management
Prerequisites	No prerequisites
Course Description	Students will consider the strategic importance of distribution in the tourism, events and sports management industries. The course places particular emphasis on reach and on control of cost and image in the selection of direct and indirect distribution channels. Different remuneration systems will be discussed and students will be able to identify leading international operators and agencies in the tourism industry. Students will also discuss the importance of the peer-to-peer economy on travel and tourism distribution.
Evaluation	
Final Examination (%)	70
Continuous Assessment (%)	30
Academic reference	Lectures obligatoires / Required readings : Reading posted on Knowledge Lectures Recommandées / Recommended readings : Camilleri, M.A.

	(2018), « Tourism Distribution Channels ». Cham, Switzerland, Springer Nature.
Websites	Http://www.sabre.com http://www.amadeus.com http://www.travelport.com http://www.etoa.org/ http://www.ceto.to http://www.aito.co.uk/ https://www.abta.com/ http://www.travelweekly.co.uk https://www.travelmole.com https://www.hotelschool.cornell.edu/research/chr/

The Business and Management of Hospitality. Part 2

Course Code	MSC.SEMM2.PMCOR.0062
ECTS Credits	3
Course Leader	STANFORD Davina
Synchronous	24
Discipline	Management & Organisation
Program	Sport, Event and Hospitality Management
Prerequisites	No particular prerequisites
Course Description	This wide-ranging course covers the whole gamut of tourism activity and tourism management, including travel and transport; destination management; business and leisure tourism; hospitality; tourism product/experience creation; sustainability; and many other topics. The focus is on the way tourism is evolving and on the ways that destinations and operators are modifying their approach to respond to emerging conditions. The course is run workshop-style, to confront students with cases to analyse and real issues to resolve.
Evaluation	

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