

Course Catalogue
BBA Programme
Incoming Exchange Students
Belo Horizonte Campus
Fall 2026



Dear Exchange Students,

Welcome to SKEMA Business School!

Here are a few key instructions on how to consult properly the **Belo Horizonte BBA Course Catalogue Fall 2026**.

Please read these instructions carefully:

- 1) Students are expected to follow a minimum of 15 ECTS credits per semester.
- 2) Students can take maximum 30 ECTS credits per semester.
- 3) When you choose your courses, please pay attention to the slots due to frequent scheduling clashes.
- 4) Courses within the catalogue are subject to slight changes.
- 5) There is a maximum number of seats available per course.

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BAC.EAINA.STBUS.4302 – Artificial Intelligence for Business & Society

BBA

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0h	0h	0h	0h	0h	40%	60%	100%

Course Manager & Teaching Team

Course Manager : MILLELIRI André

Academic Characteristics

Credits : 6 Discipline : Management & Organisation Teaching Languages : English Open to Exchange : No

Course Description

Course Description :

Artificial Intelligence (AI) is transforming organizations, industries, and society at large. This course introduces the foundations of AI and explores how AI technologies influence business processes, entrepreneurship, labor markets, sustainability, and healthcare systems. Students will examine both opportunities and challenges of AI adoption, including governance, ethics, and societal implications. The course combines conceptual foundations with applied case studies and discussions.

Pedagogical Objectives

Pedagogical Objectives :

By the end of the course students will be able to:

- Understand core AI and machine learning concepts
- Analyze how AI supports data-driven decision making
- Evaluate AI adoption in business processes and organizations
- Assess the impact of AI on entrepreneurship and innovation ecosystems
- Understand societal implications including labor, sustainability, and healthcare
- Critically reflect on ethical, governance, and human-centered AI issues
- Apply frameworks to evaluate AI opportunities in organizations

Course Schedule

Course Schedule :

Module 1 — Introduction to AI in Business and Society (3 hours)

Topics

- AI evolution and current technological landscape
- AI as a driver of digital transformation
- Opportunities and risks of AI adoption
- Overview of AI in business and societal contexts

Learning outcomes

- Understand the strategic relevance of AI for organizations and society
- Identify key domains where AI is transforming industries

Reading

- Introduction chapter

PART I – Technological Foundations of AI

Module 2 — Artificial Intelligence and Machine Learning Fundamentals (3 hours)

Topics

- Definitions of AI and machine learning
- Types of AI systems
- AI applications across sectors
- Key components of intelligent systems

Learning outcomes

- Explain basic AI terminology and architecture
- Distinguish between AI, ML, and related technologies

Reading

- Chapter 1: Artificial and Machine Learning: Definitions and Applications

Module 3 — AI for Data-Driven Decision Making (3 hours)

Topics

- Data-driven organizations
- Predictive analytics and AI
- Business intelligence and AI integration
- AI decision-support systems

Learning outcomes

- Understand how AI supports managerial decision-making
- Evaluate the benefits and limitations of AI analytics

Reading

- Chapter 2: Adopting Machine Learning and AI for Data-Driven Decisions

Module 4 — Neural Networks and Deep Learning (3 hours)

Topics

- Neural network architectures
- Deep learning models
- Applications in business analytics
- Limitations and risks

Learning outcomes

- Understand how neural networks work conceptually
- Recognize business use cases of deep learning

Reading

- Chapter 3: Neural Networks and Deep Learning

PART II – AI in Business: Opportunities and Challenges

Module 5 — AI in Human Resource Management (3 hours)

Topics

- AI recruitment and talent analytics
- Algorithmic management
- HR automation
- Ethical and organizational implications

Learning outcomes

- Evaluate AI applications in HR processes
- Understand fairness and bias issues in hiring algorithms

Reading

- Chapter 4: Artificial Intelligence in Human Resource Management

Module 6 — Process Automation and Robotic Process Automation (3 hours)

Topics

- Business process automation
- Robotic Process Automation (RPA)
- Evaluating automation opportunities
- Implementation challenges

Learning outcomes

- Identify processes suitable for AI and RPA
- Analyze benefits and risks of automation strategies

Reading

- Chapter 5: Evaluating Business Processes for Robotic Process Automation

Module 7 — AI Entrepreneurship and Innovation Ecosystems (3 hours)

Topics

- AI startups and digital entrepreneurship
- AI innovation ecosystems
- Venture capital and AI-driven firms
- Case studies from Italy

Learning outcomes

- Understand the role of AI in entrepreneurial ecosystems
- Analyze how startups leverage AI technologies

Reading

- Chapter 6: Startups and Artificial Intelligence

Module 8 — AI Integration with Emerging Technologies (3 hours)

Topics

- AI and blockchain
- AI and cryptocurrency systems
- Data governance and decentralized technologies
- Strategic implications

Learning outcomes

- Understand the convergence of AI and blockchain technologies
- Evaluate business applications of integrated technologies

Reading

- Chapter 7: Integrating AI with Blockchain and Cryptocurrency

PART III – Societal Impact of AI

Module 9 — AI, Work, Skills, and Sustainability (3 hours)

Topics

- AI and the future of work
- Human capital transformation
- AI and sustainability challenges
- Socioeconomic implications

Learning outcomes

- Assess the labor market impact of AI
- Understand AI's potential contribution to sustainability

Reading

- Chapter 8: AI Human Capital, Jobs and Skills
- Chapter 9: AI for Sustainability

Module 10 — AI in Healthcare and Human-Centered Systems (3 hours)

Topics

- AI-enabled healthcare systems
- AI in patient journeys
- AI for logistics and healthcare delivery
- Human-centered AI design

Learning outcomes

- Evaluate healthcare applications of AI
- Understand the importance of human-centered AI systems

Reading

- Chapter 10: AI in the Phygital Care Journey
- Chapter 11: AI in Healthcare Logistics
- Chapter 12: Designing Human-Centered AI Systems

Teaching Methods

- Lectures
- Case study discussions
- AI tools demonstrations
- Group discussions
- Guest speaker or practitioner talk (optional)

Certifications & Legal Mentions

Certifications :N/A

BAC.EAINA.OTCOM.1100 – CREATIVITY MANAGEMENT

BBA

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0h	0h	0h	0h	0h	40%	60%	100%

Course Manager & Teaching Team

Course Manager : JOUSSEMET Caroline

Teaching Team : Sophia: Renata Kaminska Lille: Gulnara Valitova

Academic Characteristics

Credits : 6
Discipline : Stratégie, Innovation & Entreprenariat

Teaching Languages : English

Open to Exchange : No

Course Description

Course Description :

This course explores creativity as a mindset, a tool that may include, but goes beyond artistic creation. During the course of the semester, we establish a foundational base of creativity and examine key concepts regarding how creativity is fostered in various contexts. We draw on case studies and examples which highlight creativity in various milieus. In addition we will practice and polish techniques which help one to hone creative confidence, to innovate and to manage better. As this is an energetic and vivacious discipline, students will be asked to participate and actively collaborate.

Pedagogical Objectives

Pedagogical Objectives :

Knowledge and Understanding (subject specific) - The student is expected to:

Develop an understanding of factors fostering/hindering individual and collective creativity.

Cognitive / Intellectual Skills (generic) - The student is expected to:

Create conditions to advance his/her creative thinking.

Key Transferable Skills (generic) The student is expected to:

Work effectively in diverse teams.

Practical Skills (subject specific)

Actively participate in collaborative teams and apply creativity techniques and methods to solve problems.

Prerequisites

Prerequisites :

None

Course Schedule

Course Schedule :

Session 1: Introduction to the Course. What is Creativity and Why is it Important?
Session 2: Creativity and Individuals
Session 3: Creativity as a Social Process
Session 4: Creativity and Cognitive Diversity
Session 5: Networks and Creativity: the Case of Coco Chanel
MIDTERM
Session 6: Designing Creative Organizations
Session 7: Managing Creative Teams
Session 8: Artificial Intelligence and Creativity
Session 9: Research Project Workshop
Session 10: Final research project presentations (in groups). All group members must take part in these presentations.

Academic References

Academic Reference :

Session 1: Amabile, T. M. (2012). Componential theory of creativity. Harvard Business School Working Paper No. 12-096.
Session 2: Amabile, T. M. (1983). The social psychology of creativity: a componential conceptualization. *Journal of personality and social psychology*, 45(2), 357.
Session 3: Elisondo, R. (2016). Creativity is always a social process. *Creativity. Theories–Research-Applications*, 3(2), 194-210.
Session 4: Friedman, H. H., Friedman, L. W., & Leverton, C. (2016). Increase diversity to boost creativity and enhance problem solving. *Psychosociological Issues in Human Resource Management*, 4(2),7.
Session 5: Cattani, G., Colucci, M., & Ferriani, S. (2016). Chanel's creative trajectory in the field of fashion: The optimal network structuration strategy. *Multidisciplinary contributions to the science of creative thinking*, 117-132.
Session 6:
• Blomberg, A. J., & Kallio, T. J. (2022). A review of the physical context of creativity: A three-dimensional framework for investigating the physical context of creativity. *International Journal of Management Reviews*, 24(3), 433-451.
• Catmull, E. (2008). *How Pixar fosters collective creativity*. Boston, MA: Harvard Business School Publishing.
Session 7:
• Slayton, M., Bristol, A. S., & Viskontas, I. V. (2019). Factors affecting group creativity: Lessons from musical ensembles. *Current Opinion in Behavioral Sciences*, 27, 169-174.
• Groysberg, B., Nanda, A., & Nohria, N. (2004). *The risky business of hiring stars*.
Session 8:
• Vinchon, F., Lubart, T., Bartolotta, S., Gironnay, V., Botella, M., Bourgeois-Bougrine, S., ... & Gaggioli, A. (2023). Artificial intelligence & creativity: A manifesto for collaboration. *The Journal of Creative Behavior*, 57(4), 472-484.
• Grilli, L., & Pedota, M. (2024). Creativity and artificial intelligence: A multilevel perspective. *Creativity and innovation management*, 33(2), 234-247.

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE

BAC.EAINA.STBUS.2100 – ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT

BBA

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0h	0h	0h	0h	0h	40%	60%	100%

Course Manager & Teaching Team

Course Manager : SMITH Devin

Academic Characteristics

Credits : 6
Discipline : Stratégie, Innovation & Entrepreneuriat

Teaching Languages : English

Open to Exchange : No

Course Description

Course Description :

This course is designed to integrate the core concepts of entrepreneurship with managing a small business. Managing a small business is very different from managing a large one primarily due to the limited resources available to small businesses. These limitations can result in budget constraints, staffing issues, and market boundaries. Small business management requires creativity, innovation, and significant customer, financial, and market insights in order to survive in a volatile business environment.

Pedagogical Objectives

Pedagogical Objectives :

Knowledge and Understanding (subject specific) - The student is expected to:

- The student is expected to understand any aspect of managing a business
- Plan effectively future action and monitor past actions.
- Understand the dynamics of small business growth and risk management
- Analyze the impact of both internal and external factors on growth and profitability

Cognitive / Intellectual Skills (generic) - The student is expected to:

- The student is expected to have a solid knowledge of customer management, financial, legal and accounting management, marketing and innovation.
- Critically evaluate business opportunities using different analysis models
- Engage in decision-making practices towards strategic outcomes

Key Transferable Skills (generic) The student is expected to:

- The student is expected to apply what has been learned in practical business life.
- Demonstrate effective communication and negotiation skills
- Show leadership and teamwork skills
- Apply time management and organizational skills

Practical Skills (subject specific)

- Navigate the entrepreneurship development through pitch development of a new business.
- Development business plan implementation expertise
- Optimize the use of digital tools and technologies

Course Schedule

Course Schedule :

Week 1 - Introduction to entrepreneurship Business & entrepreneur mindset Assess yourself Week 2 - Turning an idea into a business model Week 3 - The startup case - design the organisation Week 4 - The franchise case - Find the right match and understand the model Week 5 - The innovation ecosystem Week 6 - Raising money Love money, banks and Venture Capital Week 7 - Legal aspects - Get proper legal assistance Week 8 - Accounting and finance - Survival guide to day-to-day management and financial forecasting Week 9 - Market and price your products Week 10 - Sales - Managing a sales team, build a robust pipeline and ensure it execution Week 11 - Efficient communication, PR and advertising Week 12 - Efficient people management - Leadership or management? Week 13 - All set for growth - a winning team and organisation

Academic References

Academic Reference :

To be provided in class...

Websites :

To be provided in class...

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE IA

BAC.EAINA.OTHUM.3600 – GEOPOLITICS

BBA

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0h	0h	0h	0h	0h	40%	60%	100%

Course Manager & Teaching Team

Course Manager : MAUCLAIR-AUGUSTIN Brandon

Academic Characteristics

Credits : 6 Discipline : Autre Teaching Languages : English Open to Exchange : No

Course Description

Course Description :

In this geopolitics class, we will explore the fundamental concepts and key issues shaping the global political landscape today. We will analyze how geography, power, and international relations intersect to influence the actions of states and non-state actors. Key topics will include the new faces of war today, the rise of artificial intelligence, the geopolitics in fiction, trade and the new challenges connected to the oceans and the space race. We will also examine current geopolitical crises, from territorial disputes to economic sanctions, and how these dynamics affect the stability of our world.

Course Schedule

Course Schedule :

1 General Introduction, Global World & International Relations, Main geopolitics concepts and world crisis

2 Lecture: Today's wars, Wars of yesterday?

Classwork Produce a short oral synthesis from documents dealing with one of the following conflicts: The War in Ukraine The Mexican War on Drugs The Sahel Insurgency The Burma civil war 3

Lecture: New fields of conquest: space and oceans.

Classwork Roleplaying. Should space be a conflict-free zone?

4

Lecture: Artificial Intelligence and International relations.

Classwork Prepare for a debate dealing with the following topic: "Should Artificial Intelligence be considered as a force of good?"

5 Lecture: Arts and culture.

Classwork Short presentation. The soft power of a country of your choosing Homework. Writing the presentation. The presentation must be at most one page long (300 words) 6 Lecture: Ideologies and the clash of worldviews.

SKEMA GLOBAL BBA SYLLABUS

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CAMPUS: Lille ACADEMIC YEAR: 2024/2025

Classwork Produce a short analysis of a text issued from one of several geopolitical concepts 7

Lecture: Industry and trade: a "doux commerce"?

Classwork Debate. "Protectionism and Free-Trade". Model of United Nations simulation Homework.

Create a small video. Defend your position in the debate in three minutes / Defend your position in the debate in one minute

8

Lecture: Geopolitics in fiction.

Classwork Geopolitics in fiction. Create an imaginary geopolitical conflict in a fantasy world 9 FINAL

PROJECT: ESSAY

10 FINAL PROJECT PRESENTATION: TO SOLVE A GEOPOLITICAL CRISES

Academic References

Academic Reference :

World Atlas of Global Issues, Sciences Po Paris

Certifications & Legal Mentions

Certifications :

N/A

BAC.EAINA.OTHUM.3031 – History, Culture, & Society- Brazil

BBA

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0h	0h	0h	0h	0h	40%	60%	100%

Course Manager & Teaching Team

Course Manager : FISHER Jack

Academic Characteristics

Credits : 6 Discipline : Droit & Humanités Teaching Languages : English Open to Exchange : Yes

Course Description

Course Description :

This course introduces Brazilian history, geography, and culture with an emphasis on regional diversity and major tourist destinations. It explores how historical processes and geographic characteristics have shaped Brazil's cultural identity. The course serves as a practical guide to understanding Brazil as a country and as a travel destination.

Pedagogical Objectives

Pedagogical Objectives :

By the end of the course, students will be able to:

- Identify key periods in Brazilian history
- Understand Brazil's geographic regions and main characteristics
- Recognize cultural diversity and traditions
- Describe major tourist destinations and their importance
- Analyze the relationship between geography and development
- Apply knowledge of Brazil in cultural and tourism contexts

Course Schedule

Course Schedule :

MODULE 1 – INTRODUCTION AND GEOGRAPHY

Class 1: Introduction to Brazil (territory, population, identity)

Class 2: Regions of Brazil and main characteristics

Class 3: Climate, biomes, and natural resources

Class 4: Major cities and urbanization

MODULE 2 – HISTORY OF BRAZIL

Class 5: Indigenous peoples and colonization

Class 6: Slavery and economic cycles

Class 7: Independence and Empire

Class 8: Republic and modern Brazil

Class 9: MIDTERM EXAM

MODULE 3 – CULTURE AND SOCIETY

Class 10: Cultural diversity and ethnic influences
Class 11: Religion, music, and festivals
Class 12: Brazilian cuisine and traditions

MODULE 4 – TOURISM IN BRAZIL

Class 13: Southeast (Rio de Janeiro, São Paulo, Minas Gerais)
Class 14: Northeast (Bahia, Pernambuco, Ceará)
Class 15: South (culture and landscapes)
Class 16: Midwest and Brasília
Class 17: North and Amazon

MODULE 5 – BRAZIL TODAY AND APPLICATIONS

Class 18: Brazil in the global context and tourism economy
Class 19: Case studies and student presentations
Class 20: FINAL EXAM

Academic References

Academic Reference :

- Garcia, Jorge – História da Riqueza no Brasil. Estação Brasil
- Fausto, B. – A Concise History of Brazil
- IBGE – Geography of Brazil

Certifications & Legal Mentions

Certifications :

- Schwarcz, L. M. & Starling, H. M. – Brazil: A Biography
- National Geographic – Brazil
- Ministério do Turismo – Official resources

BAC.EAINA.STBUS.2990 – Introduction to Business Research

BBA

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0h	30.00h	0.00h	0.00h	0.00h	40%	60%	100%

Course Manager & Teaching Team

Course Manager : MAUCLAIR-AUGUSTIN Brandon

Academic Characteristics

Credits : 6
Discipline : Stratégie, Innovation & Entreprenariat

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course provides a comprehensive introduction to the principles and practices of business research, with a strong emphasis on its application to the development of a Business Plan. Students will learn how to define research problems, design methodologies, collect and analyze data, and transform insights into strategic decisions. Throughout the course, students will progressively build a Business Plan supported by rigorous research, integrating market analysis, competitive intelligence, and evidence-based decision-making. Ethical considerations and effective communication of results are also emphasized.

Pedagogical Objectives

Pedagogical Objectives :

By the end of this course, students will be able to:

- Understand the role of research in entrepreneurial and managerial decision-making
- Formulate research problems aligned with business opportunities
- Design and apply qualitative and quantitative research methods
- Collect, analyze, and interpret data to support business decisions
- Conduct market, customer, and competitor analysis
- Develop a structured and evidence-based Business Plan
- Translate research findings into actionable strategies
- Communicate research insights effectively in professional formats
- Apply ethical principles in business research and planning

Course Schedule

Course Schedule :

1. Introduction to Business Research and Business Planning
 - o Role of research in entrepreneurship and innovation
 - o Structure and purpose of a Business Plan
2. Opportunity Identification and Problem Definition

- o Identifying market gaps and opportunities
- o Defining research objectives aligned with the Business Plan
- 3. Research Design for Business Planning
 - o Exploratory, descriptive, and causal research
 - o Aligning research design with business model development
- 4. Market Research and Industry Analysis
 - o Market sizing and segmentation
 - o Industry structure and competitive analysis (e.g., Porter's Five Forces)
- 5. Customer Research
 - o Customer needs, behavior, and value perception
 - o Techniques: surveys, interviews, focus groups
- 6. Data Collection and Sampling
 - o Primary and secondary data sources
 - o Sampling techniques for market validation
- 7. Data Analysis for Decision-Making
 - o Descriptive and basic inferential statistics
 - o Interpreting data for business insights
- 8. Value Proposition and Business Model Development
 - o Translating research into value creation
 - o Business Model Canvas
- 9. Financial and Feasibility Analysis
 - o Basic financial projections
 - o Cost structure, revenue streams, and viability
- 10. Business Plan Development (Applied Project)
 - o Structuring the Business Plan
 - o Integrating research findings into each section
 - o Writing and presenting the final Business Plan
- 11. Communication and Presentation of Results
 - o Data visualization and storytelling
 - o Pitching the Business Plan
- 12. Ethics in Business Research and Entrepreneurship
 - o Ethical data collection and use
 - o Responsible innovation

Academic References

Academic Reference :

Matanda, Ephraim. Applied Business Research Methods and Statistics. Langaa RPCIG, 2025.
Available in:
<https://skema.scholarvox.com/catalog/book/docid/88975674?searchterm=Business%20Research%20Methods>

Omeihe, Kingsley Obi; Harrison, Christian. Qualitative Research Methods for Business Students. SAGE, 2024. Available in:
<https://skema.scholarvox.com/catalog/book/docid/88975872?searchterm=Business%20Research%20Methods>

D O'Gorman, Kevin; Macintosh, Robert. Research Methods for Business and Management. Goodfellow Publishers, 2015. Available in:
<https://skema.scholarvox.com/catalog/book/docid/88961096?searchterm=Business%20Research%20Methods>

Supplementary bibliography

Remenyi, Dan Williams, Brian Money, Arthur. Doing Research in Business and Management: An Introduction to Process and Method Ed. 1. SAGE Publications, 1998. Available in:
<https://skema.scholarvox.com/catalog/book/docid/88869322?searchterm=Business%20Research%20Methods>

Lee, Nick Lings, Ian. Doing Business Research: A Guide to Theory and Practice Ed. 1. SAGE Publications, 2008. Available in:
<https://skema.scholarvox.com/catalog/book/docid/88869861?searchterm=business%20research>

50Minutes.com . Business Plan Checklist : Plan your way to business success. 50 Minutes, 2015.

Available in:

<https://skema.scholarvox.com/catalog/book/docid/88857109?searchterm=business%20plan>

Certifications & Legal Mentions

Certifications :

N/A

BAC.EAINA.FIBUS.3403 – Introduction to Finance

BBA

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0h	30.00h	0h	0h	0h	40%	60%	100%

Course Manager & Teaching Team

Course Manager : DALMASSO Audrey

Academic Characteristics

Credits : 6 Discipline : Economie Teaching Languages : English Open to Exchange : Yes

Course Description

Course Description :

The Introduction to Finance course develops competencies for financial analysis and decision-making in organizational environments, based on the understanding of the time value of money and the evaluation of financing and investment alternatives. The course introduces fundamental concepts of financial mathematics, including simple and compound interest, nominal and effective interest rates, equivalent and proportional rates, financial discounting, and payment series.

Students will explore loan amortization systems, including the French amortization system (Price) and the Constant Amortization System (SAC), and evaluate financing structures and investment opportunities. The course emphasizes practical application through the use of financial calculators (HP 12C), spreadsheets (Excel), and specialized financial software, enabling students to develop quantitative reasoning and managerial decision-making skills.

The course also introduces the use of financial tools for capital budgeting, cost of capital estimation, and risk-return evaluation, preparing students for practical financial decision-making in corporate environments.

Pedagogical Objectives

Pedagogical Objectives :

Knowledge and Understanding (subject specific) – The student is expected to:

- Understand the time value of money
- Understand simple and compound capitalization regimes
- Understand nominal, effective, proportional, and equivalent interest rates
- Understand financial discounting and payment series
- Understand amortization systems and loan structures
- Understand financial decision-making using quantitative tools
- Understand financing and investment evaluation methods

Cognitive / Intellectual Skills (generic) – The student is expected to:

- Develop quantitative reasoning
- Interpret financial scenarios
- Analyze financing and investment alternatives
- Apply financial mathematics to real-world decision-making

Key Transferable Skills (generic) – The student is expected to:
Develop analytical and problem-solving skills
Develop spreadsheet and financial calculator skills
Develop decision-making skills in financial environments

Practical Skills (subject specific)
Use financial calculator HP 12C
Use Excel for financial calculations
Use financial tools to evaluate investments and financing
Apply amortization systems and financial decision-making

Course Schedule

Course Schedule :

Introduction to Applied Finance
Time Value of Money
Simple Interest and Compound Interest
Nominal and Effective Interest Rates
Equivalent and Proportional Rates
Financial Discounting
Payment Series (Ordinary and Annuities Due)
Present Value and Future Value Calculations
Loan Amortization Systems
French System (Price)
Constant Amortization System (SAC)
Capital Budgeting Fundamentals
Investment Decision Criteria
Risk and Return Concepts
Use of Financial Calculators (HP 12C)
Excel for Financial Analysis
Financial Decision-Making Applications
Case Studies in Financing and Investment

Academic References

Academic Reference :

ASSAF NETO, Alexandre. Matemática Financeira. 2. ed. São Paulo: Atlas, 2023.
BERK, Jonathan; DEMARZO, Peter. Corporate Finance. 6th ed. Essex: Pearson, 2024.
FOCARDI, Sergio M.; FABOZZI, Frank J.; BALI, Turan G. Mathematical Methods for Finance: Tools for Asset and Risk Management. Hoboken, NJ: Wiley, 2013.

Supplementary Bibliography

ASQUITH, Paul; WEISS, Lawrence A. Lessons in Corporate Finance. 2nd ed. Hoboken, NJ: Wiley, 2019.
BREALEY, Richard; MYERS, Stewart; ALLEN, Franklin. Princípios de Finanças Corporativas. 12. ed. Porto Alegre: AMGH, 2018.
HILLIER, David; ROSS, Stephen A.; WESTERFIELD, Randolph W.; JAFFE, Jeffrey F.; JORDAN, Bradford. Corporate Finance. London: McGraw-Hill, 2021.

Websites :

ASQUITH, Paul; WEISS, Lawrence A. Lessons in Corporate Finance. 2nd ed. Hoboken, NJ: Wiley, 2019.
BREALEY, Richard; MYERS, Stewart; ALLEN, Franklin. Princípios de Finanças Corporativas. 12. ed. Porto Alegre: AMGH, 2018.
HILLIER, David; ROSS, Stephen A.; WESTERFIELD, Randolph W.; JAFFE, Jeffrey F.; JORDAN, Bradford. Corporate Finance. London: McGraw-Hill, 2021.

Certifications & Legal Mentions

Certifications :

N/A

BAC.EAINA.STBUS.4900 – Lean Operations and Strategic Sourcing

BBA

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0h	0h	0h	0h	0h	40%	60%	100%

Course Manager & Teaching Team

Course Manager : MACEDO Roberta

Academic Characteristics

Credits : 6 Discipline : Autre Teaching Languages : English Open to Exchange : Yes

Course Description

Course Description :

Six Sigma. DMAIC. Lean. The 7 Quality Tools. Quality Function Deployment (QFD). Cost of Quality. Kanban. 5S. SERVQUAL. Certification Systems. PNQ (National Quality Award); Statistical Process Control; QFD. Product Development Process. Product Strategic Planning. Design. Product Life Cycle and Cost.

Students are required to develop an improvement project through the application of quality tools in one of the various areas of Management to be selected, such as: Sustainability and ESG, Industry, Production, Operations, Logistics, Quality, Corporate Procurement, People and Team Management, Corporate Communication, Innovation, Digital Transformation, Business Intelligence, Enterprise Management Systems, International Negotiation, Finance, Audit and Control, Corporate Finance, Mergers and Acquisitions, Risk Management, Retail Marketing, Creativity Management, Branding, Intellectual Property, E-commerce and E-business, Luxury Market, Strategy, Decision-Making, and Corporate Ethics.

Pedagogical Objectives

Pedagogical Objectives :

To enable students to understand, apply, and evaluate Lean and quality methodologies and tools, with a focus on strategic operations and the generation of sustainable value for organizations.

Specific objectives:

Understand the fundamentals of Lean, Six Sigma, and their tools.
Apply quality tools to solve organizational problems.
Understand and use methods for strategic planning of products and processes.
Develop continuous improvement projects in different areas of management.
Evaluate quality costs, product life cycle, and applicable certifications.

Course Schedule

Course Schedule :

Introduction to Lean and Six Sigma.
DMAIC and quality tools.
Kanban, 5S, and SERVQUAL.
Quality Function Deployment (QFD).
Cost of quality and certification systems.
Statistical Process Control.
Product development and strategic product planning.
Design, product life cycle, and cost.
Practical applications in management areas.

Academic References

Academic Reference :

BALLÉ, M.; JONES, D. T.; CHAIZE, J. A estratégia lean: para criar vantagem competitiva, inovar e produzir com crescimento sustentável. Porto Alegre: Bookman, 2019. E-book. ISBN 9788582605226. Disponível em:
<https://integrada.minhabiblioteca.com.br/reader/books/9788582605226/>.

BRENIG-JONES, M.; DOWDALL, J. Lean Six Sigma for leaders: a practical guide for leaders to transform the way they run their organization. Hoboken, NJ: John Wiley & Sons, 2018. E-book. eISBN 9781119463375. Retrieved from:
<https://skema.scholarvox.com/catalog/book/docid/88945169>.

GESTÃO da qualidade: tópicos avançados. São Paulo: Cengage Learning Brasil, 2024. E-book. ISBN 9786555581997. Disponível em:
<https://integrada.minhabiblioteca.com.br/reader/books/9786555581997/>.

NANDAKUMAR, M. Lean product management. Birmingham, UK: Packt Publishing, 2018. E-book. eISBN 9781788832977. Retrieved from:
<https://skema.scholarvox.com/catalog/book/docid/88856942>.

Supplementary bibliography

GOMES, E.; FRANÇA, R. Lean governance: como levar sua startup ao futuro. Belo Horizonte, MG: Del Rey, 2024. ISBN 9786500791839.

NIGHTINGALE, D. J.; SRINIVASAN, J. Beyond the Lean revolution: achieving successful and sustainable enterprise transformation. New York, NY: Amacom, 2011. E-book. eISBN 9780814417102. Retrieved from: <https://skema.scholarvox.com/catalog/book/docid/88811011>.

RIES, E. The Lean startup: how today's entrepreneurs use continuous innovation to create radically successful businesses. New York: Currency, c2014. ISBN 9780307887894.

Certifications & Legal Mentions

Certifications :

N/A

BAC.EAINA.MKBUS.3601 – MARKETING PRINCIPLES

BBA

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0h	30.00h	0.00h	0.00h	0.00h	40%	60%	100%

Course Manager & Teaching Team

Course Manager : JOUSSEMET Caroline

Teaching Team : Sophia Antipolis: Emilie Boyom Lille: Thi Thanh Huong TRAN

Academic Characteristics

Credits : 6 Discipline : Marketing Teaching Languages : English Open to Exchange : Yes

Course Description

Course Description :

This course is designed as an introduction to the principles of marketing and the marketing function in product and service-oriented organisations. The course will focus on the understanding of key concepts in marketing and their application through case studies. Students will be exposed to marketing analysis, planning, implementation and control, while learning how to write a marketing plan through the marketing project, which is an important component of this course.

Pedagogical Objectives

Pedagogical Objectives :

Understand the importance of and implement marketing research and be able to perform a SWOT analysis.

Integrate their knowledge of marketing into strategic planning to gain competitive advantage and create environment and social business practices . Learn how to segment consumer markets, develop strategies for targeting and positioning. Synthesize their knowledge on products and product life-cycle (PLC), service development, proper pricing and distribution as well as value communication to develop marketing mix strategies .

Understand the role and importance of ethics and sustainability in marketing and controlling marketing activities and results.

Key Transferable Skills (generic) The student is expected to:

Understand the importance of value creation and management for businesses. Develop a recognition of the complex socio-cultural, economic, and political contexts that surround the development of sustainable business practices. Develop team-work and time management skills to succeed in projects.

Manage and monitor their own progress through exams and in-class activities.

Practical Skills (subject specific)

Define and develop an appropriate and effective business mission statement. Come up with an adequate value-driven marketing strategy. Develop a segmentation, targeting, and positioning (STP) that matches the mission statement. Create effective marketing mix strategies to fit the STP.

Be able to design and manage marketing research activities. Be able to evaluate a business portfolio and write a marketing plan.

Prerequisites

Prerequisites :

None

Course Schedule

Course Schedule :

Definition & General Concepts of Marketing Presentation of the semester Marketing, Ethics & Social Responsibility Analyzing the Marketing Environment Understanding Consumer Behaviour & Competitors Midterm1/ 11:30 AM - 1:00 PM Managing Marketing Information & Marketing Research Marketing Research (Continued) Market Segmentation, Targeting, Differentiation & Positioning Spring Break - No Class Understanding the Marketing Strategy Midterm2/ 11:30 AM to 1:00 PM New Product Development, Product & Branding Decisions, Product life cycle Pricing The Promotion-Mix Distribution Marketing Implementation & Control. Marketing department organization. Review: Trap ease Case + past exams

Session 1 / 8 – 12 Sep.

Introduction to Marketing

(Definition & General Concepts & Functions of Marketing, Value)

Socially Responsible Marketing

(Ethical Marketing & Corporate Social Responsibility)

Session 2 / 15 – 19 Sep.

The Marketing Environment

(Analyzing the Micro & Macro Environment, Competitor Analysis, SWOT, PESTEL)

Session 3 / 22 – 26 Sep.

Consumer Behavior

(Understanding Consumers Behavior, Decision making process)

Session 4 / 29 Sep. – 3 Oct.

Managing Marketing Information

(Designing & Conducting Market Research, Research Methods)

Session 5 / 6 – 10 Oct.

Marketing and Strategic Planning

(Defining Company Mission & Objectives, Designing the Business Portfolio)

13 – 17 Oct.

Midterm Exam

Session 6 / 27 – 31 Oct.

STP: Segmentation, Targeting and Positioning

(Segmenting Consumers, Choosing Target Consumers, Positioning Strategies & Tools)

Session 7 / 3 – 7 Nov.

4Ps: Product & Branding

(Creating Offerings, Types & Levels of the Product, Branding Decisions)

Session 8 / 10– 14 Nov.

4Ps: Services & New Product Development (cont.)

(Services Marketing, Managing Innovations & Product life-cycle (PLC))

Session 9 / 17 – 21 Nov.

4Ps: Pricing / Place

(Bases of Pricing, Pricing Strategies / Distribution Decisions & Retailing)

Session 10 / 24 - 28 Nov

Final Exam

Oral presentation of the project

Written report of the project

Academic References

Academic Reference :

KOTLER, Philip; ARMSTRONG, Gary, Princípios de Marketing. 9. ed. São Paulo: Prentice Hall, 2003.

KOTLER, Philip. Administração de Marketing. 5ª ed. (tradução da 9ª ed. norte-americana) São Paulo: Atlas, 2008.

CHURCHILL, JR., Gilbert A. e PETER, J. Paul. Marketing: criando valor para os clientes. São Paulo: Saraiva, 2005.

KOTLER, Philip; ARMSTRONG, Gary. Marketing: An Introduction. Pearson, 2009. BACÍKOVÁ, Zuzana. Marketing in the Digital Era. Peter Lang, 2018. (Scholarvox)

Supplementary bibliography

EARDLEY, Mark; STEWART, Charlie. Business-to-Business Marketing: A step-by-step guide. Penguin Random House South Africa, 2016. (Scholarvox)

KUAZAQUI, E. Gestão de Marketing 4.0 - Casos, Modelos e Ferramentas. São Paulo: Grupo GEN, 2019. 9788597022889. Disponível em:

<https://integrada.minhabiblioteca.com.br/#/books/9788597022889/>.

AYHAN, Ahmet. New Approaches in Media and Communication: Symposium Full Paper Book. Peter Lang, 2019. (Scholarvox) KERMALLY, Sultan. An integrative approach to making effective business decisions in the global marketing world. Vernon Press, 2019. (Scholarvox)

TRACY, Brian. Marketing. Amacom, 2014. (Scholarvox)

M: Marketing by Dhruv Grewal and Michael Levy, 6th edition, McGraw-Hill Education 2018.

Websites :

Available on K2

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE

BAC.EAINA.STBUS.4303 – People, Teams & AI Enabled Workplace

BBA

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0h	0h	0h	0h	0h	40%	60%	100%

Course Manager & Teaching Team

Course Manager : SMITH Devin

Academic Characteristics

Credits : 6 Discipline : Management & Organisation Teaching Languages : English Open to Exchange : No

Course Description

Course Description :

This course examines how work is changing as organizations integrate AI, automation, digital collaboration tools, and new expectations about leadership and teamwork.

It gives students a business-focused understanding of people management that goes beyond traditional HR administration and instead addresses team performance, psychological safety, hybrid collaboration, organizational learning, and work redesign.

The course also explores how AI affects jobs, skills, inclusion, monitoring, and managerial decision-making.

Students will evaluate real workplace dilemmas involving trust, coordination, failure, power, and adaptation. The objective is to prepare future managers to lead people in environments where human judgment and technological systems increasingly interact.

Pedagogical Objectives

Pedagogical Objectives :

- Explain key concepts in organizational behavior, team dynamics, and workplace design.
- Analyze the impact of AI and automation on jobs, skills, managerial roles, and employee experience.
- Evaluate the conditions that support trust, collaboration, learning, and psychological safety in teams.
- Identify risks related to surveillance, bias, fairness, and inclusion in AI-enabled workplaces.
- Assess how organizational culture and leadership practices shape adaptation to technological change.
- Propose managerial responses to challenges in hybrid, cross-functional, and AI-supported work environments.
- Communicate a practical recommendation for improving team or workplace effectiveness in a contemporary organization.

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE IA

BAC.EAINA.PMBUS.2268 – Project Planning and Control

BBA

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0h	0h	0h	0h	0h	40%	60%	100%

Course Manager & Teaching Team

Course Manager : MACEDO Roberta

Academic Characteristics

Credits : 6 Discipline : Management & Organisation

Teaching Languages : Portuguese

Open to Exchange : No

Course Description

Course Description :

This course covers the fundamental concepts of Planning and Production Control (PPC), addressing the integration between demand and supply, operations management principles, and performance objectives. It explores planning, scheduling, and control of production systems, as well as the use of management tools to align operations with organizational strategy.

Pedagogical Objectives

Pedagogical Objectives :

- Understand the core principles of Planning and Production Control
- Analyze and apply the five performance objectives: quality, speed, dependability, flexibility, and cost
- Develop the ability to plan and control production systems
- Apply basic concepts of demand forecasting, capacity planning, and scheduling
- Use performance measurement tools to support decision-making
- Evaluate operational processes and identify improvement opportunities

Course Schedule

Course Schedule :

- Introduction to Planning and Production Control
- Operations Management fundamentals
- The five performance objectives (quality, speed, flexibility, dependability, cost)
- Demand forecasting basics
- Capacity planning
- Production planning and scheduling
- Inventory management fundamentals
- Performance measurement systems
- Strategic alignment in operations

Academic References

Academic Reference :

- BALLOU, Ronald H. Gerenciamento da Cadeia de Suprimentos/Logística Empresarial. Bookman.
- DIAS, Marco Aurélio P. Administração de Materiais: Princípios, Conceitos e Gestão. Atlas.
- TUBINO, Dalvio Ferrari. Planejamento e Controle da Produção: Teoria e Prática. Atlas.

Supplementary bibliography

- CORRÊA, Henrique L.; CORRÊA, Carlos A. Administração de Produção e Operações: Manufatura e Serviços. Atlas.
- MARTINS, Petrônio G.; LAUGENI, Fernando P. Administração da Produção. Saraiva.
- SLACK, Nigel; CHAMBERS, Stuart; JOHNSTON, Robert. Administração da Produção. Atlas.

Certifications & Legal Mentions

Certifications :

N/A

BAC.EAINA.HRBUS.3231 – Strategy and Business Models

BBA

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0h	0h	0h	0h	0h	40%	60%	100%

Course Manager & Teaching Team

Course Manager : SMITH Devin

Academic Characteristics

Credits : 6
Discipline : Stratégie, Innovation & Entreprenariat

Teaching Languages : English

Open to Exchange : No

Course Description

Course Description :

This course introduces students to the strategic logic of how firms create, deliver, and capture value in changing markets. It links classical strategic analysis with business model design so that students understand not only how firms compete, but how they are structurally organized to generate revenue and sustain advantage.

Particular attention is given to digital transformation, AI-enabled competition, platform dynamics, and the need to adapt business models under uncertainty. Students will analyze real firms, compare alternative business model choices, and test the coherence between strategy, customers, revenue logic, and resources.

Students will be able to explain why some firms fail not because they lack innovation, but because they fail to align business model design with strategic reality.

Pedagogical Objectives

Pedagogical Objectives :

- Explain core concepts in strategy, value creation, competitive advantage, and business models.
- Distinguish clearly between a firm's strategy and its business model.
- Analyze industries and competitive environments using appropriate strategic frameworks.
- Evaluate how digitalization and AI affect firm positioning and business model design.
- Assess the internal coherence of a business model across customers, channels, activities, partners, revenues, and costs.
- Compare incumbent and entrepreneurial business model choices in real-world cases.
- Develop and defend a business model recommendation for a selected company or venture.

Course Schedule

Course Schedule :

Week 1: Introduction to strategy and business models

Course framing. Difference between strategy and business model. Why firms fail even with strong products. Introductory company comparison exercise.

Week2: Value creation, value capture, and competitive advantage
Core strategy concepts. Sources of advantage. Trade-offs, fit, positioning, and execution. Short case discussion.

Week3: Industry analysis and market structure
Industry attractiveness, competitors, substitutes, buyer/supplier power, and strategic implications. Workshop on applying sector analysis.

Week4: Business model architecture
Customer segments, value propositions, channels, relationships, activities, resources, partners, costs, and revenues. Business Model Canvas applied critically rather than mechanically.

Week5: Business model innovation
How firms redesign value creation under disruption. Cases involving shifts in pricing, channels, and ecosystem roles. In-class redesign exercise.

Week6: Strategy in digital and AI-driven markets
Data, algorithms, learning effects, scale, and platform logic. How AI changes cost structures, scope, and organizational boundaries.

Week7: Platforms, ecosystems, and network effects
Platform business models, complementors, multi-sided markets, and dependency risks. Comparative case analysis.

Week8: Business model risk, resilience, and adaptation
Regulatory shifts, technological disruption, sustainability pressure, and strategic pivots. Students assess vulnerability in existing models.

Week9: Building the final strategic business model recommendation
Workshop on team projects. Instructor feedback on analytical logic, visual structure, and managerial recommendations.

Week10: Final presentations
Team presentations and discussion. Students defend strategic and business model recommendations.

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE

BUS.EAINA.ECBUS.2702 – STATISTICS FOR BUSINESS DECISIONS

BBA

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0h	0h	0h	0h	0h	40%	60%	100%

Course Manager & Teaching Team

Course Manager : DALMASSO Audrey

Academic Characteristics

Credits : 6 Discipline : Economie Teaching Languages : English;Portuguese Open to Exchange : No

Course Description

Course Description :

The objective of this course is to acquaint students with the terminology and the methodology used in statistical methods to solve problems in disciplines such as economics, marketing, finance, manufacturing... It introduces methods of collection, analysis, and interpretation of data.

Pedagogical Objectives

Pedagogical Objectives :

The student is expected to:

1. Graphical and numerical descriptive statistics
2. Correlation, covariance, least squares
3. Laws of probability
4. Discrete and continuous probability distributions
5. Sampling distributions - Estimations
6. Hypothesis Testing
7. Analysis of variance
8. Simple linear regression
9. Multiple regression analysis
10. Time series

* Use of statistical software (Excel)

Course Schedule

Course Schedule :

Introduction to Statistics and Excel
Descriptive Statistics
Probabilities and contingency table
Discrete probability distributions
Continuous probability and sampling
Interval estimator

Hypothesis testing

Advanced Statistical methods: ANOVA, Multiple Regression Analysis...

Academic References

Academic Reference :

Applied Business Statistics: Making Better Business Decisions (7th Ed.), Ken Black, Wiley

Websites :

Additional readings and source materials will be provided each week in K2.

Certifications & Legal Mentions

Certifications :

N/A

BAC.EAINA.STEVM.1020 – Sustainable Transitions

BBA

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0h	30.00h	0h	0h	0h	40%	60%	100%

Course Manager & Teaching Team

Course Manager : SMITH Devin

Academic Characteristics

Credits : 6
Discipline : Stratégie, Innovation & Entreprenariat

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course is designed to increase students' understanding of the urgency for sustainable actions within the business sector. By examining the interplay between corporate activities and ecosystem health, students will understand the importance of integrating sustainability into business strategies. This course fosters the development of innovative solutions that balance economic, social and environmental objectives. Students will learn to evaluate and implement sustainable business models that prioritize profitability while addressing ethical and environmental responsibilities. Ultimately, this course prepares students to lead businesses towards a sustainable future, emphasizing the creation of long-term value for all stakeholders.

Pedagogical Objectives

Pedagogical Objectives :

Knowledge and Understanding (subject specific) - The student is expected to:

- Awareness and comprehension of sustainable development issues and their relevance to modern business practices.
- Realization of the impact business activities on the environmental and social systems, affecting the dynamics of economic growth and ecological health.
- Understanding the complexity and systemic nature of environmental issues
- Understand the regulatory frameworks and international agreements that govern sustainable business practices, and how these influence corporate strategy and decision-making.

Cognitive / Intellectual Skills (generic) - The student is expected to:

- Supportive of the ecological and social transition of organizations through the evaluation of business models and strategies in the current marketplace.
- Measure the environmental impacts of corporate decision-making through the synthesis of data from diverse sources.
- Acknowledge and accept cultural differences.
- Challenge both traditional and current management philosophies with a mindset focused on long-term implications and strategic actions towards sustainable corporate action.

Key Transferable Skills (generic) - The student is expected to:

- Communicate complex sustainability concepts and examples to potentially diverse audiences (stakeholder / shareholder / management / consumer)
- Engage with an ethical mindset
- Understand the phenomena and current issues linked to climate change, biodiversity, inclusion, etc.
- Demonstrate problem-solving skills using real-world context in the development of viable and impactful solutions.

Practical Skills (subject specific)

- Implement and develop a series of responsible tools and practices
- Form an understanding of current technologies and innovations that support the goal of corporate sustainability in the marketplace.

Prerequisites

Prerequisites :

-

Course Schedule

Course Schedule :

Wk1 - System Thinking - the power of connectiveness - Anthropocene

Wk2 - Sustainable Development – Global Approach- Planetary Boundaries - Climate Change – Social Challenges

Understanding the population growth – Social Progress Index

Wk3 - Managerial Responsibility – Personal Approach

Personal responsibility - Carbon and water footprint – Responsible manager - Future Literacy

Wk4 - Corporate Strategy & Social Responsibility

What is CSR Corporate Governance & Social Responsibility

Corporate governance failures and best practices – Fight against crime, corruption and the violation of human rights?- Why would business organizations engage in CSR?

Wk5 - Corporate Governance & Social Responsibility

Corporate governance failures and best practices – Fight against crime, corruption and the violation of human rights

Wk6 - Sustainable Business Models – Corporate Dependence on Ecosystems

Definition – Sustainable business Canva development

Wk7 - Creating Economic, Social and Environmental Value – CSR and Corporate Philanthropy

The Concept of Shared Value

Wk8 - Key Resources & Activities – Stakeholder Network Roles

Circularity – Fair trade stakes - CSR communication to stakeholders – CSR reporting

Wk9 - Sustainable Project Management - Managing Negative Impact – Redefining Revenues and Ensuring Profits

Shareholder vs Stakeholder approach - Socially responsible finance

Wk10 - Group Project Presentations

Academic References

Academic Reference :

Suzanne Benn, Dianne Bolton. Key Concepts in Corporate Social Responsibility. Sage, 2011.

Available in:

<https://skema.scholarvox.com/reader/docid/88869000/page/5?searchterm=social%20responsibility>

Handbook for Implementers of ISO 26000, Global Guidance Standard on Social Responsibility by Ecologia. Available in: <https://www.ecologia.org/isosr/ISO26000Handbook.pdf>

Joel Carboni, William R. Duncan, Monica Gonzalez, Michael Pace, David Smyth, Michael Young. Sustainable Project Management: The PMI-GPM Practice Guide. 3rd Edition. GPM Global, 2024.

Available in:

https://www.gpm.org/standards-and-publications/sustainable-project-management-the-gpm-practice-guide#flippingbook-bookid_200/35/

Supplementary bibliography

Trites, Gerald. Beyond Sustainability Report: the pathway to Corporate Social Responsibility.

Business Expert Press, 2024. Available in:

<https://skema.scholarvox.com/reader/docid/88957482/page/5?searchterm=social%20responsibility>
Epstein, Marc J., Buhovac, Adriana R. Making Sustainability Work. 2nd edition. Greenleaf Publishing, 2014. Available in:

<https://skema.scholarvox.com/reader/docid/88817486/page/3?searchterm=social%20responsibility>
William B. Werther, Jr., David Chandler. Strategic Corporate Social Responsibility: Stakeholders in a Global Environment. SAGE, 2011.

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE

BAC.EAINA.LGENG.0103 – TOEIC Preparation II

BBA

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0h	0h	0h	0h	0h	40%	60%	100%

Course Manager & Teaching Team

Course Manager : PIRES DE LIMA Tiago

Academic Characteristics

Credits : 0 Discipline : Langues Teaching Languages : English Open to Exchange : No

Course Description

Course Description :

This second-level course builds directly on the foundations established in TOEFL Preparation 1. It expands students' professional communication skills and deepens their mastery of grammar and vocabulary through new workplace themes and more complex tasks. The module strengthens exam techniques for all TOEIC Listening & Reading parts and incorporates new practice contexts, including short written tasks that mirror the style and communicative frames of texts typically found in TOEIC materials. It continues guiding students toward achieving a minimum TOEIC score of 785 by the end of Year 1.

Pedagogical Objectives

Pedagogical Objectives :

The student is expected to:

Demonstrate mastery of English grammar and vocabulary relevant to business and workplace communication.

Understand and apply strategies for achieving a TOEIC Listening & Reading score of 785+.

Recognise and reproduce common communication frames found in workplace texts like those featured in TOEIC materials.

Analyse and correct language errors to improve clarity and precision.

Interpret and respond to business texts and audio materials with increasing autonomy.

Apply critical thinking to solve communication challenges in professional scenarios.

Produce short, clear written messages appropriate to workplace contexts (emails, notices, updates).

Communicate effectively in English in multicultural and professional environments.

Collaborate in teams, participate in debates, and engage in simulations that reflect real-world business dynamics.

Demonstrate time management, adaptability, and initiative in project-based tasks.

Extract, synthesise, and paraphrase information from business documents and spoken interactions.

Recognise and use organisational structures in business writing and presentations.

Predict and identify key ideas and supporting details in TOEIC-style tasks and workplace communication.

Prerequisites

Prerequisites :

N/A

Course Schedule

Course Schedule :

Week 1: Vocabulary: Create a shared vocabulary list/document.

Grammar review from Semester 1: Present Simple vs Present Continuous, Comparatives & superlatives, Future forms (will / going to / present continuous). Mini Mock TOEIC 1. Part 1 Strategies & Exercises – pages 1-13. Grammar review from Semester 1: Prepositions (pp. 161-164), Countable/uncountable nouns (some/any, much/many) (pp. 142), Past simple (p. 130), Modals (pp. 128, 129). Vocabulary revision: Kahoot. Students then work in pairs to create a scenario/ short dialogue using vocabulary seen in Semester 1: Scheduling a business meeting, HR, planning travel, Ecological Transition.

Week 2: Part 2 Strategies & Exercises – pages 21-33. Grammar: question forms, verb tenses (past simple, present and past perfect) (p. 130) homophones, homonyms (pp. 159-161). Mini Mock TOEIC 2. Part 3 Strategies & Exercises – pages 39-60

Grammar: Word Formation – pp. 153-158. Vocabulary Points: Banking & Finance

Week 3: Part 4 Strategies & Exercises – pages 79-104. Grammar: Passive Voice – pp. 135-136.

Prepositions – pp. 161-165

Vocabulary revision: Products & Services, Advertising & Marketing, Phrasal Verbs. Part 5 Strategies & Exercises – pages 192- 198. Mini Mock TOEIC 3. Work on Global Exam

Week 4: Part 6 Strategies & Exercises – pages 204- 211. Vocabulary. GRAMMAR QUIZ 1. Part 7 Strategies & Exercises – pages 216- 243. Grammar: Gerunds and infinitives.

Week 5: Full Mock – TOEIC 4 - Forms. Grammar: Reduced clauses & participial adjectives. Part 1 Exercises – pages 14-20. Grammar: Noun compounds and complex noun modifiers. Midterm- Listening-only TOEIC

Week 6: Mini-test: Vocabulary pages 187-191. Grammar: Passive voice (get-passives, impersonal forms). Work on Global Exam. Vocabulary: Customer Support: troubleshooting, ticket, compensation. Mini Mock TOEIC 5.

Week 7: Part 2 Exercises – pages 34-38. Group Debate - Students work in groups of four to organize and deliver a structured debate on a business topic (for or against). Students can have notes, but no reading will be allowed during the debate. Evaluation focuses on clarity of argument, use of business vocabulary, teamwork, and oral delivery. Grammar: Conditionals (Type 1–3 + mixed). Part 3 Exercises – pages 61-78. Grammar: Reported speech (instructions, alerts)

Week 8: Part 4 Exercises – pages 105-114. Work on Global Exam. Mini Mock TOEIC 6.

Week 9: Part 5 Exercises – pages 199- 203. Grammar: Relative clauses (defining & non-defining).

Part 6 Exercises – pages 212- 215. Corporate Events - keynote, registration, venue. GRAMMAR QUIZ 2. Part 7 Exercises – pages 244 – 287. Writing Tasks (emails, memo, report) : Email Chain:

Students exchange short emails on a business scenario (e.g., product launch). Memo Rewrite:

Rewrite an unclear memo into a professional version using formal tone. Report Summary:

Summarize key data into a brief email for a manager.

Week 10: Full Listening Test – pages 114 – 125. Full Reading Test – pages 288 - 315. Final strategy review. Work on Global Exam. Vocabulary games.

Academic References

Academic Reference :

- Collins. (2019). Skills for the TOEIC Test: Listening and Reading (2nd ed.). HarperCollins
- Lougheed, L. (2017). Essential Words for the TOEIC (5th ed.). Barron's Educational Series.
- Harvey, C., von Barany, S., & Langner, D. (2022). La Bible officielle du test TOEIC (1st ed.). Hachette Éducation.
- Skills for the TOEIC Test: Listening and Reading (2nd ed.). Collins English for the TOEIC Test.

Websites :

www.dictionary.cambridge.org/

Certifications & Legal Mentions

Certifications :

N/A

RISK AND CRISIS MANAGEMENT FOR GLOBAL BUSINESS

Course Code	MSC.IBRM2.STELE.0054
ECTS Credits	6
Course Leader	MACEDO Roberta
Synchronous	36
Discipline	Autre
Program	Global BBA
Prerequisites	
Course Description	Overview of risk and crisis management in a globalized business environment, focusing on financial, operational, regulatory, geopolitical, socio-environmental, and cyber risks. Discusses methodologies like ISO 31000 and COSO ERM, and frameworks for analyzing international market risks. Emphasizes strategies for mitigating and responding to global crises, including corporate crisis management, business continuity, organizational resilience, and strategic communication in international scenarios.
Course Open to Exchange	
Semester	fall
Campus	Belo Horizonte
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	
Websites	

ORGANIZATIONAL BEHAVIOR

Course Code	BAC.EAINA.HRBUS.3013
ECTS Credits	6
Course Leader	JOUSSEMET Caroline
Synchronous	36
Discipline	Autre
Program	Global BBA
Prerequisites	None
Course Description	This course is designed to familiarize students with the main theories and concepts for analyzing, understanding, and managing human behavior in the workplace. The course allows students to apply theories to real-life organizational issues and explore the contributions and limitations of relevant theories. The course is ideally suited to those who wish to develop a critical understanding of organizational human behavior.
Course Open to Exchange	
Semester	fall
Campus	Belo Horizonte
Evaluation	

Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	Lectures obligatoires / Required readings : Reading: 'The Anglo Cluster: legacy to the British Empire' by Ashkanasy et al Robbins, S. 'Organizational Behavior', Pearson Education Lectures Recommandées / Recommended readings :
Websites	

Valuation

Course Code	BAC.EAINA.FIBUS.2002
ECTS Credits	6
Course Leader	MACEDO Roberta
Synchronous	36
Discipline	
Program	Global BBA
Prerequisites	
Course Description	Overview of key valuation methodologies and financial asset pricing. Covers fundamental analysis (macro, sector, and company-level), relative valuation, and discounted cash flow (DCF) approaches using top-down and bottom-up perspectives. Includes value creation metrics, operational strategies, behavioral finance, investment philosophies, and building a disciplined capital markets strategy.
Course Open to Exchange	
Semester	fall
Campus	Belo Horizonte
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	
Websites	

BUSINESS ETHICS, GOVERNANCE AND COMPLIANCE

Course Code	BAC.EAINA.STBUS.4350
ECTS Credits	6
Course Leader	MACEDO Roberta
Synchronous	54
Discipline	
Program	Global BBA
Prerequisites	
Course Description	This course examines principles and practices of corporate governance, compliance, and ethical conduct in organizations. Topics include value creation and destruction, reputational risk, audit, internal control, regulatory frameworks,

	and the strategic role of compliance. The course also explores related themes such as human rights, organizational ethics, corruption in both public and private sectors, and legal compliance in Brazil and globally. Students will analyze real business contexts and apply ethical best practices across chosen management areas (e.g. ESG, operations, finance, innovation, human resources, digital transformation, branding, negotiation, international business, risk management, marketing), emphasizing transparency, accountability, leadership, and sustainability.
Course Open to Exchange	
Semester	fall
Campus	Belo Horizonte
Evaluation	
Final Examination (%)	30
Continuous Assessment (%)	70
Academic reference	Lectures obligatoires / Required readings : Booklet provided by instructor Lectures Recommandées / Recommended readings :
Websites	

NEUROSCIENCE AND MARKET CONNECTION

Course Code	BAC.EAINA.OTMAR.4000
ECTS Credits	6
Course Leader	MACEDO Roberta
Synchronous	36
Discipline	
Program	Global BBA
Prerequisites	none
Course Description	Intersection of neuroscience, consumer behavior, and decision-making in the market, enabling managers to understand the brain processes that influence choices and business strategies. Topics include concepts such as consumer neuroscience, emotion and cognition in purchase decisions, cognitive biases and mental triggers. In addition, the course discusses applications of neuromarketing, user experience (UX), and organizational behavior, analyzing how companies use neuroscientific insights to optimize products, services, and communication.
Course Open to Exchange	
Semester	fall;
Campus	Belo Horizonte;
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	

Websites	
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