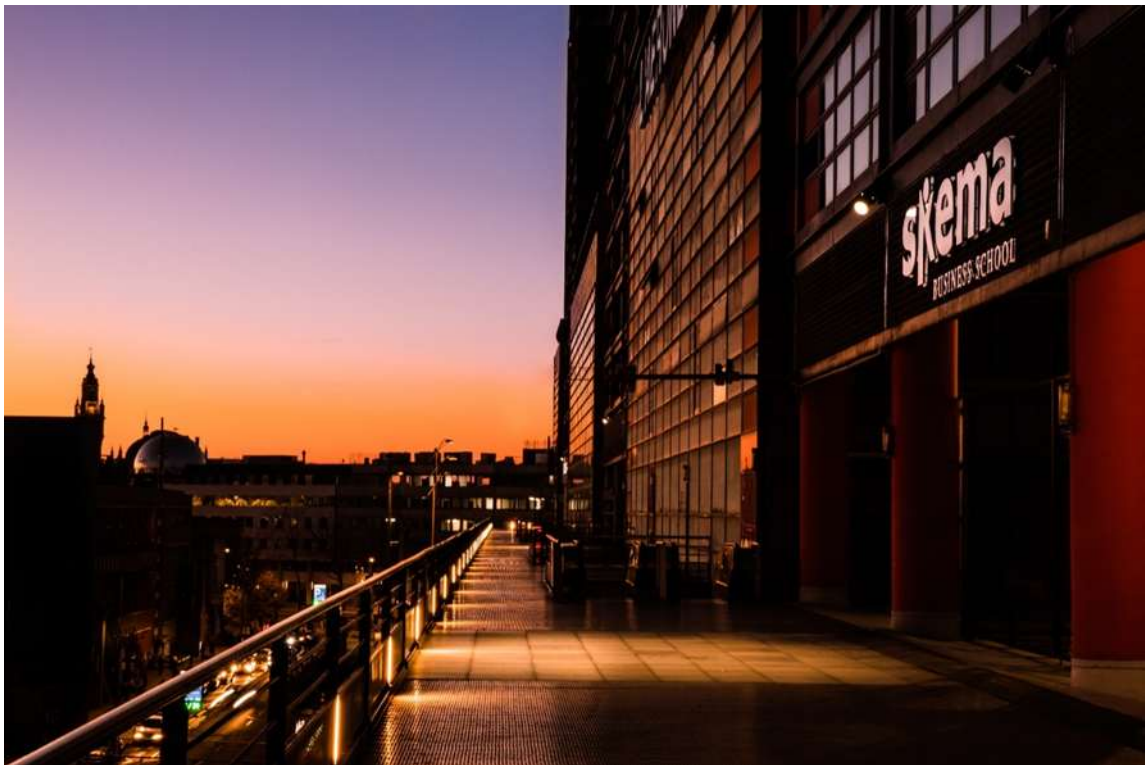


Course Catalogue
BBA Programme
Incoming Exchange Students
Lille Campus
Fall 2026



CATALOGUE 2026 / 2027

Dear Exchange Students,

Welcome to SKEMA Business School!

Here are a few key instructions on how to consult properly the Sophia Antipolis BBA Course Catalogue Fall 2026.

Please read these instructions carefully:

- Students are expected to follow a minimum of 15 ECTS credits per semester.
- Students can take maximum 30 ECTS credits per semester.
- There is a maximum number of seats available per course. Specific courses and timeslots cannot be guaranteed.
- Courses within the catalogue are subject to minor changes.
- Any requests to change courses must be communicated no later than the first week of the semester. All change requests must be **academically justified** by the home institution.

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**BAC.EAINA.OTENG.1001 – ACADEMIC RESEARCH
& WRITING I**

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : MAUCLAIR-AUGUSTIN Brandon

Teaching Team : Sophia : GACHET Laura, MICHAELIDES - LE BELICARD Mary-Jane, SAUNDERS Alexandra, SZEBRAT Cathleen

Academic Characteristics

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

Course Description

Course Description :

This course introduces students to the principal elements of argumentative research writing. It focuses on writing persuasively, developing research skills and improving critical reading skills through reading, writing and discussion. Students will learn how to formulate a coherent thesis and support it with evidence drawn from research. They will engage in A.I. literacy practices and learn how to work through the various stages of the writing process to produce a research paper and to do, at minimum, 3,300 words of in class writing.

Pedagogical Objectives

Pedagogical Objectives :

Knowledge and Understanding (subject specific) - The student is expected to: To recognize and employ the stylistic principles necessary for writing coherent, unified, clear and persuasive academic prose. To locate, evaluate and acknowledge sources (APA style), including print and electronic sources.

Cognitive / Intellectual Skills (generic) - The student is expected to: To accurately summarize academic texts. To formulate and defend a thesis. To identify and evaluate various responses to a given problem.

Key Transferable Skills (generic) The student is expected to: To read, write and think critically. To be able to evaluate one another's work.

Practical Skills (subject specific) To navigate the writing process from planning, drafting, and revising to editing and proof reading. To employ the correct methodology to undertake academic research and write a research paper.

Prerequisites

Prerequisites :

520 TOEFL score or equivalent

Course Schedule

Course Schedule :

1. Introductory writing and writing genres
2. Academic sentences
3. academic paragraphs and APA
4. A.I. use

5. Research paper introduction
6. Conducting research and thesis development
7. Moving from outlines to drafts
8. A.I. misinformation and critical thinking
9. Topic sentences, conclusions, review
10. In-class assessment

Academic References

Academic Reference :

Lectures obligatoires / Required readings : Writing in the Disciplines, A Reader and Rhetoric for Academic Writers by Mary Lynch Kennedy and William J Kennedy (Pearson) Guidelines for Academic Writing (SKEMA) Lectures Recommandées / Recommended readings :

Certifications & Legal Mentions

Certifications :

N/A

BAC.EAINA.FIBUS.2203 – Accounting for Business Decisions

BBA

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0h	30.00h	0h	0h	0h	50%	50%	100%

Course Manager & Teaching Team

Course Manager : RAMID Souhail

Teaching Team : BOLLAERT Helen AHMAD Muhammad Farooq TONETTO Annalisa BOLDEANU Florin-Teodor GILLANI Nosheen

Academic Characteristics

Credits : 6 **Discipline :** Comptabilité **Teaching Languages :** English **Open to Exchange :** Yes

Course Description

Course Description :

This course covers the basic principles of U.S. financial accounting, including the presentation of the U.S. GAAP, the basic financial statements, the bookkeeping process, the principles of accounting control and safeguarding of assets

Pedagogical Objectives

Pedagogical Objectives :

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

Understand, analyze and interpret the four main financial statements (the income statement, balance sheet, statement of retained earnings and cash flows)

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

Use financial terminology and assert her/his verbal communication

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

Develop problem solving ability as well as oral and written communication skills

Practical Skills (subject specific)

Demonstrate in clear English if a company or asset is in good financial shape or not

Prerequisites

Prerequisites :

None

Course Schedule

Course Schedule :

Session 1

Chapter 1. Basic Financial Statements

Session 2

Chapter 2. Journalizing. Posting. Accounting Equation. Revenues and Expenses. Trial Balance

Session 3

Chapter 3. Adjusting Entries. Adjusted Trial Balance

Chapter 3. Expert Content – Online (K2)

Session 4

Chapter 3. Practice

Chapter 4. Closing Process. Financial Statements Preparation

Session 5

Chapter 5. Basics of Merchandising. COGS (Periodic System Not Covered)

Chapter 5. Expert Content – Online (K2)

Session 6

Chapter 6. Inventory. Average Cost/FIFO

Chapter 6. Expert Content – Online (K2)

Session 7

Chapter 7. Financial Assets. Emphasis on Cash and Accounts Receivable Chapter 7. Expert Content – Online (K2)

Session 8

Chapter 8. Plant & Intangible Assets. Focus on depreciation: Straight-line/ Declining-balance Chapter 8.
Expert Content – Online (K2)

Session 9

Chapter 9. Cash Flow Statement (Indirect Method)

Session 10

Chapter 10. Financial Statement Analysis: Ratios and Interpretation

Academic References

Academic Reference :

Financial and Managerial Accounting, Williams, Haka, Bettner, Mc Graw Hill, 19th Edition

Certifications & Legal Mentions

Certifications :

N/A

BAC.EAINA.ISCSE.2301 – ADVANCED COMPUTER BUSINESS APPLICATION

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 : MILLELIRI André

Academic Characteristics

Credits : 6 Discipline : Analytics Information and Operations

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

The course will review or introduce some advanced features of Excel such as: Pivot tables, What IF analysis, Data Validation rules, Matrix formulas ...

This course also introduce the basis of VBA programming of macros applied in Excel as well as general algorithms

used in programming. Students will learn the general objects used in Excel programming as well as the basic keywords.

Applications will be reviewed along labs and the final project.

Pedagogical Objectives

Pedagogical Objectives :

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

Get skills in advanced Excel features. understand the basis of VBA programming and algorithm structures.

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

be able to write a specific processing algorithm based on the goal to reach and how to find resources on internet

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

be able to analyse a practical situation and propose an automatic treatment of data

Practical Skills (subject specific)

be able to write an Excel macro dedicated to a specific situation

Prerequisites

Prerequisites :

Consumer Computer Applications

Course Schedule

Course Schedule :

Session 1

Introduction

Advanced Excel 1

Conditional function If / Logical and information functions / Iferror function

Advanced conditional functions

- Ifs
- Sumif, Sumifs
- Averageif, averageifs
- Countif, countifs
- Minifs, maxifs

Lookup functions

- Vlookup
- Hlookup
- Lookup
- Xlookup
- Match
- Xmatch
- Index

Session 2

Assignment 1

Advanced Excel 2

What if Analysis

- What If
- Goal seek
- Scenario manager
- Data table
- Building table and using table
- Pivot Tables / Pivot charts
- Data validation

Assignment 2

Session 3

Advanced Excel 3

Assignment 3

Session 4

Advanced Excel 4

Assignment 4

Session 5

Introduction to VBA Macro

- How to activate the developer ribbon
- Recording a macro
- Absolute and relative recording
- Good practices when recording

Assignment 5

Session 6

Writing a macro or a function from scratch

- Modules and procedures
- Defining and using variable
- Explicit vs implicit declaration
- Data access Objects
 - o Cells / Range
 - o Rows / Columns
 - o Sheets / Worksheets
 - o Combining them all, qualified references

Session 7

Decision making

- Conditional statements
 - o If statement
 - o Select case
 - o Comparison operators
 - o logical operators
- Conditional loops
 - o While
 - o Do While
 - o Do until

o Loop
Assignment 6
Session 8
Loops
• For
• For each
Assignment 7
Session 9
Dealing with exceptions
Event Macros
Assignment 8
Session 10
Review before final

Certifications & Legal Mentions

Certifications :

N/A

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

BBA

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : MILLELIRI André

Academic Characteristics

Credits : 6
Discipline : Management & Organisation

Teaching Languages : English

Open to Exchange : Yes

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

Certifications & Legal Mentions

Certifications :

N/A

BAC.EAINA.ECMTH.1702 – BUSINESS AND ECONOMICS CALCULUS

BBA

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0.00h	45.00h	0.00h	0.00h	0.00h	45%	55%	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 :

To provide the students with the basic concepts and techniques of differential and integral calculus, as well as an elementary knowledge of matrix algebra, applied to business, economics, management and the social sciences. There will be a strong emphasis on methodology.

Pedagogical Objectives

Pedagogical Objectives :

The student is expected to:

- Review Precalculus concepts
- Understand the fundamentals of Matrices.
- Explore the principles and applications of Markov Chains
- Explore Functions, graphs and limits, and continuity.
- Learn the principles of Differentiation and its applications.
- Apply derivatives to real-world problems and mathematical models.
- Study Exponential and logarithmic functions.
- Understand Integration and its application, including Antiderivatives, Techniques of integration, and Definite integrals.

Course Schedule

Course Schedule :

College Algebra review: Real number line and order. Absolute value and distance on the real number line. Exponents and radicals. Factoring polynomials. Matrices The derivative and the slope of a graph. Some rules for differentiation. Rates of change: velocity and marginals. The product and quotient rules. The chain rule. Exponential functions. Natural exponential functions. Derivatives of exponential functions Logarithmic functions. Derivatives of logarithmic functions. Exponential growth and decay. Increasing and decreasing functions. Extrema and first derivative test. Concavity and the second derivative test. Optimization problems Midterm test #1 Business and economics applications Limits Continuity Asymptotes. Curve sketching Higher order derivatives. Implicit differentiation. Related rates. The Cartesian plane and the distance formula. Graph of equations. Line in the plane and slope Keynesian Cross Diagram Antiderivatives and

indefinite integrals. The general power rule. 5.3: Exponential and logarithmic integrals. Midterm test #2
Integration by parts and present value. Partial fractions and logistic growth. Final Exam

Academic References

Academic Reference :

Recommandées / Recommended readings: College Mathematics for Business, Economics, Life Sciences and Social Sciences, R. Barnett, M. Ziegler, K. Byleen, Ed. Pearson, Global ed., 13th ed.

Websites :

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

Certifications & Legal Mentions

Certifications :

N/A

BAC.EAINA.LTBUS.3703 – BUSINESS LAW

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 : SMITH Devin

Academic Characteristics

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

Course Description

Course Description :

This course provides students with a foundational understanding of the legal concepts that govern international business activity. Through a global lens, students are introduced to legal systems, key areas of business law such as contracts, intellectual property, labor regulation, and corporate governance, as well as international legal institutions and regulatory frameworks. Emphasis is placed on the practical relevance of legal rules to business decision-making and risk management across jurisdictions.

The course is designed to equip students with the conceptual tools needed to navigate complex legal environments in global markets. Interactive discussions, case studies, and real-world examples will help develop critical legal thinking and business awareness. Students will emerge with a legal vocabulary and analytical framework essential for future coursework and international business practice.

Pedagogical Objectives

Pedagogical Objectives :

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

- Demonstrate knowledge of major legal systems (common law, civil law, and hybrid systems) and their influence on international business practices.
- Identify and explain key legal concepts and principles in areas such as contract law, corporate governance, competition law, intellectual property, and labor law.
- Understand the role of international legal institutions and regulatory frameworks in shaping cross-border business activities.

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

- Analyze legal problems by identifying relevant legal rules, interpreting key terms, and evaluating their application to international business scenarios.
- Compare and contrast how different legal systems approach core business law issues, fostering a critical understanding of jurisdictional variation.
- Evaluate legal risks and opportunities in global market entry, strategic alliances, and innovation management from a legal perspective.

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

- Communicate legal reasoning and business implications clearly in both oral and written forms using appropriate legal and business terminology.
- Work collaboratively in diverse, multicultural teams to analyze legal case studies and simulate decision-making under legal constraints.

- Demonstrate time management and independent learning through engagement with legal texts, case law, and regulatory materials.

Practical Skills (subject specific)

- Apply basic legal analysis to international business situations using tools such as risk assessment matrices and legal compliance checklists.
- Draft or critique key contractual clauses related to jurisdiction, dispute resolution, and intellectual property in a business context.
- Identify applicable legal obligations in areas such as employment, environmental compliance, and anti-corruption as part of strategic planning.

Prerequisites

Prerequisites :

None

Course Schedule

Course Schedule :

Week1: Introduction to Business Law and Ethics (Part1)
Week2: Introduction to Business Law and Ethics (Part2)
Week3: Tort Law
Week4: Property Law
Week5: Intellectual Property
Week6: Contract Law
Week7: Labor Law
Week8: Competition Law
Week9: Business Entities / Corporate Governance
Week10: Course Review

Academic References

Academic Reference :

To be provided in class...

Websites :

To be provided in class...

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE

Case studies include sustainability and CSR themes examples.

BAC.EAINA.OTHUM.2051 – CIVILIZATION I

BBA

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : MAUCLAIR-AUGUSTIN Brandon

Teaching Team : Sophia : GILROY Thomas

Academic Characteristics

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

Course Description

Course Description :

The course is designed to introduce students to some of the main themes and developments of Western Civilization from its rise in the Near East through the Early Medieval Period. The social, intellectual, artistic and literary trends will be examined with particular attention to the contributions of Egypt, Greece and Rome as well as a comparative study of the origins and development of Judaism, early Christianity and Islam.

Prerequisites

Prerequisites :

BAC.EAINA.LGENG.1001

Course Schedule

Course Schedule :

Course introduction : The West today Epistemology: What is the truth General History Quiz (not marked)
Pre-History : Lenski's 5 societies Mesopotamia and Egypt The Epic of Gilgamesh Crisis in the region : Indo-European influence Universal Empires Judaism and the Old Testament Aegean Civilization - Minos and Mycenae and the epics Sparta and Athens Review for midterm 1 Midterm Life in Ancient Greece The birth of western philosophy From Plato to Aristotle Alexander the Great and the Hellenistic States Ancient Rome The Roman Empire : The Republic : rise and Fall Video : Roman military, Life at the Edge The Fall The Sermon on the Mount and the life of Jesus The emergence of Christianity Review for midterm 2 Midterm The Christian worldview St Augustine's confession and Christianity moves to Europe The rise of Islam The philosophy of Islam Early Medieval life and feudalism Early European literature The transformation of Europe --toward the Renaissance Scholasticism Presentations and papers due Presentations Review for Final

Certifications & Legal Mentions

Certifications :

N/A

BAC.EAINA.ISCSE.1301 – CONSUMER COMPUTER APPLICATIONS

BBA

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : MILLELIRI André

Academic Characteristics

Credits : 6 Discipline : Analytics Information and Operations

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

To raise the level of competence in computing for all, for those within the work force or hoping to join the work force.

To increase productivity for all employees who need to use the computer in their work.

To enable better use of investment in the information technology.

To ensure all computer users understand the Best Practices and quality issues in using the computer.

Pedagogical Objectives

Pedagogical Objectives :

Get Basic knowledge about Microsoft Word

- o Create, edit, and print text documents
 - o Understand how to control the formats for sections, paragraphs, text
 - o Defining the text properties by using font attributes
 - o Defining the margins
 - o Defining the paragraphs attributes
 - ? Tabulations
 - ? Indentations
 - ? Line spacing
 - ? Space before and after
 - o Page orientation
 - o Columns
 - o Using Page and section breaks
 - o Use styles to get a homogeneous layout and simplify document modifications
 - o Insert table of content, caption, and table of figures.
 - o Insert and manipulate tables
 - o Insert pictures and customize them
 - o Insert headers and footers
- Get basic knowledge about Microsoft Excel.
- Be able to build formulas
 - o Use cell references
 - o Use Operators

- ? Arithmetic operators
- ? Comparison operators
- ? Logical operators
- ? Concatenation operators
- Use absolute and relative cell's reference when reusing a formula,
- Use basic functions
 - o Sum, Average, Min, Max
 - o Count, CountA, CountBlank
- Use conditional, logical functions and information functions
 - o If, Iferror
 - o And, Or, Not
 - o Isblank, IsText, IsNumber, IsOdd, IsEven ...
- Use additional Conditional functions
 - o Countif / Countifs
 - o Sumif / Sumifs
 - o Averageif / Averageifs
 - o Minifs / Maxifs
- Use Text functions
 - o Left, Right, Upper, Lower, Proper, Len
 - o Concatenate
- Use lookup functions
 - o Vlookup, Hlookup, Xlookup
 - o Index / Match, XMatch
- Rounding functions
 - o Round
 - o Rounddown
 - o Roundup
- Visualize data using Chart
- Use Pivot tables to analyze data

Prerequisites

Prerequisites :

None

Course Schedule

Course Schedule :

Session 1

- Presentation of a spreadsheet application
- Structure of the workbook, structure of the worksheet and worksheets managing cells, Columns and rows
- Controlling the way, the content of the cell is displayed by using the cell's formatting tools
- Worksheet page layout
- Building charts and chart's customization with classical and sparkline charts

Session 2

- Creating formulas to perform calculations, using cells references within this formula
- Difference between absolute and relative cell references
- Copy a formula from one cell to another or to a range of cells (by using the fill command or the copy handle)
- How to use cells from another worksheet or workbook (create a link between cells)
- Basics predefined functions
- Other functions: Text functions, Rounding functions, Counting the cells, Date and time functions

Session 3

- Making the formula conditional by using the IF Function
- Building complex condition using the logical Functions OR, AND
- Additional conditional functions: COUNTIFS, SUMIFS, AVERAGEIFS
- Highlighting using predefined conditional formatting

Session 4

- Basic lookup functions: Vlookup / Hlookup with an exact or an approximate match
- Notion of Table within the worksheet (focusing on the impact on the formulas)

Session 5

- Filter on Table, Sort on Table, and totalization row

- Building and customizing Pivot Tables and Pivot Charts
- Session 6
- Review before midterm
- Session 7
- Midterm
- Session 8
- Introduction to Word
 - Manipulating the document
 - Building tables
 -
- Session 9
- Using styles
 - Index / Table of contents / Table of figures
- Session 10
- Final exam

Academic References

Academic Reference :

Videos are available on K2 to introduce the Excel and Word features
Those videos are mandatory to watch

Websites :

<http://K2.skema.edu>

Certifications & Legal Mentions

Certifications :

N/A

BAC.EAINA.OTCOM.1100 – CREATIVITY MANAGEMENT

BBA

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0.00h	30.00h	0.00h	0.00h	0.00h	45%	55%	100%

Course Manager & Teaching Team

Course Manager : JOUSSEMET Caroline

Teaching Team : VALITOVA Gulnara

Academic Characteristics

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

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.

Websites :

Available on K2

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE

The ecological transition is explored in the Creativity Management course in session 10, dedicated to the exploration of what makes cities creative and sustainable. Based on ideas from Charles Landry's (2012) "The origins & futures of the creative city", students are asked to reflect on cities as places of solidarity where the relations between the individual, the group, outsiders to the city and the planet are in better alignment. More specifically, the class debate on the creative city focuses on the importance of environmental and social justice issues as a sine qua non condition for the emergence of a creative city. In

a group exercise in session 10, students are asked to analyze how a city of their choice deals with the issues of environmental and social justice.

BAC.EAINA.ISBUS.3051 – Digital Transformation & E-Business

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 : JOUSSEMET Caroline

Teaching Team : CASTANY Sacha

Academic Characteristics

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

Course Description

Course Description :

We live in digital world, surrounded by technology and screens. Technologies of the new era are changing the e-business and market dynamics. In this technology driven business environment, companies must constantly innovate, adapt, transform to remain competitive.

This course builds on foundational knowledge of Digital Transformation and explores how digital technologies reshape business models, value creation, and competitive dynamics in a platform-driven economy.

It focuses on platform strategies, e-business models, data-driven decision-making, AI integration, and operational execution (logistics, payments, internationalization).

Each session combines conceptual frameworks with applied workshops and real-world business cases.

Pedagogical Objectives

Pedagogical Objectives :

Knowledge and Understanding (subject specific) - The student is expected to:
Understand what is Digital Transformation, its social and business impacts and e-business models

Cognitive / Intellectual Skills (generic) - The student is expected to:
Research, understand and analyze the digital transformation in different business sectors.
Engage in analytical thinking regarding information technology management issues.
Evaluate performance metrics

Key Transferable Skills (generic) The student is expected to:
Develop teamwork and time management skills to succeed in group projects.
Be able to carry out some primary and secondary research.
Manage and monitor their own progress through exams and in-class activities.
Participate actively in class activities and experience collective thinking.
Present strategic insights

Practical Skills (subject specific)
Engage in workshops and activities around Digital Transformation.
Present Digital Transformation in a particular e-business environment.
Experience concrete innovations brought by Digital Transformation.
Design digital strategies and implement e-commerce solutions.

Prerequisites

Prerequisites :

Marketing Principles

Course Schedule

Course Schedule :

Session 1 From Digital Transformation to Digital Business

Course overview, assessment, and expectations

Quick recap: digitization vs digitalization vs transformation

Global e-commerce overview:

Market size and growth (B2C)

Online shopping penetration worldwide

Mobile commerce dominance (mobile-first behavior)

Transition from digital transformation to digital value creation

ACTIVITY: Digital maturity self-assessment (individual or group)

Presentation of course assignments: Video / The Social Dilemma

Session 2 Digital Business Models & E-commerce Strategy

Understand how digital technologies reshape business models

Identify key e-commerce strategic choices

Digital business models: Subscription, marketplace, D2C, freemium

B2B vs B2C e-commerce: Market size differences (B2B significantly larger) ; Buying processes and complexity

Active vs passive e-commerce strategies: Passive: visibility-driven (SEO, inbound...) ; Active: acquisition-driven (ads, CRM, funnels...)

Introduction to e-export strategies

ACTIVITY : Redesign a traditional company's business model into a digital one

PROJECT: Academic & field research. Students must design a complete digital transformation & e-commerce strategy for a company, with a strong focus on business impact, execution, and international scalability. Team project introduction, team building, methodology.

Session 3 Platform Economy & Marketplaces

Understand platform-based competition & Evaluate when to use marketplaces vs own e-commerce.

Platform economy: Network effects ; Ecosystems vs pipelines

Marketplaces: B2C (Amazon, Cdiscount...) ; B2B (Metro, Alibaba...)

Marketplace vs e-commerce: Control vs dependency ; Margins vs scale ; Data ownership

ACTIVITY: Amazon ecosystem or a marketplace-driven brand

Session 4 Tech Stack & Digital Infrastructure

Understand how e-commerce systems are built ; Identify key technological components

Front-end vs back-end architecture:

Front-end: UX, interface, conversion ; Back-end: OMS, CRM, ERP, logistics ; E-commerce software ecosystem: CMS (Shopify, Magento) ; CRM tools ; Analytics platforms ; Integration challenges and scalability

ASSIGNMENT: Map the full tech stack of an e-commerce company

PROJECT: Prepare questionnaire and deliver a project plan

Session 5 The process of Digital Transformation. How to turn a traditional business into a digital business?

ACTIVITY: Case study

MIDTERM PREPARATION

Session 6 Data, AI & Performance

Understand how data drives performance & Explore the role of AI in digital business

Key performance indicators:

CAC, LTV, conversion rate, retention

Data-driven decision making

Role of AI in e-commerce: Product recommendations ; Dynamic pricing ; Chatbots and customer support ; Demand forecasting

MIDTERM correction

ASSIGNMENT: Presentation of videos

Session 7 Prompting adapted for e-commerce (Artificial Intelligence)

ACTIVITY : AI related workshop

Session 8 International E-commerce Strategy

Understand how to scale e-commerce internationally & Learn structural and technical choices

International expansion strategies:

Local vs global approaches

Types of international websites: Single-country websites ; Multilingual websites ; Multi-country platforms

Domain strategies: ccTLD (country-specific domains) ; Subdomains ; Subdirectories

ACTIVITY: Design an international expansion strategy for an e-commerce brand

Session 9 Digital transformation challenges: Sustainability, Data, Privacy & Ethics

Is Digital Transformation sustainable? Is it possible to still have privacy in a Digital World? What are the ethical challenges of E-commerce ? The Shein exemple

Session 10 Final evaluation: Project presentations

Academic References

Academic Reference :

The Digital Transformation Playbook. Rethink your business for the Digital Age.

Author: Rogers, David

Columbia University Press – 2016

ISBN: 978-0-231-17544-9

Available on Skema Learn

Platform Revolution: How Networked Markets Are Transforming the Economy?and How to Make Them Work for You

Authors : Parker, Van Alstyne

W. W. Norton & Company - 2016

ISBN : 978-0393249132

Digital Business and E-commerce

Authors : Dave Chaffey, Tanya Hemphill, David Edmundson-Bird

Pearson Education - 2024

ISBN : 978-1292193335

Websites :

Available on K2

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE IA

Session 7 is dedicated to AI.

The ecological impacts of digital transformation will be discussed during the lectures, especially the carbon footprint of electronic devices (computers, smartphones) and datacenters (servers).

PROJECT

Student must consider and discuss sustainability in their project and are encouraged to analyze the positive or negative impacts of digital transformation in the chosen business sector.

BAC.EAINA.ISBUS.3054 – E-Business Models & Social Networks

BBA

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0h	30.00h	0h	0h	0h	30%	70%	100%

Course Manager & Teaching Team

Course Manager : JOUSSEMET Caroline

Teaching Team : VAN HOUCKE Eloah

Academic Characteristics

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

Course Description

Course Description :

Gain a comprehensive understanding of how to leverage the power of E-Business models and harness the potential of social networks for your business.

Dive into the world of online marketing, e-commerce strategies, and community building, while mastering the art of data-driven decision-making. Whether you're an aspiring entrepreneur looking to establish an online presence or a seasoned professional seeking to enhance your digital marketing skills, this course provides the insights and tools needed to succeed in the ever-evolving landscape of E-Business and Social Networks.

Pedagogical Objectives

Pedagogical Objectives :

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

- * Understand what an e-business is, how it operates, how different it is from a traditional business as well as the various advantages and opportunities that are available to e-businesses.

- * Know how to leverage Social Media for a e-businesses.

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

- * Critical thinking: analyze and evaluate E-business models and online strategies. Asses the effectiveness of social media campaigns and examine data to draw insights for decision-making.

- * Problem solving: identify obstacles and challenges in e-business and social media marketing and develop solutions to address those issues.

- * Creativity and innovation: come up with an idea for a virtual e-business and imagine content ideas for its social media marketing.

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

- * Communication skills: properly present a project and defend it.

- * Project management: manage a project by setting timelines and prioritizing tasks.

- * Teamwork: collaborate with others and assigning roles for the best outcome.

Practical Skills (subject specific) The student is expected to:

- * Master social media best practices for an e-business.

- * Imagine an e-business to then market on Social Media with the first steps of content creation and

marketing depending on the audience.

* Learn how to evaluate the success of a campaign (data analytics).

Prerequisites

Prerequisites :

Marketing Principles

Course Schedule

Course Schedule :

Session 1 Intro to E-business and Social Networks

Session 2 E-business Models

Session 3 Building an online presence

Session 4 Social Media for business

Session 5 Building a Social Media Strategy

Session 6 Benchmark of concurrent brands

Session 7 Building and managing online communities

Session 8 Social Media Analytics

Session 9 Social Media campaign (Business Manager, META Business, etc)

Session 10 E-business and mobile tech, Future trends and emerging tech, AI in Marketing

Academic References

Academic Reference :

"Social Media Marketing" by Philip Kotler, Nancy R. Lee, and S. Adamson

"The Art of Community: Seven Principles for Belonging" by Charles H. Vogl

"E-Business and E-Commerce Management" by Dave Chaffey and Tanya Hemphill

Websites :

Available on K2

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE IA

Project has to include a sustainable dimension.

IA in session 10: E-business and mobile tech, Future trends and emerging tech, AI in Marketing.

BAC.EAINA.ISBUS.3052 – E-Commerce Strategy & Omnichannel Retailing

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 : JOUSSEMET Caroline

Teaching Team : LORIDAN Marie

Academic Characteristics

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

Course Description

Course Description :

In today's dynamic business landscape, eCommerce has emerged as a transformative force, reshaping how companies connect with customers and conduct transactions. Students will discover the dynamic world of eCommerce and Omnichannel strategies in this course: Uncover the latest digital marketing techniques, learn to integrate online and offline channels seamlessly, and gain insights into customer-centric eCommerce. Explore the impact of emerging technologies and global eCommerce trends.

The " E-Commerce Strategy & Omnichannel Retailing" course will equip students with a comprehensive understanding of eCommerce principles, strategies, and the concept of omnichannel retail : how to create seamless omnichannel commerce, smoothly connecting your online & offline activities.

Practical knowledge will be coupled with hands-on workshops and activities, ensuring that theoretical concepts are applied in real-world scenarios.

A typical session will be made of an interactive lecture to share practical knowledge (90 mn) followed by a workshop / activity (90 mn).

Pedagogical Objectives

Pedagogical Objectives :

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

Understand what is eCommerce & Omnichannel and business impacts.

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

Research, understand and analyze eCommerce & Omnichannel in different business sectors.

Engage in analytical thinking regarding information technology management issues.

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

Develop teamwork and time management skills to succeed in group projects.

Be able to carry out some primary and secondary research.

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

Participate actively in class activities and experience collective thinking.

Practical Skills (subject specific)

Engage in workshops and activities around eCommerce & Omnichannel.
Present eCommerce & Omnichannel in a particular business environment.
Experience concrete on eCommerce & Omnichannel.

Prerequisites

Prerequisites :

Marketing Principles

Course Schedule

Course Schedule :

Session 1

Introduction to eCommerce and Omnichannel

Practical knowledge (90mins):

Overview of eCommerce and Omnichannel concepts.

Session 2

eCommerce Business Models

Practical Knowledge (90 mins):

Exploring various eCommerce business models.

Advantages and disadvantages of each model.

Workshop/Activities (90 mins):

Group activity: Students choose a business model for a hypothetical eCommerce and present it

Session 3 eCommerce Website creation & UX

Practical Knowledge (90 mins):

Principles of effective website

Explanation and importance of the online UX.

Workshop/Activities (90 mins):

Evaluation of eCommerce website user experiences and redesign suggestions.

Session 4 Digital Marketing for eCommerce

Practical Knowledge (90 mins):

Strategies for driving traffic and conversions.

SEO, SEM, and content marketing for eCommerce.

Workshop/Activities (90 mins):

Creating a digital marketing plan for a eCommerce website

Session 5 eCommerce & Omnichannel Strategy

Practical Knowledge (90 mins):

Defining omnichannel retail and its benefits.

Integrating offline and online channels.

Workshop/Activities (90 mins):

Case Study Iliia

Case study analysis of successful omnichannel retailers (Decathlon, Nike, Nespresso).

Session 6 Midterm

Session 7 Inventory Management and Fulfillment

Practical Knowledge (90 mins):

Inventory control methods for eCommerce.

Fulfillment options and strategies.

Workshop/Activities (90 mins):

Simulation exercise on managing inventory and order fulfillment.

Session 8 Payment

Processing and Security

Practical Knowledge (90 mins):

Online payment options and gateways.

Ensuring payment security and fraud prevention.

Workshop/Activities (90 mins):

Group activity: Design a secure payment system for an eCommerce website.

Session 9 Customer Service in eCommerce

Practical Knowledge (90 mins):

Providing exceptional online customer service.

Handling returns, refunds, and inquiries.

Workshop/Activities (90 mins):
Create scenarios of customer service interactions.
Session 10: project presentations

Academic References

Academic Reference :

References will be given in class

Websites :

Available on K2

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE IA

CONCEPTS

Throughout the course, we will discuss the environmental impacts of eCommerce and omnichannel strategies, including the carbon footprint from delivery, packaging, and digital tools (such as websites and mobile apps). We will also look at sustainable practices in logistics, packaging, and digital services.

PROJECT

In their projects, students will be encouraged to think about sustainability by analyzing how their eCommerce or omnichannel solution can reduce environmental impacts. They can explore areas like eco-friendly packaging, more efficient delivery methods, or how to use digital tools to promote sustainability.

ACTIVITIES

As part of the course, we will include activities that highlight how to reduce the environmental footprint in eCommerce. For example, we will analyze the energy consumption of digital platforms and explore ways to make them more eco-friendly. Students will also work in groups to brainstorm solutions that can make online retail more sustainable.

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

BBA

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0.00h	30.00h	0.00h	0.00h	0.00h	50%	50%	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 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 :

Wk1 - Introduction to entrepreneurship

- * Business & entrepreneur mindset
- * Types of Entrepreneurs
- * Factors influencing Entrepreneurship
- * Franchise, business takeover and management buyout: understand the models and find business opportunities.

Wk2 - Turning Ideas into models

- * Introduction to blue ocean
- * Blue Ocean tools
- * Blue Ocean Shift

Wk3 - Organizational design

- * Mission, vision, values
- * Founding team

Wk4 - Value proposition

- * Opportunity identification and entrepreneurial path
- * Value proposition framework

Wk5 - Business Model

- * Introduction to Business Model
- * Process of creating Business Model Canvas

Wk6 - Social Business Model and Sustainable Business Model Canvas

- * Understand the model and how to use it in business strategy.
- * Attributes of Social Entrepreneurship
- * Process of creating a Sustainable Business Model Canvas

Wk7 - Entrepreneurial risks

- * Understand the type of risks
- * Risk management

Wk8 - Financials

- * Types of investors in startups
- * Raising capital and project financials

Wk9 - Marketing, pricing & sales

- * Marketing & 7Ps strategy
- * Entrepreneurial Marketing
- * Marketing Mix

Wk10 - Final project group pitch

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

In the course, the ecological transition is examined through concepts related to sustainable practices and environmental responsibility for small businesses.

Students engage in activities such as the adaptation of canvas business model for CSR business and case studies related to social entrepreneurs.

Group work and projects involve developing a business plan that integrates ecological considerations, fostering practical understanding of sustainable practices in small businesses.

Students will also explore topics such as greenwashing, transparency, and sustainable performance.

Incorporating these components into their project ensure that students gain a comprehensive understanding of how businesses can align a business strategy with sustainability, equipping them to make informed decisions in a rapidly changing business landscape.

BAC.EAINA.FIBUS.3410 – FINANCIAL ANALYSIS & DECISION MAKING

BBA

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : DALMASSO Audrey

Teaching Team :

Academic Characteristics

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

Course Description

Course Description :

The course will give students basic knowledge and an understanding of corporate finance.

Pedagogical Objectives

Pedagogical Objectives :

Knowledge and Understanding (subject specific) - The student is expected to: have knowledge and understanding of the following subjects: Financial Statement Analysis, Investment Appraisal Techniques, Valuation of Stocks and Bonds, The Capital Asset Pricing Model, Portfolio Theory, The Weighted Average Cost of Capital

Cognitive / Intellectual Skills (generic) - The student is expected to: apply the corporate finance techniques above to the solution of practical problems

Key Transferable Skills (generic) The student is expected to: solve problems for management, communicate results to users, become Financial Managers

Practical Skills (subject specific)

his/her knowledge and techniques in jobs that require: Investment Appraisal, Financial Statement Analysis, Portfolio Theory, The Weighted Average Cost of Capital

Prerequisites

Prerequisites :

BUS2201 – BUS2202(Managerial Accounting) and Corequisite BUS2702 (Statistics for Business Decisions)

Course Schedule

Course Schedule :

Chapter 1. (Review).The Corporation; The four types of firms, Ownership vs Control, The Stock Market
Chapter 2 (Review) Financial Statement Analysis Chapter 3 & 4, Time Value of Money, Net Present Value, The Timeline, The Rules of Time Travel Valuing a stream of Cash Flow, Calculating Net Present Value, Perpetuities, Annuities Chapter 5, Interest Rates Interest Rate Quotes and Adjustments, The Yield Curve,

The Opportunity Cost of Capital Chapter 6, Investment Decision Rules NPV and Stand Alone Projects, The IRR, The Payback Rule, Choosing between Projects Chapter 7 Fundamentals of Capital Budgeting Budgeting, Determining Free Cash Flow and NPV, Further Adjustments to Free Cash Flow Mid Term Exam 1 Chapter 8 Valuing Bonds; Bond cash Flows, Dynamic Behaviour of Bond Prices Corporate Bonds Chapter 9 Valuing Stocks, The Dividend Discount Model and application Valuing Bonds Continued Chapter 10, Capital Markets and the Pricing of Risk Risk and Return, Common Measures of Risk and Return, Historical returns of Stocks and Bonds Trade Off between Risk and Return, Common vs Independent Risk, Portfolio Diversification Measuring Systematic Risk, Beta and the Cost of Capital Chapter 10 Continued Mid Term 2 Exam Chapter 11 Optimal Portfolio Choice and the Capital Asset Pricing Model The Expected Returns of a Portfolio, Volatility of a 2 stock Portfolio, Choosing an Efficient Portfolio Risk Free saving and Borrowing, The Efficient Portfolio, The Capital Asset Pricing Model Chapter 11, Continued Chapter 12, Cost of Capital The Cost of Equity, The Cost of Debt, The Weighted Average Cost Of Capital Chapter 14, The Modigliani and Miller Hypotheses Review

Academic References

Academic Reference :

Corporate Finance by Jonathan Berk and Peter DeMarzo

Websites :

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

Dow Jones Factiva

Pro Quest

Certifications & Legal Mentions

Certifications :

N/A

BAC.EAINA.FIBUS.3402 – FINANCIAL MARKETS & INSTITUTIONS

BBA

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0.00h	30.00h	0.00h	0.00h	0.00h	45%	55%	100%

Course Manager & Teaching Team

Course Manager : DALMASSO Audrey

Teaching Team :

Academic Characteristics

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

Course Description

Course Description :

The purpose of this course is to guide students in developing critical thinking skills applied to financial markets and institutions. To help students gain a basic yet thorough knowledge of the major financial instruments and the way they are traded in financial markets as well as the functioning, strategies, influence and goals of the financial institutions that use these instruments in order to maximize their profits or carry out their mission (the FED). The course will also cover the variable economic elements (interest rates, inflation, money supply...) and situations that affect them both on a national and international level. Topics include also asymmetric information models of financial market structure, regulation and financial crises.

Pedagogical Objectives

Pedagogical Objectives :

Knowledge and Understanding (subject specific) - The student is expected to:
understand: the different types of financial institutions, the yield curve, central banking and the goals of monetary policy, short- and long-term debt securities, the basics of equity markets, issues and themes (sovereign funds and debt, market efficiency)

Cognitive / Intellectual Skills (generic) - The student is expected to:
use her/his financial terminology and assert her/his verbal communication

Key Transferable Skills (generic) The student is expected to:
develop important skills for employment in the areas of business finance, banking and investment

Practical Skills (subject specific)
understand the impacts of monetary policy.

Course Schedule

Course Schedule :

Origins of the financial system. The different types of financial institutions Determination and structure of interest rates How interest rates are determined and the factors that influence them Determination and structure of interest rates - part 2 How interest rates are determined and the factors that influence them - part 2 Central banking Description of the FED and how it influences interest rates through monetary policy Central banking - part 2 Description of the FED and how it influences interest rates through monetary policy

- part 2 Midterm 1 Debt securities Introduction to short-term debt securities Debt securities Introduction to long-term debt securities Different types of bonds and how to value them Debt securities - part 2 Introduction to long-term debt securities - part 2 Different types of bonds and how to value them - part 2 Introduction to equity markets Exchanges/compartments and quotations IPO'S Stock valuation. Methods used to value stocks VALUELINE Midterm 2 Market microstructure Introduction to derivative/subprimes FOREX/George Soros and the speculation on the British £ 1992 Review Final Exam

Academic References

Academic Reference :

Mishkin "Financial institutions and markets" 9th edition Pearson Reilly F. and K. Brown, 2003, Investment Analysis and Portfolio Management, Thomson South Western College, 7th edition.

Simpson T., "Financial Markets, Banking and Monetary Policy", 2014 Wiley Finance Series

Websites :

Financial Times

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

Certifications & Legal Mentions

Certifications :

N/A

BAC.EAINA.OTHUM.3600 – GEOPOLITICS

BBA

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0.00h	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 : Autre Teaching Languages : English Open to Exchange : Yes

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
4
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.2651 – History, Culture, & Society- France

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 : MAUCLAIR-AUGUSTIN Brandon

Academic Characteristics

Credits : 6 Discipline : N/A Teaching Languages : N/A Open to Exchange : Yes

Course Description

Course Description :

This course explores the historical, cultural, and societal context linked to the students' mobility destination. In this exploration, students are introduced to short texts, films, music, and visual materials of various groups within the country. They also complete small projects and a portfolio that connect classroom learning with real experiences in their host environment. The module aims to help students understand how culture and society interact, strengthening their intercultural, analytical, creative, and civic engagement competences.

Pedagogical Objectives

Pedagogical Objectives :

- Provide students with a broad introduction to the historical and cultural contexts of the host country.
- Explore how artistic expressions such as text, film, music, and visual arts reflect cultural identity and political or historical experiences.
- Encourage critical thinking and cross-cultural reflection.
- Promote involvement with community and cultural life beyond the classroom.

Course Schedule

Course Schedule :

1. Significant Historical Moments Part I
2. Significant Historical Moments Part II
3. Society & Cultural Contexts
4. Marginalized Voices
5. Influence of Performing Arts
6. Influence of Literature
7. Influence of Visual Arts
8. Bringing it together

- 9. Looking Toward the Future
- 10. Portfolios and Self-Reflection

Certifications & Legal Mentions

Certifications :

N/A

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	50%	50%	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 is designed to introduce students to business research methods, providing them with the necessary skills to conduct and analyse research in a business context. Through a blend of theoretical concepts and practical examples, students will gain an understanding of the importance of research in apprising business decisions and strategies.

Prerequisites

Prerequisites :

Academic Research and Writing 1

Course Schedule

Course Schedule :

1. Introducing Business Research and Research Question Design
2. Research Design and Planning
3. Academic Articles & Literature Review
4. Quantitative & Qualitative Research Methods
5. Research Plan
6. Research Bias & Ethics
7. Data Integrity, Interpretation and Analysis
8. Findings, Discussion, Recommendations and Limitations
9. Final Research Paper Submission and Presentation Development
10. Final Group Presentations

Certifications & Legal Mentions

Certifications :

N/A

BAC.EAINA.OTSOC.2001 – Introduction to Sociology

BBA

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0h	30.00h	0.00h	0.00h	0.00h	30%	70%	100%

Course Description

Course Description :

To introduce students to some of the main themes and theoretical perspectives in Sociology as well as the methodology of simple sociological research. The emphasis on group functioning as well as on how social institutions work will help the students develop the “people skills” necessary in their future professional careers. The course will also focus on developing students' critical thinking skills in order to better understand interactions in the modern world.

Outline

Outline:

Session 1 Part I: Introduction to Sociological Theory and Methods
Session 2 Review of Marx, Weber, Durkheim Sociological theories
Session 3 Review of Symbolic Interactionism and contemporary theories. The Social Construction of Reality
Session 4 Methodology and Theory
Session 5 Part 2: Diversity and Inequality
Session 6 Social divisions and inequalities Social class and Poverty
Session 7 Midterm Race and Ethnicities, Gender, Sexuality
Session 8 Part 3: Application of Sociological Theory to Contemporary Topics Communication and the New Media
Session 9 Group Interactions and Dynamics
Session 10 Final Exam

BAC.EAINA.ECBUS.2301 – MACRO ECONOMICS

BBA

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0h	30.00h	0h	0h	0h	50%	50%	100%

Course Manager & Teaching Team

Course Manager : RAMID Souhail

Teaching Team : Lille : Florin Teodor Boldeanu Sophia : Maurizio Iacopetta

Academic Characteristics

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

Course Description

Course Description :

Economics could be defined as the science concerned with the production, consumption, and wealth transfer. The main difference between microeconomics and macroeconomics is that microeconomics focuses on supply and demand, and other forces that determine price levels, making it a bottom-up approach while Macroeconomics takes a top-down approach and looks at the economy, trying to determine its course and nature. Economics helps somehow to understand the world we live in. This course has the ambition to help student answering the following questions:

What makes a nation wealthy? What does living standard depend on? Why are living standards so different from one country to another? How do we measure the cost of living?

Why are prices higher in some countries? How can a country improve its standard of living?

What is the role of finance in our economy? Why is a job a key determinant of one's living standard?

What makes jobs easy to find sometimes and hard to find some other? Should and can the government play a role in improving the living standards? What is the rationale behind taxation? What are the impacts globalization on our living standards? How can economics be ethical and sustainable?

Pedagogical Objectives

Pedagogical Objectives :

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

Learn how to define macroeconomic variables precisely, understand their roles how macroeconomic models work.

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

Understand macroeconomic concepts. Use logic and deductive reasoning to apply concepts in each situation. Process visually information in graphs, tables, and texts.

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

Learn how to reason analytically and critically to solve economic problems. Develop adaptability, leadership and communication skills during teamwork and presentations. Improve listening skills, attention to details and think outside of the box to solve economic problems.

Practical Skills (subject specific)

Apply macroeconomic knowledge of concepts and models to solve real life situations.

Analyse data in a document to answer an economic problem. Defend / criticize a concept / Model.

Conjecture or develop improvements to economic concepts and models.

Prerequisites

Prerequisites :

None

Course Schedule

Course Schedule :

• Introduction to Macroeconomics: course outline and course introduction • The Circular Flow of Income and the main markets • GDP and value added • From GDP to disposable income and personal saving • Calculating GDP (expenditure and income approaches) • Limitation of GDP concept • Nominal and real GDP • GDP deflator and a first definition of inflation • Measuring Inflation with GDP deflator • Measuring inflation with the CPI • Comparing CPI and inflation measured with the GDP deflator • Growth versus business cycle • Productivity and output fluctuation: expenditure and supply determinants • 1st Midterm • The determinants of aggregate expenditure • Output determination in the short-run • Unemployment: measurement and types • The cost of unemployment • Labor productivity, GDP growth and the level of unemployment • Balance of payments • Competitiveness and labor cost • Exchange rate and the market for currencies • Interest Rate Parity • Purchasing Power Parity • 2nd Midterm • The nature of money • The supply of money • Monetary base and the money multiplier • Money market in the short run and the rate of interest • Money and inflation in the long run • Central Banks and elements of monetary policy • Role and scope of Government in macroeconomics • Government budget, surplus and public deficit • Fiscal policies: taxation and public expenditures • Public debt • 3rd Mid Term • Theories of income distribution • How to measure income inequalities: Lorenz curve and Gini index • Interstate and intrastate inequalities Final exam

Academic References

Academic Reference :

Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings : Case and Fair - Economics Principles - 9th ed. Mankiw and Taylor - Principles of Economics - 2nd ed. Cengage Learning

Websites :

Required for the course: N. Gregory Mankiw (2021). Principles of Economics (9th edition)

Certifications & Legal Mentions

Certifications :

N/A

BAC.EAINA.ISBUS.3055 – Marketing Automation, CRM & Customer Lifecycle Management

BBA

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0h	30.00h	0h	0h	0h	30%	70%	100%

Course Manager & Teaching Team

Course Manager : JOUSSEMET Caroline

Teaching Team : CASTANY Sacha

Academic Characteristics

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

Course Description

Course Description :

This course explores how organizations manage customer relationships across the entire lifecycle, from acquisition to retention and value maximization.

It focuses on the strategic and operational use of Customer Relationship Management (CRM) systems, data, and marketing automation to improve customer experience, loyalty, and profitability.

Students will learn how to design customer-centric strategies, use CRM tools and data to drive decision-making, optimize the customer lifecycle (acquisition, retention, loyalty) and implement personalized marketing and automation strategies

The course combines conceptual frameworks, real-life business cases, and hands-on workshops.

Pedagogical Objectives

Pedagogical Objectives :

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

Understand CRM concepts, tools, and customer lifecycle frameworks and identify how data and technology support customer relationship strategies

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

Research, understand and analyze customer data and lifecycle performance.

Engage in analytical thinking regarding CRM strategies and marketing effectiveness

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

Develop teamwork and time management skills to succeed in group projects.

Be able to carry out some primary and secondary research.

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

Participate actively in class activities and experience collective thinking.

Present strategic insights

Practical Skills (subject specific)

Engage in workshops and activities around customer lifecycle.

Design a CRM strategy

Build customer journeys and lifecycle programs
Use segmentation and personalization techniques

Prerequisites

Prerequisites :

Marketing Principles

Course Schedule

Course Schedule :

Session 1 Introduction to CRM & Customer Lifecycle

Understand the role of CRM in modern business

Introduce customer lifecycle thinking

What is CRM? Strategic vs operational CRM

Customer lifecycle overview: Acquisition ; Activation ; Retention ; Loyalty

Shift from product-centric to customer-centric organizations

ACTIVITY: Map a personal customer journey

Presentation of course assignments:

Session 2 Customer Data & Segmentation

Understand how customer data drives CRM

Learn segmentation techniques

Types of data: Demographic ; Behavioral ; Transactional

Segmentation methods: RFM (Recency, Frequency, Monetary) ; Behavioral segmentation

Introduction to Customer Data Platforms (CDP)

ACTIVITY : Build customer segments from a dataset

PROJECT: Team project introduction, team building, methodology.

Session 3 Customer Acquisition Strategies

Understand how CRM supports acquisition & Link acquisition to lifecycle value

Acquisition channels

Lead generation & qualification

Cost of acquisition (CAC)

Conversion optimization

ACTIVITY: Design an acquisition strategy with KPIs

Session 4 Customer Experience & Journey Design

Design seamless customer experiences & Improve engagement

Customer journey mapping

Touchpoints & omnichannel experience

Pain points and friction

ASSIGNMENT: Build a full customer journey map

PROJECT:

Session 5 CRM Tools & Marketing Automation

Understand CRM systems and tools & Learn automation principles

CRM tools (Salesforce, HubSpot...)

Marketing automation: Email flows ; Trigger-based campaigns

Integration with other systems

ACTIVITY: Design an automated lifecycle campaign

MIDTERM PREPARATION

Session 6 Retention & Loyalty Strategies

Understand how to retain customers & Increase customer lifetime value

Retention drivers ; Loyalty programs ; Churn analysis

MIDTERM correction

ACTIVITY : Design a retention strategy

Session 7 Customer Value & Performance Metrics

Measure CRM performance & Link CRM to profitability

Key metrics: Customer Lifetime Value (CLV) ; Retention rate ; Churn rate ; Profitability analysis

ACTIVITY : Calculate and interpret CLV

Session 8 Personalization & AI in CRM

Understand advanced CRM strategies

Explore AI-driven personalization

Understand advanced CRM strategies

Explore AI-driven personalization

ACTIVITY: Build a personalized customer experience
Session 9 CRM Challenges: Ethics, Data & Privacy
Understand risks and constraints
Address ethical issues
GDPR and data privacy
Ethical use of customer data
Trust and transparency
Debate activity : Personalization vs privacy
Session 10 Final avaluation: Project presentations

Academic References

Academic Reference :

Customer Relationship Management: Concepts and Technologies
Author: Buckle, Maklan
Routledge – 2024
ISBN: 978-1032247441
Available on Skema Learn.

Websites :

Available on K2

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE IA

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 : ERTIMUR Burcak TAKHAR Jennifer NASIM Shamza VAN LAER Tom MERLIN Antoinette

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 :

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

- Define and correctly use the core concepts and vocabulary of marketing.
- Explain how marketing creates value for customers, organisations, and society.
- Analyse a market environment using basic diagnostic tools such as SWOT and PESTEL.
- Describe key consumer behaviour mechanisms and use them to interpret market situations.
- Design a simple marketing research approach suited to a managerial question.
- Develop a coherent segmentation, targeting, and positioning logic.
- Recommend marketing-mix decisions related to product, brand, communication, price, and distribution.
- Structure and present a basic marketing plan supported by evidence and justified choices.
- Recognise the importance of ethics, sustainability, and social responsibility in marketing decisions.

Prerequisites

Prerequisites :

None

Course Schedule

Course Schedule :

Session 1: Introduction to Marketing

Definition and scope of marketing; needs, wants, and demand; value creation and customer satisfaction; exchange, relationships, and markets

Session 2: The Marketing Environment

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

Session 3: Consumer Behavior

Consumer decision-making process; internal & external influences; post-purchase behavior and satisfaction

Session 4: Marketing Research and Customer Insights

Designing & Conducting Market Research; primary and secondary data; qualitative and quantitative methods

Session 5: STP: Segmentation, Targeting and Positioning

Market segmentation criteria; consumer vs. business markets; target market selection; positioning and differentiation; value proposition

Session 6: Product, Service, and Brand Strategy

Product as an offer of value; product levels and product mix; services and their specific characteristics; brand identity and brand equity; product life cycle and innovation basics

Session 7: Pricing Strategy

Role of price in the marketing mix; internal and external pricing factors; cost-based, competition-based, and value-based pricing; pricing objectives and strategies; price perception and customer value

Session 8: Distribution and Omnichannel Management

Functions of distribution channels; channel members and intermediaries; channel design and selection; retailing and e-commerce; omnichannel customer experience

Session 9: Integrated Marketing Communication

Communication objectives; advertising, sales promotion, PR, direct marketing; digital communication tools; social media and content marketing; message consistency across channels

Session 10: Socially Responsible Marketing

Ethical Marketing; responsible and sustainable marketing; Corporate Social Responsibility

Academic References

Academic Reference :

M: Marketing by Dhruv Grewal and Michael Levy, 6th edition, McGraw-Hill Education 2018
Principles of marketing by KOTLER, Philip; ARMSTRONG, Gary; HARRIS, Lloyd C.. Auteur ; Pearson Education - 2024

Websites :

Available on K2

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE

Session 10 is focused on Socially Responsible Marketing:
Ethical Marketing; responsible and sustainable marketing; Corporate Social Responsibility

BAC.EAINA.OTMTH.0100 – Mathematics for Business and Management

BBA

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0.00h	45.00h	0.00h	0.00h	0.00h	45%	55%	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 course covers Basic Algebraic Concepts, Linear Equations, Systems of Equations, Matrices, Augmented Matrices, Linear Inequalities, Exponential functions, Ln Functions, Derivatives, Introduction to Integration as well as practical problems. Students will acquire an elementary knowledge applied to business, management, and the social sciences.

Pedagogical Objectives

Pedagogical Objectives :

The student is expected to understand the following topics:

Percent problems

Introduction to Matrices

Linear Equations

System of Equations (Substitution Method, Augmented Matrices)

Differentiation and its applications (Basic Rules, Optimization with one variable, Marginal Cost, Marginal Revenue, Marginal Profit)

Exponential and logarithmic functions

Integration and its applications: Antiderivatives, Definite integrals.

Academic References

Academic Reference :

College Mathematics for Business, Economics, Life Sciences and Social Sciences, R. Barnett, M. Ziegler, K. Byleen, Ed. Pearson, Global ed., 13th ed.

Websites :

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

Certifications & Legal Mentions

Certifications :

N/A

BAC.EAINA.ECBUS.2302 – MICRO ECONOMICS

BBA

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0h	30.00h	0h	0h	0h	50%	50%	100%

Course Manager & Teaching Team

Course Manager : RAMID Souhail

Teaching Team : Sophia : Aleskandr Grigoryan - Annabelle Stella Caumel - Maurizio Iacopetta Lille: Abdelkader Hamadi – Yaroslav Lysenko – Florin Teodor Boldeanu – Dennis Verhoeven

Academic Characteristics

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

Course Description

Course Description :

This course provides a comprehensive foundation in the principles of microeconomic theory and its applications in the business world. The course covers key concepts such as supply and demand, market structures, consumer behavior, production and costs, and the role of government in the economy. By the end of the course, students will have a solid understanding of how individual economic agents make decisions and how these decisions shape market outcomes.

Pedagogical Objectives

Pedagogical Objectives :

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

- Demonstrate an understanding of market supply and demand
- Demonstrate understanding of elasticity and consumer choices
- Demonstrate an understanding of market efficiency versus inefficient market allocations
- Be able to identify monopoly, oligopoly and monopolistic competition practices

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

- Understand the importance of microeconomic concepts for the management of companies

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

- Demonstrate critical thinking
- Develop a structured economic mindset

Practical Skills (subject specific) – The student is expected to:

- Use key economic variables and to understand the relationships among them

Prerequisites

Prerequisites :

None

Course Schedule

Course Schedule :

Chapter 1: Economic Principles Course introduction - methods in economics Chapter 2: The economic problem: scarcity and choice 1/2 The economics of scarce resource allocation: scarcity, exchange, alternative market systems, trade-offs, price mechanism and market regulation, market failures Chapter 2: The economic problem: scarcity and choice 2/2 The rational choice: opportunity cost, marginal reasoning, the role of incentives Chapter 3: Economic efficiency illustrated 1/2 Modeling efficient technological trade-offs: the production possibilities frontier Chapter 3: Economic efficiency illustrated 2/2 Modeling efficient interdependence patterns: trade along the lines of comparative advantage quiz 1 Chapter 4: Supply and demand: how markets work 1/2 From the demand determinants to the market demand curve From the supply determinants to the market supply curve Chapter 4: Supply and demand: how markets work 2/2 Market equilibrium: determination and dynamics (comparative statistics) From equilibrium to disequilibrium: an introduction to price control, rationing Midterm 1 (1h30) Chapter 5: Elasticity and its applications Elasticity: definition and measurement Elasticity: value and the nature of goods Chapter 6: Markets and social welfare Producer surplus, consumer surplus Welfare properties of (competitive) market equilibrium Chapter 6: Markets and social welfare Taxation and welfare International trade, protectionism and welfare Chapter 7: The economics of public sector Externalities, public goods, imperfect information, and social choice Quiz 2 Chapter 8: Technology and the cost of production Chapter 9: Short run cost and output decisions Chapter 10: Long run cost and output decisions Chapter 11: Monopoly and antitrust policy Midterm 2 (1h30) Chapter 12: Monopolistic competition and oligopoly Chapter 13: Household behavior and consumer choice

Academic References

Academic Reference :

Lectures obligatoires / Required readings :

N. Gregory Mankiw (2021). Principles of economics (9th edition)

Principles of Economics - Case, Fair, and Oster - 9th edition, Prentice Hall/Pearson Intl Edition

Certifications & Legal Mentions

Certifications :

N/A

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

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 : Management & Organisation

Teaching Languages : English

Open to Exchange : Yes

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.

Prerequisites

Prerequisites :

to be confirmed

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.OTCOM.2371 – Persuasive Communication and Presentation Techniques

BBA

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0h	30.00h	0h	0h	0h	30%	70%	100%

Course Manager & Teaching Team

Course Manager : MAUCLAIR-AUGUSTIN Brandon

Academic Characteristics

Credits : 6 Discipline : N/A Teaching Languages : English Open to Exchange : Yes

Course Description

Course Description :

This course combines theory with practice. Students will develop their public speaking skills and learn to contribute well to the assessment of their peers. The course also focuses on methods and strategies of speech writing to persuade and inform the audience. Students will learn how to produce effective PowerPoint presentations, and how to perform business presentations both individually and in groups.

Pedagogical Objectives

Pedagogical Objectives :

Knowledge and Understanding (subject specific) - The student is expected to: Develop a general understanding of interpersonal communication with an audience and provide the skills required for public speaking and presentations.

Cognitive / Intellectual Skills (generic) - The student is expected to: Develop skills required for speech writing and analyzing the audience. Develop skills required for preparing effective PowerPoint presentations and presenting information individually and in groups.

Key Transferable Skills (generic) The student is expected to: Learn to collect information and outline material; combine PowerPoint presentations with public speaking.

Practical Skills (subject specific) Learn to address large and small groups. Develop skills required for both persuasive and informative communicating in public. Evaluate fellow students.

Course Schedule

Course Schedule :

1. Introduction and exercises
2. Storytelling and speech writing
3. Language and organization
4. Speaking to persuade
5. Visual Aids
6. Purpose, introductions, and endings
7. Midterm
8. Creativity and business language

- 9. Extemporaneous and impromptu speeches
- 10. Final Presentations

Certifications & Legal Mentions

Certifications :

N/A

BAC.EAINA.HRBUS.3501 – PRINCIPLES OF MODERN MANAGEMENT

BBA

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : SMITH Devin

Academic Characteristics

Credits : 6
Discipline : Management & Organisation

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course helps students to acquire management knowledge and to develop management skills. It enables the students to understand management as it relates to both the employer and employee and to acquaint the student with the various schools of management and the philosophy of management.

Pedagogical Objectives

Pedagogical Objectives :

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

This course provides students with a systematic approach to acquiring a solid foundation in the principles of management. The course is organized around the four functions of management: (1) planning (defining organizational goals and choosing the tasks to attain the goals); (2) organizing (assigning the tasks to various individuals or groups); (3) influencing (guiding the activities of organizational members); (4) controlling (gathering information and finding new ways of improving the firm through organizational modification).

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

The student is expected to have an overview of different management principles: corporate social responsibility, human resource management, planning, organizational communication and behavior, motivation, leadership, and control.

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

The student is expected to: (1) Understand and use Group & Team dynamics; (2) use effective communication including feedback.

Practical Skills (subject specific)

The student is expected to: (1) understand how to work with objectives and control expected results; (2) analyze a situation and defining a strategy; (3) plan and organize issues in organizations; (4) how to work with people; (5) learn how to motivate people; (6) learn how to create good relationships with peers in order to work harmoniously with them.

Prerequisites

Prerequisites :

None

Course Schedule

Course Schedule :

Session 1: Introduction to Management
Session 2: Managers, society, and sustainability
Session 3 Plans and planning tools
Session 4 Making Decisions
Session 5 Strategic Planning
Session 6 Staffing & HR Management
Session 7 Leadership
Session 8 Motivation
Session 9 Groups and Teams
Session 10 Building Organization Culture

Academic References

Academic Reference :

To be provided in class

Websites :

K2

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE

BUS.EAINA.ECBUS.3231 – Statistics for Business Decisions

BBA

Hours & Assessment

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

Academic Characteristics

Credits : 6

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 :

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

Prerequisites

Prerequisites :

Use of statistical software (Excel)

Course Schedule

Course Schedule :

Introduction to statistics
Introduction to Microsoft Excel – Use of Excel
Definitions and types of data
Numerical description of data
Measures of association

Simple linear regression – Use of Excel
Graphical data representation
Graphical techniques – Use of Excel
Numerical description of data
Law of probability
Discrete probability distribution (Probability of a discrete random variable – Expected value, Variance, Standard deviation, Covariance)
Q/A and Practice: Discrete probability distribution (Chapter 5 - I, II, III)
Discrete probability distribution (Binomial distribution, Poisson distribution)
Test in class (1h)
Continuous probability distribution
Project Communication (Data collection, analysis and statistical treatment of data, conclusion and report): Sustainable Development, Ecological transition, Climate change)
Sampling distribution
Estimation
Q/A and Practice: Sampling distributions and Estimations
Hypothesis testing (Introduction, Z-Test)
Hypothesis testing (Z-test, t-test)
Project: Submission of the final documents + Peer-Evaluation Form
Hypothesis testing (Type II error, Beta)
Analysis of Variance
Multiple regression analysis
Exercises: Analysis of Variance
Exercises: Multiple regression analysis
(Times Series, Smoothing techniques)
Review Session

Outline

Outline :

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...

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

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 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.

Prerequisites

Prerequisites :

to be advised

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.

Academic References

Academic Reference :

to be provided in class

Websites :

to be provided in class

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE

BAC.EAINA.STEVM.1020 – Sustainable Transitions

BBA

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0h	30.00h	0h	0h	0h	70%	30%	100%

Course Manager & Teaching Team

Course Manager : SMITH Devin

Academic Characteristics

Credits : 6
Discipline : Stratégie, Innovation & Entrepreneuriat

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 - Sustainable Development – Global Approach Part 1
- Wk2 - Sustainable Development – Global Approach Part 2
- Wk3 - Managerial Responsibility – Personal Approach
- Wk4 - Corporate Strategy & Social Responsibility
- Wk5 - Corporate Governance & Social Responsibility
- Wk6 - Sustainable Business Models – Corporate Dependence on Ecosystems
- Wk7 - Creating Economic, Social and Environmental Value – CSR and Corporate Philanthropy
- Wk8 - Key Resources & Activities – Stakeholder Network Roles
- Wk9 - Managing Negative Impact – Redefining Revenues and Ensuring Profits
- Wk10 - Group Project Presentations

Academic References

Academic Reference :

To be provided in class...

Websites :

To be provided in class...

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE