

Course list
Master Programmes
Incoming Exchange Students
Belo Horizonte Campus (Brazil)
Fall 2026



Dear Exchange Students,

Welcome to SKEMA Business School !

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

Please read these instructions carefully:

- 1) Students are required to choose **one program** and follow the courses within that one program. It is not possible to mix and match courses from different programs due to frequent scheduling clashes.
- 2) **Special Note for Corporate Financial Management:** This specialization is only open to students with the required pre-requisites for each course. Be sure to consult the catalogue carefully and all of the pre-requisites highlighted in red.
- 3) Courses within the catalogue are subject to slight changes.
- 4) There is a maximum number of seats available per specialization program.

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MSc M2 CFM FALL BELO Core Courses (13 maximum)

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- MSC.CFMM2.FICOR.0200#1	Power BI and AI Belo

MSc M2 CFM FALL BELO Elective Courses (1 maximum)

- MSC.CFMM2.FIELE.0167	Financial Risk Management Training
- MSC.CFMM2.FIELE.0140	Python I

MSc M2 CFM FALL BELO Optional Courses (1 maximum)

- MSC.IBBM2.LGCOR.0001	OPTIONAL PORTUGUESE SEMESTER
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MSc IB International Business

MSc M2 IB FALL BELO Core Courses (5 maximum)

- MSC.TRCM2.OTCOR.0101	CAREER MANAGEMENT 1
- MSC.IBBM2.STCOR.0035	GLOBAL SUPPLY CHAINS
- MSC.IBUM2.STCOR.0061	IMPORTING AND EXPORTING IN A GLOBAL MARKET
- MSC.IBNM2.STCOR.0028	INTERNATIONALIZATION OF THE FIRM
- MSC.IBUM2.STELE.0058	RESEARCH METHOD

MSc M2 IB FALL BELO Track Courses EC (5 maximum)

- MSC.IBRM2.STCOR.0034	AI FOR INTERNATIONAL BUSINESS
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- MSC.IBNM2.STCOR.0038 Global Leadership: a Brazilian Perspective
- MSC.IBNM2.STCOR.0037 Globalization: Risks, Challenges and Opportunities for Latin America
- MSC.IBBM2.MKCOR.0215 International Marketing Management
- MSC.IBNM2.STELE.0047 INTERNATIONAL NEGOTIATION PRACTICE

MSc M2 IB FALL BELO Optional Courses (1 maximum)

- MSC.IBBM2.LGCOR.0001 OPTIONAL PORTUGUESE SEMESTER

MSc IMBD International Marketing and Business Development

MSc M2 IMBD FALL BELO Core Courses (5 maximum)

- MSC.TRCM2.OTCOR.0101 CAREER MANAGEMENT 1
- MSC.IMBM2.MKCOR.0077 International Business Development
- MSC.IMBM2.MKCOR.0057 Marketing Research
- MSC.IMBM2.MKCOR.0055 New Business Development: From Idea to Market
- MSC.IMBM2.MKCOR.0088 Strategic Brand Management

MSc M2 IMBD FALL BELO Elective Courses (4 maximum)

- MSC.IMBM2.MKELE.0202 AI & Data Analytics
- MSC.IMBM2.MKELE.0149 Communication and Engagement in an Emerging Economies Fall
- MSC.IMBM2.MKCOR.0061#1 Digital growth
- MSC.IMBM2.MKELE.0237 Digital Sales: channels, tech and strategy
- MSC.IMBM2.MKELE.0186 Services and Customer Experience Management

MSc M2 IMBD FALL BELO Optional Courses (1 maximum)

- MSC.IBBM2.LGCOR.0001 OPTIONAL PORTUGUESE SEMESTER

PGE Master 1

PGE M1 FALL BELO Langues Vivantes (1 maximum)

- PGE.FINM1.LGCOR.4391 LANGUAGE: PORTUGUESE BASIC II FALL
- PGE.FINM1.LGCOR.4323 LANGUAGE: PORTUGUESE BASIC I FALL
- PGE.FINM1.LGCOR.4324 LANGUAGE: PORTUGUESE FUNCTIONAL FALL
- PGE.FINM1.LGCOR.4325 LANGUAGE: PORTUGUESE PROFICIENT FALL

PGE M1 IID FALL BELO Glocalization Courses (3 maximum)

- PGE.FINM1.STCOR.0851 DOING BUSINESS IN BRAZIL
- PGE.FINM1.HRCOR.0344 INNOVATION MANAGEMENT & CREATIVITY
- PGE.FINM1.LTCOR.0217 INTRODUCTION TO LEGAL SYSTEMS IN THE WORLD

PGE M1 IID FALL INTER Fondamentaux du Mgmt (6 maximum)

- PGE.FINM1.ISCOR.0712	AI IN BUSINESS CONTEXTS
- PGE.FINM1.FICOR.0532	CORPORATE FINANCE
- PGE.FINM1.ECCOR.0904	GLOBAL ECONOMIC ISSUES : CORPORATE ECONOMICS IN A VUCA WORLD
- PGE.FINM1.HRCOR.0343	MANAGING HUMAN RESOURCES
- PGE.FINM1.MKCOR.0411	MARKETING STUDIES
- PGE.FINM1.STCOR.0855	STRATEGY

MSc CFM Corporate Financial Management

MSc M2 CFM FALL BELO Core Courses (13 maximum)

MSC.CFMM2.FICOR.0144 – Applied Research in Finance

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
6.00h	0.00h	0.00h	6.00h	0.00h	60%	40%	100%

Course Manager & Teaching Team

Course Manager : ARONNE Alexandre

Teaching Team : Belo : DE SOUZA BARBOSA Klenio

Academic Characteristics

Credits : 1 Discipline : Autre Teaching Languages : English Open to Exchange : Yes

Course Description

Course Description :

The aim of the course is to train students to benchmark existing discipline-based knowledge and develop strategies for keeping up to date with new techniques or issues in both an academic research and a practitioner environment.

Academic References

Academic Reference :

Biggam, J., 2008. Succeeding with Your Master's Dissertation : A step-by-step handbook, McGraw-Hill. Available on Scholarvox.

Certifications & Legal Mentions

Certifications :

N/A

MSC.CFMM2.FICOR.0140 – Capital Budgeting

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
18.00h	0h	0.00h	0h	0.00h	60%	40%	100%

Course Manager & Teaching Team

Course Manager : LAI Wan Ni

Teaching Team : Paris : IYIDOGAN Engin Sophia : LAI Wan Ni Belo : LACERDA Leonardo Suzhou : LEI Ming

Academic Characteristics

Credits : 2 Discipline : Finance Teaching Languages : English Open to Exchange : Yes

Course Description

Course Description :

The main objective of this course is to teach students how to make effective capital budgeting decisions as financial managers. Focusing on asset valuation, this course emphasis on the evaluation of cash flows that is fundamental to the capital budgeting decision. Starting with a general introduction to the framework of corporate finance, students will learn (i) methods to evaluate projects and investment rules, (ii) skills to analyze risk and return of various projects, and finally (iii) the different ways of raising capital in a corporation.

Prerequisites

Prerequisites :

Master1
Accounting prerequisites
corporate finance prerequisites

Course Schedule

Course Schedule :

1 Financial Statements Analysis 2 Making Capital Investment Decisions 3 Net Present Value and Other Investment Rules 4 Risk Analysis, Real Options and Capital Budgeting 5 Short Term Financing and Planning 6 Risk, Cost of Capital and Valuation 7 Efficient Capital Markets and Behavioral Challenges 8 Case study presentations

Academic References

Academic Reference :

Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings :

Certifications & Legal Mentions

Certifications :

N/A

MSC.CFMM2.FICOR.0141 – Capital Structure and Dividend Policy

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
18.00h	0h	0.00h	0h	0.00h	40%	60%	100%

Course Manager & Teaching Team

Course Manager : RENUCCI Céline

Teaching Team : Lille : PILKINGTON Mark Paris : HOUTTEVILLE Vincent Sophia : JI Zhe Belo : BRASIL Haroldo Suzhou : XU Tao

Academic Characteristics

Credits : 2

Discipline : Finance

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

The main objective of this course is to teach students the fundamentals of capital structure in a company and how to make effective dividend policies as financial managers. Focusing on the nature of debt and equity, this course emphasizes the effects of financing the company through debt and equity. Starting with a general introduction to the framework of debt and equity valuation, students will learn (i) importance of capital structure and limits to the use of debt, (ii) the cost of capital in a leveraged firm, and finally (iii) the principles of setting dividend policy in a company.

Prerequisites

Prerequisites :

Corporate Finance prerequisites.

Course Schedule

Course Schedule :

1. Stock Valuation 2. Bond Valuation 3. Long Term Financing 4. Capital Structure: Basic Concepts 5. Capital Structure: Limits to the Use of Debt 6. Valuation and Capital Budgeting for the Levered Firm 7. Dividends and Other Payouts 8. Case study presentations

Academic References

Academic Reference :

Vernimmen, Pierre. Corporate Finance: Theory and Practice.
John Wiley & Sons, 2005. Chapters 32 to 39.

Certifications & Legal Mentions

Certifications :

N/A

MSC.TRCM2.OTCOR.0101 – CAREER MANAGEMENT 1

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0.00h	0.00h	0.00h	6.00h	0.00h	100%	0%	100%

Course Manager & Teaching Team

Course Manager : SOARES VELOSO Ana Paula

Academic Characteristics

Credits : 1
Discipline : Stratégie, Innovation & Entrepreneuriat

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course is managed by the Career Center. In order to validate this course, students have to:

1 MANDATORY : Attend two workshops (1h30 each) on specific themes (1st workshop : Wage Negotiation & 2nd workshop : How to succeed in the first position (Risks/Leadership/Corporate Codes) ?) + EVALUATION

2 NOT MANDATORY : Attend Career Events during the semester (date to be determined) organized by the career center of your campus

MAIN CONTACTS FOR YOUR PROGRAM:

LILLE: Audrey BEAUGRAND & Feryel HOUSSEIN

PARIS: Laura SINDONINO, Sophie Ripoche & Janice M'BENGO (for International students)

SOPHIA: Sylvie MARTINAUD, Anne DUFLOS (for International students)

SUZHOU : April YANG

RALEIGH : Laura SCLAFANI

BELO HORIZONTE : Ana Paula SOARES / Geneviève POULINGUE

Prerequisites

Prerequisites :

No prerequisites.

Course Schedule

Course Schedule :

ACTIVITY 1 Group interview OBJECTIVES Understand Group Interview dynamics Contribute Effectively in group settings Communicate and stand out collaboratively MODALITIES 2 hours On line asynchroneous K2 platform ACTIVITY 2 Interview process OBJECTIVES Navigate Recruitment Channels and Strategies Perfect

Application and Interview Techniques Mastering Selection Processes Showcase Professionalism and Cultural Alignment Overcome interview Challenges MODALITIES 3 hours Presential workshops

Certifications & Legal Mentions

Certifications :

N/A

MSC.CFMM2.FIELE.0147 – Corporate finance prerequisites

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0.00h	0h	0.00h	6.00h	0.00h	100%	0%	100%

Course Manager & Teaching Team

Course Manager : CHIKH Sabrina

Teaching Team : Paris : TBD Belo : ANGIOLETTI Stefano

Academic Characteristics

Credits : 0

Discipline : Finance

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

In this six-hour preparation course students will be acquainted with introductory concepts and practice necessary for the further development of Capital Budgeting, Dividend policies, corporate valuation to be explored in the whole CFM program.

Prerequisites

Prerequisites :

This is an introductory course in preparation for Corporate Finance, therefore requirements for this preparatory stage are restricted to the use of basic financial mathematics & calculation.

Course Schedule

Course Schedule :

The course will be delivered by a succession of concept presentations and hands-on exercises. -- The value of money in time & Present value of money -- Exercise -- Discount rates & Cash flows, firm value, and equity value. -- Exercise

Academic References

Academic Reference :

Ross, Stephen A. Fundamentals of Corporate Finance. Toronto: McGraw-Hill Ryerson, 2002. Chapters 1 - 4.

Certifications & Legal Mentions

Certifications :

N/A

MSC.CFMM2.FICOR.0142 – Corporate treasury management

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
18.00h	0.00h	0.00h	0h	0.00h	40%	60%	100%

Course Manager & Teaching Team

Course Manager : KRAVCHENKO Grygorii

Teaching Team : Paris : KRAVCHENKO Grygorii Sophia : GROSLAMBERT Bertrand Belo : VITORIA Rafaela Suzhou : XU Liang

Academic Characteristics

Credits : 2 **Discipline :** Finance **Teaching Languages :** English **Open to Exchange :** Yes

Course Description

Course Description :

The main objective of this course is to introduce students to the different financial instruments used for treasury management in a company. It prepares students to make treasury management decisions as financial managers.

Starting with a general introduction to the financial markets, students will learn (i) how each market functions, (ii) the specifics of various financial instruments, and finally (iii) the foundations of investment management. The second part of the course focus on the banking system, and evaluation of credit risks, as students learn how financial managers work with the corporate banks in the treasury management process.

Prerequisites

Prerequisites :

Corporate Finance prerequisites.

Course Schedule

Course Schedule :

I. Front Office a. Description b. Functions and Role c. Treasury Department Organizational Structure d. Treasury Strategy e. Financial Performance f. Balance Sheet and Liquidity Management (ALMAC/ALCO) g. Cash flow Forecasting and Management h. Market Risk Management II. Middle Office a. Treasury Policy b. Internal Control c. Enterprise Risk Management (ERM) d. Financial Risk Management and Hedging Instruments i. Liquidity ii. Market e. Reporting III. Back Office a. Treasury Operations b. Payments and Settlements c. Disaster Recovery IV. Treasury Software and Technology Tools a. Treasury Management System b. Banking Portals

Certifications & Legal Mentions

Certifications :

N/A

MSC.CFMM2.FICOR.0138 – Corporate Valuation Methods

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
18.00h	0.00h	0.00h	0h	0.00h	50%	50%	100%

Course Manager & Teaching Team

Course Manager : PEDARD Yann

Teaching Team : Lille : SOMMER Torben Paris : SOMMER Torben Sophia : BALLETT Alexis Belo : ESTEVES Rodrigo Suzhou : SCHMIDT Christian

Academic Characteristics

Credits : 2 **Discipline :** Finance **Teaching Languages :** English **Open to Exchange :** Yes

Course Description

Course Description :

Analysing financial statements and valuing firms is an integrated process in which the student must understand industry competitive dynamics, firm strategy, accounting information content and quality, profitability and risk assessment, forecasting, and valuation models. This course strives to integrate these six components of the process. Interpreting profitability and risk ratios requires an understanding of the economic characteristics of the industries in which a firm competes and the business strategies a firm has selected to compete in those industries. The student should not naively accept reported financial statement information when performing profitability and risk analysis but should first assess its quality and make appropriate adjustments. Forecasts of future earnings, cash flows, and dividends provide the bases for valuing a firm. The students will analyse a listed company applying the theories of the course terminating with individual report of approximately 10 pages and a fully integrated excel model.

Prerequisites

Prerequisites :

Advanced understanding of Corporate Finance acquired through intensive reading of Vernimmen (Pascal Quiry) or any advanced corporate finance book. A paper version is often the best format for learning. Daily reading of Financial Times or Wall Street Journal is a non-negotiable daily routine of any financial professional hence including you as a new member of tomorrows financial expert.

Course Schedule

Course Schedule :

You will have to choose a stock market listed company (or I will do it for you) that fulfils the following criteria: 1. Listed on Nasdaq, NYSE, European Exchange, HK etc avoid Emerging Markets or Frontier Markets 2. Market Capitalisation of > \$1 billion 3. Minimum Five years accounting data available on Investor Relation webpages 4.

Free Cash Flow yield of > 3% (FCF/EV) 5. A financial model (in excel format will be provided to you were you have to complete the following information: Data sheet with 5 to 10 years financial history, Ratio sheet, forecast development sheet and forecast sheet and valuation sheet.

Academic References

Academic Reference :

James M. WAHLEN, Stephen BAGINSKI, Mark BRADSHAW, Financial Reporting, Financial Statement Analysis and Valuation, A Strategic Perspective, 8th Edition, 2015, Cengage,

Websites :

www.ft.com www.wsj.com www.vernimmen.net Damodaran Stern University

Certifications & Legal Mentions

Certifications :

N/A

MSC.CFMM2.FIELE.0136 – Excel Prerequisites

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0.00h	0h	0.00h	6.00h	0.00h	100%	0%	100%

Course Manager & Teaching Team

Course Manager : CHIKH Sabrina

Teaching Team : Lille : CHIKH Sabrina, DUMONT Alexandre Paris : CHIKH Sabrina, RUPIED David, DUMONT Alexandre Suzhou : LERNER Mark Belo: LOPES Humberto

Academic Characteristics

Credits : 0

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

Guided applied exercises, providing students with the basic knowledge about Excel.

Prerequisites

Prerequisites :

No prerequisite.

Certifications & Legal Mentions

Certifications :

N/A

MSC.CFMM2.FICOR.0169 – Financial Modeling I

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
18.00h	0h	0h	0h	0h	40%	60%	100%

Course Manager & Teaching Team

Course Manager : ARONNE Alexandre

Teaching Team : Lille : CHIKH Sabrina, DUMONT Alexandre Paris : CHIKH Sabrina Sophia : ROSZAK Sabrina Belo : ARONNE Alexandre

Academic Characteristics

Credits : 2

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

The main objective of this course is to provide students with hands-on capabilities to develop financial models for the analysis of various relevant issues such as: discounted cash flow, cost of capital, portfolio theory and financial statements.

Prerequisites

Prerequisites :

Excel prerequisites.

Course Schedule

Course Schedule :

Sequences and Series •Sequences: arithmetic, geometric •Series: sum of terms •Financial application: Gordon Shapiro and other financial formulas Interest Rates and Time Value of Money •Present value and Future Value •Nominal and Equivalent rates of interest •Amortization schedules •Annuities and Perpetuities

Academic References

Academic Reference :

Financial Modeling. Simon Benninga (2008). MIT Press.
Excel for Finance and Accounting. Kumar Lohani, Suraj (2023).

Certifications & Legal Mentions

Certifications :

N/A

MSC.CFMM2.FICOR.0139 – Financial Reporting and Analysis

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
18.00h	0h	0.00h	0h	0.00h	60%	40%	100%

Course Manager & Teaching Team

Course Manager : MASQUEFA Guillaume

Teaching Team : Lille : RAKOTOVOLOLONA Heritiana Paris : RAKOTOVOLOLONA Heritiana Sophia : MASQUEFA Guillaume Belo : COSTA Carlos Eduardo

Academic Characteristics

Credits : 2 **Discipline :** Finance **Teaching Languages :** English **Open to Exchange :** Yes

Course Description

Course Description :

This module aims to prepare students for an in-depth examination and comprehensive analysis of various financial accounting topics. It introduces the students to the basic framework of international financial reporting standards (IFRS). Nowadays, financial reporting objectives are much broader than just “crunching” or generating numbers.

This course will illustrate that reporting involves a comprehensive knowledge of businesses in order to provide the information required by the many stakeholders. The main objective of this course is to develop students' analytical skills and critical assessment of individual financial statements, and/or consolidated integrated annual reports in an international environment.

Prerequisites

Prerequisites :

Fundamentals of Accounting,

Course Schedule

Course Schedule :

1. Introduction to International Financial Reporting: - Review using basic accounting equation approach - Accrual basis vs. Cash basis - Shareholders' equity analysis 2. Introduction to International Financial Reporting (cont'd) - Presentation of financial statements (IAS 1) - Statement of cash flows (IAS7) - accounting policies, estimates and errors (IAS 8) 3. Financial reporting and selected accounting standards (Current Assets): - Inventories (IAS 2) - Analysis of accounts receivable - Revenue from contracts with customers (IFRS 15) - Fair value measurement (IFRS 13) 4. Financial reporting and selected accounting standards (Other Assets): -

Property, Plants & Equipment (IAS16) - Intangible assets (IAS 38) - Impairment of assets (IAS 36) 5. Financial reporting and selected accounting standards (Liabilities): - New leases standard (IFRS16) impacts and disclosures requirement - Provisions, contingent assets & liabilities (IAS 37) - Income taxes 6. Statement of cash flows analysis: - Business activities reporting & analysis - Indirect method approach - Focus on direct method 7. Financial Analysis, basic approach: - Interpretation of financial statements - Techniques of financial analysis: ratios - Other techniques: trend & sensitive analysis 8. Financial analysis & measures of performance: - Quality of earnings & discontinued operations analysis - Related party disclosures (IAS 24) - Earnings per share (IAS 33) - Operating segments (IFRS 8)

Academic References

Academic Reference :

Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings : 1. Robinson Alexander D., Britton A., Jorissen A., Hoogendoorn M. & Van Mourik C. (2017), International Financial Reporting and Analysis, 7th Edition, Cengage Learning EMEA. 2. Th., Henry E. Pirie W. & Broihahn M. (2015), International Financial Statement Analysis, 3rd Edition, CFA Institute Investment Series, John Wiley & Sons,

Certifications & Legal Mentions

Certifications :

N/A

MSC.CFMM2.FICOR.0130 – Governance and sustainable finance

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
18.00h	0.00h	0.00h	0h	0.00h	40%	60%	100%

Course Manager & Teaching Team

Course Manager : BARRAQUIER Anne

Teaching Team : Paris : DAUGERAS Emmanuel Sophia : BARRAQUIER Anne Belo : MARTINS Viviane Suzhou : RUBASUNDRAM Geetha A.

Academic Characteristics

Credits : 2 **Discipline :** Finance **Teaching Languages :** English **Open to Exchange :** Yes

Course Description

Course Description :

The course describes the operational risks that the companies have to deal with. It also provides a deep approach about the organization of a modern corporation and ethics matter in Business. Corporate governance is discussed from different perspectives. An overview of international practice is also provided.

Prerequisites

Prerequisites :

Corporate Finance prerequisites.

Course Schedule

Course Schedule :

None.

Academic References

Academic Reference :

Handbook of Sustainable Finance. Roncalli, Thierry (2023).

Certifications & Legal Mentions

Certifications :

N/A

MSC.CFMM2.FICOR.0222 – Money, Banking, International Finance

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
18.00h	0h	0h	0h	0h	40%	60%	100%

Course Manager & Teaching Team

Course Manager : ARONNE Alexandre

Academic Characteristics

Credits : 2

Discipline : Finance

Teaching Languages : N/A

Open to Exchange : Yes

Course Description

Course Description :

Over the last years, Money, Banking and Financial Markets have been in turmoil. Some of its high-profile losses have led to questioning the business model and investment banking as a whole. The introduction of Central Bank Digital Currency is on the cards.

Pedagogical Objectives

Pedagogical Objectives :

1. Explain money and its purpose.
2. Distinguish between money and capital markets.
3. List different ways of corporate funding.
4. Describe the functioning of the banking system.
5. Compare primary and secondary markets.
6. Describe the main risks contained in interest rates.
7. Explain the workings of a central bank.
8. List the segments and products of the financial markets.
9. Describe the importance of allocation of capital through different asset classes.
10. Understand how investment banks
 - a. Identify the needs of their clients.
 - b. Solve problems of their clients.
 - c. Create higher returns.
 - d. Manage risk.
 - e. Create desired risk profiles.
 - f. Make money for themselves.
11. Describe the main regulatory requirements of banks.
12. Draw the cashflows of different financial market instruments.
13. Understanding the building blocks of futures and options.
14. Price options using a binomial model.

15. List important macroeconomic indicators.
16. Explain how financial markets are integrated.

Prerequisites

Prerequisites :

None

Academic References

Academic Reference :

Financial Markets, Banking and Monetary Policy. Author: Simpson, Thomas D.
Available on scholarvox:
<https://skema.scholarvox.com/reader/docid/88826912>

Certifications & Legal Mentions

Certifications :

N/A

MSC.CFMM2.FICOR.0200#1 – Power BI and AI Belo

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
12.00h	0.00h	0.00h	0h	0.00h	70%	30%	100%

Course Manager & Teaching Team

Course Manager : PIFANO Milton

Teaching Team : Belo : PIFANO Milton

Academic Characteristics

Credits : 1
Discipline : Analytics Information and Operations

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

- 1- Introduction (Finance IA Business analysis Business Intelligence- modification in the market)
- 2- Importing data from an excel, from the web, heterogenous data, sources
- 3- Pre-treatments and transforming data (adding, deleting, appending data), why?? Practical cases
- 4- Visualisation (axe, extraction information from the graphs)
- 5- Still missing the information: What to do => to enrich the data
- 6- Introduction to IA, model, machine learning, supervised/unsupervised model
- 7- Use the Dataflows (inputs) => with the appropriate learning algorithm
- 8- Reporting
- 9- Advantages of using Power BI:
 - no need to get well the ML skills (prediction/ regression/ classifications,)
 - updating data and reports automatically
- 10- disadvantage/ limitation:
 - Visual configuration
 - Not the easiest to deal with
 - Slow when dealing with Big Data
 - Less flexibility an less control over the process
- 11- Example with Financial Data
 - Selecting data
 - Fields, outputs type
 - Using automatic ML
 - o Binary Prediction
 - o Classification model
 - o Prediction model
- 12- The use GenAI in Finance

Pedagogical Objectives

Pedagogical Objectives :

1. Identify and Recognize Artificial Intelligence impact on finance business, to understand its opportunities and challenges, by exploring real use cases and illustrations of AI implementation.
2. Implement an AI based use case to solve a business financial perimeter/process using a low-code/no code feature.

Prerequisites

Prerequisites :

NO

Programming knowledge in Python or R will help the student go further.

Course Schedule

Course Schedule :

- 1- Introduction (Finance IA – Business analysis – Business Intelligence- modification in the market)
- 2- Importing data from an excel, from the web, ... heterogenous data, sources
- 3- Pre-treatment's and transforming data (adding, deleting, appending data), why??
Practical cases 4- Visualisation (axe, extraction information from the graphs)
- 5- Still missing the information: What to do => to enrich the data
- 6- Introduction to IA, model, machine learning, supervised/unsupervised model
- 7- Use the Dataflows (inputs) => with the appropriate learning algorithm
- 8- Reporting
- 9- Advantages of using Power BI: - no need to get well the ML skills (prediction/ regression/ classifications, ...)
- updating data and reports automatically - ...
- 10- disadvantage/ limitation: - Visual configuration - Not the easiest to deal with - Slow when dealing with Big Data - ...
- 11- Example with Financial Data - Selecting data - Fields, outputs type - Using automatic ML
 - o Binary Prediction
 - o Classification model
 - o Prediction model

Academic References

Academic Reference :

GU, Stefan Nagel; KELLY, Bryan T.; XIU, Dacheng. Machine Learning for Asset Managers. Cambridge: Cambridge University Press, 2020.

LÓPEZ DE PRADO, Marcos. Advances in Financial Machine Learning. Hoboken: Wiley, 2018.

JANSEN, Stefan. Hands-On Machine Learning for Algorithmic Trading. 2. ed. Birmingham: Packt, 2020.

DIXON, Matthew F.; HALPERIN, Igor; BILOKOPYTOV, Paul. Artificial Intelligence in Finance. Cham: Springer, 2020.

DIXON, Matthew F.; HALPERIN, Igor; BILOKOPYTOV, Paul. Machine Learning in Finance: From Theory to Practice. Cham: Springer, 2021.

Websites :

https://www.oecd.org/en/topics/sub-issues/digital-finance/artificial-intelligence-in-finance.html?utm_source=chatgpt.com

https://link.springer.com/article/10.1007/s43546-023-00618-x?utm_source=chatgpt.com

https://www.sciencedirect.com/science/article/abs/pii/S0275531922000344?utm_source=chatgpt.com

https://www.frontiersin.org/research-topics/62995/applications-of-ai-and-machine-learning-in-finance-and-economics/magazine?utm_source=chatgpt.com

https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3647625

Certifications & Legal Mentions

Certifications :

This course emphasize the ethical AI usage in business decision-making.

RSE / IA

IA

MSc M2 CFM FALL BELO Elective Courses (1 maximum)

MSC.CFMM2.FIELE.0167 – Financial Risk Management Training

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
18.00h	0.00h	0.00h	0h	0.00h	40%	60%	100%

Course Manager & Teaching Team

Course Manager : ARONNE Alexandre

Teaching Team : Belo : CASTRO Pedro

Academic Characteristics

Credits : 2

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

Preparatory tutorials for the FRM (Financial Risk Management) Exam offered by GARP (Global Association of Risk Professionals).

Prerequisites

Prerequisites :

Corporate finance prerequisites.

Course Schedule

Course Schedule :

All sessions will be dedicated to training students in problem solving using actual past exams applied to the FRM Certification. Quizzes will be applied every class for actual training, followed by discussions and problem-solving.

Academic References

Academic Reference :

Financial Risk Manager Handbook Plus Test Bank (Jorion, 2010).
GARP's proprietary books.

Websites :

<https://www.garp.org/frm/study-materials>

Certifications & Legal Mentions

Certifications :

N/A

MSC.CFMM2.FIELE.0140 – Python I

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
18.00h	0h	0h	0h	0h	50%	50%	100%

Course Manager & Teaching Team

Course Manager : ARONNE Alexandre

Teaching Team : Sophia : COMANOIU Robert Alexandru

Academic Characteristics

Credits : 2

Discipline : Finance

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

Python is a high-level programming language for general-purpose programming. Created in 1991, Python has a design philosophy that emphasizes code readability, notably using significant whitespace. It provides constructs that enable clear programming on both small and large scales.

Python features a dynamic type system and automatic memory management. It supports multiple programming paradigms, including object-oriented, imperative, functional and procedural, and has a large and comprehensive standard library. Python is a general-purpose, versatile and popular programming language. It is great as a first language because it is concise and easy to read, and it is also a good language to have in any programmer's stack as it can be used for everything from web development to software development and scientific applications.

Prerequisites

Prerequisites :

None

Course Schedule

Course Schedule :

Python Syntax Interactive Lesson Tip Calculator Freeform Project Free Pro Trial Strings and Console Output Strings & Console Output Python Mad Libs Freeform Project Strings and Console Output Conditionals and Control Flow Conditionals & Control Flow Area Calculator Freeform Project Conditionals and Control Flow Multiple Choice Quiz

Academic References

Academic Reference :

Hans Petter Langtangen A Primer on Scientific Programming with Python (Texts in Computational Science and Engineering) Jul 9, 2016. Hans Petter Langtangen Python Scripting for Computational Science (Texts in Computational Science and Engineering) Feb 13, 2009

Websites :

<https://www.python.org/>

Certifications & Legal Mentions

Certifications :

N/A

MSc M2 CFM FALL BELO Optional Courses (1 maximum)

MSC.IBBM2.LGCOR.0001 – OPTIONAL PORTUGUESE SEMESTER

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0.00h	24.00h	0.00h	0h	0.00h	100%	0%	100%

Course Manager & Teaching Team

Course Manager : LEVIN Jeremy

Academic Characteristics

Credits : 0 Discipline : Autre Teaching Languages : Portuguese Open to Exchange : Yes

Course Description

Course Description :

This course aims at providing the students with the basic knowledge of the portuguese language.

Prerequisites

Prerequisites :

No prerequisite.

Certifications & Legal Mentions

Certifications :

N/A

MSc IB International Business

MSc M2 IB FALL BELO Core Courses (5 maximum)

MSC.TRCM2.OTCOR.0101 – CAREER MANAGEMENT 1

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0.00h	0.00h	0.00h	6.00h	0.00h	100%	0%	100%

Course Manager & Teaching Team

Course Manager : SOARES VELOSO Ana Paula

Academic Characteristics

Credits : 1
Discipline : Stratégie, Innovation & Entrepreneuriat

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course is managed by the Career Center. In order to validate this course, students have to:

1 MANDATORY : Attend two workshops (1h30 each) on specific themes (1st workshop : Wage Negotiation & 2nd workshop : How to succeed in the first position (Risks/Leadership/Corporate Codes) ?) + EVALUATION

2 NOT MANDATORY : Attend Career Events during the semester (date to be determined) organized by the career center of your campus

MAIN CONTACTS FOR YOUR PROGRAM:

LILLE: Audrey BEAUGRAND & Feryel HOUSSEIN

PARIS: Laura SINDONINO, Sophie Ripoche & Janice M'BENGO (for International students)

SOPHIA: Sylvie MARTINAUD, Anne DUFLOS (for International students)

SUZHOU : April YANG

RALEIGH : Laura SCLAFANI

BELO HORIZONTE : Ana Paula SOARES

Prerequisites

Prerequisites :

No prerequisites.

Course Schedule

Course Schedule :

ACTIVITY 1 Group interview OBJECTIVES Understand Group Interview dynamics Contribute Effectively in group settings Communicate and stand out collaboratively MODALITIES 2 hours On line asynchronous K2 platform

ACTIVITY 2 Interview process OBJECTIVES Navigate Recruitment Channels and Strategies Perfect Application and Interview Techniques Mastering Selection Processes Showcase Professionalism and Cultural Alignment Overcome interview Challenges MODALITIES 3 hours Presential workshops

Certifications & Legal Mentions

Certifications :

N/A

MSC.IBBM2.STCOR.0035 – GLOBAL SUPPLY CHAINS

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
18.00h	0.00h	0.00h	0.00h	0.00h	60%	40%	100%

Course Manager & Teaching Team

Course Manager : GUIMARÃES Alexandre

Teaching Team : GUIMARÃES Alexandre

Academic Characteristics

Credits : 2

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course present the concepts and a pragmatic approach of Supply Chain Management considering the current world perspective in the business environment.

The key objective of the course is to introduce students into the business challenges and solutions of supply chain management in a global environment.

Pedagogical Objectives

Pedagogical Objectives :

Students should learn to identify and analyze specific basic and global supply chain management problems and relate it to theories, methods, and adaptable solutions. For the application and discussion of solutions, they should acquire knowledge on concepts, structures, tools and processes, which are necessary for the management of global supply chains as well as on their application context of global supply chain management issues. Finally, the students should learn to demonstrate the use of "Total Cost Mind" and SCM terminology that is central to this course.

Prerequisites

Prerequisites :

N/a

Course Schedule

Course Schedule :

Class #1 - Global Strategy and Global Supply Chain Management and Industry Implications for Global Supply Chains;

Class #2 – Exercise and discussion;
Class #3 - Global Supply Chain Infrastructure following by case study;
Class #4 – Logistics in Global Supply Chains;
Class #5 – Global supply chains examples and group discussion;
Class #6 – Mid term exam;
Class #7 - Purchasing in Global Supply Chains following by a case study;
Class #8 – Operations in Global Supply Chains follow by a Specialist Lecture;
Class #9 - Market Channels in Global Supply Chains and its impacts in the business performance;
Class #10 - Managing Global Supply Chains (case study);
Class #11 - Risk Management in a Global Supply Chain;
Class #12 – Final exam.

Academic References

Academic Reference :

The basic references are the following books:

- 1) Global Supply Chain: Using Systems Engineering Strategies to Respond to Disruptions (2022) by Adedeji B. Badiru;
- 2) Excellence in global supply chain management : Understanding and improving global supply chain / Stuart, Emmett & Barry;
- 3) Global Supply Chain Management (The Supply and Operations Management Collection) - Matt Drake;
- 4) Building Supply Chain Excellence in Emerging Economies (International Series in Operations Research & Management Science by Hau L. Lee (Editor), Chung-Yee Lee (Editor)).

And a variety of white papers and articles.

Certifications & Legal Mentions

Certifications :

N/A

MSC.IBUM2.STCOR.0061 – IMPORTING AND EXPORTING IN A GLOBAL MARKET

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
24.00h	0.00h	0.00h	0.00h	0.00h	40%	60%	100%

Course Manager & Teaching Team

Course Manager : SERPA Cristiane

Teaching Team : Paris : COSTE Ivan Belo : SERPA Cristiane Raleigh : PHILLIPS Jeffrey Suzhou : MILLOT Aurélien

Academic Characteristics

Credits : 3 Discipline : Finance Teaching Languages : English Open to Exchange : Yes

Course Description

Course Description :

The conduct of international trade, including Strategy & Management, Global Marketing, Trade Finance and Supply Chain. Specific focus with Harmonized Codes, terms of sale (INCOTERMS), financing arrangements, means of payment, credit insurance, shipping and insurance issues, market research, support services, legal and tax implications, and trade facilitation. Course will cover global trade functions that will be seen daily by an international trade professional, but will be focused through a Latin American perspective.

Pedagogical Objectives

Pedagogical Objectives :

This course aligns with the program's curriculum mapping by contributing to the following objectives:

- ° To analyze globalization and evaluate its effects on business.
- ° Graduates should be able to manage in the global knowledge economy.
- ° To apply theories and key concepts in the field of the management of knowledge assets, technological progress, and innovation.

Prerequisites

Prerequisites :

None

Course Schedule

Course Schedule :

Session 1: Introduction to export-import management - Imports
Session 2: Introduction to export-import management - Exports
Session 3: Forms of the organization.
Session 4: e-commerce and business continuity.
Session 5: Trade Agreements and Customs regulations.
Session 6: Incoterms 2020.
Session 7: Packing and transportation procedures. Shipping terms.
Session 8: Marine Insurance. Brokers and Forwards.
Session 9: Financing and methods of payments.
Session 10: Foreign currency transactions, Credit and Insurance and Countertrade.
Session 11: Commercial Banking.
Session 12: Transportation and Insurance.
Session 13: Doing business with Latin America Seminar
Session 14: Doing business with Latin America Seminar
Session 15: Final Exam

Academic References

Academic Reference :

- Albaum, G. and E. Duerr (2016), "International Marketing and Export Marketing", Printice Hall FT, 7th Edition.
- Weiss, Kenneth D. (2010), "Building an Import/Export Business", 4th Edition.
- ICC Chamber of Commerce (2010), "Incoterms 2010".
- Selected case studies to be provided before the beginning of the course.

Websites :

Country Commercial Guides at <https://www.export.gov/ccg>
Doing Business (several countries) at <http://www.doingbusiness.org/#BusinessRegula> and https://www.hlbi.com/index.php?option=com_content&view=article&id=1086&Itemid=1257
Foreign trade Online at <https://www.foreign-trade.com/>
Global Edge at <http://globaledge.msu.edu/>
European Union at <http://www.europa.eu>
IATTO – Globally Connected at <http://www.iatto.org/>
Innovation, Science and Economic Development Canada at http://www.ic.gc.ca/eic/site/icgc.nsf/eng/h_07052.html
Inter-American Development Bank at <https://data.iadb.org/>
International Monetary Fund at <http://www.imf.org>
Invest & Export Brasil at <http://www.investexportbrasil.gov.br/>
ITC – International Trade Center at <http://www.intracen.org/>
Suppliers (Thomas For Industry) at <https://www.thomasnet.com/>
The Atlas of Economic Complexity at <http://atlas.cid.harvard.edu/>
The Cultural Comparison Tool at <https://www.theculturefactor.com/country-comparison-tool>
The Economist at <http://www.economist.com/>
The Globalist at <https://www.theglobalist.com/> The New York Times at <https://www.nytimes.com/>
The World Clock at <https://www.timeanddate.com/worldclock/>
UN Comtrade at <https://comtrade.un.org/>
UNDP – United Nations Development Program at <http://www.undp.org/content/undp/en/home/>
Wall Street Journal at <http://online.wsj.com/public/us>
World Bank at <http://www.worldbank.org>
World Export-Import Bank of the United States at <http://www.exim.gov>
WTIS – World Trade Integrated Solutions at <https://wits.worldbank.org/Default.aspx?lang=en>

Certifications & Legal Mentions

Certifications :

N/A

MSC.IBNM2.STCOR.0028 – INTERNATIONALIZATION OF THE FIRM

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
24.00h	0.00h	0.00h	0.00h	0.00h	50%	50%	100%

Course Manager & Teaching Team

Course Manager : DE MAGALHAES ALVIM Flavia

Teaching Team : Paris : LINDER Christian Belo : DE MAGALHAES ALVIM Flavia Raleigh : AZAR Robert Suzhou : KWOK Samuel

Academic Characteristics

Credits : 3 **Discipline :** Stratégie, Innovation & Entreprenariat

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

The course will teach students through academic lectures and tutorials the practice of the process of internationalization of firms, from the decision to internationalize to the organizational structuring of internationalization.

Pedagogical Objectives

Pedagogical Objectives :

Knowledge and Understanding

- Understand the process of internationalization from the firms' perspective and the issues related to this process.

Cognitive

- Use analytical tools to support the strategic choices in the process of internationalization.

Attitudes / Key transferable skills

- Evaluate the relevance of internationalization and the appropriate tools to analyze and support this process.

Ethical and social understanding

- Evaluate ethical and social issues of globalization.

Prerequisites

Prerequisites :

none

Course Schedule

Course Schedule :

- Session 1: Course Introduction
- Session 2: Internationalization motives, risks and advantages
- Session 3: International value creation
- Session 4: Product and service adaptation to new markets
- Session 5: Entry and expansion modes
- Session 6: International structures and configurations
- Session 7: Value chain management
- Session 8: Impact of cultural differences on organizational strategy and management
- Session 9: Case Study - The internationalization of Metalfrío
- Session 10: Global managers and cultural intelligence
- Session 11: Case study - Managing diversity in different contexts
- Session 12: Global managers and cultural intelligence
- Session 13: Stakeholder management and socially responsible international business
- Session 14: Emergent topics in International Business
- Session 15: Final Exam

Academic References

Academic Reference :

- ANG, S. et al (2007). Cultural Intelligence: Its Measurement and Effects on Cultural Judgment and Decision Making, Cultural Adaptation and Task Performance. *Management & Organization Review*, 3(3): 335-371.
- BARTLETT, C; GHOSHAL, S. (2002). *Managing Across Borders: The Transnational Solution*. Harvard Business School Press.
- CUERVO-CAZURRA, A.; & ALVIM, F. (2013). *Metalfrío: Achieving global leadership in the plug-in commercial refrigeration industry*. Ivey Publishing (9B13M012).
- DUNNING, J; Lundan, S. (2008). *Multinational Enterprises and the Global Economy*, Northampton: Edward Elgar Publishing.
- GABRICH, R.; ALVIM, F.; BARAKAT, L.; & CRETOIU, S. (2015) Organizational alignment in internationalization. *Academy of International Business Latin American Chapter*, Santiago, Chile.
- GHEMAWAT, P (2007). *Redefining Global Strategy: Crossing Borders in a World Where Differences Still Matter*. Harvard Business School Press.
- IFC, International Finance Corporation (2007). *Stakeholder Engagement: a good practice handbook for companies doing business in emerging markets*.
- JOHANSON, J.; VAHLNE, J. (2009) The Uppsala internationalization process model revisited: From liability of foreignness to liability of outsidership. *Journal of International Business Studies*, 40(9): 1411–1431.
- PENG, M; MEYER, K (2019) *International Business* (3rd edition), Cengage.
- RAMSEY, J., ALVIM, F., FORTEZA, J., MICHELONI JR, J. (2010). International Value Creation: An Alternative Model for Latin American Multinationals. *Journal of Globalization, Competitiveness and Governability*, 4(3): 62–83.
- YONGQIANG, G. (2009). Managing Political Risk in Cross-national Investment: A Stakeholder View. *Singapore Management Review*, 31(1): 99-114.

Websites :

<https://www.theculturefactor.com/country-comparison-tool>
<https://globalization.stern.nyu.edu/cage>

PPT presentations will be posted on K2 after each class. Texts, case studies, links, videos and other material will also be available online on K2.

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE

The course addresses the key benefits (and challenges) of engaging with primary and secondary stakeholders in the process of internationalization, reinforcing the need for social and environmental responsibility of multinational corporations.

MSC.IBUM2.STELE.0058 – RESEARCH METHOD

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
18.00h	0.00h	0.00h	0.00h	0.00h	0%	100%	100%

Course Manager & Teaching Team

Course Manager : MACEDO Roberta

Teaching Team : Paris : FERRARA Laurent Belo : MACEDO Roberta Raleigh : KHAN Sarah Suzhou : CAO Xuan wei

Academic Characteristics

Credits : 2

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course provides a comprehensive introduction to research proposal writing. It is designed to help students to identify a study topic, critically analyze published research, formulate inquiry questions, organize a literature review, and select appropriate (quantitative or qualitative) data collection method. By the end of the course, students will complete a proposal that includes an introduction, problem statement, literature review, methods section and references. This course will also develop students' awareness of the ethical principles of research. After a successful completion of this course, students will convert this proposal into a full research that will include the following sections: findings, discussion, conclusions, and references.

THIS ELECTIVE IS MANDATORY FOR THOSE PURSUING A MSc DEGREE.

Pedagogical Objectives

Pedagogical Objectives :

To present a research project with an introduction, problem statement, literature review, methods section and references.

To develop students' awareness of ethical principles in research.

Prerequisites

Prerequisites :

n/a

Course Schedule

Course Schedule :

Course Structure / Lesson plan presentation
Research Project
Presentation of research theme, problem statement and keywords
Introduction
Literature Review
Methodology
Introduction, Literature Review and Methodology

Academic References

Academic Reference :

Donthu et al. (2021). How to conduct a bibliometric analysis: An overview and guidelines. *Journal of Business Research*, 133, 285-296.

Françoise, Chevalier; CLOUTIER, Martin L.; MITEV, Nathalie. *Qualitative Research: voices in management sciences*. Publication: 2022.

Furseth, Inger; Everett, Eurus L. *Doing your master's dissertation*. Publication: 2013.

Oliver, Paul. *Understanding the research process*. Publication: 2010.

Snyder, H. (2019) Literature Review as a Research Methodology: an overview and guidelines. *Journal of Business Research*, 104, 333-339.

Thomé, A. M. T., Scavarda, L. F., Scavarda, A. J. (2016). Conducting systematic literature review in operations management. *Production Planning and Control*, v. 27, n. 5, p. 408–420.

Vogt, Paul W. *SAGE Quantitative research methods*. Publication: 2011.

Certifications & Legal Mentions

Certifications :

N/A

MSc M2 IB FALL BELO Track Courses EC (5 maximum)

MSC.IBRM2.STCOR.0034 – AI FOR INTERNATIONAL BUSINESS

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
18.00h	0.00h	0.00h	0.00h	0.00h	70%	30%	100%

Course Manager & Teaching Team

Course Manager : PIFANO Milton

Teaching Team : Paris : EZZEROUALI Amine Belo: PIFANO Milton

Academic Characteristics

Credits : 2
Discipline : Analytics Information and Operations

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

Artificial Intelligence, or AI, is a very trendy word and a subject of multiple interpretations, some of which may converge or diverge. There is one fact however that is common for all actors- researchers, politicians, and practitioners alike: AI is transforming our societies, our businesses, our lives. This transformative impact is at the core of this course.

Indeed, the purpose of the course is to help future International Business professionals deal with AI and use it as a tool to help improve the performance of their teams and their organizations.

From a theoretical perspective, we will start by breaking down the meaning behind AI terminology (Machine Learning, Data Science, Neural Networks, etc.). We will then explore how International Trade and Global Businesses react to and deal with AI development and spread.

From a practical perspective, we will be exploring and testing zero/low code platforms for AI, such as: ChatGPT, Claude, Manus, Gemini, and applications for many business case: Document analysis, Presentation Generation, Code generation (Vibe coding applications), Data analysis (PowerBI, for example, and others), and AI Agents. The core philosophy of the course being the "Citizen Developer" approach to AI.

Pedagogical Objectives

Pedagogical Objectives :

1. Identify and Recognize Artificial Intelligence impact on business, to understand its opportunities and challenges, by exploring real use cases and illustrations of AI implementation.
2. Implement an AI based use case to solve a business perimeter/process using a low-code/no code feature.

Prerequisites

Prerequisites :

There are no prerequisites for this course.

We strongly recommend reading the two following papers:

- McCarthy J., (2007) "What is AI", available here <http://www-formal.stanford.edu/jmc/whatisai.pdf>
- Brynjolfsson E., Li D., and Raymond L.R., (2023) "Generative

- **Artificial Intelligence in Practice**

MARR, Bernard; WARD, Matt. Artificial Intelligence in Practice: How 50 Successful Companies Used AI and Machine Learning to Solve Problems. Chichester: Wiley, 2019

- "AI at Work," working paper 31161, National Bureau of Economic Research, Cambridge, Massachusetts
Prediction Machines: The Simple Economics of Artificial Intelligence

- AGRAWAL, Ajay; GANS, Joshua; GOLDFARB, Avi. Prediction Machines: The Simple Economics of Artificial Intelligence. Boston: Harvard Business Review Press, 2018

- **Human + Machine: Reimagining Work in the Age of AI**

DAUGHERTY, Paul R.; WILSON, H. James. Human + Machine: Reimagining Work in the Age of AI. Boston: Harvard Business Review Press, 2018.

- **Artificial Intelligence: A Guide for Thinking Humans**

MITCHELL, Melanie. Artificial Intelligence: A Guide for Thinking Humans. New York: Farrar, Straus and Giroux, 2019.

- **Co-Intelligence: Living and Working with AI**

MOLLICK, Ethan. Co-Intelligence: Living and Working with AI. New York: Portfolio, 2024.

Course Schedule

Course Schedule :

1. What Is Artificial Intelligence: Fundamentals, Introducing AI fundamentals, Big Data, Machine Learning vs Traditional Programming
2. AI for Business: AI Applications
3. Data analysis, Data Types, Statistical Graphs and metrics, Visualizations
4. AI use cases - Hands on labs using Microsoft Power Platform resources and GenAI applications
5. Final exam

Academic References

Academic Reference :

Stuart, R., & Peter, N. (2016). Artificial intelligence-a modern approach 3rd ed. Akerkar, R. (2018).

Artificial intelligence for business. Springer. Yao, M., Zhou, A., & Jia, M. (2018). Applied artificial intelligence: A handbook for business leaders. Topbots Inc..

Artificial Intelligence in Practice

MARR, Bernard; WARD, Matt. Artificial Intelligence in Practice: How 50 Successful Companies Used AI and Machine Learning to Solve Problems. Chichester: Wiley, 2019

"AI at Work," working paper 31161, National Bureau of Economic Research, Cambridge, Massachusetts
Prediction Machines: The Simple Economics of Artificial Intelligence

AGRAWAL, Ajay; GANS, Joshua; GOLDFARB, Avi. Prediction Machines: The Simple Economics of Artificial Intelligence. Boston: Harvard Business Review Press, 2018

Human + Machine: Reimagining Work in the Age of AI
DAUGHERTY, Paul R.; WILSON, H. James. Human + Machine: Reimagining Work in the Age of AI. Boston: Harvard Business Review Press, 2018.

Artificial Intelligence: A Guide for Thinking Humans
MITCHELL, Melanie. Artificial Intelligence: A Guide for Thinking Humans. New York: Farrar, Straus and Giroux, 2019.

Co-Intelligence: Living and Working with AI
MOLLICK, Ethan. Co-Intelligence: Living and Working with AI. New York: Portfolio, 2024.

Websites :

<http://news.mit.edu/topic/artificial-intelligence2>

<https://karpathy.ai/>

https://genai.works/courses/chat-gpt-midjourney-firefly-bard-dall-e-ai-crash-course?utm_source=newsletter.genai.works&utm_medium=newsletter&utm_campaign=ai-highlights-microsoft-ai-pcs-scarlett-johansson-on-gpt-4o-ai-project-solutions

<https://genai.works/courses/Adopting-Copilot-for-Microsoft-365>

<https://gamma.app/>

<https://theresanaiforthat.com/dashboard/>

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE IA

This course emphasize the ethical AI usage in business decision-making.

MSC.IBNM2.STCOR.0038 – Global Leadership: a Brazilian Perspective

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
18.00h	0.00h	0.00h	0.00h	0.00h	40%	60%	100%

Course Manager & Teaching Team

Course Manager : CORREA Marcos

Teaching Team : Belo: CORREA Marcos

Academic Characteristics

Credits : 2

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course aims to explore the theory and practice of global leadership, its main trends and impact on organizations, from a Brazilian perspective and experience. Intercultural elements and organizational behavior are important features in the course. The shared practical experience of leaders from different situations and places allows us to identify concrete steps to enhancing global leadership competence, and to be cognizant of common leadership challenges. In addition to international cases, Brazilian leaders and leadership challenges specific to the national context will also be studied. Learning about organizational behavior provides a great opportunity to develop leadership skills and to reflect on one's own behavioral tendencies. Furthermore, students will engage in experiential learning through role-playing activities designed to foster critical leadership competencies and decision-making abilities.

Pedagogical Objectives

Pedagogical Objectives :

- Analyze theories and trends of global leadership, considering both international and Brazilian contexts;
- Apply leadership theories to real-life organizational challenges, particularly those relevant to Brazil;
- Compare and contrast leadership styles across different cultural and organizational settings;
- Interpret the behavior of individuals and groups within organizations using key concepts of organizational behavior;
- Develop leadership skills through role-playing exercises, self-assessment tools, and collaborative group work;
- Reflect on personal leadership style and behavioral tendencies to identify areas for development;
- Demonstrate effective communication, decision-making, and conflict resolution skills in simulated leadership scenarios;
- Critique leadership practices using ethical, cultural, and strategic lenses.

Prerequisites

Prerequisites :

-

Course Schedule

Course Schedule :

Week 1–2: Introduction and Foundations of People Management

Course overview, lesson plan, and group formation
Introduction to Strategic People Management and soft skills
Understanding what makes an effective leader today

Week 3–4: Leadership Challenges and Contextual Perspectives

Transition from individual contributor to manager
Challenges in assuming leadership roles
Global leadership: global vs. Brazilian perspectives

Week 5–6: Self-Awareness and Interpersonal Skills

Self-awareness and leadership development (True Colors Test)
Empathy in action: Nonviolent Communication (NVC)
Development of communication and relational competencies

Week 7–8: Leadership in Complex and Global Environments

Leading in uncertainty and crisis situations (role-playing)
Building a sustainable global leadership pipeline
Case study analysis in responsible HRM

Week 9–10: Professional Skills and Application

Skills for global workers (CVs, cover letters, personal positioning)
Group project development and presentations

Week 11: Final Assessment

Final exam covering key concepts and applications of the course

Academic References

Academic Reference :

Textbooks Required:

- Goldsmith, M., Greenberg, Cathy, L., Robertson Al., & Hu-Chan, M. (2003). Global Leadership. The next generation. Upper Saddle River, NJ: Prentice Hall.
- Gundling, E., Hogan, T. & Cvitkovich (2011). What is Global Leadership. 10 key behaviors that define great global. London/Boston: Nicholas Brealey Publishing.
- Robbins, S. P. & Judge, T. A. (2013). Organizational Behavior. 15th edition. New Jersey: Prentice Hall.
- Armstrong, M., & Taylor, S. (2023). Armstrong's handbook of human resource management practice (16th ed.). Kogan Page.

Complementary:

- Hill, L. A., & Lineback, K. (2011). Being the boss: The 3 imperatives for becoming a great leader. Harvard Business Press.
- Charan, R., Drotter, S., & Noel, J. L. (2011). The leadership pipeline: How to build the leadership powered

company. John Wiley & Sons.

- 50Minutes.com. (2015). Nonviolent communication at work: How to communicate productively in challenging situations. 50Minutes.com.
- Covey, S. (2013). *The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change*. New York: Simon & Schuster; Anniversary Edition.
- Goleman, D. (2005). *Emotional Intelligence: Why It Can Matter More Than IQ*. Bantam Books; 10th Anniversary edition
- Kets De Vries, M. F. R. (2001). *The leadership mystique: a user's manual for the human enterprise*. London: Person Education Limited.
- Kouzes, J. M. & Posner, B. (2012). *The Leadership Challenge. How to Make Extraordinary Things Happen in Organizations*. 5th edition. San Francisco (CA): Jossey-Bass.

Academic Articles:

- Fletcher, S., & Thornton, K. R. V. (2023). The top 10 soft skills in business today compared to 2012. *Business and Professional Communication Quarterly*, 86(4), 411–426.
- Ismail, D. H., Nugroho, J., & Rohayati, T. (2023). Literature review: Soft skill needed by Gen Z in the era RI 4.0 and Society 5.0. *Majalah Ilmiah Bijak*, 20(1), 119–131.
- Rahmani, M., Roels, G., & Karmarkar, U. S. (2018). Team leadership and performance: Combining the roles of direction and contribution. *Management Science*, 64(11), 5234–5249.
- D'Auria, J. (2015). Learn to avoid or overcome leadership obstacles. *Phi Delta Kappan*, 96(5), 52–54.
- Korlipara, M., & Shah, H. (2024). "Power of words": Impact, concerns and applications of nonviolent communication training. *European Journal of Training and Development*, 48(1/2), 90–111.

+ Videos, reports, and recent news will be integrated throughout the course to enrich discussions and connect theory to real-world leadership practices.

Websites :

-

Certifications & Legal Mentions

Certifications :

-

RSE / IA

RSE IA

This course integrates case studies on sustainable business practices and Corporate Social Responsibility (CSR), enabling students to analyze how organizations respond to social, environmental, and ethical challenges across different cultural and institutional contexts. These discussions are directly connected to the development of global leadership, as future leaders must be capable of making responsible decisions in complex and diverse environments.

In addition, students will engage with AI-powered tools to support data analysis and managerial decision-making. The course also emphasizes the ethical implications of AI deployment, reinforcing the importance of responsible leadership in the use of emerging technologies. By combining sustainability, ethics, and digital capabilities, the course prepares students to act as globally minded leaders who can balance performance with societal impact.

MSC.IBNM2.STCOR.0037 – Globalization: Risks, Challenges and Opportunities for Latin America

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
18.00h	0.00h	0.00h	0.00h	0.00h	40%	60%	100%

Course Manager & Teaching Team

Course Manager : TINOCO Guilherme

Teaching Team : TINOCO Guilherme

Academic Characteristics

Credits : 2 Discipline : Economie Teaching Languages : English Open to Exchange : Yes

Course Description

Course Description :

Globalization has decisively shaped the economy, politics, and society in recent decades, creating new opportunities for growth while also amplifying risks and inequalities.

This course examines the impacts of globalization on Latin America, highlighting risks, challenges, and opportunities for the region. From a critical perspective, students will discuss economic growth, trade, investment, inequality, sustainability, and strategies for global integration.

Pedagogical Objectives

Pedagogical Objectives :

Examine how the region is positioned within global flows of goods, services, and capital.

Assess key challenges related to competitiveness, regional integration, and external vulnerabilities.

Discuss risks associated with financial instability, climate change, geopolitics, and social inequality.

Identify opportunities for sustainable development, innovation, and strategic engagement in a transforming global landscape.

Prerequisites

Prerequisites :

n/a

Course Schedule

Course Schedule :

Sessions:

- 1 - Introduction: Facts of the global economy and Emerging markets
- 2 - Characteristics of Latin America economies / Discussion on why they underperform
- 3 - Macroeconomics of Emerging Markets / Focus: Latin America
- 4 - Investments in Brazil
- 5 - LA economies in a changing world
- 6 - Challenges of a Brazilian company
- 7 - Challenges of a Brazilian Company II
- 8 - Seminar I
- 9 - Seminar II
- 10 - Group Presentations
- 11 - Final Exam

Academic References

Academic Reference :

- Economic Commission for Latin America and the Caribbean (ECLAC). Development Traps in Latin America and the Caribbean: Vital Transformations and How to Manage Them. 2024
- The Group of Thirty. Why does Latin America Underperform? September 2023.
- Economic Commission for Latin America and the Caribbean (ECLAC). Economic Survey of Latin America and the Caribbean, 2024 and 2025.
- Inter-American Development Bank. 2025 Latin American and Caribbean Macroeconomic Report. Regional Opportunities Amid Global Shifts.
- OECD et al. (2024), Latin American Economic Outlook 2024: Financing Sustainable Development, OECD Publishing, Paris.

Websites :

www.imf.org/publications

Certifications & Legal Mentions

Certifications :

n/a

RSE / IA

n/a

MSC.IBBM2.MKCOR.0215 – International Marketing Management

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
18.00h	0.00h	0.00h	0.00h	0.00h	60%	40%	100%

Course Manager & Teaching Team

Course Manager : MONTEIRO Plínio

Teaching Team : MONTEIRO, Plínio

Academic Characteristics

Credits : 2 Discipline : Marketing Teaching Languages : English Open to Exchange : Yes

Course Description

Course Description :

This course explores the key strategic and managerial challenges of operating in diverse international markets. It provides students with the analytical frameworks and decision-making tools necessary to design and implement effective global marketing strategies.

Building upon foundational marketing concepts, the course addresses the dynamic nature of international environments by examining complex interdependencies between global standardization and local adaptation. It integrates perspectives on market entry strategies, global brand management, international segmentation and positioning, cross-cultural marketing, and the role of sustainability and ethics in global strategies.

The pedagogy emphasizes the application of theory to practice through case studies, simulations, and projects that involve real-world multinational scenarios across diverse sectors and regions. Students will critically engage with emerging market trends, digital globalization, and the growing role of data in international marketing intelligence.

Pedagogical Objectives

Pedagogical Objectives :

Knowledge and Understanding:

- Evaluate international markets using analytical frameworks to identify opportunities and risks.
- Apply global marketing theories and models to real-life business cases.
- Understand and assess the strategic implications of market entry modes and global branding.

Cognitive Skills:

- Analyze complex international marketing environments and design appropriate responses.
- Integrate cross-functional knowledge (finance, logistics, digital) in international marketing plans.
- Develop innovative and culturally sensitive marketing solutions.

Transferable Skills and Attitudes:

- Lead international marketing projects in diverse, multicultural teams.
- Communicate persuasively across borders and organizational levels.
- Act responsibly in global marketing contexts with consideration of ethical and sustainable imperatives.

Prerequisites

Prerequisites :

Basic Marketing and Strategy course

Course Schedule

Course Schedule :

Lecture 1: Course Introduction / Global Marketing Concepts
Lecture 2: Country and Market Attractiveness Analysis
Lecture 3: Global Market Selection Process
Lecture 4: Global Segments and Cross-Cultural Consumer Behavior
Lecture 5: Global Market Demand and Potential Estimation
Lecture 6: Global Brand Architecture and Portfolio Management
Lecture 7: Global Pricing Strategies
Lecture 8: Global Channels and Logistics
Lecture 9: Global Marketing Communication
Lecture 10: Digital and Data-Driven International Marketing
Lecture 11: Final Project and Final Exam

Academic References

Academic Reference :

Hollensen, S. (2007 & 2014). Global Marketing, 4th and 6th eds., Pearson Education

Keegan, W. J., & Green, M. C. (2017). Global Marketing, 9th ed., Pearson Education

Kotabe, M., & Helsen, K. (2007). Global Marketing Management, 4th ed., Wiley

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

IA

In this course, we use AI tools to prepare tasks and serve as tutors for classroom materials, especially Google Notebook and other generative AI tools like ChatGPT, Gemini, and Claude.

MSC.IBNM2.STELE.0047 – INTERNATIONAL NEGOTIATION PRACTICE

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
18.00h	0.00h	0.00h	0.00h	0.00h	50%	50%	100%

Course Manager & Teaching Team

Course Manager : COSTA Danilo

Teaching Team : Paris : HENARD David H. Raleigh : HENARD David H. Suzhou : STORM John Belo: COSTA Danilo

Academic Characteristics

Credits : 2

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course provides students with both conceptual foundations and hands-on experience in international negotiation. It focuses on the development of effective communication and negotiation skills in complex and multicultural business environments.

The course is highly interactive and designed in an executive education format, requiring active student participation throughout. It covers the full negotiation process, from preparation to deal closure, based on widely used professional frameworks and methodologies. Particular emphasis is placed on the distinction between distributive and integrative negotiation strategies, value creation and capture, and the management of negotiation dynamics.

A key component of the course is the role of culture in international negotiations. Students explore how cultural differences influence behaviors, expectations, and outcomes, and how to adapt strategies accordingly in global contexts.

Learning is strongly practice-oriented. Students engage in role plays, case studies, and negotiation simulations of increasing complexity, including one-to-one and multi-party negotiations. These activities are often recorded and analyzed to enhance self-awareness and skill development.

By the end of the course, students will be able to design and conduct effective negotiation strategies, manage cross-cultural interactions, and resolve disputes in international business settings, ultimately improving organizational outcomes.

Pedagogical Objectives

Pedagogical Objectives :

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

- Understand the fundamental concepts of negotiation, including key strategies and stages of the negotiation process.
- Apply distributive and integrative negotiation strategies according to different contexts and objectives.
- Analyze the impact of cultural differences on negotiation behaviors, expectations, and outcomes in international settings.
- Develop and implement structured negotiation plans, enhancing communication, persuasion, and strategic thinking skills.
- Manage and resolve negotiation conflicts using appropriate frameworks to achieve effective and sustainable agreements.

Prerequisites

Prerequisites :

None.

Course Schedule

Course Schedule :

Session 1 – Lecture

Negotiation Basics and Building Blocks of Strategy

Introduction to the fundamentals of negotiation and key strategic elements, including parties, issues, positions, power, and targets.

Session 2 – Tutorial

Simulation: Position and Salary Negotiation

Practical exercise focused on distributive negotiation, allowing students to apply basic concepts in a structured setting.

Session 3 – Lecture

Culture and Negotiation

Exploration of the role of culture in negotiation, including the Iceberg Model and the impact of cultural differences on behaviors and outcomes.

Session 4 – Tutorial

Case Study: Embraco – Negotiating in China

Analysis of cross-cultural negotiation challenges and adaptation strategies in an international business context.

Session 5 – Lecture

Evaluating Deals and Negotiation Process

Presentation of the criteria for assessing good versus bad agreements and the five key steps of the negotiation process.

Session 6 – Tutorial

Simulation: Prodex Computing vs. BH Merchè

Application of negotiation planning and strategy in a multi-issue negotiation scenario.

Session 7 – Lecture

Integrative and Distributive Strategies

Examination of value creation and value capture, including trade-offs, time management, and joint gains.

Session 8 – Lecture

Resolving Disputes in Negotiation

Overview of dispute resolution approaches and procedural choices for managing conflicts effectively.

Session 9 – Tutorial

Simulation: Vanome vs. Portinox

Advanced negotiation exercise integrating multiple concepts, including integrative and distributive strategies and dispute resolution.

Session 10 – Tutorial

Seminar: International Negotiation Practices

Discussion of negotiation practices across different countries and cultural contexts.

Session 11 – Final Exam

Comprehensive assessment covering all course concepts and applications.

Academic References

Academic Reference :

Required Book:

Brett, JM. 2014. Negotiating Globally: How to Negotiate Deals, Resolve Disputes, and Make Decisions Across Cultural Boundaries, 3rd Edition. John Wiley & Sons.

The ebook is freely available in Scholarvox (use your SKEMA username and password):

<https://skema.scholarvox.com/catalog/book/docid/88834225>

Recommended readings:

Babu, V., & Hisrich, R. (2023). Negotiation for entrepreneurship: Achieving a successful outcome. Anthem Press.

The ebook is freely available in Scholarvox (use your SKEMA username and password):

<https://skema.scholarvox.com/catalog/book/docid/88945902>

Combalbert, L., Mery, M. 2021. Negotiator: the reference for all negotiations, 1st Edition. Dunod.

The ebook is freely available in Scholarvox (use your SKEMA username and password):

<https://skema.scholarvox.com/catalog/book/docid/88913245>

Moore, C. W., & Woodrow, P. J. (2010). Handbook of global and multicultural negotiation. John Wiley & Sons.

The ebook is freely available in Scholarvox (use your SKEMA username and password):

<https://skema.scholarvox.com/catalog/book/docid/45007595>.

Saksa, M. (2024). The negotiation edge: Compete, collaborate, compromise. Business Expert Press.

The ebook is freely available in Scholarvox (use your SKEMA username and password):

<https://skema.scholarvox.com/catalog/book/docid/88953134>

Websites :

* David Hénard – Negotiation Resources - <http://davidhenard.com>

* Culture Connector: <https://www.cultureconnector.com/>

* Geert Hofstede – Cultural Dimensions: <https://geert-hofstede.com/>

* Films (for discussion and illustration of negotiation dynamics):

- Tetris (Jon S. Baird)

- Bridge of Spies (Steven Spielberg)

- The Wolf of Wall Street (Martin Scorsese)

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE IA

The course addresses key aspects of responsible and ethical negotiation in international business contexts. Students are encouraged to reflect on the quality and sustainability of agreements, considering not only short-term outcomes but also long-term relationships and mutual value creation.

Topics such as integrative negotiation, fairness, trust, and the evaluation of “good” versus “bad” deals are discussed as essential elements of responsible decision-making. The course also explores how cultural differences influence ethical perceptions and negotiation practices across countries.

Through case studies and simulations, students develop the ability to conduct negotiations that are not only effective but also aligned with principles of responsibility, sustainability, and respect in international environments.

MSc M2 IB FALL BELO Optional Courses (1 maximum)

MSC.IBBM2.LGCOR.0001 – OPTIONAL PORTUGUESE SEMESTER

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0.00h	0h	0.00h	24.00h	0.00h	100%	0%	100%

Course Manager & Teaching Team

Course Manager : LEVIN Jeremy

Academic Characteristics

Credits : 0 Discipline : Autre Teaching Languages : Portuguese Open to Exchange : Yes

Course Description

Course Description :

This course aims at providing the students with the basic knowledge of the portuguese language.

Prerequisites

Prerequisites :

No prerequisite.

Certifications & Legal Mentions

Certifications :

N/A

MSc IMBD International Marketing and Business Development

MSc M2 IMBD FALL BELO Core Courses (5 maximum)

MSC.TRCM2.OTCOR.0101 – CAREER MANAGEMENT 1

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
6.00h	0h	0.00h	0h	0.00h	100%	0%	100%

Course Manager & Teaching Team

Course Manager : SOARES VELOSO Ana Paula

Academic Characteristics

Credits : 1
Discipline : Stratégie, Innovation & Entreprenariat

Teaching Languages : English

Open to Exchange : No

Course Description

Course Description :

This course is managed by the Career Center. In order to validate this course, students have to:

1 MANDATORY : Attend two workshops (1h30 each) on specific themes (1st workshop : Wage Negotiation & 2nd workshop : How to succeed in the first position (Risks/Leadership/Corporate Codes) ?) + EVALUATION

2 NOT MANDATORY : Attend Career Events during the semester (date to be determined) organized by the career center of your campus

MAIN CONTACTS FOR YOUR PROGRAM:

LILLE: Audrey BEAUGRAND & Feryel HOUSSEIN

PARIS: Laura SINDONINO, Sophie Ripoche & Janice M'BENGO (for International students)

SOPHIA: Sylvie MARTINAUD, Anne DUFLOS (for International students)

SUZHOU : April YANG

RALEIGH : Laura SCLAFANI

BELO HORIZONTE : Ana Paula SOARES / Geneviève POULINGUE

Prerequisites

Prerequisites :

No prerequisites.

Course Schedule

Course Schedule :

ACTIVITY 1 Group interview OBJECTIVES Understand Group Interview dynamics Contribute Effectively in group settings Communicate and stand out collaboratively MODALITIES 2 hours On line asynchronous K2 platform ACTIVITY 2 Interview process OBJECTIVES Navigate Recruitment Channels and Strategies Perfect Application and Interview Techniques Mastering Selection Processes Showcase Professionalism and Cultural Alignment Overcome interview Challenges MODALITIES 3 hours Presential workshops

Certifications & Legal Mentions

Certifications :

N/A

MSC.IMBM2.MKCOR.0077 – International Business Development

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
24.00h	0h	0.00h	0.00h	0.00h	40%	60%	100%

Course Manager & Teaching Team

Course Manager : SPIER Peter

Teaching Team : Lille : ZEUGNER ROTH Katharina, HE Guojun Paris : MADUREIRA Luis Sophia : MADUREIRA Luis Belo : CARVALHO Monica Suzhou : STORM John

Academic Characteristics

Credits : 3 Discipline : Marketing Teaching Languages : English Open to Exchange : Yes

Course Description

Course Description :

This course addresses issues encountered when companies develop beyond their home country: risk, culture, consumer habits, administrative issues, geographical and economic challenges, questions around choice of markets, market-entry strategies and organisational challenges. Though the teaching approach may differ from one teacher and one campus to another, the aims are the same.

In Patis and Sophia the course is organized as a sequence of lectures and case studies providing students with their first approach to International Business. The course has four pillars. First, to challenge the paradigm of competition by emphasizing the need for cooperation in international settings. The second pillar is understanding the modes of internationalisation; the different paths undertaken by companies that want to expand their businesses beyond the national frontier. The third element is an overview of how the organizational structure of a company must be adapted for handling international business. The last element is how to deal with local sensibilities and the importance of culture in the process of internationalization. This course will look closely at these four aspects of internationalization through concrete examples and case studies with a wide range of companies, sectors, and countries.

Pedagogical Objectives

Pedagogical Objectives :

To introduce students to the range of challenges that face companies when they develop beyond their home country as well as some tools and frameworks that can be used to help them

Prerequisites

Prerequisites :

Recommended: Overall understanding of Marketing and Management will help students excel in the course.

Course Schedule

Course Schedule :

For Paris and Sophia: S1: Theoretical Pillar 1: Introduction to IBD and Ecosystems ; Group Sign up Case study preparation S2: Case study discussion - Jumia Nigeria: from Retail to Marketplace by Ramon Casadesus-Masanell, Namrata Arora;Case study submission S3: Theoretical Pillar 2: Internationalization Modes: Case study preparation S4: Case study discussion - Xiaomi International Markets by Miao Cui, Yan Zhao, Sitara Aziz and Mimi Xiao: Entering : Case study submission S5:Theoretical Pillar 3: Organization Structure;Case study preparation S6: Case study discussion - Natura: Expanding Beyond Latin America. Expanding Beyond Latin America. Amitava Chattopadhyay, Nina Paavola, Tanure Betania;Case study submission S7:Theoretical Pillar 3: Internationalization & Culture Case study preparation S8: Case study discussion - Natura: Expanding Beyond Latin America.Case study submission

Academic References

Academic Reference :

Base: Collinson, S., Narula, R., & Rugman, A. M. (2016). International business. Pearson. (Chapter 1)
Extra: Brandenburger, A.M. and Nalebuff, B.J., 2002. Use game theory to shape strategy. Strategy: critical perspectives on business and management, 4, p.260.
Jacobides, M.G., Cennamo, C. and Gawer, A., 2018. Towards a theory of ecosystems. Strategic Management Journal.
Moore, J.F., 1993. Predators and prey: a new ecology of competition. Harvard Business Review, 71(3), pp.75-86.
Teece, D.J., 2007. Explicating dynamic capabilities: the nature and microfoundations of (sustainable) enterprise performance. Strategic Management Journal, 28(13), pp.1319-1350.
Mandatory: Dass, M., & Kumar, S. (2014). Bringing product and consumer ecosystems to the strategic forefront. Business Horizons, 57(2), 225-234.
Case study: Jumia Nigeria: from Retail to Marketplace by Ramon Casadesus-Masanell, Namrata Arora

Base: Collinson, S., Narula, R., & Rugman, A. M. (2016). International business. Pearson. (Chapter 2)
Extra: Ghemawat, P., 2001. Distance still matters. Harvard Business Review, 79(8), pp.137-147.
Mandatory: Friedrich, J., Noam, A., & Ofek, E. (2014). Right up the middle: how Israeli firms go global. Harvard Business Review, 92(5), 113-117.
Case study: Xiaomi: Entering International Markets by Miao Cui, Yan Zhao, Sitara Aziz and Mimi Xiao

Base: Collinson, S., Narula, R., & Rugman, A. M. (2016). International business. Pearson. (Chapter 8 & 9)
Mandatory: Kumar, N., & Puranam, P. (2011). Have you restructured for global success? Harvard Business Review, 89(10), 123.
Case study: Natura: Expanding Beyond Latin America. Amitava Chattopadhyay, Nina Paavola, Tanure Betania.

Base: Collinson, S., Narula, R., & Rugman, A. M. (2016). International business. Pearson. (Chapter 6)
Mandatory: Meyer, E. (2018). Being the Boss in Brussels, Boston, and Beijing. Harvard Business Review.
Case study: Merck Sharp & Dohme Argentina, Inc. (A) by Lynn Sharp Paine, Harold F. Hogan Jr

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE IA

MSC.IMBM2.MKCOR.0057 – Marketing Research

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
24.00h	0h	0.00h	0.00h	0.00h	50%	50%	100%

Course Manager & Teaching Team

Course Manager : SPIER Peter

Teaching Team : Lille : ERTIMUR Burcak Paris : NAHMIAS Laurence, PINCHAUD Gabrielle Sophia : SOSCIA Isabella
Belo : MONTEIRO Plínio Suzhou : SOSCIA Isabella, ERTIMUR Burcak

Academic Characteristics

Credits : 3 **Discipline :** Marketing **Teaching Languages :** English **Open to Exchange :** Yes

Course Description

Course Description :

The purpose of marketing research is to provide information for making better business decisions relevant for both international companies and small business (i.e. start up). In this course you will be introduced to different stages of the marketing research process. We will focus on qualitative and quantitative aspects of marketing research as it relates to business problems such as market segmentation, positioning, the definition of the communication mix, etc.

To get straight to the point, the goals of the course are to:

- 1) Understand the concepts and techniques required to conduct marketing research
- 2) Apply this knowledge in real-world marketing research problems.

On most campuses, the course will involve a company project that will allow students to apply the methods they will be learning about

Pedagogical Objectives

Pedagogical Objectives :

Marketing decisions should be based on solid evidence. This course aims to show students the strengths and limitations of various research methods. It is also important because these methods will be used by students in their Master-thesis.

Prerequisites

Prerequisites :

Basic Marketing Course

Course Schedule

Course Schedule :

The course plans will vary from one teacher and one campus to another. This is a typical example:
Session 1 Marketing research; Marketing information system; Research designs Analysis of secondary data;
Readings: Malhotra (2007): chapters 1, 2, 3 and 4. Session 2 Companies' brief Session 3 Qualitative Sampling
Focus group In depth interview; Readings: Ryan, G. W., & Bernard, H. R. (2003). Techniques to identify
themes. Field methods, 15(1), 85-109. Session 4 Quantitative Sampling, Survey techniques, Observation,
Experiment Session 5 Coaching Session 6 Project presentation Session 7 Project presentation Session 8
Project presentation

Academic References

Academic Reference :

Textbooks and References:

Malhotra(2007). Marketing research: An applied orientation. Pearson Education Australia.

Ryan, G. W., & Bernard, H. R. (2003). Techniques to identify themes. Field methods, 15(1), 85-109.

Certifications & Legal Mentions

Certifications :

N/A

MSC.IMBM2.MKCOR.0055 – New Business Development: From Idea to Market

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
24.00h	0h	0.00h	0.00h	0.00h	50%	50%	100%

Course Manager & Teaching Team

Course Manager : SPIER Peter

Teaching Team : Lille : CERQUEIRA LIMA Marcos Paris : MARCANTONI Audrey, RIBEIRO Barbara Sophia : LUCKY Yves Belo : CHRISTINO Juliana

Academic Characteristics

Credits : 3 **Discipline :** Stratégie, Innovation & Entrepreneuriat

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This courses will apply business model strategy and design-thinking as complementary approaches to developing an idea and taking it to market. While moving through the different stages, it will address issues of creativity, ideation, prototyping, seeking proof of concept and pitching ideas to potential investors. It will also explore ideas, models and frameworks relevant to developing creative and innovative learning environments using Knowledge Management principles.

This kind of approach may be familiar to some, but as final-year master students, the teams involved will be expected to raise their game and show mastery and understanding of the various stages. There are a range of methods and tools available that must become an integral part of each student's 'toolbox'. And for that, it is not enough to know they are there - skilful application is key.

In practical terms, the course will develop the skills needed to generate innovative ideas, test them and then present them with conviction. It will also use real-world innovation tools in the process.

These are precisely the skills needed to thrive in an innovation economy.

Pedagogical Objectives

Pedagogical Objectives :

To allow students to explore the issues around new business development, discover the different frameworks and methods used for innovation and testing product-marketing fit, and to learn how to do a good pitch at the end!

Prerequisites

Prerequisites :

M1 Marketing

Course Schedule

Course Schedule :

Course plans will vary from one campus to another, but a typical course plan will look like this:

Course 1. Introduction. What is innovation, types, innovation management. Prepare Case 1 Course 2. Innovation Culture. McKinsey's 7S Model. Case 1. Prepare Case 2 Course 3. Business Model Canvas, Part 1. Interview current and non users to validate pain relievers and gain levers. Course 4. Business Model Canvas Part 2. Impact of the External Environment. Research of hard data to back up assumptions about market trends, competitive environment, economy, society trends. Course 5. Business Model Canvas Part 3. Refine canvas based on validated assumptions and trends. TOWS Matrix with action plans Course 6. Design Sprint Part 1. Empathy, Ideation, Solution Course 7. Design Sprint Part 2. Prototyping and Testing Course 8. From idea to market: product briefing, product launch roadmap, financial projections Exam.: Final presentations / oral feedback

Academic References

Academic Reference :

Osterwalder, A. and Pigneur, Y. (2010) Business Model Generation. Knapp, J et al. (2016). SPRINT: How to generate ideas and solve problems in just five days by Google Ventures. Liedtka, Jeanne (2013) Solving Problems with Design Thinking : Ten Stories of What Works. Columbia University Press. MIT Sloan Management Review (2019) When Innovation Moves at Digital Speed : Strategies and Tactics to Provoke, Sustain, and Defend Innovation in Today's Unsettled Markets.

Certifications & Legal Mentions

Certifications :

N/A

MSC.IMBM2.MKCOR.0088 – Strategic Brand Management

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : SPIER Peter

Academic Characteristics

Credits : 3 Discipline : Marketing Teaching Languages : English Open to Exchange : Yes

Course Description

Course Description :

Brands and branding are a 'hot topic' for Marketing managers, whether in B2C or B2B.

When Steve Jobs returned to Apple to save the company his first move was to give the brand the care and attention it had been lacking. The 'Think different' advert was born. The rest is history.

Nike has recently changed CEOs. In four years the former CEO reduced the value of the company by 21 billion USD. The new CEO has promised a 'big, brave brand campaign' to get things back on track.

Liquid Death has become a billion-dollar company selling water in a can. Its secret weapon: great branding.

Brands are arguably the most valuable asset of any company – from the 3 trillion of Amazon or Apple down to the newest start-up or SME. And yet so many companies manage them badly and show little understanding of how they function.

This course will show you how.

Brand value is created by the place occupied by the brands in the minds of customers: brand awareness, image, trust and reputation - all built up over many years - are the best guarantee of future cash flows. As one commentator puts it: 'products are created in the factory. Brands are created in the mind.'

Brands provide a short-cut for customers when making a purchasing decision, seeking to avoid risk and obtain value for money. Brands provide a relevant, exciting experience. Brands connote a certain lifestyle, set of values or attitude. Brands can become objects of affection or desire - 'Lovemarks', even. Buying a brand is an integral part of an individual's quest for identity and meaning. It could be argued that brands create value by providing consumers with content, a form of belief system and powerful stories that embody these beliefs and values.

This course provides a comprehensive introduction to strategic brand management, covering such areas as the building of brand equity, brand identity, brand extension, brand portfolios etc. in national, regional and global

markets. Students will discover the 'state of play' in terms of how brands are best managed.

More than that, however, the course explores the importance of sense and meaning in the creation of value as well as the degree to which this is rooted in a specific social and cultural context. In doing so, it raises important questions about the role of marketing and consumption in modern society.

Depending on teachers and campuses, topics include:

- An overview of approaches to branding
- The long and short of it
- Differentiation vs distinctiveness
- Paying attention to attention
- Relevance: What brands 'mean' to us
- Consistency and creativity
- Humanizing the brand
- Branding with feeling
- Brand experiences
- Branding with purpose
- Brand communities

Pedagogical Objectives

Pedagogical Objectives :

- What are brands?
- How do they function?
- How do we manage them?
- How do they compete?

Prerequisites

Prerequisites :

Intermediate marketing highly desirable

Course Schedule

Course Schedule :

To be provided by teachers on various campuses

Academic References

Academic Reference :

Students will be provided with a selection of recent articles and case examples for each session/topic. Here is a short bibliography:

- Mark Gobe (2010), Emotional branding (Allworth Press)
- Tilde Heding et al. (2020), Brand management: research, theory and practice (Routledge)
- Douglas Holt (2004), How brands becomes icons (Harvard University Press)
- Douglas Holt (2012), Cultural strategy (Oxford University Press)
- Jean-Noel Kapferer (2012), New strategic brand management (Kogan Page)
- Kevin Keller & Vanitha Swaminatham (2019), Strategic brand management (Pearson)
- Chris Malone & Susan Fiske (2013), The human brand (John Wiley & Sons)
- Karen Nelson-Feld (2020), The attention economy and how media works: simple truths for marketers (Springer Verlag, Singapore)
- Lisa Penalosa et al (2011), Marketing management: a cultural perspective (Routledge)
- Jenni Romaniuk (2018) Building distinctive brand assets (Oxford)
- Jenni Romaniuk (2023) Measures and metrics for a How brands grow world (Oxford)
- Byron Sharp (2010) How brands grow (Oxford)
- Byron Sharp (2021) How brands grow, Part Two (Oxford)

Websites :

<https://marketingweek.com>

<https://system1group.com>

<https://marketingscience.info>

<https://www.amplifiedintelligence.com>

<https://www.thedrum.com/>

Certifications & Legal Mentions

Certifications :

N/A

MSc M2 IMBD FALL BELO Elective Courses (4 maximum)

MSC.IMBM2.MKELE.0202 – AI & Data Analytics

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
18.00h	0h	0.00h	0.00h	0.00h	30%	70%	100%

Course Manager & Teaching Team

Course Manager : OLMEDILLA FERNANDEZ Maria

Teaching Team : Lille : MAZAHIR Muhammad Shumail Paris : OLMEDILLA FERNANDEZ Maria Sophia : OLMEDILLA FERNANDEZ Maria Belo : EDUARDO DA MOTTA Victor

Academic Characteristics

Credits : 2
Discipline : Analytics Information and Operations

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course will give an overview to the students without programming skills on what is Artificial Intelligence and how it can be used in fields such as Marketing or Business among others.

This course also uncovers a role that the students could acquire at the end if they happen to work in a company using AI.

The course is divided into two main phases, the first phase is about teaching an introduction to the concepts of AI, and the second phase involves practical application based on several projects that do not require a programming background or skills.

During the first part the students are taught what are the different applications of AI in marketing, the benefits of using AI in a company, different types of AI, what is Machine Learning, what is Deep Learning, etc.

Prerequisites

Prerequisites :

A computer is necessary to pursue the course (not a tablet or similar)

Course Schedule

Course Schedule :

Session 1: Course introduction. An overview of Artificial Intelligence; Assignments N/A Session 2: Project #1: Twitter Data Analysis, case study/ in-class hands-on exercises Session 3: Project #2: Sentiment Analysis FLOW; case study/ in-class hands-on exercises Session 4: Project #3: YouTube Data Analysis; case study/ in-class hands-on exercises Session 5: Project #4: Online Data Gathering; case study/ in-class hands-on

exercises Session 6: Project #5: Sentiment Analysis with Python Final MCQ test; case study/ in-class hands-on exercises

Academic References

Academic Reference :

Slides with the lessons provided by the professor. Full access to the Microsoft tools (Power BI, Power Automate, and Azure) to be used during the course.

Websites :

The links will be available on K2 (SKEMA's knowledge platform)

Certifications & Legal Mentions

Certifications :

N/A

MSC.IMBM2.MKELE.0149 – Communication and Engagement in an Emerging Economies Fall

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
18.00h	0h	0.00h	0.00h	0.00h	50%	50%	100%

Course Manager & Teaching Team

Course Manager : FIGUEIREDO Carla

Teaching Team : FIGUEIREDO Carla

Academic Characteristics

Credits : 2 Discipline : Marketing Teaching Languages : English Open to Exchange : Yes

Course Description

Course Description :

This course will explore the dynamics of communication and advertising in the context of emerging economies, with particular attention to the complexities and opportunities presented by emerging societies such as Brazil and other Latin American countries. Through comprehensive theories and the analysis of real-world cases and industry practices, students will be invited to reflect on how communication not only influences brand perception but also drives customer engagement, loyalty, and profitability.

Rather than taking effective communication as a given, the course will critically investigate why even well-established companies may fail to connect with their audiences. Emphasis will be placed on the challenges of aligning communication practices with business and brand strategies as a managerial movement to better fulfil consumer expectations in culturally diverse and economically stratified environments. The course fosters a deep understanding of how to cultivate long term communication strategies and sustained engagement in contexts marked by rapid digital transformation, social inequality, and shifting consumer behaviours.

Pedagogical Objectives

Pedagogical Objectives :

- To build a foundation for critical thinking in the area of communication and engagement through:
 - focusing on the strategic approach of a communication planning process and best practices to design and implement effective and engaging communication campaigns that will impact brand perception and, consequently, sales and profitability
 - discussing the recent developments in the area concerning digital marketing communication and social media
- To build understanding on:
 - the importance of the planning process for designing high-impact and engaging communication campaigns
 - how essential is the knowledge of consumer behaviour and segmentation to develop and

manage communication and advertising campaigns considering the specificities and challenges in engaging customers in emerging societies such as Brazil and Latin America

Prerequisites

Prerequisites :

None

Course Schedule

Course Schedule :

CLASSES 01-02: Introduction and fundamental concepts of communication and planning. CLASSES 03- 06: Advertising Management in Latin America and Brazil. CLASSES 07-09: Engagement and creativity in the digital era; a Brazilian case study CLASSES 10 - 11: Communication and engagement Strategy and KPI's

Academic References

Academic Reference :

Principles of Marketing, European Edition (8th Edition)

Authors: Piercy, N., Kotler, P. T., Armstrong, G., Harris, L. C., & He, H.

ISBN-10: 978-1-292-26961-0

Publisher: Pearson International Content., 2019

Integrated Advertising, Promotion, and Marketing Communication (9th Edition)

Authors: Clow, Kenneth E.; Baack, Donald

ISBN-13: 978-0-13-734434-5

Publisher: Pearson Education, Inc., 8th Edition, 2022

The Fortune at the Bottom of the Pyramid: Eradicating Poverty Through Profits (5th anniversary edition)

Authors: Prahalad, C.K.

ISBN-10: 0-13-700927-5

ISBN-13: 978-0-13-700927-5

Publisher: Pearson Education Inc., 2010

Marketing 3.0 From Products to Customers to the Human Spirit

Authors: Kotler, Philip; Kartajaya, Hermawan; Setiawan, Iwan

ISBN 978-0-470-59882-5

Publisher: John Wiley & Sons, Inc., 2010

Create, Connect, Convince: Fundamentals of Advertising, Branding, Communication

Authors: Dietzel, Jörg

ISBN 13:978 981 261 626 5

ISBN 10: 981 261 626 8

Publisher: Marshall Cavendish Business, 2008

The Sage Book of Digital Marketing - Edition 1

Authors: Hanlon, Annmarie; Tuten, Tracy L.

ISBN: 978-1-5297-8844-0

eISBN: 978-1-5297-8448-0

Publisher: SAGE Publications., Edition 1, 2022

Websites :

Title: Principles of Marketing, Global Edition (19th Edition)

Authors: Kotler, Philip; Armstrong, Gary; Balasubramanian, Sridhar.

ISBN 978-0-13-786489-8

Publisher: Pearson International Content, 2024

<https://bookshelf.vitalsource.com/books/9781292449333>

Title: Integrated Advertising, Promotion, and Marketing Communication (9th Edition)
Authors: Clow, Kenneth E.; Baack, Donald
ISBN 978-0-13-558980-9
Publisher: Pearson Education Limited, 2022
<https://bookshelf.vitalsource.com/reader/books/9781292411347/pageid/1>

Title: The Fortune at the Bottom of the Pyramid: Eradicating Poverty Through Profits (5th anniversary edition)
Authors: Prahalad, C.K.
ISBN-10: 0-13-700927-5
Publisher: Pearson Education Inc., 2010

Articles, videos and cases on K2.

Title: Marketing 3.0 From Products to Customers to the Human Spirit
Authors: Kotler, Philip; Kartajaya, Hermawan; Setiawan, Iwan
ISBN 978-0-470-59882-5
Publisher: John Wiley & Sons, Inc., 2010
<https://skema.scholarvox.com/reader/docid/88803226/page/1?searchterm=marketing%203.0>

Title: Create, Convince, Connect: Fundamentals of Advertising, Branding, Communication
Authors: Dietzel, Jörg
ISBN 13:978 981 261 626 5
ISBN 10: 981 261 626 8
Publisher: Marshall Cavendish Business, 2008
<https://skema.scholarvox.com/reader/docid/88811664/page/1?searchterm=Create,%20Convince,%20Connect>

Title: Digital Marketing (8th Edition)
Authors: Chaffey, Dave; Chadwick, Fiona
ISBN 978-1-292-40096-9
ISBN 10: 978-1-292-40100-3
Publisher: Pearson Education, Inc., 8th Edition, 2022
[https://bookshelf.vitalsource.com/reader/books/9781292401003/epubcfi/6/2\[%3Bvnd.vst.idref%3DCover\]!/4/2/2/2%4050:38](https://bookshelf.vitalsource.com/reader/books/9781292401003/epubcfi/6/2[%3Bvnd.vst.idref%3DCover]!/4/2/2/2%4050:38)

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE IA

Students will be challenged to develop communication campaigns aligned with the United Nations' 17 Sustainable Development Goals (SDGs). Throughout the program, students will utilize a suite of AI tools commonly employed by marketing professionals to map business scenarios, generate creative concepts, and produce short-form social media content. As a practical exercise, a specialized workshop will be conducted on leveraging AI to draft compelling scripts and execute high-impact videos for digital platforms.

MSC.IMBM2.MKCOR.0061#1 – Digital growth

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
18.00h	0h	0.00h	0.00h	0.00h	60%	40%	100%

Course Manager & Teaching Team

Course Manager : HE Guojun

Academic Characteristics

Credits : 2 Discipline : Marketing Teaching Languages : English Open to Exchange : Yes

Course Description

Course Description :

To seize the immense potential presented by the digital ecosystem, modern companies must continuously optimize their digital offerings.

Marketing plays a pivotal role in winning digital organizations: marketers combine consumer insights, creativity with data analytics to develop the key digital interfaces of the company with the customer: e-commerce, a website, an application, social media platforms, digital advertising etc.

Marketers must constantly innovate these digital offerings to remain competitive and to optimize the customer journey.

Students will develop a strong understanding of the following key areas of business digital growth and learn by undertaking a real-world project presented at the end of the semester and through in class exercises and case studies:

- Winning Website (WordPress) / application development
 - o CRM (Customer Relationship Marketing)
- E-commerce / Direct to Consumer channel
 - o User acquisition and conversion
 - o Tracking, Data analytics and conducting A/B tests
- Social Media marketing and Influencers
- Digital advertising and 360° digital activity
- Augmented Reality & the Metaverse
- Artificial Intelligence (AI) in marketing

Important: this course may vary across different campuses

Specific to Suzhou campus:

This course will focus on the challenges of product management at a growing startup, driven by two major objectives: improvements to the user experience & conversion.

We will learn some tools (i.e. A/B testing, Google analytics) and the data-driven mindset required to quickly and cheaply jumpstart an organizations KPIs.

Prerequisites

Prerequisites :

No prerequisite

Course Schedule

Course Schedule :

1. Introducing Basic background knowledge of Internet technology, database and Information system 2. Basic concepts and technology of E-commerce, Concepts of Growth Hacks Methods of measuring and increasing user engagement 3. Discussion of growth methods and user acquisition strategies for any organization selling goods/services online. In class Exercise: Practice how to quickly build a website using a tool called WordPress. 4. More discussion about growth methods: Tracking, web analytics and executing A/B tests In class Exercise: Apply Google analytics into local website building (analytics.google.com) 5. Discussion about Growth Practice1; Product feature development New feature roll-out and communication Decision-making with data analytics Digital culture and vocabulary 6. Growth Practice 2; Develop own website for a specific business and make a plan for Growth Hacks and data analytics, thus can help with decision-making.

Academic References

Academic Reference :

Reference Textbook: Smith P. & Z. Zook (2019). Marketing Communication: Integrating Online and Offline, Customer Engagement, and Digital Technologies, 7th edition, Kogan. Case Studies: • SHEIN: ULTRA-FAST FASHION'S ESG CHALLENGES. Ivey Publishing 2024. W36090 • Glossier: Co-Creating a Cult Brand with a Digital Community. Harvard Business School 2020, 5-520-099 • Crocs: Using Community-Centric Marketing to Make Ugly Iconic. Harvard Business School 2023, 9-524-006

Specific to Suzhou campus:

Ellis, Sean, and Morgan Brown. Hacking Growth: How Today's Fastest-Growing Companies Drive Breakout Success. Crown Business, 2017.

Websites :**For Suzhou campus:**

See Official website for Google Analytics: <https://analytics.google.com/analytics/academy/>

Wordpress: A Step-by-Step Beginners' Guide to Build Your Own WordPress Website from Scratch. 2016 (https://www.amazon.cn/gp/product/1539991849/ref=oh_aui_detailpage_o00_s00?ie=UTF8&psc=1)

See also official website <https://wordpress.org/> for more references

Certifications & Legal Mentions

Certifications :

N/A

MSC.IMBM2.MKELE.0237 – Digital Sales: channels, tech and strategy

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
18.00h	0h	0.00h	0.00h	0.00h	40%	60%	100%

Course Manager & Teaching Team

Course Manager : TUNES Rafael

Teaching Team : Belo : TUNES Rafael

Academic Characteristics

Credits : 2 Discipline : Marketing Teaching Languages : English Open to Exchange : Yes

Course Description

Course Description :

Digital sales occur for both traditional businesses and digital businesses. Therefore, it is a contemporary phenomenon that solves customer pains and needs, through offering products and services and propagating images of people, brands, ideas, and concepts. The course aims to visit the fundamental areas of this phenomenon considering the strategy and business model, which are reflected in the choice of platforms and tactics in i) e-commerce and marketplaces, ii) sales in social media and videos (emphasis on Google ADS, YouTube, Linked In, Tik Tok and group tools from Meta), iii) programmatic media, algorithms and AI (Artificial Intelligence) applied to the offer and optimization of choices, iv) lead generation and the digital sales funnel, v) payment methods, pricing and logistics, vi) sales of digital products and gaming environment, vii) types, techniques and tactics of digital sales and viii) User Experience (UX) and digital consumer behavior. The course aims to provide the participants with integrated knowledge, enabling them to make decisions and participate in processes that include digital sales in future professional challenges in the market.

Pedagogical Objectives

Pedagogical Objectives :

Explore and understand the dynamics of sales-focused digital channels and various e-commerce models, along with how they integrate and complement each other.

Build a toolkit for aligning products with specific market segments and digital consumer behavior, enabling you to construct a complete digital journey for any business.

Apply key business and sales strategies to real-world case studies and a capstone project.

Prerequisites

Prerequisites :

Good understanding of the digital space, basic understanding of ecommerce, ie having bought a physical product online.

Course Schedule

Course Schedule :

The course has three pillars: Channels, Tech and Strategy.

Part 1 – Course Journey and Content [STRATEGY], [CHANNELS] and [TECH], Grades, Digital Sales Challenge [DSC] Groups and Objectives / Part 2 – AI and Digital Sales (Collision Innovation Event 2024 – professor report)

Part 1 – Case Study / Part 2 – Digital Marketing Workbook (framing digital sales, setp by step) [STRATEGY]

Part 1 – Case Study / Part 2 – Sales Tactics [STRATEGY]

Part 1 and 2 - Digital Sales Challenge (DSC) SME presentations, DSC Groups (Digital Sales Strategy – first draft) [DSC]

Part 1 – E-commerce /Part 2 – Case Study [CHANNELS]

Part 1 and 2 – Social Media - selling on pinterest, linkedin, instagram, facebook, whatsapp and google. [CHANNELS]

Part 1 – Choosing and paying – Consumer Behaviour on Digital/Part 2 – Case Study [CHANNELS]

Part 1 and 2 – UX, CX, selling digital products [CHANNELS]

Part 1 – Tools(A) /Part 2 – Tools (B) [CHANNELS]

*Part 1 and 2 - Digital Sales Challenge (DSC) SME presentations, DSC Groups (Digital Sales Strategy – first draft) [DSC] (*Dates may vary due to DSC small business schedule)

*Part 1 and 2 - Digital Sales Challenge (DSC) Results and final activity

Academic References

Academic Reference :

Guenzi, P., & Nijssen, E. J. (2023). The relationship between digital solution selling and value-based selling: A motivation-opportunity-ability (MOA) perspective. *European Journal of Marketing*, 57(3).

Hassna, G., Rouibah, K., Lowry, P. B., Paliszkievicz, J., & Mdra-Sawicka, M. (2023). The roles of user interface design and uncertainty avoidance in B2C e-commerce success: Using evidence from three national cultures. *Electronic Commerce Research and Applications*.

He, X., & Liu, Y. (2023). Knowledge evolutionary process of artificial intelligence in e-commerce: Main path analysis and science mapping analysis. *Expert Systems with Applications*.

HubSpot. (2023). Introduction to AI for sales. <https://www.hubspot.com>

Illescas Ortiz, R., & Perales Viscasillas, P. (2012). The scope of the Common European Sales Law: B2B, goods, digital content and services. *Journal of International Trade Law and Policy*, 11(3), 241–258.

McKinsey & Company. (2023). AI-powered marketing and sales reach new heights with generative AI. <https://www.mckinsey.com>

Raj, A. S., Shagirbasha, S., & Madhan, K. (2022). A model for lead conversions through cold calling in startup B2B services firms in India: A sense-making derivation. *South Asian Journal of Business Studies*, 11(3), 370–384.

Sinha, P., Shastri, A., & Lorimer, S. E. (2023). How generative AI will change sales. *Harvard Business Review*. <https://hbr.org>

Zendesk. (2023). The role of AI and machine learning in sales in 2023. <https://www.zendesk.com>

Websites :

Statista: <https://skema.idm.oclc.org/login?auth=skema&url=https://www.statista.com>

Marketline:

<https://skema.idm.oclc.org/login?auth=skema&url=https://advantage.marketline.com/Account/IPAccessLogin>

Ecommerce Brasil: <https://www.ecommercebrasil.com.br/>

Google Growth: <https://grow.google/>

Meta: <https://www.facebook.com/business>

Tik Tok: <https://www.tiktok.com/business/en>

You Tube: <https://www.youtube.com/channel/UCwzySbzUWiKqG84jOnbeB1w>

You tube ADS

<https://neilpatel.com/>

<https://www.gfk.com/trending-topics>

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE IA

Regarding RSA, the course addresses issues related to GDPR (LGPD in Brazil) in digital sales efforts and customer database creation for sales funnels, personalization, and recommendations. It also covers best practices in the digital environment related to business ethics, cultural characteristics of markets and niches, as well as consumer inclusion and diversity.

Regarding AI, the course addresses its use in tools and other enabling technologies within the sales ecosystem.

MSC.IMBM2.MKELE.0186 – Services and Customer Experience Management

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
18.00h	0h	0h	0h	0.00h	40%	60%	100%

Course Manager & Teaching Team

Course Manager : MONTEIRO Plínio

Teaching Team : Belo : Rachel Farias Patrocínio

Academic Characteristics

Credits : 2 Discipline : Marketing Teaching Languages : English Open to Exchange : Yes

Course Description

Course Description :

The participation of the services sector is growing in almost all the economies of the world. As an economy develops, the service sector's relevance to job and income generation increases dramatically. In Brazil, the services sector already accounts for two-thirds of GDP. But the relevance of services is also increasing as a strategy for differentiating offers. Recently, marketing discipline has assimilated the concept of the dominant logic of the service, which is based on the assertion that all product is a service and that products do not create value but only have the potential to create value and value is always co-created by the customer in the process of using and interacting with the offers. Considering this theory, it is very important for marketers to be closer to customer in order to understand the customer's process of using and value cocreation in order to participate of the value creation. Therefore, marketers are increasingly challenged to understand the nature of services, learn how to manage services, and especially understand how services can create value and memorable experiences for customers while delivering sustainable competitive advantages. The relevance of services for the economy and the future of business. Services as a business strategy. Services Characteristics & Management. Customer Experience Management. Logic Dominant of Services Driving Marketing Strategies.

Pedagogical Objectives

Pedagogical Objectives :

Knowledge / Understanding:

Understand the importance of service sector and the service as an important strategy for differentiate offers ; Learn how to develop and implement services strategies in order to delivery memorable customer experiences and conquer customer loyalty.

Cognitive skills:

Be able to identify how services characteristics impact strategies to serve customers and differentiate offers; Be able to create a service strategy and a customer experience which can

create and capture superior value;

Attitudes / Key transferable skills:
Analyse and define services strategies.

Ethical and social understanding:
How to consider and respect the consumer in all his / her experience with the company.

Prerequisites

Prerequisites :

Introductory Marketing course

Course Schedule

Course Schedule :

Each session = 1h40 Session 1 Introduction to Services Marketing; Group Sign up Session 2 Customer Experience Management; Streaming Wars: Round 1. Session 3 Positioning Services in Competitive Markets; Task 1 - Kiwi Experience.docx Streaming Wars: Round 2.; Quiz 1: Content from Lectures 1 and 2, Streaming Wars: Round 3. Session 4 Value, Loyalty and satisfaction in services; Task 2 - Constructing Perceptual Mapping.docx; Streaming Wars: Round 4.; Task 3 - HBO.docx Session 5 Service Recovery and Customer Complaints; Streaming Wars: Round 5. Task 4 - Customer Complaints.docx; Quiz 2: Content from Lectures 3, 4, and 5 Session 6 Managing People and Service Culture Task 4 - Customer Complaints.docx Quiz 2: Content from Lectures 3, 4, and 5 Session 7 Crafting the Service Environment; Streaming Wars: Round 6; Task 5 - Singapore Airlines.docx Session 8 Designing Service Processes; Streaming Wars: Round 7; Task 6 - Service Scape Auditing.docx; Quiz 3: Content from Lectures 6 and 7 Session 9 Services technology: CRMs, Digital Transformation and AI Streaming Wars: Round 8; Task 7 - LUX Staging a Service.docx; Quiz 4: Content from Lecture 8 Session 10 Global services and World Streaming Wars: Round 9; Quiz 5: Content from Lecture 9 Session 11 Final Remarks and Final Exam Streaming Wars: Round 10; Task 8 - Service Robots in the Fronline.docx; Final exam (50 minutes)

Academic References

Academic Reference :

Gummesson, E. (2002). Total relationship marketing: rethinking marketing management. In From 4P's to 30R's. Durban: Butterworth-Heinemann (Second). Elsevier Science.
<https://skema.scholarvox.com/catalog/book/docid/10086322> ?

Baron, S., Conway, T., & Warnaby, G. (2010). Relationship Marketing: A Consumer Experience Approach (1st ed.). Sage Publications. <https://skema.scholarvox.com/catalog/book/docid/88859134> ?

Wirtz, J., & Lovelock, C. (2021). Services Marketing: People, Technology, Strategy (Ninth Edition) (9th ed.). World Scientific Publishing Company. ?

Arikan, A. (2023). Customer Experience Analytics: How Customers Can Better Guide Your Web and App Design Decisions (1st ed.). Routledge.?

Darici, B., & Ayhan, F. (2022). Digital Transformation and New Approaches in Trade, Economics, Finance and Banking. P. Lang (ed.); 1st ed.. <https://skema.scholarvox.com/catalog/book/docid/88936001/> ?

Doppler, S., & Steffen, A. (2020). Case Studies on Food Experiences in Marketing, Retail, and Events. Elsevier Science. <https://skema.scholarvox.com/catalog/book/docid/88914882> ?

Goodman, J. A. (2014). Customer Experience 3.0: High-Profit Strategies in the Age of Techno Service (1st ed.). <https://www.scholarvox.com/catalog/book/docid/88820830> ?

Lusch, R. F., & Vargo, S. L. (2014). *Service-Dominant Logic: Premises, Perspectives, Possibilities* (1st ed.). Cambridge University Press. <https://doi.org/10.1017/CBO9781139043120> ?

Mudie, P., & Pirrie, A. (2006). *Services Marketing Management*. Taylor & Francis (ed.); 1st ed. <https://www.scholarvox.com/catalog/book/docid/10155567> ?

Pandharikar, A. (2022). *AI-Powered Commerce*. Packt Publishing (ed.); 1st ed. <https://skema.scholarvox.com/catalog/book/docid/88923850> ?

Pennington, A. (2022). *The Customer Experience Book* (1st ed.). Pearson.?

Verma, H. V. (2012). *Services Marketing: Text and Cases* (2nd ed.). Pearson.

Websites :

References:

Basic:

Gummesson, E. (2002). *Total relationship marketing: rethinking marketing management*. In *From 4P's to 30R's*. Durban: Butterworth-Heinemann (Second). Elsevier Science.

<https://skema.scholarvox.com/catalog/book/docid/10086322>

Baron, S., Conway, T., & Warnaby, G. (2010). *Relationship Marketing: A Consumer Experience Approach* (1st ed.). Sage Publications. <https://skema.scholarvox.com/catalog/book/docid/88859134>

Wirtz, J., & Lovelock, C. (2021). *Services Marketing: People, Technology, Strategy* (Ninth Edition) (9th ed.). World Scientific Publishing Company.

Complementary:

Arikan, A. (2023). *Customer Experience Analytics: How Customers Can Better Guide Your Web and App Design Decisions* (1st ed.). Routledge.

Darici, B., & Ayhan, F. (2022). *Digital Transformation and New Approaches in Trade, Economics, Finance and Banking*. P. Lang (ed.); 1st ed.. <https://skema.scholarvox.com/catalog/book/docid/88936001/>

Doppler, S., & Steffen, A. (2020). *Case Studies on Food Experiences in Marketing, Retail, and Events*. Elsevier Science. <https://skema.scholarvox.com/catalog/book/docid/88914882>

Goodman, J. A. (2014). *Customer Experience 3.0: High-Profit Strategies in the Age of Techno Service* (1st ed.). <https://www.scholarvox.com/catalog/book/docid/88820830>

Lusch, R. F., & Vargo, S. L. (2014). *Service-Dominant Logic: Premises, Perspectives, Possibilities* (1st ed.). Cambridge University Press. <https://doi.org/10.1017/CBO9781139043120>

Mudie, P., & Pirrie, A. (2006). *Services Marketing Management*. Taylor & Francis (ed.); 1st ed. <https://www.scholarvox.com/catalog/book/docid/10155567>

Pandharikar, A. (2022). *AI-Powered Commerce*. Packt Publishing (ed.); 1st ed. <https://skema.scholarvox.com/catalog/book/docid/88923850>

Pennington, A. (2022). *The Customer Experience Book* (1st ed.). Pearson.

Verma, H. V. (2012). *Services Marketing: Text and Cases* (2nd ed.). Pearson.

Certifications & Legal Mentions

Certifications :

N/A

MSc M2 IMBD FALL BELO Optional Courses (1 maximum)

MSC.IBBM2.LGCOR.0001 – OPTIONAL PORTUGUESE SEMESTER

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0.00h	24.00h	0.00h	0h	0.00h	100%	0%	100%

Course Manager & Teaching Team

Course Manager : LEVIN Jeremy

Academic Characteristics

Credits : 0 Discipline : Autre Teaching Languages : Portuguese Open to Exchange : No

Course Description

Course Description :

This course aims at providing the students with the basic knowledge of the portuguese language.

Prerequisites

Prerequisites :

No prerequisite.

Certifications & Legal Mentions

Certifications :

N/A

PGE M1

PGE M1 FALL BELO Langues Vivantes (1 maximum)

PGE.FINM1.LGCOR.4391 – LANGUAGE: PORTUGUESE BASIC II FALL

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0.00h	24.00h	0.00h	0.00h	0.00h	0%	100%	100%

Course Manager & Teaching Team

Course Manager : LEVIN Jeremy

Academic Characteristics

Credits : 2 Discipline : Langues Teaching Languages : French; Portuguese Open to Exchange : Yes

Course Description

Course Description :

This course is designed for students with no prior knowledge of the language and offers an introduction to Portuguese language and lusophone culture. Students will study Portuguese pronunciation and develop knowledge of the language in all four skills at a basic level. By the end of this course, students will be able to communicate in a range of daily life situations at a basic level. The course aims to prepare students for a period of study abroad by increasing cultural awareness of Brazil, Portugal and other lusophone countries and to enable students to acquire language skills and attitudes for further study of Portuguese. Overall, this course prepares students to reach a level comparable to A1 CEFR.

Pedagogical Objectives

Pedagogical Objectives :

The Basic level (A0–A1) is designed for beginner students with little to no prior knowledge of the target language. The course aims to build essential foundations for communication in simple, everyday situations. Throughout the course, students will develop core skills in listening comprehension, reading comprehension, speaking, and writing. They will learn to recognize and use common words and expressions related to their immediate environment (introducing themselves, talking about family, asking simple questions, understanding basic instructions). Emphasis is placed on building basic vocabulary, improving pronunciation, and mastering elementary grammatical structures (key verbs, simple sentences, common expressions).

Assessment will cover the four key language skills:

- Reading comprehension
- Listening comprehension
- Writing
- Speaking

By the end of the course, students will be able to communicate in a very simple way, provided that their interlocutor speaks slowly and clearly, and will be able to understand and produce short messages in familiar contexts.

In addition to language acquisition, the course also introduces students to the cultural dimensions of the target language. Learners will explore everyday cultural practices, social norms, and communication styles, helping them better understand how language is used in real-life contexts. This cultural component is designed to prepare students for studying or working abroad, whether on one of SKEMA's international campuses, at a partner university, or during an internship.

Students will be encouraged to develop a global mindset and become more aware of intercultural differences they may encounter when living in another country. Through discussions, practical scenarios, and cultural comparisons, they will learn how to adapt their behavior, communicate appropriately in diverse environments, and navigate potential cultural misunderstandings. This approach supports the development of Global Citizens who are open-minded, adaptable, and capable of interacting effectively in an international setting.

Prerequisites

Prerequisites :

Pass at Portuguese Beginner I

Course Schedule

Course Schedule :

Session 1: REVIEW S1 Session 2: PAST TENSE EVENTS - irregular verbs part 1 Session 3: PAST TENSE EVENTS - irregular verbs part 2 Session 4: ACTION AND ROUTINE TO THE IMPERFECT Session 5: SIMPLE FUTURE PROJECTS Session 6: THE CONDITIONAL - part 1 + CC CO Session 7: JOB INTERVIEW + DAILY VOCABULARY CC CE Session 8: CC PO + CC PE A detailed course plan is distributed in the first lesson and made available on K2.

Academic References

Websites :

Português, O seu sítio da Língua Portuguesa : <http://portugues.uol.com.br/> Só Português : <https://www.soportugues.com.br/> Norma Culta, Língua Portuguesa em bom Português: <https://www.normaculta.com.br/> Dicio, Dicionário Online de Português : <https://www.dicio.com.br/>

Certifications & Legal Mentions

Certifications :

N/A

PGE.FINM1.LGCOR.4323 – LANGUAGE: PORTUGUESE BASIC I FALL

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0.00h	24.00h	0.00h	0.00h	0.00h	0%	100%	100%

Course Manager & Teaching Team

Course Manager : LEVIN Jeremy

Academic Characteristics

Credits : 2 Discipline : Langues Teaching Languages : English; Portuguese Open to Exchange : Yes

Course Description

Course Description :

This course is designed for students with no prior knowledge of the language and offers an introduction to Portuguese language and lusophone culture. Students will study Portuguese pronunciation and develop knowledge of the language in all four skills at a basic level. By the end of this course, students will be able to communicate in a range of daily life situations at a basic level. The course aims to prepare students for a period of study abroad by increasing cultural awareness of Brazil, Portugal and other lusophone countries and to enable students to acquire language skills and attitudes for further study of Portuguese.

Overall, this course prepares students to reach a level comparable to A1 CEFR.

Pedagogical Objectives

Pedagogical Objectives :

The Basic level (A0–A1) is designed for beginner students with little to no prior knowledge of the target language. The course aims to build essential foundations for communication in simple, everyday situations. Throughout the course, students will develop core skills in listening comprehension, reading comprehension, speaking, and writing. They will learn to recognize and use common words and expressions related to their immediate environment (introducing themselves, talking about family, asking simple questions, understanding basic instructions). Emphasis is placed on building basic vocabulary, improving pronunciation, and mastering elementary grammatical structures (key verbs, simple sentences, common expressions).

Assessment will cover the four key language skills:

- Reading comprehension
- Listening comprehension
- Writing
- Speaking

By the end of the course, students will be able to communicate in a very simple way, provided that their interlocutor speaks slowly and clearly, and will be able to understand and produce short messages in familiar contexts.

In addition to language acquisition, the course also introduces students to the cultural dimensions of the target

language. Learners will explore everyday cultural practices, social norms, and communication styles, helping them better understand how language is used in real-life contexts. This cultural component is designed to prepare students for studying or working abroad, whether on one of SKEMA's international campuses, at a partner university, or during an internship.

Students will be encouraged to develop a global mindset and become more aware of intercultural differences they may encounter when living in another country. Through discussions, practical scenarios, and cultural comparisons, they will learn how to adapt their behavior, communicate appropriately in diverse environments, and navigate potential cultural misunderstandings. This approach supports the development of Global Citizens who are open-minded, adaptable, and capable of interacting effectively in an international setting.

Prerequisites

Prerequisites :

There are no-prerequisites for this course.

Course Schedule

Course Schedule :

Session 1: PORTUGUESE PRONUNCIATION / INTRODUCING YOURSELF Session 2: TALKING ABOUT YOUR TASTE / THE ROAD Session 3: PRESENT YOUR FAMILY / CHRONOLOGICAL TIME Session 4: THE CITY / ""EM"" PLACE PREPOSITION Session 5: DAILY LIFE IN THE NEAR FUTURE / KEY VERBS Session 6: EVENTS IN THE PRESENT Tense - irregular verbs + CC CO Session 7: DAILY ACTIVITIES IN THE PAST Tense - regular verbs + CC CE Session 8: CC PO + CC PE A detailed course plan is distributed in the first lesson and made available on K2.

Academic References

Websites :

Português, O seu sítio da Língua Portuguesa : <http://portugues.uol.com.br/> Só Português : <https://www.soportugues.com.br/> Norma Culta, Língua Portuguesa em bom Português: <https://www.normaculta.com.br/> Dicio, Dicionário Online de Português : <https://www.dicio.com.br/>

Certifications & Legal Mentions

Certifications :

N/A

PGE.FINM1.LGCOR.4324 – LANGUAGE: PORTUGUESE FUNCTIONAL FALL

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0.00h	24.00h	0.00h	0.00h	0.00h	0%	100%	100%

Course Manager & Teaching Team

Course Manager : LEVIN Jeremy

Academic Characteristics

Credits : 2 Discipline : Langues Teaching Languages : Portuguese Open to Exchange : Yes

Course Description

Course Description :

This course is designed for students who have an elementary knowledge of Portuguese and who have approximately 100-150 hours of prior study. Students will further develop their ability to use Portuguese in the four skills (speaking, listening, reading and writing), improve their pronunciation and increase their confidence in the language. By the end of this course, students will be able to deal with a diverse range of daily life situations and communicate on a range of familiar topics. The course aims to prepare students for a period of study abroad by increasing cultural awareness of Brazil, Portugal and other lusophone countries and to enable students to acquire language skills and attitudes for further study of Portuguese. Overall, students will attain a level comparable to A2 CEFR.

Pedagogical Objectives

Pedagogical Objectives :

The Functional level (A2–B1) is designed for students with a basic foundation in the target language who are able to communicate in simple situations but seek to develop greater independence and fluency. The course aims to strengthen students' ability to use the language effectively in everyday, academic, and professional contexts.

Throughout the course, students will further develop their skills in listening comprehension, reading comprehension, speaking, and writing. They will learn to understand and participate in conversations related to familiar topics such as personal experiences, daily routines, studies, work, and current events. Emphasis is placed on expanding vocabulary, improving grammatical accuracy, and gaining confidence in both spoken and written communication.

At this level, students should be able to:

Understand the main points of clear speech on familiar topics
Engage in simple conversations in routine situations (e.g. making plans, asking for information, expressing

preferences)

Describe experiences, events, and personal opinions in a structured way

Understand and write short texts such as emails, messages, or brief descriptions

Follow basic instructions and grasp key information in announcements or conversations

Assessment will cover the four key language skills:

Reading comprehension: understanding short, straightforward texts and identifying specific information

Listening comprehension: understanding the main ideas in clear, slow speech and everyday conversations

Writing: producing short texts such as emails, notes, or simple narratives

Speaking: participating in conversations, describing situations, and expressing opinions in a clear but simple manner

In addition to language development, the course includes a strong focus on cultural awareness and intercultural communication. Students will explore social norms, communication styles, and cultural practices in the target language, enabling them to better understand how language is used in context. This is particularly important for students preparing to study or work abroad, whether on one of SKEMA's international campuses, at a partner university, or during an internship.

Through practical scenarios and cultural comparisons, students will learn how to adapt their communication to different environments, manage everyday interactions abroad, and navigate potential cultural differences. The course encourages the development of a global mindset, helping students become more confident, adaptable, and culturally aware individuals capable of functioning in international settings.

By the end of the course, students will be able to communicate with a reasonable degree of independence in familiar situations, handle everyday tasks in the target language, and interact more confidently with others, while demonstrating an increased awareness of cultural differences and global contexts.

Prerequisites

Prerequisites :

Have an elementary knowledge of Portuguese and have approximately 100-150 hours of prior study.

Course Schedule

Course Schedule :

A detailed programme will be handed out in the first class and uploaded onto K2.

Academic References

Websites :

Português, O seu sítio da Língua Portuguesa : <http://portugues.uol.com.br/> Só Português :

<https://www.soportugues.com.br/> Norma Culta, Língua Portuguesa em bom Português:

<https://www.normaculta.com.br/> Dicio, Dicionário Online de Português : <https://www.dicio.com.br/>

Certifications & Legal Mentions

Certifications :

N/A

PGE.FINM1.LGCOR.4325 – LANGUAGE: PORTUGUESE PROFICIENT FALL

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0.00h	24.00h	0.00h	0.00h	0.00h	0%	100%	100%

Course Manager & Teaching Team

Course Manager : LEVIN Jeremy

Academic Characteristics

Credits : 2 Discipline : Autre Teaching Languages : Portuguese Open to Exchange : Yes

Course Description

Course Description :

The Proficient level (B2–C1) is designed for students who already have a solid command of the target language and are able to communicate with a good degree of fluency and accuracy. The course aims to develop advanced language skills, enabling students to use the language confidently and effectively in complex academic, professional, and social contexts.

Throughout the course, students will refine their abilities in listening comprehension, reading comprehension, speaking, and writing. They will engage with more sophisticated and authentic materials such as articles, reports, presentations, and multimedia content. Emphasis is placed on developing precision, nuance, and flexibility in communication, as well as on mastering more complex grammatical structures and a wider range of vocabulary.

At this level, students should be able to:

- Understand the main ideas of complex texts and discussions, including abstract or specialized topics
- Follow lectures, debates, and extended speech, even when not clearly structured
- Express ideas clearly, fluently, and spontaneously with minimal hesitation
- Participate actively in discussions, defending opinions and developing arguments
- Write well-structured texts such as essays, reports, and professional emails
- Adapt their language and register according to context (formal, informal, academic, professional)

Assessment will cover the four key language skills:

Reading comprehension: understanding complex texts, identifying arguments, viewpoints, and implicit meanings

Listening comprehension: following extended speech, lectures, and authentic audio materials

Writing: producing clear, detailed, and structured texts, including argumentative and analytical writing

Speaking: engaging in fluent discussions, presenting ideas, and interacting spontaneously with accuracy and

confidence

In addition to advanced language development, the course places strong emphasis on cultural competence and intercultural communication. Students will explore deeper cultural, social, and professional aspects of the target language, including differences in communication styles, expectations, and norms across contexts.

This component is particularly relevant for students preparing to study or work abroad, whether on one of SKEMA's international campuses, at a partner university, or during an internship. Through case studies, discussions, and real-world scenarios, students will learn to navigate complex intercultural situations, adapt their communication strategies, and avoid misunderstandings in diverse environments.

The course is designed to support the development of Global Citizens who are not only linguistically proficient but also culturally aware, adaptable, and capable of operating effectively in international and multicultural settings.

By the end of the course, students will be able to communicate with fluency and precision, engage in complex interactions, and produce well-structured and nuanced discourse, while demonstrating a strong awareness of cultural differences and global perspectives.

Prerequisites

Prerequisites :

Have an intermediate-advanced knowledge of Portuguese (students who have successfully passed the Functional course in L3 or who have approximately 200-250 hours of prior study).

Course Schedule

Course Schedule :

A detailed course plan is distributed in the first lesson and made available on K2.

Academic References

Websites :

Português, O seu sítio da Língua Portuguesa : <http://portugues.uol.com.br/> Só Português : <https://www.soportugues.com.br/> Norma Culta, Língua Portuguesa em bom Português: <https://www.normaculta.com.br/> Dicio, Dicionário Online de Português : <https://www.dicio.com.br/>

Certifications & Legal Mentions

Certifications :

N/A

PGE M1 IID FALL BELO Glocalization Courses (3 maximum)

PGE.FINM1.STCOR.0851 – DOING BUSINESS IN BRAZIL

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0.00h	18.00h	0.00h	0.00h	0h	40%	60%	100%

Course Manager & Teaching Team

Course Manager : MACEDO Roberta

Teaching Team : Belo : MACEDO Roberta, Fernanda RIBEIRO

Academic Characteristics

Credits : 2 Discipline : Management & Organisation

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

With a population of 203 million, Brazil generates a high volume of business and affirms its leading role in South America. In view of Brazil's political and economic importance, several global companies have chosen Brazil to expand their investments. Local businesses with investment and internationalization potential also stand out.

Based on the importance of Brazil in generating local and international business, this course seeks to:

- Take up and build on frameworks and concepts regarding international business;
- Explore how they play out in a context of doing business in a specific country- in our case- Brazil;
- Establish a critical posture in negotiation considering particularities of legislation and culture;
- Understanding empathy and diversity internationally for doing successful business;
- From a specific vision of Brazil positioning itself as a player that considers the internal and external scenario to carry out business;
- Understand multiculturalism and act ethically in business.

Pedagogical Objectives

Pedagogical Objectives :

- Understand and apply key frameworks and concepts in international business.
- Analyze how international business concepts operate specifically in the context of Brazil.
- Evaluate negotiations by considering legal and cultural particularities.
- Develop empathy and awareness of diversity in international business environments.
- Analyze Brazil's role as an international business player, considering both domestic and global scenarios.
- Understand multiculturalism and act ethically in global business practices.

Prerequisites

Prerequisites :

Students need to have basic knowledge about international business and Brazil.

Course Schedule

Course Schedule :

class 1: Course structure/ lesson plan presentation/ introduction and subject's overview
class 2: Move for Good as Skema's Strategy
class 3: International Organizations and Regional Trade
class 4: Brazil and Multilateral Players
class 5: Brazilian Foreign Trade
class 6: Imports
class 7: Exports
class 8: Foreign direct investment.
class 9: ESG in Brazil
class 10: Business and Brazilian Culture
class 11: Brazil a good place for business / Group's presentation

Academic References

Academic Reference :

MORAN, Robert T.; HARRIS, Philip R.; MORAN, Sarah V. Managing cultural differences. Publication: 2007.
VOLKER, Poelzl. Culture Shock. Edito: Marshall Cavendish. Publication: 2009.
MENIPAZ, Eduh; MENIPAZ, Anut. International Business: Theory and practice. Ed. 1 Sage publications. 2011.
MCMANUS, John; WHITE, Don; BOTTEN, Neil. Managing global business strategies: a twenty first century perspective. Elsevier Science. 2008.

Complementary references

GOUVEA, Raul. Doing business in Brazil: a strategic approach.
MIGUELES, Carmen; ZANINI, Marco. Doing business in Brazil: a cross- cultural perspective
MCKEE JR, James W. Doing business in Brazil: some especial considerations. SILVEIRA, Gustavo; ABU-MANNEH, Raid. Legal abroad: doing business in Brazil
ROY, Nelson. Interview Brazil: risks and opportunities. Source: Available on Skema Learn

Certifications & Legal Mentions

Certifications :

N/A

PGE.FINM1.HRCOR.0344 – INNOVATION MANAGEMENT & CREATIVITY

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
9.00h	9.00h	0.00h	0.00h	0.00h	40%	60%	100%

Course Manager & Teaching Team

Course Manager : ROSSETTO Dennys Eduardo

Teaching Team : ROSSETTO Dennys Eduardo

Academic Characteristics

Credits : 2 Discipline : Stratégie, Innovation & Entrepreneuriat

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

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

Pedagogical Objectives

Pedagogical Objectives :

A l'issue de la formation, vous serez capable de / As a result of this module, you will be able to:

Connaissances / Knowledge and Understanding (subject specific)

- Students should have an understanding of innovation, the theoretical bases, the traditional context where it occurs, and the main challenges faced by companies trying to build innovation capabilities to get involved in their ecosystem.
- Students will be immersed in a turbulent business context under high uncertainty, requiring a comprehensive understanding to lead companies in their ecosystem.
- Students will be exposed to different situations, enabling them to develop strategic leadership to generate a market-oriented value proposition.

Aptitudes cognitive / Cognitive skills

- Understand the importance of coordinating innovation activities in their ecosystems, the nature of innovation and entrepreneurial skills, and the role of critical actors in these ecosystems.
- Recognize the importance of innovation-driven entrepreneurship and the role of innovation cycles.

Attitudes / Key transferable skills

- Learn about different options available to organizations for facilitating meaningful engagement with their ecosystems.
- Develop a plan for building an innovation strategy in an organization within an innovation ecosystem framework.

Ethical and social understanding

- Reflect on corporations' roles as stakeholders in an innovation ecosystem, in the shared-value creation, and explore their links to the innovation-driven entrepreneur, university, risk capital, and government stakeholders.

Prerequisites

Prerequisites :

-

Course Schedule

Course Schedule :

1. Online Amphi | Introduction and theoretical basis of innovation management Innovation Introduction, concepts, types, levels, new product development, product cycles, technological trajectory, path dependence, design dominance, and lock-in. 2. TD face-to-face | Innovation Challenges for a new world Why does Innovation matter? Innovation management in a VUCA world, Global Innovation Scene post-pandemic, trends, and perspectives. 3. Online Amphi | Innovation Ecosystems Introduction Innovation Ecosystem concept, ecosystem advantages, building an Innovation Ecosystem, matching your innovation strategy to your innovation ecosystem, Triple, Quadruple, and Quintuple Helix concept's introduction 4. TD face-to-face| Developing Relationships and Value Generation in an Innovation Ecosystem Roles during the innovation ecosystem genesis, creating shared value, measuring shared value, knowledge management capabilities to lead firms in innovation ecosystems, and corporate social responsibility. 5. Online Amphi | Entrepreneurship Ecosystem and New Ventures Entrepreneurial Ecosystems, Digital Entrepreneurial Ecosystems, Environment creation for entrepreneurial success, measuring entrepreneurial ecosystems, entrepreneurial dynamic capabilities. 6. TD face-to-face| Leading Innovation in an ecosystem A critical examination of innovation ecosystems and value creation of the innovation ecosystem. Ecosystems of social innovation based in the Helixes Quadruple and Quintuple. 7. Online Amphi | Broadening the view of ecosystems and multi-ecosystems coordination Innovation Biosphere, Business Ecosystems, Startup Ecosystems, Digital Ecosystems, Global Startup Ecosystems, and Open Innovation Ecosystems. 8. TD face-to-face| Collaborative, Inclusive, and Sustainable Ecosystems Open innovation ecosystem towards a collaborative innovation, co-creation, innovation ecosystems from the perspective of sustainability, Inclusive Innovation ecosystems, Crowdfunding, and Collaborative Innovations 9. TD face-to-face| Creativity: Thinking beyond boxes Unpacking the creativity's nature, knowledge, creativity, innovation, and creativity techniques for NPD. 10. TD face-to-face| Digital Transformation in the Innovation Ecosystem Digital transformation, elements, and myths. Understanding the Digital Transformation of innovation and entrepreneurship. Digital Ecosystems. 11. Online Amphi | Innovation, and Entrepreneurship in Emerging Markets Contexts Scarce environments, crisis, and turbulence. Bottom of the Pyramid, Emerging Markets concepts, challenges, barriers, and opportunities. Uncertainty, Institutional Voids, and business opportunities. 12. Online Amphi | Resource-constrained innovations Resource-constrained innovations, implications, opportunities. Frugal Innovation, Cost Innovations, Jugaad Innovations, Grassroot innovations, Indigenous Innovations, Disruptive Innovations, etc.

Academic References

Websites :

https://www.wipo.int/global_innovation_index/en/
https://ec.europa.eu/commission/presscorner/detail/en/ip_23_2722
<https://oecd.ai/>

<https://hbr.org/>
<https://sloanreview.mit.edu/>
<https://www.crunchbase.com/>
<https://dealroom.co/>
<https://data.worldbank.org/>
<https://ourworldindata.org/>

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE IA

Integration of RSE (Social & Environmental Responsibility)

This course integrates RSE principles by examining innovation as a driver of shared value creation and sustainable performance within complex ecosystems. Students analyze corporate social responsibility (CSR), inclusive and sustainable innovation ecosystems, and the role of firms as responsible stakeholders in global and emerging markets. Case studies and discussions address sustainability-oriented innovation, collaborative and inclusive ecosystems, resource-constrained and frugal innovation, and the societal impact of digital transformation. Students are encouraged to critically reflect on ethical dilemmas, stakeholder engagement, and long-term value creation aligned with environmental and social responsibility objectives.

Integration of IA (Artificial Intelligence)

Artificial Intelligence is embedded both as a content topic and as a pedagogical tool. The course explores AI integration within innovation and digital transformation processes, analyzing its strategic implications for innovation ecosystems and entrepreneurial environments. Students engage with AI-supported activities, including AI-assisted idea generation, innovation analysis, and strategic evaluation exercises. Ethical considerations of AI deployment, digital transformation challenges, and the impact of intelligent technologies on business models and ecosystems are discussed throughout the module. AI-powered tools are also used to facilitate individual learning activities, enhancing analytical capabilities and strategic thinking.

PGE.FINM1.LTCOR.0217 – INTRODUCTION TO LEGAL SYSTEMS IN THE WORLD

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0.00h	18.00h	0.00h	0.00h	0.00h	50%	50%	100%

Course Manager & Teaching Team

Course Manager : RESENDE André

Academic Characteristics

Credits : 2 Discipline : Droit & Humanités Teaching Languages : English Open to Exchange : Yes

Course Description

Course Description :

This course provides a comprehensive introduction to the legal systems of Common Law and Civil Law, as well as to Legal English for non-native English speakers. It comprises the legal methods and techniques of such legal traditions, including their historical background and their institutional and ideological underpinnings. It helps students develop tools to successfully negotiate the difficulties that arise from clashing legal traditions in everyday legal work in an international or internationalized setting. Practical exercises will help students to acquire inter-cultural legal communication skills and strategies.

Pedagogical Objectives

Pedagogical Objectives :

1. Understanding Global Legal Systems: Gain a comprehensive overview of the Common Law and the Civil Law.
2. Comparative Analysis Skills: Develop the ability to compare and contrast different legal systems, recognizing their similarities and differences in principles and applications.
3. Application of Legal Concepts: Apply foundational legal concepts from multiple jurisdictions to real-world scenarios to understand their practical implications.
4. Critical Thinking and Legal Reasoning: Enhance critical thinking and analytical skills through the evaluation of legal frameworks and case studies from different countries.
5. Cultural Context of Law: Appreciate the relationship between law and culture, including how social, political, and economic factors influence legal systems.
6. Research Skills: Improve research skills to find, analyze, and synthesize information from a range of legal sources, enhancing understanding of international law and treaties.
7. Communication Skills: Develop effective oral and written communication skills for presenting legal arguments and findings related to different legal systems.

Prerequisites

Prerequisites :

n/a

Course Schedule

Course Schedule :

1. Law, Normative Orders, and Legal Systems
2. The Nature and Sources of the Law
3. Legal Reasoning in the Civil Law
4. Legal Reasoning in the Common Law
5. Legal Interpretivism and the Rise of Judicial Power
6. Controversies in Legal Reasoning and the Role of ADR Mechanisms
7. Project 1: Writing a Legal Opinion (The Case of the Speluncean Explorers)
8. Project 2: The Case of the Siamese Twins
9. Tort Law: Intentional Torts, Negligence, and Strict Liability
10. Project 3: The Case of the Wedding Cake: Masterpiece Cakeshop v. Colorado Civil Rights Commission
11. Project 4: The Case of Stella Liebeck v. McDonald's
12. Final exam

Academic References

Academic Reference :

BARROSO, Luís Roberto. Countermajoritarian, representative, and enlightened: The roles of constitutional courts in democracies. *The American Journal of Comparative Law*, v. 67, n. 1, p. 109-143, 2019. Available at https://scholar.google.com.br/scholar?cluster=17428503607725351671&hl=pt-BR&as_sdt=0,5

GRAY, John Chipman. *The Nature and Sources of the Law*. New York, New York: Columbia University Press, [1909]. Available at <https://openlibrary.org/borrow/ia/cu31924017092846?ref=ol>

FARIÑA, Francisca et al. Cognitive bias and judicial decisions. *Much ado about crime*, p. 287-304, 2003. Available at <https://uforense.org/wp-content/uploads/2020/12/2003-cognitive-bias-and-judicial-decisions-xfarixa-et-al.x-2003x-2020-12-21.pdf>

FULLER, Lon L. The Case of the Speluncean Explorers. *Harvard Law Review*. Vol. 62, No. 4, February 1949. Available at https://pennstatelaw.psu.edu/_file/TheCaseOfTheSpelunceanExplorers.pdf

MERRYMAN, John Henry and PÉREZ-PERDOMO, Rogelio. *The civil law tradition: an introduction to the legal systems of Europe and Latin America*. Fourth edition. Stanford, California: Stanford University Press, [2018]. Available at ScholarVOX

NOVAKOVIC, Marko [Editor]. *Common Law and Civil Law Today: Convergence and Divergence*. Wilmington, Delaware: Vernon Press, [2019]. Available at ScholarVOX

Websites :

The Case of the Siamese Twins, England and Wales Court of Appeal. Available at <https://www.bailii.org/ew/cases/EWCA/Civ/2000/254.html>

Liebeck v. McDonald's: The Hot Coffee Case. Allison Torres Burtka. *American Museum of Tort Law*. Available at <https://www.tortmuseum.org/liebeck-v-mcdonalds/>

Wackenheim v. France, Comm. 854/1999, U.N. Doc. A/57/40, Vol. II, at 179 (HRC 2002). Available at https://www.worldcourts.com/hrc/eng/decisions/2002.07.15_Wackenheim_v_France.htm
American Museum of Tort Law. Available at <https://www.tortmuseum.org/what-is-tort-law/>

Masterpiece Cakeshop, Ltd., et al. v. Colorado civil rights commission et al. Available at https://www.supremecourt.gov/opinions/17pdf/16-111_j4el.pdf

Certifications & Legal Mentions

Certifications :

N/A

PGE M1 IID FALL INTER Fondamentaux du Mgmt (6 maximum)

PGE.FINM1.ISCOR.0712 – AI IN BUSINESS CONTEXTS

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
15.00h	0.00h	0.00h	0.00h	0.00h	50%	50%	100%

Course Manager & Teaching Team

Course Manager : OKOLI Chitu

Teaching Team : Lille, Paris, Sophia Antipolis: BOUKEF Nabila, DIBIAGGIO Ludovic, MAZZELLI Ambra, OKOLI Chitu
Belo Horizonte : LEAL JAMIL George Dubai: LEGUEN, Ariane Raleigh : KHAN Sarah Suzhou : YAO Di

Academic Characteristics

Credits : 2
Discipline : Analytics Information and Operations

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

Artificial intelligence (AI) is the most revolutionary technological advance of our present time. Managers in all sectors of society are challenged to understand the implications of AI for their managerial practices as they face an exciting but uncertain future. Although it is not feasible to expect that every manager would develop a strong technical understanding of AI, it is imperative that they understand it from a practical perspective that would empower them to leverage it for effective managerial action.

The objective of this course is to give you a non-technical understanding of the cutting-edge issues that managers face with AI today in the context of business. ("Business" here should not be understood to only mean "commercial"; it includes all sectors of "doing business" in organizations, including government, non-profit organizations, healthcare, education, and so on.) This is not a general introductory course on AI. The instructors will focus on unique areas of their expertise that go beyond common knowledge to help you think critically to push beyond the current boundaries of AI in business contexts.

Pedagogical Objectives

Pedagogical Objectives :

- Gain a solid understanding of the advantages and limitations of AI in business settings to communicate effectively with stakeholders.
- Increase your professional value and become an in-demand leader with the rare ability to connect this powerful technology to business value and results.
- Explore real-life examples of how the global nature of the economy has allowed AI to connect businesses around the world and deliver value across diverse applications.
- Determine how you can leverage AI to create value for your organization.

Prerequisites

Prerequisites :

None

Course Schedule

Course Schedule :

Provided by the teacher on the first day of class.

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

IA

The topic of this course is explicitly AI in business contexts.

PGE.FINM1.FICOR.0532 – CORPORATE FINANCE

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
13.50h	13.50h	0.00h	0.00h	0.00h	60%	40%	100%

Course Manager & Teaching Team

Course Manager : GROSLAMBERT Bertrand

Teaching Team : Lille : DEREPPER Sébastien, AHMAD Muhammad Farooq Sophia : GROSLAMBERT Bertrand, MASQUEFA Guillaume, ALMEIDA DA MATTA Rafael, RENUCCI Céline, SOGO Takeharu Belo : ANGIOLETTI Stéfano Suzhou : CHIANG Jay

Academic Characteristics

Credits : 5

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course introduces the major investment and financing decisions. We will shed light on the time value of money, the interest rates and the investment valuation. We will focus on the different ways of financing between equity and debt. Then, we will present the relationship between risk, return and the cost of financing.

Course Schedule

Course Schedule :

1 Financial Statements, Goal of financial management Chap 1, 2, 3 2 Time value of money Chap 4 3 NPV and other investment rules Chap 6 4 Making capital investment decisions, Incremental CF Chap 7 5 How to value stocks - Chap 5 6 How to value bonds Chap 5, 16 7 Risk and return - Statistics Chap 9 8 Risk and return - CAPM and the cost of equity Chap 10 9 Risk, cost of capital and capital budgeting Chap 12 The chapters refer to the book ""Corporate Finance"" ed. by Hillier, McGraw-Hill ed., 4th.

Certifications & Legal Mentions

Certifications :

N/A

PGE.FINM1.ECCOR.0904 – GLOBAL ECONOMIC ISSUES : CORPORATE ECONOMICS IN A VUCA WORLD

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
15.00h	0.00h	0.00h	0.00h	0.00h	50%	50%	100%

Course Manager & Teaching Team

Course Manager : COMBE Emmanuel

Teaching Team : Lille : COMBE Emmanuel Paris : COMBE Emmanuel Sophia : COMBE Emmanuel Suzhou : ZHANG Linjia

Academic Characteristics

Credits : 2 Discipline : Economie Teaching Languages : French; English Open to Exchange : Yes

Course Description

Course Description :

In VUCA World _one that is volatile, uncertain, complex, and ambiguous_ as many would characterize today s global economic environment, analytical skills are more important than ever.

The challenges companies face in a VUCA world demand a filter to separate opportunities from distractions, and economics helps managers to make good decisions about what to do.

This course aims at tackling new challenges corporations and economies face or will face with the rise of a VUCA environment.

Prerequisites

Prerequisites :

-Grands enjeux économiques (L3)

ou

- RAN economics

Course Schedule

Course Schedule :

Climate change: what should we do? Usual approaches and their limits A challenge: putting a price on carbon From tradable permits to carbon border tax The Inflation enigma 30 years of low inflation: why? Tomorrow, the return of inflation? Fighting against inflation From protectionism to economic sovereignty The adverse effects of a global protectionism Defensive sovereignty: fighting unfair competition Offensive sovereignty: implementing an industrial policy GAFAM: the end of competition ? The digital economy and the return of concentration

GAFAM : competition policy in a turmoil Beyond competition policy: The Digital Market Act Disruptive innovation, a key factor of economic growth Innovation and creative destruction Delays and obstacles to the diffusion of disruptive innovation Disruptive innovation and jobs: from robots to IA and blockchain

Academic References

Academic Reference :

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

Certifications & Legal Mentions

Certifications :

N/A

PGE.FINM1.HRCOR.0343 – MANAGING HUMAN RESOURCES

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
6.00h	12.00h	0.00h	0.00h	0.00h	50%	50%	100%

Course Manager & Teaching Team

Course Manager : BACHA Eliane

Teaching Team : Renata Livramento Paula Brant Marcos Corrêa

Academic Characteristics

Credits : 3
Discipline : Management & Organisation

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course focuses on some principles and practices used in management and organizations. The aim of the course is to give you the knowledge needed to understand the role of the manager in managing workplace challenges (stress, burnout, sexual harassment) and conflicts.

Also, this course gives you an idea about human resources management which is a specialization in the field of management that encompasses several functions including attracting, developing, and maintaining a quality workforce. Furthermore, this course discusses the changes taking place nowadays in the workplace and the role of artificial intelligence (AI) in organizations. Finally, this course gives insights on how to manage in a responsible and sustainable way.

Pedagogical Objectives

Pedagogical Objectives :

To identify the functions, roles, and skills of Managers.

To have insights on how to manage in a responsible and sustainable way.

To understand the role of artificial intelligence (AI).

Prerequisites

Prerequisites :

No prerequisites

Course Schedule

Course Schedule :

Plenary Session 1: Knowing yourself to better manage others: the role of a Manager Plenary Session 2: Responsible and sustainable management
Class Session 1: Introduction to Human Resources Management
Class Session 2: Contemporary Issues in Managing Human Resources: Managing Workplace Challenges
Class Session 3: Group processes: Conflict management
Class Session 4: Artificial Intelligence in the workplace + Revision for the final exam

Academic References

Academic Reference :

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

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE IA

PGE.FINM1.MKCOR.0411 – MARKETING STUDIES

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
6.00h	12.00h	0.00h	0.00h	0.00h	60%	40%	100%

Course Manager & Teaching Team

Course Manager : ZEUGNER ROTH Katharina

Teaching Team : HE Guojun BISOGNIN CASTILHOS Rodrigo ERTIMUR Burcak COUSIN Aurélie ZEUGNER ROTH Katharina TRAN Thi Thanh Huong

Academic Characteristics

Credits : 3 **Discipline :** Marketing **Teaching Languages :** English **Open to Exchange :** Yes

Course Description

Course Description :

This course focuses on developing critical decision-making skills in strategic marketing and brand management. Through a hands-on, interactive approach, students will engage with the BrandPRO simulation platform, which offers a dynamic and realistic environment for solving marketing challenges. Students work in teams to develop, implement, and adjust marketing strategies in response to changing market conditions. In the final session, students will defend their results in a group presentation, showcasing their decision-making process and strategic outcomes. By the end of the course, students will be equipped to make informed, strategic decisions that contribute to successful brand management and overall business growth.

Pedagogical Objectives

Pedagogical Objectives :

This course aims to develop students' critical decision-making skills in the fields of strategic marketing and brand management. Through the use of the BrandPRO simulation platform, students are immersed in a realistic, interactive environment that challenges them to solve complex marketing problems. The course emphasizes the development of collaborative, analytical, and strategic thinking skills, preparing students to make data-driven decisions in dynamic market contexts.

Prerequisites

Prerequisites :

This course is designed for students who have successfully completed an introductory Principles of Marketing class. Participants are expected to have a fundamental understanding of core marketing concepts, including:

- Segmentation, Targeting, and Positioning (STP), with an emphasis on positioning strategies using perceptual maps.
- The ability to develop and apply the Marketing Mix (Product, Price, Place, Promotion).
- Basic competence in managing a marketing budget and making strategic decisions within financial

constraints.

These prerequisites will enable students to engage more deeply with advanced marketing strategies and applications covered in the course.

Course Schedule

Course Schedule :

1. - Introduction to Brand Management 2. - Operational Marketing Decisions 3. - Familiarization with the Brand Pro Decision Environment 4. - Strategic and Operational decisions with Brand Pro rounds 0-3 5. - Strategic and Operational decisions with Brand Pro rounds 4-5 6. - Preparing and delivering a persuasive pitch about strategies

Academic References

Academic Reference :

Kotler, P. and Armstrong, G. (2023), Principles of Marketing. Pearson.

Websites :

<https://web.stratxsimulations.com/simulation/brandpro>

Certifications & Legal Mentions

Certifications :

N/A

PGE.FINM1.STCOR.0855 – STRATEGY

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
12.00h	15.00h	0.00h	0.00h	0.00h	50%	50%	100%

Course Manager & Teaching Team

Course Manager : FAVARON Saverio

Teaching Team : Lille : WHALE Thorsten Paris : MAZZELLI Ambra, NIESTEN Eva, FERNANDES RODRIGUES ALVES Marlon Sophia : CIRILLO Bruno, FAVARON Saverio Belo : COSTA Danilo Raleigh : KAWALEK Catherine Suzhou : LOCKSTROM Martin

Academic Characteristics

Credits : 5
Discipline : Stratégie, Innovation & Entrepreneuriat

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

Through a combination of lectures, readings, case discussions, experiential exercises, and team-based analytical assignments, students develop the ability to analyze companies and industries in a structured and evidence-based way. Working in teams, they investigate a focal company to identify real strategic problems, interpret quantitative and qualitative data, and formulate coherent, practical solutions. The course emphasizes data-driven analysis, creative and analytical thinking, and the ability to transform evidence into clear strategic recommendations. Mastery of these tools and ways of thinking is relevant to students seeking careers in strategy, consulting, entrepreneurship, and general management.

Pedagogical Objectives

Pedagogical Objectives :

1. Demonstrate working knowledge of fundamental concepts in strategic management, including strategy formulation and evaluation, industry analysis, strategic positioning, internal analysis, and corporate strategy.
2. Understand how environmental forces, competitive dynamics, firm resources and capabilities, and corporate scope shape strategic choices and performance.
3. Develop data literacy skills and the ability to identify, assess, and use appropriate sources of evidence for strategic analysis.
4. Apply analytical and critical thinking to interpret data, draw strategic inferences, and formulate clear, evidence-based recommendations.
5. Develop the ability to use AI tools in a critical and responsible way to support strategic analysis, while exercising judgment, verification, and independent reasoning.
6. Strengthen oral and written communication skills by justifying arguments with quantitative evidence and responding effectively to feedback and discussion.

Course Schedule

Course Schedule :

Week 1

L1 - What is strategy? Value capture and value creation

Introduction to the core concepts of strategy, competitive advantage, value creation, and value capture.

L2 - Uber case

Application of the core concepts to a real company case, with emphasis on strategy, positioning, and growth logic.

Week 2

L3 - Industry analysis and evolution

Introduction to industry structure, competitive forces, strategic groups, and industry evolution.

L4 - Auto industry case

Application of industry analysis tools to understand technological change, rivalry, and structural transformation.

Week 3

L5 - Internal analysis: Resources and capabilities for sustained competitive advantage

Introduction to the resource-based view, strategic capabilities, and strategic fit.

L6 - Beyond Meat case

Application of internal analysis concepts to a company facing strategic and performance challenges.

Week 4

L7 - Corporate strategy

Introduction to corporate scope, diversification, relatedness, synergies, and value creation at the corporate level.

L8 - Amazon case

Application of corporate strategy concepts to a multi-business firm, with emphasis on diversification and strategic fit across activities.

Week 5

T1 - Diagnostic and performance analysis workshop

Students form teams, identify a focal company, and begin diagnostic work based on firm performance and key strategic symptoms.

T2 - Performance analysis and problem identification

Students deepen their performance analysis and frame the main strategic problems to be investigated.

Week 7

T3 - Industry analysis workshop

Students analyze the industry, strategic groups, and competitive environment of the focal company.

T4 - Assignment 1: Industry Analysis

Submission and discussion of the first team assignment focused on industry diagnosis and major external strategic issues.

Week 8

T5 - Feedback on Assignment 1 and strategic positioning workshop
Feedback on industry analysis, followed by work on the focal firm's competitive positioning relative to rivals.

T6 - Assignment 2: Strategic Positioning
Submission and discussion of the second team assignment focused on strategic positioning.

Week 9

T7 - Feedback on Assignment 2 and corporate strategy workshop
Feedback on strategic positioning, followed by work on corporate scope, diversification, and relatedness.

T8 - Assignment 3: Corporate Strategy
Submission and discussion of the third team assignment focused on corporate strategy.

Week 11

T9 - Crafting strategic recommendations
Students work in class on connecting their analyses to strategic options and managerial recommendations.

T10 - Final presentation and discussion of strategic recommendations
Teams present their overall diagnosis and recommendations, linking industry analysis, strategic positioning, and corporate strategy to proposed solutions.

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

IA

This course integrates AI by asking students to use AI-supported tools in a critical and responsible way to support strategic analysis. AI may be used to assist with data exploration, benchmarking, synthesis of information, and the structuring of strategic arguments, but students are expected to verify results with reliable sources and develop their own interpretation. The course emphasizes that AI should enhance analytical rigor, creativity, and problem solving rather than replace independent thinking and evidence-based judgment.