

**Course list**  
**Master Programmes**  
**Incoming Exchange Students**  
**Belo Horizonte Campus (Brazil)**  
**Spring 2027**



Dear Exchange Students,

Welcome to SKEMA Business School !

Here are a few key instructions on how to consult properly the **Belo Horizonte Course catalogue Spring 2027**.

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 SPRING BELO Optional Courses (1 maximum)*

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

### *MSc M2 IB SPRING BELO Core Courses (5 maximum)*

- PGE.APPM2.STCOR.3311	ADVANCED STRATEGY
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- MSC.IBBM2.STCOR.0036	International Legal Issues for Business

### *MSc M2 IB SPRING BELO Track Courses IRA (4 maximum)*

- MSC.IBPM2.STCOR.0004	Climate change risk
- MSC.IBPM2.STCOR.0001	Country risk
- MSC.IBPM2.STCOR.0002	Modeling and forecasting risks

- **MSC.IBBM2.PMCOR.0056** Sustainability and Governance Management in Latin America

*MSc M2 IB SPRING BELO Optional Courses (1 maximum)*

- **MSC.IBBM2.LGCOR.0001** OPTIONAL PORTUGUESE SEMESTER

### **MSc IMBD International Marketing and Business Development**

*MSc M2 IMBD SPRING BELO Core Courses (4 maximum)*

- **MSC.IMBM2.MKCOR.0090** Business Development & Sales

- **MSC.TRCM2.OTCOR.0200** CAREER MANAGEMENT 2

- **MSC.IMBM2.MKCOR.0063** PRODUCT MANAGEMENT AND OPERATIONAL MARKETING

- **MSC.IMBM2.MKCOR.0031** UNDERSTANDING THE ELUSIVE CONSUMER

*MSc M2 IMBD SPRING BELO Elective Courses (5 maximum)*

- **MSC.IMBM2.MKELE.0208** Marketing Analytics

- **MSC.IMBM2.MKELE.0185** Marketing and Conscious Capitalism

- **MSC.IMBM2.MKELE.0229#1** Meta certification (FB & Instagram)

- **MSC.IMBM2.MKELE.0176** New Business Models for Underexplored Segments

- **MSC.IMBM2.MKCOR.0079** Strategic Marketing Business Games

- **MSC.IMBM2.MKELE.0239** Trade Marketing and Category Management

*MSc M2 IMBD SPRING BELO Optional Courses (1 maximum)*

- **MSC.IBBM2.LGCOR.0001** OPTIONAL PORTUGUESE SEMESTER

### **PGE Master 1**

*PGE M1 GBE SPRING BELO Glocalization Courses (2 maximum)*

- **PGE.FINM1.LGELE.2228** BRAZIL CULTURE

- **PGE.FINM1.STCOR.0848** DIGITAL TRANSFORMATION FOR BUSINESS STRATEGY

*PGE M1 GBE SPRING INTER Fondamentaux du Mgmt (6 maximum)*

- **PGE.FINM1.HRCOR.0345** CORPORATE SOCIAL RESPONSIBILITY: BEYOND THE MAINSTREAM

- **PGE.FINM1.STCOR.0843** ENTREPRENEURSHIP

- **PGE.FINM1.FICOR.0514** INTERNATIONAL FINANCE

- **PGE.FINM1.MKCOR.0413** INTERNATIONAL MARKETING

- **PGE.FINM1.ISCOR.0703** MANAGEMENT OF INFORMATION SYSTEMS IN THE DIGITAL AGE

- **PGE.FINM1.ISCOR.0714** OPERATION MANAGEMENT

*PGE M1 SPRING BELO Langues Vivantes (1 maximum)*

- **PGE.FINM1.LGCOR.4350** LANGUAGE: PORTUGUESE BASIC I SPRING
- **PGE.FINM1.LGCOR.4393** LANGUAGE: PORTUGUESE BASIC II SPRING
- **PGE.FINM1.LGCOR.4351** LANGUAGE: PORTUGUESE FUNCTIONAL SPRING
- **PGE.FINM1.LGCOR.4352** LANGUAGE: PORTUGUESE PROFICIENT SPRING

## MSc CFM Corporate Financial Management

***MSc M2 CFM SPRING BELO Core Courses (13 maximum)***

# MSC.TRCM2.OTCOR.0200 – CAREER MANAGEMENT 2

MSc, PGE

## Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0h	0.00h	0.00h	6.00h	0.00h	40%	60%	100%

## Course Manager & Teaching Team

Course Manager : SOARES VELOSO Ana Paula

Teaching Team : Ana Paula Soares

## Academic Characteristics

Credits : 0

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

## Course Description

Course Description :

? Career Workshops – Tailored to Your Needs

As a Master 2 student, you benefit from a wide range of career workshops. Depending on your interests and goals, you can select the sessions that are most relevant to your needs. Some are specifically designed for M2 students, while others are open to all.

??From January 2026

Set Yourself Up for Success ( January 2026)

Discover the support offered by the Career Center, meet key contacts, and explore the essential resources available to you. Gain clarity on job market challenges and how to tackle them effectively.

Job Search Strategy – France & Abroad (February 2026)

Learn how to build a strong and adaptable job search plan for both the French and international markets. Explore how AI tools can boost your efficiency.

Master & Leverage LinkedIn in Your Job Search (February 2026)

Optimize your LinkedIn profile, learn to use its free features, and engage professionally with your network to uncover opportunities.

Decoding the French Job Market (Feb/March 2026)

Understand key aspects of the French employment landscape: contract types, legal frameworks, taxes, benefits, work permits, and the role of language in career success.

### ? Workshops Open to All Students

#### Prepare for a Career Fair (12 January 2026)

Get practical tips to shine at recruitment events. Learn how to engage with recruiters and use AI to prepare effectively.

#### CV Masterclass (January/February 2026)

Design a results-oriented CV. Access the right tools and strategies to strengthen your applications and stand out.

#### Interview Masterclass (February/March 2026)

Practice common and difficult questions, use the STAR method, and refine your professional communication and presence.

Access and registration from your spring K2 space

## Pedagogical Objectives

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### Pedagogical Objectives :

Each workshop have specifics objectives:

#### M2-Specific Workshops

##### Set Yourself Up for Success

Identify key Career Center resources and contacts relevant to the final-year job search.  
Understand the structure and challenges of the current job market.

##### Job Search Strategy – France & Abroad

Design a structured job search strategy adapted to both French and international markets.  
Integrate AI tools into job search routines for improved targeting and efficiency.

##### Master & Leverage LinkedIn in Your Job Search

Optimize your LinkedIn profile to attract recruiter attention.  
Use LinkedIn features to build a professional network and explore job opportunities.

##### Decoding the French Job Market

Recognize the main types of employment contracts and related legal obligations.  
Evaluate how language proficiency and cultural norms influence employability in France.

#### Workshops Open to All Students

##### Prepare for a Career Fair

Develop an effective pitch tailored to networking and recruitment events.  
Use AI tools to research companies and prepare tailored questions.

##### CV Masterclass

Build a results-oriented CV aligned with employer expectations.  
Apply tools and feedback to improve structure, clarity, and impact.

##### Interview Masterclass

Apply the STAR method to answer behavioral interview questions effectively.  
Demonstrate professionalism through verbal and nonverbal communication techniques.

## Prerequisites

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### Prerequisites :

No prerequisites.

## Course Schedule

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### Course Schedule :

ACTIVITY 1 Salary negotiation OBJECTIVES Comprehend the elements of compensation Assess personal market value Embed the negotiation within the recruitment process Explore negotiation strategies Effectively communicate and negotiate with a recruiter MODALITIES 2 hours On line asynchronous K2 ACTIVITE 2 Salary negotiation OBJECTIVES Live practice of negotiation Learn tips from professional recruiter Prepare strong argumentation MODALITIES 1,5 hours Live workshop ACTIVITE 3 International career management OBJECTIVES Learn best practices and resources to work abroad Set a clear strategy for international career development MODALITIES 1,5 hour On line synchronous FINAL EVALUATION OBJECTIVES Assess understanding of salary negotiation concepts, including market rates and strategies evaluate the participant's understanding of key concepts related to salary negotiation, such as market rates, negotiation strategies, and tactics MODALITIES 1 hour quiz

## Academic References

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### Academic Reference :

K2 CAREER MANAGEMENT SPACE  
K2 CAREER TOOLKIT SPACE  
YEP/TALENT AND CAREERS

### Websites :

None.

## Certifications & Legal Mentions

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### Certifications :

N/A

## RSE / IA

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IA

# MSC.CFMM2.FICOR.0171 – Climate Change and Impact Investing

MSc, PGE

## Hours & Assessment

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

## Course Manager & Teaching Team

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Course Manager : ARONNE Alexandre

Teaching Team : Belo: TINOCO Guilherme

## Academic Characteristics

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Credits : 1

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

## Course Description

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### Course Description :

In this course, students will become acquainted with the different instruments in capital markets and asset management associated with initiatives with social and environmental impact. The course explores a hands-on approach to present students to actual issues such as green bonds, social bonds, and their application as catalyzers of climate risk mitigation. Likewise, different risk-management tools gradually being developed are explored and applied.

## Prerequisites

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### Prerequisites :

There are no mandatory pre-requisites for this course, but we suggest that students have taken International Finance (M1) and / or Corporate Finance (M1).

## Academic References

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### Academic Reference :

Global Handbook of Impact Investing: Solving Global Problems via smarter capital markets towards a more sustainable society. Elsa de Morais Sarmento and R. Paul Herman, 2021.

## Certifications & Legal Mentions

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### Certifications :

N/A

# MSC.CFMM2.FIELE.0147 – Corporate finance prerequisites

MSc, PGE

## Hours & Assessment

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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

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Course Manager : CHIKH Sabrina

Teaching Team : Paris : TBD Belo : ANGIOLETTI Stefano

## Academic Characteristics

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Credits : 0

Discipline : Finance

Teaching Languages : English

Open to Exchange : Yes

## Course Description

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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

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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

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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

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Academic Reference :

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

## Certifications & Legal Mentions

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Certifications :

N/A

# MSC.CFMM2.FICOR.0187 – Credit Risk Measurement and Management

MSc, PGE

## Hours & Assessment

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

## Course Manager & Teaching Team

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Course Manager : ARONNE Alexandre

Teaching Team : Belo: MARQUES Reinaldo

## Academic Characteristics

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Credits : 2

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

## Course Description

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Course Description :

This course focuses on credit risk management techniques and measurement and provides critical analytical skills to evaluate credit risk in real datasets.

## Prerequisites

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Prerequisites :

Corporate finance prerequisites.

## Academic References

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Academic Reference :

Financial Risk Manager Handbook Plus Test Bank (Jorion, 2010). Chapters 19, 20, 21, 22, 23 and 24.

GARP's proprietary book Credit Risk Measurement and Management.

## Certifications & Legal Mentions

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Certifications :

N/A

# MSC.CFMM2.FIELE.0136 – Excel Prerequisites

MSc, PGE

## Hours & Assessment

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CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0.00h	0.00h	0.00h	6.00h	0.00h	100%	0%	<b>100%</b>

## Course Manager & Teaching Team

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**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

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**Credits :** 0

**Discipline :** Autre

**Teaching Languages :** English

**Open to Exchange :** Yes

## Course Description

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**Course Description :**

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

## Prerequisites

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**Prerequisites :**

No prerequisite.

## Certifications & Legal Mentions

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**Certifications :**

N/A

# MSC.CFMM2.FICOR.0150 – Financial Markets and Products

MSc, PGE

## Hours & Assessment

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

## Course Manager & Teaching Team

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Course Manager : ANGEL BRESSAN Aureliano

Teaching Team : Belo : BRESSAN Aureliano

## Academic Characteristics

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Credits : 2

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

## Course Description

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Course Description :

This course is designed to provide students with a broad view of the functioning of Financial Markets, while introducing them to the main products. The focus is on integrating this knowledge to the reality of companies and what are the financial instruments they use to access financing sources.

## Pedagogical Objectives

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Pedagogical Objectives :

This course is designed to provide students with a broad view of the functioning of Financial Markets, while introducing them to the main products. The focus is on integrating this knowledge to the reality of companies and what are the financial instruments they use to access financing sources.

The main course learning objective is to provide students with the analytical background to understand and apply the mechanics of financial products.

Lectures composed of theoretical sections and practical illustrations with financial calculators and spreadsheets.

## Prerequisites

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Prerequisites :

Corporate Finance prerequisites.

## Course Schedule

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Course Schedule :

""Structures and functions of financial institutions • Structure and mechanics of OTC and exchange markets • Structure, mechanics, and valuation of forwards, futures, swaps, and options • Hedging with derivatives • Interest rates and measures of interest rate sensitivity • Foreign exchange risk • Corporate bonds • Mortgage-backed securities""

## **Academic References**

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### **Academic Reference :**

Financial Risk Manager Handbook Plus Test Bank (Jorion, 2010). Chapter 6, 7, 8, 9, 10, 11.

GARP's proprietary book Financial Markets and Products.

## **Certifications & Legal Mentions**

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### **Certifications :**

N/A

# MSC.CFMM2.FICOR.0217 – Financial Risk Management Training II

MSc, PGE

## Hours & Assessment

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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

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Course Manager : ARONNE Alexandre

Teaching Team : Belo: CASTRO Pedro

## Academic Characteristics

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Credits : 2

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

## Course Description

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Course Description :

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

## Prerequisites

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Prerequisites :

Corporate finance prerequisites.

## Course Schedule

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Course Schedule :

Typical Class (1h40min) 1) Begins with a quick presentation of examples of key concepts of each topic (mainly in spreadsheets). 2) Subsequent session of [10-20] questions of the FRM Exam from the last semester. 3) Finishes with a Quiz session of [8-15] questions on K2 or other online platform.

## Academic References

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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

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Certifications :

N/A

# MSC.CFMM2.FICOR.0178 – Foundations of Risk Management

MSc, PGE

## Hours & Assessment

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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

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Course Manager : ALMEIDA DA MATTA Rafael

Teaching Team : Belo : ALMEIDA DA MATTA Rafael

## Academic Characteristics

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Credits : 2

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

## Course Description

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### Course Description :

The main objective of this course is to teach students how to identify and manage risks at the enterprise level as financial managers. This course emphasis on enterprise risk management that covers the four main aspects of risk in a corporation: Hazard risks, financial risks, operational risks and strategic risks. The course provides an introduction to enterprise risk management, explains the financial risk exposures of a company (foreign exchange, transaction, economic) and methods of hedging financial risks.

## Prerequisites

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### Prerequisites :

Corporate finance prerequisites.

## Course Schedule

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### Course Schedule :

""1. Introduction to Enterprise Risk Management. 2. Hedging with Options, Forwards and Futures. 3. Hedging Interest Rates. 4. Hedging with Swaps and Real Options. 5. Heding Transaction Exposures. 6. Case Study""

## Academic References

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### Academic Reference :

Financial Risk Manager Handbook Plus Test Bank (Jorion, 2010). Chapter 1.

GARP's proprietary book Foundations of Risk Management.

## Certifications & Legal Mentions

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Certifications :

N/A

# MSC.CFMM2.FICOR.0100 – M&A and corporate restructuring strategy

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 : AHMAD Muhammad Farooq

Teaching Team : Belo: BRASIL, Haroldo

## Academic Characteristics

Credits : 3

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

## Course Description

Course Description :

This course is dedicated to the valuation, structuring, financing and negotiation of controlling-equity transactions. It will present some aggregate and historical evidence, before it delves into the core issue of valuation, and then structuring (and restructuring). It provides the students with a background for understanding mergers and acquisitions and corporate restructuring. Most importantly, it provides the building blocks to understand the activity of evaluating a business firm.

## Prerequisites

Prerequisites :

Introduction to finance, Financial Mathematics and Corporate Finance.

## Course Schedule

Course Schedule :

Agenda: the technical and conceptual aspects of the class will be carried out in concert. Technical Skills (valuing mergers) 1. Measuring stock value. 2. Capital structure with or without tax. 3. Free Cash Flows to the firm and free cash flow to the equity. 4. Computing a WACC. 5. Comparable valuation. 6. Modeling value. Conceptual skills and general understanding of M&As and restructuring. 1. Why do merger happen. 2. Merger process. 3. Merger waves. 4. Do merger create value? 5. Merger analysis. 6. Corporate restructuring.

## Academic References

Academic Reference :

Gaughan, Patrick A.. Mergers, Acquisitions and Corporate Restructurings. John Wiley & Sons, 2018

## **Certifications & Legal Mentions**

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**Certifications :**

N/A

# MSC.CFMM2.FICOR.0179 – Quantitative Analysis

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 : LOPES Humberto

Teaching Team : Belo: LOPES Humberto

## Academic Characteristics

Credits : 2

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

## Course Description

Course Description :

The goal of this course is to provide the student with analytical tools in statistics applied to finance.

## Prerequisites

Prerequisites :

Corporate finance prerequisites.  
Excel prerequisites.

## Course Schedule

Course Schedule :

""• Discrete and continuous probability distributions • Estimating the parameters of distributions • Population and sample statistics • Bayesian analysis • Statistical inference and hypothesis testing • Estimating correlation and volatility using EWMA and GARCH models • Volatility term structures • Correlations and copulas • Linear regression with single and multiple regressors • Time series analysis and forecasting • Simulation methods""

## Academic References

Academic Reference :

Financial Risk Manager Handbook Plus Test Bank (Jorion, 2010). Chapter 2, 3 and 5.

GARP's proprietary book Quantitative Analysis.

## Certifications & Legal Mentions

Certifications :

N/A

# MSC.CFMM2.FICOR.0186 – Risk Management and Investment Management

MSc, PGE

## Hours & Assessment

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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

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Course Manager : ANGEL BRESSAN Aureliano

Teaching Team : Belo: BRESSAN Aureliano

## Academic Characteristics

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Credits : 2

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

## Course Description

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Course Description :

This course focuses on portfolio management techniques and the main features of risk measurement and monitoring in portfolio management used by hedge fund managers.

## Pedagogical Objectives

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Pedagogical Objectives :

This course focuses on portfolio management techniques and the main features of risk measurement and monitoring in portfolio management

The main course learning objective is to provide students with the analytical background to understand and apply the mechanics of Risk Measurement Systems.

Lectures composed of theoretical sections and practical illustrations with MS Excel Spreadsheets.

## Prerequisites

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Prerequisites :

Corporate finance prerequisites.

## Course Schedule

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Course Schedule :

""• Factor theory • Portfolio construction • Portfolio risk measures • Risk budgeting • Risk monitoring and performance measurement • Portfolio-based performance analysis • Hedge funds""

## Academic References

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**Academic Reference :**

Financial Risk Manager Handbook Plus Test Bank (Jorion, 2010). Parts I, II, IV and VIII.

GARP's proprietary book Risk Management and Investment Management.

**Certifications & Legal Mentions**

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**Certifications :**

N/A

# MSC.CFMM2.FICOR.0189 – Sustainability and Climate Risk

MSc, PGE

## Hours & Assessment

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

## Course Manager & Teaching Team

Course Manager : ARONNE Alexandre

Teaching Team : Belo: MARTINS Viviane

## Academic Characteristics

Credits : 1

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

## Course Description

### Course Description :

Sustainability and Climate Risk helps professionals in sustainability management, climate risk management, and other critical areas of financial and environmental-related service industries to broaden their knowledge of the different types of sustainability and climate risk to enhance their current skillset. Finance and ESG-linked measurements and methods are increasingly intertwined, making the SCR a vital link to existing risk management practices. Those who are just beginning their careers benefit from the breadth of the curriculum, which exposes candidates to the major strategic aspects of sustainability and climate risk management. More established practitioners choose to become SCR certificate with GARP holders to ensure that they are apprised of the latest trends in sustainability and climate risk management.

## Prerequisites

### Prerequisites :

Corporate finance prerequisites.

## Course Schedule

### Course Schedule :

This area focuses on the emergence of financial sector tools and markets born out of the global response to climate change. The module tests your knowledge of what constitutes “green” finance, existing taxonomies, and the range of financial products and instruments for financing sustainability and climate projects. The knowledge points in Green and Sustainable Finance: Instruments and Markets include the following: • Defining what is “green” • Existing and emerging global taxonomies • Green bonds, green loans, and other products • Climate finance trends, instruments, and sources

## **Academic References**

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### **Academic Reference :**

SCR Exam Book published by GARP.

### **Websites :**

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

## **Certifications & Legal Mentions**

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### **Certifications :**

N/A

# MSC.CFMM2.FICOR.0185 – Valuation and Risk Models

MSc, PGE

## Hours & Assessment

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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

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Course Manager : ARONNE Alexandre

Teaching Team : Belo: ARONNE Alexandre

## Academic Characteristics

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Credits : 2

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

## Course Description

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Course Description :

The main objective of this course is to teach students how to identify, as managers, the risks related to the valuation of different financial instruments.

## Prerequisites

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Prerequisites :

Corporate finance prerequisites.

## Course Schedule

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Course Schedule :

""• Value-at-Risk (VaR) • Expected shortfall (ES) • Stress testing and scenario analysis • Option valuation • Fixed income valuation • Hedging • Country and sovereign risk models and management • External and internal credit ratings • Expected and unexpected losses • Operational risk""

## Academic References

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Academic Reference :

Financial Risk Manager Handbook Plus Test Bank (Jorion, 2010). Chapter 12, 13, 14, 25, 26, 27, 28

GARP's proprietary book Valuation and Risk Models.

## Certifications & Legal Mentions

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Certifications :

N/A

## *MSc M2 CFM SPRING BELO Elective Courses (1 maximum)*

# MSC.CFMM2.FIELE.0155 – AI & Fintech

MSc, PGE

## Hours & Assessment

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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

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Course Manager : ARONNE Alexandre

Teaching Team : Belo: CASTRO Pedro

## Academic Characteristics

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Credits : 2

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

## Course Description

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### Course Description :

Artificial Intelligence: This course covers Machine Learning methods that are commonly applied to problems in finance. The goal is to cover tools offering a mix of breadth, theory, intuition and practice. Students will learn about unsupervised methods, such as clustering, and supervised methods, such as regression, K-nearest neighbors and classification trees. There will be significant focus on practice and students will construct their own models in Python.

Fintech: the course will expose students to the main AI applications in the field of finance. Students should learn how technology savvy companies have been able to develop a competitive advantage in the financial world. We will review how the different AI methods covered are applied in finance

## Prerequisites

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### Prerequisites :

Python prerequisite.

## Academic References

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### Academic Reference :

James, Gareth et al (2023) An Introduction to Statistical Learning with Applications in Python (free download link: <https://www.statlearning.com/>)

Lewinson, Eryk (2020). Python for Finance Cookbook.

### Websites :

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

## Certifications & Legal Mentions

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Certifications :

N/A

# MSC.CFMM2.FICOR.0173 – Financial modeling II

MSc, PGE

## Hours & Assessment

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

## Course Manager & Teaching Team

**Course Manager :** ARONNE Alexandre

**Teaching Team :** Lille : CHIKH Sabrina, DUMONT Alexandre, RUPIED David Paris : CHIKH Sabrina, DUMONT Alexandre, RUPIED David Sophia : MILLELIRI André Belo: ARONNE Alexandre

## Academic Characteristics

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

## Course Description

**Course Description :**

This course will help the students to deepen their knowledge in Excel and to optimize formulas and functions for financial analysis.

## Prerequisites

**Prerequisites :**

Financial modeling I /  
Excel and vba level I

## Course Schedule

**Course Schedule :**

\*\*\*Investment projects \*\*\* Incremental NPV Break-even Break-even using NPV \*\*\*Corporate valuation \*\*\*  
Forecast data Adjusted Present Value (APV) Free Cash Flow to Equity (FCFE) Free Cash Flow to Firm (FCFF)  
Dividend Discount Model (DDM) \*\*\*Financial market tools\*\*\* Stock valuation Bond valuation Effective Annual  
Rate (EAR) & Annual Percentage Rate (APR) Yield curve Bond price from yield curve WACC Modigliani Miller  
BETA Portfolio allocation VBA (9H)

## Academic References

**Academic Reference :**

Classic reference: Financial Modeling - Simon Benninga (2008) Available on ScholarVox: Excel for Finance and Accounting : Learn how to optimize Excel formulas and functions for financial analysis Kumar Lohani, Suraj (2023) Financial Analysis and Modeling using Excel and VBA Chandan Sengupta (2009)

## Certifications & Legal Mentions

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Certifications :

N/A

## *MSc M2 CFM SPRING BELO Optional Courses (1 maximum)*

# MSC.IBBM2.LGCOR.0001 – OPTIONAL PORTUGUESE SEMESTER

MSc, PGE

## Hours & Assessment

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CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0.00h	24.00h	0.00h	0h	0.00h	100%	0%	<b>100%</b>

## Course Manager & Teaching Team

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Course Manager : LEVIN Jeremy

## Academic Characteristics

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

## Course Description

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Course Description :

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

## Prerequisites

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Prerequisites :

No prerequisite.

## Certifications & Legal Mentions

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Certifications :

N/A

## MSc IB International Business

### *MSc M2 IB SPRING BELO Core Courses (5 maximum)*

# PGE.APPM2.STCOR.3311 – ADVANCED STRATEGY

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 : JOLINK Albert Raleigh : WEISBERG Mitchell Suzhou : XU Yi Belo : COSTA Danilo

## Academic Characteristics

**Credits :** 2      **Discipline :** Stratégie, Innovation & Entrepreneuriat

**Teaching Languages :** English

**Open to Exchange :** Yes

## Course Description

### Course Description :

In this course students will learn more about the theory and practice of collaborations of firms, from the motivation to collaborate with other firms to the organizational structuring of collaboration. The objective of the course is to understand how companies elaborate strategic collaboration to support corporate performance. It is a condition to survive for startup companies. It often is a means to guarantee profitability for larger corporations. However, it is difficult to achieve in the long run and may put the company at risk if not successful.

By using a combination of lectures, case studies, and team projects, this course will provide an overview of collaborative options in different contexts.

### TOPICS

This course will help students develop a sophisticated understanding of the challenges and opportunities raised by the cooperative strategy.

Five main themes are investigated in this course:

1. Strategic Cooperation
2. Establishing Cooperation
3. Cooperation between non-competing firms
4. Cooperation between competitors
5. Managing cooperation.

## Pedagogical Objectives

**Pedagogical Objectives :**

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

- Understand the foundations of cooperative strategy: analyze why firms engage in collaboration and how cooperation supports competitive advantage and corporate performance.
- Evaluate different forms of strategic cooperation: distinguish between partnerships with competitors and non-competing firms, assessing their risks and benefits.
- Design and structure collaborative agreements: identify key elements for establishing cooperation, including governance, resource sharing, and trust-building mechanisms.
- Manage and sustain strategic collaborations: apply frameworks to monitor, adapt, and resolve tensions in long-term cooperative arrangements.
- Apply theory to practice through cases and projects: develop strategic recommendations for real-world scenarios, integrating conceptual knowledge with practical challenges.

## Prerequisites

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**Prerequisites :**

Strategy 1 (M1)

## Course Schedule

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**Course Schedule :**

Session 1 – Lecture

Strategic Cooperation

Introduction to the concept of cooperation and its role in strategy, exploring economic, managerial, and organizational perspectives.

Session 2 – Tutorial

Case Study: Crediamigo and VivaCred

Analysis of strategic partnership decisions in market expansion, focusing on alliance formation in a new and competitive environment.

Session 3 – Lecture

Establishing Cooperation

Examination of the motives for cooperation, partner selection, and the main types of strategic alliances.

Session 4 – Tutorial

Team Project Tutorial

Introduction to the team project, where students design a strategic alliance, defining objectives, challenges, and governance structures.

Session 5 – Lecture

Cooperation Between Non-Competing Firms

Exploration of alliances such as joint ventures, vertical partnerships, and cross-industry collaborations, with a focus on value creation.

Session 6 – Tutorial

Case Study: Shell and Cosan (Raizen Joint Venture)

Study of competence sharing, governance challenges, and strategic alignment in large-scale international alliances.

Session 7 – Lecture

Cooperation Between Competitors

Analysis of co-opetition strategies, including shared-supply alliances, quasi-concentration alliances, and complementary alliances.

Session 8 – Tutorial

Case Study: Embraer–Boeing Alliance

Examination of a failed strategic alliance, highlighting governance issues, political influence, and strategic misalignment.

Session 9 – Lecture

Managing Cooperation

Discussion of alliance management, including control mechanisms, organizational learning, human resource management, and culture.

Sessions 10 & 11 – Tutorial

Team Project Presentations and Report Submission

Students present their strategic alliance projects, applying course concepts to real-world scenarios, including alliance design, risks, governance, and expected outcomes.

## Academic References

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**Academic Reference :**

Child, J., Faulkner, D., Tallman, S. B., & Hsieh, L. (Eds.). (2019). Cooperative strategy: Managing alliances and networks (3rd ed.). Oxford University Press.

Dussauge, P., & Garrette, B. (1999). Cooperative strategy: Competing successfully through strategic alliances. Wiley.

**Websites :**

Harvard Business Review: <https://hbr.org/>.

MIT Sloan Management Review: <https://sloanreview.mit.edu/>.

Company reports and press releases:

Students are encouraged to consult official company reports, investor relations materials and press releases in order to analyse real-world strategic alliances and partnerships.

## Certifications & Legal Mentions

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**Certifications :**

N/A

## RSE / IA

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RSE IA

The course addresses the role of strategic cooperation and alliances in creating sustainable and responsible business outcomes. Students are encouraged to consider not only value creation and competitive advantage, but also the long-term implications of interorganizational relationships.

Topics such as governance, trust, partner selection, and collaboration between firms are explored from the perspective of responsible decision-making and sustainable value creation. The course also examines how alliances and business ecosystems can contribute to broader economic and societal development.

Given the international context of the course, students may also use AI tools to support their analysis of companies operating in different institutional environments, helping them better understand local market dynamics, while maintaining a strong emphasis on critical thinking and strategic analysis.

# MSC.TRCM2.OTCOR.0200 – CAREER MANAGEMENT 2

MSc, PGE

## Hours & Assessment

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

## Course Manager & Teaching Team

Course Manager : SOARES VELOSO Ana Paula

Teaching Team : Ana Paula Soares

## Academic Characteristics

Credits : 0

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

## Course Description

### Course Description :

#### Career Workshops – Tailored to Your Needs

As a Master 2 student, you benefit from a wide range of career workshops. Depending on your interests and goals, you can select the sessions that are most relevant to your needs. Some are specifically designed for M2 students, while others are open to all.

??From January 2026

#### Set Yourself Up for Success ( January 2026)

Discover the support offered by the Career Center, meet key contacts, and explore the essential resources available to you. Gain clarity on job market challenges and how to tackle them effectively.

#### Job Search Strategy – France & Abroad (February 2026)

Learn how to build a strong and adaptable job search plan for both the French and international markets. Explore how AI tools can boost your efficiency.

#### Master & Leverage LinkedIn in Your Job Search (February 2026)

Optimize your LinkedIn profile, learn to use its free features, and engage professionally with your network to uncover opportunities.

#### Decoding the French Job Market (Feb/March 2026)

Understand key aspects of the French employment landscape: contract types, legal frameworks, taxes, benefits, work permits, and the role of language in career success.

#### ? Workshops Open to All Students

#### Prepare for a Career Fair (12 January 2026)

Get practical tips to shine at recruitment events. Learn how to engage with recruiters and use AI to prepare effectively.

CV Masterclass (January/February 2026)

Design a results-oriented CV. Access the right tools and strategies to strengthen your applications and stand out.

Interview Masterclass (February/March 2026)

Practice common and difficult questions, use the STAR method, and refine your professional communication and presence.

Access and registration from your spring K2 space

## **Pedagogical Objectives**

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**Pedagogical Objectives :**

Each workshop has specific objectives:

M2-Specific Workshops

Set Yourself Up for Success

Identify key Career Center resources and contacts relevant to the final-year job search.  
Understand the structure and challenges of the current job market.

Job Search Strategy – France & Abroad

Design a structured job search strategy adapted to both French and international markets.  
Integrate AI tools into job search routines for improved targeting and efficiency.

Master & Leverage LinkedIn in Your Job Search

Optimize your LinkedIn profile to attract recruiter attention.  
Use LinkedIn features to build a professional network and explore job opportunities.

Decoding the French Job Market

Recognize the main types of employment contracts and related legal obligations.  
Evaluate how language proficiency and cultural norms influence employability in France.

Workshops Open to All Students

Prepare for a Career Fair

Develop an effective pitch tailored to networking and recruitment events.  
Use AI tools to research companies and prepare tailored questions.

CV Masterclass

Build a results-oriented CV aligned with employer expectations.  
Apply tools and feedback to improve structure, clarity, and impact.

Interview Masterclass

Apply the STAR method to answer behavioral interview questions effectively.  
Demonstrate professionalism through verbal and nonverbal communication techniques.

## **Prerequisites**

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**Prerequisites :**

No prerequisites.

## **Course Schedule**

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**Course Schedule :**

ACTIVITY 1 Salary negotiation OBJECTIVES Comprehend the elements of compensation Assess personal market value Embed the negotiation within the recruitment process Explore negotiation strategies Effectively communicate and negotiate with a recruiter MODALITIES 2 hours On line asynchronous K2  
ACTIVITY 2 Salary negotiation OBJECTIVES Live practice of negotiation Learn tips from professional recruiter Prepare strong argumentation MODALITIES 1,5 hours Live workshop  
ACTIVITY 3 International career management OBJECTIVES Learn best practices and resources to work abroad Set a clear strategy for international career development MODALITIES 1,5 hour On line synchronous  
FINAL EVALUATION OBJECTIVES Assess understanding of salary negotiation concepts, including market rates and strategies evaluate the participant's understanding of key concepts related to salary negotiation, such as market rates, negotiation strategies, and tactics MODALITIES 1 hour quiz

## Academic References

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Academic Reference :

K2 CAREER MANAGEMENT SPACE  
K2 CAREER TOOLKIT SPACE  
YEP/TALENT AND CAREERS

Websites :

None.

## Certifications & Legal Mentions

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Certifications :

N/A

## RSE / IA

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IA

# MSC.IBNM2.STCOR.0032 – INTERNATIONAL BUSINESS GAME: SKEMASIM

MSc, PGE

## Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
18.00h	0.00h	0.00h	0.00h	0.00h	20%	80%	100%

## Course Manager & Teaching Team

**Course Manager :** MONTEIRO Plínio

**Teaching Team :** Dubai: DESBORDES Rodolphe Paris: DESBORDES Rodolphe, KWOK Diana, and MESCHI Manon  
Raleigh: MESCHI Pierre-Xavier Suzhou: DESBORDES Rodolphe Belo: MONTEIRO Plínio

## Academic Characteristics

**Credits :** 2  
**Discipline :** Stratégie, Innovation & Entrepreneuriat

**Teaching Languages :** English

**Open to Exchange :** Yes

## Course Description

**Course Description :**

The purpose of this course is to strengthen practical decision-making abilities in international business settings, while fostering teamwork, strategic thinking, competition under pressure, and analytical reflection. Rather than following a traditional lecture-based structure, learning takes place almost entirely through simulation-driven environments, where students are required to design, execute, test, and adjust global market strategies in dynamic competitive scenarios. Two business simulations are used as the core engine for learning:

1) Be Global

Focused on international expansion, global strategy execution, financial planning, and scaling operations across multiple markets. Students manage a technology-driven startup in the ride-hailing services industry, defining pricing, positioning, market entry modes, investment allocation, and competitive responses across different regions. Performance is evaluated based on financial outcomes, customer acquisition, operational sustainability, and global penetration.

2) Convert & Play II

Complements the first simulation by adding a performance-oriented environment centered on customer acquisition, conversion efficiency, unit economics, and operational scalability. Students manage digital funnel strategies, explore international channels, optimize budget allocation, evaluate CAC-LTV dynamics, and sustain competitive presence through evidence-based decisions.

Together, both simulations replicate the core challenges of running high-growth ventures in the global economy—requiring students to navigate uncertainty, coordinate strategic decisions under competition, monitor Key Performance Indicators, and adapt behaviorally as pressure increases.

## Pedagogical Objectives

**Pedagogical Objectives :**

### Knowledge and Understanding

Understand and practice the key concepts around marketing strategy, integrating marketing disciplines such as marketing strategy, product development, pricing, branding, distribution, sales force management, segmentation, positioning.

Integrate multidisciplinary knowledge to develop and execute strategic business decisions in an international context.

### Cognitive Skills

Use analytical and strategic thinking to make informed business decisions.

Apply international marketing and business strategy concepts to manage business growth in a competitive global environment.

### Attitudes

Develop teamwork and collaboration skills through the management of international business simulations. Strengthen communication and presentation skills by articulating and justifying strategic decisions in team discussions and final reports.

Demonstrate the ability to plan, execute, and adapt a business strategy based on data-driven decision-making and market analysis.

### Ethical and Social

Exhibit professionalism, respect, and ethical behavior towards peers and the academic community both in classroom discussions and during the simulation.

Develop responsible decision-making skills by considering the ethical and social implications of international business strategies in a competitive marketplace.

## Prerequisites

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### Prerequisites :

Basic marketing and business knowledge

## Course Schedule

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### Course Schedule :

#### Class # Main Subject

1 Course introduction and presentation of simulation 1 (Be Global).

2 Be global: Round 1 (Synchronous)

3 Be global: Round 2 and round 3 (Synchronous).

4 Be global: Round 4 and round 5 (Synchronous). Rounds 6 and 7 (asynchronous)

5 Be global: Round 8 and round 9 (Synchronous) Round 10 (asynchronous)

6 Simulation Debriefing and group presentations.

7 Introduction of simulation 2 (Convert and Play II) and Round 1 (Synchronous).

8 Convert and Play II: Round 2 and round 3 (Synchronous) Round 4 (asynchronous)

9 Convert and Play II: Round 5 and round 6 (Synchronous). Round 7 (asynchronous)

10 Convert and Play II: Round 8 and round 9 (Synchronous). Round 10 (asynchronous)

11 Simulation Debriefing and group presentations. / Final Remarks and Award ceremony

## Academic References

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### Academic Reference :

Farris, P. W., Bendle, N. T., Pfeifer, P. E., & Reibstein, D. J. (2013). *Marketing Metrics: The Definitive Guide to Marketing Performance Assessment* (1st ed.). USA: Bookman.

Keegan, W. J., & Green, M. C. (2017). *Global Marketing* (9th ed.). Edinburgh Gate: Pearson.

Kotabe, M., & Helsen, K. (2007). *Global Marketing Management* (4th ed.). New York: John Wiley & Sons.

Alexander, S. (2014). *The Gameful World: approaches, issues, applications*. In S. P. Walz & S. Deterding (Eds.), *Massachusetts Institute of Technology* (1st ed.). London: MIT Press Cambridge.

Best, R. J. (2013). *Market-based Management: Strategies for Growing Customer Value and Profitability* (6th ed.). New York: Pearson.

Kapp, K. M., Blair, L., & Mesch, R. (2013). *The Gamification of Learning and Instruction*. San Francisco: John Wiley & Sons.

Routledge, H. (2016). *Why Games Are Good For Business: How to Leverage the Power of Serious Games*,

Gamification and Simulations. In Journal of Chemical Information and Modeling (1st ed.).  
<https://doi.org/10.1007/978-1-137-44898-9>

**Websites :**

Google Notebook for Be Global: <https://notebooklm.google.com/notebook/10a0ceea-e020-4e3a-ae32-e8b3347164cb>

Google Notebook for Convert and Play II: <https://notebooklm.google.com/notebook/aa233768-06dd-44f1-8418-660ee2b1a318>

## **Certifications & Legal Mentions**

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**Certifications :**

N/A

## **RSE / IA**

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RSE IA

Students may use AI tools (e.g., ChatGPT or similar platforms) to support study activities, prepare materials, analyze simulation results, and develop assignments. Generative AI can broaden perspectives, assist in structuring ideas, and accelerate research; however, its use must be guided by responsibility, academic integrity, and critical evaluation of the information produced. Students should be aware that AI output does not substitute strategic reasoning. In simulations, uncritical reliance on AI typically results in poor performance. As part of the competitive environment, the professor will participate using generative AI as a simulated competitor, illustrating that human reasoning, teamwork, and analytical interpretation tend to outperform automated suggestions. For written work and presentations, AI may be used as a support tool as long as the following conditions are met:

- Students must interpret, adapt, and validate AI-generated ideas.
- All data and statements must be verified using primary sources (reports, news, readings, simulation data, etc.).
- Critical reasoning must be clearly demonstrated in decisions, arguments and conclusions.

Students remain fully responsible for the accuracy, coherence, and contextual adequacy of any content produced with AI assistance. For summative assessments (Quizzes and Final Exam), the use of AI, external materials or online access is strictly prohibited. No documents, external tools, internet resources, or collaborative communication will be allowed during these evaluations.

# MSC.IBNM2.FICOR.0061 – INTERNATIONAL FINANCE

MSc, PGE

## Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
33.00h	0h	0.00h	0.00h	0.00h	40%	60%	100%

## Course Manager & Teaching Team

**Course Manager :** ARONNE Alexandre

**Teaching Team :** Paris : AMYUNI Tarek Raleigh : KANDILOV Ivan Suzhou : LERNER Mark Cape : AMYUNI Tarek Belo: ARONNE Alexandre

## Academic Characteristics

**Credits :** 4      **Discipline :** Finance      **Teaching Languages :** English      **Open to Exchange :** Yes

## Course Description

**Course Description :**

This course is designed to train business leaders of tomorrows multinational enterprises to recognize and capitalize on the unique characteristics of global markets.

We will discuss exchange rate determination, the international monetary system and global financial markets, and gain firmer understanding of FX markets that underpin the rapid evolution of our global marketplace.

Further, we will consider financing options for the global firm and study the intricacies of foreign investment, including cross-border mergers and acquisitions. Throughout the course we will work on a number of real-world cases to help gain hands-on experience and understanding of international finance.

## Prerequisites

**Prerequisites :**

None.

## Course Schedule

**Course Schedule :**

Foreign Exchange Markets  
Foreign Exchange Rates  
Futures on Foreign Exchange  
Options on Foreign Exchange  
Cost of Capital of Multinational Firms  
Cash flows in multiple currencies  
International Funding  
Foreign Direct Investments  
Cross-border Mergers and Acquisitions

## Academic References

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### Academic Reference :

Lectures obligatoires / Required readings : Available on Cyberlibris at [www.scholarvox.com](http://www.scholarvox.com): 1) Economics for Investment Decision Makers Workbook : Micro, Macro, and International Economics, Pinos and Pinto, John Wiley & Sons, 2013, Chapters 5, 8, 9 and 10. 2) International Economics 6th edition, Dunn and Mutti, Taylor & Francis, 2003, Chapters 12 to 20. 3) International Financial Management, By Cheol Eun, Bruce Resnick and Tuugi Chuluun, 10th Edition, 2024. Lectures Recommandées / Recommended readings : Ephraim CLARK, INTERNATIONAL FINANCE, (London: Thomson Learning, 2002)

### Websites :

<http://databank.worldbank.org/data/home.aspx>  
<http://stats.oecd.org/>

## Certifications & Legal Mentions

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### Certifications :

N/A

# MSC.IBBM2.STCOR.0036 – International Legal Issues for Business

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 Dorival

Teaching Team : GUIMARÃES Dorival

## Academic Characteristics

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

## Course Description

### Course Description :

The aim of the course is to give students a comprehensive look at legal issues businesses need to consider when operating in different markets. The course will provide students the tools to understand, critically assess and resolve issues companies might face.

Student will become familiar with current trends in contracts, labour law, movement of people, goods, environmental legislation and services as they apply to business. Students will participate in reading, discussions and in-class exercises or projects that will teach them to identify current business issues, apply critical thinking skills, and problem solve in multiple areas of business. The student is expected to read, understand and participate in class discussions, exercises and answer questions that will give them business issues, apply critical thinking skills, and problem solve in multiple areas of business law and business.

## Pedagogical Objectives

### Pedagogical Objectives :

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

#### 1. Knowledge & Understanding (Remember / Understand)

Explain the fundamental legal frameworks governing international business, including contracts, labor law, cross-border movement of goods, services, and people, and environmental regulation.

Describe the main differences between legal systems and regulatory environments and their impact on business operations.

#### 2. Analytical Thinking (Apply / Analyze)

Apply legal concepts to practical international business scenarios, identifying relevant legal issues and risks. Analyze international contracts and legal structures, assessing key clauses, obligations, and risk allocation mechanisms.

Evaluate how legal diversity across jurisdictions influences managerial decision-making and business strategy.

### 3. Critical Thinking & Problem Solving (Analyze / Evaluate)

Assess complex, real-world business problems involving legal constraints and propose structured, legally sound solutions.

Critically evaluate legal risks associated with international operations, including compliance, labor, environmental, and regulatory challenges.

Compare alternative legal strategies and justify the most appropriate course of action in a global business context.

### 4. Communication & Collaboration (Apply / Evaluate)

Articulate legal arguments and business recommendations clearly and persuasively in discussions, written analyses, and presentations.

Engage effectively in collaborative problem-solving activities, demonstrating the ability to integrate legal and business perspectives.

### 5. Ethical Reasoning & Global Mindset (Evaluate)

Evaluate ethical and compliance issues in international business, considering legal obligations, corporate responsibility, and sustainability.

Demonstrate awareness of global legal trends and their implications for responsible and sustainable business practices.

### 6. Integrative & Strategic Thinking (Create)

Integrate legal knowledge into business strategy, proposing solutions that align legal compliance with organizational objectives.

Design structured responses to international legal challenges, combining legal reasoning, risk management, and strategic decision-making.

## Prerequisites

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### Prerequisites :

Business Law

## Course Schedule

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### Course Schedule :

Introduction to Legal Issues. Overview of entrepreneurial environment. The World Bank and the Doing Business Report: Challenges of doing international business. Great challenges bring great rewards: opportunities of the international market. Complexities of the legal systems and its processes. Legal systems overview (common/civil law). Industrial and intellectual property: intellectual property protection system. Business activity and its legal regime. Trade and company. Company registration. Organs and acts of company registration. Registration process. Modalities of business companies, constitution and partners. The foreign partner, limits of participation and the particularities. Hiring process. Labour law. Challenges. Labour Law and special employment contracts: vesting/term sheet. Human Resource Management (HRM) and Legal Issues: importance, goals and challenges. Global work environments: challenges and perspectives. Outsourcing and services: a controversial theme. "Death and taxes": International trade tax system. Market analysis and internationalization of companies: Corporate Foreign Policy (CFP)

## Academic References

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### Academic Reference :

#### Bibliography

#### Core Readings

International Business Law and Its Environment – Richard Schaffer, Filiberto Agusti, Lucien J. Dhooge

<https://www.cengage.com/c/international-business-law-and-its-environment-10e-schaffer/>

International Business Law – Ray August, Don Mayer, Michael Bixby

<https://www.pearson.com/en-us/subject-catalog/p/international-business-law/P200000003192>

#### Recommended Readings

Transnational Business Problems – Detlev Vagts, William Dodge, Harold Koh

<https://global.oup.com/academic/product/transnational-business-problems-9781647082413>

International Commercial Arbitration – Gary Born

<https://global.oup.com/academic/product/international-commercial-arbitration-9789041133250>

Principles of International Commercial Contracts – UNIDROIT  
<https://www.unidroit.org/instruments/commercial-contracts/>  
World Bank – Business regulation and market entry data  
<https://www.worldbank.org/en/programs/business-enabling-environment>  
OECD – Corporate governance and responsible business conduct  
<https://www.oecd.org/corporate/>

**Websites :**

<https://archive.doingbusiness.org/en/doingbusiness>

## **Certifications & Legal Mentions**

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**Certifications :**

This course does not lead to a specific professional certification or legal accreditation. However, it provides students with essential legal knowledge and practical skills required to operate effectively in diverse business environments, particularly in international markets.

The course prepares students to work across different sectors of business by equipping them with the ability to navigate multiple legal systems, understand regulatory frameworks, and address legal risks associated with cross-border operations. Special emphasis is placed on supporting business expansion strategies, including the establishment of companies in foreign jurisdictions and the structuring of international operations.

In this context, students develop competencies relevant to soft landing processes in new markets, enabling them to assist organizations in entering and adapting to unfamiliar legal, cultural, and regulatory environments. This includes understanding local compliance requirements, labor regulations, contractual practices, and institutional frameworks necessary for successful international business operations.

## **RSE / IA**

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**RSE**

This course includes case studies on sustainable business practices and corporate social responsibility, with a strong emphasis on real-world legal challenges in international business. The case studies and in-class activities will explore and analyze practical situations involving Human Resource Management (HRM), corporate codes of ethics, industrial and intellectual property, compliance frameworks, as well as labor and cultural issues in cross-border business environments.

Through these discussions, students will be encouraged to critically assess how legal rules and ethical standards interact with business strategy, organizational behavior, and global operations, developing the ability to address complex legal and managerial challenges in an international context.

## ***MSc M2 IB SPRING BELO Track Courses IRA (4 maximum)***

# **MSC.IBPM2.STCOR.0004 – Climate change risk**

MSc, PGE

## **Hours & Assessment**

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<b>CM</b>	<b>TD</b>	<b>AP</b>	<b>Async</b>	<b>Workload</b>	<b>Final exam</b>	<b>Continuous</b>	<b>Total</b>
18.00h	0.00h	0.00h	0.00h	0.00h	50%	50%	<b>100%</b>

## **Course Manager & Teaching Team**

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**Course Manager :** CARVALHO Monica

**Teaching Team :** CARVALHO Monica

## **Academic Characteristics**

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**Credits :** 2

**Discipline :** Finance

**Teaching Languages :** English

**Open to Exchange :** Yes

## **Course Description**

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### **Course Description :**

The objective of the course is to provide students with relevant sustainable finance tools used by practitioners and policy makers in taking decisions about climate change risk and net zero transition. The course will also provide the foundations about theories, policies and regulations to allow students to understand and participate in the climate leadership debate.

The first part of the course will provide a framing of the role of sustainable finance in the broader climate policies with focus on i. the threats posed by climate change risk on financial stability and on financial institutions and ii. the challenges and the opportunities that financial institutions are facing in the net zero transition. This part will start from the high-level climate theories, policies and treaties and will delve into the emerging regulation and tools up to what is expected from practitioners working in sustainable finance.

The second part will cover the tools needed for assessing climate risk – physical and transition risk – with focus on stress testing which will be complemented with practical exercises - part of the case study - which will run through the whole course in different parts spread throughout different sessions (see below for more details).

The third part will cover the tools needed for assessing the alignment of financial institutions with the Paris agreement objectives and more broadly how institutions can support a broad range of objectives mobilising capital in the right direction (e.g., UN sustainable development goals, biodiversity)

## Pedagogical Objectives

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### Pedagogical Objectives :

Develop critical analysis and theoretical understanding of corporate governance, ESG factors, climate change risks, and sustainable finance instruments.

Acquire practical analytical skills through case studies, scenario analysis, workshops, and presentations on climate risk measurement and management.

Understand alignment with global goals like net zero transitions, Paris Agreement objectives, and tools for mobilizing capital toward sustainability (e.g., UN SDGs, biodiversity).

## Prerequisites

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### Prerequisites :

N/A

## Course Schedule

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### Course Schedule :

Session 1 - Course Introduction

Session 2 - Introduction to Corporate Governance & ESG

Session 3 - Workshop on Company Reports

Session 4 - Chapter 1 "Foundations of Climate Change: What Is Climate Change?" & Chapter 2 "Sustainability"

Session 5 - Chapter 3 "Climate Change Risk" & Chapter 4 "Sustainability and Climate Policy, Culture, and Governance"

Session 6 - Chapter 5 "Green and Sustainable Finance: Markets and Instruments"

Session 7 - Chapter 6 "Climate Risk Measurement and Management"

Session 8 - HBSP Case Study analysis

Session 9 - Chapter 7 "Climate Models and Scenario Analysis" & Chapter 8 "Net Zero"

Session 10 - Project Presentations

Session 11 - Final Exam

## Academic References

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### Academic Reference :

On top of public and reliable sources, especially from the agencies and governmental authorities named along the course (IFC Corporation, the World Bank), the backbone of reference is the manual for the GARP Certification on Sustainability and Climate Risk.

### Websites :

[www.garp.org](http://www.garp.org).

Task Force on Climate-related Financial Disclosures (TCFD) - Guidelines and frameworks for climate risk reporting. Website: [fsb-tcfd.org](http://fsb-tcfd.org)

Financial Stability Board (FSB) Climate-related Risks - Global regulatory progress and financial stability assessments. Website: [fsb.org/climate-related-risks](http://fsb.org/climate-related-risks)

Network for Greening the Financial System (NGFS) - Climate scenarios, stress testing data, and policy tools. Website: [ngfs.net/ngfs-scenarios-portal](http://ngfs.net/ngfs-scenarios-portal)

CDP Open Data Portal - Company disclosures on climate risks, emissions, and sustainability metrics. Website: [data.cdp.net](http://data.cdp.net)

## Certifications & Legal Mentions

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### Certifications :

GARP (Global Association of Risk Professionals)'s Sustainability and Climate Risk (SCR) certification.

## **RSE / IA**

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### RSE

Climate Change Risk integrates RSE via ESG foundations (Session 2), climate risk/policy analysis (Sessions 4-9), green finance tools, and case studies stressing environmental impacts, social sustainability, and net zero transitions in financial governance.

# MSC.IBPM2.STCOR.0001 – Country risk

MSc, PGE

## Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
27.00h	0.00h	0.00h	0.00h	0.00h	60%	40%	100%

## Course Manager & Teaching Team

**Course Manager :** MENDONÇA Wilson

**Teaching Team :** Paris : Maximilian RECH Dubai : Devin SMITH Belo Horizonte : Wilson MENDONCA

## Academic Characteristics

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

## Course Description

### Course Description :

Understanding country risk is essential for investors, policymakers, and global business leaders operating in complex international environments.

This course provides a comprehensive framework for analyzing country risk through the integration of economic, political, and financial perspectives. Students will develop both quantitative and qualitative analytical skills to assess macroeconomic conditions, institutional stability, sovereign risk, and global market dynamics.

The course emphasizes practical application through case studies, real-world scenarios, and data-driven analysis, enabling students to translate complex information into structured, actionable recommendations for international decision-making.

## Pedagogical Objectives

### Pedagogical Objectives :

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

- Understand the fundamental concepts and frameworks of country risk analysis.
- Evaluate macroeconomic indicators and their impact on national stability.
- Analyze political and institutional factors affecting country risk.
- Assess sovereign risk, including debt sustainability and credit ratings.
- Apply analytical tools to real-world economic and geopolitical scenarios.
- Develop structured and evidence-based recommendations for market entry and strategic decisions.

### PEDAGOGICAL OBJECTIVES

LG = Learning Goals

A = Professional Activity

LO = Learning Objective

E = Evaluation

OT = Observable Trait

LG4: Graduates should be able to manage in the global knowledge economy

A.4.1: Conceptual Analysis & Actionable Recommendations

LO 4.1: Analyze country risk and evaluate its effects on international business decisions

E 4.1: Group Presentation (40%)

Students develop a comprehensive country risk analysis project based on a real economy and a defined business context.

The deliverable includes:

- Analysis of macroeconomic indicators
- Evaluation of political and institutional stability
- Sovereign risk assessment
- Identification of key decision-making factors
- Strategic recommendation supported by data

The presentation must be delivered in a structured, professional format, simulating a consulting pitch to decision-makers.

OT 4.1: Quality of Presentation

- The presentation is clear, structured, and focused on key insights
- Results are supported by relevant and reliable data
- The analysis highlights decision points and strategic implications
- The presentation respects the allocated time

LG5: Graduates should be able to think critically and assess business issues in a specialized discipline

A.5.1: Conceptual Analysis & Advanced Application

LO 5.1: Apply advanced country risk concepts in complex analytical scenarios

E 5.1: Final Individual Exam (60%)

Students complete a final assessment evaluating their ability to:

- Interpret macroeconomic data
- Analyze political and institutional risk
- Apply country risk frameworks
- Develop structured reasoning under time constraints

## Prerequisites

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Prerequisites :

N/A

## Course Schedule

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Course Schedule :

Session 1

- Introduction to country risk
- Conceptual frameworks and interdisciplinary approach
- Global decision-making applications

Session 2

- Macroeconomic indicators: GDP, inflation, unemployment
- Fiscal policy and economic signals
- Central bank independence

Session 3

- Political risk and institutional stability
- Governance and regulatory environment
- Political transitions

Session 4

- Sovereign risk
- Credit ratings

- Debt sustainability
- Case studies

#### Session 5

- Exchange rate systems
- Currency crises
- Currency risk management

#### Session 6

- Inflation risk
- Monetary policy responses
- Central bank roles

#### Session 7

- Commodity shocks
- Trade protectionism
- Globalization dynamics

#### Session 8

- Banking systems
- Financial contagion
- Global financial crises

#### Session 9

- Climate change policies
- Energy market geopolitics
- Energy transition

#### Session 10

- International financial institutions
- IMF, World Bank, and regional banks

#### Sessions 11–14

- Country case studies
- Application of full analytical framework

#### Sessions 15–16

- Integrated country risk analysis
- Development of final project

#### Session 17

- Final assessment
- Discussion of global risk trends and mitigation strategies

## Academic References

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#### Academic Reference :

- Majd, M. & Page-Hoongrajok, A. (2023). Rating sovereign credit risk
- Amewokunu, Y. & Su, Z. (2009). Evaluation of country risk in globalization
- Goguel, A. (2023). Economic imbalances and global implications
- Moody's Ratings (2022). Sovereign Rating Methodology

#### Websites :

- IMF Data
- World Bank Data
- OECD
- Moody's
- Microsoft Learn – Power BI

## **Certifications & Legal Mentions**

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**Certifications :**

N/A

## **RSE / IA**

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RSE IA

The course incorporates sustainability and social responsibility considerations by:

- Evaluating environmental and climate risks.
- Analyzing social and governance factors.
- Assessing long-term economic sustainability.
- Integrating ESG dimensions into country risk analysis.

Artificial Intelligence tools are used to support:

- Data analysis
- Pattern identification
- Scenario development

Students are required to critically assess outputs and validate all information used in their analysis.

# MSC.IBPM2.STCOR.0002 – Modeling and forecasting risks

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 : ANGEL BRESSAN Aureliano

Teaching Team : ANGEL BRESSAN Aureliano

## Academic Characteristics

Credits : 3

Discipline : Economie

Teaching Languages : English

Open to Exchange : Yes

## Course Description

### Course Description :

This course aims at introducing concepts related to risk measurement and risk forecasting. Students will alternate between theoretical concepts and applications with the software R. R is a free and reliable software useful for statistical analysis of data and econometric modelling. Among the theoretical concepts we will review basic statistical concepts useful to measure risks, as well as econometric approaches to construct forecasts and their distribution. Applications will focus on economic and financial time series, such as GDP, inflation of exchange rates.

## Pedagogical Objectives

### Pedagogical Objectives :

This course is designed to introduce students to the essential concepts of risk measurement and risk forecasting. The curriculum bridges the gap between theoretical frameworks and practical financial applications.

### Key Objectives:

- Review basic statistical concepts essential for measuring risks.
- Develop econometric approaches to construct robust forecasts and understand their distributions.
- Apply modeling techniques to economic and financial time series, including GDP, inflation, and macroeconomic data.

### Assessment and Grading Policy:

The grading structure includes both formative assessments to guide learning and summative exams to measure mastery:

\* Individual Assignments/Quizzes - 20% - Formative - During lectures 1–4 and 6–8

\* Group Work (Presentation) - 20% - Formative - Lectures 13 and 14

First Exam (MCQ & Open) - 10% - Summative  
\* Second Exam (MCQ & Open) - 10% - Summative  
\* Final Exam (MCQ & Open) - 40% - Summative - Final Session

## Prerequisites

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### Prerequisites :

Skill prerequisites: Familiar with concepts in statistics + Basic knowledge or R software

## Course Schedule

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### Course Schedule :

- 1 Forecasting fundamentals
- 2 Forecaster's toolbox
- 3 Time series regression models
- 4 Time series decomposition
- 5 Exponential Smoothing
- 6 TEST N.1
- 7 ARMA and ARIMA Models
- 8 Dynamic Regression models
- 9 Vector autoregressions
- 10 Forecasting grouped series
- 11 TEST N.2
- 12 Forecast combinations
- 13 GROUP PRESENTATIONS
- 14 GROUP PRESENTATIONS
- 15 FINAL EXAM

## Academic References

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### Academic Reference :

Hyndman, R. J., & Athanasopoulos, G. (2018). Forecasting: principles and practice. OTexts. Freely available at: <https://otexts.com/fpp2/>

### Websites :

<https://otexts.com/fpp2/>  
<https://fred.stlouisfed.org>  
<https://ec.europa.eu/eurostat>

Slides, R scripts, Excel spreadsheets, and exercise corrections are hosted on the K2 platform.

## Certifications & Legal Mentions

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### Certifications :

N/A

# MSC.IBBM2.PMCOR.0056 – Sustainability and Governance Management in Latin America

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 : Belo: ALVIM, Flávia

## Academic Characteristics

Credits : 3  
Discipline : Management & Organisation

Teaching Languages : English

Open to Exchange : Yes

## Course Description

Course Description :

The course explores sustainability and governance as essential dimensions of international business, with particular emphasis on the Latin American and Brazilian contexts. It highlights sustainability as a strategic principle and the role of governance and ethics in shaping responsible business conduct. The course examines the growing importance of ESG-related risk management in anticipating, preventing, and managing crises, while integrating sustainability into long-term corporate strategy. Through case studies and global debates, students will reflect on the ethical, social, and strategic implications of business decisions and the pathways toward more sustainable models of development.

## Pedagogical Objectives

Pedagogical Objectives :

At the end of this course, students are expected to:

- Understand the context of sustainable development, the drivers of sustainability in international business and how they impact business strategy.
- Understand the importance of Sustainability/ESG-related risks.
- Understand the consequences of poor risk/crisis decision making on stakeholders.
- Apply frameworks and tools to support the integration of sustainability into business strategy.
- Apply frameworks and tools to undertake risk assessment with regards to ESG-related risks.
- Adopt a before/during/after approach to crisis management as an ongoing process
- Evaluate ethical, environmental, social and governance dimensions of business.

## Course Schedule

Course Schedule :

Session 1: Introduction to Sustainable Development  
Session 2: Critical Challenges of Contemporary Society  
Session 3: Sustainability & ESG  
Session 4: The ESG Landscape  
Session 5: Sustainability as a Business Strategy  
Session 6: Stakeholder Management and Engagement  
Session 7: Sustainability Frameworks and Tools  
Session 8: Sustainability Frameworks and Tools  
Session 9: Sustainability & ESG Reporting and Regulation  
Session 10: Group Work Presentations  
Session 11: The Governance Imperative  
Session 12: Ethical and Responsible Management  
Session 13: ESG Crisis and Risk Management  
Session 14: Sustainability and the Future of Business  
Session 15: Final Exam

## Academic References

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### Academic Reference :

- BARTELS, W. (2014). Sustainable Insight: The essentials of materiality assessment. KPMG.
- COOMBS, T. (2019). Ongoing crisis communication: planning, managing, and responding. 5th edition. Sage publications.
- CRANDALL, W., PARNELL, J; SPILLAN, J. (2013). Crisis management: Leading in the new strategy landscape. 2nd edition. Sage Publications.
- ELKINGTON, J. (1997). Cannibals with Forks: The Triple Bottom Line of 21st Century Business. Capstone, Oxford.
- FREEMAN, E.; MARTIN, K.; PARMAR, B. (2020). The Power of And: Responsible Business Without Trade-Offs. New York: Columbia Business School Publishing.
- FRIEDMAN, M. (1970). The Social Responsibility of Business is to Increase its Profits. The New York Times Magazine, September 13(33): 122-126.
- HART, S.; MILSTEIN, M. (2003). Creating sustainable value. Academy of Management Executive, 17(2): 56-67.
- HOPKIN, P. (2022) Fundamentals of risk management: understanding, evaluating, and implementing effective risk management. 4th edition, The Institute of Risk Management – IRM, Kogan Page.
- IFC - International Finance Corporation (2007). Stakeholder Engagement: a good practice handbook for companies doing business in emerging markets.
- PALAZZO, G., & HOFFRAGE, U. (2025). The dark pattern: The hidden dynamics of corporate scandals. PublicAffairs.
- PORTER, M; KRAMER, M. (2011) Creating Shared Value. Harvard Business Review 89(1-2): 62–77.
- RASCHE A., MORSING M., MOON J., KOURULA A. (2023) Corporate Sustainability – Managing Responsible Business in a Globalized World, (2nd Ed). Cambridge University Press.
- YONGQIANG, G. (2009). Managing Political Risk in Cross-national Investment: A Stakeholder View. Singapore Management Review, 31(1): 99-114.
- ZADEK, S. (2004). The path to corporate responsibility. Harvard Business Review, 82(12): 125–132.

### Websites :

<https://dashboards.sdgindex.org/>

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

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### Certifications :

N/A

### RSE / IA

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RSE

The course is developed around sustainability and governance as essential dimensions of international business.

## *MSc M2 IB SPRING BELO Optional Courses (1 maximum)*

# MSC.IBBM2.LGCOR.0001 – OPTIONAL PORTUGUESE SEMESTER

MSc, PGE

## Hours & Assessment

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

## Course Manager & Teaching Team

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Course Manager : LEVIN Jeremy

## Academic Characteristics

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

## Course Description

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Course Description :

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

## Prerequisites

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Prerequisites :

No prerequisite.

## Certifications & Legal Mentions

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Certifications :

N/A

## MSc IMBD International Marketing and Business Development

### *MSc M2 IMBD SPRING BELO Core Courses (4 maximum)*

# MSC.IMBM2.MKCOR.0090 – Business Development & Sales

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 : 4      Discipline : Marketing      Teaching Languages : N/A      Open to Exchange : Yes

## Course Description

### Course Description :

This course covers two strongly related areas: business development and sales. Sales and business development are an essential component of the MSc in International Marketing and Business Development. Companies are seeking to recruit candidates with good potential for sales and a good number of students will begin their careers in the sales function, either moving up into sales management or across into marketing. Two other courses: international business development and new business development focus on these aspects of business development. This course is more concerned with areas such as key account management, sales methods and developing business in existing markets with existing customers. SALES: The sales component of the course provides will help to develop selling skills and discover the different kinds of positions available in sales and business development. The course will look at different types of sales situations and reveal how very different sales can be in different sectors. We will look at transactional bargaining situations, moving to more complex situations involving consultative- and solution-selling approaches. Throughout, the emphasis will be on developing students' ability to 'connect' with the other person, to use enquiry to better understand their point of view, to put forward their own position, and to communicate and defend value. This course is a 'must' for students who wish to follow a career or spend their first years in sales or marketing. It will help to build confidence and cover the kind of techniques used in companies. The course will be interactive, and students will be expected to participate fully with live simulations. The skills developed in the course will certainly be useful elsewhere: selling ideas, pitching for resources, job interviews, internal selling... This part of the course goes hand in hand with the business development part that looks more specifically at Key account management and negotiation.

### BUSINESS DEVELOPMENT

Business development involves identifying, analyzing, and qualifying opportunities for growth that are both profitable and consistent with a company's strategy, and then 'making things happen'. It is this combination of analysis and strategic vision with a concern for the practical side of things that makes the activity so satisfying.

This course will look at how companies in a range of sectors grow - whether in new or existing markets, with new or existing clients -, how decisions about which options to pursue can be formulated and evaluated, and how growth strategies can be put in place. There will be a natural focus on the role of key account managers, who are key players in developing business.

In Sophia, Lille, Belo and Suzhou, the course will culminate in the annual Sales Challenge, where students will meet and sell to companies. In Paris the Sales track will take students further in developing their selling skills and then test them in the Sales challenge. In Raleigh, the Sales challenge is mandatory for all.

## Pedagogical Objectives

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### Pedagogical Objectives :

To introduce students to the world of sales and business development, allow them to discover the different roles, develop the necessary skills, and test those skills through encounters with professionals.

## Prerequisites

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### Prerequisites :

Intermediate marketing advisable

## Course Schedule

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### Course Schedule :

The course will vary in delivery from one campus to another. Detailed course plans will be made available on K2.

Typically, they will cover:

Business development

Key account management

Sales

Selling skills

## Academic References

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### Academic Reference :

Cooper, I, (2012) Financial Times Guide to Business Development, The: How to Win Profitable Customers and Clients (The FT Guides)

Dixon, M. & Adamson, B. (2013), The Challenger Sale : How to take control of the customer conversation (Portfolio Penguin)

Eades, K. (2003,) The New Solution Selling (McGraw Hill)

Heimann, S. (2007), The New Conceptual Selling : the consultative communication process for solution-led selling (Miller Heiman Group)

Kohne, A, (2022) Business Development: Processes, Methods and Tools

Maister, D. et al. (2002), The Trusted Advisor (Simon & Schuster)

Rackham, N.(1995), Spin Selling (Routledge)

Ross, A. & Tyler, M. (2011), Predictable revenue (PebbleStorm)

Tyler, M. & Donovan, J. (2016), Predictable Prospecting : how to radically increase your B2B sales pipeline

### Websites :

<https://www.insightsquared.com/blog/top-14-sales-skills-every-inside-sales-rep-must-master/>

<https://blog.hubspot.com/sales/10-essential-selling-skills-2014-infographic>

<https://blog.hubspot.com/sales/solution-selling>

[https://en.wikipedia.org/wiki/Solution\\_selling](https://en.wikipedia.org/wiki/Solution_selling)

<https://www.forbes.com/sites/falonfatemi/2018/08/27/insight-selling-is-the-new-solution-selling/#6cda71f57646>

<https://kapta.com/key-account-management/mean-trusted-advisor/>

<https://www.gartner.com/en/sales-service/insights/challenger-sale>

<https://www.gartner.com/smarterwithgartner/power-challenger-sales-model/>

<https://testyourself.psychtests.com/bin/transfer>  
<https://fr.slideshare.net/Eloquens/pitch-method-simac-or-persuasive-selling-format>  
<https://en.wikipedia.org/wiki/SONCAS>

## **Certifications & Legal Mentions**

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**Certifications :**

N/A

# MSC.TRCM2.OTCOR.0200 – CAREER MANAGEMENT 2

MSc, PGE

## Hours & Assessment

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CM	TD	AP	Async	Workload	Final exam	Continuous	Total
6.00h	0h	0.00h	0.00h	0.00h	40%	60%	100%

## Course Manager & Teaching Team

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**Course Manager :** SOARES VELOSO Ana Paula

**Teaching Team :** Ana Paula Soares

## Academic Characteristics

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**Credits :** 0

**Discipline :** Autre

**Teaching Languages :** English

**Open to Exchange :** No

## Course Description

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**Course Description :**

? Career Workshops – Tailored to Your Needs

As a Master 2 student, you benefit from a wide range of career workshops. Depending on your interests and goals, you can select the sessions that are most relevant to your needs. Some are specifically designed for M2 students, while others are open to all.

??From January 2026

Set Yourself Up for Success ( January 2026)

Discover the support offered by the Career Center, meet key contacts, and explore the essential resources available to you. Gain clarity on job market challenges and how to tackle them effectively.

Job Search Strategy – France & Abroad (February 2026)

Learn how to build a strong and adaptable job search plan for both the French and international markets. Explore how AI tools can boost your efficiency.

Master & Leverage LinkedIn in Your Job Search (February 2026)

Optimize your LinkedIn profile, learn to use its free features, and engage professionally with your network to uncover opportunities.

Decoding the French Job Market (Feb/March 2026)

Understand key aspects of the French employment landscape: contract types, legal frameworks, taxes, benefits, work permits, and the role of language in career success.

? Workshops Open to All Students

Prepare for a Career Fair (12 January 2026)

Get practical tips to shine at recruitment events. Learn how to engage with recruiters and use AI to prepare

effectively.

CV Masterclass (January/February 2026)

Design a results-oriented CV. Access the right tools and strategies to strengthen your applications and stand out.

Interview Masterclass (February/March 2026)

Practice common and difficult questions, use the STAR method, and refine your professional communication and presence.

Access and registration from your spring K2 space

## **Pedagogical Objectives**

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**Pedagogical Objectives :**

Each workshop have specifics objectives:

M2-Specific Workshops

Set Yourself Up for Success

Identify key Career Center resources and contacts relevant to the final-year job search.  
Understand the structure and challenges of the current job market.

Job Search Strategy – France & Abroad

Design a structured job search strategy adapted to both French and international markets.  
Integrate AI tools into job search routines for improved targeting and efficiency.

Master & Leverage LinkedIn in Your Job Search

Optimize your LinkedIn profile to attract recruiter attention.  
Use LinkedIn features to build a professional network and explore job opportunities.

Decoding the French Job Market

Recognize the main types of employment contracts and related legal obligations.  
Evaluate how language proficiency and cultural norms influence employability in France.

Workshops Open to All Students

Prepare for a Career Fair

Develop an effective pitch tailored to networking and recruitment events.  
Use AI tools to research companies and prepare tailored questions.

CV Masterclass

Build a results-oriented CV aligned with employer expectations.  
Apply tools and feedback to improve structure, clarity, and impact.

Interview Masterclass

Apply the STAR method to answer behavioral interview questions effectively.  
Demonstrate professionalism through verbal and nonverbal communication techniques.

## **Prerequisites**

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**Prerequisites :**

No prerequisites.

## **Course Schedule**

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**Course Schedule :**

ACTIVITY 1 Salary negotiation OBJECTIVES Comprehend the elements of compensation Assess personal market value Embed the negotiation within the recruitment process Explore negotiation strategies Effectively communicate and negotiate with a recruiter MODALITIES 2 hours On line asynchronous K2 ACTIVITE 2 Salary negotiation OBJECTIVES Live practice of negotiation Learn tips from professional recruiter Prepare strong argumentation MODALITIES 1,5 hours Live workshop ACTIVITE 3 International career management OBJECTIVES Learn best practices and ressources to work abroad Set a clear strategy for international career development MODALITIES 1,5 hour On line synchronous FINAL EVALUATION OBJECTIVES Assess understanding of salary negotiation concepts, including market rates and strategies evaluate the participant's understanding of key concepts related to salary negotiation, such as market rates, negotiation strategies, and tactics MODALITIES 1 hour quizz

## Academic References

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Academic Reference :

K2 CAREER MANAGEMENT SPACE  
K2 CAREER TOOLKIT SPACE  
YEP/TALENT AND CAREERS

Websites :

None.

## Certifications & Legal Mentions

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Certifications :

N/A

## RSE / IA

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IA

# MSC.IMBM2.MKCOR.0063 – PRODUCT MANAGEMENT AND OPERATIONAL MARKETING

MSc, PGE

## Hours & Assessment

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

## Course Manager & Teaching Team

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**Course Manager :** SPIER Peter

**Teaching Team :** Lille : LE GENISSEL Yannick Paris : LE GENISSEL Yannick Sophia : LE GENISSEL Yannick Belo : ROSSETTO Dennys Eduardo Suzhou : CORTI Emanuela

## Academic Characteristics

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

## Course Description

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**Course Description :**

After introducing the concepts of product management and then reviewing all the steps of the product development process, from market research to releasing a product range onto the market, the final part of this course will focus on the interactions between all the company departments during the product development process.

This course will give the student a clear vision of how the most innovative companies around the world are developing new products and services, managing products and services, and implementing a competitive marketing plan for all of them.

Please note: This course may vary across different campuses.

## Pedagogical Objectives

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**Pedagogical Objectives :**

This course will give the student a clear vision of how the most innovative companies around the world are developing new products and services, managing products and services, and implementing a competitive marketing plan for all of them.

## Prerequisites

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**Prerequisites :**

A marketing background in strategic marketing and some basic knowledge about the marketing mix.

## Course Schedule

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### Course Schedule :

This course will vary from one campus to another. A typical course outline may look like this: Session 1 Part #1 Knowing the market – Market research; Group assignment #1 Session 2 Part #1 Knowing the market – Range analysis Part #2 Structuring the offer –Product & Price; Group assignment #2 Session 3 Part #2 Structuring the offer – Place & Range planning; Group assignment #3 Session 4 Part #2 Structuring the offer – Product briefing & product development; Group assignment #4 Session 5 Part #3 Commercializing the range - Promotion; Group assignment #5 Session 6 Part #3 Commercializing the range – Range release; Group assignment #6 Session 7 Part #4 getting the company crew committed; Mock exam Session 8 Final case study; Final case study

## Academic References

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### Academic Reference :

Mastering Product Management – A step-by-step guide, Kevin Brennan, 2019  
Product design and development, Ulrich Karl T., Eppinger Steve D., 2012. 5th ed. McGraw-Hill

## Certifications & Legal Mentions

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### Certifications :

N/A

## RSE / IA

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RSE

# MSC.IMBM2.MKCOR.0031 – UNDERSTANDING THE ELUSIVE CONSUMER

MSc, PGE

## Hours & Assessment

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CM	TD	AP	Async	Workload	Final exam	Continuous	Total
30.00h	0h	0.00h	0.00h	0.00h	50%	50%	100%

## Course Manager & Teaching Team

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**Course Manager :** SPIER Peter

**Teaching Team :** Lille : BISOGNIN CASTILHOS Rodrigo Paris : MECIT Alican, STAUB Cornelia Sophia : SOSCIA Isabella Belo : FIGUEIREDO Carla Suzhou : SUN Xiaochi

## Academic Characteristics

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**Credits :** 4    **Discipline :** Marketing    **Teaching Languages :** English    **Open to Exchange :** Yes

## Course Description

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**Course Description :**

Contemporary approaches to business emphasize the importance of adopting a customer focus. Marketing begins and ends with the consumer – from determining consumer needs to ensuring customer satisfaction. Today's marketing manager has to possess an in-depth, scientific understanding of consumer judgment and decision-making but also of the way consumption functions in People's lives.

The primary goal of this course is to provide a strong foundation for critical thinking in the area of consumer behavior through:

- focusing on the transition from a traditional economics-driven to a subtler understanding of consumers,
- discussing the recent developments in the area with special emphasis on the psychological and socio-cultural advances.

## Pedagogical Objectives

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**Pedagogical Objectives :**

This course emphasizes the importance, in business, of a customer/consumer-based approach and provides students with an evidence-based approach to the science of consumer decision-making and consumer behaviour.

## Prerequisites

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**Prerequisites :**

Market research notion, Introduction to Marketing, Research Methods

## Course Schedule

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### Course Schedule :

The course outline will vary from one teacher and one campus to another. A typical plan may look like this::  
Session 1 Course introduction Group Formation Session 2 Psychological Dimensions of Consumption Group project Session 3 Psychological Dimensions of Consumption Group project Session 4 Psychological Dimensions of Consumption Workshop Session 5 Socio-Cultural Dimensions of Consumption Group project Session 6 Socio-Cultural Dimensions of Consumption Group project Session 7 Socio-Cultural Dimensions of Consumption Workshop Session 8 Customer Experience Seminar Session 9 Trends in Consumer Behavior Group project Session 10 Project Presentation Group presentation

## Academic References

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### Academic Reference :

Blackwell, R.; Miniard, P; Engel, J. (2001). Consumer behavior (9th ed.). Orlando: Harcourt Publishers  
Khaneman , Daniel (2011). Thinking, fast and slow. New York: Farrar, Straus and Giroux, 2011. Arnould, Eric J., Thompson, Craig J. (2018). Consumer culture theory. London: Sage

The list of weekly mandatory readings is provided below. - Recommended textbook: Solomon, Michael R. (2015). Consumer Behavior, Global Edition, 11th Edition, London: Pearson.  
Cass R. Sunstein, Nudging: A Very Short Guide, 37 J. Consumer Pol'y 583 (2014). Schau, Hope J. (2018) Identity Projects and the Marketplace, Consumer Culture Theory. London: Sage, pp. 19-39.  
Siebert, Anton, Ahir Gopaldas, Andrew Lindridge, and Cláudia Simões (2020), Customer Experience Journeys: Loyalty Loops Versus Involvement Spirals, JM, 45-66.  
Iyengar, Sheena S., and Mark R. Lepper. When choice is demotivating: Can one desire too much of a good thing? JPSP, 79.6 (2000): 995-1006.  
Simonson, Itamar (1989), Choice Based on Reasons: The Case of Attraction and Compromise Effects, JCR, 16, 158-174. Nedungadi, Prakesh. (1990), Recall and Consideration Sets: Influencing Choice Without Altering Brand Evaluations. JCR, 17, 263-276.  
Lee, A. Y., & Labroo, A. A. (2004). The effect of conceptual and perceptual fluency on brand evaluation. JMR, 41(2), 151-165. Gráinne M. Fitzsimons, Tanya L. Chartrand, and Gavan J. Fitzsimons (2008), Automatic Effects of Brand Exposure on Motivated Behavior: How Apple Makes You 'Think Different' JCR, 35, 21-35.  
Kupor, D. M. & Z. L. Tormala. (2015) Persuasion, interrupted: The effects of momentary interruptions on message processing and persuasion, JCR, 300-15 Lowrey, Tina M., and Larry J. Shrum. (2007) Phonetic symbolism and brand name preference, JCR, 34(3), 406-414. Fishbach, A., & Zhang, Y. (2008) Together or apart: When goals and temptations complement versus compete. JPSP, 94(4), 547.  
Sundie, J. M., Kenrick, D. T., Griskevicius, V., Tybur, J. M., Vohs, K. D., & Beal, D. J. (2011) Peacocks, Porsches, and Thorstein Veblen: Conspicuous Consumption as a Sexual Signaling System, JPSP, 100 (4), 664-680.  
Albert M. Muniz, Jr., and Thomas C. O'Guinn. (2001). Brand Community, JCR, 27(4), pp. 412–32.  
HEDIN, Hans, Hirvensalo, Irmeli, Vaarnas, Markko (2014) The Handbook of Market Intelligence : Understand, Compete and Grow in Global Markets Ed. 2. John Wiley & Sons.  
KOTLER, P. KARTAJAYA, H. SETIAWAN, I (2010). Marketing 3.0: From Products to Customers to the Human Spirit. United States: John Wiley & Sons.  
KOTLER, P. KARTAJAYA, H. SETIAWAN, I. (2016) Marketing 4.0: Moving from Traditional to Digital. United States: Wiley.

## Certifications & Legal Mentions

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### Certifications :

N/A

### RSE / IA

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RSE

## *MSc M2 IMBD SPRING BELO Elective Courses (5 maximum)*

# **MSC.IMBM2.MKELE.0208 – Marketing Analytics**

MSc, PGE

## **Hours & Assessment**

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CM	TD	AP	Async	Workload	Final exam	Continuous	Total
18.00h	0h	0.00h	0.00h	0.00h	20%	80%	<b>100%</b>

## **Course Manager & Teaching Team**

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Course Manager : MONTEIRO Plínio

Teaching Team : Belo : MONTEIRO Plínio

## **Academic Characteristics**

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

## **Course Description**

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### **Course Description :**

The capability to analyze and interpret market data and built models for decision making in marketing is becoming one of the leading skills required for nowadays market managers. This capability becomes increasingly important in the Big Data context, where data become the new gold for business opportunities and Machine Learning (ML) and Artificial Intelligence (AI) poses new competitive challenges for managers.

Marketing analytics is a set of procedures, tools, and methods to collect, analyze, and interpret data to construct marketing KPIs and develop marketing decision making models. Raging from the marketing metrics and marketing modelling this course presents approaches and techniques for delivering valuable information to decision making in an era of widespread of huge volume valuable data that varies in terms of formats and reliability, in a fast-changing environment.

## **Pedagogical Objectives**

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### **Pedagogical Objectives :**

Understand the basic tenets related to marketing analytics?

Define the basic components to create a marketing analytics approach for decisions making?

Develop frameworks to support marketing decision making with data-based evidences?

Learn tools to predict and explain marketing trends?

Learn how to measure, analyze and interpret customer centric metrics and models?

Understand the relationship between marketing and finance?

Learn how to estimate and interpret the main digital marketing metrics and models

## Prerequisites

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### Prerequisites :

Digital literacy (basic marketing and MS-Excel background).

## Course Schedule

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### Course Schedule :

Each session = 1h40m Session 1 Marketing Analytics Group Sign up Session 2 Market structure metrics and models Step 1 - Estimate the market potential and market demand Session 3 Market Forecasts and trend analysis: Part I Step 2 - Market Structure Data and KPIs Session 4 Market Forecasts and trend analysis: Part II Step 3 – Forecasts - Times Series and Association methods Session 5 Couch Session Quiz 1 Session 6 Marketing And Finance Step 4 - Marketing profitability KPIs| Session 7 Customer Centric Metrics: Part I Session 8 Customer Centric Metrics: Part II Step 5 - Customer Centric KPIs Session 9 Customer profitability and customer value Step 6 - Customer Base Evolution Session 10 Couch Session Quiz 2 Session 11 Digital Marketing Analytics & Advanced Analytical Tools Case study presentation | Quiz 3

## Academic References

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### Academic Reference :

BEST, Roger J. Market-based management: strategies for growing customer value and profitability. 6. ed. New York: Pearson, 2014.

FARRIS, Paul W et al. Key Marketing Metrics. First Edit ed. Edinburgh Gate: Pearson Education, 2009. (available in Pearson Library)

WINSTON, Wayne L. Marketing Analytics: Data-Driven Microsoft® Techniques with Excel®. 1. ed. Indianapolis: John Wiley & Sons, Inc., 2014. (available in Pro quest Library)

ARTHUR, Lisa. Big Data Marketing: Engage Your Customers More Effectively and Drive Value (Google eBook). 1. ed. New

Jersey: Wiley, 2013. Available at: <<http://books.google.com/books?id=aSAIAQAAQBAJ&pgis=1>>.

KAUSHIK, Avinash. Web Analytics 2.0. The art of online accountability & science of customer centricity. Redline Heidelberg, v.3, n. 1, p. 1–14, 2008. Available at:

<<http://www.informaworld.com/openurl?genre=article&doi=10.1080/19322900802660292&magic=crossref>>.

LEEFLANG, Peter S H et al. Challenges and solutions for marketing in a digital era. European Management Journal, v. 32, n. 1,p. 1–12, 2014. Available at: <<http://dx.doi.org/10.1016/j.emj.2013.12.001>>.

LEEFLANG, Peter S.H.; WITTINK, Dick R; WEDEL, Michel. Building Models For Marketing Decisions. 1. ed. [S.l.]: Kluwer Academic Publishers, 2000.

PETERS, Kay et al. Social media metrics - A framework and guidelines for managing social media. Journal of Interactive Marketing, v. 27, n. 4, p. 281–298, 2013.

WIERENGA, Berend. Handbook of Marketing Decision Models. 1. ed. Stansford: Springer, 2008

## Certifications & Legal Mentions

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### Certifications :

N/A

## RSE / IA

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IA

This course uses AI to provide guidance through a Google Notebook dedicated to the class and as an AI tutor. It also delivers solutions and examples specifically for coding and analysis to support students. Students are encouraged to use AI creatively in their presentations, as long as they remain actively responsible for the content, can support and understand the background, and apply the results in decision-making.

# MSC.IMBM2.MKELE.0185 – Marketing and Conscious Capitalism

MSc, PGE

## Hours & Assessment

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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

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Course Manager : FREITAS Thalita

Teaching Team : FREITAS, Thalita

## Academic Characteristics

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

## Course Description

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### Course Description :

In an era where capitalism faces growing scrutiny, Conscious Capitalism emerges as a transformative framework that aligns profit-making with purpose-driven leadership and sustainable practices.

This course explores the four pillars of Conscious Capitalism—higher purpose, stakeholder orientation, conscious leadership, and conscious culture—as a roadmap for building resilient and impactful organizations. In parallel, the course examines how Marketing can be practiced consciously, showing how marketing strategies, decisions, and actions can embody these same principles across areas such as value creation, communication, branding, and stakeholder relationships. Through case studies of global and Brazilian companies, students will analyze how businesses can thrive by addressing the needs of all stakeholders—customers, employees, suppliers, communities, and the environment—while achieving long-term profitability.

## Pedagogical Objectives

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### Pedagogical Objectives :

By the end of this course, students will:

1. Understand the principles and philosophy of Conscious Capitalism and their application in contemporary business practices.
2. Explore the concept of higher purpose as the foundation of conscious capitalism, analyzing how the search for meaning drives organizational strategies and inspires long-term success.
3. Understand the importance of integrating the interests of diverse stakeholders as a central pillar of success in businesses adopting conscious capitalism.
4. Examine the role of conscious leadership in inspiring trust, collaboration, and a shared sense of purpose among all stakeholders.
5. Understand how fostering a conscious culture and adopting mindful management practices can drive

innovation, employee engagement, and long-term organizational success.

6. Analyze real-world examples of companies that have adopted Conscious Capitalism principles, identifying key factors for their success or failure.

7. Reflect on the evolving role of businesses and Marketing in society and their potential to drive positive change while achieving financial performance.

## Prerequisites

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**Prerequisites :**

None.

## Course Schedule

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**Course Schedule :**

Week 1 – Introduction to the course and the concept of Conscious Capitalism

Weeks 2–3 – Exploring the four tenets of Conscious Capitalism

Weeks 4–5 – Marketing as a tool to promote consciousness in capitalism

Weeks 6 - Final project presentations, final reflection assignment, and course wrap-up

## Academic References

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**Academic Reference :**

Clark, G. L., Feiner, A., & Viehs, M. (2015). From the stockholder to the stakeholder: How sustainability can drive financial outperformance. Arabesque Partners. <https://doi.org/10.2139/ssrn.2508281>

Hart, S. L., & Milstein, M. B. (2003). Creating sustainable value. *Academy of Management Executive*, 17(2), 56–69. <https://doi.org/10.5465/AME.2003.10025194>

Kofman, F. (2006). *Conscious business: How to build value through values*. Sounds True.

Kotler, P., Kartajaya, H., & Setiawan, I. (2010). *Marketing 3.0: From products to customers to the human spirit*. Wiley.

Kotler, P., & Sarkar, C. (2018). *Brand activism: From purpose to action*. Idea Bite Press.

Laloux, F. (2014). *Reinventing organizations: A guide to creating organizations inspired by the next stage of human consciousness*. Nelson Parker.

Mackey, J., & Sisodia, R. (2013). *Conscious capitalism: Liberating the heroic spirit of business*. Harvard Business Review Press.

Mackey, J., Sisodia, R., & Minton, C. (2018). *The conscious capitalism field guide: Tools for transforming your organization*. Harvard Business Review Press.

Ottman, J. (2011). *The new rules of green marketing: Strategies, tools, and inspiration for sustainable branding*. Berrett-Koehler Publishers.

Porter, M. E., & Kramer, M. R. (2011). Creating shared value. *Harvard Business Review*, 89(1/2), 62–77.

Zadek, S. (2004). The path to corporate responsibility. *Harvard Business Review*, 82(12), 125–132.

**Websites :**

Conscious Capitalism

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

Rethinking the Social Responsibility of Business

<https://reason.com/2005/10/01/rethinking-the-social-responsibility-2/>

<https://www.nytimes.com/1970/09/13/archives/a-friedman-doctrine-the-social-responsibility-of-business-is-to.html>

Purposeful Companies

[https://thepurposefulcompany.org/wp-content/uploads/2021/01/feb-24\\_tpc\\_policy-report\\_final\\_printed-2.pdf](https://thepurposefulcompany.org/wp-content/uploads/2021/01/feb-24_tpc_policy-report_final_printed-2.pdf)

Greenwashing

[https://www.bsr.org/reports/Understanding%20Preventing\\_Greenwash.pdf](https://www.bsr.org/reports/Understanding%20Preventing_Greenwash.pdf)

Conscious Culture

<https://www.pwc.com/gx/en/issues/workforce/hopes-and-fears.html>  
<https://www.valuescentre.com/articles/building-a-winning-organisational-culture>

Conscious leadership  
<https://www.valuescentre.com/articles/voktu6svlmol7ohndldhs4vz7wgbzc>

## **Certifications & Legal Mentions**

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**Certifications :**

N/A

## **RSE / IA**

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RSE IA

**RSE (Social & Environmental Responsibility):**

This course positions RSE as a central component by examining how marketing can move beyond profit maximization to create value for a broader set of stakeholders. Drawing on concepts such as stakeholder integration and shared value, students analyze real-world cases of companies that embed sustainability and ethical responsibility into their core strategies. The course emphasizes marketing's role in shaping conscious consumption patterns, addressing neglected stakeholders, and promoting long-term societal and environmental well-being.

**Artificial Intelligence (AI) :** This course incorporates Artificial Intelligence (AI) as a support tool for marketing analysis, idea generation, and content development. Students may use AI in assignments, provided its use is transparent and ethical, and they remain fully responsible for the quality and originality of their work.

# MSC.IMBM2.MKELE.0229#1 – Meta certification (FB & Instagram)

MSc, PGE

## Hours & Assessment

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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

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**Course Manager :** POHU Jérémy

**Teaching Team :** Lille : POHU Jérémy Paris : POHU Jérémy Sophia : POHU Jérémy Belo : POHU Jérémy Raleigh : POHU Jérémy

## Academic Characteristics

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**Credits :** 2

**Discipline :** Autre

**Teaching Languages :** English

**Open to Exchange :** Yes

## Course Description

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**Course Description :**

Over 2.8 million monthly users on Facebook and Instagram and every day they discover new brands, products, and services. Advertising on Facebook and Instagram is part of almost every business today to increase brand awareness, website traffic, and sales. In this Masterclass, you will learn how to create a Facebook and Instagram Ads campaign with a former Facebook employee and get officially META certified.

100% online course to prepare FB/Instagram certification

## Prerequisites

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**Prerequisites :**

Have a laptop with a camera and microphone and access to high-speed internet  
Basics knowledge of Marketing

## Course Schedule

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**Course Schedule :**

Session 1 Introduction to META advertising Session 2 Campaign objectives and budget; Assignments - Knowledge Check Session 3 Targeting and placements; Assignments - Knowledge Check Session 4 Ads Creative and policy Assignments - Knowledge Check Session 5 Strategy and Implementation; Assignments - Case study Session 6 Practice exam and correction; MCQ

## Academic References

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**Websites :**

[www.facebookblueprint.com](http://www.facebookblueprint.com) <https://www.facebook.com/business/learn/certification/exams/100-101-exam>

## **Certifications & Legal Mentions**

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**Certifications :**

N/A

# MSC.IMBM2.MKELE.0176 – New Business Models for Underexplored Segments

MSc, PGE

## Hours & Assessment

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

## Course Manager & Teaching Team

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Course Manager : TUNES Rafael

Teaching Team : Belo: TUNES, Rafael

## Academic Characteristics

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

## Course Description

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### Course Description :

The future of business isn't in Silicon Valley—it's in the market segments no one is looking at yet. This course, "New Business Models for Underexplored Segments," is your guide to finding and conquering them. We'll break down how innovative companies are born by fulfilling new needs, leveraging cutting-edge technology, and seeing what others miss. From the rise of a creative giant from Armenia to the launch of drivable flying cars, you'll analyze real-world case studies to understand the dynamics of innovation, funding, and scaling. Develop the skills to read scenarios, understand consumer behavior, and master the new business models that are shaping our world.

## Pedagogical Objectives

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### Pedagogical Objectives :

#### Knowledge and Understanding

Upon successful completion of this course, students will be able to:

Analyze the defining characteristics and significance of underexplored market segments, identifying the core differences between new and established markets.

Explain how diverse factors—including visionary leadership, consumer needs, and technological advancements—serve as catalysts for new business formation.

Identify and differentiate the key funding mechanisms for startups, such as pre-seed, venture capital, and IPOs, and their role in business growth.

Explain the impact of emerging technologies, particularly Artificial Intelligence, on the development of new business models and disruptive innovations.

### Analytical and Practical Skills

Upon successful completion of this course, students will be able to:

Evaluate real-world case studies from diverse global contexts to understand the successful application of new business models (e.g., Picsart, Alef Aeronautics, Waabi).

Apply foundational concepts of market segmentation and consumer behavior to identify and articulate opportunities within an underexplored market.

Formulate a high-level go-to-market strategy for a novel product or service targeting an emerging market.

Assess and propose solutions for navigating the regulatory and legal challenges that impact new business ventures.

### Strategic Thinking

Upon successful completion of this course, students will be able to:

Design a framework for an innovative business model by applying the principles discussed in the course.

Evaluate the role of organizational culture and team dynamics in fostering a climate of innovation within a startup environment.

Synthesize knowledge of funding, regulation, and market dynamics to assess the viability and scalability of a new business concept.

## Prerequisites

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### Prerequisites :

New Business Development: From Idea to Market OR Marketing Principles

## Course Schedule

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### Course Schedule :

Session 1 Overview of the course, objectives and deliverables N/A Session 2 Segmentation, Targeting and Positioning Cases / in-class shared readings / workshops Session 3 Frontstage BM innovation Cases / in-class shared readings / workshops Session 4 Backstage BM innovation Cases / in-class shared readings / workshops Session 5 Profit Formula BM innovation Cases / in-class shared readings / workshops Session 6 Final presentations Group presentations

## Academic References

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### Academic Reference :

Hambrick, M., & Davis, C. (2023). Disruptive innovation. SAGE Publications, Inc. <https://doi.org/10.4135/9781071905135>

Rasmussen, E. S., & Petersen, N. H. (Eds.). (2023). Handbook of research on business model innovation through disruption and digitalization. IGI Global. <https://doi.org/10.4018/978-1-6684-4895-3>

Kim, W. C., & Mauborgne, R. (2015). Blue ocean strategy: How to create uncontested market space and make the competition irrelevant (Expanded ed.). Harvard Business Review Press.

Ries, E. (2011). The lean startup: How today's entrepreneurs use continuous innovation to create radically successful businesses. Crown Business.

Domingos, C. (2009). Oportunidades disfarçadas: Histórias reais de empresas que transformaram problemas em grandes oportunidades. Sextante.

Domingos, C. (2021). Oportunidades disfarçadas 2: Histórias reais de empresas que transformaram problemas em grandes oportunidades. *Sextante*.

**Other References:**

Meddah, N. (2024). The impact of artificial intelligence on consumer behavior: Insights and implications. *International Journal of Economic Perspectives*, 18(12), 2764–2772. <https://ijeponline.org/index.php/journal/article/view/810>

Schiavi, G. S., & Behr, A. (2018). Emerging technologies and new business models: A review on disruptive business models. *Innovation & Management Review*, 15(4), 338–355. <https://doi.org/10.1108/INMR-03-2018-0013>

Sharma, S., & Jain, R. K. (2021). The impact of artificial intelligence on consumer behavior: A systematic literature review. *Journal of Strategic Marketing*, 29(8), 659–684. <https://doi.org/10.1080/0965254X.2020.1793570>

**Websites :**

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

**Disruptive Business and Innovation**

Innosight: A leading innovation consulting firm co-founded by Clayton Christensen, the pioneer of "disruptive innovation." Their website features articles, reports, and case studies on how companies can create and manage disruptive growth.

Website: <https://www.innosight.com/>

Christensen Institute: A non-profit think tank dedicated to carrying on the legacy of Clayton Christensen's theories. Their "Disruptive Innovation" theory section provides foundational knowledge, real-world examples (like Netflix), and research on how disruption is affecting various sectors like education and healthcare.

Website: <https://www.christenseninstitute.org/>

Harvard Business School Online - Disruptive Strategy: While a course platform, their content and blog posts offer valuable insights into the theory and practice of disruptive innovation, often featuring key concepts and exercises.

Website: <https://online.hbs.edu/courses/disruptive-strategy/>

**New Business Models and Strategy**

Strategyzer: This website is a cornerstone for anyone studying business models. Co-founded by Alexander Osterwalder, the creator of the Business Model Canvas, it offers a wealth of free resources, including blog posts, templates, and case studies on how to design, test, and innovate business models.

Website: <https://www.strategyzer.com/>

Business Models Inc.: A global business design consultancy that provides inspiration, articles, and case studies on how to create and innovate business models and value propositions for future growth.

Website: <https://www.businessmodelsinc.com/>

Investopedia: A reliable resource for clear definitions and examples. Their article on "Business Models: Definition and 13 Examples" is excellent for providing a quick overview of different business models, from subscription to freemium.

Website: <https://www.investopedia.com/terms/b/businessmodel.asp>

**Consumer Behavior and AI**

NIQ (NielsenIQ): A global leader in consumer intelligence, NIQ's website provides data, reports, and insights

into consumer behavior, market trends, and the impact of technology. Their "Insights" section is a rich source of information on a variety of topics, including AI's influence on buying habits.

Website: <https://nielseniq.com/global/en/>

GWI (GlobalWebIndex): This website offers on-demand consumer research and market insights. They use AI to analyze vast amounts of survey data, providing a deep understanding of audience behavior and trends. Their blog posts are particularly useful for understanding the intersection of AI and consumer research.

Website: <https://www.gwi.com/>

Relevance AI: This resource focuses on the application of AI agents for business. Their articles, such as "Customer Behavior Analysis AI Agents," offer a practical look at how businesses are using AI to understand and predict customer behavior in real-time.

Website: <https://relevanceai.com/>

## Certifications & Legal Mentions

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Certifications :

N/A

## RSE / IA

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RSE IA

In this discipline, regarding CSR, the approach involves ethical and legal reflections when proposing a new business model, observing regulatory aspects that include ESG and sustainability issues in the business journey. Little-explored niches also hold aspects related to ESG and sustainability in the business opportunities they present.

The topic of AI is addressed in the nature of business models, which, being new, many are born in digital environments such as startups. Therefore, in addition to being an enabling technology in general, it manifests itself in several specific areas of new business models such as analysis, measurement, prediction, and generation of quantitative data, qualitative data, text, voice, and image.

# MSC.IMBM2.MKCOR.0079 – Strategic Marketing Business Games

MSc, PGE

## Hours & Assessment

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

## Course Manager & Teaching Team

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Course Manager : MONTEIRO Plínio

Teaching Team : Belo : MONTEIRO Plínio

## Academic Characteristics

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

## Course Description

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### Course Description :

The goal of this course is to develop practical and decision-making skills, while promoting teamwork, collaboration, and competition skills. This course presents an experiential learning environment focused on core aspects of modern marketing management. Simulations focus on different aspects of marketing simulations focus on specific topics of marketing analysis, including international marketing, pricing, promotional efforts, global localization, and customer experience management. This course uses simulations to prepare for presenting specific topics of marketing, aiming at creating an environment for students to overcome challenges related to marketing decisions using gamification and problem-based learning frameworks.

## Pedagogical Objectives

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### Pedagogical Objectives :

Knowledge?

Understand and practice the key concepts around marketing strategy, integrating marketing disciplines such as marketing strategy, product development, pricing, branding, distribution, sales force management, segmentation, positioning.?

?

Cognitive?

Use and apply marketing skills to the strategy marketing simulation.?

?

Attitudes?

Team worked?

Presentation skills.?

Have demonstrated the ability to plan and execute a marketing strategy by collecting, analyzing and taking decisions data and facts to build and support the simulation.?

?

Ethical and social?

Have demonstrated respect and ethics to classmates and to the academic community both: in the classroom and playing the simulation.?

?

## Prerequisites

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**Prerequisites :**

Introductory Marketing course

## Course Schedule

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**Course Schedule :**

Session 1 Course introduction and presentation of simulation 1 (Be Global). Group Sign up Session 2 Be Global Round 1 and round 2 (asynchronous) Session 3 Be Global Round 3 and round 4 (asynchronous) Session 4 Be Global Round 5 and round 6 (Synchronous). Round 7 (asynchronous) Session 5 Be Global Round 8 and round 9 (Synchronous) Round 10 (asynchronous) Session 6 Be Global Simulation Debriefing and group presentations. Presentation of simulation 2 (Convert and Play II) Partial Exam (Asynchronous in K2). Session 7 Convert and Play II: Round 1 and round 2 (asynchronous) Session 8 Convert and Play II: Round 3 and round 4 (asynchronous) Session 9 Convert and Play II: Round 5 and round 6 (Synchronous). Round 7 (asynchronous) Session 10 Convert and Play II: Round 8 and round 9 (Synchronous) Round 10 (asynchronous) Session 11 Convert and Play II: Simulation Debriefing and group presentations. Presentation of simulation 2 (Convert and Play II) Final Exam (30 minutes).

## Academic References

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**Academic Reference :**

Farris, P. W., Bendle, N. T., Pfeifer, P. E., & Reibstein, D. J. (2013). *Marketing Metrics: The Definitive Guide to Marketing Performance Assessment* (1st ed.). USA: Bookman.

Keegan, W. J., & Green, M. C. (2017). *Global Marketing* (9th ed.). Edinburgh Gate: Pearson.

Kotabe, M., & Helsen, K. (2007). *Global Marketing Management* (4th ed.). New York: John Wiley & Sons.

Alexander, S. (2014). *The Gameful World: approaches, issues, applications*. In S. P. Walz & S. Deterding (Eds.), *Massachusetts Institute of Technology* (1st ed.). London: MIT Press Cambridge.

Best, R. J. (2013). *Market-based Management: Strategies for Growing Customer Value and Profitability* (6th ed.). New York: Pearson.

Kapp, K. M., Blair, L., & Mesch, R. (2013). *The Gamification of Learning and Instruction*. San Francisco: John Wiley & Sons.

Routledge, H. (2016). *Why Games Are Good For Business: How to Leverage the Power of Serious Games, Gamification and Simulations*. In *Journal of Chemical Information and Modeling* (1st ed.).

<https://doi.org/10.1007/978-1-137-44898-9>

**Websites :**

<https://www.marketplace-simulation.com/compare-our-business-simulations/advanced-strategic-marketing/>

## **Certifications & Legal Mentions**

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Certifications :

N/A

## **RSE / IA**

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IA

This course uses AI in various ways. First, students receive a dedicated personal tutorial for each simulation using Google Notebook. They are also encouraged to prepare materials and creative work with AI for presentations. Finally, Generative AI acts as a competitor against the class in the simulations, adding an extra challenge.

# MSC.IMBM2.MKELE.0239 – Trade Marketing and Category Management

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 : CHRISTINO Juliana

Teaching Team : CHRISTINO Juliana

## Academic Characteristics

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

## Course Description

### Course Description :

Trade Marketing and Category Management are at the heart of developing retail brands, be it in stores or on the web. It is a main driver impacting: - Increasing demand at wholesaler, retailer or distributor level - Methods of Trade Marketing - Current trends in trade marketing - Store & web profitability (buyer rate, average basket, contribution/m<sup>2</sup>,...) - Customer experience and retention, - Value proposition differentiation - Merchandising and Supply Chain optimization - Vendor relationships  
The course will detail all the key concepts of Category Management and will enable all participants to build an actual category plan through an “on the ground” case study.

## Pedagogical Objectives

### Pedagogical Objectives :

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

Analyze the role of Trade Marketing and Category Management in enhancing retail brand performance across physical and digital channels.

Aligned Competency: Strategic Retail Marketing Analysis

Evaluate the impact of Trade Marketing on demand generation across wholesalers, retailers, and distributors.

Aligned Competency: Commercial Strategy & Market Understanding

Identify and explain current trends and key methods in Trade Marketing and their relevance to store and web profitability (e.g., buyer rate, average basket, contribution/m<sup>2</sup>).

Aligned Competency: Retail Analytics & Market Trends

Design a customer-centric value proposition that differentiates a brand within a category.

Aligned Competency: Customer Experience & Value Creation

Apply merchandising principles and supply chain strategies to optimize category performance and customer satisfaction.

Aligned Competency: Operational Excellence in Merchandising & Supply Chain

Develop a complete Category Management plan based on real-life case studies, incorporating data analysis, customer insights, and collaboration with vendors.

Aligned Competency: Integrated Category Planning & Execution

Assess the effectiveness of trade marketing campaigns and category initiatives using performance metrics and KPIs.

Aligned Competency: Performance Measurement & Continuous Improvement

Collaborate with cross-functional stakeholders (e.g., sales, supply chain, vendors) to co-create effective in-store and online category strategies.

Aligned Competency: Teamwork & Cross-functional Communication

## Prerequisites

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**Prerequisites :**

Intermediate marketing

## Course Schedule

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**Course Schedule :**

Unit 1 — Foundations of Trade Marketing and Omnichannel Strategy

Unit 2 — Category and Assortment Strategy

Unit 3 — Commercial Levers: Pricing, Promotion and Execution

Unit 4 — Digital Channels and Retail Media Ecosystems

Unit 5 — Strategic Collaboration and Governance

Unit 6 — Future Trends and Strategic Integration

Unit 7 — Capstone and Synthesis

## Academic References

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**Academic Reference :**

Berkhout, C. (2015). Retail marketing strategy: Delivering shopper delight. Scholarvox.  
<https://www.scholarvox.com>

Cogitore, S. (n.d.). Le category management. Dunod.

Kim, W. C., & Mauborgne, R. (2005). Blue ocean strategy: How to create uncontested market space and make the competition irrelevant. Harvard Business School Press.

Ries, A., & Trout, J. (1994). The 22 immutable laws of marketing: Violate them at your own risk. HarperBusiness.

Chevalier, M., & Gutsatz, M. (2012). Luxury retail management: How the world's top brands provide quality product and service support. Wiley. (available in scholarvox)

Doppler, S., & Steffen, A. (Eds.). (2020). Case studies on food experiences in marketing, retail, and events. Woodhead Publishing. (available in scholarvox)

Kotler, P., Armstrong, G., & Balasubramanian, S. (2023). Principles of marketing (19th ed.). Pearson. (Available in the skema pearson online library)

## Certifications & Legal Mentions

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**Certifications :**

N/A

## RSE / IA

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IA

#### Use of Artificial Intelligence in the Course

Throughout this course, Artificial Intelligence (AI) tools may be used to support learning activities, particularly for data analysis, generation of insights, simulation of trade marketing strategies, and assistance in the development of assignments.

The use of AI must follow principles of academic integrity. Students are allowed to use these tools as support, but not as a substitute for critical thinking or original work. Whenever applicable, the use of AI must be clearly disclosed in submitted assignments.

Good practices include using AI to explore ideas, structure analyses, and review content. However, it is not permitted to use AI to generate complete assessed work without interpretation, adaptation, and original contribution from the student.

Failure to comply with these guidelines may be considered a violation of the institution's academic policies.

## *MSc M2 IMBD SPRING BELO Optional Courses (1 maximum)*

# MSC.IBBM2.LGCOR.0001 – OPTIONAL PORTUGUESE SEMESTER

MSc, PGE

## Hours & Assessment

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CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0.00h	24.00h	0.00h	0h	0.00h	100%	0%	<b>100%</b>

## Course Manager & Teaching Team

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Course Manager : LEVIN Jeremy

## Academic Characteristics

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

## Course Description

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Course Description :

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

## Prerequisites

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Prerequisites :

No prerequisite.

## Certifications & Legal Mentions

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Certifications :

N/A

## PGE M1

***PGE M1 GBE SPRING BELO Glocalization Courses (2 maximum)***

# PGE.FINM1.LGELE.2228 – BRAZIL CULTURE

MSc, PGE

## Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0.00h	18.00h	0.00h	0.00h	0.00h	20%	80%	100%

## Course Manager & Teaching Team

Course Manager : BURGER Mariana

Teaching Team : Belo : BURGER Mariana

## Academic Characteristics

Credits : 2

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

## Course Description

Course Description :

Brazil Intercultural is designed to provide foreign students with an overview on Brazilian, culture, society, history, geography and politics.  
?

## Prerequisites

Prerequisites :

n/a

## Course Schedule

Course Schedule :

1. Introduction 2. Brazilian History 3. Brazilian Political Environment 4. Brazil's Geographical Diversity 5. Environmental Issues in Brazil x Agroindustry 6. Social Inequalities in Brazil 7. Brazilian Culture: music and arts 8. Brazil and South America 9. Brazil and the Global North: North America and Europe 10. Brazil and the Global South: Africa and Asia 11. Brazil's International Agenda

## Academic References

Academic Reference :

KRENAK, Ailton. Ideas to Postpone the End of the World. House of Anansi Press. 2020. JESUS, Carolina Maria de. Child of the Dark: the diary of Carolina Maria de Jesus. Signet, 1963. Fausto, Bóris. A Concise

History of Brazil. Cambridge University Press; 2nd ed. 2014. Holanda, Sérgio Buarque de. Roots of Brazil. ? University of Notre Dame Press; 1st ed. 2012. Ribeiro, Darcy. The Brazilian People: the formation and meaning of Brazil. University Press of Florida, 2000. Schwarcz, Lilia M.. Starling, Heliosa M. Brazil: a biography. Farar, Straus and Giroux, 2018. Zweig, Stefan. Brazil: a land of the future. Ariadne Press; UK. 1999. ? ?

**Websites :**

<https://www.youtube.com/watch?v=C5eMzUd7t0E&t=198s> <https://www.youtube.com/watch?v=xKtgm6OMggM>  
<https://www.youtube.com/watch?v=ccwN-Swc4IE> ?<https://blackbraziltoday.com/hatred-of-the-poor-and-policies-lifting-brazilians-out-of-poverty/> [https://movies.how/movie/the-edge-of-democracy/198820?utm\\_source=Google&utm\\_medium=Search&t\\_source=64&utm\\_campaign=3645&gclid=Cj0KCQjwof6WBhD4ARIsAOi65aiMs8zttjmyBs-yauVuRRNhxhgOzcDiTxuroFbwGsZhNEzs-aVKy9kaAtN0EALw\\_wcB](https://movies.how/movie/the-edge-of-democracy/198820?utm_source=Google&utm_medium=Search&t_source=64&utm_campaign=3645&gclid=Cj0KCQjwof6WBhD4ARIsAOi65aiMs8zttjmyBs-yauVuRRNhxhgOzcDiTxuroFbwGsZhNEzs-aVKy9kaAtN0EALw_wcB) <https://www.youtube.com/watch?v=PgiVX1A1EGY> ?

## **Certifications & Legal Mentions**

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**Certifications :**

N/A

# PGE.FINM1.STCOR.0848 – DIGITAL TRANSFORMATION FOR BUSINESS STRATEGY

MSc, PGE

## Hours & Assessment

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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

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Course Manager : COSTA Danilo

Teaching Team : Belo : COSTA Danilo

## Academic Characteristics

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Credits : 2      Discipline : Stratégie, Innovation & Entreprenariat

Teaching Languages : English

Open to Exchange : Yes

## Course Description

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### Course Description :

Digital transformation is not fundamentally about technology, but about strategy.  
(David L. Rogers)

In recent decades, the business environment has undergone profound changes driven by increasing competition, technological evolution, and recurring economic disruptions. In this context, organizations that fail to strategically adapt their business models and processes face significant challenges to remain competitive. As a result, developing the ability to design and lead digital transformation initiatives has become a critical capability for managers and organizations alike.

This course is built on the premise that digital transformation is a structured strategic journey, not a purely technological shift. It aims to develop the skills required to design and implement integrated strategies that connect business objectives, organizational capabilities, and innovation opportunities in the digital age.

To achieve this, the course follows a clear roadmap organized around key strategic transitions: from vision to value, from priorities to solutions, from competition to experimentation, from governance to innovation, and from capabilities to disruption. This progression enables participants to understand how digital transformation unfolds in practice and how value is created along the way.

Throughout the course, students will engage with case studies and real-world company projects, applying frameworks and tools to analyze complex business challenges and propose actionable, innovative solutions. Emphasis is placed on critical thinking, strategic alignment, and value creation in digitally enabled environments.

By the end of the course, students will be equipped with the strategic mindset and practical tools necessary to

lead digital transformation initiatives and create sustainable competitive advantage in an increasingly dynamic and uncertain world.

## Pedagogical Objectives

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### Pedagogical Objectives :

As a result of this module, you will be able to:

- Develop a comprehensive roadmap for digital transformation in business strategy.
- Define and align a shared vision and value proposition with strategic goals.
- Identify and prioritize key challenges and opportunities in digital transformation for business strategy.
- Utilize strategic experimentation to explore new ventures and succeed in competitive digital environments.
- Evaluate the impact of governance structures on innovation and digital transformation.
- Use existing resources to promote innovation and disruptive digital transformation in organizations.

## Prerequisites

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### Prerequisites :

Students need to have basic knowledge about information technology.

## Course Schedule

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### Course Schedule :

#### Session 1 – Lecture

##### The Digital Transformation for Business Strategy Roadmap

Introduction to the course and presentation of the digital transformation roadmap. This session establishes the key concepts and strategic foundations required to understand how organizations transform in the digital age.

#### Session 2 – Lecture

##### From Vision to Value

Explores how organizations define a clear strategic vision and translate it into a compelling value proposition, aligning digital initiatives with business objectives to create competitive advantage.

#### Session 3 – Tutorial

##### Case Study: How Nubank Transformed the Brazilian Banking Industry

Analysis of how Nubank (a Brazilian unicorn) redefined the banking sector through a digital-native model, focusing on customer experience, business model innovation, and industry disruption.

#### Session 4 – Lecture

##### From Customers to Priorities

Focuses on understanding customer needs and behaviors, identifying key challenges and opportunities, and setting strategic priorities to guide digital transformation initiatives.

#### Session 5 – Lecture

##### From Competition to Experimentation

Examines the competitive landscape and the role of experimentation in testing new ideas, enabling organizations to adapt and innovate in dynamic digital environments.

#### Session 6 – Tutorial

##### Case Study: How Spotify Balanced Trade-Offs in Platform Growth

Explores how Spotify managed key strategic trade-offs while scaling its digital platform, highlighting the challenges of growth, value creation, and ecosystem management.

#### Session 7 – Lecture

##### From Governance to Innovation

Analyzes how organizational structures and governance mechanisms can either enable or constrain innovation, and how they can be redesigned to support digital transformation.

## Session 8 – Lecture

### From Capabilities to Disruption

Focuses on how firms leverage and reconfigure their capabilities to drive disruptive innovation and sustain competitive advantage in the digital age.

## Session 9 – Tutorial

### Case Study: Digital Transformation in a Pet Shop (Pettopia)

Application of digital transformation concepts in a traditional sector. The case illustrates how technology can reshape services, customer experience, and business models.

## Sessions 10 & 11 – Tutorial

### Final Project: Applying the Digital Transformation Roadmap to a Real Organization

Students work in teams to analyze a company's digital transformation strategy using the course framework. The project includes a written report and a final presentation, simulating the role of digital transformation consultants.

## Academic References

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### Academic Reference :

References: (all available on Scholarvox)

### TEXTBOOKS (Required):

Rogers, D. L. 2023. The digital transformation roadmap: Rebuild your organization for continuous change. Columbia University Press. Available in Scholarvox:  
<https://skema.scholarvox.com/catalog/book/docid/88950138>

Rogers, D. L. 2016. The Digital Transformation Playbook: Rethink your business for the digital age., 1st Edition. Columbia University Press. Available in Scholarvox:  
<https://skema.scholarvox.com/catalog/book/docid/88865080>

### OTHER BOOKS (Recommended readings):

Kale, V. (2025). Business-driven digital transformation: Efficiency, scaling, and innovation. Business Expert Press. Available in Scholarvox: <https://skema.scholarvox.com/catalog/book/docid/88972262>

Kane, G.C., Phillips, A.N., Copulsky, J. R. 2019. The Technology Fallacy: How People Are the Real Key to Digital Transformation. 1st Edition. MIT Press. Available in Scholarvox:  
<https://skema.scholarvox.com/catalog/book/docid/88867604>

Klein, M. 2020. Digital Transformation in Business (theory/practice)., 1st Edition. Peter Lang Publishing. Available in Scholarvox: <https://skema.scholarvox.com/catalog/book/docid/88897609>

Nath, S.V., Dunkin, A., Chowdhary, M. 2020. Industrial Digital Transformation., 1st Edition. Packt Publishing. Available in Scholarvox: <https://skema.scholarvox.com/catalog/book/docid/88906153> Saldanha, T. 2019.

Why Digital Transformations Fail: The Surprising Disciplines of How to Take Off and Stay Ahead. 1st Edition. Berrett-Koehler Publishers. Available in Scholarvox:  
<https://skema.scholarvox.com/catalog/book/docid/88870483>

Skinner, C. 2020. Doing Digital: Lessons from leaders. 1st Edition. Marshall Cavendish Editions. Available in Scholarvox: <https://skema.scholarvox.com/catalog/book/docid/88897780>

Yildirim, Y. T. 2021. To Understand the Future Management: Managing through Digital Transformation., 1st Edition. Peter Lang Publishing. Available in Scholarvox:  
<https://skema.scholarvox.com/catalog/book/docid/88922789>

### Websites :

MIT Sloan Management Review – <https://sloanreview.mit.edu/>  
Harvard Business Review - <https://hbr.org/>  
MIS Quarterly Executive – <https://aisel.aisnet.org/misqe/>  
McKinsey Digital & Strategy Insights – <https://www.mckinsey.com.br/en/our-insights/digital>  
BCG Digital Transformation Insights – <https://www.bcg.com/capabilities/digital-technology-data/insights>  
Deloitte Insights – <https://www.deloitte.com/us/en/insights.html>  
Statista – <https://www.statista.com>  
Companies Digital Platforms and Apps (e.g., Nubank, Spotify, Smiles, Lego, Multiplan, Growth, C6 Bank, Localiza, Mercado Livre, among others) - Students are encouraged to explore real digital platforms and applications to better understand user experience, business models, and digital ecosystems.

## **Certifications & Legal Mentions**

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### **Certifications :**

N/A

## **RSE / IA**

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IA

The course incorporates artificial intelligence as a supporting tool in the learning process. Students are encouraged to use AI tools to support research, structure ideas, and enhance the clarity of their analyses, particularly in the context of digital transformation and business strategy.

Given the international profile of the cohort, AI can also support students in better understanding local market dynamics. For instance, when analyzing Brazilian companies, AI tools may help students explore cultural, institutional, and market-specific aspects that are not always fully captured in traditional sources such as financial reports.

At the same time, the course emphasizes the importance of critical thinking and strategic judgment. The use of AI must not replace students' own reasoning and analytical capabilities. Final outputs must reflect original thinking and a clear understanding of the concepts discussed in class.

Copy-and-paste practices, uncritical reproduction of AI-generated content, or generic outputs lacking analytical depth are not accepted and will negatively impact the evaluation.

## **PGE M1 GBE SPRING INTER Fondamentaux du Mgmt (6 maximum)**

# **PGE.FINM1.HRCOR.0345 – CORPORATE SOCIAL RESPONSIBILITY: BEYOND THE MAINSTREAM**

MSc, PGE

## **Hours & Assessment**

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
9.00h	9.00h	0.00h	0.00h	0.00h	50%	50%	<b>100%</b>

## **Course Manager & Teaching Team**

Course Manager : GOETHALS Samentha

Teaching Team : Paris : GOETHALS Samentha, BLAIR Berill Sophia : GOETHALS Samentha Autre Campus : BLAIR Berill

## **Academic Characteristics**

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

## **Course Description**

Course Description :

### **COURSE OVERVIEW**

This course prepares emerging leaders to navigate and influence the evolving landscape of Corporate Social Responsibility (CSR) with a focus on practical, actionable strategies. Students will explore how they can drive meaningful change within organizations by adopting socially and environmentally responsible practices.

This course blends theoretical insights with real-world applications and the learning pathways of Know, Think, Act, Interact—as a structured framework toward practical mastery of CSR concepts and skills. In an era marked by environmental crises, social inequities, and complex global interdependencies, the concepts and skills taught in this course equip students to lead with initiatives that transcend compliance and foster long-term sustainability.

## **Pedagogical Objectives**

Pedagogical Objectives :

### **LEARNING OBJECTIVES**

Conceptual Understanding

Awareness of CSR as a strategic, organizational imperative.

Understanding of CSR's intersection with ethics, stakeholder management, sustainability, and governance.  
Ability to translate broad societal challenges into specific, actionable strategies.

#### Cognitive Skills

Ability to analyze CSR through social, ecological, and ethical perspectives for systemic implications.  
Awareness of interconnected challenges and understanding of the ripple effects of organizational decisions.  
Capacity to apply strategic foresight to envision and address emerging trends.

#### Transferable Professional Skills

Skill in critically evaluating complex problems and designing context-specific solutions.  
Competence in multidisciplinary and multi-stakeholder environments.  
Proficiency in communicating CSR principles to diverse audiences.

#### Ethical and Social Awareness

Sensitivity to the ethical dimensions of business decisions and their broader societal implications.  
Awareness of the social and ecological impacts of organizational behavior.  
Commitment to responsible innovation as an essential aspect of leadership.

#### THEMES

##### Society

Role of CSR in societal development

Human rights and business

Role of businesses in promoting labour standards

##### Environment

Ecology & business

Sustainable resource management

Green initiatives and innovation

Organizational governance & implementing CSR

##### Business ethics

Organisation of CSR in business and global value chains

Stakeholder management

Key environmental and labour frameworks & standards

## **Prerequisites**

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**Prerequisites :**

None

## **Academic References**

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**Academic Reference :**

Course handbook available as e-copy from SKEMA Learn. Recommended chapters are essential reading to accompany the students learning in each session of the course, to prepare for the final exam, and support the group project development. Rasche A., Morsing M., Moon J., Kourula A., (2023) Corporate Sustainability – Managing Responsible Business in a Globalized World, (2nd Ed) Cambridge University Press.

**Websites :**

Other resources including slides, reading, videos, cases and podcasts to prepare and use during the workshops and lectures will be available for each session on K2

## **Certifications & Legal Mentions**

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**Certifications :**

N/A

## **RSE / IA**

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RSE

The course is focused on CSR and Corporate Sustainability

# PGE.FINM1.STCOR.0843 – ENTREPRENEURSHIP

MSc, PGE

## Hours & Assessment

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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

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**Course Manager :** BALENT BRISEMEUR Magali

**Teaching Team :** Belo : FIGUEIREDO Carla Raleigh : WEISBERG Mitchell Suzhou : CHOURY Stephane Autre Campus : KRAPELS Nicholas

## Academic Characteristics

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

**Teaching Languages :** English

**Open to Exchange :** Yes

## Course Description

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**Course Description :**

This course introduces the fundamental concepts at the basis of entrepreneurship. We will use a combination of lectures, case studies and a team project to explore and apply theoretical frameworks and methodologies in different industry and company situations. Basic mastery of these tools has relevance to everyone seeking a career in business as a manager, an entrepreneur or a consultant.

By interacting with entrepreneurs, you will have the chance to discover their life and their entrepreneurial venture. More specifically, you will be able to grasp the process of developing an idea and of transforming an invention into an innovation (from the idea to the market). You will discover the diversity of entrepreneurial ventures led by committed entrepreneurs and will be able to grasp what the entrepreneurs' life is. In addition, you will also discover how they selected the first market.

## Prerequisites

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**Prerequisites :**

No prerequisite

## Course Schedule

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**Course Schedule :**

CM 1: Introduction to entrepreneurship CM2: Sources of entrepreneurial opportunities TD 1: Consumer discovery for entrepreneurs TD 2: Business models for entrepreneurs TD 3: Organizing for entrepreneurship TD 4: Students' presentations

## Academic References

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## Academic Reference :

Reading list: • Marx, Matt, and David H. Hsu. 2021. Revisiting the Entrepreneurial Commercialization of Academic Science: Evidence from “Twin” Discoveries. *Management Science*.  
<https://doi.org/10.1287/mnsc.2021.3966> (see introduction) • Nanda, Ramana, and Jesper B. Sørensen. 2010. Workplace Peers and Entrepreneurship. *Management Science* 56(7): 1116-1126.  
<https://doi.org/10.1287/mnsc.1100.1179> (see introduction) • Giannetti, Mariassunta, and Andrei Simonov. 2009. Social Interactions and Entrepreneurial Activity. *Journal of Economics & Management Strategy* 18(3): 665- 709.  
<https://doi.org/10.1111/j.1530-9134.2009.00226.x> (see introduction) • Lindquist, Matthew J., Joeri Sol, and Mirjam Van Praag. 2015. Why Do Entrepreneurial Parents Have Entrepreneurial Children? *Journal of Labor Economics* 33(2): 665- 709. <https://doi.org/10.1086/678493> (see introduction) • Eesley, Charles, and Yanbo Wang. 2017. Social influence in career choice: evidence from a randomized field experiment on entrepreneurial mentorship. *Research Policy* 46(3): 636- 650. <https://doi.org/10.1016/j.respol.2017.01.010> (see introduction) • Lerner, Josh, and Ulrike Malmendier. 2013. With a Little Help from my (Random) Friends: Success and Failure in Post-Business School Entrepreneurship. *The Review of Financial Studies* 26(10): 2411-2452.  
<https://doi.org/10.1093/rfs/hht024> (see introduction) • Vladascel, T., Lindquist, M. J., Sol, J., & Van Praag, M. 2021. On the origins of entrepreneurship: Evidence from sibling correlations. *Journal of business venturing*, 36(5), 106017 <https://www.sciencedirect.com/science/article/pii/S0883902619301247> (see introduction) • This article reports the results of the survey-research of the authors on the crisis in decision-making: Dan Lovallo & Olivier Sibony, The case for behavioral strategy, *McKinsey Quarterly* : <https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/the-case-for-behavioral-strategy> • This article discusses the author’s view of «strategy as theory». By registering as a member you can enjoy up to 3 free downloads from the journal: Teppo Felin & Todd Zenger, What sets breakthrough strategies apart, *MIT Sloan Review*: <https://sloanreview.mit.edu/article/what-sets-breakthrough-strategies-apart/> • Camuffo, A., Cordova, A., Gambardella, A., & Spina, C. (2020). A scientific approach to entrepreneurial decision making: Evidence from a randomized control trial. *Management Science*, 66(2), 564-586 (see introduction & Inkdom case) • Berg, J. M. (2016). Balancing on the creative highwire: Forecasting the success of novel ideas in organizations. *Administrative Science Quarterly*, 61(3), 433-468 (see introduction) • This article explains how to develop testable hypotheses <https://blog.leanstack.com/the-art-of-the-scientist/> • This article shows how Airbnb systematically tests key hypotheses and evaluates the results of these tests <https://medium.com/airbnb-engineering/experiments-at-airbnb-e2db3abf39e7> • Learn how to pick the right metrics and avoid pitfalls related to numbers <https://hbr.org/2010/02/entrepreneurs-beware-of-vanity-metrics> • Learn how Google leveraged data and analytics to improve its HR management <https://www.insidehr.com.au/how-google-reinvented-hr/> • This article describes the growing relevance of evidence-based decision making: Pfeffer, J., & Sutton, R. I. (2006). Evidence-based management. *Harvard business review* <https://hbr.org/2006/01/evidence-based-management> • Disney’s New Pricing Magic: More Profit From Fewer Park Visitors, *Wall Street Journal* <https://www.wsj.com/articles/disneys-new-pricing-magic-more-profit-from-fewer-park-visitors-11661572819>

## Certifications & Legal Mentions

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### Certifications :

N/A

# PGE.FINM1.FICOR.0514 – INTERNATIONAL FINANCE

MSc, PGE

## Hours & Assessment

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

## Course Manager & Teaching Team

**Course Manager :** DE SOUZA BARBOSA Klenio

**Teaching Team :** Paris : ALVES Romulo Sophia : MASQUEFA Guillaume, DE SOUZA BARBOSA Klenio Belo : EDUARDO DA MOTTA Victor Suzhou : CHIANG Jay

## Academic Characteristics

**Credits :** 5      **Discipline :** Autre      **Teaching Languages :** English      **Open to Exchange :** Yes

## Course Description

**Course Description :**

Our objective is to provide students with the fundamentals of international finance with emphasis on the basics and emphasis on a managerial perspective. This course starts by presenting an overview of the foundations of International Financial Management while discussing the following topics: Globalization, International Monetary System and Balance of Payments. Next, it presents the foundation of Foreign Exchange Markets, when it covers exchange rate determination, currency derivatives and hedging foreign currency. To conclude, the course presents corporate governance around the world and discusses topics related to foreign direct investment and cross-border acquisitions.

## Prerequisites

**Prerequisites :**

-none

## Course Schedule

**Course Schedule :**

- Globalization and the Multinational Firms - International Monetary System - Balance of Payments - The Market for Foreign Exchange - International Parity Relationships and Forecasting Foreign Exchanges Rates - Future and Options on Foreign Exchange - Management of Transaction Exposure - Corporate Governance Around the World - Foreign Direct Investment and Cross-Border Acquisitions

## Academic References

**Academic Reference :**

#### Main Textbooks and References.

“International Financial Management”, by Cheol Eun, Bruce Resnick and Tuugi Chuluun, 10th Edition, McGraw-Hill Intl. Ed., 2024.

“Economics for Investment Decision Makers: Micro, Macro, and International Economics”, by Piros and Pinto, Wiley & Sons, 2013. [eBook available at Skema KCenter Scholarvox]

Corporate Finance, by David Hillier, 4e, McGraw-Hill Intl. Ed., 2016.

#### Other Textbooks and References.

“International Finance: Theory and Policy, by Paul R. Krugman, Maurice Obstfeld and Marc Melitz, 11th Edition, Pearson Education Limited, 2020.

“Corporate Finance”, by de Jonathan Berk and Peter DeMarzo, 6th Edition, Global Edition, Pearson Education Limited, 2023.

“Investments”, by Zvi Bodie, Alex Kane and Alan Marcus, 13th Edition, McGraw-Hill Intl. Ed., 2023.

“Options, Futures, and Other Derivatives”, by John Hull, 2021, 11th Edition, Pearson Education Limited, 2021.

## **Certifications & Legal Mentions**

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#### **Certifications :**

N/A

# PGE.FINM1.MKCOR.0413 – INTERNATIONAL MARKETING

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 :** BISOGNIN CASTILHOS Rodrigo

**Teaching Team :** Paris : BISOGNIN CASTILHOS Rodrigo, DAUXERT Tatiana Sophia : NAHMIAS Laurence Raleigh : KANDILOV Ivan

## Academic Characteristics

**Credits :** 3

**Discipline :** Autre

**Teaching Languages :** English

**Open to Exchange :** Yes

## Course Description

**Course Description :**

Today's highly globalized economy imposes several challenges for firms. Cultural, economic, competitive, regulatory, and infrastructural particularities of regions and countries fundamentally affect the ways in which companies conceive and implement their international presence worldwide. This course provides state-of-art foundations and tools to (1) critically analyze the globalized marketplace and international consumers, (2) identify country-specific opportunities for doing business internationally, (3) devise marketing strategies for successfully competing in international markets, (4) critically understand how firms can leverage Artificial Intelligence in International Marketing, and (5) critically understand the role of transnational firms as drivers of sustainable development

## Prerequisites

**Prerequisites :**

none

## Course Schedule

**Course Schedule :**

1. Understanding the Globalized Marketplace • Globalization processes and paradoxes: global x local, hetero x homogeneity, center x periphery • Critical variables in international opportunity analysis • Competition dynamics around the world: domestic versus multinational companies  
2. Analyzing International Markets: Transnational Dimension • Emerging consumer segments around the world: bottom of the pyramid, new middle-classes, mass elite • Global branding  
3. Analyzing International Markets: National Dimension • Cultural patterning of consumption • Cultural comparison frameworks • Country of origin effect • Brand authenticity perception  
4.

Competing in International Markets • Foreign market entry modes • Marketing mix decisions across countries:  
adapt versus standardize

## **Certifications & Legal Mentions**

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**Certifications :**

N/A

# PGE.FINM1.ISCOR.0703 – MANAGEMENT OF INFORMATION SYSTEMS IN THE DIGITAL AGE

MSc, PGE

## Hours & Assessment

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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

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Course Manager : LEE Michael

Teaching Team : Paris : BOUKEF Nabila, OKOLI John Chituanya Sophia : Lapo MOLA Suzhou : DUFOUR David

## Academic Characteristics

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Credits : 3

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

## Course Description

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### Course Description :

Advances in information technology (IT) have transformed business models, organizational structures and processes, and the methods for sustaining innovation and firm performance. IT has impacted business activities such as product design, production, purchasing, marketing, customer and supplier relationships, and human resource management, and has contributed significantly to productivity growth. Most firms have realized that IT-based innovation is a strategic imperative. The Internet and associated technological innovations have helped in restructuring the global economy into a networked economy characterized by unprecedented levels of electronically-mediated communication, collaboration, and commerce.

With information technologies becoming an important force that shapes entire industries and creates value in firms, it is important that you as future business leaders understand the potential role of IT in creating value and competitive advantage. The objective of this course is to help you develop the critical thinking to assess how IT and systems shape business strategy, innovation, and operations in firms, with the key goal of helping you be better prepared to analyse and evaluate business challenges for maximizing the impact of IT on products, processes and services in different settings. This course will help you develop sophisticated understanding of the links between IT, business strategy and business process. You will also gain an appreciation of the organizational and management practices that complement IT investments and that are needed to extracting the appropriate return on IT investments.

## Prerequisites

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### Prerequisites :

You need to have basic knowledge about management and economics, including understanding the general structure and functioning of organizations.

## Course Schedule

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**Course Schedule :**

There are three lecture sessions (which might be face-to-face or online, depending on your campus) and four tutorial sessions that complement the lectures and give you the opportunity to apply the principles learnt. The lectures cover three main themes: • The importance of information systems for business managers • Management of organizational information systems • Managing Internet-based information systems We will give you a more detailed course plan at the beginning of the semester.

**Academic References**

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**Academic Reference :**

Required readings will be provided to you.

**Websites :**

We will use K2 as the course website.

**Certifications & Legal Mentions**

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**Certifications :**

N/A

# PGE.FINM1.ISCOR.0714 – OPERATION MANAGEMENT

MSc, PGE

## Hours & Assessment

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

## Course Manager & Teaching Team

**Course Manager :** DAVARI Morteza

**Teaching Team :** Paris : JEBALI Aida Sophia : BRUSSET Xavier Raleigh : ASHBAUGH Bradley

## Academic Characteristics

**Credits :** 5      **Discipline :** Analytics Information and Operations

**Teaching Languages :** English

**Open to Exchange :** Yes

## Course Description

**Course Description :**

Course Description:

This comprehensive course provides students with a foundational understanding of Operations Management, a critical discipline that focuses on the effective design, execution, and improvement of organizational processes. Through a series of engaging chapters, students will delve into key aspects of operations, from process analysis to quality management, gaining practical insights that can be applied across various industries.

Chapter 1: Introduction to Operations Management

Chapter 2: Process Analysis

Chapter 3: Inventory Management

Chapter 4: Service Management

Chapter 5: Revenue Management

Chapter 6: Quality Management

Throughout the course, students will engage in case studies, business games, practical exercises, and discussions to apply theoretical concepts to real-world scenarios. By the end of the course, participants will have a solid foundation in Operations Management, enabling them to contribute effectively to the enhancement of organizational processes and overall efficiency.

## Prerequisites

**Prerequisites :**

Foundational Mathematics:

Proficiency in basic mathematical concepts, including arithmetic, algebra, and problem-solving.

Fundamental Probability Knowledge:

Understanding of basic probability theory, including concepts such as probability distributions and statistical reasoning.

Basic Excel Proficiency:

Competency in fundamental Excel skills, encompassing data entry, formula usage, and spreadsheet navigation.

## **Course Schedule**

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**Course Schedule :**

Chapters: Week 1: Introduction to Operations Management (Async) Week 1-2: Process Analysis Week 3-4: Inventory Management + Class Activity Week 5-6: Service Management Week 7: Revenue Management + Class Activity Week 8-9: Quality Management + Class Activity

## **Academic References**

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**Academic Reference :**

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

## **Certifications & Legal Mentions**

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**Certifications :**

N/A

## PGE M1 SPRING BELO Langues Vivantes (1 maximum)

# PGE.FINM1.LGCOR.4350 – LANGUAGE: PORTUGUESE BASIC I SPRING

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 :

Note: this beginner Portuguese course is not suitable if you are not a French speaker or do not have an advanced level of French as most explanations are given in French.

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

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### Prerequisites :

There are no-prerequisites for this course.

## Course Schedule

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### 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 + Listening assessment Session 7: DAILY ACTIVITIES IN THE PAST Tense - regular verbs + Reading Assessment Session 8: Writing and Speaking Assessments

## Academic References

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### 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

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### Certifications :

N/A

# PGE.FINM1.LGCOR.4393 – LANGUAGE: PORTUGUESE BASIC II SPRING

MSc, PGE

## Hours & Assessment

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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

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Course Manager : LEVIN Jeremy

## Academic Characteristics

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

## Course Description

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### Course Description :

Note: this beginner Portuguese course is not suitable if you are not a French speaker or do not have an advanced level of French as most explanations are given in French.

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

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### 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

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### Prerequisites :

There are no-prerequisites for this course.

## Course Schedule

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### 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 + Listening assessment Session 7: JOB INTERVIEW + DAILY VOCABULARY Reading Assessment Session 8: Writing and Speaking Assessments

## Academic References

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### 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

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### Certifications :

N/A

# PGE.FINM1.LGCOR.4351 – LANGUAGE: PORTUGUESE FUNCTIONAL SPRING

MSc, PGE

## Hours & Assessment

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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

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Course Manager : LEVIN Jeremy

## Academic Characteristics

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

## Course Description

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### 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

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### 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

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**Prerequisites :**

There are no pre-requisites for this course.

## Course Schedule

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**Course Schedule :**

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

## Academic References

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**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

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**Certifications :**

N/A

# PGE.FINM1.LGCOR.4352 – LANGUAGE: PORTUGUESE PROFICIENT SPRING

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 :

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

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**Prerequisites :**

There are no pre-requisites for this course.

## Course Schedule

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**Course Schedule :**

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

## Academic References

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**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

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**Certifications :**

N/A