

Course List
Master Programmes
Incoming Exchange Students
Paris Campus
Fall 2026



Dear Exchange Students,

Welcome to SKEMA Business School !

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

Please read these instructions carefully:

- 1) Students are required to choose **one program** and follow the courses within that one program. It is not possible to mix and match courses from different programs due to frequent scheduling clashes.
- 2) **French language courses** at three different levels are also offered in programs other than Master 1 for 1 ECTS. Please note for double degree students, the French language course is non-credited.
- 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 IB International Business

** Please note student can choose courses from one track only*

MSc M2 IB FALL PARIS Core Courses (6 maximum)

- MSC.IBRM2.STCOR.0034	AI FOR INTERNATIONAL BUSINESS
- MSC.IBPM2.OTCOR.0001	Career Management for IB
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- MSC.IBNM2.STCOR.0028	INTERNATIONALIZATION OF THE FIRM
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- MSC.IBUM2.STELE.0058	RESEARCH METHOD

MSc M2 IB FALL PARIS Track Courses GEO (3 maximum)

- MSC.IBPM2.LTCOR.0010	International Legal Competition
- MSC.IBPM2.STCOR.0006	International Strategic Competition
- MSC.IBPM2.STCOR.0007	Weaponisation of trade

MSc M2 IB FALL PARIS Track Courses ISGV (3 maximum)

- MSC.IBNM2.MKCOR.0016	INTERNATIONAL MARKETING MANAGEMENT
- MSC.IBNM2.PMCOR.0005	INTERNATIONAL PROJECT MANAGEMENT

- MSC.IBUM2MLCOR.0008 MANAGING MULTICULTURAL TEAMS

MSc IHRPM International HR and Performance Management

MSc M2 IHRPM FALL PARIS Core Courses (11 maximum)

- MSC.IHRM2.MLCOR.0002 Advanced Organisational Behaviour

- MSC.IHRM2.MLCOR.0031 Artificial Intelligence for HRM

- MSC.IHRM2.OTCOR.0001 Career Management for IHRPM

- MSC.IHRM2.MLCOR.0029 Corporate Social Responsibility and Business Performance

- MSC.IHRM2.MLCOR.0027 Globalisation and HRM: The Cultural Impact on People and Organisations

- MSC.IHRM2.MLCOR.0001 HRM: Fundamentals of Organisational Structures

- MSC.IHRM2.MLCOR.0007 Managing HR and Careers in International Organisations

- MSC.IHRM2.MLCOR.0011 Managing Individual & Collective Performance Systems

- MSC.IHRM2.MLELE.0006 Recruitment Techniques

- MSC.IHRM2.MLCOR.0030 Research Methods

- MSC.IHRM2.MLCOR.0021 Strategic Human Resources Management

MSc M2 IHRPM FALL PARIS Elective Courses (1 maximum)

- MSC.IHRM2.MLELE.0002 Conflict Management

- MSC.IHRM2.MLCOR.0028 Diversity and Inclusion

- MSC.IHRM2.MLELE.0011 Employer Branding Strategies and Employer Attractiveness

MSc PMBD Project Management for Business Development

MSc M2 PMBD FALL PARIS Core Courses (8 maximum)

- MSC.PMBM2.OTCOR.0001 Career Management for PMBD

- MSC.PPMM2.PMCOR.0090 International Contract Management

- MSC.PMBM2.PMCOR.0206#1 Leadership Skills for Projects

- MSC.PPMM2.PMCOR.0079 People in Projects

- MSC.PPMM2.PMCOR.0084 Project Management Methods

- MSC.PPMM2.PMCOR.0077 Project Planning and Control

- MSC.PPMM2.PMOPT.0001 Project Practice Portfolio 1

- MSC.PPMM2.PMCOR.0201 Research methods 1

MSc M2 PMBD FALL PARIS Elective Courses (2 maximum)

- MSC.PPMM2.PMCOR.0028 Business Plans, Models and Social Entrepreneurship

- MSC.PPMM2.PMELE.0002 Digital Tools for Project Management

- MSC.PPMM2.HRELE.0001 Geopolitical Considerations in Project and Program

Management

- MSC.PPMM2.PMELE.0005 Managing Sport Projects and Performance
- MSC.PPMM2.PMELE.0006 Sustainable Business Ecosystems
- MSC.PPMM2.PMELE.0003 Workshop Skills for Climate Action

MSc M2 PMBD FALL PARIS Specialization Courses (2 maximum)

- MSC.PMBM2.PMCOR.0209 ARTIFICIAL INTELLIGENCE (AI) IN ORGANIZATION
- MSC.PPMM2.PMELE.0008 Consulting skills: designing a project-based organizational transformation
- MSC.PPMM2.PMCOR.0092 Organisational Excellence and Maturity Models

MSc SFF Sustainable Finance & Fintech

MSc M2 SFF FALL PARIS Core Courses (15 maximum)

- MSC.CFMM2.FIELE.0146 Accounting prerequisites
- MSC.SFFM2.ISCOR.0001 Algorithm Design in Fintech
- MSC.SFFM2.FICOR.0011 Applied research methods
- MSC.SFFM2.FICOR.0010 Big data, Artificial Intelligence & Power BI
- MSC.SFFM2.FICOR.0003 Blockchain and Crypto assets
- MSC.SFFM2.OTCOR.0001 Career Management for SFF
- MSC.SFFM2.FICOR.0006 Climate issues in the financial sphere
- MSC.CFMM2.FIELE.0147 Corporate finance prerequisites
- MSC.SFFM2.FICOR.0005 CSR & Green Business
- MSC.SFFM2.FICOR.0002 Finance and Valuation
- MSC.SFFM2.FICOR.0007 FinTech Seminar
- MSC.SFFM2.FICOR.0025 Induction Day for Sustainability - Paris
- MSC.SFFM2.FICOR.0008 Programming with Python I
- MSC.SFFM2.FICOR.0009 Programming with Python II
- MSC.SFFM2.FICOR.0004 Sustainable Finance & Banking

MSc BCDI Business Consulting and Decision Intelligence

MSc M2 BCDI FALL PARIS Core Courses (12 maximum)

MSC.BCDM2.STCOR.0034 – ADVANCED BUSINESS MODELS

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0.00h	18.00h	0.00h	0.00h	60.00h	33%	67%	100%

Course Manager & Teaching Team

Course Manager : MESCHI Pierre-Xavier

Teaching Team : Sophia: SUAREZ Miguel Paris: KWOK Diana and MESCHI Pierre-Xavier

Academic Characteristics

Credits : 2 Discipline : Stratégie, Innovation & Entreprenariat

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

The “Advanced business models” course adopts a consulting approach to analyze the main strategy/business model issues faced by companies. In this perspective, this course concentrates on three main strategic consulting missions that any CEOs and top executives will have to face at one stage or the other of his/her company lifecycle: assessing and analyzing industry/segment value/attractiveness, identifying strategy-performance relationship, and formulating an international expansion strategy.

Pedagogical Objectives

Pedagogical Objectives :

Students are expected to identify and select the main strategic tools/models to address various consulting missions and to understand the methodologies of use and contextualization of the strategic consulting tools/models.

Prerequisites

Prerequisites :

Basic strategy, cost management and finance.

Course Schedule

Course Schedule :

Digital Economy Challenges Business Design for Disruption: The Mission Model Business Design for Disruption: The Business Model Transforming Operating Models with Service Design: The Value Model Transforming Operating Models with Service Design: The Operating Model Managing the Transformation Journey: The Transformation Model

Academic References

Academic Reference :

Philippe Chereau & Pierre-Xavier Meschi (2018). Strategic Consulting: Tools and Methods for Successful Strategy Missions, Palgrave McMillan, London.

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE IA

MSC.BCDM2.STCOR.0042 – BCDI INTERNAL EVENT

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : BISSON Christophe

Academic Characteristics

Credits : 0
Discipline : Management & Organisation

Teaching Languages : English

Open to Exchange : Yes

Certifications & Legal Mentions

Certifications :

N/A

MSC.BCDM2.STCOR.0029 – BUSINESS CONSULTING FUNDAMENTALS

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0.00h	18.00h	0.00h	0.00h	60.00h	75%	25%	100%

Course Manager & Teaching Team

Course Manager : LE GARREC Brieuc

Teaching Team : Yane Yane CHENG

Academic Characteristics

Credits : 2 Discipline : Stratégie, Innovation & Entrepreneuriat

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course is designed to introduce students to the data analytics process, with a particular focus on frameworks to leverage to develop problem solving skills:?

- Students will learn to apply advanced techniques for gathering, analyzing, and interpreting data, both qualitative and quantitative, to inform decision-making in complex environments?
- By the end of the course, students will be better equipped to approach data-driven projects in a rigorous and structured way, deriving insights and writing with impact

Topics : ?

- Data collection and analysis to support strategic decision?
- Write with impact and build quantitative analysis

Pedagogical Objectives

Pedagogical Objectives :

Knowledge?

- Understand the different empirical challenges in sourcing and analyzing data ?
- Apply appropriate methods for problem solving ?
- Transform data into impactful insights to support strategic decision ?

Cognitive skills ?

- Develop the ability to identify appropriate analysis tools to test hypotheses ?
- Understand the assumptions underlying the tools and the limits these imply ?

?Key transferable skills ?

- Understand the importance of scoping and qualifying information?

- Learn how to apply some problem solving tools?
- Write with impact by creating a compelling storyline

Prerequisites

Prerequisites :

None

Course Schedule

Course Schedule :

Session 1 Global management consulting industry Assignment: Elevator Pitch - Market size, key players, and trends - The different typologies of consulting firms - Focus on organisational structures Session 2 Business Development and Negotiation Skills Assignment: Live Negotiation - Basics on Business Development - Focus on Buyer Journey - Focus on consulting sales cycle Session 3 Stress Management and conflict resolution Assignment: Live Case - How to move from conflict to collaboration? Session 4 Consulting Frameworks & Tools Assignment: Live Case - Focus on consulting methodologies - Example of Templates and frameworks - Focus on project proforma Session 5 Strategic Thinking Assignment: Live Case - Strategic thinking skills - Idea prioritisation - Understand short / mid / long term impacts - Deliver an executive summary Session 6 TEAM Business Case Assignment: Team presentations - Strategic thinking skills - Idea prioritisation - Understand short / mid / long term impacts - Deliver an executive summary

Academic References

Academic Reference :

PPT & Excel

Certifications & Legal Mentions

Certifications :

N/A

MSC.BCDM2.OTCOR.0001 – Career Management for BCDI

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : ANDRE Nathalie

Academic Characteristics

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

Course Description

Course Description :

This course is designed to transition students into the professional world by refining their career objectives and mastering advanced job search and negotiation techniques. It focuses on building a clear action plan, navigating multicultural professional environments, and leveraging modern tools (including AI) to optimize recruitment outcomes and salary positioning.

Pedagogical Objectives

Pedagogical Objectives :

Upon completion of this course, students will be able to: Define a clear professional project and a concrete action plan for their career entry. Design and implement an effective job search strategy using specialized resources and AI tools. Navigate complex interview scenarios in multicultural contexts, demonstrating professionalism and motivation. Master the fundamentals of salary negotiation, including market research and understanding EU transparency directives. Apply behavioral interview techniques and prepare for value-based negotiations.

Prerequisites

Prerequisites :

NA

Course Schedule

Course Schedule :

Activity 1: Review My Project Description: Review of the professional project to obtain clarity and define a concrete action plan.

Modality: In-person (TD Groups)

Duration: 1h30.

Evaluation: 20% of the final grade.

Timing: End of Sept/Beg of Oct.

Activity 2: Job Search Strategy & Techniques Description: Understanding effective search strategies, discovering resources, and learning how to utilize AI tools

Modality: Webinar.

Duration: 1h30

Evaluation: 10% of the final grade.

Timing: October.

Activity 3: Interviewing in a Multicultural Context

Description: Pitch practice and interview techniques; navigating challenging questions and exploring the impact of multicultural contexts.

Modality: In-person (TD Groups)

Duration: 1h30.

Evaluation: 20% of the final grade. Timing: November.

Activity 4: The Fundamentals of Salary Negotiation

Description: Exploring total rewards, salary surveys, negotiation strategies, and the impact of the EU Pay Transparency Directive.

Modality: Asynchronous

Duration: 1h30

Evaluation: 10% of the final grade.

Timing: Oct/Nov.

Final Evaluation Description: Assessment of interview fundamentals (behavioral and preparation techniques) and key concepts of salary negotiation (profile value, market research, and strategies)

Modality: Quiz K2

Duration: 1 hour.

Evaluation: 40% of the final grade.

Academic References

Websites :

K2 DEDICATED SPACE
CAREER TOOLKIT ON K2

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

IA

Use of AI in career management

MSC.BCDM2.STCOR.0043 – Consulting Project 1

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
3.00h	21.00h	0.00h	0.00h	60.00h	0%	100%	100%

Course Manager & Teaching Team

Course Manager : BISSON Christophe

Academic Characteristics

Credits : 2

Discipline : Autre

Teaching Languages :

Open to Exchange : Yes

Certifications & Legal Mentions

Certifications :

N/A

MSC.BCIM2.STCOR.0024 – CORPORATE STRATEGY AND COMPETITIVE INTELLIGENCE

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0.00h	24.00h	0.00h	0.00h	90.00h	30%	70%	100%

Course Manager & Teaching Team

Course Manager : BISSON Christophe

Teaching Team : Sophia : CHEREAU Philippe

Academic Characteristics

Credits : 3 Discipline : Stratégie, Innovation & Entreprenariat

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course is dedicated to transferring methods and tools of Executive Consulting in the field of strategy and organization management. Methods are based on a robust understanding of strategic and organizational management theories transposed into consulting and change management best practices.

Students will experience the methods and tools through a real-life case study by conducting a consulting mission for a local SME.

Prerequisites

Prerequisites :

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Course Schedule

Course Schedule :

Session 1 0 Course objectives, structure and evaluation 1 Introduction to Strategic Consulting for SMEs 2 Strategy: proposal for definitions and perspectives The strategic consulting approach 3.1 Competitive strategies 3.2 Growth strategies 3.3 International strategies Session 2 4 The framework of reference : the starting point for a consulting mission 5 The strategic analysis "toolbox" 5.1 The strategic segmentation 5.2 Key Success Factors Mini case study Session 3 5.3 The life cycle 5.4 The value chain 5.5 The benchmarking 5.6 The transient competitive advantage and the management of innovation Mini case study Session 4 6 The analysis of the environment 6.1 Macro environment and market forces 6.2 The demand 6.3 The competition 7 The internal diagnostic 8 The strategic diagnostic Session 5 Preparation of group exam 1 - Briefing by INELDEA CEO – Q/A session Session 6 9 Strategic choices and formulations 9.1 Criteria of evaluation of the

scenarios 9.2 Designing scenarios 9.3 Evaluating and implementing scenarios Session 7 Individual exam - Quiz 10 Implementing change management 10.1 Leading change: the 8 steps 10.2 A few tools to leading change 11 Some pieces of advice for a successful mission Preparation for group exam 2 – Briefing by teacher – Q/A session Session 8 Presentation of best deliverables to the firm Critical analysis of mission outputs and recommendations to the firm

Academic References

Academic Reference :

Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings : Strategic Consulting: Tools and Methods for Successful Strategy Missions. Chereau & Meschi, Palgrave, 2018 <https://www.amazon.fr/Strategic-Consulting-Successful-Strategy-Missions/dp/3319644211> Le Conseil en stratégie: Missions, méthodes et livrables. Chereau et Meschi, Vuibert, 2019 <https://www.amazon.fr/Conseil-strat%C3%A9gie-Missions-m%C3%A9thodes-livrables/dp/2311407015>

Certifications & Legal Mentions

Certifications :

N/A

MSC.BCOM2.PMCOR.0005 – CRITICAL THINKING AND METHODS

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0h	18.00h	0.00h	0.00h	60.00h	0%	100%	100%

Course Manager & Teaching Team

Course Manager : POROLI Corinne

Teaching Team : POROLI Corinne

Academic Characteristics

Credits : 2

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course presents the useful methods and techniques of research in order to analyze professional management issues. The aim here is to provide you with “research skills for managers”. In addition, it acts as a preparation for the Master of Science Thesis. Thus, it provides you with methods to turn ideas into a dissertation project, to link academic literature with empirical data (theory and practice) and to develop your own way of well-argued thinking based on a chosen topic. The various stages of research methodology will be considered with a specific emphasis on the logic underlying the research process.

Pedagogical Objectives

Pedagogical Objectives :

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

- understand the dissertation process, the process of in-depth analysis of academic papers, the challenges of a literature review, the formulation and the justification of a research topic, the different research methods and the links between theory and practice.

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

- analyze academic papers with rigor; compare authors and theories in the field of management; clarify and justify a research topic, choose an adequate design for data collection, build logical reasoning on established knowledge, develop critical thinking and write up a well-argued dissertation.

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

- demonstrate thinking and analysis skills; demonstrate an open-minded attitude, link theory with practice.

Prerequisites

Prerequisites :

none

Course Schedule

Course Schedule :

Session 1

- Presentation of research process and dissertation's objectives
- Method for in-depth analysis of academic articles ("papers") in the field of management
- Preliminary work on a research topic.

Session 2

- Literature review: Comparative analysis of authors and theories
- Advanced work on the topic of your dissertation

Session 3

- Data collection methods (research sample: choice of the interviewees, elaboration of the questionnaire design for interviews, etc.)
- Data analysis methods
- Focus on links between empirical data and theory

Academic References

Academic Reference :

Fisher C.M. (2010), "Researching and writing a dissertation. An essential guide for business students", third edition, Pearson Education Limited.

Gharry P., Gronhaug K., Strange R. (2020), "Research methods in business Studies", 5th edition, Cambridge University Press.

Salkind N.J. (2017), "Exploring research", 9th edition, Pearson International Edition.

Saunders M., Lewis P. and Thorhill A., (2019), "Research methods for business students", 8th edition, Pearson Education Limited

Websites :

Skema Charter of AI responsible use:

<https://view.genially.com/65f814863ad5940014de1ef0>

Citing AI in Academic Work:

https://learn.skema.edu/blog/9/actualite-de-la-dile/post/1444/post.aspx?_lg=en-US

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE IA

MSC.BCDM2.STCOR.0031 – DATA ANALYTICS FUNDAMENTALS

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0.00h	18.00h	0.00h	0.00h	60.00h	40%	60%	100%

Course Manager & Teaching Team

Course Manager : SAVOLI Azadeh

Teaching Team : Paris: Azadeh Savoli

Academic Characteristics

Credits : 2 Discipline : Analytics Information and Operations

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

Python is a versatile and powerful programming language, making it a cornerstone of modern data science and analytics. This course is designed to equip you with a solid foundation in Python programming, tailored specifically for data-driven insights and decision-making. Throughout this course, you will gain a comprehensive understanding of Python programming concepts and techniques and learn how to apply them to manipulate and analyze data.

Pedagogical Objectives

Pedagogical Objectives :

- Understand the fundamental concepts of Python programming, including variables, data types, operators, and control flow
- Utilize functions and modules to create reusable code and enhance program functionality
- Employ data structures such as strings, lists, and dictionaries, to store, manipulate, and retrieve data effectively.
- Perform data cleaning and manipulation using Pandas library
- Analyze and explore datasets using Pandas, Matplotlib, and Seaborn to gain insights

Prerequisites

Prerequisites :

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Course Schedule

Course Schedule :

Introduction In this module, you will learn about the different types of data analysis and the key steps in a data analysis process. You will gain an understanding of the different components of a modern data ecosystem, and the role Data Engineers, Data Analysts, Data Scientists, Business Analysts, and Business Intelligence Analysts play in this ecosystem. You will also learn about the role, responsibilities, and skillsets required to be a Data Analyst, and what a typical day in the life of a Data Analyst looks like. **Data Tools** In this module, you will learn how to use EXCEL, SQL, PYTHON to extract, check and clean your data, how to organize and protect your data, providing you with hands-on ways to accomplish common data analyst tasks.

Academic References

Academic Reference :

Lecture slides and reading materials will be posted on the course website.

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

IA

MSC.BCDM2.FICOR.0001 – Introduction to Financial Analysis

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0h	12.00h	0.00h	0.00h	30.00h	50%	50%	100%

Course Manager & Teaching Team

Course Manager : CHAFTAR Jamil

Teaching Team : Jamil Chaftar

Academic Characteristics

Credits : 1

Discipline : Finance

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

The course provides the necessary tools to assess the financial performance of a company and identify areas of improvement.

Pedagogical Objectives

Pedagogical Objectives :

Estimate the value of basic financial assets (eg bonds).

Get a financially analytic mindset.

Apply fundamental finance principles.

Prerequisites

Prerequisites :

None

Academic References

Academic Reference :

Books:

Financial Statement Analysis by K. G. Palepu & P. M. Healy (Harvard Business School)

Corporate Finance by Jonathan Berk & Peter DeMarzo (Chapters 2–6 and 23–25 for risk and valuation)

Principles of Corporate Finance by Brealey, Myers, Allen

Academic Papers:

"The Use of Financial Ratios in Credit Risk Analysis" – Journal of Financial Research
"Financial Ratios as Predictors of Failure" – Journal of Accounting Research

Websites :

Investopedia: Concepts, examples, and glossaries

Morningstar: Company financials, ratios, valuations

Yahoo Finance: Free access to company filings and market data

Euronext: Data on European listed companies

Excel: Used throughout for ratio calculation, modeling, and bond valuation

Certifications & Legal Mentions

Certifications :

N/A

MSC.BCDM2.STCOR.0039 – ORGANIZATIONAL DYNAMICS

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
9.00h	9.00h	0.00h	0.00h	60.00h	50%	50%	100%

Course Manager & Teaching Team

Course Manager : EZZEROUALI Amine

Teaching Team : Sophia : FLAITZ Tobias

Academic Characteristics

Credits : 2 Discipline : Management & Organisation

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

The course provides students with theory, tools and practical examples how new digital business models are implemented in a company, focusing on the organizational side of the transformation. It explains the why, what and how of organizational transition. Several examples of companies' failures and successes in their aim to use digital technologies will be provided and jointly assessed from an organizational/Human Capital perspective (based on my experience as a Consultant working on Technology and Digital Adoption projects from an Organizational transition/Human Capital perspective). After explaining why it is key to take into account organizational transition and Human Capital to make Digital transformation project a success, a systemic and agile Change Management approach will be introduced to make sure people are "willing to change" and "able to change" in order to operate in a new digital workplace. Students will then apply this framework in a case study (based on a real client project).

Prerequisites

Prerequisites :

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Course Schedule

Course Schedule :

Session 1 Introduction and awareness: Organizational transition as a key success factor, Risks and Best practices, adoption levers, "Purple People" Session 2 Design Organizational transition plan: Leadership alignment, Case for Change, Impact Analysis & Stakeholders Map, Change Readiness Session 3 Implement Organizational transition plan: Change management plan (incl. communications and training plan), Key users and change agents onboarding Session 4 Group Case study: "working as a digital consultant..." Session 5

Anchor adoption: Adoption monitoring and action plan, End-user toolkit, Post-go live dispositive Session 6
Course wrap-up: Final Exam (Pitch)

Certifications & Legal Mentions

Certifications :

N/A

MSC.BCIM2.PMCOR.0002 – PROJECT MANAGEMENT FUNDAMENTALS

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
6.00h	12.00h	0.00h	0.00h	60.00h	0%	100%	100%

Course Manager & Teaching Team

Course Manager : HADJINICOLAS Georgios

Teaching Team : Paris-Prof. George Hadjinicola

Academic Characteristics

Credits : 2
Discipline : Management & Organisation

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

Project-based management is becoming the new business imperative. It is, therefore, essential for any manager and professional to be aware of the principles of “good” project management. The crucial question that this course will address is: “What steps must a manager follow to successfully plan his/her project in order to achieve the project’s objectives at a minimum cost?” The course will expose participants to a systematic approach in planning projects. Principles of project management apply to major and smaller projects whether the final deliverable is a tangible product or an intangible service.

Course participants will be exposed to project planning tools that deal with the project scope (what work is necessary to be done), time in projects (when work will be done), organization of the project (who is responsible for the work to be done), cost of the project (cost by deliverable/milestone, cost by resource, time-phased cash flow of the project), risk management concerning the project. The collection of the above elements serve as the building blocks of the project manual, a document describing the project.

The necessity for being aware of the principles of project management is even more pressing in consulting firms since they deal exclusively with projects. In these firms, no two cases are completely alike. As such, the firm must offer the client a customized product/service. This makes every customized product/service a mini project.

Groups of participants will be assigned a project and asked to develop all of the above elements for their project. The deliverable of this analysis will be the project manual, which will also be presented by each team to rest of the class. In addition, during the class, an in-class exercise will be carried out to assist participants use all the project planning tools. Participants will also be given a number project manuals in order to fully understand the project planning process.

Pedagogical Objectives

Pedagogical Objectives :

1. To familiarize students with the functions of project-based management.
2. To present the tools available in contemporary project management for managing the scope of the project, the organization, time, and cost of the project.
3. To analyze the process for managing risk in projects.
4. To learn about project manuals, the documentation side of project management.
5. To be exposed to a user friendly software for project management.
6. To understand the concept of aligning project selection with the organization's strategy.
7. To understand how agility can enhance the project planning process.

Prerequisites

Prerequisites :

None

Course Schedule

Course Schedule :

Introduction Project management Key Concepts Role of Projects in Organizations Role of Project Manager Project Life Cycles Project Initiation Project group work: Project charter Test on Session 1 Topics Project Stakeholder Management Project Scope Definition Project Group Work : Project Stakeholder Management Test on Session 2 Topics Introduction to Agile and Hybrid approaches Introduction to Scrum Project group work: Project Life Cycle Test on Session 3 Topics Project Planning – WBS, Time and Resources Project group work: Project schedule Test on Session 4 Topics Project Cost and Risk Management Project group work: Project Risk analysis Test on Session 5 Topics Communications and Team Management Project group work: Managing Teams Test on Session 6 Topics Project Quality Management Project Monitoring and Control Project group work: Project progress evaluation Test on Session 7 Topics Communicating with internal and external Stakeholders Organizing information Presenting Information Project close Out Test on session 8 Topics

Academic References

Academic Reference :

1. Selected chapters of PMBOK 6th edition, PMI Agile guide (available for download for PMI members on www.pmi.org) and Scrum Guide (available for free at www.scrum.org).
2. Course transparency notes.
3. Reference book: Turner J.R., "The Handbook of Project-Based Management, McGraw Hill, third Edition, 2009

Certifications & Legal Mentions

Certifications :

N/A

MSC.BCIM2.STCOR.0028 – SUSTAINABLE GOVERNANCE IN THE DIGITAL ECONOMY

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
6.00h	12.00h	0.00h	0.00h	60.00h	30%	70%	100%

Course Manager & Teaching Team

Course Manager : GOETHALS Samentha

Teaching Team : Samentha Goethals Christian Linder

Academic Characteristics

Credits : 2
Discipline : Management & Organisation

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

As businesses increasingly operate in a globally interconnected world, the need for robust sustainability governance has become more critical than ever. This course explores the core principles of Sustainability Governance, with an emphasis on Sustainability Due Diligence (SDD) in the context of the digital economy. It equips students with the knowledge and skills to help businesses integrate sustainability governance into their decision-making and consulting practices, ensuring compliance with evolving regulations and ethical standards.

Focusing on practical applications, this course prepares students to navigate the complexities of sustainability governance and due diligence, highlighting the intersection of sustainability with corporate responsibility, regulatory obligations, and risk management in the digital economy. Throughout the curriculum, we will challenge conventional thinking and encourage you to rethink traditional governance and strategic approaches, fostering a mindset open to transformative possibilities. Through case studies, group projects, and hands-on exercises, students will develop strategies to advise businesses on embedding sustainability into their governance frameworks.

Key Course Themes:

Sustainability Governance: Understanding governance structures, their evolution, and how they are applied in businesses operating in the digital economy.

Sustainability Due Diligence (SDD): Navigating the regulatory frameworks and implementing due diligence practices to ensure businesses comply with sustainability and human rights obligations.

Consulting for Sustainability: Applying sustainability governance and due diligence principles to consulting projects, with a focus on decision-making, strategy development, and risk management.

Future Trends: Exploring emerging trends like the circular economy, AI-driven sustainability solutions, and how digital tools will shape the future of sustainability governance.

Pedagogical Objectives

Pedagogical Objectives :

Learning Objectives:

1. Understand the concepts of sustainability governance and their relevance in the digital economy (Seminar 1)

Explanation: Students need a foundational understanding of what sustainability governance entails, especially in the context of the rapidly evolving digital economy. This learning objective emphasizes conceptual clarity, preparing students to grasp broader governance frameworks.

Actionable Outcomes:

Define sustainability governance and explain its key principles.

Identify the major trends in the digital economy that impact sustainability.

Discuss the relevance of sustainability in business consulting contexts.

Measurable Outcome: Students should be able to clearly explain the role of sustainability governance and how it interacts with the digital economy, showing an ability to relate this to consulting practices. Tested in the final exam.

2. Understand the evolving regulations and frameworks for Sustainability Due Diligence (SDD) (Seminar 2)

Explanation: Regulations like the EU Corporate Sustainability Due Diligence Directive (CSDDD) or General Data Protection Regulation (GDPR) are critical for businesses operating in today's global market. This objective ensures that students can critically analyze these frameworks and understand their implications for companies.

Actionable Outcomes:

Identify key international sustainability due diligence frameworks applicable to the digital economy (e.g., CSDDD, OECD, UNGPs).

Compare how different frameworks approach human rights and environmental due diligence.

Analyze case studies on the application of these frameworks in various industries.

Measurable Outcome: Students should demonstrate their understanding of how sustainability due diligence frameworks operate and provide consultancy-level insights into their application in business scenarios. Evaluated in both the SDD strategy pitch and the final exam.

3. Apply decision-making models that incorporate sustainability considerations for consulting projects (Seminar 4)

Explanation: This objective helps students integrate sustainability governance into decision-making processes, particularly relevant in consulting roles. It emphasizes using frameworks to help businesses make sustainable choices.

Actionable Outcomes:

Apply decision-making frameworks that balance business objectives with sustainability goals.

Assess risks and opportunities in sustainability-focused business strategies.

Provide recommendations for incorporating sustainability into consulting projects.

Measurable Outcome: Students will use decision-making models to advise businesses on sustainable strategies and risk management, demonstrating their ability to apply these frameworks in consulting contexts. Evaluated in the SDD strategy plan and pitch, and the final exam.

4. Develop strategies for implementing sustainability governance and due diligence in corporate decision-making processes (Tutorials 3 and 5)

Explanation: Students will be tasked with formulating actionable strategies that consulting firms can recommend to businesses in the digital economy for embedding sustainability into their governance models. This objective ensures a practical focus on strategy development.

Actionable Outcomes:

Design sustainability governance strategies for a company in the digital economy, considering regulatory and market contexts.

Recommend best practices for implementing Sustainability Due Diligence within business operations.

Identify barriers to effective sustainability governance and propose solutions.

Measurable Outcome: Students will create a comprehensive strategy for a business in the digital economy to adopt sustainability governance. Evaluated in both the SDD strategy plan and pitch.

Prerequisites

Prerequisites :

Enthusiasm for strategic thinking, a foundational understanding of business principles, and an eagerness to explore the dynamic relationship between digital transformation and sustainability are the primary prerequisites for this course.

Prepare to embark on a transformative journey that will expand your strategic acumen and empower you to navigate the complexities of digital transformation and sustainability. By the end of this course, you will emerge as a strategic thinker equipped to identify opportunities, drive change, and contribute to a more sustainable and digitally empowered future for organizations worldwide.

Course Schedule

Course Schedule :

Introduction to sustainability and digital transformation - What is Sustainability? - What is Digital Transformation? The complex relationship between sustainability and digital transformation - Social and environmental impacts of digital technologies Case study The importance of mission alignment for successful digital and sustainable transformations Selected project presentations Course wrap-up

Academic References

Academic Reference :

Resources will be provided on K2 and are required reading, viewing and listen before class

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE

MSc IB International Business

MSc M2 IB FALL PARIS Core Courses (6 maximum)

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

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
6.00h	12.00h	0h	0h	0.00h	50%	50%	100%

Course Manager & Teaching Team

Course Manager : EZZEROUALI Amine

Teaching Team : Paris : EZZEROUALI Amine

Academic Characteristics

Credits : 2 Discipline : Analytics Information and Operations

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

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

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

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

From a practical perspective, we will be exploring and testing one of the most used zero/low code platforms for AI: the Microsoft PowerApps Platform. The core philosophy of the course being the "Citizen Developer" approach to AI.

Pedagogical Objectives

Pedagogical Objectives :

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

Prerequisites

Prerequisites :

There are no prerequisites for this course.

We strongly recommend reading the two following papers:

- McCarthy J., (2007) "What is AI", available here <http://www-formal.stanford.edu/jmc/whatisai.pdf>
- Brynjolfsson E., Li D., and Raymond L.R., (2023) "Generative AI at Work," working paper 31161, National Bureau of Economic Research, Cambridge, Massachusetts

Course Schedule

Course Schedule :

Introduction to the transformative impact of AI in International Trade and Global Businesses Fundamentals of AI: what is it? Applications of AI in Global Businesses Introduction to Microsoft PowerApps Platform

Academic References

Academic Reference :

Stuart, R., & Peter, N. (2016). Artificial intelligence-a modern approach 3rd ed. Akerkar, R. (2018). Artificial intelligence for business. Springer. Yao, M., Zhou, A., & Jia, M. (2018). Applied artificial intelligence: A handbook for business leaders. Topbots Inc..

Websites :

<https://skemagloballab.io/> <https://sloanreview.mit.edu/tag/artificial-intelligence/> <https://www.csail.mit.edu/>
<http://news.mit.edu/topic/artificial-intelligence2>

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

IA

MSC.IBPM2.OTCOR.0001 – Career Management for IB

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : ANDRE Nathalie

Teaching Team : MARTEIL Zuzana TOSELLI Camille

Academic Characteristics

Credits : 1

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course is designed to transition students into the professional world by refining their career objectives and mastering advanced job search and negotiation techniques. It focuses on building a clear action plan, navigating multicultural professional environments, and leveraging modern tools (including AI) to optimize recruitment outcomes and salary positioning.

Pedagogical Objectives

Pedagogical Objectives :

Upon completion of this course, students will be able to: Define a clear professional project and a concrete action plan for their career entry. Design and implement an effective job search strategy using specialized resources and AI tools. Navigate complex interview scenarios in multicultural contexts, demonstrating professionalism and motivation. Master the fundamentals of salary negotiation, including market research and understanding EU transparency directives. Apply behavioral interview techniques and prepare for value-based negotiations.

Prerequisites

Prerequisites :

NA

Course Schedule

Course Schedule :

Activity 1: Review My Project Description: Review of the professional project to obtain clarity and define a concrete action plan.

Modality: In-person (TD Groups)

Duration: 1h30.

Evaluation: 20% of the final grade.

Timing: End of Sept/Beg of Oct.

Activity 2: Job Search Strategy & Techniques Description: Understanding effective search strategies, discovering resources, and learning how to utilize AI tools

Modality: Webinar.

Duration: 1h30

Evaluation: 10% of the final grade.

Timing: October.

Activity 3: Interviewing in a Multicultural Context

Description: Pitch practice and interview techniques; navigating challenging questions and exploring the impact of multicultural contexts.

Modality: In-person (TD Groups)

Duration: 1h30.

Evaluation: 20% of the final grade. Timing: November.

Activity 4: The Fundamentals of Salary Negotiation

Description: Exploring total rewards, salary surveys, negotiation strategies, and the impact of the EU Pay Transparency Directive.

Modality: Asynchronous

Duration: 1h30

Evaluation: 10% of the final grade.

Timing: Oct/Nov.

Final Evaluation Description: Assessment of interview fundamentals (behavioral and preparation techniques) and key concepts of salary negotiation (profile value, market research, and strategies)

Modality: Quiz K2

Duration: 1 hour.

Evaluation: 40% of the final grade.

Academic References

Websites :

K2 DEDICATED SPACE

CAREER TOOLKIT ON K2

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

IA

use of Ai in career management

MSC.IBSM2.STELE.0050 – GEOPOLITICS OF EUROPE

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : SZCZERBOWICZ Urszula

Teaching Team : Paris : SZCZERBOWICZ Urszula

Academic Characteristics

Credits : 2

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course provides students with the opportunity to examine key geopolitical and geoeconomic developments in Europe, highlighting their crucial role for business and international relations. It delves into the historical evolution of European integration, analyzes its economic foundations, institutional frameworks, and the contemporary shift towards geo-economics, where economic tools are employed for strategic purposes. Students will examine how the EU addresses current global challenges, including trade dynamics, climate policy, monetary union stability, and the growing imperative for robust European security and defense.

Pedagogical Objectives

Pedagogical Objectives :

- Analyze Europe's geopolitical evolution, economic integration, and geo-economic strategies.
- Assess the EU's responses to global trade, climate, and security challenges, informing business resilience and strategic decision-making.

Prerequisites

Prerequisites :

N/A

Course Schedule

Course Schedule :

1-Globalisation and the role of Governments 2-International Trade Theories and Trade Institutions 3-Political Economy 4-European and Transatlantic Integration: objectives, challenges and achievements 5-Competitiveness 6-Identities and cultures

Academic References

Academic Reference :

Baldwin, R., & Wyplosz, C. (2022). The Economics of European Integration (7th ed.). McGraw-Hill Education. (reference; not required)

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE

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

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0h	27.00h	0.00h	0.00h	0.00h	40%	60%	100%

Course Manager & Teaching Team

Course Manager : LINDER Christian

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

Academic Characteristics

Credits : 3
Discipline : Stratégie, Innovation & Entreprenariat

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

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

Pedagogical Objectives

Pedagogical Objectives :

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

1. To understand how the role of managers varies across different cultural and economic systems.
2. To understand the factors that determine the business environment of emerging markets, the relevant changes over time, and the implications for corporate strategies devised for those markets.
3. Successfully apply the principal theories of international management to a (simulation) case firm.
4. Apply concepts of international business, including their application to a range of domestic and international settings.
5. Understand the way different forms of economic systems sustain high levels of productivity and living standards and how this impacts the strategies of global enterprises.
6. To critically reflect on the reasons for going business and balance them against different types of internationalization approaches.
7. Demonstration of critical thinking skills as they apply to the subject matter outlined above.

Prerequisites

Prerequisites :

Foundational understanding of management and strategy is required. Students must further be capable of searching for the information they need during simulation game.

Course Schedule

Course Schedule :

Lecture 1: Explain the concept of International Business, and use the institutions-based and resource-based view to explain trade. Lecture 2: A closer look at the institutional environment of the firm. Lecture 3: Consequences of globalization and regional integration for the firm. Lecture 4: The resource-based view and internationalization. Lecture 5: International investment and finance. Lecture 6: Internationalization strategies and competition. Lecture 7: Global strategies for the MNE. Lecture 8: Organizing people and innovation in the MNE. Lecture 9: International supply chain management Lecture 10: Socially responsible international business.

Academic References

Academic Reference :

Lectures obligatoires / Required readings : Mike Peng and Klaus Meyer (2019) International Business (3rd edition), Cengage. ISBN: 978-1-4737-5843-8. Lectures Recommandées / Recommended readings : -Individual articles (posted)

Certifications & Legal Mentions

Certifications :

N/A

MSC.IBPM2.ECCOR.0001 – Mastering the rules of international trade

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
15.00h	9.00h	0.00h	0.00h	0.00h	100%	0%	100%

Course Manager & Teaching Team

Course Manager : COSTE-MANIERE Ivan

Teaching Team : ICC experts Ivan Coste-Manière

Academic Characteristics

Credits : 3

Discipline : Management & Organisation

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course explains which formal rules an international trader must follow, combining knowledge taught by ICC (International Chamber of Commerce experts) and applications taught by SKEMA teacher.

Pedagogical Objectives

Pedagogical Objectives :

1. Mastering the rules of international trade.
2. Being awarded ICC certification.
3. Being able to apply these rules in real-world applications.

Prerequisites

Prerequisites :

N/A

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE

MSC.IBUM2.STELE.0058 – RESEARCH METHOD

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : FERRARA Laurent

Teaching Team : Paris : FERRARA Laurent Belo : CASACA Paulo Raleigh : KHAN Sarah Suzhou : CAO Xuan wei

Academic Characteristics

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

Course Description

Course Description :

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

THIS ELECTIVE IS MANDATORY FOR THOSE PURSUING A MSc DEGREE.

Pedagogical Objectives

Pedagogical Objectives :

1. Students should be able to efficiently summarize a research paper
2. Students should be able to get data and to do nice graphs
3. Students should be able to organize their thoughts and to draft a report
4. Students should be able to present their work in front of an audience

Prerequisites

Prerequisites :

n/a

Academic References

Academic Reference :

Economic blogs (The Conversation, IMF blog, Vox EU ...)
Websites of international institutions (IMF, World Bank, OECD, Federal Reserve ...)
Websites to collect data (Our World in Data, IMF, FRED economic database ...)

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

IA

MSc M2 IB FALL PARIS Track Courses GEO (3 maximum)

MSC.IBPM2.LTCOR.0010 – International Legal Competition

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : DESBORDES Rodolphe

Academic Characteristics

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

Course Description

Course Description :

TBC

Certifications & Legal Mentions

Certifications :

N/A

MSC.IBPM2.STCOR.0006 – International Strategic Competition

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
33.00h	0h	0h	0h	0.00h	50%	50%	100%

Course Manager & Teaching Team

Course Manager : DESBORDES Rodolphe

Academic Characteristics

Credits : 4

Discipline : N/A

Teaching Languages : N/A

Open to Exchange : Yes

Course Description

Course Description :

The International Strategic Competition course analyses the transformation of international economic relations in terms of the balance of power between states, companies and other global players.

Long thought to be a factor of peace and prosperity, globalisation is now revealing its limits: fragmentation, power rivalries, the instrumentalisation of trade, technological warfare and tensions over resources. As your book points out, "the economy is once again becoming a battlefield".

This course aims to understand :

- how the economy has become a strategic tool?
- how interdependence creates both opportunities and vulnerabilities?
- and how public and private players navigate in a world marked by systemic competition?

It is fully in line with contemporary issues such as the US-China rivalry, the weaponisation of trade, the energy transition, economic sovereignty and the reshaping of global capitalism.

Pedagogical Objectives

Pedagogical Objectives :

The course contributes to developing :

- An understanding of international strategic analysis (assessing situations of international competition, identifying dependencies and vulnerabilities)
- An understanding of geopolitical, geo-economic, systemic and regional dynamics and risks (identifying the balance of economic power, understanding the role of states and firms)
- The ability to integrate economic, political and strategic dimensions across the board (mastery of key concepts such as sovereignty, interdependence, scarcity and weaponization)
- Decision-making skills in a complex world
- A critical perspective on globalization and geopolitics, based on cross-disciplinary approaches combining international economics and geopolitics

Prerequisites

Prerequisites :

- A grounding in international economics (trade, finance, growth)
- An interest in international relations
- Ability to analyse and understand economic and geopolitical data

Course Schedule

Course Schedule :

Introduction: From globalisation to rivalry Reading + discussion
Economy & power: Geo-economics and power relations Course
Strategic states: The return of the state, state capitalism Case study: China
Interdependencies, dependencies and value chains Course + simulation
Trade and fragmentation: the End of globalization? Reading + discussion
Weaponisation: trade vs war, protectionism, sanctions, standards etc. Course
Companies as strategic players Case study: GAFAM
Instabilities and finance Reading + discussion
The return of scarcity Course and analyses of energy dependencies vs energy transition
Systemic risks: Climate, migration, inequality Workshop and future scenarios

Academic References

Academic Reference :

- Sylvie Matelly, Geopolitics of the Economy, 2026
- Dani Rodrik - The Globalization Paradox, 2011
- Dani Rodrik - Shared Prosperity in a Fractured World: A New Economics for the Middle Class, the Global Poor and Our Climate, 2025
- Branco Milanovic - The Great Global Transformation: The United States, China, and the Remaking of the World Economic Order, 2026
- Dan Wang, Breakneck: China's Quest to Engineer the Future, 2025
- Ezra Klein & Derek Thompson, Abundance:How We Build a Better Future , 2025
- John Ravenhill (ed.), Global Political Economy, 2022
- Benjamin J. Cohen, Advanced Introduction to International Political Economy, 2014
- Robert Gilpin, The Political Economy of International Relations, 1987
- Robert Blackwill & Jennifer Harris, War by Other Means: Geoeconomics and Statecraft, 2016
- Edward Luttwak, The Theory and Practice of Geo-Economics, 1990
- Marc Levinson, Outside the Box (supply chains), 2006
- Susan Strange, States and Markets, 1988

Websites :

Reports and resources

- IMF World Economic Outlook
- World Bank Global Economic Prospects
- World Trade organization
- UNCTAD
- OECD reports
- CSIS / Bruegel / IFRI / IJD

Economic press

- Financial Times
- The Economist
- Les Echos

Certifications & Legal Mentions

Certifications :

N/A

MSC.IBPM2.STCOR.0007 – Weaponisation of trade

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : DESBORDES Rodolphe

Academic Characteristics

Credits : 2

Discipline : Economie

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

The course Weaponisation of Trade examines how international trade has evolved from a driver of cooperation and prosperity into a central instrument of strategic competition.

Since the Pax Americana and the post-World War II economic order, and even more so after the end of the Cold War, global trade expansion has been grounded in the belief that openness fosters efficiency, growth, and peace. Classical trade theories (Smith, Ricardo) emphasized mutual gains and specialization.

However, this vision is increasingly challenged. As highlighted in contemporary geoeconomics, economic relations are now deeply embedded in power dynamics, and trade has become a tool of influence, coercion, and competition.

This course aims to:

- understand the historical and theoretical foundations of global trade openness,
- assess its economic and political consequences (growth, inequality, instability),
- analyze the instruments of trade weaponisation (tariffs, sanctions, export controls, investment restrictions, extraterritoriality, currency tools),
- and explore current dynamics (US-China rivalry, MAGA policies, fragmentation of globalization).

The course concludes with a reflection on the emerging concept of economic security, at the intersection of trade, sovereignty, and strategy.

Pedagogical Objectives

Pedagogical Objectives :

Competencies:

- Understanding of global trade and economic dynamics
- Ability to analyze causes and consequences of interdependencies and geoeconomic risks
- Capacity to connect trade and economic trends with strategic and foreign affairs

Expected learning outcomes:

1. Understand the historical foundations of global trade (Pax Americana, Bretton Woods system, post-Cold War globalization)
2. Master international trade theories (Smith, Ricardo, Heckscher-Ohlin, new theory of trade and protectionism,

Trade as a factor of peace (and its limits))

3. Analyze the distributional effects of globalization

- Winners: emerging economies, poverty reduction
- Losers: inequality, deindustrialization, social tensions

4. Identify and assess weaponisation tools (Tariffs, sanctions, export controls, Investment screening, extraterritoriality, currency tools etc.)

5. Understand contemporary strategic dynamics

- US-China rivalry
- MAGA policies and trade conflicts
- The concept of Economic security

Prerequisites

Prerequisites :

- A grounding in international economics (trade, finance, growth)
- An interest in international relations
- Ability to analyse and understand economic and geopolitical data

Course Schedule

Course Schedule :

- 1 Origins of global trade openness Lecture + discussion
- 2 Trade theories and peace Lecture + discussion
- 3 Winners and losers of globalization and trade Data analysis and debate
- 4 The shift to strategic competition Case study
- 5 Tools of weaponisation Lecture
- 6 Strategic rivalry & economic security Lecture + discussion

Academic References

Academic Reference :

Joseph Stiglitz – Globalization and Its Discontents

Sylvie Matelly - The Unexpected Impact of Prosperity: How the Manipulation of the Consequences of Globalization by the Far-Right Movements Endanger the International Order? CEBRI-Journal Year 3, No. 11 (Jul-Sep): 37-51

Deaton, Angus & Anne Case. 2020. Deaths of Despair and the Future of Capitalism. Princeton: Princeton University Press

Paul Krugman, Maurice Obstfeld, International economics: Theory and Policy, Global Edition

Friedman, Thomas L. 2005. The World Is Flat: A Brief History of the Twenty-first Century. New York: Farrar, Straus and Giroux

Krugman, Paul. 1996. Pop Internationalism. Cambridge: The MIT Press. <https://mitpress.mit.edu/9780262611336/pop-internationalism/>

Websites :

Reports and resources

- IMF World Economic Outlook
- World Bank Global Economic Prospects
- World Trade organization
- UNCTAD
- OECD reports
- CSIS / Bruegel / CEPII

Economic press

- Financial Times
- The Economist

- Les Echos

Certifications & Legal Mentions

Certifications :

N/A

MSc M2 IB FALL PARIS Track Courses ISGV (3 maximum)

MSC.IBNM2.MKCOR.0016 – INTERNATIONAL MARKETING MANAGEMENT

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
6.00h	18.00h	0.00h	0.00h	0.00h	60%	40%	100%

Course Manager & Teaching Team

Course Manager : RIGAUD Emmanuelle

Teaching Team : Paris : RIGAUD Emmanuelle

Academic Characteristics

Credits : 3

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course allow to understand what “marketing “ is , in an international and dynamic context - main changes and their implications (new marketing rules, organizational challenges related to digitalization)-

- To understand the customer relationship management and the experience has a key point.
- To understand the integrated marketing and new Business Model

This course brings a operational vision : challenge in partnership with a company

Pedagogical Objectives

Pedagogical Objectives :

1. Students are able to define and memorize new marketing rules within organizations in an international environment. (In depth)
2. They are able to define the new CJM in a on and offline dimension. (In depth)
3. As a junior marketing manager : they are able to apply the brand strategy
 - a. Able to analyze the internal and external context and do recommendations (Intermediate)
 - b. Able to propose a 360° marketing and communication strategy on their “product or project” (intermediate)
4. As a more specialized in digital mkt – junior : they are able to apply the brand strategy
 - a. Understand and able to analyze digital platform –(intermediate)
 - b. Understand and able to propose “traffic management” (surface)

Prerequisites

Prerequisites :

Master Main marketing and Brands management tools and Matrix : SWOT / PESTEL / PORTER / Ansoff matrix and BCG Matrix/A

Course Schedule

Course Schedule :

1/ International marketing functions and evolution: marketing as an architect (The world of international and operational marketing functions, Intercultural differences) 2/ Reminder : Main concept and issues in strategic marketing management: analysis, targeting, segmenting, positioning 3 heures Cours overview / Introduction and case study presentation - faire les groupes en cours 3/ New vision of Business Model? 3 heures / 3 Heures Workshop 4/ New vision of brands: the evolving nature of brands (Brand identity, brand and digitalization..)- Brand equity – Brand as narratives (building brands through narration) 3 heures cours + 3 heures workshop Brands 5/ Managing brands: • The art of building strong global brands: The role of transmedia storytelling • Managing brand portfolios • Managing growth strategy in international market 3heures + 3heures workshop Brands 6/ Operational Brand Management : Retail and new rules, CJM (Adapting products to local markets Operational Brand Management, Communicating across the globe International Market Expansion and Distribution) 3heures Case study presentation – argumentation – 6 heures

Academic References

Academic Reference :

- Fahy J. and Jobber D., Foundations of marketing , McGra Hill (2022) 7 ed.
Kotler, Philip, et al. "Marketing Management. England." (2012): 31-46.
G. Johnson and al., Fundamentals of strategy, 4th edition, Pearson, 2017
Alexander Osterwalder, Yves Pigneur, Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers, 2009
J.C. Spender, Business Strategy, Managing Uncertainty, Opportunity and Enterprise, Oxford University Press, 2014
Michael E. Porter, Mark R. Kramer, Creating Shared Value, Harvard Business Review, 2011, pp. 6277
Henri W. Chesbrough, Open Innovation: The New Imperative for Creating and Profiting from Technology, Harvad Business School Press, 2003
Barney, J.B., 1996, The resource-based theory of the firm, Organization Science, 5, sept-oct, 469
Hatch, M. J., & Schultz, M. (2008). Taking brand initiative: How companies can align strategy, culture, and identity through corporate branding. John Wiley & Sons.
.
Paul, J., & Mas, E. (2020). Toward a 7-P framework for international marketing. Journal of Strategic Marketing, 28(8), 681-701.

Falahat, M., Ramayah, T., Soto-Acosta, P., & Lee, Y. Y. (2020). SMEs internationalization: The role of product innovation, market intelligence, pricing and marketing communication capabilities as drivers of SMEs' international performance. Technological forecasting and social change, 152, 119908.

Keiningham, T., Aksoy, L., Bruce, H. L., Cadet, F., Clennell, N., Hodgkinson, I. R., & Kearney, T. (2020). Customer experience driven business model innovation. Journal of Business Research, 116, 431-440
De Mooij, M. (2019). Consumer behavior and culture: Consequences for global marketing and advertising. Consumer Behavior and Culture, 1-472.

Riot, E., Rigaud, E., & Bua, I. (2023). L'instant Taittinger: a champagne family house in its chronotope. International Journal of Entrepreneurial Behavior & Research.

Certifications & Legal Mentions

Certifications :

N/A

MSC.IBNM2.PMCOR.0005 – INTERNATIONAL PROJECT MANAGEMENT

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
6.00h	18.00h	0h	0h	0.00h	50%	50%	100%

Course Manager & Teaching Team

Course Manager : DAHMANI Sarra

Teaching Team : DAHMANI Sarra

Academic Characteristics

Credits : 3
Discipline : Management & Organisation

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course aims to provide students with the core knowledge of project management in international context.

This is an interdisciplinary course that analyses the different management areas of strategy, business development, organization, finance, and leadership integrated to project management.

The course combines the knowledge available in project management with the PMI Body of Knowledge (PMBOK®). Focus will be on 1) understanding macro and micro context for project in general, and the growing impact of project on global economy and management processes (the projectification of economy, of society...); 2) The roles and responsibilities in a project, programme and portfolios (3P); 3) the application of project management tools: scope management (work breakdown structure), time management (critical path method,...), stakeholder management, risk management, cost management, communication management, with an openness to agile practices. The course also introduces the potential impact of AI on increasing project schedules resilience. Case studies will be used to support the theoretical constructs and strengthen the learning.

Pedagogical Objectives

Pedagogical Objectives :

As a result of this course, students will be able to:

- Understand the growing impact of project in today's economy, project governance, project culture
- Differentiate project from operations, and understand both particularities and constraints
- Understand project process success and project benefits
- Differentiate among project life cycle, product life cycle and project management process
- Understand the 5 process groups in a project management process: Initiating / Planning / Executing /Monitoring & Controlling /Closing
- Apply the key concepts of managing projects efficiently:
 - Stakeholder management: how to map and manage efficiently project stakeholders

- Scope management: how to build a WBS
 - Time management: how to build a resilient schedule
 - Cost management: how to build a project budget; how to control cost based on earned value theory
 - Quality management
 - Resources management: how to estimate necessary resources; how to optimize the use of existing resources
 - Risk management: how to manage efficiently project risks
 - Communication management
 - Master the tools and services necessary to plan and control projects successfully: the PMO role
 - Identify and prioritize internal and external stakeholders and be aware of how projects can have a wider social influence
 -
- Emphasise the human aspect in projects
- Understand and experiment agile practices and their growing impacts on facilitating project management (advantages and limits compared to predictive approaches): this is introduced through a game of 1 hour

Prerequisites

Prerequisites :

The prerequisites for this course are that participants have already led or contributed to a project in their life, any type of project (association, professional, event, etc.). All participants in the course can testify to this during the first session by sharing their experiences on Woodlap, and some students are invited to share their experiences orally in front of their classmates. The basic definitions and concepts will then be drawn from the various testimonies.

Academic References

Academic Reference :

1. Kerzner, H. 2013. Project Management: A Systems Approach to Planning, Scheduling, and Controlling, 11th Ed. John Wiley & Sons Inc. (available in the library in e-book format)
2. Turner, R. 2009 THE HANDBOOK OF PROJECT-BASED MANAGEMENT
3. Project Management Institute. 2017. A Guide to the Project Management Body of Knowledge (PMBOK® Guide) sixth Edition
4. Selected list of journal articles will be communicated to students before the start of the course.
5. Gardiner, P. D. 2005. Project Management: A Strategic Planning Approach, Palgrave Macmillan.
6. Serrador and Turner, 2015; The Relationship Between Project Success and Project Efficiency; Project Management Journal
<https://youtu.be/CKcSzH1SvCk>
<https://youtu.be/KfUcXVCjhqM>

Websites :

1. www.pmi.org

Certifications & Legal Mentions

Certifications :

N/A

MSC.IBUM2MLCOR.0008 – MANAGING MULTICULTURAL TEAMS

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : RIVAS-SIEDEL Béatrice

Teaching Team : Paris : RIVAS-SIEDEL Béatrice

Academic Characteristics

Credits : 2

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

In this age of globalization, working in international and therefore multicultural environments is becoming a commonplace occurrence for many managers. Companies value multicultural working environments for the innovative ideas and solutions that can result from different perspectives, approaches and ways of working. At the same time, it is not always easy to navigate multicultural waters—stumbling blocks, such as different modes of communication, expectations and assumptions, ways of problem-solving, planning and achieving results—often complicate interactions and results at the international level. In working environments, effective multicultural management implies not only the ability to cooperate with others, work in teams and speak different languages, but also to understand the different mindsets of colleagues and how these will impact not only everyday working.

This course looks at some of the fundamental obstacles to successful cross-cultural working and, through a learning-by-doing approach, aims not only to raise cultural awareness (both of one's own cultural preferences and those of others) but also provide tools to overcome some of the intuitive and subconscious barriers (such as preconceptions and stereotypes) to permit inclusive and creative working. Moreover, it deals with the necessity of understanding the world views of others—colleagues—in order not only to work effectively but also to develop cultural agility.

Pedagogical Objectives

Pedagogical Objectives :

Have a clear understanding of the impact of cultural influences on various aspects of international business, e.g., workplace relationships, management strategies, negotiations, etc.

Be able to objectively analyse different ways of organising and conducting work

Raising awareness of one's own cultural profile and natural professional style

Understand the role of leadership in an international context

Prerequisites

Prerequisites :

No academic prerequisite; however, students should think about their prior international/inter- or multicultural experiences.

Course Schedule

Course Schedule :

What is culture: models of culture and cross cultural research - Layers of culture: the impact of culture on organisational structures - Visions of Culture: Ethnocentrism vs Ethno relativity - Diversity and performance - The concept of cultural intelligence - Working effectively in a multicultural working environments: Communicating, giving feedback, motivating, negotiating, setting objectives and deciding, leading - Working in International Environments: Benefits and challenges of combining diverging preferences and world views; achieving synergistic solutions - Culture and the individual: raising awareness on one's own cultural profile and world views - Diversity & inclusion - Intercultural Competence: Developing skills for enhanced international effectiveness

Academic References

Academic Reference :

Hofstede, G, Hofstede G.J., Minkov, M, ""Cultures and Organisations. Software of the Mind"", McGraw-Hill, 2010

Meyer, Erin "The Culture Map"

Lewis, Richard D. "When Cultures collide"

T. Hall, Edward "Understanding cultural differences"

Trompenaars, Fons "Riding the waves of culture"

Websites :

www.cultureconnector.com

Leadership methods from around the world -infography : www.visualistan.com/2016/07/leadership-methods-from-around-world.html

<https://geert-hofstede.com/>

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE

MSc IHRPM International HR and Performance Management

MSc M2 IHRPM FALL PARIS Core Courses (11 maximum)

MSC.IHRM2.MLCOR.0002 – Advanced Organisational Behaviour

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : BACHA Eliane

Teaching Team : Eliane Bacha

Academic Characteristics

Credits : 1 Discipline : Management & Organisation

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

Organizational behavior is the study of the human elements of organizations: what people need and desire at work, how they use their time, talent, and energy for collective ends, and how they can work together effectively to achieve the goals.

In this course:

- You will develop an understanding of and an ability to identify best organizational practices to lead your teams and organizations.
- You will develop and cultivate your interpersonal skills to lead diversified groups.

Pedagogical Objectives

Pedagogical Objectives :

- To define organizational culture and organizational socialization.
- To identify the determinants of job satisfaction.
- To tell how employees can express dissatisfaction.
- To identify the different types of withdrawal from work.
- To differentiate emotions from moods.
- To identify the sources of emotions and moods.

Prerequisites

Prerequisites :

None

Course Schedule

Course Schedule :

Introduction to Management & Managers Leadership Motivation Organizational design Managing change

Academic References

Academic Reference :

Robbins, S. P., Judge, T. A. and Campbell, T. T. (2010), Organizational Behavior, 1st European Edition.
George, J.M. and Jones, G.R. (2012), Understanding & Managing Organizational Behavior, Pearson, 6th Edition.
Robbins, S. and Coulter, M. (2014), Management, Upper Saddle River, NJ: Pearson (12th Edition).
Robbins, S., Coulter, M. and De Cenzo (2015), Fundamentals of Management: Essentials concepts & applications, Upper Saddle River, NJ: Pearson (9th Edition)

Certifications & Legal Mentions

Certifications :

N/A

MSC.IHRM2.MLCOR.0031 – Artificial Intelligence for HRM

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
3.00h	15.00h	0.00h	0.00h	0.00h	50%	50%	100%

Course Manager & Teaching Team

Course Manager : EZZEROUALI Amine

Teaching Team : Paris : EZZEROUALI Amine

Academic Characteristics

Credits : 2

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

Artificial Intelligence is transforming our societies, our businesses, our lives. This transformative impact is at the core of this course. Indeed, the purpose of the course is to help future International HRM professionals deal with AI and use it as a tool to help improve the performance of their teams and their organizations. From a theoretical perspective, we will start by breaking down the meaning behind AI terminology (Machine Learning, Data Science, Neural Networks, Gen AI, etc.). We will then explore how AI is impacting HR (functions, practices, skills). From a practical perspective, we will experiment with AI and develop use cases through the one of the most used no/low code platforms: the Microsoft Power Platform, the core philosophy of the course being the "Citizen Developer" approach.

Pedagogical Objectives

Pedagogical Objectives :

Analyze AI implications and AI use for organizations and for HRM
Develop AI use cases for HRM using low code/no code

Prerequisites

Prerequisites :

There are no prerequisites for this course.

We strongly recommend reading the two following papers:

- McCarthy J., (2007) "What is AI", available here <http://www-formal.stanford.edu/jmc/whatisai.pdf>
- Brynjolfsson E., Li D., and Raymond L.R., (2023) "Generative AI at Work," working paper 31161, National Bureau of Economic Research, Cambridge, Massachusetts

Course Schedule

Course Schedule :

Introduction to AI AI in HRM Augmented Intelligence and Low-Code/No code HR use cases
What is AI
AI and HR and AI for HRM
Low-code/no code labs for AI for HRM use cases

Academic References

Academic Reference :

Stuart, R., & Peter, N. (2021). Artificial intelligence-a modern approach 4th ed. Pearson.
Akerkar, R. (2018). Artificial intelligence for business. Springer.
Yao, M., Zhou, A., & Jia, M. (2018). Applied artificial intelligence: A handbook for business leaders. Topbots Inc.
Pagani, M., & Champion, R. (2021). Artificial intelligence for value creation. Elgar.
Mollick, E. (2024). Co-Intelligence: Living and working with AI. Penguin Publishing Group.

Websites :

<https://sloanreview.mit.edu/tag/artificial-intelligence/>
<https://www.csail.mit.edu/>
<http://news.mit.edu/topic/artificial-intelligence2>
<https://www.mckinsey.com/capabilities/quantumblack/our-insights/the-state-of-ai>

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

IA

MSC.IHRM2.OTCOR.0001 – Career Management for IHRPM

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : ANDRE Nathalie

Teaching Team : MARTEIL Zuzana TOSELLI Camille

Academic Characteristics

Credits : 1

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course is designed to transition students into the professional world by refining their career objectives and mastering advanced job search and negotiation techniques. It focuses on building a clear action plan, navigating multicultural professional environments, and leveraging modern tools (including AI) to optimize recruitment outcomes and salary positioning.

Pedagogical Objectives

Pedagogical Objectives :

Upon completion of this course, students will be able to: Define a clear professional project and a concrete action plan for their career entry. Design and implement an effective job search strategy using specialized resources and AI tools. Navigate complex interview scenarios in multicultural contexts, demonstrating professionalism and motivation. Master the fundamentals of salary negotiation, including market research and understanding EU transparency directives. Apply behavioral interview techniques and prepare for value-based negotiations.

Prerequisites

Prerequisites :

NA

Course Schedule

Course Schedule :

Activity 1: Review My Project Description: Review of the professional project to obtain clarity and define a concrete action plan.

Modality: In-person (TD Groups)

Duration: 1h30.

Evaluation: 20% of the final grade.

Timing: End of Sept/Beg of Oct.

Activity 2: Job Search Strategy & Techniques Description: Understanding effective search strategies, discovering resources, and learning how to utilize AI tools

Modality: Webinar.

Duration: 1h30

Evaluation: 10% of the final grade.

Timing: October.

Activity 3: Interviewing in a Multicultural Context

Description: Pitch practice and interview techniques; navigating challenging questions and exploring the impact of multicultural contexts.

Modality: In-person (TD Groups)

Duration: 1h30.

Evaluation: 20% of the final grade. Timing: November.

Activity 4: The Fundamentals of Salary Negotiation

Description: Exploring total rewards, salary surveys, negotiation strategies, and the impact of the EU Pay Transparency Directive.

Modality: Asynchronous

Duration: 1h30

Evaluation: 10% of the final grade.

Timing: Oct/Nov.

Final Evaluation Description: Assessment of interview fundamentals (behavioral and preparation techniques) and key concepts of salary negotiation (profile value, market research, and strategies)

Modality: Quiz K2

Duration: 1 hour.

Evaluation: 40% of the final grade.

Academic References

Websites :

K2 DEDICATED SPACE

CAREER TOOLKIT ON K2

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

IA

use of AI in career management

MSC.IHRM2.MLCOR.0029 – Corporate Social Responsibility and Business Performance

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : DE ROECK Kenneth

Teaching Team : Kenneth De Roeck, Ph.D.

Academic Characteristics

Credits : 2
Discipline : Management & Organisation

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

COURSE DESCRIPTION

The business world is facing a strong socioeconomic uncertainty and societal distrust, while the acceleration of climate and demographic changes are hurrying for a drastic political, cultural, and technological (r)evolution. As such, the overall objective of this course is to engage students in reflecting upon the role and purpose of business organizations in society and question the sense of human action in these business organizations to face tomorrow's world challenges in a socially responsible and sustainable way.

For this purpose, we will address the specificity of business organizations' impact on society by discussing the principles and practices covered by the field(s) of stakeholder theory, corporate social responsibility (CSR) and corporate sustainability, shared value creation and associated notions. In particular, we will see how these notions can help managers in developing alternative values-based business and management models in their commercial activities that can enhance overall business performance.

COURSE OBJECTIVES

This course is interactive and experiential as students' opinions, and questioning about their perceptions, aspirations and future role as individuals and potential leaders in business organizations and society will be fostered during class-time but also through the various course's assignments and activities. Students will also work in teams to address questions of business ethics and social responsibility through several cases studies, notably with a Case Study Presentation of their choice. Classes will consist of a mix of lectures, presentation, discussions, videos, and team activities.

Pedagogical Objectives

Pedagogical Objectives :

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

1. Explain how perspectives and issues related to ethics and responsibility influence managers' behaviors inside organizations and in their interactions with their stakeholders.
? Comprehension stage of the Bloom's taxonomy of the learning stages
2. Use concepts and analytical tools to address social responsibility related questions at different levels of the business organization.
? Application stage of the Bloom's taxonomy of the learning stages
3. Compose a vision for business organizations that reflect social and environmental concerns while emphasizing sustainable business value creation, innovation, and responsible leadership.
? Synthesis stage of the Bloom's taxonomy of the learning stages

Prerequisites

Prerequisites :

While there is no formal course pre-requisite, students are asked to read relevant documentation prior to class, as requested by the teacher.

Course Schedule

Course Schedule :

CSR: A Business Imperative? CSR Stakeholders: Benefits and Challenges of CSR Policies Aligning CSR Policies with Business Imperatives and Strategies The Role of HR in Implementing CSR

Academic References

Academic Reference :

- Carroll, A. B. (1979). A three-dimensional conceptual model of corporate performance. *Academy of Management Review*, 4(4), 497-505.
- Freeman, E. (2001). A Stakeholder Theory of the Modern Corporation. *Perspectives in Business Ethics* Sie, 3: 144.
- Friedman, M. (1970). The Social Responsibility of Business is to Increase its Profits. *New York Times*.
- Hart, S. L., & Milstein, M. B. (2003). Creating Sustainable Value. *The Academy of Management Executive*, 17: 56-67.
- Kramer, M. R., Agarwal, R., & Srinivas, A. (2019, June 12). Business as Usual Will Not Save the Planet. *Harvard Business Review*.
- Lawton, A., & Páez, I. (2014). Developing a framework for ethical leadership. *Journal of Business Ethics*, 130(3), 639-649.
- Maon, F., Lindgreen, A., & Swaen, V. (2010). Organizational Stages and Cultural Phases: A Critical Review and a Consolidative Model of Corporate Social Responsibility Development. *International Journal of Management Reviews*, 12: 20-38.
- Porter, M. E., & Kramer, M. (2011). Creating Shared Value. *Harvard Business Review*, 89: 62-77.
- Schwartz, M. S., & Saiia, D. (2012). Should Firms Go "Beyond Profits"? Milton Friedman versus Broad CSR. *Business and Society Review*, 117: 1-31.
- Sisodia, R. S. (2011). Conscious Capitalism. *California Management Review*, 53: 98-108.
- Stout, Lynn A. (2013). The Shareholder Value Myth. *Cornell Law Faculty Publications*. Paper 771.

Websites :

<http://www.un.org/en/universal-declaration-human-rights/> <http://www.ilo.org/inform/online-information-resources/research-guides/lang--en/index.htm> <http://thecro.com/100-best/the-100-best-corporate-citizens-2/> <https://business-humanrights.org/> <https://www.corporateknights.com/> <https://www.responsible-economy.org/en/> <http://www.greatplacetowork.fr/>

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE

It's a class that teaches about CSR, the relation between business & society, the historical evolution of what should be the responsibility of business, and the evolution towards conscious capitalism and responsible leadership to create shared value focused on the triple bottom line: people planet, and profit

MSC.IHRM2.MLCOR.0027 – Globalisation and HRM: The Cultural Impact on People and Organisations

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : EZZEROUALI Amine

Teaching Team : Paris : MOUSSALLI Samir

Academic Characteristics

Credits : 2

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

For many businesses, globalisation implies greater markets and larger numbers of consumers worldwide. What is sometimes neglected, but has a profound impact on every business "behind the scenes" in international organisations or businesses working across the globe, is the impact that different cultural backgrounds and belief systems have on how companies are structured, how people in companies act, what they believe to be important, and how, therefore, all of this affects all aspects of business.

HR professionals need to be keenly aware of these intercultural aspects, as they potentially have a serious impact on business success or failure, both in terms of business itself, but also in terms of expatriation, day-to-day working, operating in multicultural teams, or virtually, etc.

This course thus looks at the cultural impact on people and organisations; how businesses meet the demands of operating in international environments and how people function within them, and how individuals cope within such ever changing environments.

Prerequisites

Prerequisites :

While there is no formal requirement for this course, students may be required to do some preliminary work.

Academic References

Academic Reference :

To be confirmed

Certifications & Legal Mentions

Certifications :

N/A

MSC.IHRM2.MLCOR.0001 – HRM: Fundamentals of Organisational Structures

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : CHASSERIO Stéphanie

Academic Characteristics

Credits : 1
Discipline : Management & Organisation

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course aims to present an integrative view of the organization with some aspects of organization's theories. This course establishes between Organizations and HRM. In this seminar, we introduce organization theory as a necessary prerequisite to undertake an organizational diagnosis. As HR manager, you have to develop and implement the most appropriate policies for the organization and its people. To do that, it is essential to analyse and understand the organization, its components and its relationship with the external environment

Therefore this course aims to:

- set up seminal concepts in organization theory (environment, structure, components of the organization, etc)
- expose links between the different levels of the organizational analysis (individual, group, structure, environment)
- understand how HR policies and practices are impacted by the organization and its different component

Pedagogical Objectives

Pedagogical Objectives :

Acquire key organisational concepts to undertake an analysis of an organizational structure
Undertake an organizational diagnosis
Establish the causal relation between the strategy and the organizational structure

Prerequisites

Prerequisites :

None

Course Schedule

Course Schedule :

Session 1: introduction and considering the environment of the organization The current context of HRM in a globalized world Organization and environment: influence, components and issues A sociological point of view on organizations the resource based view theory case study Session 2: Traditional organizational Structures and their dimensions • Organizational design • Coordination • Locus of control • Design parameters Traditional configurations of Mintzberg The limits of traditional configuration and their strengths Effects in terms of HRM Session 3: What about the organizational culture? the symbolic dimension of the organization its dimensions the consequences in terms of HRM Session 4: New organizational forms, new organizational configuration and consequences in terms of people management Networked organizations virtual organizations New ways to manage people the question of psychological contract New industrial relations case study about the innovative working places Consequences in terms of people management • New issues as justice and equity • New attitudes of employees, expectations and new relations between employers and employees and consequence on the organization and the HRM • The case of knowledge economy and knowledge workers Conclusion Feedback on exemplary companies in terms of HRM collective reflection on the profession of HR manager and its place in the organization

Academic References

Academic Reference :

Lectures obligatoires / Required readings Subramaniam Anatham and Christopher Chan. 2013. Challenges and strategies for global human resources executives: Perspectives from Canada and the United States. *European Management Journal*, 31, 223-233. Powell and DiMaggio. 1983. The iron cage revisited. Institutional isomorphism and collective rationality in organizational fields. *American Sociological Review*, 48(2), 147-16 Jay B. Barney. 1986. Organizational culture: Can it be a source of a sustained advantage. *Academy of Management Review*, 11(3), 656-665. Mintzberg (1981) "Organization design: fashion or fit?" *Harvard Business Review*, January- February, 103-116 Hatch , Chapter 3, Organization-Environment Relations, page 57 The case of Gore Tex <http://www.managementexchange.com/story/innovation-democracy-wl-gores-original-management-model> Marchington, Rubery, Earnshaw, Lee Cooke and Vincent .2000. Changing organizational forms and the employment relationship. Working paper. ESRC Future of Work Programme. Manchester School of Management Swart, Purcell and Kinnie. 2005. Knowledge work and new organizational forms: The HRM Challenge. Working Paper Series 2005.06. University of Bath School of Management. additional articles forthcoming Optionnelles / Recommended readings Cichocki Patricia and Christine Irwin. 2014. Organizational design: A guide to building effective organization 2nd Edition. Kogan Page. Hatch Mary-Jo and Ann L. Cunliffe. 2012. *Organization Theory: Modern, Symbolic and Postmodern Perspectives*, Oxford University Press. Helms Mills Jean. 2008. *Understanding organizational change*. Taylor& Francis.

Websites :

• Organizational Dynamics (<http://www.journals.elsevier.com/organizational-dynamics/>) • Academy of Management • Harvard Business Review • Organizations • MIT Sloan Review

Certifications & Legal Mentions

Certifications :

N/A

MSC.IHRM2.MLCOR.0007 – Managing HR and Careers in International Organisations

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
15.00h	9.00h	0.00h	0.00h	0.00h	60%	40%	100%

Course Manager & Teaching Team

Course Manager : EZZEROUALI Amine

Teaching Team : Paris : MOUSSALLI Samir

Academic Characteristics

Credits : 3
Discipline : Management & Organisation

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

In global firms, HR plays a critical role in accompanying the increasing complexity of global businesses.

Some of the challenges HR managers have to face are detailed in this course, such as:

- Developing the global employer/HR company brand
- international HR management
- optimising a geographical workforce presence
- facilitating international mobility
- driving the engagement of a worldwide workforce
- supporting company culture & values
- managing & developing talents internationally
- balancing local and global HR needs

Pedagogical Objectives

Pedagogical Objectives :

Analyze global HR needs for global companies and organizations

Apply global HR frameworks for global talent management

Prerequisites

Prerequisites :

None

Course Schedule

Course Schedule :

The course on “Managing HR in Global Companies” is intended to introduce participants to the concepts and processes of key HRM in the global business. The responsibilities of the business is to produce added value, to develop richness and wealth for the growing of the firm. This implies a role of Business partnership for HR to implement specific policies. The participants will have a general picture of the methods, ethics, processes and practical systems which are used in HRM and their specific problematic in an international environment : - What is the role of HR to support Global business management - The role of international mobility - Motivating the global workforce - What is the role of local HR Directions to support the global company workforce efficiency via its Talent Management & Career Development responsibilities. Topics that will be covered : 1) Global HR strategy - Localization (Drivers of localization, Strategies for localization, Obstacles & barriers of effective localization, Process for putting in place a localization strategy) 2) HR sourcing and sharing - Strategic choices, Business drivers for HRO and development, - Transfer of strategic HR know-how in MNCs, - Strategic value and Direction - Challenges and HR initiatives. 3) Recruitment & staffing skills in an international context - Advantages of using international employees - Functions of international assignment - Strategic planning & Job analysis - International staffing & selection (international manager etc.) 4) Training & development of employees in an international context - Complexity of Training for Expats - Types of expat training - Effective selection of expat training - Definition of adjustment and expatriate failure 5) International compensation and strategic management of international assignments - aim of expat compensation & different approaches - effective expat remuneration packages - challenges of drafting an assignment letter 6) Career development and repatriation - retention of expats - double career issues - career development trough expatriation - reintegration and repatriation - career stages and anchors.

Academic References

Academic Reference :

Recommended readings : International Human Resource Management: Globalization, National Systems and Multinational Companies New edition Edition by Tony Edwards (Author), Chris Rees (Author), Oct 19, 2016
Managing a Global Workforce, Nov 8, 2014 by Charles M Vance and Yongsun Paik International Human Resource Management: Contemporary HR Issues in Europe (Global HRM) 3rd Edition, Mar 7, 2016

Certifications & Legal Mentions

Certifications :

N/A

MSC.IHRM2.MLCOR.0011 – Managing Individual & Collective Performance Systems

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 : EZZEROUALI Amine

Teaching Team : Paris : TARDIEU Luc

Academic Characteristics

Credits : 2

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

In this course, students will develop and understanding of the fundamental concepts of performance management and linked disciplines (organisational sociology, social psychology, sociology of work); learn about the different performance management approaches and understand their benefits and challenges; understand the various stages of the performance management process, and measuring performance.

Pedagogical Objectives

Pedagogical Objectives :

Analyze and apply performance management frameworks

Prerequisites

Prerequisites :

None

Course Schedule

Course Schedule :

Session 1 : An Overview of Performance Management Session 2 : How to measure performance? Who, how and when is it measured? Session 3 : Impact of Performance Management on Motivation and HR processes Session 4 : Review of PM-related Case Studies Session 5 : Performance Management Tools Session 6: Innovative Ways of Managing Performance

Academic References

Academic Reference :

To be confirmed

Websites :

TBC

Certifications & Legal Mentions

Certifications :

N/A

MSC.IHRM2.MLELE.0006 – Recruitment Techniques

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : EZZEROUALI Amine

Teaching Team : Paris : TROTTO Alexandre

Academic Characteristics

Credits : 1
Discipline : Management & Organisation

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course will allow students to understand all the facets of the recruitment process to enable them to effectively manage this process in a professional setting. The course will look at all the steps of the recruitment process, from job definition to candidate integration. As such, it examines: the roles of all actors in the process (functional manager, HR, candidate, consultant, etc.); various recruitment methods and methodologies; issues of objectivity/judgment and discrimination in the selection process. The recruitment process will be studied from the perspective of both the recruiter and the interviewee.

Pedagogical Objectives

Pedagogical Objectives :

Design and apply effective recruitment techniques

Prerequisites

Prerequisites :

None

Course Schedule

Course Schedule :

-- Methodologies of the recruitment process -- The search for candidates, and reading CVs -- The need for objectivity in the recruitment process--what questions to ask and avoid (e.g., what is considered discriminatory?) -- Step-by-step analysis of the interview day: (structure of interview process, attitude, ...) -- The role of the recruiter: selling and hiring at the same time -- The Traps : (Halo Effect, Sympathy mistakes, ...)

Academic References

Academic Reference :

To be confirmed

Websites :

To be confirmed

Certifications & Legal Mentions

Certifications :

N/A

MSC.IHRM2.MLCOR.0030 – Research Methods

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : BACHA Eliane

Teaching Team : BACHA Eliane

Academic Characteristics

Credits : 2

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course presents the useful methods and techniques of research to analyze professional management issues. In addition, it acts as a preparation for the dissertation work.

Thus, it will give you tools and methods to:

? Turn ideas into dissertation project

? Link academic literature with empirical data (theory and practice)

? Develop your own way of thinking based on a topic you have chosen

Pedagogical Objectives

Pedagogical Objectives :

To acquire the critical and analytical skills needed to do a thesis.

Prerequisites

Prerequisites :

This course is mandatory for MSc students and PGE students wishing to do the double diploma. It serves as a pre-requisite for the MSc dissertation.

Academic References

Academic Reference :

Saunders, M; Lewis, P; and Thornhill, A. (2009). Research methods for business students, 5th edition.

Certifications & Legal Mentions

Certifications :

N/A

MSC.IHRM2.MLCOR.0021 – Strategic Human Resources Management

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 : FERRARY Michel

Teaching Team : Paris : FERRARY Michel

Academic Characteristics

Credits : 2

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

A strategic issue is to create a tighter fit between the workforce strategy and the firm's business strategy. Strategic human resources management supposes to align strategic intent and HR practices. Organizations whose HR systems incorporate a cluster of "high-commitment" practices (teams, more participation, employment security, intense screening and socialization,...) obtain greater productivity and higher quality than other firms. However, the efficiency of this HR system depends on its compliance with the firm's competitiveness. The relationship between the use of specific employment practices and organizational performance is posited to be contingent on an organization's strategy.

Learning goals:

1. Define how HR practices can be aligned to a coherent system that contributes to firm performance.
2. Explain the relationship of human resource strategy with overall organizational strategy.
3. Understand the relationship between the dual labour market of the firm and its strategic human assets.
4. Identify how the attractiveness of the firm on the labour market contributes to the firm's competitiveness.
5. Analyze how the attractiveness of the firm's employee value proposition contributes to the firm's competitiveness

Prerequisites

Prerequisites :

None

Course Schedule

Course Schedule :

Day 1: Human resource as a strategic resource Firm attractiveness on the labor market Market intelligence and HR analytics Exercice on attractiveness (25%) – By group of 4 Day 2: Strategic human capital and internal labor market of the firm SHRM and competition on the labor market Employee Value Proposition and attractiveness of the firm Evaluation (50%): How to improve the attractiveness of the firm? Day 3: How to improve the firm attractiveness on the labor market? Poaching strategy and business decision Human capital structure and strategic human resource management Case study : SAP Establishing a research centre in China Case study: Presentation and discussion (25%) group of 5 15:45 to 16:45 : Evaluation (50%): How to improve the attractiveness of the firm?

Academic References

Academic Reference :

Required readings • Ferrary M. (2012), « Attractiveness of the firm as a competitive advantage for knowledge-intensive firms » pp. 45-83, in Dibiaggio L. and Meschi P.-X., Management in the Knowledge Economy, Pearson, 323 p. • Ferrary M. (2015), “ Investing in transferable strategic human capital through alliances in the luxury hotel industry”, Journal of Knowledge Management, vol. 19(5), pp. 1007-1028 • Rynes S. and Barber A. (1990), « Applicant Attraction Strategies: An Organizational Perspective », Academy of Management Review, vol. 15, n°2, pp. 286-310 Optionnelles / Recommended readings • Wright P., Dunford B. and Snell S. (2001) "Human resources and the resource based view of the firm", Journal of Management, vol. 27, pp. 701-721 • Gardner T. (2002), « In the trenches at the talent wars: competitive interaction for scarce human resources », Human Resource Management. Vol. 41. n°2, pp. 225-237 • Chambers E. et al. (1998), « The War for Talent », The McKinsey Quarterly, n°3, pp. 44-57

Certifications & Legal Mentions

Certifications :

N/A

MSc M2 IHRPM FALL PARIS Elective Courses (1 maximum)

MSC.IHRM2.MLELE.0002 – Conflict Management

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 : GRIBLING Maria

Teaching Team : Paris : GRIBLING Maria

Academic Characteristics

Credits : 2

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

Conflicts are impossible to avoid due to different characters, opinions, interests, needs, and cultures. However, in many situations we act as if nothing happened, trying to avoid or ignore them. In a company this attitude can be very costly, both in financial and human terms, because unresolved conflicts take up a lot of energy and time. For this reason, it is important to develop to develop effective conflict management and communication skills. While these are very important for future HR professionals, they are also useful for individuals from other backgrounds and functions.

Pedagogical Objectives

Pedagogical Objectives :

develop and apply effective conflict management and communication skills

Prerequisites

Prerequisites :

None

Course Schedule

Course Schedule :

1) Background knowledge about conflict management: Definition, conflict opportunities, symptoms, classification 2) Conflict mechanism: Conflict dynamics, aggravation, escalation levels, personality types, handling difficult personalities 3) Communication skills: Addressing conflicts constructively : non-violent communication, tackle conflicts, identification with conflict partner 4) Communication skills: Receiving negative

feedback, “Johari-model”, active listening skills, rephrasing, reframing, conflict styles 5) Conduct a conflict interview: Harvard concept, structure of a conflict interview, phrasing of an agreement

Academic References

Academic Reference :

Recommended readings Marshall B. Rosenberg, (2003) Nonviolent Communication: A Language of Life, Puddle Dancer Press The Pfeiffer Book of Successful Conflict Management Tools , 2003 John Wiley & Sons, Inc.

Websites :

[Http://www.ted.com/talks/margaret_heffernan_dare_to_disagree](http://www.ted.com/talks/margaret_heffernan_dare_to_disagree)

Certifications & Legal Mentions

Certifications :

N/A

MSC.IHRM2.MLCOR.0028 – Diversity and Inclusion

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 : FERRARY Michel

Teaching Team : Paris : FERRARY Michel

Academic Characteristics

Credits : 2 Discipline : Management & Organisation

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This elective aims to help future HR professionals understand the challenges of diversity and inclusion within organizations.

Upon completion of this course students should :

1. Be aware of the social issues induced by Diversity & Inclusion program in relation with corporate social responsibility. Acquire knowledge of various dimensions of diversity, including but not limited to race, gender, age, ethnicity, sexual orientation, and abilities, and understand how these dimensions intersect with CSR and stakeholder interests.
2. Be able to conceptualize a business case for Diversity & Inclusion program and responsible HRM practices. Understand the relationship between CSR initiatives, responsible HRM, and organizational reputation among stakeholders, and develop the ability to strategically leverage CSR to contribute to organizational competitiveness.
3. Be able to identify how responsible HRM practices contribute to employer attractiveness on the labor market and the organization competitiveness on the output market
4. Gain proficiency in designing and implementing talent management strategies that promote diversity, equity, and inclusion, addressing the needs and expectations of diverse stakeholder groups.

Prerequisites

Prerequisites :

Strategic HRM Course with Professor Michel Ferrary

Course Schedule

Course Schedule :

TBC

Academic References

Academic Reference :

To be confirmed

Certifications & Legal Mentions

Certifications :

N/A

MSC.IRHM2.MLELE.0011 – Employer Branding Strategies and Employer Attractiveness

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 : EZZEROUALI Amine

Teaching Team : Paris : GUILLEMIN D'ECHON Claire

Academic Characteristics

Credits : 2
Discipline : Management & Organisation

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

Employer attractiveness is key in both acquisition and retention of human resources. This elective tackles employer branding strategies and employer attractiveness and their challenges for HR professionals.

Pedagogical Objectives

Pedagogical Objectives :

Design and apply effective employer branding strategies and techniques

Prerequisites

Prerequisites :

None

Course Schedule

Course Schedule :

TBC

Academic References

Academic Reference :

TBC

Websites :

TBC

Certifications & Legal Mentions

Certifications :

N/A

MSc PMBD Project Management for Business Development

MSc M2 PMBD FALL PARIS Core Courses (8 maximum)

MSC.PMBM2.OTCOR.0001 – Career Management for PMBD

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : ANDRE Nathalie

Teaching Team : MARTEIL Zuzana TOSELLI Camille

Academic Characteristics

Credits : 1

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course is designed to transition students into the professional world by refining their career objectives and mastering advanced job search and negotiation techniques. It focuses on building a clear action plan, navigating multicultural professional environments, and leveraging modern tools (including AI) to optimize recruitment outcomes and salary positioning.

Pedagogical Objectives

Pedagogical Objectives :

Upon completion of this course, students will be able to: Define a clear professional project and a concrete action plan for their career entry. Design and implement an effective job search strategy using specialized resources and AI tools. Navigate complex interview scenarios in multicultural contexts, demonstrating professionalism and motivation. Master the fundamentals of salary negotiation, including market research and understanding EU transparency directives. Apply behavioral interview techniques and prepare for value-based negotiations.

Prerequisites

Prerequisites :

NA

Course Schedule

Course Schedule :

Activity 1: Review My Project Description: Review of the professional project to obtain clarity and define a concrete action plan.

Modality: In-person (TD Groups)

Duration: 1h30.

Evaluation: 20% of the final grade.

Timing: End of Sept/Beg of Oct.

Activity 2: Job Search Strategy & Techniques Description: Understanding effective search strategies, discovering resources, and learning how to utilize AI tools

Modality: Webinar.

Duration: 1h30

Evaluation: 10% of the final grade.

Timing: October.

Activity 3: Interviewing in a Multicultural Context

Description: Pitch practice and interview techniques; navigating challenging questions and exploring the impact of multicultural contexts.

Modality: In-person (TD Groups)

Duration: 1h30.

Evaluation: 20% of the final grade. Timing: November.

Activity 4: The Fundamentals of Salary Negotiation

Description: Exploring total rewards, salary surveys, negotiation strategies, and the impact of the EU Pay Transparency Directive.

Modality: Asynchronous

Duration: 1h30

Evaluation: 10% of the final grade.

Timing: Oct/Nov.

Final Evaluation Description: Assessment of interview fundamentals (behavioral and preparation techniques) and key concepts of salary negotiation (profile value, market research, and strategies)

Modality: Quiz K2

Duration: 1 hour.

Evaluation: 40% of the final grade.

Academic References

Websites :

K2 DEDICATED SPACE
CAREER TOOLKIT ON K2

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

IA

use of AI in career management

MSC.PPMM2.PMCOR.0090 – International Contract Management

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0.00h	18.00h	0.00h	0.00h	60.00h	0%	100%	100%

Course Manager & Teaching Team

Course Manager : GARDINER Paul

Teaching Team : Belo : ESTEVES Rodrigo

Academic Characteristics

Credits : 2 Discipline : Management & Organisation

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

Ample credible evidence exists that despite the “professionalization” of project management, “projects” and the “products” these projects are producing are “failing” at an unacceptable rate.

One of the major “root causes” stems from contractually related issues.

This course has been designed to help you develop an understanding of what contractually related issues are causing both project and product failures and what we, as project managers, can and should be doing about it. This course is somewhat unique as it looks at contracts and contracting from both the OWNERS and CONTRACTORS perspective, on the premise that the only way to be able to fix the issues lies in creating contracts which are “fair” and “equitable in allocating risks to the party most capable of managing those risks. Because construction is arguably one of the oldest (Pyramids? Great Wall of China? Cathedrals of Europe?) applications of the project management processes and have some of the most sophisticated and well developed contract documents, many of the documents are coming from construction sources. HOWEVER all attempts will be made to demonstrate how these same terms and conditions can be adopted or adapted for use by other sectors. As there are both team and individual projects, students are free to document how they can or would modify the contractual terms and conditions found in construction for use in other sectors. (Essentially, all sectors are experiencing the same issues to a greater or lesser extent.)

Prerequisites

Prerequisites :

None

Course Schedule

Course Schedule :

DAY ONE Session 1. Leading causes of contractual disputes globally Session 2. How to compare and evaluate the “Best Tested and Proven” key contractual clauses Session 3. Introducing and exploring the 10 Types of Contracts and how to decide which one to use and when Session 4. Introducing and exploring the 11 Project Delivery Strategies and how to decide which one to use and when DAY TWO Session 5. How do we measure or assess “done” and what does “success” “look like”? Session 6. Who are “project stakeholders”? Session 7. How to address the conflicting or often mutually exclusive “needs, wants and expectations” of different stakeholders using standardized contract templates DAY Three (eLearning session) (Finish of the Face to Face Session + ~90 days Distance Learning Mode) Session 8. Teams Present their Analysis and Comparison of their chosen Paragraph for all 4 Standardized Contract Documents (FIDIC, AIA, EJCDC and ConsensusDocs) showing their recommended choice(s) to solve or address an issue of their choice and why. THE COURSE PLAN IS SUBJECT TO CHANGES

Academic References

Academic Reference :

BEFORE DAY 1 (Pre-Course Reading Assignments) 1. Guild of Project Controls Compendium and Reference (GPCCaR) <http://www.planningplanet.com/guild/GPCCAR-modules> (FREE but you have to fill in a PROFILE that will take you about 10 minutes) a. Module 2-1 Managing People: <http://www.planningplanet.com/guild/gpccar/introduction-to-managing-people> b. Module 2-6 Identifying and Engaging Stakeholders: <http://www.planningplanet.com/guild/gpccar/introduction-to-managing-people> c. Module 5-1 Introduction to Managing Contracts: <http://www.planningplanet.com/guild/gpccar/introduction-to-managing-contracts> d. Module 5-3 Selecting the Project Delivery Method and Contract Type: <http://www.planningplanet.com/guild/gpccar/managing-contracts-select-project-delivery-method-contract-type> e. Module 5-4 Tendering and Bidding the Contract: <http://www.planningplanet.com/guild/gpccar/managing-contracts-tendering-and-bidding-the-project> f. Module 5-5 Managing the Contract (Owners and Contractors Perspectives): <http://www.planningplanet.com/guild/gpccar/managing-contracts-managing-the-contract> g. Module 5-6 Closing the Contract (Owners and Contractors Perspectives) <http://www.planningplanet.com/guild/gpccar/managing-contracts-closing-the-contract> h. Module 10-1 Introduction to Managing Change: <http://www.planningplanet.com/guild/gpccar/introduction-to-managing-change> i. Module 10-3 Managing Change- The Owners Perspective: <http://www.planningplanet.com/guild/gpccar/managing-change-the-owners-perspective> j. Module 10-4 Managing Change- The Contractors Perspective: <http://www.planningplanet.com/guild/gpccar/managing-change-the-contractors-perspective> k. Module 10-5 Managing Change Using Configuration Management: <http://www.planningplanet.com/guild/gpccar/managing-change-configuration-management> l. Module 12-1 Introduction to Forensic Analysis: <http://www.planningplanet.com/guild/gpccar/introduction-to-managing-forensic-analysis> 2. KPMG Global Construction Survey 2015: <https://home.kpmg.com/xx/en/home/insights/2015/03/global-construction-survey.html> 3. ARCADIS Global Construction Disputes 2015- <https://www.arcadis.com/media/2/8/9/%7B289321DC-B266-4A13-82FA-CCBD54B6F535%7DARCADIS%20Construction%20Disputes%20Report%202015%20004.pdf> 4. Why do Contractors Fail? http://c.yimcdn.com/sites/www.surety.org/resource/resmgr/LearnAboutSurety/Why_Do_Contractors_Fail.pdf 5. Ernst & Young Project Efficiency in the Oil and Gas Sector: <http://www.ey.com/gl/en/industries/oil---gas/ey-project-efficiency-in-oil-and-gas> 1. Job outlook 2016: the attributes employers want to see on new college graduates' resumes-<http://www.naceweb.org/career-development/trends-and-predictions/job-outlook-2016-attributes-employers-want-to-see-on-new-college-graduates-resumes/> 2. What is project based learning? http://www.bie.org/about/what_pbl 3. Kirkpatrick new world model- <http://www.kirkpatrickpartners.com/our-philosophy/the-new-world-kirkpatrick-model> 4. Pay the laborer before his sweat dries: <http://www.masjidma.com/2012/09/03/the-employer-employee-relationship/> 5. Caution- pay when paid clauses: <http://www.jdsupra.com/legalnews/caution-pay-when-paid-clauses-are-a-58593/> 6. Understanding pay-if-paid and pay-when-paid clauses in a construction contract: <http://floridaconstructionlawgroup.com/understanding-pay-if-paid-and-pay-when-paid-clauses-in-a-construction-contract/> 7. Unfair payment clauses in the contracts in the uae: <http://www.slqsuae.org/wp-content/uploads/2014/12/article-by-roshan-2014.pdf> 8. Project management credentials compared against the us professional engineer (pe) license- <http://pmworldjournal.net/wp-content/uploads/2016/12/pmwj53-dec2016-giammalvo-certification-benchmarking-2016-update-featured-paper.pdf> AIS integrated project delivery approach- <https://www.aiacontracts.org/resources/64146-integrated-project-delivery-a-guide> 9. How to develop competent professional level project management practitioners- <http://pmworldjournal.net/wp->

content/uploads/2015/07/pmwj36-jul2015-giammalvo-producing-competent-practitioners-second-edition.pdf
FOR PURCHASE BY SKEMA FOR YOUR LIBRARY 10. FIDIC Red Book: <http://fidic.org/books/construction-contract-1st-ed-1999-red-book> 11. AIA General Conditions of the Contract 2017: <https://www.aiacontracts.org/events/86776-aia-2017-documents-the-revised-general-conditions-and-new-sustainable-projects-exhibit-> 12. EJCDC General conditions: <http://www.ejcdc.org/product/c-700-standard-general-conditions-2013-2/> 13. ConsensusDocs General Conditions http://www.consensusdocs.org/Resource_/FileManager/Redline_of_ConsensusDocs_200_2007_2011_2012_2014.pdf 14. CSI Project Resource Manual 5th Edition <https://www.amazon.com/Project-Resource-Manual-CSI-Practice/dp/0071370048>

Websites :

1. Guild of Project Controls- <http://www.planningplanet.com/guild> 2. Guild of Project Controls Competency Certification Home page- <http://www.planningplanet.com/guild/certification> 3. Association for the Advancement of Cost Engineering International- <http://web.aacei.org/about-aace>

Certifications & Legal Mentions

Certifications :

N/A

MSC.PMBM2.PMCOR.0206#1 – Leadership Skills for Projects

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0.00h	18.00h	0h	0h	60.00h	50%	50%	100%

Course Manager & Teaching Team

Course Manager : WALKER Sandra

Academic Characteristics

Credits : 2

Discipline : N/A

Teaching Languages : English

Open to Exchange : Yes

Certifications & Legal Mentions

Certifications :

N/A

MSC.PPMM2.PMCOR.0079 – People in Projects

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0.00h	18.00h	0.00h	0.00h	60.00h	0%	100%	100%

Course Manager & Teaching Team

Course Manager : LABOUREIX Philippe

Academic Characteristics

Credits : 2
Discipline : Management & Organisation

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course explores the human, relational and political dimensions of project environments. It focuses on how stakeholder interests, power dynamics, trust and negotiation shape project outcomes. Rather than covering project management methods or formal change management models, the course adopts a people-centered approach based on the principles of Getting to Yes. A core assumption is that people do not resist change; they resist losses. Resistance and conflict are therefore analyzed as rational responses to perceived losses of power, security or legitimacy. Students learn to influence, negotiate and build commitment without formal authority. The course emphasizes legitimacy, fairness and trust as key leadership levers. Learning is case-based and experiential, using real-life project situations and role plays. By the end of the course, students are able to manage complex people issues in projects with professionalism and credibility.

Pedagogical Objectives

Pedagogical Objectives :

session 1: Learning Goals
Distinguish positions vs. interests
Identify formal and informal power
Define BATNAs in project contexts
session2: Learning Goals
Understand trust dynamics under pressure
Manage credibility as a project manager
Separate relationship issues from substantive issues
Session3: Learning Goals
Influence without authority
Negotiate resources and priorities
Use objective criteria to depersonalize decisions

Session4: Learning Goals
Diagnose types of conflict
Conduct difficult conversations
Manage emotions and perceptions
Session5: Learning Goals
Understand cultural and organizational differences
Adapt leadership style
Navigate ethical grey zones
Session6: Learning Goals
Negotiate under stress and time pressure
Manage emotions in a crisis
Preserve relationships while making hard decisions

Prerequisites

Prerequisites :

None

Course Schedule

Course Schedule :

Session 1 – Stakeholders, Interests & Power in Projects
Core Question: Who really matters in a project — and what do they actually want?
Session 2 – Trust, Credibility & Relationships
Core Question: How do projects survive when trust is fragile?
Session 3 – Negotiation Inside the Project Team
Core Question: How do you get results when no one reports to you?
Session 4 – Conflict Management & Difficult Conversations
Core Question: How do you deal with conflict without escalating it?
Session 5 – Leadership, Culture & Ethics in Projects
Core Question: What does “fair” leadership mean in complex projects?
Session 6 – Crisis, Change & Negotiation Under Pressure
Core Question: What happens to people and negotiations when everything goes wrong?

Academic References

Academic Reference :

Books:

Getting to Yes Fisher and Ury

• Huemann, M. (2015). Human Resource Management in the project-oriented Organization. Gower Applied Research (Chapter 4, 5 and 9) • Huemann, M.; Eskerod, P. ; Ringhofer, C. (2016). Rethink! Project Stakeholder Management. PMI (Chapter 3 and 10) 3085-3104.

Websites :

HARVARD PON

Certifications & Legal Mentions

Certifications :

No

RSE / IA

No

MSC.PPMM2.PMCOR.0084 – Project Management Methods

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0.00h	6.00h	0.00h	12.00h	60.00h	70%	30%	100%

Course Manager & Teaching Team

Course Manager : DAHMANI Sarra

Teaching Team : Lille : GARDINER Paul Belo : TORRES Thiago

Academic Characteristics

Credits : 2
Discipline : Management & Organisation

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

Agile PM and SCRUM are two important project management methods used internationally. This course provides foundation level competence in both and an opportunity for certification. The course covers the SCRUM Master Certification requirements based on the Agile Business Consortium syllabus and certified by APMG. Agile PM is a project management method suitable for dynamic projects with high uncertainty and/or complexity. The course covers the key principles of AGILEPM, specifically: underpinning philosophy and principles, lifecycle of an AgilePM project, products, techniques, roles and responsibilities. Online help is available by TrainingByteSize.com for both methods. Candidates that pass the course will be provided with an opportunity for certification in both methods. An assignment is included in the course.

Prerequisites

Prerequisites :

None

Course Schedule

Course Schedule :

This is a course based on fully interactive and autonomous distance learning materials which is self-paced by students within a timeframe specified by SKEMA. A comparative analysis assignment is also required. There will be a kick off session in class.

Academic References

Academic Reference :

REQUIRED READINGS Manuals for PRINCE2 and Agile PM RECOMMENDED READINGS Other resources and articles will be supplied. NOTE PRINCE2® is a registered trade mark of AXELOS Limited, used under permission of AXELOS Limited. All rights reserved. AgilePM® and AgilePgM® are registered trademarks of Dynamic Systems Development Method Ltd. All rights reserved.

Websites :

www.apmgroup.co.uk trainingbytesize.com

Certifications & Legal Mentions

Certifications :

N/A

MSC.PPMM2.PMCOR.0077 – Project Planning and Control

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0.00h	30.00h	0.00h	0.00h	90.00h	40%	60%	100%

Course Manager & Teaching Team

Course Manager : DAHMANI Sarra

Teaching Team : Lille : DUESUND Morten Paris : DUESUND Morten Belo : NEVES Rodrigo

Academic Characteristics

Credits : 3
Discipline : Management & Organisation

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course aims to provide students with the core knowledge areas of project management. The course combines the knowledge available in project management with the PMI Body of Knowledge (PMBok). Focus will be on understanding the application of the tools of project management, such as work breakdown structure, use of critical path scheduling, stakeholder management, risk management and earned value analysis. The principles and tools are integrated and clarified through use of examples, case studies and simulations. Reference is made to the PMBoK project management life cycle and its processes related to each of the course topics.

Prerequisites

Prerequisites :

None.

Course Schedule

Course Schedule :

DAY ONE Session 1. What is a project and what is project management Session 2. Project lifecycle Session 3. Project, programme and portfolio Session 4. Project initiation and project scope statement and statement of work Session 5. Project charter Session 6. Skills of a project manager Session 7. Introduction to PMBoK, CAPM and PMP examination Session 8. Team project – develop a project charter DAY TWO Session 9. Organisational structure and project management teams Session 10. Introduction to project planning Session 11. Product breakdown structure and work breakdown structure Session 12. Team project – develop project organisational structure, PBS and WBS Session 13. PMBoK related topics DAY THREE Session 14. Project time management Session 15. Schedule management Session 16. PMBoK related topics DAY FOUR Session 17. Project cost management, earned value analysis Session 18. MS Project seminar Session 19. Team project – Use MS Project to develop the project schedule Session 20. PMBoK related topics DAY FIVE Session

21. Project quality management Session 22. Project human resource management Session 23. PMBoK related topics Session 24. Team work – develop quality management plan DAY SIX Session 25. Stakeholder analysis and planning Session 26. PMBoK related topics Session 27. Team work – identify, analyse stakeholders and develop stakeholders management plan DAY SEVEN Session 28. Risk identification, analysis and planning Session 29. Closing projects Session 30. PMBoK related topics Session 31. Team work – identify, analyse and develop risk management plan DAY EIGHT Session 32. Team assessment Session 33. CAPM exam Q&As

Academic References

Academic Reference :

PRE-READING Read chapter 1, 2 and 3 of: Project Management Institute. 2013. A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Fifth Edition REQUIRED READINGS 1. Kerzner, H. 2013. Project Management: A Systems Approach to Planning, Scheduling, and Controlling, 11th Ed. John Wiley & Sons Inc. (available in the library in e-book format) 2. Project Management Institute. 2013. A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Fifth Edition 3. Selected list of journal articles will be communicated to students before the start of the course. RECOMMENDED READINGS 1. Gardiner, P. D. 2005. Project Management: A Strategic Planning Approach, Palgrave Macmillan. 2. Pinto, J. K. 2015. Project Management: Achieving Competitive Advantage, 4th Ed. Prentice Hall.

Websites :

1. www.pmi.org

Certifications & Legal Mentions

Certifications :

N/A

MSC.PPMM2.PMOPT.0001 – Project Practice Portfolio 1

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0h	24.00h	0.00h	0.00h	90.00h	100%	0%	100%

Course Manager & Teaching Team

Course Manager : DAHMANI Sarra

Teaching Team : Lille : GARDINER Paul Paris : LACHERET Arnaud Belo : NEVES Rodrigo

Academic Characteristics

Credits : 3
Discipline : Management & Organisation

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course requires you to work in teams on real projects in a portfolio. You will be part of a cell working on several projects and will develop your project management competences through practice. Part 1 is focused on project generation and initiation activities up to and including the project charter. Part 2 is focused on project development and delivery, quality management, audit and control.

Prerequisites

Prerequisites :

NONE

Course Schedule

Course Schedule :

NOTE: Indicative only. Detailed course plan will be issued in class. • Organisation into project teams • Development of strategy, team charter, team role profile and organisation policies • Planning of projects • Execution of projects • Monitoring and control of projects • Project management documentation and report writing • Personal reflection and competence development report • Additional competency points report

Academic References

Academic Reference :

Required readings 1. PMI PMBOK Guide and Agile Practice Guide (latest edition) 2. IPMA ICB4 3. PRINCE2 guide 4. GAPPS project manager and sponsor standards

Certifications & Legal Mentions

Certifications :

N/A

MSC.PPMM2.PMCOR.0201 – Research methods 1

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0.00h	18.00h	0.00h	0.00h	60.00h	100%	0%	100%

Course Manager & Teaching Team

Course Manager : RIBEIRO Barbara

Teaching Team : Belo : LEAL JAMIL (FDC) George RIBEIRO Barbara

Academic Characteristics

Credits : 0

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course introduces students to the fundamental principles and practices of research in the field of business and management. It equips students with the basic conceptual and methodological tools needed to design, conduct, and critically evaluate research.

Pedagogical Objectives

Pedagogical Objectives :

Distinguish between main research philosophies and paradigms (e.g. positivism, constructivism); Formulate research topics, problems and questions; Conduct literature reviews; Design an appropriate research framework (building on qualitative, quantitative or mixed methods) in relation to specific research questions; Understand the opportunities and challenges of deploying artificial intelligence (AI) tools in research.

Prerequisites

Prerequisites :

None

Course Schedule

Course Schedule :

Week 1: Foundations of business and management research
Week 2: Developing research questions and objectives
Week 3: Reviewing the literature
Week 4: Research designs and strategies
Week 5: Data collection and analysis (part 1)
Week 6: Data collection and analysis (part 2)

Academic References

Academic Reference :

Saunders, M.N.K., Lewis, P. and Thornhill, A. (2019) Research Methods for Business Students. 8th Edition, Pearson, New York.

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE IA

RSE: Sustainability and societal impact are woven throughout the course as a recurring thread rather than treated as a standalone topic. Research examples and case studies drawn from environmental management, corporate social responsibility, and social entrepreneurship are used to illustrate key methodological concepts. Students are also encouraged to consider the broader societal relevance and real-world impact of research as an integral part of what makes a research question worthwhile.

Artificial Intelligence (AI): AI tools and their implications for research practice are addressed progressively across the course. Students are introduced to the use of AI-assisted tools for literature searching, research design support, and data analysis, while developing a critical awareness of their limitations and ethical considerations, including issues of bias, transparency, and academic integrity. Rather than treating AI as a separate subject, the course positions it as part of the evolving methodological landscape in academic research.

MSc M2 PMBD FALL PARIS Elective Courses (2 maximum)

MSC.PPMM2.PMCOR.0028 – Business Plans, Models and Social Entrepreneurship

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
12.00h	0.00h	0.00h	0.00h	30.00h	0%	100%	100%

Course Manager & Teaching Team

Course Manager : DUESUND Morten

Academic Characteristics

Credits : 1 Discipline : Stratégie, Innovation & Entreprenariat

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

The course objectives for students are to know and master concepts that are used for making business plans, and for developing and tuning business models.

Tools and techniques used to issue these plans and models are explained.

Examples and practice allow a full capacity. Lessons learned are exhibited.

Prerequisites

Prerequisites :

None.

Course Schedule

Course Schedule :

NOTE: This course descriptor is indicative and draft and subject to periodic updates. PRE SESSION ACTIVITIES Reading of papers cited in references "before day 1" DAY ONE: What is a business model? Concept of business model The context of business creation and the context of project business Modelling a business model (value proposition canvas and business model canvas) DAY TWO: Planning a business model Content of a business plan 3 types of business plan (pitch, presentation, report) The mutual contribution between business model and business plan DAY THREE (several weeks after day 2): Presentations of a company business model and business plan Presentation, reflection and peer review POST SESSION ACTIVITIES Writing a business plan report

Academic References

Academic Reference :

REQUIRED READINGS BEFORE DAY 1 - Wirtz, B. W., et al. (2016). Business Models: Origin, Development and Future Research Perspectives. Long Range Planning 49(1): 36-54. - DaSilva, C. M. and P. Trkman (2014). Business Model: What It Is and What It Is Not. Long Range Planning 47(6): 379-389 - Wikström, K., et al. (2010). Business models in project business. International Journal of Project Management 28(8): 832-841 - Achtenhagen, L., et al. (2013). Dynamics of Business Models – Strategizing, Critical Capabilities and Activities for Sustained Value Creation. Long Range Planning 46(6): 427-442. BEFORE DAY 2 - Chen, X.-P., et al. (2009). Entrepreneur Passion and Preparedness in Business Plan Presentations: A Persuasion Analysis of Venture Capitalists Funding Decisions. The Academy of Management Journal 52(1): 199-214. - Kirsch, D., et al. (2009). Form or Substance: The Role of Business Plans in Venture Capital Decision Making. Strategic Management Journal 30(5): 487-515. - Great products are not enough? Alexander Osterwalder, video on youtube RECOMMENDED READINGS - Moingeon, B. and L. Lehmann-Ortega (2010). Creation and Implementation of a New Business Model: a Disarming Case Study. M@n@gement 13: 266-297.

Websites :

None.

Certifications & Legal Mentions

Certifications :

N/A

MSC.PPMM2.PMELE.0002 – Digital Tools for Project Management

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0.00h	12.00h	0.00h	0.00h	30.00h	70%	30%	100%

Course Manager & Teaching Team

Course Manager : GARDINER Paul

Teaching Team : Belo : NEVES Rodrigo

Academic Characteristics

Credits : 1
Discipline : Management & Organisation

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

Practical application of MS Project, Power BI and Power Automate to increase efficiency.

Prerequisites

Prerequisites :

None.

Course Schedule

Course Schedule :

DAY 1 - MS Project DAY 2 - Power BI DAY 3 - Power Automate

Academic References

Academic Reference :

None

Websites :

None

Certifications & Legal Mentions

Certifications :

N/A

MSC.PPMM2.HRELE.0001 – Geopolitical Considerations in Project and Program Management

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
12.00h	0.00h	0.00h	0.00h	30.00h	0%	100%	100%

Course Manager & Teaching Team

Course Manager : LACHERET Arnaud

Academic Characteristics

Credits : 1 Discipline : Droit & Humanités Teaching Languages : English Open to Exchange : Yes

Course Description

Course Description :

International relations are more and more impacting business in general and Project Management in particular. Armed conflicts, access to resources, local instability, climate change, international organizations, action of private entities on states... many topics have raised during the 21st century and a good project manager has to be aware of them.

This class will be an introduction to geopolitics applied to international business and especially project management.

Pedagogical Objectives

Pedagogical Objectives :

To help participants develop SMART objectives, key performance indicators, results targets and theories of change as integral to the strategic planning process and understand how to use political and geopolitical insights in the Project Management process.

To explore with participants their leadership roles and their capacity for managing change and transition.

To discover several cases of planning in organizations influenced by geopolitical context.

Participants on completion, as learning outcomes, will be able to:

? Show understanding of public organizations missions, visions, values and management systems

? Analyze and take into consideration the geopolitical context

? Demonstrate understanding of tools for political analysis of an organization, as well as influence of international relations and geopolitics.

Demonstrate knowledge of geopolitical issues, organization goals, SMART objectives and theories of change to be applied to the Project Management process.

Understand how to play and win within the political issues of a project.

Select and apply appropriate techniques to solve and mitigate those problems

Prerequisites

Prerequisites :

None

Course Schedule

Course Schedule :

Each class is divided into two parts: 1h30 lecture and comments on previous readings explaining key concepts / 1h30 of group work on a case study.

1- Brief introduction to political science

2- Using geopolitical issues while planning a project

Certifications & Legal Mentions

Certifications :

N/A

MSC.PPMM2.PMELE.0005 – Managing Sport Projects and Performance

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
12.00h	0.00h	0.00h	0.00h	30.00h	50%	50%	100%

Course Manager & Teaching Team

Course Manager : ROMER Arnaud

Academic Characteristics

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

Course Description

Course Description :

Managing performance and sport event

? Human : How to manage a project team or sport team towards performance at individual and collective level ?

? With methods to solve an issue : Constat > Analyze > Solution

Constat

? with datas : use of the tool Wyscout sports, KPIs pour projects team

? with cognitives skills : analyse others, soft skills (observation, empathy...)

Analyse

? Sport team : analyse datas, Artificial Intelligence

? Project team : KPIs,

Solution ?

? Team Leadership : How to manage a sport team of a project sport team?

Leadership in a group

From individual to collective

Motivation theories

Assess the individual performance and the team performance: qualitative and quantitative

Diagnosis

Managing conflict in the team

? Multicultural Management and Global leadership

Cultural intelligence (cognition, behavior, communication)

Emotional intelligence (Daniel Goleman: motivation, empathy, self regulation...)

Multiculturalism leadership : integration, open mindset, feedbacks...

? Environment : How to maximize the performance through the understanding

of the environment ?

? Managing sport and projects and performance with eco-systeme
Notion Biotope, biocenose > James Moore

Understanding the evolution of a project within the environment

? Managing within different levels of scale

Effect > impact on close environment who doesn't participate

Scale > national, worldwide...

Large scale : Example of the Olympic and Paralympic games l'e

With Emotions et memorial dimension > Point 11 Bessy, Memory of the performance...

? Managing image and PR of a sport event

Internal communication of a sport event

PR and its effect on the image and reputation of the project/event

Crisis communication and its effect on the team

? Uncertainty of the environment

Uncertainty of the result/output

Unpredictability of events: managing risk

? Sustainability and sport project management

? Logistics / supply chain: How to answer the logistic stakes of sport and project management ?

? Main constraints : time management

? Supply chain of a sport event

? Risk management and impact assessment

? FINANCIAL : How sport and project economy are linked ?

? Managing sport events and performance with financial obligations:

Budget forecast

? With goal to make profit: entertainment value of sport, generation of income (high and low level of entertainment)

? Financing plan: sponsors & contrat, private equity, tickets sold, membership, government

Prerequisites

Prerequisites :

Basic knowledge of Project Management Methods

Fundamental of Leadership

Course Schedule

Course Schedule :

Human: How to manage a project team or sport team towards performance at individual and collective level ?

Environment: How to maximize the performance through the understanding of the environment ? Supply chain /

logistics : How to answer the logistic stakes of sport and project management ? Finance : How sport and project economy are linked ?

Academic References

Academic Reference :

Deci, E.L., & Ryan, R.M. (2002). Handbook of self-determination research. Rochester : University of Rochester Press. Moore, J(1996). The Death of Competition: Leadership and strategy in the age of business ecosystems.

New York: HarperBusiness.) Bessy, O, and Suchet, A, « Une approche théorique de l'événementiel sportif », Mondes du Tourisme [En ligne], 11 | 2015 Desbordes, M, "A review of the economic impact studies done on the Tour de France: methodological aspects and first results", International Journal of Sport Management and Marketing, vol. 2, n° 5-6, 2007

Certifications & Legal Mentions

Certifications :

N/A

MSC.PPMM2.PMELE.0006 – Sustainable Business Ecosystems

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
12.00h	0.00h	0.00h	0.00h	30.00h	30%	70%	100%

Course Manager & Teaching Team

Course Manager : NIESTEN Eva

Teaching Team : Prof. dr. Eva Niesten & Prof. dr. Albert Jolink

Academic Characteristics

Credits : 1
Discipline : Stratégie, Innovation & Entrepreneuriat

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course examines how firms respond to increasing sustainability demands from consumers, regulators, NGOs, and other stakeholders. Students will explore how to transform traditional business models into sustainable ones that create environmental, social, and economic value. Emphasis is placed on the role of business ecosystems—networks of interdependent firms—in fostering sustainable value creation. Through a real-world case study of a sustainable Italian winery and immersive Virtual Reality (VR) simulations, students will analyse managerial decision-making and stakeholder engagement in the face of climate challenges. The course fosters understanding of natural ecosystems, ecosystem services, and sustainable technologies, while enhancing strategic thinking and analytical skills. Students will develop interdisciplinary and problem-solving abilities; gain experience in data collection, teamwork, and report writing; and learn to use VR tools effectively.

Pedagogical Objectives

Pedagogical Objectives :

- Knowledge and understanding of natural ecosystems, ecosystem services, sustainable business models, sustainable business ecosystems, strategies of firms in sustainable business ecosystems, managerial cognitive frames and decision-making.
- Cognitive skills: analytical, problem-identification, and problem-solving skills, inter-disciplinary, trans-disciplinary and environmental competences, and the ability to think strategically and develop effective firm strategies.
- Key transferable skills: data collection, presentation, and reporting writing skills, the ability to work collaboratively as a member of a team, and the ability to use virtual reality applications.
- Ethical and social understanding: knowledge of how the natural environment impacts firms' strategies, the role of ecosystems in firms' survival, knowledge on the development of sustainable business models and strategies as well as managers' cognitive frames and decision-making for sustainability.

Prerequisites

Prerequisites :

None.

Academic References

Academic Reference :

Resources on K2:

- Obligatory survey on thinking styles
- Lecture slides
- Case study on Salcheto winery
- Supplementary material and videos on Salcheto
- Business model canvas and sustainable business model canvas
- Videos on natural ecosystems

In-class VR resources

Academic articles and BCG resources:

- Adner, R. (2017). Ecosystem as structure: An actionable construct for strategy. *Journal of Management*, 43(1), 39-58.
- Hannah, D. P., & Eisenhardt, K. M. (2018). How firms navigate cooperation and competition in nascent ecosystems. *Strategic Management Journal*, 39(12), 3163-3192.
- <https://www.bcg.com/publications/2020/how-do-you-design-a-business-ecosystem>
- <https://www.bcg.com/publications/2021/ecosystems-could-help-with-sustainability-challenges>

Websites :

see above

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE

MSC.PPMM2.PMELE.0003 – Workshop Skills for Climate Action

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
12.00h	0.00h	0.00h	0.00h	30.00h	0%	100%	100%

Course Manager & Teaching Team

Course Manager : UNTER Kerrigan

Academic Characteristics

Credits : 1
Discipline : Management & Organisation

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

Co-designing with Stakeholders for Climate Resilience introduces students to a variety of participatory methods and tools to engage with stakeholders. Students will learn the various approaches to group facilitation and techniques to elicit knowledge in service of effective interventions in organizations. In this course, students will use them to simulate solutions for climate adaptation and resilience in organizations, getting to know relevant methods and tools through hands-on activities.

Prerequisites

Prerequisites :

None

Course Schedule

Course Schedule :

To be provided in class.

Academic References

Academic Reference :

TBD

Websites :

TBD

Certifications & Legal Mentions

Certifications :

N/A

MSc M2 PMBD FALL PARIS Specialization Courses (2 maximum)

MSC.PMBM2.PMCOR.0209 – ARTIFICIAL INTELLIGENCE (AI) IN ORGANIZATION

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
18.00h	0.00h	0h	0h	60.00h	50%	50%	100%

Course Manager & Teaching Team

Course Manager : BUCHWALTER Bastien

Academic Characteristics

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

Course Description

Course Description :

Artificial Intelligence (AI) is reshaping how organizations operate, make decisions, and create value. This course examines the managerial, organizational, and ethical implications of AI adoption and integration. Drawing from the sociotechnical perspective and the concept of wise AI management, students will explore how to design, implement, and govern AI systems responsibly and effectively in diverse organizational contexts.

Pedagogical Objectives

Pedagogical Objectives :

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

- Understand key concepts, definitions, and current applications of AI in organizations.
- Recognize the strategic role of data and data governance in AI initiatives.
- Evaluate the technical and organizational dimensions of AI validation and testing.
- Identify and develop the skills required for effective human–AI collaboration and algorithmic brokering.
- Assess the implications of AI on work design, roles, and workforce transformation.
- Apply ethical, fair, and explainable AI principles in management and governance.
- Integrate AI considerations into broader organizational strategy and continuous adaptation processes.

Course Schedule

Course Schedule :

The course consists of seven 3-hour sessions combining short lectures, case discussions, and group activities. Students are expected to read assigned materials before each session

and actively participate in discussions.

Assessment may include individual reflection papers, group case analyses, and a final project focusing on an organizational AI challenge. Details will be provided in class.

Academic References

Academic Reference :

Gal, Uri and Mikalef, Patrick (2024). Managing AI Wisely: Artificial Intelligence in Organizations. Edward Elgar Publishing. <https://www.e-elgar.com/shop/gbp/managing-ai-wisely-9781800887664.html>

- Selected academic papers and cases will be provided during the course.
- Brynjolfsson, E. and McAfee, A. (2017). Machine, Platform, Crowd: Harnessing Our Digital Future. W.W. Norton.
- Davenport, T. and Miller, S. (2022). Working with AI: Real Stories of Human-Machine Collaboration. MIT Press.
- Shneiderman, B. (2022). Human-Centered AI. Oxford University Press.

Certifications & Legal Mentions

Certifications :

N/A

MSC.PPMM2.PMELE.0008 – Consulting skills: designing a project-based organizational transformation

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
18.00h	0.00h	0.00h	0.00h	60.00h	50%	50%	100%

Course Manager & Teaching Team

Course Manager : GARDINER Paul

Teaching Team : Belo : GATTONI Roberto

Academic Characteristics

Credits : 2
Discipline : Management & Organisation

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course equips participants with the essential consulting skills needed to design project-based organizational transformations. Learners will explore methodologies for assessing organizational needs, developing transformation strategies, and designing projects that lead to effective change. Through case studies and practical exercises, participants will gain insights into stakeholder engagement, risk management, and creating a culture receptive to change. Ideal for aspiring consultants and organizational leaders, this course lays the foundation for driving impactful transformation initiatives.

Prerequisites

Prerequisites :

None

Course Schedule

Course Schedule :

Session 1: Introduction to Organizational Transformation Overview of organizational transformation and its importance Key concepts in designing project-based transformations Assessing organizational readiness for change
Session 2: Stakeholder Engagement and Communication Identifying and mapping stakeholders Strategies for effective stakeholder engagement Designing communication plans to support transformation
Session 3: Change Management Strategies Principles of change management Developing change management plans Overcoming resistance to change
Session 4: Risk Management and Contingency Planning Identifying potential risks in transformation projects Developing risk mitigation strategies Creating contingency plans
Session 5: Cultivating a Change-Friendly Culture Strategies for creating a culture receptive to change Engaging employees in the transformation process Leadership's role in fostering a change-friendly

environment Session 6: Measuring Success and Continuous Improvement Establishing metrics for transformation success Monitoring, evaluation, and reporting progress Strategies for continuous improvement post-transformation

Certifications & Legal Mentions

Certifications :

N/A

MSC.PPMM2.PMCOR.0092 – Organisational Excellence and Maturity Models

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
18.00h	0.00h	0.00h	0.00h	60.00h	0%	100%	100%

Course Manager & Teaching Team

Course Manager : NAJJAR Grace

Teaching Team : Paris : ELTIGANI Adil

Academic Characteristics

Credits : 2

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course aims to introduce the concepts of project maturity models and excellence in project management. The course also introduces the concepts of excellence and performance improvement at the a wider organisational level.

Prerequisites

Prerequisites :

Project management

Course Schedule

Course Schedule :

Session 1. Introduction to Quality management Session 2. Business excellence models Session 3. European Foundation for Quality Management (EFQM)Excellence Model Session 4. Project Maturity models Session 5. IPMA Project Excellence Baseline PEB Session 6. Workshops and discussion

Academic References

Academic Reference :

REQUIRED READINGS 1. Project Management Institute, 2013. Organizational project management maturity model (OPM3) knowledge foundation (3rd ed.). Newtown Square 2. International Project Management Association (IPMA), 2016. Project Excellence Baseline for Achieving Excellence in Projects and Programmes. IPMA Global Standard 3. Kerzner, H. 2005. Using the Project Management Maturity Model: Strategic Planning for Project Management 2nd Edition, 2nd Ed. John Wiley & Sons Inc. 4. EFQM 2013, EFQM Excellence Model

- EFQM 2013, EFQM Publications 5. Selected list of journal articles will be communicated to students before the start of the course. RECOMMENDED READINGS Kerzner, H. 2013. Project Management: A Systems Approach to Planning, Scheduling, and Controlling, 11th Ed. John Wiley & Sons Inc. (available in the library in e-book format)

Websites :

<http://www.ipma.world/> <http://www.efqm.org>

Certifications & Legal Mentions

Certifications :

N/A

MSc SFF Sustainable Finance & Fintech

MSc M2 SFF FALL PARIS Core Courses (15 maximum)

MSC.CFMM2.FIELE.0146 – Accounting prerequisites

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : RAKOTOVOLOLONA Heritiana

Teaching Team : Paris : RAKOTOVOLOLONA Heritiana Belo : CARVALHO Monica

Academic Characteristics

Credits : 0 Discipline : Comptabilité Teaching Languages : English Open to Exchange : Yes

Course Description

Course Description :

This module emphasizes on the fundamentals of financial accounting and is customized for students entering postgraduate level studies, without a substantial accounting background. The module will introduce general accounting standards. At the end of this module, students are NOT expected to have a comprehensive knowledge of IAS/IFRS standards in financial reporting and analysis. It is a foundation course where an understanding of accounting is a basic requirement.

Pedagogical Objectives

Pedagogical Objectives :

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

1. Understand the nature and the role of accounting systems,
2. Explain the mechanics of the accounting process,
3. Read a set of financial statements: balance sheet, income statement, statement of equity and cash flow statement,
4. Conduct a preliminary financial statement analysis and business performance measure.

Prerequisites

Prerequisites :

This module is a prerequisite course for students having a first level or limited knowledge in accounting. It enables them to understand and analyze basic annual reports and financial statements of general businesses.

Course Schedule

Course Schedule :

Session 1: Introduction to frameworks and concepts of accounting Session 2: Preparation and examination of financial statements

Academic References

Academic Reference :

David Alexander and Christopher Nobes (2020), Financial Accounting – an international introduction, Pearson (Higher Edition), 7th edition.

OTHER LEARNING MATERIALS:

1. Self Learn-en Video on, Accounting 101, accounting overview, basics, and best practices, <https://youtu.be/YjkRSITxsZM> (1h46'),
2. Tutorial reading, Introduction to Financial Accounting (available on K2)

Websites :

None

Certifications & Legal Mentions

Certifications :

N/A

MSC.SFFM2.ISCOR.0001 – Algorithm Design in Fintech

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0.00h	15.00h	0.00h	0.00h	0.00h	100%	0%	100%

Course Manager & Teaching Team

Course Manager : IYIDOGAN Engin

Teaching Team : Engin IYIDOGAN

Academic Characteristics

Credits : 2 Discipline : Analytics Information and Operations

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course focuses on the application of algorithm design in FinTech. It covers key concepts like algorithms, pseudocode, blockchain, and machine learning techniques. The course is structured into five lectures, each addressing different aspects of algorithm design and implementation in the financial technology sector.

Pedagogical Objectives

Pedagogical Objectives :

The course contributes to the learning objectives by providing students with advanced knowledge in algorithm design specifically tailored for FinTech applications, and an understanding of how to reduce economic friction in the financial industry through technological solutions.

Prerequisites

Prerequisites :

Students need to know mathematical modeling.

Course Schedule

Course Schedule :

Lecture 1 – Frontier Programming Key Concepts: Algorithm, Pseudocode, Variables, Operators, Control Flows, Functions
Lecture 2 – Algorithm and Pseudocode Implementation-I: Design of a Blockchain Key Concepts: Block, timestamp, mining, blockchain
Lecture 3 – Algorithm and Pseudocode Implementation-II: Design of Smart Contracts Key Concepts: Signature, payment, voting, DAO
Lecture 4 – Algorithm and Pseudocode Implementation-III: Design of Frontier Financial Products Key Concepts: Decentralized Exchange, StableCoins, P2P Lending, CBDC

Academic References

Academic Reference :

While there are no mandatory textbooks for this course, the following resources will help deepen your understanding and enhance your coding skills:

Coding Communities & Forums: GitHub, StackOverflow, StackExchange

Interactive Learning Platforms: DataCamp, LeetCode, HackerRank

AI and Machine Learning Tools: GPTs, Huggingface

Books (Optional): "Algorithm Design" by Jon Kleinberg, Éva Tardos

Certifications & Legal Mentions

Certifications :

N/A

MSC.SFFM2.FICOR.0011 – Applied research methods

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : SAIDANE Dhafer

Teaching Team : Paris : BEN ABDALLAH Sana, SAIDANE Dhafer

Academic Characteristics

Credits : 1

Discipline : Finance

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

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

When it comes to communication, some say that form is sometimes more important than substance.

What you say and what you write reveal important information about you.

your rigor

your intellectual qualities

your abilities.

Pedagogical Objectives

Pedagogical Objectives :

Develop your ability to critically analyse information

Prepare you to write a document « in-depth »

Understand what it means « original knowledge ».

Improve your employability

Have something to talk about in the interview

Be an expert in a subject you would like to work in.

Analyze a company you are interested in for your career

Commitment of your Supervisor if you manage to interest him (Spin-off= co-author Mathieu DA SILVA MSc CFM SKEMA – Revue Banque 2020)

Master thesis is An original research on a precise topic related to the subject of your program.

Original: you are adding something new to the sum of existing knowledge (ie. It is not just other people's ideas)

Precise: Not just "Everything you want to know about everything and are afraid to ask »=Not a Shopping List
Related to the program: You are in Sustainable finance&Fintech. So, your subject must be related.

Prerequisites

Prerequisites :

Mandatory for the MSc candidates

Course Schedule

Course Schedule :

Part A 1. What is research? 1.1. In-company project (for PGE students) 1.2. Master thesis (for MSc and prospective MSc students) 1.3. Why is the ability to think critically important? 1.4. The research business (how academia works - peer review system etc). 2. Organizing information 2.1. Sources of information / research tools available at SKEMA 2.2. How to structure information 2.3. How to distinguish what is important 2.4. Keeping a critical distance from your sources 2.5. Practical cases with ORBIS and REFINITIV 3. Applied Research background : How we make research in Finance? 3.1. Critical thinking 3.2. Research question 3.3. Literature review 3.4. Methodology PART B One full day of coaching in groups, with students working on an assessed individual assignment in parallel.

Academic References

Academic Reference :

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

Available online on La Fusée website in Cyberlibris / Scholarvox:

<http://ezp.skema.edu:2057/bookshelf/list/folderid/62679> Additional references will be provided by the instructor during the class.

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE

MSC.SFFM2.FICOR.0010 – Big data, Artificial Intelligence & Power BI

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : PETRECZKY Mihaly

Teaching Team : PETRECZKY Mihaly BEN ABDALLAH Sana LU Xuefei

Academic Characteristics

Credits : 1

Discipline : Finance

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

In the actual digital era, Corporate Finance has to adapt: become more agile, more forward looking and support more than ever decision-making. Financial Managers used to be the guarantor of business profitability. To continue ensuring their role, Financial Managers now need to master IS dedicated to monitor business performance such as Big Data, AI, XBRL, Analytics, etc,..., and understand their implications (legal, ethical and social)

Prerequisites

Prerequisites :

As a prerequisite, students should have:

- Corporate finance notions in management control and performance management
- Information Systems management notions
- Business Process monitoring notions

Course Schedule

Course Schedule :

This course will introduce the cutting-edge AI and Big data technologies to students and they will be equip them with hands-on experiences with financial data applications through projects or in class assignments. Different use cases, may be used to explore the different aspects of transforming financial data into useful information for better Business Intelligence.

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

IA

MSC.SFFM2.FICOR.0003 – Blockchain and Crypto assets

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : BUCHWALTER Bastien

Teaching Team : Bastien BUCHWALTER

Academic Characteristics

Credits : 2

Discipline : Finance

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

The purpose of this course is to provide students with an introduction to crypto-assets and the distributed blockchain technology. In recent years, Bitcoin and other crypto-assets have gained ever-increasing attention. While the crypto-asset ecosystem represents a large market capitalization, there are still many misconceptions about crypto-assets, the functions they can fulfill, and their underlying technology. Although we are already quite familiar with the blockchain as a kind of distributed ledger in the context of Bitcoin, we still lack an approach to study the vast cross-section - of more than 28,000 crypto-assets currently in circulation - in a unified and consistent manner. As such, this course constitutes an attempt to structure the rapidly growing and complex fields of crypto-assets and the underlying blockchain technology.

Through the course of 12 chapters, students shall acquire a thorough understanding of this emerging asset class, the various risks present in the cross-section, and its implications. By linking technological characteristics to financial implications, students are able to make informed investment decisions and accompany those who are new to the field.

Pedagogical Objectives

Pedagogical Objectives :

The course has the following goals: to provide students with a comprehensive understanding of the emerging asset class of crypto-assets. By the end of the course, students will be well-versed in the relevant terminology, familiar with key technological and financial concepts, and able to assess both the strengths and weaknesses of these assets. They will also gain insights into issues of scalability, governance, smart contracts, and the links between crypto-assets and traditional financial systems.

Prerequisites

Prerequisites :

There is no prerequisite for this course.

Course Schedule

Course Schedule :

Week 1 – A Chain of Blocks Week 2 – Distributed Networks Week 3 – Consensus Mechanisms and Hashing Algorithms Week 4 – Classification of Crypto-assets Week 5 – Frontier Programming: Algorithm and Pseudocode Week 6 – Algorithm and Pseudocode Implementation-I: Designing of a Blockchain Week 7 – Algorithm and Pseudocode Implementation-II: Design of Smart Contracts Week 8 – Algorithm and Pseudocode Implementation-III: Design of Frontier Financial Products

Academic References

Academic Reference :

- Abadi, J., Brunnermeier, M., 2018. Blockchain economics. Technical Report, mimeo Princeton University.
- Al-Breiki, H., Rehman, M.H.U., Salah, K., Svetinovic, D., 2020. Trustworthy blockchain oracles: review, comparison, and open research challenges. *IEEE Access*, 8, 85675–85685.
- Arrunada, B., Garicano, L., 2018. Blockchain: The birth of decentralized governance. Pompeu Fabra University, Economics and Business Working Paper Series 1608.
- Atik, J., Gerro, G., 2018. Hard forks on the bitcoin blockchain: reversible exit, continuing voice. *Stan. J. Blockchain L. & Pol'y*, 1, 24.
- Auer, R., Frost, J., Gambacorta, L., Monnet, C., Rice, T., Shin, H.S., 2021. Central bank digital currencies: motives, economic implications and the research frontier. *Annual Review of Economics*, forthcoming.
- Barthelemy, J., Gardin, P., Nguyen, B., 2021. Stablecoins and the real economy. Available at SSRN 3973538.
- Benedetti, H., Kostovetsky, L., 2021. Digital tulips? returns to investors in initial coin offerings. *Journal of Corporate Finance*, 66, 101786.
- Benigno, P., Schilling, L.M., Uhlig, H., 2019. Cryptocurrencies, currency competition, and the impossible trinity. Technical Report, National Bureau of Economic Research.
- Biais, B., Bisiere, C., Bouvard, M., Casamatta, C., 2019. The blockchain folk theorem. *The Review of Financial Studies*, 32, 1662–1715.
- Brunnermeier, M.K., James, H., Landau, J.P., 2019. The digitalization of money. Technical Report, National Bureau of Economic Research.
- Caldarelli, G., 2020. Understanding the blockchain oracle problem: A call for action. *Information*, 11, 509.
- Catalini, C., Gans, J.S., 2016. Some simple economics of the blockchain. Technical Report, National Bureau of Economic Research.
- Chason, E.D., 2019. Cryptocurrency hard forks and revenue ruling 2019-24. *Va. Tax Rev.*, 39, 279.
- Chiu, J., Koepl, T.V., 2017. The economics of cryptocurrencies—bitcoin and beyond.
- Cong, L.W., He, Z., 2019. Blockchain disruption and smart contracts. *The Review of Financial Studies*, 32, 1754–1797.
- Cong, L.W., He, Z., Li, J., 2021a. Decentralized mining in centralized pools. *The Review of Financial Studies*, 34, 1191–1235.
- Cong, L.W., Li, Y., Wang, N., 2021b. Tokenomics: Dynamic adoption and valuation. *The Review of Financial Studies*, 34, 1105–1155.
- Cong, L.W., Mayer, S., 2021. The coming battle of digital currencies. Available at SSRN 3992815.
- Fenu, G., Marchesi, L., Marchesi, M., Tonelli, R., 2018. The ico phenomenon and its relationships with ethereum smart contract environment, in: 2018 International Workshop on Blockchain Oriented Software Engineering (IWBOSE), IEEE. pp. 26–32.
- Fisch, C., 2019. Initial coin offerings (icos) to finance new ventures. *Journal of Business Venturing*, 34, 1–22.

Garratt, R., Wallace, N., 2018. Bitcoin 1, bitcoin 2,....: An experiment in privately issued outside monies. *Economic Inquiry*, 56, 1887–1897.

Gri?n, J.M., Shams, A., 2020. Is bitcoin really untethered? *The Journal of Finance*, 75, 1913–1964.

Halaburda, H., Haeringer, G., 2018. Bitcoin and blockchain: What we know and what questions are still open. NYU Stern School of Business, Forthcoming.

Howell, S.T., Niessner, M., Yermack, D., 2018. Initial coin o?erings: Financing growth with cryptocurrency token sales. Technical Report, National Bureau of Economic Research.

Hu, A., Parlour, C.A., Rajan, U., 2018. Cryptocurrencies: Stylized facts on a new investible instrument.

Huberman, G., Leshno, J.D., Moallemi, C.C., 2017. Monopoly without a monopolist: An economic analysis of the bitcoin payment system.

Kaal, W.A., Dell'Erba, M., 2017. Initial coin o?erings: emerging practices, risk factors, and red flags. Verlag CH Beck (2018), U of St. Thomas (Minnesota) Legal Studies Research Paper.

Li, J., Mann, W., 2018. Initial coin o?ering and platform building.

Li, T., Shin, D., Wang, B., 2021. Cryptocurrency pump-and-dump schemes. Available at SSRN 3267041.

Lo, S.K., Xu, X., Staples, M., Yao, L., 2020. Reliability analysis for blockchain oracles. *Computers & Electrical Engineering*, 83, 106582.

Lyons, R.K., Viswanath-Natraj, G., 2020. What keeps stablecoins stable? Technical Report, National Bureau of Economic Research.

Martin, W., 2014. Black Market Cryptocurrencies: The rise of bitcoin alternatives that o?er true anonymity. Will Martin.

Nakamoto, S., 2008. Bitcoin: A peer-to-peer electronic cash system.

Roth, J., Sch"ar, F., Sch"opfer, A., 2019. The tokenization of assets: using blockchains for equity crowdfunding. Available at SSRN 3443382.

Saleh, F., 2021. Blockchain without waste: Proof-of-stake. *The Review of Financial Studies*, 34, 1156–1190.

Shahsavari, Y., Zhang, K., Talhi, C., 2019. A theoretical model for fork analysis in the bitcoin network, in: 2019 IEEE International Conference on Blockchain (Blockchain), IEEE. pp. 237–244.

Stefansson, G., Lentin, J., 2017. From smileys to smileycoins: Using a cryptocurrency in education. *Ledger*, 2, 38–54.

Trump, B.D., Wells, E., Trump, J., Linkov, I., 2018. Cryptocurrency: governance for what was meant to be ungovernable. *Environment Systems and Decisions*, 38, 426–430.

Vigna, P., Casey, M.J., 2018. *The Truth Machine: The Blockchain and the Future of Everything*. St. Martin's Press.

Webb, N., 2018. A fork in the blockchain: Income tax and the bitcoin/bitcoin cash hard fork. *North Carolina Journal of Law & Technology*, 19, 283.

Xu, D., 2019. Free money, but not tax-free: A proposal for the tax treatment of cryptocurrency hard forks. *Actual Probs. Econ. & L.*, 1661.

Xu, J., Livshits, B., 2019. The anatomy of a cryptocurrency Pump-and-Dump scheme, in: 28th USENIX Security Symposium (USENIX Security 19), pp. 1609–1625.

Yermack, D., 2017. Corporate governance and blockchains. *Review of Finance*, 21, 7–31.

Zetzsche, D.A., Buckley, R.P., Arner, D.W., F"ohr, L., 2017. The ico gold rush: It's a scam, it's a bubble, it's a super challenge for regulators. University of Luxembourg Law Working Paper, 17–83.

Websites :

<https://bastienbuchwalter.com>

Certifications & Legal Mentions

Certifications :

N/A

MSC.SFFM2.OTCOR.0001 – Career Management for SFF

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : ANDRE Nathalie

Teaching Team : TOSELLI Camille MARTEIL Zuzana

Academic Characteristics

Credits : 1

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course is designed to transition students into the professional world by refining their career objectives and mastering advanced job search and negotiation techniques. It focuses on building a clear action plan, navigating multicultural professional environments, and leveraging modern tools (including AI) to optimize recruitment outcomes and salary positioning.

Pedagogical Objectives

Pedagogical Objectives :

Upon completion of this course, students will be able to: Define a clear professional project and a concrete action plan for their career entry. Design and implement an effective job search strategy using specialized resources and AI tools. Navigate complex interview scenarios in multicultural contexts, demonstrating professionalism and motivation. Master the fundamentals of salary negotiation, including market research and understanding EU transparency directives. Apply behavioral interview techniques and prepare for value-based negotiations.

Prerequisites

Prerequisites :

NA

Course Schedule

Course Schedule :

Activity 1: Review My Project Description: Review of the professional project to obtain clarity and define a concrete action plan.

Modality: In-person (TD Groups)

Duration: 1h30.

Evaluation: 20% of the final grade.

Timing: End of Sept/Beg of Oct.

Activity 2: Job Search Strategy & Techniques Description: Understanding effective search strategies, discovering resources, and learning how to utilize AI tools

Modality: Webinar.

Duration: 1h30

Evaluation: 10% of the final grade.

Timing: October.

Activity 3: Interviewing in a Multicultural Context

Description: Pitch practice and interview techniques; navigating challenging questions and exploring the impact of multicultural contexts.

Modality: In-person (TD Groups)

Duration: 1h30.

Evaluation: 20% of the final grade. Timing: November.

Activity 4: The Fundamentals of Salary Negotiation

Description: Exploring total rewards, salary surveys, negotiation strategies, and the impact of the EU Pay Transparency Directive.

Modality: Asynchronous

Duration: 1h30

Evaluation: 10% of the final grade.

Timing: Oct/Nov.

Final Evaluation Description: Assessment of interview fundamentals (behavioral and preparation techniques) and key concepts of salary negotiation (profile value, market research, and strategies)

Modality: Quiz K2

Duration: 1 hour.

Evaluation: 40% of the final grade.

Academic References

Websites :

K2 DEDICATED SPACE

CAREER TOOLKIT ON K2

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

IA

use of Ai in career management

MSC.SFFM2.FICOR.0006 – Climate issues in the financial sphere

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : DERRIEN Antoine

Teaching Team : DERRIEN Antoine

Academic Characteristics

Credits : 2

Discipline : Finance

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

Teaching Methods

The course will mainly be given by professionals. Students will be invited to actively participate in the course during debates and case studies.

The issues will be addressed through the example of existing Fintechs that respond to them.

Prerequisites

Prerequisites :

no

Course Schedule

Course Schedule :

i

Academic References

Academic Reference :

Workshop Topics and References 1/ Describe how Fintechs have historically helped the transformation of finance, and how these innovations can participate in the transformation of the economy towards a low-carbon model. References 1. Exploring the Evolutions of Fintech in Sustainable Finance (fintechly.com) 2. FINAL Green Fintech Classification.pdf - Google Drive 2) In the panorama of sustainable Fintechs, take a fintech and analyze the advances made and the obstacles that remain to be overcome / that they may encounter. You can find this panorama on this link: Panorama of sustainable fintech 2023 - France FinTech 3) In your opinion, what

are the main problems in sustainable finance that remain to be resolved (regulation, operational...)? You can find some ideas in the following report: References
https://institutdelafinancedurable.com/app/uploads/2022/10/F4T_Global-synthesis-report-on-climate-action.pdf
References 1. Corporate Social Responsibility A Case Study Approach Christine A. Mallin 2009 2. Financing Sustainable Development Magdalena Ziolo & Bruno S. Sergi 2019 3. Corporate Social Responsibility A Strategic Perspective David Chandler 2015 4. Financial System Stability, Regulation, and Financial Inclusion, ADB Institute Financial Services Agency, Japan International Monetary Fund Regional Office for Asia and the Pacific Editors Financial 2015 5. Financial Inclusion for Poverty Alleviation Edited by Essam Yassin Mohammed and Zenebe Bashaw Uruguchi Routledge 2018 6. Sustainable Banking Rosella Carè 2018

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE

MSC.CFMM2.FIELE.0147 – Corporate finance prerequisites

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : IYIDOGAN Engin

Teaching Team : Paris : Iyidogan Engin Belo : CARVALHO Monica

Academic Characteristics

Credits : 0

Discipline : Finance

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

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

Prerequisites

Prerequisites :

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

Course Schedule

Course Schedule :

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

Academic References

Academic Reference :

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

Certifications & Legal Mentions

Certifications :

N/A

MSC.SFFM2.FICOR.0005 – CSR & Green Business

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : PAWAR Pius Piyush

Teaching Team : PAWAR Pius Piyush

Academic Characteristics

Credits : 2

Discipline : Finance

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course explores the evolving role of Corporate Social Responsibility (CSR) and green business strategies in a rapidly transforming global economy. It examines how organizations integrate sustainability into their purpose, governance, and operations while responding to environmental and social challenges.

The course begins by examining the evolution of CSR toward stakeholder capitalism and regenerative responsibility. It then explores the growing role of Environmental, Social, and Governance (ESG) frameworks and how digital technologies—particularly Artificial Intelligence (AI)—are transforming sustainability reporting and accountability.

Subsequent sessions analyze green business models, circular economy innovation, and the integration of digital technologies to improve resource efficiency and environmental performance. The course also investigates how global value chains are becoming greener through tools such as carbon accounting, AI-driven risk modelling, and net-zero strategies.

Finally, the course examines the growing field of sustainable finance, including green and blue bonds, and concludes with a critical discussion on ethics, greenwashing, and the role of AI in ensuring authentic sustainability practices.

Through storytelling, real-world case studies, and debates, students will gain practical insights into how firms design and implement sustainable strategies in the digital age

Pedagogical Objectives

Pedagogical Objectives :

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

Understand the theoretical foundations of CSR, ESG, and green business models.

Analyze how technology and data are transforming sustainability practices.

Evaluate the role of circular economy strategies and sustainable value chains in corporate environmental performance.

Assess sustainable finance mechanisms such as green and blue bonds.

Identify risks of greenwashing and assess the ethical implications of AI in sustainability governance.

Design innovative CSR and sustainability strategies that integrate ESG frameworks, digital technologies, and responsible business practices.

Prerequisites

Prerequisites :

to complete

Course Schedule

Course Schedule :

Class 1: Purpose Beyond Profit – Evolving CSR for a Green Economy

- Evolution of CSR and stakeholder capitalism
- Regenerative responsibility and sustainable value creation
- AI and data-driven impact storytelling in CSR
- Case studies:
 - o Overfishing and the effective measures to help tribal communities in Indonesia
 - o Microsoft – AI for Earth

Class 2: ESG Frameworks, AI-Driven Reporting & SDG Integration

- Overview of ESG frameworks and sustainability standards
- Integration of SDGs into corporate strategy
- AI tools for sustainability reporting and sentiment analysis

Class 3: Green Business Models, Circular Innovation & Digital Efficiency

- Circular economy principles
- Cradle-to-cradle design and sustainable production systems
- AI and digital technologies in energy and resource optimization
- Case studies:
 - o Too Good To Go Business model
 - o Cherrapunji Gin production
 - o BarePack Singapore

Class 4: Greening Value Chains, AI Risk Modelling & Net Zero

- Sustainability challenges in global supply chains
- AI-driven transparency and traceability
- Carbon accounting and net-zero transition strategies
- Biodiversity finance and environmental risk analysis
- Case studies:
 - o Maersk's Carbon Pact
 - o Unilever Sustainable Living Plan

Class 5: Green & Blue Finance – AI, Blockchain & Sustainable Investment

- Sustainable finance and ESG investment trends
- Role of AI and blockchain in financial transparency
- Sustainability-linked bonds and blue finance instruments
- Case studies:
 - o ENEL Sustainability-Linked Bond
 - o Indonesia's Blue Bond

Class 6: Ethics, Greenwashing & AI for Authentic Sustainability

- Understanding greenwashing and legitimacy challenges

- AI tools for detecting greenwashing and misinformation
- Ethical implications of algorithmic decision-making in sustainability
- Debate:
“AI Will Replace the CSR Department by 2030 – True or False?”

Academic References

Academic Reference :

Books: (Required) Mark Antony Camilleri (2017), Corporate Sustainability, Social Responsibility, and Environmental Management – An introduction to theory and practice with case studies, Springer. Joseph E. Stiglitz (2019), People, Power and Profits for an Age of Discontents, W. W. Norton. Articles: All the articles mentioned in the course outline below will be provided online on K2 or another outlet. The ones which are mandatory readings will be specified in due time.

Websites :

European policy on CSR: https://ec.europa.eu/growth/industry/sustainability/corporate-social-responsibility_en
World Business Council for Sustainable Development: <https://www.wbcsd.org/> ISO 26000 Social Responsibility: <https://www.iso.org/iso-26000-social-responsibility.html> ISO 14000 Environmental Management: <https://www.iso.org/fr/iso-14001-environmental-management.html> Eco-Manag. and Audit Sch. (EMAS): https://ec.europa.eu/environment/emas/index_en.htm

Certifications & Legal Mentions

Certifications :

None

RSE / IA

RSE

Students will be guided on responsible and transparent use of AI tools, including:

acknowledging when AI is used in assignments

verifying information from credible sources

avoiding overreliance on automated outputs.

The course will also critically examine the opportunities and ethical risks of AI in sustainability governance, including algorithmic bias, transparency, and accountability.

MSC.SFFM2.FICOR.002 – Finance and Valuation

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0.00h	36.00h	0.00h	0.00h	0.00h	60%	40%	100%

Course Manager & Teaching Team

Course Manager : RAKOTOVOLOLONA Heritiana

Teaching Team : Course Supervisor: Dr. Dhafer Saidane Course Lecturers: MM. Antoine Derrien & Heri Rakotovololona

Academic Characteristics

Credits : 4

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This module is a fundamental course for students having a first level or limited knowledge in finance. It enables them to focus comprehensively on the principles of finance, on the concepts of financial management such as financial reporting & analysis, financial planning & analysis, and financial investment decisions. Introduction sessions related to environmental or green taxes including taxes on energy, transport, pollution and resources will also be addressed.

This module is customized for students entering postgraduate level studies, with limited accounting and financial background and emphasizes on the practice of corporate financial management. It is a foundation course for students who want to gain a stronger understanding of finance, but lack a comprehensive business background.

Pedagogical Objectives

Pedagogical Objectives :

At the end of this module, students are expected to have a general understanding of financial management and risk analysis for decision-making:

1. Understand the fundamental concepts in financial management,
2. Discuss about physical and financial assets valuation,
3. Explain how risk influences investment cost of capital and long-term financing,
4. Examine how companies manage and finance their working capital,
5. Analyze the role of financial markets and the purpose of assets management,
6. Gain an overview of corporate tax and sustainability tax.

Prerequisites

Prerequisites :

Although no prerequisite is required, it is suggested that students already got a bachelor or undergraduate level of general business studies.

Course Schedule

Course Schedule :

- Introduction to environmental finance - Value creation and valorisation - Banking and sustainable asset management - Environmental reporting and verification - Climate vulnerability, risk, and assurance - Renewable energy - Sustainability in real estate - Carbon finance and carbon markets - Development banks and microfinance - NGOs - Sustainability indexes

Academic References

Academic Reference :

- 1) Arthur Keown, John Martin & William Petty (2020), Foundations of Finance – The Logic and Practice of Financial Management, 10th Global Edition, Pearson,
- 2) Eugene F. Brigham & Joel F. Houston (2019), Fundamentals of Financial Management, 15th Edition, Cengage,
- 3) Palepu K., Healy P. & Peek E. (2022), Business Analysis and Valuation – IFRS Edition, 6th edition, Cengage Learning EMEA, March 2022,
- 4) Cybellium TM (2024), Tax Compliance: Principles and Applications, Cybellium Limited Editions

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE

MSC.SFFM2.FICOR.0007 – FinTech Seminar

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : GOLDMAN Lucas

Teaching Team : Paris : Lucas GOLDMAN

Academic Characteristics

Credits : 2

Discipline : Finance

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

The aim of the course is to study fintech from the perspective of entrepreneurial startups, and combine it with the financing of entrepreneurial opportunities. Thus, it is an entrepreneurial finance course for startups active in the fintech area. Students will better understand what constitutes entrepreneurial opportunities in the fintech space and how they are financed.

Topics covered include the following (the order may change as we progress in the course):

- 1/ Introduction to fintech activities and emergence of entrepreneurial opportunities
- 2/ Various sources of entrepreneurial funding, in particular venture capital and angel finance
- 3/ New financing forms for startups: Crowdfunding and ICOs

Students will be able to:

- Understand what constitutes entrepreneurial opportunities in the fintech space;
- Know more about different forms of entrepreneurial finance (mainly equity finance);
- Understand financing techniques and opportunities for new fintech ventures;
- Understand new alternative financing forms (crowdfunding, ICO);
- Understand the processes used in incubating and growing a new venture from the investor's perspective;
- Understand the design of optimal contracting structures for new ventures (security issuance and investment documentation).

Lectures build on theory, business cases and exercises that will be discussed in class. Students will be required to work on real-world business cases to develop their own view on different forms of entrepreneurial finance and fintech topics. This year, we will also do business cases on (equity) crowdfunding and ICO.

Prerequisites

Prerequisites :

This fintech seminar requires basic knowledge of corporate finance.

Academic References

Academic Reference :

Relevant reading material will be distributed in electronic format during the course through the K2 platform.

Certifications & Legal Mentions

Certifications :

N/A

MSC.SFFM2.FICOR.0025 – Induction Day for Sustainability - Paris

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : WILSON Natacha

Teaching Team : SAIDANE Dhafer WILSON Natacha BEN ABDALLAH Sana

Academic Characteristics

Credits : 0

Discipline : Finance

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

- This event is dedicated to welcome our students with a strong professional interaction.
- Experts and specialists in sustainable finance and Fintech will be invited to talk about their job, experience, skills, applications...in CSR/ESG and Fintech fields.
- The experts – MSc SFF teachers and professional partners - will give their testimony in passion pitch and interaction.
- Speakers will explain which roles are needed by the firm to overcome those CSR/technological challenges with a Q&A with students in interactive mode.

Pedagogical Objectives

Pedagogical Objectives :

Idea behind the MSc

- Brief outline of the year to come.
- Database REFINITIV EIKON/
- ESG Certification
- Presentation of the guests: starting with fintech on the first and moving to sustainable finance
- Aim of the Seminar
- Main goal of each Team: "What does the topic inspire you through keywords? What work do you imagine in this area?" Students should build together the answers in cooperative mode: Wooclap word cloud...
- Prerequisite
- Delegate's election

Prerequisites

Prerequisites :

NO

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE

MSC.SFFM2.FICOR.0008 – Programming with Python I

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : PETRECZKY Mihaly

Teaching Team : PETRECZKY Mihaly

Academic Characteristics

Credits : 1

Discipline : Finance

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

In this course we will cover the basics of statistics and machine learning. The goal is to give the students the necessary tools to understand what machine learning algorithms can achieve and what their limitations are. In particular, the students will learn how to evaluate and interpret models produced by various machine learning algorithms, based on examples with real data sets.

Pedagogical Objectives

Pedagogical Objectives :

Knowledge and skills acquired:

The students will be able to build basic machine learning models, interpret their performance, and compare various machine learning models. The student will also learn to communicate efficiently with data scientists, formulate clear tasks for data scientists and to interpret the models produced by data scientists.

Prerequisites

Prerequisites :

The prerequisite for this course is familiarity with basics of Python and the libraries NumPy, Scikit, Pandas. The necessary background knowledge is completely covered by the courses Programming in Python I and Programming in Python II scheduled in the Fall.

Certifications & Legal Mentions

Certifications :

N/A

MSC.SFFM2.FICOR.0009 – Programming with Python II

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : PETRECZKY Mihaly

Teaching Team : PETRECZKY Mihaly

Academic Characteristics

Credits : 1

Discipline : Finance

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

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Pedagogical Objectives

Pedagogical Objectives :

Objectives:

The goal of this course is to acquaint students with the basics of Python for data science.

The course assumes a solid background in basics of Python (loops, conditional branching, functions, lists, dictionaries, tuples, file handling).

Prerequisites

Prerequisites :

-to complete

Certifications & Legal Mentions

Certifications :

N/A

MSC.SFFM2.FICOR.0004 – Sustainable Finance & Banking

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0.00h	15.00h	0.00h	0.00h	0.00h	100%	0%	100%

Course Manager & Teaching Team

Course Manager : SAIDANE Dhafer

Teaching Team : SAIDANE Dhafer

Academic Characteristics

Credits : 2

Discipline : Finance

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

The course's key objective is to provide students with a personalized academic environment to obtain a solid understanding of International banking and sustainable finance. The Sustainable Finance course aims at analyzing and assessing the stability of Globalized financial system. It is opened to no-specialists and gives a clear understanding between international banking forces, sustainability, regulation and financial instability in globalized economy. The course will assess the impact of financial deregulation as well as structural reforms upon the banking business models.

The target students might want to work in the sustainable development / CSR department of corporates.

Prerequisites

Prerequisites :

to complete

Course Schedule

Course Schedule :

Course Program Topic 1: Financial Deregulation in World's Banking Industry : The Big changes Presentation of the program and aims The Recent Financial Crisis: the changes for World's Banking Industry : origin of the crisis, financial instability, systemic risks, weakness of Global Finance, bankruptcy, bank failures and major changes (« Big Five US » Merrill Lynch, Goldman Sachs, Morgan Stanley, Bear Stearns, Lehman Brothers), new banking business model "Big is Beautiful", "too Big to fail", strengths and weaknesses of banks regulation in United States, European Union, China...Africa... The Recent Financial Crisis Focus on : USA (Raleigh) Focus on : China (Suzhou) Focus on : Europe (Sophia, Lille) Deregulation and financial innovation in the 80's: the financial "Big Bang", New banking firm is born "universal banking", new strategies: domestic and cross-border Mergers & Acquisitions (M&A). Are Banks dead? (Boyd and Gertler, 1994), traditional assets and liabilities activity (loans, deposits vs bonds, securities, financial market): free fall? New services and business: off Balance Sheet>Balance Sheet, banking consolidation and concentration: US vs EU, Big size,

Economies of Scale and Economies of Scope, the new banking industry: international comparison, Chinese banking industry: a cautious State oriented approach. Deregulation and financial innovation Focus on : USA (Raleigh) Focus on : China (Suzhou) Focus on : Europe (Sophia, Lille) The Universal Banking Strategy based on Economies of Scale and Economies of Scope (Retail banking, Investment banking, Asset Management and Securities). From Bank Based to Market Based financial system? The ""One Stop Shop"" Banking Strategy, New business, new banking income, Change in the structure of Net Banking Income, more non interest resources (financial income)and less interest resources (financial income), more market activity (Trading Room : Structured and Derived financial products, speculation...Front, Middle and Back-Office). Banking Business Model Focus on : USA (Raleigh) Focus on : China (Suzhou) Focus on : Europe (Sophia, Lille) Topic 2: The New Banking Business Models and Sustainable Finance / Team Work The Retail Banking Business Model: Branches, Marketing and Commercial Strategies, Multi-Channel Banking : the «Brick, Bip, Click» approach, ATM (Automated Teller Machine): international comparison, the On line banking and the IT (Information Technologies), Labor division between ""Brick Banking"" vs ""Click Banking"" , The Wholesale Banking Business Model : Investment Banking, Corporate Finance, Global Investment Banking, Equity Capital Markets, M&A Consulting Services, audit, consulting, financial advisory, risk management, Creation of customized products such as bonds, securitisations, syndicated loans and structured rating services and advice on debt markets, equity-linked products (convertible bonds) and equity issues. International comparison: The « Big four » or ""Bulged bracket"" US (Goldman Sachs, Morgan Stanley, Merrill Lynch, Lehman Brothers), in Europe: The « Big three » (Crédit Suisse Group, Deutsche Bank Group et UBS Group)... Sustainable Banking and Finance : issues, opportunities and implementation difficulties. Topic 3 - Team Contribution : student work presentation

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE