

Course List
Master Programmes
Incoming Exchange Students
Paris Campus
Spring 2027



Dear Exchange Students,

Welcome to SKEMA Business School !

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

Please read these instructions carefully:

- 1) Students are required to choose **one program** and follow the courses within that one program. It is not possible to mix and match courses from different programs due to frequent scheduling clashes.
- 2) **French language courses** are offered for programmers other than the Master 1 programme at 1 ECTS. Please note for double degree students, the French language course is not 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 BCDI Business Consulting and Decision Intelligence

MSc M2 BCDI SPRING PARIS Core Courses (8 maximum)

- MSC.ISIM2.STCOR.0090	AI FOR BUSINESS
- MSC.BCDM2.PMCOR.0001	BUSINESS GAME
- MSC.TRCM2.OTCOR.0200	CAREER MANAGEMENT 2
- MSC.BCDM2.STCOR.0044	Consulting Project 2
- MSC.ISIM2.STCOR.008	GROWTH MODELS
- MSC.ISIM2.STCOR.0077	INFLUENCE AND INTERNATIONAL NEGOTIATION
- MSC.ISIM2.FICOR.0001	INTERNATIONAL MERGER & ACQUISITION
- MSC.ISIM2.STCOR.0063	SOCIAL MEDIA ANALYSIS - SPRG

MSc M2 BCDI SPRING PARIS Track Courses BIC (4 maximum)

- MSC.BCDM2.ISELE.0001	DATA SCIENCE FOR BUSINESS INTELLIGENCE
- MSC.BCDM2.STELE.0030	DECISION INTELLIGENCE CONSULTING
- MSC.ISIM2.STELE.0077	PREPARING FOR CONSULTING JOBS
- MSC.BCDM2.PMELE.0001	SOCIAL INTELLIGENCE

MSc M2 BCDI SPRING PARIS Track Courses SE (4 maximum)

- MSC.ISIM2.STELE.0073	GESTION DE CRISE
- MSC.ISIM2.STELE.0070	NOUVEAUX RISQUES ET NOUVEAUX DÉFIS
- MSC.ISIM2.STELE.0071	SÉCURITÉ ÉCONOMIQUE
- MSC.ISIM2.STELE.0072	WEB 3.0 - INTERNET: Menaces ou Atouts pour l'Entreprise

MSc IB International Business

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

MSc M2 IB SPRING PARIS Core Courses (5 maximum)

- MSC.TRCM2.OTCOR.0200	CAREER MANAGEMENT 2
- MSC.IBNM2.LTCOR.0003	EUROPEAN LEGAL ISSUES FOR BUSINESS
- MSC.IBPM2.LTCOR.0009	Geospatial intelligence
- MSC.IBNM2.STCOR.0032	INTERNATIONAL BUSINESS GAME: SKEMASIM
- MSC.IBNM2.FICOR.0061	INTERNATIONAL FINANCE

MSc M2 IB SPRING PARIS Track Courses GEO (4 maximum)

- **MSC.IBPM2.STCOR.0004** Climate change risk
- **MSC.IBPM2.STCOR.0001** Country risk
- **MSC.IBPM2.STCOR.0002** Modeling and forecasting risks
- **MSC.IBPM2.STCOR.0003** Sustainability and governance management

MSc M2 IB SPRING PARIS Track Courses ISGV (4 maximum)

- **MSC.IBNM2.MKCOR.0019** GLOBAL PRODUCT DEVELOPMENT AND MANAGEMENT
- **MSC.IBUM2.STELE.0063** INTERNATIONAL CORPORATE GOVERNANCE
- **MSC.IBNM2.HRCOR.0003** INTERNATIONAL HUMAN RESOURCE MANAGEMENT
- **MSC.IBNM2.STELE.0047** INTERNATIONAL NEGOTIATION PRACTICE

MSc IHRPM International HR and Performance Management

MSc M2 IHRPM SPRING PARIS Core Courses (12 maximum)

- **MSC.IHRM2.MLCOR.0022** Agile Project Management
- **MSC.IHRM2.MLCOR.0008** Benefits and Compensation in International Organisations
- **MSC.TRCM2.OTCOR.0200** CAREER MANAGEMENT 2
- **MSC.IHRM2.MLCOR.0003** HR and The Legal Environment - Comparative Labour Law
- **MSC.IHRM2.MLCOR.0012** HR Metrics and the Balanced Scorecard
- **MSC.IHRM2.MLCOR.0014** Information Systems for HRM
- **MSC.IHRM2.MLCOR.0006** International Labour Relations
- **MSC.IHRM2.HRCOR.0048** Joint HR Project SKEMA x Pforzheim
- **MSC.IHRM2.MLELE.0007** Organisational Development and Change Management
- **MSC.IHRM2.MLCOR.0020** Personal and Professional Development for the HR Manager
- **MSC.IHRM2.MLCOR.0013** Quality of Life and Well-Being at Work
- **MSC.IHRM2.MLCOR.0018** Training and Development - Designing Innovative Learning

MSc M2 IHRPM SPRING PARIS Elective Courses (1 maximum)

- **MSC.IHRM2.MLELE.0004** Droit de la formation professionnelle continue
- **MSC.IHRM2.MLELE.0001** Green Human Resource Management
- **MSC.IHRM2.MLCOR.0015** Introduction to Cybersecurity

MSc PMBD Project Management for Business Development

MSc M2 PMBD SPRING PARIS Core Courses (8 maximum)

- **MSC.TRCM2.OTCOR.0200** CAREER MANAGEMENT 2
- **MSC.PPMM2.PMCOR.0086** Managing Risk, Uncertainty and Complexity

- **MSC.PPMM2.PMCOR.0075** Organizational Performance Management
- **MSC.PPMM2.PMCOR.0203** Portfolio management and PMO
- **MSC.PPMM2.PMCOR.0204** Project financing and accounting
- **MSC.PPMM2.PMOPT.0002** Project Practice Portfolio 2
- **MSC.PPMM2.PMCOR.0202** Research methods 2
- **MSC.PPMM2.PMCOR.0081** Sustainable and Ethical Project Management

MSc M2 PMBD SPRING PARIS Specialization Courses (2 maximum)

- **MSC.PPMM2.PMCOR.0030** Business and Project Management Agility
- **MSC.PPMM2.PMELE.0011** Consulting skills: operating a project-based organizational transformation
- **MSC.PPMM2.PMCOR.0101** Principles and Practice of Performance Improvement

MSc M2 PMBD SPRING PARIS Elective Courses (2 maximum)

- **MSC.PPMM2.STELE.0001** Design thinking
- **MSC.PPMM2.PMCOR.0087** International Business Development : Proposals, Tenders & Bids
- **MSC.PPMM2.PMELE.0007** Social intelligence
- **MSC.PMBM2.ISELE.0001** UX Design

MSc SFF Sustainable Finance & Fintech

MSc M2 SFF SPRING PARIS Core Courses (12 maximum)

- **MSC.SFFM2.FICOR.0014** Asset Management, Green Bonds & ESG integration
- **MSC.TRCM2.OTCOR.0200** CAREER MANAGEMENT 2
- **MSC.SFFM2.FICOR.0013** Climate change risk and net zero transition
- **MSC.SFFM2.FICOR.0015** Corporate Integrated Reporting
- **MSC.SFFM2.FICOR.0016** Digitalization, M&A and corporate restructuring strategy
- **MSC.SFFM2.FICOR.0017** Extra Financial Performance & LSEG database
- **MSC.SFFM2.FICOR.0020** Financial modeling I
- **MSC.SFFM2.FICOR.0021** Financial modeling II (Excel + VBA)
- **MSC.SFFM2.FICOR.0024** Foundations in Climate Change and Sustainability
- **MSC.SFFM2.FICOR.0018** Governance, Regulation & Ethics, Human Rights
- **MSC.SFFM2.FICOR.0019** Integrated thinking & Impact Investment
- **MSC.SFFM2.FICOR.0001** Python Prerequisite Spring Intake
- **MSC.SFFM2.FICOR.0022** Sustainable and digital Job Market Opportunities

PGE M1 GBE SPRING PARIS Cours Autonomes (2 maximum)

- PGE.FINM1.CRCOR.1004 CAREER MANAGEMENT 4: Personal branding tools
- PGE.FINM1.ISCOR.0715 POWER BI

PGE M1 GBE SPRING PARIS Fondamentaux du Mgmt (6 maximum)

- PGE.FINM1.HRCOR.0345 CORPORATE SOCIAL RESPONSIBILITY: BEYOND THE MAINSTREAM
- PGE.FINM1.STCOR.0843 ENTREPRENEURSHIP
- PGE.FINM1.FICOR.0514 INTERNATIONAL FINANCE
- PGE.FINM1.MKCOR.0413 INTERNATIONAL MARKETING
- PGE.FINM1.ISCOR.0703 MANAGEMENT OF INFORMATION SYSTEMS IN THE DIGITAL AGE
- PGE.FINM1.ISCOR.0714 OPERATION MANAGEMENT

PGE M1 SPRING PARIS Langues Vivantes (1 maximum)

- PGE.FINM1.LGCOR.4398 LANGUAGE : ARABIC BASIC I SPRING
- PGE.FINM1.LGCOR.4403 LANGUAGE : ARABIC BASIC II SPRING
- PGE.FINM1.LGCOR.4408 LANGUAGE : ARABIC FUNCTIONAL SPRING
- PGE.FINM1.LGCOR.4333#1 LANGUAGE : ARABIC PROFICIENT SPRING
- PGE.FINM1.LGCOR.4335 LANGUAGE: CHINESE BASIC I SPRING
- PGE.FINM1.LGCOR.4387 LANGUAGE: CHINESE BASIC II SPRING
- PGE.FINM1.LGCOR.4336 LANGUAGE: CHINESE FUNCTIONAL SPRING
- PGE.FINM1.LGCOR.4359 LANGUAGE: CHINESE PROFICIENT SPRING
- PGE.FINM1.LGCOR.4339 LANGUAGE: FRENCH BASIC I SPRING (for non Native Speakers)
- PGE.FINM1.LGCOR.4361 LANGUAGE: FRENCH BASIC II SPRING (for non Native Speakers)
- PGE.FINM1.LGCOR.4340 LANGUAGE: FRENCH FUNCTIONAL SPRING (for non Native Speakers)
- PGE.FINM1.LGCOR.4341 LANGUAGE: FRENCH PROFICIENT SPRING (for non Native Speakers)
- PGE.FINM1.LGCOR.4344 LANGUAGE: GERMAN FUNCTIONAL SPRING
- PGE.FINM1.LGCOR.4345 LANGUAGE: GERMAN PROFICIENT SPRING
- PGE.FINM1.LGCOR.4347 LANGUAGE: ITALIAN FUNCTIONAL SPRING
- PGE.FINM1.LGCOR.4348 LANGUAGE: ITALIAN PROFICIENT SPRING
- PGE.FINM1.LGCOR.4350 LANGUAGE: PORTUGUESE BASIC I SPRING
- PGE.FINM1.LGCOR.4393 LANGUAGE: PORTUGUESE BASIC II SPRING

- PGE.FINM1.LGCOR.4351 LANGUAGE: PORTUGUESE FUNCTIONAL SPRING
- PGE.FINM1.LGCOR.4352 LANGUAGE: PORTUGUESE PROFICIENT SPRING
- PGE.FINM1.LGCOR.4444 LANGUAGE: SPANISH BASIC SPRING
- PGE.FINM1.LGCOR.4355 LANGUAGE: SPANISH FUNCTIONAL SPRING
- PGE.FINM1.LGCOR.4356 LANGUAGE: SPANISH PROFICIENT SPRING

PGE M1 GBE SPRING PARIS DESMI 1 Elective Courses (1 maximum)

- MSC.TRCM1.MKCOR.0010 Design Marketing
- MSC.TRCM1.FICOR.0003 Quantitative Finance and Modeling

MSc BCDI Business Consulting and Decision Intelligence

MSc M2 BCDI SPRING PARIS Core Courses (8 maximum)

MSC.ISIM2.STCOR.0090 – AI FOR BUSINESS

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : BISSON Christophe

Academic Characteristics

Credits : 2
Discipline : Analytics Information and Operations

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

AI is increasingly an important force that shape entire industries and create value for firms. Thus, it is important that business leaders understand the potential role of AI in helping collecting and analyzing data/information to get intelligence about the market and strengthen strategies. This course provides insights about AI and critically assesses how AI can shape business strategy in firms. Students will also acquire knowledge of a low/ no code platform (Microsoft) and practice to deliver augmented strategies for some economic sectors. A focus will be made on understanding typical use cases of Low Code and how it can provide insights. In addition, students will appreciate the force and limitations of AI. Finally, by getting the necessary knowledge about AI, they will be able to work with data scientists and programmers in companies as AI will be demystified.

Prerequisites

Prerequisites :

no

Course Schedule

Course Schedule :

Introduction Lab Powerplatform1 Lab Powerplatform2 Lab Powerplatform3 Project Presentations

Academic References

Academic Reference :

no

Websites :

no

Certifications & Legal Mentions

Certifications :

N/A

MSC.BCDM2.PMCOR.0001 – BUSINESS GAME

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : MESCHI Pierre-Xavier

Teaching Team : BISSON Christophe and MESCHI Pierre-Xavier

Academic Characteristics

Credits : 2
Discipline : Stratégie, Innovation & Entreprenariat

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

The « SKEMA International Strategy Simulation » (otherwise known as SKEMASIM) course is a 3-day seminar aiming at immersing you into the various strategic decisions (especially internationalization decisions) a company has to make and seeing how to turn them into appropriate corporate actions.

The « SKEMA International Strategy Simulation » is a business game simulating the general management of mid-sized fictitious companies located in different countries/regions (Brazil, EU and China, for further information, see Participant Guide). Using this unique international strategy simulation, you (as a team of MSc IS&I students) will have the opportunity to run your own business, to grow it locally and/or internationally, to decide whether you will make or buy, collaborate with other companies or not, to reduce carbon emissions ... in other words, you will devise your company's strategy but beyond that and more importantly, you will put strategy into practice. And remember, as Napoleon used to repeat to his generals, « strategy is all about IMPLEMENTATION ».

A kickoff meeting will be organized from the outset of the seminar in order to present you the "rules of the game", the simulation scenarios, the features of the different countries' environment, the quarterly (strategic, internationalization, managerial, financial, marketing, human ...) decisions that will have to be made by each team of students. Throughout the seminar, tutorial miniconferences will also be delivered allowing professors to inform the different teams about the changes in their respective country's environment as well as their quarterly firm performance. At the end of the seminar, each team will be asked to prepare an annual report summing up the main strategic objectives, strategy implementation and outcomes of your fictitious company.

Pedagogical Objectives

Pedagogical Objectives :

The « SKEMA International Strategy Simulation » seminar aims at:

- developing a general management capability by confronting students with the different decisions (strategic, internationalization, managerial, financial, marketing, human ...) that a general manager has to make;
- drawing attention on the importance of cooperation and alliances among companies located in different

countries/regions;

- developing managerial reactions through extensive cross-cultural negotiations;
- viewing management as a sport played by a TEAM;
- developing group dynamics: team building, forming alliances with other teams, negotiating additional resources with professors;
- analyzing relevant facts, thus learning how to globalize the company and expand into new geographic markets: exporting, delocalizing, co-operation vs. co-opetition;
- and developing skills in short-term and long-term decision making.

Prerequisites

Prerequisites :

Basic strategy, cost management and finance

Academic References

Academic Reference :

Required readings: Philippe CHEREAU & Pierre-Xavier MESCHI (2018). Strategic Consulting: Tools and Methods for Successful Strategy Missions, Palgrave McMillan, London.

Websites :

www.webtolearn.com/skemasim

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE IA

MSC.TRCM2.OTCOR.0200 – CAREER MANAGEMENT 2

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : ANDRE Nathalie

Teaching Team : Zuzana Marteil Camille toseli

Academic Characteristics

Credits : 0

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

? Career Workshops – Tailored to Your Needs

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

??From January 2026

Set Yourself Up for Success (January 2026)

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

Job Search Strategy – France & Abroad (February 2026)

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

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

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

Decoding the French Job Market (Feb/March 2026)

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

? Workshops Open to All Students

Prepare for a Career Fair (12 January 2026)

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

effectively.

CV Masterclass (January/February 2026)

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

Interview Masterclass (February/March 2026)

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

Access and registration from your spring K2 space

Pedagogical Objectives

Pedagogical Objectives :

Each workshop have specific objectives:

M2-Specific Workshops

Set Yourself Up for Success

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

Job Search Strategy – France & Abroad

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

Master & Leverage LinkedIn in Your Job Search

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

Decoding the French Job Market

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

Workshops Open to All Students

Prepare for a Career Fair

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

CV Masterclass

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

Interview Masterclass

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

Prerequisites

Prerequisites :

No prerequisites.

Course Schedule

Course Schedule :

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

Academic References

Academic Reference :

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

Websites :

None.

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

IA

use of Ai in career management

MSC.BCDM2.STCOR.0044 – Consulting Project 2

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : CHAMBET-FALQUET Christophe

Academic Characteristics

Credits : 4
Discipline : Stratégie, Innovation & Entreprenariat

Teaching Languages :
Open to Exchange : Yes

Course Description

Course Description :

The course gives an opportunity to practice Project Management knowledge on a real project in direct connection with real companies, while working as a team member (7 members average). The students will have to select the most appropriate approach among Traditional, Agile or Hybrid, and prepare formal Project Management documents and artifacts, such as Project Charter, Project Plan, Business Plan, WBS or Product Backlog, perform review meetings with sponsors and at the end submit project management deliverables to the Management board.

Certifications & Legal Mentions

Certifications :

N/A

MSC.ISIM2.STCOR.008 – GROWTH MODELS

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0h	12.00h	0.00h	0.00h	30.00h	60%	40%	100%

Course Manager & Teaching Team

Course Manager : ZVEGUINZOFF Nicolas

Teaching Team : Paris : ZVEGUINZOFF Nicolas

Academic Characteristics

Credits : 1
Discipline : Stratégie, Innovation & Entrepreneuriat

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

Growth companies are the engine of value creation, and growing is one of the most common objective of corporations Advanced strategy course aims at preparing students to recognize and analyse growth opportunities and design growth strategy through the use of concepts, methods and tools. of The course will focus on the following issues: - How and why corporate growth matters ? - Strategic choices: formulation and evaluation? - Innovation as a leverage for growth - Platform strategies and two sided markets - Growth options (Diversification, Spinoffs, M&A, joint ventures)

Prerequisites

Prerequisites :

no

Course Schedule

Course Schedule :

Six sessions: • Growth strategies • Business strategy • International strategy • Disruptive innovation • Diversification • Platforms and new rules for strategic growth

Academic References

Academic Reference :

1. Michael Porter (1987) From Competitive Advantage to Corporate Strategy, Harvard Business Review 65, no. 3 (May/June)
2. Kutcher, E., O. Nottebohm, and K. Sprague (2014) Grow fast or die slow, McKinsey&Company
3. Christensen, C. M. (1992). Exploring the limits of the technology Scurve. Part II: Architectural technologies. Production and Operations Management, 1(4), 358-366.
4. Christensen, C. M., M.E. Raynor, and R. McDonald

(2015) What Is Disruptive Innovation? - Harvard Business Review
- 83 - SKE-FOR-0142-01

5. Van Alstyne, M. W., Parker, G. G., & Choudary, S. P. (2016). Pipelines, platforms, and the new rules of strategy. Harvard Business Review, 94(4), 54-62. 6. Teece, D. J. (2010). Business models, business strategy and innovation. Long range planning, 43(2), 172-194. 7. Kutcher, E., O. Nottebohm, and K. Sprague (2014) Grow fast or die slow, McKinsey&Company

Websites :

no

Certifications & Legal Mentions

Certifications :

N/A

MSC.ISIM2.STCOR.0077 – INFLUENCE AND INTERNATIONAL NEGOTIATION

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : GOLOUBTZOFF Alexia

Teaching Team : Paris : GOLOUBTZOFF Alexia

Academic Characteristics

Credits : 2 Discipline : Stratégie, Innovation & Entreprenariat

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

The objective of the course aims at providing information on international organizations and their role on the political scene when the international community is facing a crisis situation. The course will focus on the relations between these organizations and the impact of national concerns and political interests. Students will be invited to play roles in these simulated organizations (EU, UN and NATO) having to cope with an international crisis situation in the European Union neighborhood. Simulations are a very efficient training tool: by experiencing themselves the difficulties of the decision-making process, students get a hands-on knowledge of international influence, policymaking, rules, and constraints. In order for the students to learn as much as possible, the simulation will be constructed as realistically as possible. The students will all be given the role of a country. They will have to prepare their country's position on an official agenda which will be sent to them beforehand; and will have to negotiate their country's position during two day-long simulations

Prerequisites

Prerequisites :

no

Course Schedule

Course Schedule :

Session 1. Influence & lobbying strategies Session 2. Business development & international regulation Session 3,4,5,6: Simulation

Academic References

Academic Reference :

French: François, L. and Zerbib, R. (2015) Inluentia, La référence des stratégies d'influence, Eds Lavauzelle.
Revel, Claude (2012) La France, un pays sous influence? Vuibert F.J. FARNEL, « Le lobbying : stratégies et techniques d'intervention », Éditions d'Organisation, 1994 B. GOSSELIN, « Le dictionnaire du lobbying » Editions EMS, 2003 Viviane DE BEAUFORT, Lobbying, portraits croisés : pour en finir avec les idées reçues, Ed. Autrement 2008 Stéphane DESSELAS, Un Lobbying professionnel à visage découvert : enquête sur l'influence des

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Français à 41 Bruxelles - Ed. du Palio 2007 Bernard LECHERBONNIER, Les Lobbies à l'assaut de l'Europe - Albin Michel 2006 Michel CLAMEN, Le Lobbying et ses secrets : guide des techniques d'influence Ed. Dunod 2000 Jean- François VIGIER, Une entreprise artisanale de lobbying Ed. Territorial éditions 2006 Xavier DELECROIX, Influencer la démocratie et démocratiser l'influence. Enjeux et perspectives dun lobbying démysthithifié, Ed. AFCAP 2004

Websites :

no

Certifications & Legal Mentions

Certifications :

N/A

MSC.ISIM2.FICOR.0001 – INTERNATIONAL MERGER & ACQUISITION

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0h	12.00h	0.00h	0.00h	30.00h	40%	60%	100%

Course Manager & Teaching Team

Course Manager : KWOK Wai Paik

Teaching Team : Diana Kwok

Academic Characteristics

Credits : 1 Discipline : Stratégie, Innovation & Entreprenariat

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

Mergers and acquisitions (M&As) are inherently complex transactions due to the diversity and breadth of disciplines that are involved. This 12-hour course emphasizes the strategic and operational aspects of M&As in both international and domestic contexts. Students will gain insights into the intricacies of executing and realizing international M&As. However, the financial, legal and regulatory issues surrounding M&As are beyond the scope of this course. The course will also contrast strategic alliances and organic development an alternative strategies to M&As.

Pedagogical Objectives

Pedagogical Objectives :

- Understand the utility of M&As, their basic structure and the stakes involved in M&A transactions.
- Appreciate the complexity of foreign market entry through M&As. Identify the language and processes of M&A.
- Appreciate strategic alliances and organic development as alternative growth strategies to M&As.

Prerequisites

Prerequisites :

No

Course Schedule

Course Schedule :

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

Academic References

Academic Reference :

- DePamphilis, Donald M. (2017). Mergers, acquisitions, and other restructuring activities: An integrated approach to process, tools, cases, and solutions. Academic Press.
- Johnson, G., Whittington, R., Regnér, P., Angwin, D., & Scholes, K. (2020). Exploring Strategy. Pearson UK.

Websites :

No

Certifications & Legal Mentions

Certifications :

N/A

MSC.ISIM2.STCOR.0063 – SOCIAL MEDIA ANALYSIS - SPRG

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0h	18.00h	0.00h	0.00h	60.00h	60%	40%	100%

Course Manager & Teaching Team

Course Manager : GARCIA Micaela

Academic Characteristics

Credits : 2
Discipline : Stratégie, Innovation & Entrepreneuriat

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

Mastery of data being a critical skill in our digital society, any professional must be able to integrate a system of strategic watch in his practices. Being able to question this data, automate its collection and pre-define analysis thanks to Machine Learning are all skills that we will develop in this course.

Prerequisites

Prerequisites :

no

Course Schedule

Course Schedule :

Session 1: Initial Training at the Digimind Intelligence (DI) and Digimind Historical Search (DHS) Platform - The intelligence cycle with Digimind Intelligence - Creating a project - Sharing & access rights (reader / tracker / animator) - Monitoring agents: filters + types of sources (specific queries / catalog URLs / sources) - Lists: creation and different uses (filters, classification tags, graphic analysis) - Structuring the project: folders and classification tags
Session 2: Expert Training - Digimind Content Factory (DCF) : search news, results, filters and advanced options - Integrate social data into the preliminary research phase (DHS) - Reader: alerts for validation / reading validated information. Analytical module - Publications: reports / newsletters / watchlists - Dashboards: creating a dashboard and adding portlets: validated info / alerts / DCF / Easytrack / analyses / tracking dead links
Session 3: Workshop - The stakes and strategy of Web Monitoring - Business Cases - Methodology of setting up a strategic watch
Session 4: Directed Work - Setting up a strategic watch related to a case study

Academic References

Academic Reference :

no

Websites :

no

Certifications & Legal Mentions

Certifications :

N/A

MSc M2 BCDI SPRING PARIS Track Courses BIC (4 maximum)

MSC.BCDM2.ISELE.0001 – DATA SCIENCE FOR BUSINESS INTELLIGENCE

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
6.00h	0h	0.00h	12.00h	60.00h	50%	50%	100%

Course Manager & Teaching Team

Course Manager : OKOLI Chitu

Teaching Team : Paris: OKOLI Chitu

Academic Characteristics

Credits : 2 Discipline : Analytics Information and Operations

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

Business intelligence is a set of comprehensive tools, techniques, approaches whose goal is to harness the data in organizations to make sense of it so that we can make intelligent business decisions. This course teaches business intelligence from the perspective of data mining, a process of discovering meaningful relationships that are hidden in large datasets. You will learn how to follow the data mining cycle to understand business needs, understand the data, prepare the data, model the data, evaluate the data, and then iterate through the preceding steps until a solution is sufficiently reliable and practical to be deployed. In this course, you will learn how to conduct standard and advanced data mining techniques, how to properly evaluate their results, and how to interpret them in terms of effective managerial action.

Pedagogical Objectives

Pedagogical Objectives :

- * Learn business intelligence: make intelligent business decisions based on data
- * Learn data mining techniques from a managerial perspective

Prerequisites

Prerequisites :

none

Course Schedule

Course Schedule :

Provided by the teacher on the first day of class.

Academic References

Academic Reference :

Altair AI Studio

Websites :

<https://altair.com/altair-ai-studio>

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

IA

Managerial application of no-code machine learning techniques.

MSC.BCDM2.STELE.0030 – DECISION INTELLIGENCE CONSULTING

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 : BISSON Christophe

Academic Characteristics

Credits : 2 Discipline : Analytics Information and Operations

Teaching Languages : Open to Exchange : Yes

Course Description

Course Description :

Decision Intelligence is a new field that combines data science to other disciplines from social science aiming to augment decisions to face highly uncertain and changing environments. The focus will be on strategic decisions and students will be immersed as consultants. Students will learn cutting edge dedicated methods and be trained with an innovative platform 'AI.Stratbrain'. Students will present their present their final project to consultants.

Prerequisites

Prerequisites :

no

Course Schedule

Course Schedule :

Fundamentals of Decision Intelligence Learn to use AI.Stratbrain platform which integrates all aspects of Strategic DI work on the projet Project presentation to jury

Academic References

Academic Reference :

no

Websites :

no

Certifications & Legal Mentions

Certifications :

N/A

MSC.ISIM2.STELE.0077 – PREPARING FOR CONSULTING JOBS

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : MAMOU Victor

Teaching Team : Paris : MAMOU Victor

Academic Characteristics

Credits : 1 Discipline : Stratégie, Innovation & Entreprenariat

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course is dedicated to introduce, through testimonials and best practices transfer from professionals to students, the value chain of strategic consulting with a focus on two key dimensions: - the multifaceted dimension of consulting jobs and careers - the preparation to consulting job interviews

Prerequisites

Prerequisites :

no

Academic References

Academic Reference :

no

Websites :

no

Certifications & Legal Mentions

Certifications :

N/A

MSC.BCDM2.PMELE.0001 – SOCIAL INTELLIGENCE

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : MALAFEEV Anton

Teaching Team : Anton Malafeev

Academic Characteristics

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

Course Description

Course Description :

Based on Spiral Dynamics (model describing the evolution of societies and individuals, cultures, and value systems)—Social Intelligence is about the elevation of collective consciousness to a higher level, IN RESPONSE TO CHANGING LIFE CONDITIONS.

Far more holistic than emotional intelligence, which involves regulating one's own emotions and interpreting others' behavior, Social Intelligence enables you to navigate complex human interactions effectively and to gain and maintain power within social groups. Therefore, this course aims to deepen and consolidate the understanding of the tree-structured logic behind societal mechanisms.

Pedagogical Objectives

Pedagogical Objectives :

Combining psychology, philosophy, and sociology, this interdisciplinary approach fosters profound self-reflection and reveals the complexity of the world and its key social processes — including group dynamics, "conflictology", decision-making, management and leadership.

It ensures universal adaptability across multicultural and intergenerational groups, in both face-to-face and remote settings.

Prerequisites

Prerequisites :

These articles will help you start thinking ahead of the session:
<https://www.newpointdevview.com/tag/students/>

Academic References

Academic Reference :

none

Websites :

These articles will help you start thinking ahead of the session:
<https://www.newpointdevview.com/tag/students/>

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE IA

MSc M2 BCDI SPRING PARIS Track Courses SE (4 maximum)

MSC.ISIM2.STELE.0073 – GESTION DE CRISE

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : BISSON Christophe

Teaching Team : Paris : LE MENN Jean-Michel

Academic Characteristics

Credits : 1
Discipline : Management & Organisation

Teaching Languages :
French

Open to Exchange :
Yes

Course Description

Course Description :

Pour l'entreprise la question n'est pas de savoir si elle sera impactée par une crise mais plutôt quand elle le sera. Elle doit donc se préparer à cette échéance inévitable aujourd'hui. Encore doit-elle au préalable avoir défini ce qui pourrait pour elle constituer une crise. Cette étape franchie, elle aura ainsi une vision claire de ses fonctions vitales à préserver impérativement dans le cadre d'un plan de continuité d'activité. Mais la crise, c'est aussi une communication maîtrisée qui ne laisse aucun doute sur la capacité de l'entreprise à surmonter les difficultés rencontrées. L'étude de cas pratiques apporte une vision opérationnelle de la gestion de crise sur des événements majeurs.

Prerequisites

Prerequisites :

no

Course Schedule

Course Schedule :

La gestion de crise (15h00) -La crise : De quoi parle-t-on ? 3h00 -Le plan de continuité d'activité 3h00 -La négociation en situation de crise 3h00 -La communication de crise 3h00 -Etude de cas sous forme d'atelier 3h00

Academic References

Academic Reference :

no

Websites :

no

Certifications & Legal Mentions

Certifications :

N/A

MSC.ISIM2.STELE.0070 – NOUVEAUX RISQUES ET NOUVEAUX DÉFIS

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : BISSON Christophe

Teaching Team : Paris : LE MENN Jean-Michel

Academic Characteristics

Credits : 1
Discipline : Management & Organisation

Teaching Languages :
French

Open to Exchange :
Yes

Course Description

Course Description :

Ce module vise à positionner la sécurité économique dans le contexte mondial d'hypercurrence et de montrer aux étudiants que les stratégies de puissance des Etats se centralisent aujourd'hui sur la conquête de marché et de puissance économique. L'Europe et la France sont loin d'avoir pris toute la mesure de ces enjeux. Notre pays en a-t-il la volonté et les moyens dans un contexte budgétaire toujours contraint qui l'oblige à penser la Sécurité non plus seulement comme une mission régalienne de l'Etat mais aussi comme une exigence pour toutes les organisations ?

Prerequisites

Prerequisites :

no

Course Schedule

Course Schedule :

Nouveaux risques et nouveaux défis (08h00) -L'univers de la sécurité économique (4h00) -La co-production de sécurité aujourd'hui : la synergie public / privé (4h00)

Academic References

Academic Reference :

no

Websites :

no

Certifications & Legal Mentions

Certifications :

N/A

MSC.ISIM2.STELE.0071 – SÉCURITÉ ÉCONOMIQUE

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0.00h	15.00h	0.00h	0.00h	60.00h	100%	0%	100%

Course Manager & Teaching Team

Course Manager : BISSON Christophe

Teaching Team : Paris : LE MENN Jean-Michel

Academic Characteristics

Credits : 2
Discipline : Management & Organisation

Teaching Languages : French

Open to Exchange : Yes

Course Description

Course Description :

Ce module permet aux étudiants d'acquérir les connaissances fondamentales sur le dispositif public de sécurité économique. Il aborde également sous un angle opérationnel les risques auxquels l'entreprise peut aujourd'hui être confrontée tout en apportant les solutions et parades préconisées par l'Etat pour en réduire les impacts. Le témoignage d'un directeur sécurité d'un grand groupe du CAC40 complète d'un point de vue très pratique et pragmatique les connaissances théoriques abordées dans ce module.

Prerequisites

Prerequisites :

no

Course Schedule

Course Schedule :

– Sécurité économique (18h00) -La criminalité financière 3h00 -L'intelligence territoriale 3h00 -Les pôles de compétitivité 3h00 -La veille et l'analyse 3h00 -Les enjeux de la propriété intellectuelle 3h00 -La fonction protection en entreprise 3h00

Academic References

Academic Reference :

no

Websites :

no

Certifications & Legal Mentions

Certifications :

N/A

MSC.ISIM2.STELE.0072 – WEB 3.0 - INTERNET: Menaces ou Atouts pour l'Entreprise

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0.00h	27.00h	0.00h	0.00h	90.00h	100%	0%	100%

Course Manager & Teaching Team

Course Manager : BISSON Christophe

Teaching Team : Paris : LE MENN Jean-Michel

Academic Characteristics

Credits : 3 Discipline : Management & Organisation

Teaching Languages : French

Open to Exchange : Yes

Course Description

Course Description :

La cybersécurité est un enjeu majeur pour l'entreprise qui est la cible privilégiée des attaques en tout genre afin de s'approprier l'information (fichiers clients, savoir-faire, etc), bloquer l'accès au site, etc. Même si l'utilisateur constitue la première des failles en matière de sécurité numérique, l'entreprise doit aujourd'hui développer une véritable culture de cybersécurité qui passe notamment par de bonnes connaissances juridiques des dispositifs qu'elle peut mettre en œuvre. Dans une société de l'information où tous les citoyens peuvent être des acteurs actifs, via les réseaux sociaux, l'entreprise doit être en veille permanente et savoir réagir immédiatement à toute attaque. À l'instar des entreprises, les services de l'État contribuent au dispositif général de lutte contre la cybercriminalité.

Prerequisites

Prerequisites :

no

Course Schedule

Course Schedule :

Web 3.0 : Internet : menaces ou atouts pour l'entreprise (15h00) -Les enjeux de la cybersécurité : bilan et perspective 3h00 -Droit et technologie de l'information 3h00 -Le rôle du RSSI : les enjeux pour la sécurité de l'entreprise 3h00 -Les dispositifs de l'État en matière de cybersécurité 3h00 -Le risque image et e-réputation 3h00

Academic References

Academic Reference :

no

Websites :

no

Certifications & Legal Mentions

Certifications :

N/A

MSc IB International Business

MSc M2 IB SPRING PARIS Core Courses (5 maximum)

MSC.TRCM2.OTCOR.0200 – CAREER MANAGEMENT 2

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : ANDRE Nathalie

Teaching Team : MARTEIL Zuzana TOSELLI Camille

Academic Characteristics

Credits : 0

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

? Career Workshops – Tailored to Your Needs

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

??From January 2026

Set Yourself Up for Success (January 2026)

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

Job Search Strategy – France & Abroad (February 2026)

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

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

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

Decoding the French Job Market (Feb/March 2026)

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

? Workshops Open to All Students

Prepare for a Career Fair (12 January 2026)

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

CV Masterclass (January/February 2026)

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

Interview Masterclass (February/March 2026)

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

Access and registration from your spring K2 space

Pedagogical Objectives

Pedagogical Objectives :

Each workshop have specifics objectives:

M2-Specific Workshops

Set Yourself Up for Success

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

Job Search Strategy – France & Abroad

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

Master & Leverage LinkedIn in Your Job Search

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

Decoding the French Job Market

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

Workshops Open to All Students

Prepare for a Career Fair

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

CV Masterclass

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

Interview Masterclass

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

Prerequisites

Prerequisites :

No prerequisites.

Course Schedule

Course Schedule :

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

Academic References

Academic Reference :

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

Websites :

None.

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

IA

use of AI in career management

MSC.IBNM2.LTCOR.0003 – EUROPEAN LEGAL ISSUES FOR BUSINESS

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : STAPLETON Arthur

Teaching Team : Paris : PELTIER Marc

Academic Characteristics

Credits : 2

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course will provide students with a better understanding of how to conduct business with or within the European Union. It will highlight the various legal tools available to the European Union to achieve its objectives, explain where to find these tools (regulations and directives), what they cover, and where to locate relevant information. Additionally, these European Union objectives will be thoroughly explained and contextualized in terms of what remains within the jurisdiction of the member states, similar to a federal country such as Australia or the United States.

Pedagogical Objectives

Pedagogical Objectives :

Bring awareness to international business students about the opportunities that the European Union offers to businesses, as well as the set of rules they must follow in order to expand in compliance, where to find such rules, how do they apply, how are they enforced, how to read them, etc. Such constraints should be seen as opportunities at the same time.

Prerequisites

Prerequisites :

Basic understanding of the concepts of the rule of law, contracts, customs borders, protectionism in international trade, and product safety and compliance.

Course Schedule

Course Schedule :

1. Introduction to Law 2. International rules on contract law (CISG, Unidroit, EU law...) 3. Fundamentals of contract negotiation 4. Elements of contract formation 5. Legal structures 6. Analysis of contract clauses : governing law 7. Analysis of contract clauses : dispute resolution. 8. Analysis of contract clauses 9. Discharge and remedies

Academic References

Academic Reference :

Shared during the course as the supporting materials are made available to the students.

Websites :

Will be indicated at the end of the course.

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

IA

MSC.IBPM2.LTCOR.0009 – Geospatial intelligence

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : LEBOUQC Milan

Teaching Team : LEBOUQC Milan

Academic Characteristics

Credits : 3

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course introduces Geospatial Intelligence (GEOINT) as a strategic and managerial approach to information management, aimed at supporting decision-making in complex, uncertain, and interconnected environments. GEOINT provides a framework for synthesizing heterogeneous sources of information, spatial, temporal, contextual, to produce insight, guide action, and anticipate risk. Rooted in the principles of organizational information management, the course explores how geospatial reasoning contributes to strategic thinking. Students will examine how GEOINT enables decision-makers to better understand territorial dynamics, optimize operations, and align choices with evolving geopolitical or market conditions, across both public and private sectors.

Pedagogical Objectives

Pedagogical Objectives :

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

- Understand the theoretical foundations of geospatial intelligence and information management (in-depth level).
- Analyze how spatial and contextual information enhances decision-making in both public and private sector environments (intermediate to in-depth).
- Apply key concepts such as information structuring, data fusion, and situational awareness in real-world business or geopolitical scenarios (intermediate).
- Interpret and discuss complex spatial dynamics through a critical and structured lens (intermediate).
- Collaborate in small groups to address applied challenges using geospatial reasoning and tools (surface to intermediate).

Prerequisites

Prerequisites :

No technical background is required; all tools and methods will be introduced during the course. An analytical mindset, critical thinking, and a strong interest in how information supports decision-making are expected. Team collaboration and curiosity will be key to engaging with the course content.

Course Schedule

Course Schedule :

1. Introduction to GEOINT: definition, key concepts, major applications, and its role in information management and decision-making.
2. Technical setup and working environment: installation of the required software and introduction to the course tools.
3. First steps in geospatial analysis with QGIS: interface discovery, layers, attribute tables, visualization, and basic spatial reasoning.
4. Deepening QGIS practice: handling more datasets, structuring information, and developing initial analytical workflows.
5. Introduction to Google Earth Engine: understanding the value of Earth observation data and online geospatial analysis.
6. Applied group work on sector-based issues: energy-related environments, security risk, and impact analysis through geospatial reasoning.
7. Consolidation through supervised autonomous work: framing a response, selecting relevant data, and organizing an analytical approach.
8. Mock assessment and final evaluation preparation, followed by the final assessment.

Academic References

Academic Reference :

- Boulanger, P. (ed.). Géographie militaire et géostratégie.
- Jensen, J. R. Introductory Digital Image Processing: A Remote Sensing Perspective.
- Longley, P. A., Goodchild, M. F., Maguire, D. J., & Rhind, D. W. Geographic Information Systems and Science.
- de Smith, M. J., Goodchild, M. F., & Longley, P. A. Geospatial Analysis.
- Hay, S. I., Snow, R. W., & Rogers, D. J. "From predicting mosquito habitat to malaria seasons using remotely sensed data."
- NGA. GEOINT Basic Doctrine.
- United Nations Institute for Training and Research (UNITAR/UNOSAT) publications on satellite-based analysis and crisis mapping.

Websites :

Websites / Online Resources

- QGIS Documentation
- Google Earth Engine Documentation
- Copernicus Browser
- Copernicus Emergency Management Service (EMS)
- UNOSAT
- NASA Earth Observatory
- USGS EarthExplorer
- NGA public GEOINT resources

Certifications & Legal Mentions

Certifications :

N/A

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

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
18.00h	0h	0.00h	0.00h	0.00h	25%	75%	100%

Course Manager & Teaching Team

Course Manager : MESCHI Pierre-Xavier

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

Academic Characteristics

Credits : 2
Discipline : Stratégie, Innovation & Entrepreneuriat

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

The « SKEMA Multicampus Business Simulation » (otherwise known as SKEMASIM) course is a 5-day seminar organized simultaneously in the different SKEMA campuses across the world (France, UAE, China and USA). It is made up of the business simulation itself, some tutorial conferences, and the writing of an annual activity report. The « SKEMA Multicampus Business Simulation » is a business game simulating the general management of mid-sized fictitious firms located in different countries (France, Brazil, China and USA, for further information, see Participant's Guide). Some tutorial conferences will be arranged in order to present the "rules of the game," the simulation scenarios, the features of the different countries' environment, the quarterly (strategic, partnership, managerial, financial, marketing, human ...) decisions that will have to be made by each team of students. A comprehensive analysis presenting the corporate strengths and weaknesses of these fictitious firms will be provided to each team. To this aim, a particular attention will be paid to the comparative economic advantage of each country (especially in terms of labour cost, R&D cost, long-term interest rate, tax rate ...) and to the different growth options that available in this simulation (local and international alliances, subcontracting, ...). Throughout the seminar, the tutorial conferences will also allow the simulation administrators to inform the different teams about the changes in their respective country's environment as well as their quarterly firm performance. At the end of the seminar, each team will be asked to send over an annual activity report to simulation administrators. The teams will be assessed according to 1/ the performance of their company (measured by the ROI and ROE evolution) and 2/ the relevance and accuracy of their activity report.

Pedagogical Objectives

Pedagogical Objectives :

The SKEMASIM seminar aims at:

- developing a general management capability by confronting students with the different decisions (strategic, partnership, managerial, financial, marketing, human ...) that a general manager has to make;
- drawing attention on the importance of cooperation and alliances among firms located in different countries;
- developing managerial reactions through extensive cross-cultural negotiations;
- viewing management as a sport played by a TEAM;
- developing group dynamics: team building, forming alliances with other teams, negotiating additional resources with simulation administrator;
- analyzing relevant facts, thus learning how to globalize the firm and expand into new geographic markets: exporting, delocalizing, co-operation vs co-opetition;
- and developing skills in short-term and long-term decision making.

Prerequisites

Prerequisites :

Basic Strategy, Cost Management, and Finance

Course Schedule

Course Schedule :

n.a.

Academic References

Academic Reference :

Required readings: Philippe CHEREAU & Pierre-Xavier MESCHI (2018). Strategic Consulting: Tools and Methods for Successful Strategy Missions, Palgrave McMillan, London.

Websites :

www.webtolearn.com/skemasim

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE IA

MSC.IBNM2.FICOR.0061 – INTERNATIONAL FINANCE

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : SZCZERBOWICZ Urszula

Teaching Team : Paris : SZCZERBOWICZ Urszula

Academic Characteristics

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

Course Description

Course Description :

This course provides a comprehensive understanding of the relationship between the macroeconomic environment and the evolution of financial markets. It examines the role of central banks and the dynamics of open economies, including exchange rate mechanisms and global capital flows. Students will explore key contemporary issues such as financial crises, unconventional monetary policies, the shifting global role of the dollar, and sustainable finance.

Pedagogical Objectives

Pedagogical Objectives :

By the end of the course, students will be able to apply macroeconomic concepts to assess central bank policies and open economy dynamics, and connect these elements to the evolution of global financial markets.

Prerequisites

Prerequisites :

None

Course Schedule

Course Schedule :

Topic 1 - Introduction: International Finance for International Business; Topic 2 - Forecasting, Indicators & Scenario Analysis; Topic 3 - Monetary Policy in a Globalised World; Topic 4 - Financial Integration, Risk & Fragility: The Global Financial Cycle; Topic 5 - Global Financial Markets & Asset Classes; Topic 6 - Exchange Rates; Topic 7 - Balance of Payments & Global Imbalances; Topic 8 - International Capital Flows, Dollar Dominance & Global Spillovers; Topic 9 - Country Broker Note

Academic References

Academic Reference :

The following references are provided as complementary readings to the lecture notes.

Mishkin, F. S. (2019). The economics of money, banking, and financial markets (11th ed., Global ed.). Pearson.

Krugman, P. R., Obstfeld, M., & Melitz, M. J. (2018). International finance: Theory and policy (11th ed.). Pearson.

Romer, D. (2013). Short-run fluctuations (lecture notes). University of California, Berkeley.

Websites :

<https://data.imf.org/en/Data-Explorer>

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

Certifications & Legal Mentions

Certifications :

N/A

MSc M2 IB SPRING PARIS Track Courses GEO (4 maximum)

MSC.IBPM2.STCOR.0004 – Climate change risk

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : UNTER Kerrigan

Teaching Team : TBD

Academic Characteristics

Credits : 2

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

The impacts of climate change can include slow-onset conditions such as warming, shifts in precipitation patterns, melting of the polar ice caps, and sea level rise. Climate change—although not necessarily the cause—can also exacerbate the frequency and intensity of weather extremes. Weather extremes can include instances of brief, severe conditions (e.g., high temperatures) or persist over time, resulting in unusual, acute weather events, such as heat waves, heavy precipitation, droughts, and hurricanes. Several industries are under increasing threat due to climate change, including but not limited to agriculture, forestry, fishing, real estate, insurance, and tourism. As natural conditions shift, the natural resources that are essential to these industries are directly affected.

This course is focused on introducing students to the opportunities and challenges that arise from climate change and how to understand the ways in which climate change poses a risk to business operations, strategy, and performance. Climate change also impacts Earth's other natural systems (e.g., biodiversity and ecosystem services) which also has wide ranging implications for businesses, especially in natural-resource-reliant industries.

Through lecture, readings, discussion, hands-on activities, and an overarching case study, students will learn to assess both the physical (e.g., natural resource constraints, infrastructure damage, worker health and productivity, etc.) and non-physical risks (e.g., regulatory, insurance, reputational, etc.) that climate change poses to business. Students will also learn to evaluate and formulate strategies for managing climate change risk.

Pedagogical Objectives

Pedagogical Objectives :

- (1) Understand climate change risks (and other interrelated natural risks) for business operations, strategy, and performance.
- (2) Assess physical (e.g., natural resource constraints, infrastructure damage, etc.) and non-physical (e.g., regulatory, insurance, reputational, etc.) risk for businesses arising from climate change.
- (3) Evaluate and formulate strategies for managing climate change risks for business.

Prerequisites

Prerequisites :

N/A

Course Schedule

Course Schedule :

Provided in class.

Certifications & Legal Mentions

Certifications :

N/A

MSC.IBPM2.STCOR.0001 – Country risk

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : RECH Maximilian

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

Academic Characteristics

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

Course Description

Course Description :

Investing without understanding the economy is like taking a trip without knowing anything about the climate of your destination or what season you'll be in when you get there » (Richard Yamarone) When Ben Bernanke was a Fed governor, he said, a part of monetary policymaking for which my background left me imperfectly prepared is what central bankers call current analysis which is not taught in graduate schools, probably for good reason; it seems more amenable to on-the-job training. It is, nevertheless, an intellectually challenging activity. He added that a prerequisite for any serious forecasting exercise is to get an accurate read of the current economic situation, which requires a deep knowledge of the data mixed with a goodly dose of economic theory and economic judgment. Country Risk lies at the crossroads of several disciplines and requires the analysis of a wide variety of quantitative and qualitative data. Country Risk today is on the front-page of newspapers all around the world: debt crisis, inflation, pandemic, terrorism, political upheaval, exchange rate volatility, oil price roller coaster, trade protectionism, corruption, you name it. Country Risk is everywhere, including where you don't expect it to be! You cannot ignore it, whatever your professional activities. What makes Country Risk a fascinating topic to tackle is the combination of country and risk. It is a complex issue given that it brings together a number of parameters, including economic, financial, socio-political and global issues, often interconnected! Now, the good news is that whether you are a student or a seasoned executive, this seminar will help you analyse and manage it. We shall assess the root causes of a country's volatility, looking at its history, its values, its culture, its political and institutional system, its macroeconomic framework, and last but not least, the crucial issue of governance.

Pedagogical Objectives

Pedagogical Objectives :

LG = Learning Goals
A = Professional Activity
LO = Learning Objective
E = Evaluation
OT = Observable Trait

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

A.4.1 : Conceptual Analysis & Actionable Recommendations

LO 4.1 : To analyze globalization and evaluate its effects on business

E 4.1 : Presentation (Individual work - 10%)

The consultant provides a clear and well organised verbal and written presentation in the format of an dashboard before a jury that represents the Steering Committee or Board of Directors.

OT 4.1: Quality of presentation:

- The oral presentation is clear, highlights the key results and respects the allotted time,
- It indicates the points of decision, arbitration and stakes.

NOT ACQUIRED [0-10] Fails to meet expectations; Limited assimilation of competencies

The oral presentation is not sufficiently clear, fails to highlight the key results and does not respect the allotted time.

PARTIALLY ACQUIRED [10-14] Meets expectations; Some difficulties/need for improvement

The oral presentation is clear, highlights the key results and respects the allotted time.

PERFECTLY ACQUIRED [14-20] Exceeds expectations; Demonstrated expertise & competency

The oral presentation is very clear, highlights each key results and summarises them at the end and respects the allotted time.

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

A.5.1 : Conceptual Analysis & Actionable Recommendations

LO 5.1 : To analyze and apply advanced concepts in a specialized discipline

E 5.1 : Dashboard (Individual work - 40%)

The consultant proposes an in-depth analysis of a market entry strategy in the format of an dashboard. The consultant provides key arguments and measurable indicators for a market entry strategy and proposes an appropriate array of decision-making factors for foreign market entry.

OT 5.1 : Quality of dashboard:

- The indicators measure the progress according to the targeted objectives,
- The dashboard is readable (proposal of a visualization),
- The indicators are reliable and verifiable,
- Indicators are assigned (to an entity that manages them),
- Stakeholders are identified and prioritized according to justified and consistent criteria,
- The decision-making factors for foreign market entry are identified (capabilities, market size (TAM SAM SOM), competition & benchmark, market share, revenue streams, cost structure).

NOT ACQUIRED [0-10] Fails to meet expectations; Limited assimilation of competencies

The dashboard is not clearly readable (no or little visualization is provided).

The indicators do not really measure the progress and fail to related to the targeted objectives.

The indicators are not very reliable or verifiable. No references are provided.

Stakeholders are not really taken into account and market entry barriers have not been identified.

The decision-making factors for foreign market entry are not sufficiently identified.

PARTIALLY ACQUIRED [10-14] Meets expectations; Some difficulties/need for improvement

The dashboard is readable (proposal of a visualization).

The indicators measure the progress according to the targeted objectives.

The indicators are reliable and verifiable.

Stakeholders are identified and prioritized according to justified and consistent criteria.

The decision-making factors for foreign market entry are identified (capabilities, market size (TAM SAM SOM), competition & benchmark, market share, revenue streams, cost structure).

PERFECTLY ACQUIRED [14-20] Exceeds expectations; Demonstrated expertise & competency

The dashboard is very intuitive (the proposal of a visualization highlights key performance indicators and key recommendations).

The indicators measure the progress in the short, medium and long term and are clearly relate to the targeted objectives.

The indicators are very reliable and verifiable with all references being provided for each indicator and a bibliography providing all details.

Stakeholders are clearly identified and prioritized according their importance. Market entry barriers are addressed and criteria for hierarchical order is justified and consistent.

The decision-making factors for foreign market entry are identified in a clear and convincing fashion. All key elements including capabilities, market size, competition & benchmark, market share, revenue streams, cost structure are highlighted.

Prerequisites

Prerequisites :

N/A

Course Schedule

Course Schedule :

RECH-COUNTRY-RISK - 00-Evaluation-Criteria.pdf

RECH-COUNTRY-RISK - 01-RISK-MANAGEMENT.pdf

RECH-COUNTRY-RISK - 02-MULTIPLE-CRITERIA-DECISION-MAKING-ANALYSIS.pdf

RECH-COUNTRY-RISK - 03-PL-300-01-Analyse-Data.pdf

RECH-COUNTRY-RISK - 04-PL-300-02-Prepare-Data.pdf

RECH-COUNTRY-RISK - 05-PL-300-03-Model-Data.pdf

RECH-COUNTRY-RISK - 06-PL-300-04-Report-Data.pdf

RECH-COUNTRY-RISK - 07-PL-300-05-Deploy-Data.pdf

RECH-COUNTRY-RISK - 08-RISK-MATRIX.pdf

RECH-COUNTRY-RISK - 09-Conclusion.pdf

Academic References

Academic Reference :

- Mariam Majd & Amanda Page-Hoongrajok (2023) Rating sovereign credit risk: A simulation for advanced economics and finance students, *The Journal of Economic Education*, 54:3, 327-341

- Amewokunu, Y. & Su, Z. (2009). Repenser l'évaluation du risque-pays dans le contexte de la mondialisation. *Management international / Gestión Internacional / International Management*, 13(2), 3552.

- Sammut-Bonnici, Tanya, and David Galea. 2015. "SWOT Analysis." In *Wiley Encyclopedia of Management*, 1st ed., edited by Cary L. Cooper. Wiley. <https://doi.org/10.1002/9781118785317.weom120103>.

- Goguel, Amaury. 2023. "The Extent of the Imbalances in Chinese Economic Growth: Challenges and Prospects." *SKEMA PUBLIKA*, July 11. <https://publika.skema.edu/fr/ampleur-des-desequilibres-de-la-croissance-chinoise-enjeux-et-perspectives/>.

- Goguel, Amaury. 2023. "L'ampleur des déséquilibres de la croissance chinoise : enjeux et perspectives. Enquête sur les déséquilibres économiques et sociaux du pays, sur ses effets de résonance internationaux et sur les voies de sortie." *SKEMA PUBLIKA*, 1-63, July 11. <https://publika.skema.edu/the-extent-of-the-imbances-in-chinese-economic-growth-challenges-and-prospects/>.

- Moody's Ratings. 2022. 'Rating Methodology Sovereigns'. November 22. <https://ratings.moody.com/api/rmc-documents/395819>.

Websites :

Microsoft Learn. 2025. 'Course PL-300T00-A: Design and Manage Analytics Solutions Using Power BI - Training'. <https://learn.microsoft.com/en-us/training/courses/pl-300t00>.

Certifications & Legal Mentions

Certifications :

This course prepares for the 'Course PL-300T00-A: Design and Manage Analytics Solutions Using Power Business Intelligence.'

RSE / IA

RSE IA

Power Business Intelligence includes elements of Artificial Intelligence and data analysis, as well as business intelligence. The course involves preparing a PESTEL analysis that includes environmental indicators that need to be covered by the students.

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

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0h	24.00h	0.00h	0.00h	0.00h	70%	30%	100%

Course Manager & Teaching Team

Course Manager : FERRARA Laurent

Academic Characteristics

Credits : 3

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

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

Pedagogical Objectives

Pedagogical Objectives :

1. Students should be able to get data and run R programs
2. Students should be able to estimate correlations and linear models involving several variables
3. Students should be able to predict variables
4. Students should be able to assess risks around a central scenario

Prerequisites

Prerequisites :

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

Course Schedule

Course Schedule :

Chap1: How to interpret the main economic and financial variables Chap2: Risk measurement Chap2.1: Theoretical distribution and associated risks Chap2.2: Dealing with data Chap3: Forecasting variables Chap3.1: Correlation analysis Chap3.2: Linear regression modelling

Academic References

Academic Reference :

Course on R software for beginners

Basics on Statistics/Probabilities. See for example: Online Statistics Education: A Free Resource for Introductory Statistics (onlinestatbook.com)

Websites :

Session 1: Motivations

Session 2: Introduction to random variables and risk

Session 3: Introduction to statistical concepts

Session 4: R session

Session 5: Linear modelling

Session 6: Estimation of a linear model

Session 7: Forecasting

Session 8: Launch of the final project

Certifications & Legal Mentions

Certifications :

N/A

MSC.IBPM2.STCOR.0003 – Sustainability and governance management

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : UNTER Kerrigan

Teaching Team : Paris : EZZEROUALI Amine

Academic Characteristics

Credits : 2
Discipline : Management & Organisation

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

Sustainability corporate governance involves creating structures, processes, and systems to enable a balanced consideration of the interests of a firm's stakeholders and ESG considerations. If well designed, it ensures the firm is led in a sustainable way that is focused on long-term value creation; if poorly designed, it can undermine a firm's integrity and transparency.

This course is focused on introducing students to key topics on corporate sustainability governance, including the key perspectives, approaches, and international implications. Environmental, Social, and Governance (ESG) topics are of increasing relevance for corporations, and corporate sustainability reporting and disclosure is increasingly regulated on an intergovernmental level (e.g., EU Green Deal, UN SDGs, UNGPs, etc.).

Through lectures, readings, discussions, activities, and cases, students will learn to evaluate the effectiveness of corporate sustainability governance approaches. Students will also learn to formulate strategies for both current ESG topics (e.g., climate change and labor rights) and emerging sustainability topics, such as biodiversity and anti-ESG trends.

Pedagogical Objectives

Pedagogical Objectives :

- (1) Learn about key concepts related to corporate sustainability governance, including different perspectives, approaches, and various international contexts.
- (2) Evaluate the applicability of different frameworks and approaches, e.g., mandatory versus voluntary, for managing corporate sustainability governance.
- (3) Formulate management strategies for implementing corporate sustainability governance, including both current ESG topics and emerging sustainability topics.

Prerequisites

Prerequisites :

N/A

Course Schedule

Course Schedule :

To be provided i class.

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE

MSc M2 IB SPRING PARIS Track Courses ISGV (4 maximum)

MSC.IBNM2.MKCOR.0019 – GLOBAL PRODUCT DEVELOPMENT AND MANAGEMENT

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0h	27.00h	0.00h	0.00h	0.00h	50%	50%	100%

Course Manager & Teaching Team

Course Manager : REICHERT Roger

Teaching Team : Paris : REICHERT Roger Cape : TERBLANCHE-SMIT Marlize

Academic Characteristics

Credits : 3

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

Embedding the course in the current main challenges (impact of environmental changes and impact of social challenges), the course introduces the ethical components of ecologically and socially responsible innovation to the students. Understanding the key-concepts of needs, emotional drive and the expression of desire as the fundament of successful product development are another cornerstone of the course. Learning about the implementation of a structured development process helps the students to apply a proven methodology to the development efforts. Understanding and integrating cultural differences into the product development process add another layer to the decision making skills in developing and managing new products. Using the discipline of Design Thinking and concepts like “job-to-be-done”, as well as highlighting the importance of integrating important stakeholders expectations into the specification process help to cover the fuzzy front end of innovation. All along the course, practical tools and recent examples of failures and successes guide the students in their future efforts to manage uncertainty and risk.

Pedagogical Objectives

Pedagogical Objectives :

- ? Understanding the main challenges encountered in Global Product Development & Management
- ? Developing the ability to integrate ethics and to aim for socially and environmentally sustainable innovation
- ? Integrate the understanding of the cultural divide into the design of global solutions
- ? Get an understanding of behavioural triggers which lead to the purchasing act in order to generate
- ? Understand the necessity to apply a structured process to this activity and follow through one proven process from the initial idea to the final post-launch control.

The scope of the course is to enable students to efficiently contribute and participate in a global product development project, applying proven principles and methods, managing uncertainty and risks arising and helping to develop a 360° attitude and an aptitude to understand underlying triggers, stumbling blocks and

opportunities to be encountered during the development process and the management of global products. The course should also develop cultural openness and the attitude to aim for the search of the nearly perfect customer experience.

Prerequisites

Prerequisites :

N/A

Course Schedule

Course Schedule :

The course sections describe: • Example of products, services and business models developed with a « Design Thinking » approach • History of Design Thinking • What is a Design Thinking approach • Why use Design Thinking • Common values of Design Thinking • How to create spaces for effective Design Thinking • Design Thinking process & methods phase 1: inspiration • Design Thinking process & methods phase 2: ideation • Design Thinking process & methods phase 3: implementation The students will have to develop a project during the course to learn how to select and apply the design thinking methods.

Academic References

Academic Reference :

Paul W. King: Climbing Maslow's Pyramid – Matador – Edition 2009

Richard D. Lewis, When cultures collide: leading across cultures – Hachette Group Book – revised edition 2006

Erin Meyer, The Culture Map, - Public Affairs – Edition 2021

Tim Brown: Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation – Harper Collins Publishers – Revised 2019 edition

Clayton M. Christensen: Know your customer's job to be done - A version of this article appeared in the September 2016 issue (pp.54–62) of Harvard Business Review.

Christoph H. Loch & Stylianos Kavadias : Handbook of New Product Development Management – Taylor and Francis – Edition 2011

Govindarajan, Vijay. : The Three-Box Solution: A Strategy for Leading Innovation - Harvard Business Review Press - Edition 2016

Beau Lotto, Deviate: The Science of Seeing Differently - Weidenfeld Nicolson – Edition 2021

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE IA

MSC.IBUM2.STELE.0063 – INTERNATIONAL CORPORATE GOVERNANCE

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0h	18.00h	0.00h	0.00h	0.00h	65%	35%	100%

Course Manager & Teaching Team

Course Manager : WILSON Natacha

Teaching Team :

Academic Characteristics

Credits : 2 Discipline : Management & Organisation

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course explores the frameworks and processes of international corporate governance with a particular link to corporate sustainability/ESG (Environment, Social and Governance measures). A highly important topic in the midst of climate change and the growth of Artificial Intelligence (AI). How are corporates responding to these changes? What are their roles and responsibilities towards building resilient systems, reducing their negative impact and driving positive actions? We will aim to answer these questions by covering the following:

- explore the intersection of corporate governance and sustainability, focusing on how businesses can aim for effective governance, compliance as well as contribute to driving positive economic, social, and environmental impact.
- examine how corporates are governed, the roles and responsibilities of corporations in mitigating their negative impacts, the regulatory frameworks that guide corporate actions, and the strategies for integrating sustainability into corporate governance.
- identify key players such as international organisations, NGOs, and stakeholders' actions, that have an impact on governance and policies.
- identify emerging trends and best practice in corporate governance.

Pedagogical Objectives

Pedagogical Objectives :

- understand the fundamental concepts of international corporate governance and sustainability (systems, pillars).
- recognise the importance of ESG regulations, reporting and practices that are driving corporate sustainability (reducing risk; driving positive impact).
- identify the regulatory and policy framework that influence corporate sustainability strategies and their ability to respond to climate change and wider sustainable development goals.

- assess the role of corporate leadership and boards in driving sustainable strategies and practices.
- assess the impact of corporate governance on managing risk associated with climate change, social impact and stakeholders perceptions of the company.
- analyse and evaluate corporate strategies and reactions relating to governance and sustainability
- identify best practice for effective corporate governance
- understand the factors influencing sectors, countries, political systems and their impact on corporate governance and sustainability.
- synthesise key information which could be discussed at board level (e.g. greenwashing/reputational risk, AI implementation)
- develop team working, communication and intercultural competencies

Prerequisites

Prerequisites :

Prerequisite skills: understanding of/interest in international business; ability/willingness to work in teams and present to wider group; understanding/appreciation of cultural differences; interest in sustainability/CSR/ESG
Suggested Reading:

- OECD (2023), G20/OECD Principles of Corporate Governance 2023, OECD Publishing, Paris, <https://doi.org/10.1787/ed750b30-en>.
- ESG regulation in 2024: Everything you need to know <https://sustainability-news.net/policy-and-regulation/2024-guide-to-esg-regulation/>

Academic References

Academic Reference :

- Rasche, A., Morsing, M., Moon, J., & Kourula, A. (Eds.). (2023). Corporate Sustainability: Managing Responsible Business in a Globalised World (2nd ed.). Cambridge: Cambridge University Press.
- Lorsch, Jay W., ed. The Future of Boards: Meeting the Governance Challenges of the Twenty-First Century. Boston, MA: Harvard Business Review Press, 2012.
- Dear Chairman: Boardroom Battles and the Rise of Shareholder Activism, by Jeff Gramm." Osgoode Hall Law Journal 55.3 (2019) : 843-845. DOI: <https://doi.org/10.60082/2817-5069.3357>, <https://digitalcommons.osgoode.yorku.ca/ohlj/vol55/iss3/9>
- Biermann, F., & Pattberg, P. (Eds.). (2012). Global Environmental Governance Reconsidered. The MIT Press. <http://www.jstor.org/stable/j.ctt5hhjst>
- https://www.researchgate.net/publication/368916934_Corporate_Sustainability_-_What_It_Is_and_Why_It_Matters

Websites :

- The Sustainable Development Goals Report 2024: <https://unstats.un.org/sdgs/report/2025/>
- Climate Change and Corporate Governance: The Role of the Board - World Economic Forum https://www.oecd.org/en/publications/oecd-corporate-governance-factbook-2023_6d912314-en.html

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE IA

MSC.IBNM2.HRCOR.0003 – INTERNATIONAL HUMAN RESOURCE MANAGEMENT

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : JARRETT Vanessa

Teaching Team : Paris : JARRETT Vanessa

Academic Characteristics

Credits : 3

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

The aim of the IHRM module is to introduce and demystify International Human Resource Management in a global setting. We explore what IHRM is, including strategic and workforce planning, recruitment and selection, managing talent, leading and developing people in global (and virtual) team settings. We explore what the rapid advance of digital technology and AI has meant to IHRM, both positives and challenges, as well as topical issues that impact on business - the importance of sustainability, CRS, RSE, equality, diversity and inclusion. Throughout our journey we will explore live case studies, current examples and hear from HR experts how IHRM is changing and transforming organisations. Get ready to be inspired by the role of IHRM as a key actor and business partner to organisational success.

During course delivery, discussion and class teamwork, students will be provided with case studies and activities that bring the theory and practical to life.

Pedagogical Objectives

Pedagogical Objectives :

By the end of the programme, participating and engaged students will achieve the following learning outcomes. Students will be able to demonstrate a good level of the following competencies and will be supported throughout with time for individual 1:1's when needed:

IHRM

Understanding of the role of IHRM in an organisation - processes, activities, and key purpose inc the full life-cycle of the employee - and demonstrating the following skills and behaviours gained through class activities:

COGNITIVE

Critical thinking

- Structured problem solving

- Logical reasoning
- Understanding biases
- Seeking relevant information Planning and ways of working
- Work-plan development
- Time management and prioritization
- Agile thinking
- Communication
 - Storytelling and presenting
 - Asking the right questions
 - Synthesizing messages
 - Active listening Mental flexibility
 - Creativity and imagination
 - Translating knowledge to different contexts
 - Adopting a different perspective
 - Adaptability
 - Ability to learn
- Teamwork effectiveness
 - Fostering inclusiveness
 - Motivating different personalities
 - Resolving conflicts
 - Collaboration
 - Coaching and empowering others

SELF-LEADERSHIP

Self-awareness and self-management

- understanding own emotions and triggers
- self-control and regulation
- understanding own strengths

Prerequisites

Prerequisites :

Studying International Business and an interest in IHRM / experience of working in HR an advantage.

Read materials posted on K2 prior to the IHRM programme

Highly recommended students invest in a good IHRM Handbook, for example:

Essential of IHRM (Managing People Globally)

Mila Lazarova, David C Thomas et al, 17 Sept 202, Edward Elgar Publishing

International Human Resource Management: Policies and Practices for Multinational Enterprises (Global HRM)

6th Edition Ibraiz Tarique (Author), Dennis R. Briscoe (Author), Randall S. Schuler (Author) 2022, Routledge Publishing

Course Schedule

Course Schedule :

Specified in the course syllabus & specific to each campus

Academic References

Academic Reference :

Essential of IHRM (Managing People Globally)

Mila Lazarova, David C Thomas et al, 17 Sept 202, Edward Elgar Publishing

International Human Resource Management: Policies and Practices for Multinational Enterprises (Global HRM) 6th Edition Ibraiz Tarique (Author), Dennis R. Briscoe (Author), Randall S. Schuler (Author) 2022, Routledge Publishing

References provided throughout the programme in-line with session topics

Websites :

CIPD – Chartered Institute of Personnel and Development

- Website: <https://www.cipd.co.uk>

SHRM – Society for Human Resource Management

- Website: <https://www.shrm.org>

HRZone

- Website: <https://www.hrzone.com>

WorldatWork

- Website: <https://www.worldatwork.org>

Human Resource Executive

- Website: <https://hrexecutive.com>

Academy of International Business (AIB)

- Website: <https://www.aib.world>

ILO – International Labour Organization

- Website: <https://www.ilo.org>

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE IA

MSC.IBNM2.STELE.0047 – INTERNATIONAL NEGOTIATION PRACTICE

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : RIVAS-SIEDEL Béatrice

Teaching Team : Paris : RIVAS-SIEDEL Béatrice Raleigh : HENARD David H. Suzhou : STORM John

Academic Characteristics

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

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

In today's globalized economy, negotiation skills are essential for business professionals to navigate complex interactions, secure advantageous agreements, and foster lasting partnerships.

This course focuses on equipping students with practical negotiation techniques and strategies tailored to international business contexts. Participants will learn to identify their own relational profiles, adapt to cultural differences, and apply negotiation techniques to uncover interests and create win-win outcomes. Through interactive role-playing, case studies, and simulations, students will explore fundamental principles such as BATNA, ZOPA, and trust-building while mastering tactics for multi-party and cross-cultural negotiations. By the end of the course, students will have acquired tools to negotiate more effectively in diverse and challenging international environments.

Pedagogical Objectives

Pedagogical Objectives :

- Understand the key principles, techniques, and rules of negotiation
- Raise awareness of one's own relational profile in the negotiation process
- Apply frameworks such as the DISC model to evaluate negotiation counterparts
- Be able to use questioning techniques to uncover interests and achieve win-win solutions
- Understand the role of cultural differences in international negotiations
- Practice negotiation strategies through interactive exercises and simulations

Prerequisites

Prerequisites :

No academic prerequisite; however, students should think about their prior negotiation experiences.

Course Schedule

Course Schedule :

Negotiation fundamentals:

- What is negotiation?
- What makes a negotiation successful?
- The distributive vs. integrative negotiation
- Key concepts: BATNA & ZOPA, reserve price, value creation

Practice:

- How to prepare your negotiation
- Cultural dimensions and their impact on negotiation
- Communications skills: active listening, the power of silence, non-verbal cues
- Exploring your negotiator profile & managing conflicts and deadlocks in negotiation

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"

T. Hall, Edward "Understanding cultural differences"

Trompenaars, Fons "Riding the waves of culture"

Roger FISHER, William URY, Bruce PATTON Getting to Yes

Jim CAMP

George KOHLRIESER Hostage at the Table: How Leaders Can Overcome Conflict, Influence Others, and Raise Performance

Kerry PATTERSON, Joseph GRENNY, Ron MCMILLAN and AI SWITZLER Crucial conversations

Terri MORRISON Kiss, Bow or Shake Hands

Birgit WELCH, Charles LAFOND, Sheila VINE Express Series English for Negotiating: A short, specialist English course

Sun TZU, The Art of War

Websites :

www.cultureconnector.com

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

<http://export.businessfrance.fr> : guides des affaires, études et dossiers thématiques

Steven Spielberg Bridge of Spies

Martin Scorsese The Wolf of Wall Street

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE

MSc IHRPM International HR and Performance Management

MSc M2 IHRPM SPRING PARIS Core Courses (12 maximum)

MSC.IHRM2.MLCOR.0022 – Agile Project Management

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : CHASSERIO Stéphanie

Teaching Team : Paris : TANFIN Patrick

Academic Characteristics

Credits : 3 Discipline : Management & Organisation

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course is aimed to train future HR professionals on Agility and project management methodology and techniques. Participants will have the opportunity to train and pass the Agile PM certification.

Prerequisites

Prerequisites :

None

Course Schedule

Course Schedule :

See Agile PM content

Academic References

Academic Reference :

To be communicated during the course

Websites :

To be communicated during the course

Certifications & Legal Mentions

Certifications :

N/A

MSC.IHRM2.MLCOR.0008 – Benefits and Compensation in International Organisations

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : CHASSERIO Stéphanie

Teaching Team : Paris : MERIAU Jonathan

Academic Characteristics

Credits : 1 Discipline : Management & Organisation

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course looks at the various aspects of Benefits and Compensation within organisations and their place within human resources. It will introduce students to salary models and policies; the issues and challenges accompanying the internationalisation of businesses will also be examined.

Prerequisites

Prerequisites :

No formal academic pre-requisite. Students may be required to do pre-course work.

Course Schedule

Course Schedule :

Remuneration Strategies : A lever of HR policy in businesses, What are the determinants of remuneration policy ? What are the issues of such policies in a context of internationalisation? What are the prerequisites to put in place compensation and benefits Principal C & B tools : salaries, bonuses, company cars, benefits C&B and mobility policies

Academic References

Academic Reference :

Berger, Lance A. and Dorothy R. Berger. The compensation handbook. Sixth Edition. New York: McGraw-Hill, 2015.

Websites :

<https://www.shrm.org>

Certifications & Legal Mentions

Certifications :

N/A

MSC.TRCM2.OTCOR.0200 – CAREER MANAGEMENT 2

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : ANDRE Nathalie

Teaching Team : Zuzana Marteil Camille toseli

Academic Characteristics

Credits : 0

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

Career Workshops – Tailored to Your Needs

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

??From January 2026

Set Yourself Up for Success (January 2026)

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

Job Search Strategy – France & Abroad (February 2026)

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

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

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

Decoding the French Job Market (Feb/March 2026)

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

? Workshops Open to All Students

Prepare for a Career Fair (12 January 2026)

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

effectively.

CV Masterclass (January/February 2026)

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

Interview Masterclass (February/March 2026)

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

Access and registration from your spring K2 space

Pedagogical Objectives

Pedagogical Objectives :

Each workshop have specifics objectives:

M2-Specific Workshops

Set Yourself Up for Success

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

Job Search Strategy – France & Abroad

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

Master & Leverage LinkedIn in Your Job Search

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

Decoding the French Job Market

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

Workshops Open to All Students

Prepare for a Career Fair
Develop an effective pitch tailored to networking and recruitment events.
Use AI tools to research companies and prepare tailored questions.

CV Masterclass

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

Interview Masterclass

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

Prerequisites

Prerequisites :

No prerequisites.

Course Schedule

Course Schedule :

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

Academic References

Academic Reference :

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

Websites :

None.

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

IA

use of AI in career management

MSC.IHRM2.MLCOR.0003 – HR and The Legal Environment - Comparative Labour Law

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : EZZEROUALI Amine

Teaching Team : Paris : GRUBER-DREMEAUX H el ene

Academic Characteristics

Credits : 2 Discipline : Droit & Humanit es Teaching Languages : English Open to Exchange : Yes

Course Description

Course Description :

The aim of the course is to give students comprehensive and coherent knowledge of the key concepts of Comparative Labor Law, and to provide tools to solve or to avoid legal problems arising in the practice of international business.

This course focuses on the main issues relating to Comparative Labor Law. Students will become familiar with the different employee hiring methods. Then, they will understand the measures adopted to protect employees against discrimination (eg: wages; minority groups, etc). The new technologies as a threat to privacy will be also analysed. Students will become familiar with labor law clauses; they will be able to write labor law contract. Last, students will manage the different ways to end a labor law contract.

Pedagogical Objectives

Pedagogical Objectives :

Analyze and apply legal frameworks for HRM in global contexts

Prerequisites

Prerequisites :

While there may not be a specific pre-requisite for this course, students will be encouraged to do pre-reading to ensure a basic understanding prior to the start of the course.

Course Schedule

Course Schedule :

-- Sources of labor law and comparative methods of employee hiring -- Rules about protection of employees against discrimination (pregnancy, pay equity, minority groups, technology as a threat to privacy -- Contract clauses in a labour contract -- Dismissal, redundancy and resignation rules -- Oral presentation

Academic References

Academic Reference :

Recommended Readings: M.W. FINKIN and G. MUNDLAK, Comparative Labor Law (Research Handbooks in Comparative Law series) (Elgar Original Reference), Elgar Pub, 2015, 512 p.

Websites :

[Http://www.ilo.org/global/about-the-ilo/who-we-are/international-labour-office/lang--en/index.htm](http://www.ilo.org/global/about-the-ilo/who-we-are/international-labour-office/lang--en/index.htm)

Certifications & Legal Mentions

Certifications :

N/A

MSC.IHRM2.MLCOR.0012 – HR Metrics and the Balanced Scorecard

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 : PAOLI Kirsty

Teaching Team : Paris : PAOLI Kirsty

Academic Characteristics

Credits : 2

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course introduces students to the theoretical foundations of performance measurement and performance management, with a particular focus on the role of human resources in shaping and implementing performance systems. It explores key frameworks such as the Balanced Scorecard, integrated reporting, and human capital metrics, highlighting how organizations design and use performance indicators to align strategy, monitor results, and influence behavior.

In addition to conceptual understanding, the course provides an introduction to the practical use of Microsoft Power BI as a tool to support performance analysis. Students will learn how to build simple dashboards and visualize key performance indicators (KPIs), enabling them to translate theoretical models into actionable insights.

By combining theoretical perspectives with hands-on analytical tools, the course addresses current organizational challenges related to performance evaluation, data-driven management, and strategic alignment. Students will develop both critical thinking and practical skills to design, interpret, and communicate performance information effectively.

Pedagogical Objectives

Pedagogical Objectives :

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

- Understand the theoretical foundations of performance measurement and performance management
- Identify and compare different approaches to performance measurement systems
- Analyze the role of performance management from a human resources perspective
- Understand the links between performance measurement, employee evaluation, and organizational strategy

Apply key frameworks such as the Balanced Scorecard, integrated reporting, and human capital metrics
Interpret and critically assess performance indicators and dashboards
Develop basic skills in Microsoft Power BI to support performance analysis
Create simple dashboards and visualizations to monitor key performance indicators (KPIs)
Evaluate the challenges and limitations of performance measurement systems in organizations

Prerequisites

Prerequisites :

None

Course Schedule

Course Schedule :

1. Introduction: what relevance of metrics and measurements for HR, based on international job offers 2. Integrated Reporting: HR metrics in corporate communication 3. Human capital navigators: valuing and managing human capital (Skandia example) 4. HR metrics in the Balanced Scorecard: a strategy focused approach 5. Final case study: drafting a BSC with an HR focus

Academic References

Academic Reference :

Norton & Kaplan (2003) : Le tableau de bord prospectif Norton & Kaplan (1992) : The Balanced Scorecard - Measures That drives Performance - HBR Becker, Huselid, Ulrich (2001) : The HR Scorecard, Linking People, Strategy, and Performance Collectif HBR (1999) : Les systèmes de mesure de la performance

Websites :

<https://www.ifrs.org/issued-standards/integrated-reporting/framework/>

Certifications & Legal Mentions

Certifications :

it partly prepares for PL 300

RSE / IA

RSE IA

RSE Integration

This course incorporates elements of Social and Environmental Responsibility (RSE) by examining how performance measurement systems can integrate non-financial indicators related to sustainability, ethics, and social impact.

Analysis of integrated reporting, including environmental, social, and governance (ESG) dimensions
Discussion of how performance indicators can reflect responsible management practices
Consideration of ethical issues in employee evaluation, incentives, and performance control systems

Students are encouraged to critically assess how performance management frameworks influence not only economic outcomes but also broader societal and organizational responsibilities.

AI Integration

The course introduces Artificial Intelligence (AI) as a supporting tool for performance analysis and reporting.

Use of AI-powered features in Microsoft Power BI to support data visualization and performance monitoring
Application of AI tools to identify patterns, trends, and anomalies in performance data

Introduction to AI-assisted data analysis and dashboard creation

The course also highlights the importance of maintaining critical judgment when using AI tools, particularly in the context of managerial decision-making.

MSC.IHRM2.MLCOR.0014 – Information Systems for HRM

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : EZZEROUALI Amine

Teaching Team : Paris : BUREAU Alban

Academic Characteristics

Credits : 1

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

-Studies of all kind of ISHR (Information Systems of HumanResources), methods of selection and choice, project building and following, methods of writing a book of technical specifications

Pedagogical Objectives

Pedagogical Objectives :

Analyze IS for HRM opportunities and challenges

Prerequisites

Prerequisites :

Advanced knowledge of HR, basic skills in computer

Course Schedule

Course Schedule :

1st course Post-industrial society From computer tool to Information System Technological evolutions and organization of the company First step of group case studies 2nd course Computer market in HR Management Leading a project of implementing a HRIS From the HR Intranet portal to the digitalisation of HRM computing and change process of the HR Department Presentation of group case studies (evaluated)

Academic References

Academic Reference :

<http://www.vuibert.fr/ouvrage-9782311010503-le-sirh.html> <http://www.eyrolles.com/Entreprise/Livre/les-fiches-outils-du-sirh-9782212562606>
<http://librairie.studyrama.com/produit/2004/9782759020669/Le%20SIRH%20de%20demain%20en%20100%20questions> <http://www.dunod.com/entreprise-economie/entreprise-et-management/ressources-humaines-management/ouvrages-professionnels/le-sirh-1>

Websites :

<http://www.le-cercle-sirh.com/> <http://www.observatoiresirh.com/>

Certifications & Legal Mentions

Certifications :

N/A

MSC.IHRM2.MLCOR.0006 – International Labour Relations

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 : SCHOUMAKER José

Academic Characteristics

Credits : 2
Discipline : Management & Organisation

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course looks at some of the main aspects of industrial relations in international contexts. As such, it will examine the different types of employer-employee relationship, the roles of trade unions, and the central role of the HR function in representing the interests of both sides, and juggling different expectations, demands and cultural parameter. The course will focus on industrial relations models as practiced in northern and southern Europe, as well as the UK.

Pedagogical Objectives

Pedagogical Objectives :

Analyze industrial relations in global organizations

Prerequisites

Prerequisites :

None

Course Schedule

Course Schedule :

Introduction to International Industrial Relations Management The establishment and role of European Works Councils in transnational enterprises Comparison of industrial relations cultures in different countries The global context: how to change the industrial relations culture Industrial Relations in M&As

Academic References

Academic Reference :

TBD

Websites :

TBD

Certifications & Legal Mentions

Certifications :

N/A

MSC.IHRM2.HRCOR.0048 – Joint HR Project SKEMA x Pforzheim

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 : Professors SCHWAAB Markus-Oliver and EZZEROUALI Amine

Academic Characteristics

Credits : 1
Discipline : Management & Organisation

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

Joint international project with the HR Master of Pforzheim University

Pedagogical Objectives

Pedagogical Objectives :

Leading HR projects effectively in intercultural and dispersed teams

Prerequisites

Prerequisites :

None

Academic References

Academic Reference :

TBC

Websites :

TBC

Certifications & Legal Mentions

Certifications :

N/A

MSC.IHRM2.MLELE.0007 – Organisational Development and Change Management

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : EZZEROUALI Amine

Teaching Team : LAGARRIGUE David

Academic Characteristics

Credits : 2 Discipline : Management & Organisation

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

The course introduces the theoretical foundations of change management and organizational development, as well as real business cases to help bridge theory and practice.

Pedagogical Objectives

Pedagogical Objectives :

TBC

Prerequisites

Prerequisites :

No prerequisites.

Course Schedule

Course Schedule :

TBC

Academic References

Academic Reference :

TBC

Websites :

TBC

Certifications & Legal Mentions

Certifications :

N/A

MSC.IHRM2.MLCOR.0020 – Personal and Professional Development for the HR Manager

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 : CHASSERIO Stéphanie

Teaching Team : Paris : SCHMITT Marielle

Academic Characteristics

Credits : 2 Discipline : Management & Organisation

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This module is designed to provide essential skills and professional development for future HR Managers/HR Professionals, who will become a manager/coach in the workplace and be responsible for supporting employees' continued professional development (CPD) and performance.

The programme will raise self-awareness, personal impact and develop coaching styles and practices to apply in the HR role. Students will be able to consider models and tools to support employees and be able to design supporting career management strategies that will act as a driver for change, capability and engagement.

Prerequisites

Prerequisites :

None

Course Schedule

Course Schedule :

Session One: -- The role of the HR Professional as manager/coach in supporting workplace performance and CPD -- Skills, knowledge and behaviours required for the role -- Discovering our own styles/strengths for the role -- using Strength Finder/MBTI and what this means -- how we practically apply results -- Kolbs Learning Styles and how we apply this to performance coaching -- Recognising our challenges and what we put in place to address these -- realistic goal setting for professional development
Session Two: -- Defining Coaching and the link with Counselling and Mentoring -- Coaching models in practise -- GROW Model of coaching -- Influencing skills -- drawing on individual discovery outcomes from part one -- Giving constructive feedback -- Objective setting -- Setting up a coaching plan with the coachee
Session Three: -- Group exercise to explore

influencing and coaching skills – linking to findings in previous session -- Preparation for coaching and feedback session during break weeks and setting expectations – using performance related workplace scenarios -- Developing reflective practise and -- Study weeks and field work/coaching practise x 2 (students working in trios) Session Four: -- Recap on main points from week one -- Students present their findings from field work -- Main learning points Session Five : -- CPD (continued professional development) -- What is CPD and why important? – drawing on workplace research from CIPD (Chartered Institute of Professional Dev) -- Tools to encourage employees to take responsibility for their CPD and the HR role in championing this -- CPD and career management -- Overcoming barriers to effective career management -- CPD and alignment with organisational values, behaviours and goals -- On-going CPD conversations In groups students work on case study materials to present back to class Session Six: -- Presentation of case study outcomes – assessment and feedback -- Building personal change resilience -- Individual action planning from module learning points

Academic References

Academic Reference :

Coaching for Performance: The Principles and Practices of Coaching and Leadership (People Skills for Professionals)--by John Whitmore (Author) The Coaching Manual: The Definitive Guide to the Process, Principles and Skills of Personal Coaching--Julie Starr (Author) Performance Coaching: The handbook for managers, HR professionals and coaches Paperback — by Angus McLeod PhD (Author) Challenging Coaching: Going Beyond Traditional Coaching to Face the FACTS Paperback--by Ian Day (Author), John Blakey Career Management--by Jeffrey H. Greenhaus (Author), Gerard A. Callanan (Author) The Reflective Journal Diary--by Barbara Bassot

Websites :

www.cipd.co.uk www.right.com www.mindtools.com

Certifications & Legal Mentions

Certifications :

N/A

MSC.IHRM2.MLCOR.0013 – Quality of Life and Well-Being at Work

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 : CHASSERIO Stéphanie

Teaching Team : CHASSERIO Stéphanie

Academic Characteristics

Credits : 2 Discipline : Management & Organisation

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course aims to offer a first approach on the topic of quality of life at work. Well-being of employee is recognised as a factor of success for business , but it's also a social responsibility of employers. Indeed the ILO (International labor organization) prioritizes health and well being at work as a main challenge for the future. This topic undoubtedly will be a central concern in the professional life of the HR managers. This seminar will introduce this topic which is central in the current organizational life.

Pedagogical Objectives

Pedagogical Objectives :

Understand the key concepts of quality of life at work
Practice through real case studies to implement actions to improve the quality of life at work
Adopt and understand the various perspectives on this issue
Acquire the reflexive framework of analysis

Prerequisites

Prerequisites :

None

Course Schedule

Course Schedule :

1 10/02/2026 1. Introduction: Wellbeing & Quality of life at work
Presentation of the course
Main concepts
Teamwork on the dimensions of quality of life at work
Models to understand Wellbeing and Quality of Life at Work

2 11/02/2026 Dark sides of work
Issues at work: Stress, burnout, etc.
Theoretical frameworks and concepts on stress, job strain
Model of Burnout
Case study: Panic At the FeelGood Company

3 30/03/2026 Actions and prevention
Models of action
Typologies of actions (Primary, secondary, and tertiary)
Strategies
Experimentation
Real Case Studies and Guest Speakers
Svetlana Kalm, HR manager GEODIS
Maelle Barrere, HR manager, BIC International
Case of Davidson Consulting and Apples & Peers

4 31/03/2026 Health and Safety at work: Key issues and prevention

Occupational Accidents & Occupational diseases
Models of analysis
Prevention strategies

5. Roles of managers and HR managers in prevention and quality of life at work
Guest speaker: Estelle BAULOT, Directrice Santé et Sécurité Suez
Real case studies
Actions and policies to promote Quality of life at work

6 14/04/2026 01h30 Final Session: teamwork presentations
Jury Members

Academic References

Academic Reference :

Guest, D., Knox, A., & Warhurst, C. (2022). Humanizing work in the digital age?: Lessons from socio-technical systems and quality of working life initiatives. *Human Relations*, 75(8), 1461-1482.
<https://doi.org/10.1177/00187267221092674>
Karasek, R. A. 1979. Job Demands, Job Decision Latitude, and Mental Strain: Implications for Job Redesign. *Administrative Science Quarterly*, 24(2): 285.

Amico, L. (2022). Fear and Stress on the Job. *Harvard Business Review Digital Articles*.

Kelly, Erin L.; Berkman, Lisa F.; Kubzansky, Laura D.; Lovejoy, Meg. 10/12/2021. "7 Strategies to Improve Your Employees' Health and Well-Being". *Harvard Business Review Digital Articles*, 1-6. 6p. (AN: 153392910)
<https://web-p-ebSCOhost-com.skema.idm.oclc.org/ehost/pdfviewer/pdfviewer?vid=2&sid=b00ccee-9c67-445e-baab-f0f8a98b5c5c%40redis>

Grant, A. M., Christianson, M. K., & Price, R. H. 2007. Happiness, health, or relationships? *Managerial*

practices and employee well-being tradeoffs. *Academy of Management Perspectives*, 21(3): 51–63.

GOSTICK, ADRIAN; ELTON, CHESTER. Spring 2020. How GRATITUDE Can Help Leaders Navigate a Crisis: The expression of gratitude for employees' efforts can be a huge motivation and productivity booster, especially during the worst of times. *AMA Quarterly.*, Vol. 6 Issue 1, p38-40. 3p.

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE

This course is aligned with the objectives 3 and 8 of the Sustainable Development Goals

MSC.IHRM2.MLCOR.0018 – Training and Development - Designing Innovative Learning

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 : GUYON Stéphane

Academic Characteristics

Credits : 1
Discipline : Management & Organisation

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

The learning organization is not a myth. Increasingly, companies need to recreate innovative learning environments, not only to boost employees' skills but also to create a culture of sharing, trust and creativity (essential skills for 21st century leaders). Digital technologies will also be examined as one of the components of new ways of learning nowadays.

Pedagogical Objectives

Pedagogical Objectives :

Analyze and apply L&D strategies and techniques for global organizations

Prerequisites

Prerequisites :

None

Course Schedule

Course Schedule :

The course is intended to explore from a practical perspective --How do people learn and how to build a knowledge oriented organization - New types of learning in organizations (hackathon, creative seminars, reverse mentoring, co working spaces). - Building e-learning scenarios (full face to face and hybrid learning) - Culture of sharing and web2.0 collaborative initiatives

Academic References

Academic Reference :

TBC

Websites :

TBC

Certifications & Legal Mentions

Certifications :

N/A

MSc M2 IHRPM SPRING PARIS Elective Courses (1 maximum)

MSC.IHRM2.MLELE.0004 – Droit de la formation professionnelle continue

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : PAILOT Philippe

Teaching Team : Paris : PAILOT Philippe

Academic Characteristics

Credits : 2 Discipline : Management & Organisation

Teaching Languages : French

Open to Exchange : Yes

Course Description

Course Description :

Ce cours vise à former les étudiants à la maîtrise du droit de la formation professionnelle continue. Il doit leur permettre de décliner de manière opérationnelle ces aspects juridiques dans la pratique de la gestion de la formation en entreprise. En s'appuyant sur un exercice de simulation, le cours s'efforce ainsi d'établir un lien entre droit et gestion. Cette simulation vise à permettre aux étudiants d'apprécier les difficultés opératoires de l'application des principales règles juridiques en situation d'entreprise.

Prerequisites

Prerequisites :

Fluency in French Language + Ce cours nécessite de maîtriser les principaux éléments juridiques relatifs au droit du contrat de travail et d'avoir une très bonne maîtrise de la langue française.

Course Schedule

Course Schedule :

- La FPC en quelques chiffres
- A la recherche de la FPC
- La FPC : un domaine fortement structuré par le droit
- La FPC : des dispositifs multiples
- Le financement de la FPC (financeurs privés et publics)
- Principaux dispositifs d'accès à la FPC – Plan de formation – Congé individuel de formation – Compte personnel de formation
- La professionnalisation (contrat et période)
- Les outils de détermination du projet professionnel
- Les outils de sécurisation du parcours professionnel
- Contrôle de la formation

Academic References

Academic Reference :

Voir sur K2 pour les lectures recommandées.

Websites :

<http://travail-emploi.gouv.fr/formation-professionnelle/>

Certifications & Legal Mentions

Certifications :

N/A

MSC.IHRM2.MLELE.0001 – Green Human Resource Management

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 : Management & Organisation

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

The course “Green HRM” focuses on human resource functions from a sustainable approach. Hence, it gives an idea about how we can apply sustainability and green issues in organizations. Thus, creating awareness about sustainable development and practices in the workplace. In addition, it gives insights to help managers improve their employees' wellbeing.

In this course:

- You will develop an understanding of and an ability to define sustainability and identify best organizational sustainable practices to lead your teams and organizations as future HRM managers.
- You will develop and cultivate your interpersonal skills to make changes in your organizations.

Pedagogical Objectives

Pedagogical Objectives :

After completing this course, you will be able to:

- Define sustainability.
- Define sustainable development.
- Identify sustainable organizational practices.
- Define sustainable HRM.
- Identify green issues.
- Understand green HRM.
- Define wellbeing.

Prerequisites

Prerequisites :

No prerequisites

Course Schedule

Course Schedule :

Session 1: Presentation of concepts. Session 2: Case study Session 3: Presentation of concepts. Session 4: Work activity

Academic References

Academic Reference :

- ? Aust, I. (Ehnert), B. Matthews, & M. Muller-Camen (2020), "Common Good HRM: A paradigm shift in Sustainable HRM?", Human Resource Management Review, Vol. 30, pp. 1-11.
- ? David, F.R. (2013), Strategic Management: A competitive advantage approach, Chapter 10, Pearson Education, Inc, publishing as Prentice Hall, 14th Edition.
- ? De Smet, A, Gao, W, Henderson, K & Hundertmark, T. (2021), "Organizing for sustainability success: Where, and how, leaders can start", McKinsey & Company, <https://www.mckinsey.com/business-functions/sustainability/our-insights/organizing-for-sustainability-success-where-and-how-leaders-can-start>.
- ? Diaz-Carrion, R, Lopez-Fernandez, M & Romero-Fernandez, P. M. (2018), "Developing a sustainable HRM system from a contextual Perspective", Corporate Social Responsibility & Environmental Management, Vol. 25, pp. 1143-1153.
- ? Gallup (2024), <https://www.gallup.com/workplace/404105/importance-of-employee-wellbeing.aspx.aspx>.
- ? Gallup (2024), <https://www.gallup.com/workplace/349502/wellbeing-practices-guide-leaders.aspx>.
- ? Greatplacetowork (2023), <https://www.greatplacetowork.com/employee-wellbeing>.
- ? Greatplacetowork (2023), <https://www.greatplacetowork.com/resources/blog/9-employee-well-being-programs-from-the-100-best-companies>.
- ? Greatplacetowork (2023), <https://www.greatplacetowork.com/resources/blog/fun-drives-high-levels-of-well-being-at-the-best-workplaces-for-millennials>.
- ? Greatplacetowork (2023), <https://www.greatplacetowork.com/resources/blog/8-top-workplace-wellness-trends-to-watch-in-2023>.
- ? Kopnina, H. and Blewitt, J. (2014), Sustainable Business: Key issues. Routledge Earthscan, New York.
- ? Paillé, P. (2020), Greening the Workplace: Theories, Methods, and Research, Palgrave Macmillan, Chapter 5, pp. 67-68.
- ? Piwowar-Sulej, K. (2021), "Core functions of Sustainable Human Resource Management. A hybrid literature review with the use of H-Classics methodology", Sustainable Development, Vol. 29, pp. 671-693.
- ? Roulet, T. and Bhatti, K. (2023), "Wellbeing intelligence: A skill set for the new world of work", <https://sloanreview.mit.edu/article/well-being-intelligence-a-skill-set-for-the-new-world-of-work/>.
- ? Spiliakos, A. (2018), « What does « sustainability » mean in business ? », Harvard Business School Online, <https://online.hbs.edu/blog/post/what-is-sustainability-in-business>.
- ? Stobierski, T. (2021), « 4 impactful sustainable business practices that can make a difference », Harvard Business School Online, <https://online.hbs.edu/blog/post/sustainable-business-practices>
- ? Truong, Y. & Pinkse, J. (2019), "Opportunistic behaviors in green signaling: When do firms engage in symbolic green product preannouncement?", International Journal of Production Economics, Vol. 218, pp. 287-296.
- ? Truong, Y, Mazloomi, H. & Berrone, P. (2021), « Understanding the impact of symbolic and substantive environmental actions on organizational reputation », Industrial Marketing Management, Vol. 92, pp. 307-320.
- ? <https://cleanriver.com/8-sustainable-companies-across-the-globe/>

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE

MSC.IHRM2.MLCOR.0015 – Introduction to Cybersecurity

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 : HAIDAR Bassem

Academic Characteristics

Credits : 2 Discipline : Analytics Information and Operations

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

Introduction to Cybersecurity

Pedagogical Objectives

Pedagogical Objectives :

Analyze cybersecurity challenges for organizations and for HRM

Prerequisites

Prerequisites :

None

Course Schedule

Course Schedule :

Intro to cybersecurity

Academic References

Academic Reference :

TBC

Websites :

TBC

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

IA

MSc PMBD Project Management for Business Development

MSc M2 PMBD SPRING PARIS Core Courses (8 maximum)

MSC.TRCM2.OTCOR.0200 – CAREER MANAGEMENT 2

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : ANDRE Nathalie

Teaching Team : Zuzana Marteil Camille toseli

Academic Characteristics

Credits : 0

Discipline : Autre

Teaching Languages : English

Open to Exchange : No

Course Description

Course Description :

? Career Workshops – Tailored to Your Needs

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

??From January 2026

Set Yourself Up for Success (January 2026)

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

Job Search Strategy – France & Abroad (February 2026)

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

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

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

Decoding the French Job Market (Feb/March 2026)

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

? Workshops Open to All Students

Prepare for a Career Fair (12 January 2026)

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

CV Masterclass (January/February 2026)

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

Interview Masterclass (February/March 2026)

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

Access and registration from your spring K2 space

Pedagogical Objectives

Pedagogical Objectives :

Each workshop have specifics objectives:

M2-Specific Workshops

Set Yourself Up for Success

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

Job Search Strategy – France & Abroad

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

Master & Leverage LinkedIn in Your Job Search

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

Decoding the French Job Market

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

Workshops Open to All Students

Prepare for a Career Fair

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

CV Masterclass

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

Interview Masterclass

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

Prerequisites

Prerequisites :

No prerequisites.

Course Schedule

Course Schedule :

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

Academic References

Academic Reference :

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

Websites :

None.

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

IA

use of AI in career management

MSC.PPMM2.PMCOR.0086 – Managing Risk, Uncertainty and Complexity

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 : FERNANDES Marlon

Teaching Team : Lille : INCERTI Valerio Paris : INCERTI Valerio

Academic Characteristics

Credits : 2 Discipline : Management & Organisation

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

Projects are the business activities that make the firm able to adapt, change, grow and innovate. Unfortunately, inside the Firm's portfolio of projects, some situations are very simple and some are very complex to manage. Contrary to business repetitive operations, project activities have a high rate of failure, and these failures mean under performance. The capacity to anticipate complex situations need to identify which situations are in predictable uncertainty and which are in unpredictable uncertainty before implementing risk management processes.

Traditional risk management from standards are effective to manage situations in predictable uncertainty. But for situations in unpredictable uncertainty, it is necessary to understand how complex projects work, and to efficiently behave in conditions of high uncertainty. This is a key managerial capacity today for Top and Middle managers in changing and competitive environments.

With the « VIO » Model, a dynamic model for complex project , we identify complex situations in unpredictable uncertainty, and we elaborate tactics to manage critical stakeholders sources of these unpredictable situations to have an effective organisation to manage under uncertainty.

Prerequisites

Prerequisites :

None.

Course Schedule

Course Schedule :

1 – INTRODUCTION : Risk management process, PMI and standard point of view => all methodes are the same
2 – COMPLEX PROJECT : Defining Multi-dimensions in project, Vision-Implementation-Organization model
3 – UNCERTAINTIES : Identifying uncertainties coming from project actors and impacting project deliverables
4 – MANAGING UNCERTAINTIES : influences and network design of the project organization

Academic References

Academic Reference :

REQUIRED READINGS - PMBOK Guide, Chapter 11 : Project Risk management - PRINCE2, Managing successful project with Prince2, Chapter 8 : Risk
RECOMMENDED READINGS - Atkinson, R., Crawford, L., Ward, S., 2006. Fundamental uncertainties in projects and the scope of project management. International Journal of Project Management, 24, 687-698. - De Meyer, A., Loch, C.H., Pich, M.T., 2002. Managing Project Uncertainty : From Variation to Chaos. MIT Sloan Management Review, winter 2002, 60-67 - Geraldi, J.G., Maylor, H., Williams, T., 2011. Now, let s make it really complex (complicated): A systematic review of the complexities of projects. International Journal of Operations & Production Management, 31, 966-990 - Loch, C.H., Solt, M.E., Bailey, E.M., 2008. Diagnosing Unforeseeable Uncertainty in a New Venture. Journal of Product Innovation Management, 25, 28-46. - Simon, H.A., 1969. The Science of the Artificial. MIT Press, Boston - Sommer, S.C., Loch, C.H., 2004. Selectionism and Learning in Projects with Complexity and Unforeseeable Uncertainty. Management Science, 50, 1334-1347 - Sommer, S.C., Loch, C.H., Dong, J., 2009. Managing Complexity and Unforeseeable Uncertainty in Startup Companies: An Empirical Study. Organization Science, vol. 20, 118-133. - White, D., Fortune, J., 2002. Current Practice in Project Management - An Empirical Study. International Journal of Project Management, 20, 1-11

Websites :

None.

Certifications & Legal Mentions

Certifications :

N/A

MSC.PPMM2.PMCOR.0075 – Organizational Performance Management

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : SAINTOT Valérie

Teaching Team : Valérie M. Saintot, LL.M, PhD

Academic Characteristics

Credits : 2

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course equips project and programme managers with essential tools and methods for organisational performance management, moving from vision, mission, and strategy to measurable outcomes. Using the Balanced Scorecard as a guiding framework, participants will apply diagnostic tools such as SWOT and the fishbone diagram, define strategic objectives, and translate them into meaningful KPIs. Through a group consulting mission, students will work on a digital transformation case study that incorporates sustainability goals and emerging considerations around AI. The course emphasizes effective communication, collaborative problem-solving, and the practical application of performance tools in complex organisational settings.

Pedagogical Objectives

Pedagogical Objectives :

- 1) Grasp the fundamentals of organisational performance management and its role in strategic execution to usefully advise decision-makers and guide teams.
- 2) Familiarize yourself with strategic concepts such as vision, mission, and stakeholder mapping to have a well built and relevant toolbox to intervene impactfully.
- 3) Be comfortable working in teams and communicating ideas clearly in written and spoken form by learning by doing and working in small teams during the classes.

Prerequisites

Prerequisites :

Interest in strategy and performance management and the bridge between project management and organisational performance.

Course Schedule

Course Schedule :

Session 1& 2 Session 1. Introduction to organisational management and performance improvement - Strategy execution and link with operations - Barriers to strategy execution - Developing the strategic change agenda - Translating the strategy and developing the strategy map - Workshops and discussion Session 3 & 4 - Workshops and discussion Session 5 & 6 - linking strategy to operations - Linking performance management with performance improvement - Workshops and discussion Session 7 & 8 - Measuring performance management and developing KPIs and dashboards - Team presentations, assessment and feedback

Academic References

Academic Reference :

REQUIRED READINGS

1. Project Management Institute: organizational project management maturity model (OPM3)
2. International Project Management Association (IPMA), Project Excellence Baseline for Achieving Excellence in Projects and Programmes, IPMA Global Standard 3.
3. KAPLAN, R. S. & NORTON, D. R. (1992) The Balanced Scorecard: Measures That Drive Performance. Harvard Business Review, 71-79.
4. Selected list of journal articles will be communicated to students before the start of the course.

RECOMMENDED 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. P. Niven (2006), Balanced scorecard step-by-step for government and non-profit agencies, John Wiley

Websites :

<http://www.ipma.world/>
<https://www.pmi.org/>

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE IA

MSC.PPMM2.PMCOR.0203 – Portfolio management and PMO

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : GARDINER Paul

Teaching Team : Lille : GARDINER Paul Paris : FISHER Eddie

Academic Characteristics

Credits : 3
Discipline : Management & Organisation

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

Fundamentals of portfolio management and PMO. Project prioritization, project selection, portfolio fit. PMO models and structures, benefits and challenges of implementing a PMO. PMO maturity and balance of traditional versus agile approaches. A simulation is attached to this course: CESIM Project.

Prerequisites

Prerequisites :

None.

Certifications & Legal Mentions

Certifications :

N/A

MSC.PPMM2.PMCOR.0204 – Project financing and accounting

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : ATANASOV Petko

Academic Characteristics

Credits : 3
Discipline : Management & Organisation

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

Principles of project financing and accounting.

Prerequisites

Prerequisites :

None.

Certifications & Legal Mentions

Certifications :

N/A

MSC.PPMM2.PMOPT.0002 – Project Practice Portfolio 2

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0.00h	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 : Autre

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. • Project team meetings to discuss progress and issues on cell projects and give guidance • Occasional contribution from guest project managers

Academic References

Academic Reference :

Required readings (1) APM Competence Framework Recommended readings 1. PMI PMBOK Guide 2. APM Body of Knowledge 3. PRINCE2 guide 4. AgilePM Guide 5. GAPPS project manager and sponsor standards

Websites :

Visit the websites of PMI, APM, GAPPS

Certifications & Legal Mentions

Certifications :

N/A

MSC.PPMM2.PMCOR.0202 – Research methods 2

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

Academic Characteristics

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

Course Description

Course Description :

Building on the foundations established in Research Methods I, this course deepens students' understanding of research design and methodology. It moves from principles to practice, with a particular emphasis on qualitative approaches and mixed methods research. Students will read and discuss research articles published in leading management and organisation studies journals, developing both methodological literacy and critical analytical skills. Hands-on exercises in data collection and analysis further ensure that learning is experiential and directly applicable. The course will continue to address the opportunities and challenges of AI in research practice.

Pedagogical Objectives

Pedagogical Objectives :

Design and justify a coherent research framework aligned with the student's philosophical stance and research questions; Critically read and discuss advanced empirical and methodological articles published in top-tier management and organisation studies journals; Apply qualitative data collection and analysis methods with rigour and reflexivity; Engage with mixed methods research, understanding when and why they are appropriate; Understand how to communicate qualitative and mixed methods research.

Prerequisites

Prerequisites :

Research Methods 1

Course Schedule

Course Schedule :

Week 1: From design to practice (revisiting and consolidating key concepts from Research Methods 1); discussion of mandatory reading 1

Week 2: Generating data via qualitative and quantitative methods; discussion of mandatory reading 2
Week 3: Analysing qualitative and quantitative data (hands-on approaches); discussion of mandatory reading 3
Week 4: Developing mixed methods research; discussion of mandatory reading 4
Week 5: The theory and practice of academic writing; discussion of mandatory reading 5
Week 6: Innovative methods in management and organisation studies

Academic References

Academic Reference :

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

Mandatory readings will be shared with students via K2 before the start of the course.

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.PPMM2.PMCOR.0081 – Sustainable and Ethical Project Management

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 : CARBONI Joel

Teaching Team : Lille : CARBONI Joel Paris : CARBONI Joel Belo : DE MAGALHAES ALVIM Flavia

Academic Characteristics

Credits : 2

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

PRiSM (Projects integrating Sustainable Methods) is a project management and sustainability course that is designed to prepare individuals to improve the way they view, approach, manage, and drive change. The course blends instruction with in-class case studies using real world examples that bring project management to life in a manner that not only meets the needs of business in today's economy but also accounts for the needs of society and the environment by incorporating sustainable development goals through the GPM P5 Standard and principles for sustainable project management.

Prerequisites

Prerequisites :

None

Course Schedule

Course Schedule :

NOTE : This course descriptor is indicative and draft and subject to periodic updates. PRE SESSION ACTIVITIES: Reading DAY ONE – Sustainability Drivers, Systems Thinking, Ethics Principles and Values, Governance, Portfolio and Program Management, The P5 Standard for Sustainability in Project Management, Case Study/Group Exercise DAY TWO - Organisational Capacity for Change and PSM3, Business Case Benefits, and Value Management, Requirements Management, Project Management, Lifecycles and PRiSM, Case Study/Group Exercise DAY THREE – Sponsorship, Stakeholder Engagement, and Information Management and Reporting, POST SESSION ACTIVITIES

Academic References

Academic Reference :

REQUIRED READINGS BEFORE DAY 1 • The GPM PRiSM™ Methodology for Project Management • The GPM P5™ Standard for Sustainability Management. RECOMMENDED READINGS • The Association for Project Management (APM) Body of Knowledge • The UN Global Compact Ten Principles • The GRI G4 Reporting Framework • The UN Post 2015 Business Engagement Architecture • The UN Global Compact SDG Compass • ISO Standards from a project management perspective including: • ISO 21500 Guidance on Project Management • ISO 50001 The Energy Management Standard • ISO 14001 The Environmental Management Standard • ISO 9001 Principles of Quality Management • ISO 26000 Guidance on Social Responsibility • ISO 55000 Asset Management

Websites :

www.greenprojectmanagement.org blog.greenprojectmanagement.org

Certifications & Legal Mentions

Certifications :

N/A

MSc M2 PMBD SPRING PARIS Specialization Courses (2 maximum)

MSC.PPMM2.PMCOR.0030 – Business and Project Management Agility

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : DUESUND Morten

Teaching Team : Lille : DAHMANI Sarra Paris : SILVIUS Gilbert Belo : TORRES Thiago

Academic Characteristics

Credits : 2
Discipline : Management & Organisation

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

The course is about the integration of business agility and agile project management in a modern, sustainable and global business context.

Prerequisites

Prerequisites :

Foundation level agile project management.

Course Schedule

Course Schedule :

DAY 1 - Business agility DAY 2 - Agile project management in practice DAY 3 - Integrated business transformation in an uncertain dynamic business environment

Academic References

Academic Reference :

PMI Agile Practice Guide.

Websites :

None.

Certifications & Legal Mentions

Certifications :

N/A

MSC.PPMM2.PMELE.0011 – Consulting skills: operating 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 : SCHUSTER Andrew

Academic Characteristics

Credits : 2 Discipline : Management & Organisation Teaching Languages : N/A Open to Exchange : Yes

Course Description

Course Description :

Building on foundational consulting skills, this course focuses on the operational aspects of executing project-based transformations within organizations. Participants will delve into project management methodologies, change management strategies, and techniques for navigating resistance. Learn how to maintain stakeholder engagement, ensure project alignment with organizational goals, and measure the impact of interventions. This hands-on course is designed for consultants and change agents ready to lead complex transformation projects from concept to completion, ensuring they deliver tangible results and lasting value.

Prerequisites

Prerequisites :

None

Course Schedule

Course Schedule :

Session 1: Project Management Foundations for Transformation Overview of project management in the context of organizational transformation Essential project management tools and techniques Setting up project governance structures
Session 2: Leadership and Team Management Leadership styles and their impact on transformation projects Building and managing effective transformation teams Dealing with team dynamics and conflicts
Session 3: Communication and Engagement during Transformation Communication strategies for transformation projects Keeping stakeholders informed and engaged Managing internal and external communications
Session 4: Monitoring and Controlling Transformation Projects Key performance indicators (KPIs) for transformation projects Techniques for monitoring and controlling project progress Managing project changes and scope creep
Session 5: Sustaining Change and Ensuring Adoption Strategies for embedding change into the organization Ensuring long-term adoption and cultural integration Leveraging success stories and learning from setbacks
Session 6: Case Studies and Lessons Learned Analysis of real-world

organizational transformation projects Lessons learned and best practices Group presentations on hypothetical transformation projects

Certifications & Legal Mentions

Certifications :

N/A

MSC.PPMM2.PMCOR.0101 – Principles and Practice of Performance Improvement

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : DAHMANI Sarra

Academic Characteristics

Credits : 2
Discipline : Management & Organisation

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course introduces the key concepts, frameworks, and tools used to analyze and improve individual, team, and organizational performance. It explores how performance gaps are identified, measured, and addressed through structured interventions, combining insights from management, human resources, and operations. Students will learn to diagnose performance issues, design improvement strategies, and evaluate their impact in real-world contexts.

Through case studies and practical applications, the course emphasizes a results-oriented approach to driving sustainable performance improvement in organizations.

Prerequisites

Prerequisites :

None.

Certifications & Legal Mentions

Certifications :

N/A

MSc M2 PMBD SPRING PARIS Elective Courses (2 maximum)

MSC.PPMM2.STELE.0001 – Design thinking

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 : MADUREIRA Luis

Academic Characteristics

Credits : 1
Discipline : Stratégie, Innovation & Entreprenariat

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

Explore the creative problem-solving process known as Design Thinking, a methodology that combines empathy, creativity, and rationality to meet user needs and solve complex challenges. This course introduces participants to the five stages of Design Thinking: Empathize, Define, Ideate, Prototype, and Test. Through interactive workshops and real-world case studies, you will learn how to apply Design Thinking to develop innovative solutions in a variety of contexts, from product design to service improvement. Ideal for professionals across industries looking to foster a culture of innovation and enhance their approach to problem-solving.

Prerequisites

Prerequisites :

None

Course Schedule

Course Schedule :

Session 1: Introduction to Design Thinking Understanding Design Thinking and its relevance The five stages of Design Thinking Empathizing with users: methods and tools Session 2: Define and Ideate Framing problems effectively Techniques for generating innovative ideas Prioritizing and selecting ideas for development Session 3: Prototyping Prototyping as a tool for innovation Different types of prototypes and their purposes Rapid prototyping techniques Session 4: Testing Solutions Planning and conducting effective tests Gathering and interpreting feedback Iterating based on user feedback Session 5: Implementing Design Thinking in Real-World Projects Applying Design Thinking to real-world problems Overcoming common challenges in implementing Design Thinking Case studies and success stories of Design Thinking in action

Certifications & Legal Mentions

Certifications :

N/A

MSC.PPMM2.PMCOR.0087 – International Business Development : Proposals, Tenders & Bids

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 : HAINGLAISE Jean-Charles

Teaching Team : Lille : HAINGLAISE Jean-Charles

Academic Characteristics

Credits : 1
Discipline : Management & Organisation

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course provides fundamentals and overall framework of what is bid management and tendering.

The purpose of this course is to explain how to organize and answer to calls for tender or project.

This course will present the main typologies of tenders and the key practices that helps to make a tender successful.

A focus will be done on “call for project” through a case study to be run in team.

Prerequisites

Prerequisites :

None.

Course Schedule

Course Schedule :

NOTE : This course descriptor is indicative and draft and subject to periodic updates. PRE SESSION ACTIVITIES Selecting a call for project in team. Readings on linked topics (see recommended lectures that should be added to personal lectures). Day 1: Bid Management and tendering process. Introduction, terms & definitions. Bid & tendering processes: Overview. Call for tenders versus call for proposals: life cycle. Contracting Agency process and tools (example from the European Commission). Team workshop: Case study introduction. Day 2: Bid Management and tendering process. Stakeholders impact on project scope. Prime Contractor point of view: technique and tools for structuring bids. Team workshop: practicing on Case study.

Q&A session and presentation of coming steps. TEAM WORK between day 2 and day 3: preparing a proposal in team. Day 3: Contracting Agency point of view: Approach for issuing a tender success factors for call for tender and call for proposal. Team workshop: Final presentation. Q&A session and conclusion. POST SESSION ACTIVITIES: Readings.

Academic References

Academic Reference :

• Aid Delivery Methods - Project Cycle Management Guidelines Vol 1, March 2014. • Project Management – A strategic planning approach. Paul D. Gardiner. • The PMBOK.

Websites :

http://ec.europa.eu/contracts_grants/contracts_en.htm

https://ec.europa.eu/europeaid/sites/devco/files/methodology-aid-delivery-methods-project-cycle-management-200403_en_2.pdf https://en.wikipedia.org/wiki/Request_for_proposal Http://www.project-management-knowhow.com/contract_management.html

Certifications & Legal Mentions

Certifications :

N/A

MSC.PPMM2.PMELE.0007 – Social intelligence

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 : DAHMANI Sarra

Academic Characteristics

Credits : 1
Discipline : Management & Organisation

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This engaging course is designed to enhance your social intelligence, the key to building meaningful relationships and navigating complex social environments with ease. Through interactive workshops, you will explore the nuances of emotional intelligence, effective communication, empathy, conflict resolution, and cultural sensitivity. Whether for personal growth or professional development, you will learn how to read social cues, understand others' perspectives, and influence without authority. By the end of the course, you will possess the tools to enhance your interpersonal skills, boost your confidence in social situations, and foster positive interactions in every aspect of your life.

Prerequisites

Prerequisites :

None

Course Schedule

Course Schedule :

Session 1: Understanding Social Intelligence - Dive into the basics of social intelligence, its significance, and how it integrates with emotional intelligence. Engage in activities that highlight self-awareness and social awareness. Session 2: Mastering Communication & Listening - Focus on developing effective communication skills and active listening techniques through role-playing exercises and group discussions. Session 3: Cultivating Empathy & Emotional Awareness - Learn to enhance empathy and emotional awareness with practical exercises on interpreting emotions and responding sensitively in varied social scenarios. Session 4: Conflict Resolution Strategies - Explore conflict resolution and negotiation techniques with interactive simulations that teach constructive confrontation and problem-solving. Session 5: Non-Verbal Communication & Cultural Sensitivity - Conclude with understanding the nuances of non-verbal communication and the importance of cultural sensitivity, including recognizing and respecting diverse perspectives in social interactions.

Certifications & Legal Mentions

Certifications :

N/A

MSC.PMBM2.ISELE.0001 – UX Design

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : ZHAO Zhenzhen

Academic Characteristics

Credits : 1

Discipline : N/A

Teaching Languages : N/A

Open to Exchange : Yes

Course Description

Course Description :

This course introduces the fundamental principles and practices of User Experience (UX) design, focusing on creating intuitive, engaging, and user-centered digital products. Students will learn how to understand user needs, conduct research, and translate insights into effective design solutions. The course covers key methods such as user journey mapping, wireframing, prototyping, and usability testing. Through hands-on projects, students will develop the ability to design, evaluate, and iterate digital experiences that balance user satisfaction with business objectives.

Certifications & Legal Mentions

Certifications :

N/A

MSc SFF Sustainable Finance & Fintech

MSc M2 SFF SPRING PARIS Core Courses (12 maximum)

MSC.SFFM2.FICOR.0014 – Asset Management, Green Bonds & ESG integration

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0.00h	21.00h	0.00h	0.00h	0.00h	70%	30%	100%

Course Manager & Teaching Team

Course Manager : THEVOUX-CHABUEL Sébastien

Teaching Team : THEVOUX-CHABUEL Sébastien

Academic Characteristics

Credits : 2

Discipline : Finance

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

In 1990 was launched the first ESG index (MSCI KLD 400 Social Index). Before then, ESG investing was relegated to the province of values-investing and had remained at the fringes of investments management for a couple of decades.

In 2020, amounts of new investments in sustainable assets through mutual funds and ETFs increased 96% vs. 2019 to stand at \$288 bn globally (source: Blackrock). It is now estimated that the total amount of assets invested according to explicit criteria for Environmental, Social and Governance factors represent app. 30% of total invested assets. As demand for sustainable assets keeps increasing, professional practices and regulations improve, growth in ESG assets is expected to continue to grow rapidly at the expense of more traditional assets.

While ESG investing considered at best as a risk management tool, it now encompasses many different approaches, notably as a source of value-creation opportunities. This trend forces the assets-managers to entirely rethink their role and responsibility towards the greater society, and how they can navigate the sometimes contradictory demands of their clients, their regulators, their employees and the firms they invest in. After decades of decision-making predicated on hard-data supported also by more qualitative judgements usually limited to only the business aspects of a firm or a sector, the assets management industry is facing a set of unique challenges to integrate ESG consideration to meet the demand of its clients and deliver superior risk-adjusted returns to their clients.

No area of the assets management sector is left untouched by this long-term fundamental evolution. The management of publicly listed instruments is primarily concerned, principally equities and also increasingly fixed-income products with the rapid rise of issuance of Green bonds. This evolution touches also the realm of private investments (eg. Private Equity, Venture-Capital, Real-estate) and brings to the fore important strategic decisions about which investments to support or not.

This course will explore the practical dimensions of integrating ESG considerations into the investment - decision process of assets managers. The academic underpinnings of ESG investing will also be discussed, as they have an impact on strategic decisions taken by investors in the way they allocate capital to enrich, foster the integration of ESG in their investment process.

Prerequisites

Prerequisites :

- Financial Analysis
- Financial valuation
- Financial modelling
- Corporate Finance
- Strategic Analysis
- Accounting

Course Schedule

Course Schedule :

Module 1: ESG Investing: Progress report. Demand dynamics, regulatory development, and supply responses. Academic approaches to ESG Investing Module 2: Defining the issues across assets classes to implement ESG thematics across investment strategies (Active, passive, quantitative) Module 3: Equity markets & ESG integration: Data & Research Module 4: Equity markets & ESG Integration: investments decision and portfolio construction Module 5: Equity markets & ESG Integration: Active ownership & Engagement Module 6: Equity markets & ESG integration: Outcomes & Performance measurement; Influence of consultants and regulators Module 7: Equity markets & ESG Integration: Case studies: Fossil fuels; global food supply chain management Module 8: Equity markets & ESG Integration: Case studies: Privacy and Technology; Labor rights Module 9: Equity markets & ESG Integration: Assets managers: Compare and contrast investment philosophies and ESG Implementation at different assets-managers to identify the key success factors Module 10: Fixed Income & ESG Integration: Risk management and source of opportunities Module 11: Fixed Income & Green bonds: ""Green bonds principles"" & the role of financial intermediaries in promoting the ESG Agenda Module 12: Private investments & ESG integration: Venture-Capital, Private Equity: Creative destruction, Disruptive investments with or against ESG?

Academic References

Websites :

<https://www.unpri.org/> <https://www.sasb.org/> <https://www.globalreporting.org/> <https://vigeo-eiris.com/>
<https://www.oecd.org/fr/finances/esg-investing.htm>

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE

MSC.TRCM2.OTCOR.0200 – CAREER MANAGEMENT 2

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : ANDRE Nathalie

Teaching Team : Zuzana Marteil Camille toseli

Academic Characteristics

Credits : 0

Discipline : Autre

Teaching Languages : English

Open to Exchange : No

Course Description

Course Description :

? Career Workshops – Tailored to Your Needs

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

??From January 2026

Set Yourself Up for Success (January 2026)

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

Job Search Strategy – France & Abroad (February 2026)

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

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

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

Decoding the French Job Market (Feb/March 2026)

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

? Workshops Open to All Students

Prepare for a Career Fair (12 January 2026)

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

effectively.

CV Masterclass (January/February 2026)

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

Interview Masterclass (February/March 2026)

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

Access and registration from your spring K2 space

Pedagogical Objectives

Pedagogical Objectives :

Each workshop have specific objectives:

M2-Specific Workshops

Set Yourself Up for Success

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

Job Search Strategy – France & Abroad

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

Master & Leverage LinkedIn in Your Job Search

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

Decoding the French Job Market

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

Workshops Open to All Students

Prepare for a Career Fair
Develop an effective pitch tailored to networking and recruitment events.
Use AI tools to research companies and prepare tailored questions.

CV Masterclass

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

Interview Masterclass

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

Prerequisites

Prerequisites :

No prerequisites.

Course Schedule

Course Schedule :

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

Academic References

Academic Reference :

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

Websites :

None.

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

IA

use of AI in career management

MSC.SFFM2.FICOR.0013 – Climate change risk and net zero transition

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : SAIDANE Dhafer

Academic Characteristics

Credits : 2

Discipline : Finance

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

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

Pedagogical Objectives

Pedagogical Objectives :

Course objective and structure

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

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

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

The third part will cover the tools needed for assessing the alignment of financial institutions with the Paris agreement objectives and more broadly how institutions can support a broad range of objectives mobilising

capital in the right direction (e.g., UN sustainable development goals, biodiversity)

The lectures will be structured as follows:

- 1 hour explanation and discussion of content
- 15 minutes group discussion on key practical topics
- 15 minutes break
- 1 hour explanation and discussion of content
- 30 minutes case study explanation and presentation

In the last session more time will be allowed for the presentation of the full case study comprising of all 4 parts.

Case study

The case study is divided in 4 parts – each one based on a specific lecture and topic – and fits together in a comprehensive case exercise which should be submitted and presented at the end of the course. On each lecture, selected teams present the results obtained in a specific part of the case study in order to share ideas and thoughts with the wider audience. At the end of the course selected teams simulate the presentation to the CEO of a comprehensive investment strategy including 4 pillars. The documents to be submitted should be a presentation about the investment case and optionally any other file which could support the case.

The background story is the simulation of a private equity fund which wants to invest in the energy transition and limit as much as possible physical risks. The teams should submit an investment strategy to the CEO for its approval composed of 4 parts:

- Innovative idea to fund a start-up contributing to the financing of climate mitigation or adaptation objectives
- Physical risk stress test of current fund holdings in utilities and oil and gas companies and recommendation on companies to sell or overweight
- Transition risk stress test of current fund holdings in utilities and oil and gas companies and recommendation on companies to sell or overweight
- Assessment of portfolio alignment with Paris agreement and acquisition of companies which could improve portfolio net zero alignment

The four building blocks should be combined in a single storyline to be presented to the CEO (15 pages x 20 seconds each format – Canva or Power Point could be used) for the overall climate strategy. Given the difficulty and the relevance of the practical case studies part of class time will be dedicated to direct support and interaction between teams and lecturer. The final presentation will need to be submitted after the last session and evaluated.

Prerequisites

Prerequisites :

An understanding of the basic concepts of corporate financing accounting principles is required. A basic understanding of programming languages or excel spreadsheet is also suggested, although not strongly required.

Course Schedule

Course Schedule :

The lectures will be structured as follows: - 1 hour explanation and discussion of content - 15 minutes group discussion on key practical topics - 15 minutes break - 1 hour explanation and discussion of content - 30 minutes case study explanation and presentation In the last session more time will be allowed for the presentation of the full case study comprising of all 4 parts.

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE

MSC.SFFM2.FICOR.0015 – Corporate Integrated Reporting

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : ROSZAK Sabrina

Teaching Team : SAMUEL Margalit

Academic Characteristics

Credits : 2

Discipline : Finance

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course explores the evolving landscape of corporate reporting in response to the growing demand for transparency, accountability, and sustainable finance. Students will examine the purpose and structure of integrated and ESG-related reporting frameworks, with a special focus on the <IR> Framework now under the IFRS Foundation. Through case studies and practical applications, the course develops students' ability to understand and apply concepts such as integrated thinking, value creation, multiple capitals, double materiality, and connectivity of information.

Students will learn to analyze and interpret integrated reports, assess their impact on long-term value creation and financial markets, and apply international best practices to prepare or critically evaluate integrated disclosures. The course bridges theoretical foundations with real-world reporting challenges, preparing students for roles in finance, sustainability, audit, and corporate governance.

Pedagogical Objectives

Pedagogical Objectives :

Explain the evolution and strategic relevance of corporate reporting in supporting sustainable finance and long-term value creation.

Identify and compare the main international frameworks for extra-financial and integrated reporting, including the <IR> Framework, GRI, SASB, and ISSB standards.

Describe and apply core concepts of integrated thinking such as value creation, multiple capitals, connectivity, and double materiality.

Analyze integrated and ESG reports to assess how organizations communicate financial and non-financial

performance.

Evaluate the implications of changing global reporting standards on investor behavior, market dynamics, and regulatory expectations.

Apply international best practices and reporting tools to prepare or critically assess integrated reports that align with the <IR> Framework and related sustainability standards.

Reflect on the challenges and opportunities of embedding sustainability into mainstream corporate reporting processes.

Prerequisites

Prerequisites :

Management Control & Performance Management Corporate Reporting Process Information Systems Basics

Course Schedule

Course Schedule :

Session 1: Sustainable Finance Framework & The Rise of Integrated Forms of Reporting
Introductory Case

Session 2 : Reporting systems – A market perspective
Can Integrated Forms of Reporting close the gap between Intrinsic Valuation and Market Valuation?
Case 1 – Part I

Session 3 : Reporting systems – The promising concepts of Integrated Thinking, Capitals, (double) Materiality & Connectivity
The Integrated Reporting Framework
Case 1 – Part II

Session 4 : Integrated Thinking For Long Term Value Creation
Case 2

Session 5 : Integrated Forms Of Reports & Innovative Technologies
Case 3

Session 6 : Final challenge with guest (Massimo Romano, Head Of Corporate Reporting @ GENERALI)

Academic References

Academic Reference :

Eccles, Robert G.; Krzus, Michael P., 2015, The Integrated Reporting Movement (Wiley Corporate F&A)
Integrated Thinking For Long Term Value Creation, Sandu & Roszak, 2024

Websites :

<http://integratedreporting.org/> www.theiirc.org

<https://www.cgma.org/Resources/Reports/DownloadableDocuments/integrated-thinking-the-next-step-in-integrated-reporting.pdf>

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE

MSC.SFFM2.FICOR.0016 – Digitalization, M&A and corporate restructuring strategy

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : AHMAD Muhammad Farooq

Teaching Team : AHMAD Muhammad Farooq

Academic Characteristics

Credits : 3

Discipline : Finance

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

During the last three decades, we have witnessed a massive increase in mergers and acquisitions (M&A) activity both in the United States and the rest of the world. The development of the Fintech M&A market is a recent phenomenon and has contributed to changing financial institutions landscape. Corporate finance theory proposes that mergers and acquisitions can be used as a strategic tool by the traditional corporations as well as the financial institutions while responding to the change in the economic environment and ultimately creating value for their shareholders. The course covers the main aspects of mergers and acquisitions activity with the main focus on Fintech M&A. The course starts by explaining the motives and strategic aspects of mergers and acquisitions, the role of agency problems (between management and shareholders of a company) in mergers, the tactics, and defenses used by the entrenched managers, the effects of mergers and acquisitions on shareholders' value and spillover effects of mergers and acquisitions for peer firms. We will then learn about the most common valuation techniques used in mergers and acquisitions for both public and private companies. We will discuss the sources of value creation in Fintech mergers and acquisitions and introduce the event study technique to study the shareholders' market reaction to announced M&A transactions. Next to discussing the factors associated with both domestic and cross-border mergers, the course will highlight the additional factors that are only relevant for cross-border M&A transactions which include cultural differences, corporate governance motives, currency valuations in cross-border deals, the role of industry specialization, stock market valuation differences, labor laws, and international trade affecting the cross-border mergers activity. These contents would be covered using both anecdotal evidences and support them using the relevant theories.

Prerequisites

Prerequisites :

Irrespective of your career path, whether you are Chief Executive Officer of a company, an investment banker, financial advisor, engineer, lawyer, an academic, there are the chances that you will encounter mergers and

acquisitions deal in one way or the other. Thus, the course mainly targets a large base of students from different disciplines. Therefore, there are no formal pre-requisites for this course. However, part of this course covers the valuation techniques used to evaluate the M&A transaction, I yet recommend taking a firm valuation course prior to starting this course.

Academic References

Academic Reference :

Ahern, Kenneth, Daniele Daminelli, and Cesare Fracassi, (2015). Lost in Translation? The Effect of Cultural Values on Mergers around the World, *Journal of Financial Economics* 117, 165—189. Ahmad, Muhammad Farooq, de bodt, Eric and Jarrad Harford (2021). International Trade and the propagation of Mergers Waves. *Review of Financial Studies*. Ahmad, Muhammad Farooq, de bodt, Eric and Jarrad Harford (2021). The Innovation Arms Race. SSRN Working Paper. Erel, Isil, Rose Liao, and Michael Weisbach, 2012, Determinants of Cross-Border Mergers and Acquisitions, *Journal of Finance* 67, 1031—1043. Dessaint, Olivier, Andrey Golubov, and Paolo Volpin, (2017), Employment Protection and Takeovers, *Journal of Financial Economics*, 125, 369-388. Harford, Jarrad, Mark, Humphery-Jenner and Ronan Powell (2012). The sources of value destruction in acquisitions by entrenched managers, *Journal of Financial Economics*, 106, 247-261. Masulis, R., Wang, C. and Xie, F., (2007). Corporate Governance and Acquirer Returns. *Journal of Finance* 62, 1851—1889. Moeller, B. Sara, Frederik, P. Schlingemann. and Stulz, Rene. (2005). Wealth destruction on a massive scale: A study of acquiring firm. *Journal of Finance*, 60, 757-782. Servaes, Henri and Ane Tamayo. (2014). How Do Industry Peers Respond to Control Threats? *Management Science*, 60, 265-540.

Certifications & Legal Mentions

Certifications :

N/A

MSC.SFFM2.FICOR.0017 – Extra Financial Performance & LSEG database

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 : BEN ABDALLAH Sana

Teaching Team : Paris : BEN ABDALLAH Sana and SAIDANE Dhafer

Academic Characteristics

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

Course Description

Course Description :

This course provides a comprehensive analysis of extra-financial performance measurement, focusing on impact investing, ESG evaluation, and data-driven sustainability assessment. Students explore the evolution of impact investing from qualitative communication to standardized measurement frameworks, examine regulatory developments shaping ESG disclosure, and analyze methodologies used by major ESG rating agencies.

A key component of the course is the practical application of ESG data using the LSEG database, enabling students to extract, interpret, and evaluate corporate sustainability metrics. The course further examines ESG fintech innovations and introduces Sustainable Performance Indicators (SPI) as a structured framework for assessing sustainability performance in financial institutions.

The approach combines theoretical foundations, regulatory analysis, and hands-on data applications.

Pedagogical Objectives

Pedagogical Objectives :

- Understand the transition from impact narratives to measurable performance metrics
- Analyze regulatory frameworks governing impact investing
- Compare ESG rating methodologies and identify inconsistencies
- Extract and interpret ESG data using the LSEG database
- Evaluate corporate ESG performance using quantitative indicators
- Apply Sustainable Performance Indicators to real financial institutions
- Assess the role of ESG fintech tools in investment analysis
- Develop practical skills in data-driven sustainability evaluation

Prerequisites

Prerequisites :

- Financial Markets
- Corporate Finance
- Basic Knowledge of ESG Concepts

Course Schedule

Course Schedule :

1- From Impact Investing To Impact Measurement 1.1.- From communication and verbiage to serious business 1.2. Impact investing: definition and characteristics 1.3. Impact Investment Regulation: A Hard Law approach 1.4. Impact Measurement, Assessment Tools and Methodologies 1.5. Case studies 2- ESG Rating agencies 2.1. Reasons for Inconsistencies between ESG rating agencies 2.2. ESG rating agencies: an overview 2.3.Introduction of Sustainalytics, MSCI ESG and Refinitiv methodologies 2.3. Case studies: methods and tools 3-Practical cases with LSEG database 3.1.Case studies: ESG reports 4- ESG fintechs 4.1. WEEFIN 4.2. PALATINE 4.3. WARO 4.4. ToumAI 5-Sustainable performance Indicator 5.1. Introduction 5.2. Methodology 5.3. Case of BDMG Bank 5.4. SPI: Fintech Rating agency application

Academic References

Academic Reference :

1- Alan S. Gutterman (2021). Sustainable Finance and Impact Investing. Business Expert Press, LLC 2- Alex Nicholls (2021). Impact Measurement and Management in Sustainable Finance. Report Asian Development Outlook 2021: Financing a Green and Inclusive Recovery. 3- Ben Abdallah. S., Saïdane. D., & Ben Slama. M. (2020). CSR and banking soundness: A causal perspective. Business Ethics: A European Review. <https://onlinelibrary.wiley.com/doi/abs/10.1111/beer.12294> 4- Ben Abdallah. S., Ben Slama. M., Fdhila. I., & Saïdane. D.(2018). Mesure de la performance durable des banques européennes : vers un reporting intégré.Revue d économie financière . <https://www.cairn.info/revue-d-economie-financiere-2018-1-page-269.htm> 5- Daniel Cash (2021). Sustainability Rating Agencies vs Credit Rating Agencies: The Battle to Serve the Mainstream Investor. Palgrave Studies in Impact Finance 6- Judith Rodin and Margot Brandenburg (2014). THE POWER OF IMPACT INVESTING: Putting Markets to Work for Profit and Global Good. The Rockefeller Foundation 7- Keith Allman and Ximena Escobar de Nogales (2015). Impact Investment: A Practical Guide to Investment Process and Social Impact Analysis + Website, Wiley 8- Mario La Torre (2017). Impact Investing: Instruments, Mechanisms and Actors. Palgrave Studies in Impact Finance. 9- MSCI (2021). MSCI ESG ratings methodology: Executive Summary. MSCI ESG Research, December 2020 10- Refinitiv (2021). Environmental, social and governance (esg) scores from refinitiv, April 2021 11- Sustainalitics (2021). The ESG risk rating: frequently asked questions – for companies, August 2020

Websites :

1- Refinitiv ESG company scores: <https://www.refinitiv.com/en/sustainable-finance/esg-scores> 2- ESG scores methodology - Refinitiv: https://www.refinitiv.com/content/dam/marketing/en_us/documents/methodology/refinitiv-esg-scores-methodology.pdf 3- Overview of sustainable finance (European Commission): https://ec.europa.eu/info/business-economy-euro/banking-and-finance/sustainable-finance/overview-sustainable-finance_en.

Certifications & Legal Mentions

Certifications :

This course prepares students for the CESGA certification

RSE / IA

RSE

MSC.SFFM2.FICOR.0020 – Financial modeling 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 :

Financial Modeling I

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.

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.

Course Schedule

Course Schedule :

The tentative plan for the course is as follows: -- Basic notions of statistics (2h) -- theory (1h) -- exercises on data sets (1h) -- Basic statistical/machine learning models: linear regressions (2h) -- theory (1h) -- computer exercises with data sets (1h) -- Evaluating regression models, hypothesis testing: (2h) -- theory (1h) -- computer exercises with data sets (1h) -- Time-series prediction using regression (1.5h) -- theory (0.5h) -- computer exercises with data sets (1 h) -- Standard machine learning models: neural networks, decision trees, etc (2.5h) -- theory (1h) -- computer exercises with data sets (1.5h) -- Case-study, Q & A session (2h) The students will do a case-study using real data, they can also ask questions regarding the course. No new concepts will be introduced.

Certifications & Legal Mentions

Certifications :

N/A

MSC.SFFM2.FICOR.0021 – Financial modeling II (Excel + VBA)

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 : MAGUES Pierre-Xavier

Teaching Team : MAGUES Pierre-Xavier

Academic Characteristics

Credits : 1

Discipline : Finance

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course aims to examine the tools built into Excel and VBA and their use in financial modeling. There is an emphasis on financial statement forecasting, asset valuation, portfolio management, risk management, and other financial issues.

The tools used will also include an introduction to the use of a programming language. Working knowledge of Excel is necessary although no prior experience with VBA is required.

Pedagogical Objectives

Pedagogical Objectives :

Overview and objectives The topics taught in this course focus on essential Excel capabilities to be employed:

- Built-in and user-defined Excel functions
- Related data tables and pivot tables
- Goal Seek and data tables
- Excel Solver
- Data Analysis Tool Pack
- Visual Basic for Application (initiation)

These approaches are applied in the context of Sustainable Finance. Learning outcome In this course, the student strengthens and extends principles in finance, statistics, risk analysis, and optimization applied mainly to Sustainable Finance. The student will be able to

- generate meaningful graphical representations of financial data.
- learns how to identify properties of financial models.
- use elementary and complex built-in Excel functions.
- Learn the VBA environment of Excel and Microsoft Office. (initiation)

Prerequisites

Prerequisites :

The prerequisite for this course is familiarity with the basics of Python and the libraries NumPy, Scikit, and 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.0024 – Foundations in Climate Change and Sustainability

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : BLAIR Berill

Teaching Team : BLAIR Berill

Academic Characteristics

Credits : 2

Discipline : Finance

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

Foundations in Climate Change and Sustainability introduces students to essential literacy in basic climate science, ecological principles, and sustainability, framed within the context of a social-ecological lens. This course integrates perspectives from ecology, geopolitics, sociology, and political economy to provide an objective understanding of global social and ecological challenges. The course addresses critical competencies for ESG, CSR and other professionals in organizational leadership by focusing on the ecological and social dimensions essential to move management disciplines toward systems-level shared value creation.

Pedagogical Objectives

Pedagogical Objectives :

Conceptual foundations:

The course provides an elementary understanding of earth systems, the science of climate change, and sustainability principles. Students will learn how to apply their understanding of sustainability to analyze the potential for finance as a tool in sustainability transformations and promoting ethical governance.

Cognitive skills:

Students will learn how to engage in discussions about sustainability from a broad, macro perspective, incorporating multiple viewpoints such as ecological, geopolitical, economic, and ethical perspectives. They will understand the connections between social purpose, the environment, and responsible business practices. The course emphasizes the interconnected nature of social (including financial and economic) and natural systems, highlighting the challenges of governance from local to global scales.

Key transferrable skills:

The course equips students with the skills to integrate sustainability into financial strategies and models, driving

long-term value for businesses and stakeholders. The curriculum prepares students to work in multidisciplinary settings, offering an informed perspective on environmental, social and governance perspectives.

Prerequisites

Prerequisites :

-

Course Schedule

Course Schedule :

Session 1 – The Big Picture

The sustainability imperative

What is long-term value?

Creating long-term value in complex systems

Activity: Systems thinking; Value Mapping Tool

Session 2 – Environmental (ecoliteracy)

Earth systems & the carbon cycle

Greenhouse effect, albedo

Climate Change: the basics

Highlight: water as a global issue

Activity: Singapore Water Case Study; Causal loop diagram; Albedo Simulator

Session 3 – Social

From business life cycle to ecocycle: a brief history of sustainability thinking

Limits to growth

The overpopulation bet

Tragedy of the commons: myth or reality?

Social foundations and integrated value creation

Donut economy & thresholds

The objective of the company

Integrated value model

Activity: System mapping (causal loop diagrams)

Session 4 – Governance

The Great Acceleration: evolving role of corporations

Globalization: a fresh look

Global strategies

What is responsible management?

CSR and sustainability leadership

The link between sustainability and strategy

Integrated value creation

Activity: Bankable nature solutions

Session 5 – Sustainable Business Models

The link between sustainability and strategy

Materiality: which issues matter most?

Long-term value creation by companies

The SDG investment gap

Activity: Why some businesses survive for centuries; EN-ROADS simulator (introduction)

Session 6 – Sustainability Transitions: The role of finance

Integrated reporting in practice

Objectives and challenges

Activity: EN-ROADS Climate Summit

Academic References

Academic Reference :

Schoenmaker, D., & Schramade, W. (2023). Corporate finance for long-term value (p. 630). Springer Nature.

IPCC 2023 Report. Chapter 4.8 “Strengthening the Response: Finance, International Cooperation and Technology”

https://www.ipcc.ch/report/ar6/syr/downloads/report/IPCC_AR6_SYR_FullVolume.pdf

In addition to the textbook the course uses relevant, up-to-date industry reports.

Websites :

<https://www.climateinteractive.org/tools/en-roads/>

Various case studies and podcasts

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE

Students engage with core environmental challenges and diverse market & social issues, while critically examining the evolving role of corporations in sustainability and CSR. The course uses case studies and applied activities to help students design responsible, long-term value creation strategies.

MSC.SFFM2.FICOR.0018 – Governance, Regulation & Ethics, Human Rights

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0.00h	21.00h	0.00h	0.00h	0.00h	40%	60%	100%

Course Manager & Teaching Team

Course Manager : GOETHALS Samentha

Teaching Team : Samentha Goethals

Academic Characteristics

Credits : 2

Discipline : Finance

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course examines the role of social impact and human rights in sustainable finance, with a critical lens on why these dimensions remain systematically undervalued despite their centrality to sustainability goals. Students begin by investigating why the 'S' in ESG consistently receives less attention than environmental and governance factors, exploring structural, political, and methodological reasons for this gap. The course then introduces the UN Guiding Principles on Business and Human Rights as a framework specifically designed to address these shortcomings and examines how financial institutions can—and increasingly must—integrate human rights considerations into investment and lending decisions.

Through a combination of critical analysis, case studies, simulations, and sector-specific deep dives, students will explore the evolving regulatory landscape (including post-Omnibus EU regulations), analyze practical tools for identifying human rights risks in business models, and grapple with real dilemmas financial institutions face when financing high-risk sectors. The course emphasizes not only what financial actors should do, but why current approaches often fail and what more robust alternatives exist.

Special attention is given to contemporary challenges including the weakening of EU sustainability regulations, the role of fintech in creating new human rights risks, and emerging sectors like blue finance where sustainability frameworks are still being developed. Students will work with practitioner tools (such as Shift's Business Model Red Flags), engage with guest experts, and participate in multi-stakeholder simulations that mirror the complexity of real-world decision-making.

By the end of the course, students will understand not only the technical requirements of human rights due diligence in finance, but also the political economy that shapes these requirements, the measurement challenges that plague social impact assessment, and the strategic leverage points available to financial institutions seeking to drive meaningful change.

Pedagogical Objectives

Pedagogical Objectives :

This course aims to:

1. Develop critical understanding of why social and human rights issues are systematically undervalued in sustainable finance and ESG frameworks
2. Build practical competency in identifying, assessing, and addressing human rights risks across financial products and services
3. Foster analytical skills to navigate the contested terrain between sustainability commitments and competitive pressures in financial decision-making
4. Cultivate strategic thinking about leverage mechanisms, stakeholder engagement, and the boundaries of financial institution responsibility
5. Prepare students to lead on sustainability and human rights integration in their future roles across banking, investment management, fintech, policy, and advisory sectors

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

Knowledge & Understanding:

- Explain why social and human rights dimensions are systematically underweighted in ESG frameworks and sustainable finance practice
- Understand the UN Guiding Principles on Business and Human Rights and their application to financial institutions
- Analyze the post-Omnibus EU regulatory landscape (CSRD, CSDDD, SFDR 2.0) and its implications for social accountability
- Identify sector-specific human rights risks across commodities, fintech, real estate, and pension fund investments

Application & Analysis:

- Apply Shift's Business Model Red Flags framework to identify heightened human rights risks in investment opportunities
- Conduct human rights due diligence assessments appropriate to different financial relationships (lending, equity investment, asset management)
- Design leverage strategies using contractual, financial, and collaborative mechanisms to drive client improvement
- Evaluate trade-offs between engagement and exit strategies when clients are linked to adverse impacts

Critical Evaluation:

- Critique the limitations of mainstream ESG measurement for capturing social impacts and human rights performance
- Assess the effectiveness of alternative frameworks (Shift HRRF, OECD DD Guidance, Worker-Driven Social Responsibility)
- Analyze the political economy of regulatory simplification versus deregulation in the context of sustainability standards
- Evaluate where financial institution responsibility begins and ends in complex value chains

Strategic & Professional Skills:

- Navigate multi-stakeholder dynamics involving conflicting interests (investors, NGOs, affected communities, clients, regulators)
- Design practical tools and processes for integrating human rights considerations into financial decision-making
- Communicate human rights risks and responsibilities to internal and external stakeholders
- Make strategic decisions under uncertainty when facing incomplete information and competing values

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE

This course is focused on the social dimension of sustainable finance through the lens of Business and human rights

MSC.SFFM2.FICOR.0019 – Integrated thinking & Impact Investment

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : FERRARA Laurent

Teaching Team : FERRARA Laurent

Academic Characteristics

Credits : 3

Discipline : Finance

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course introduces the fundamental concepts of Social Economy and Impact Investing. We will use a combination of lectures and a team project to explore and apply theoretical frameworks (old vs new economy) and methodologies in different industries and companies situations. After a quick recap of economic theories and its evolutions, we will work from professional perspective with both listed companies and private equity environments to catch the stakes of Impact Investing and Integrated Thinking as tools for the current transition among financial world..

Prerequisites

Prerequisites :

Study of Integrated Thinking and Impact Investing implies from the student previous financial background like Innovation and Financial Analysis. Plus, students are expected to actively contribute and participate in class discussions and exercises.

Some suggested readings to better catch the seminar :

- Antimanuel d économie Tomes 1 & 2 - Bernard Maris (French) ;
- L ordre de l argent - Critique de l économie (French) ;
- David Graeber - Debt: The First 5000 Years (English).

Course Schedule

Course Schedule :

- Inaugural lecture about modern economics and worldwide situation ; - Introduction Session linked with the inaugural lecture and deep dive on : (i) Definitions (ii) Methodology (iii) Plan Summary - Recap of economic principles ""from old economy to new economy"" : (i) Why economy is economy (ii) Basic principles about

money (iii) Consequences through micro and macro economy (iv) from old economy to new economy [Coline] - Deep Dive SRI - Fundamentals about SRI ; - Presupposed on SRI ; - SRI methodology and processes. [Antoine] - Deep Dive Impact Investment - From SRI to Impact Investment - Some History ; - Some Geography ; - Financial and legal consideration on Impact Investment (term sheet, labels, governance...) ; - Impact Investing Overviews. [Antoine] - Methodology ok, what about Integrated Thinking ? - From shareholder to Stakeholder ; - news stakes new procedures ; - decision making within companies. [Antoine] - Session about investment - From individual to companies perspective ; - Banking Activities overview related to impact investing. Depending on other courses, cases studies will be adjusted with following themes and one will be selected for assessment : - Green Washing ? - Can a worldwide group be suitable with ESG / SRI / Impact Investment ?

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE

MSC.SFFM2.FICOR.0001 – Python Prerequisite Spring Intake

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 : PETRECZKY Mihaly

Teaching Team : Paris : PETRECZKY Mihaly

Academic Characteristics

Credits : 0

Discipline : Finance

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This programming module introduces some basic topics include procedures and functions, iteration, lists, strings, dictionaries, object-oriented programming and classes. We will provide guided practice on the computer. Furthermore, we will introduce some packages for data analysis.

This module aims to develop advanced skills of programming and data analysis using Python. Students will master skills of building data analysis environment and designing programs on their personal computers. The module also enables students to read different kind of files and then analyse data using more existing Python packages including Numpy and Pandas. It will help them in future financial or business courses.

Basic knowledge of Python and IPython.
Build running environment Anaconda for python.
Review of basic python systax.

Prerequisites

Prerequisites :

Pyhton 1
Basic knowledge of Python and IPython.
Build running environment Anaconda for python.
Review of basic python systax.

Course Schedule

Course Schedule :

This course is a great introduction to both fundamental programming concepts and the Python programming language. By the end, you'll be familiar with Python syntax and you'll be able to put into practice what you'll have learned in a final project you'll develop locally.

Academic References

Academic Reference :

W. McKinney, Python for Data Analysis: Data Wrangling with Pandas, NumPy, and IPython, O'Reilly, 2012. McKinney, W. (2012). Horstmann C S, Necaie R D. Python for everyone[M]. Wiley Publishing, 2015 Lutz M. Learning python: Powerful object-oriented programming[M]. "" O'Reilly Media, Inc."" , 2013.

Certifications & Legal Mentions

Certifications :

N/A

MSC.SFFM2.FICOR.0022 – Sustainable and digital Job Market Opportunities

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : WILSON Natacha

Teaching Team : SAIDANE Dhafer

Academic Characteristics

Credits : 1

Discipline : Finance

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

Training for the job market

Part 1. The selection of candidates

The students work in group of 3 as a recruiter team

They have to select 3 candidates for an offer that they have to staff

They have to complete a form for each received application. The quality and relevancy of the written comments will be included in the assessment.

The students work individually as a candidate

They have to apply to the offers they are interested in, and to send their application to the concerned recruiter teams

The offers have been sent by experts in the field who will assist to the interview part.

Part 2: The interviews

The recruiter teams interview each of the 3 selected candidates.

They have to complete a form for each interviewed candidate.

The students have one interview as a candidate

Some experts in the field assist to the interviews and give a constructive feedback to the students

They also fill an assessment grill that will be taken into account for the grade

Pedagogical Objectives

Pedagogical Objectives :

Strengthen your network of professionals and prepare your employability

Prerequisites

Prerequisites :

Employability career I

Course Schedule

Course Schedule :

Part I: Application Selection Part II: Interviews

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE

PGE M1

PGE M1 GBE SPRING PARIS Cours Autonomes (2 maximum)

PGE.FINM1.CRCOR.1004 – CAREER MANAGEMENT 4: Personal branding tools

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
3.00h	0h	0.00h	3.00h	0.00h	40%	60%	100%

Course Manager & Teaching Team

Course Manager : ANDRE Nathalie

Teaching Team : DUFLOS Anne LOPEZ MARTIN Alejandra

Academic Characteristics

Credits : 1

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course provides students with a comprehensive understanding of how to position themselves effectively through job search tools such as the CV, cover letter, and LinkedIn. By combining live workshops, expert webinars, and a masterclass on LinkedIn strategy, students will gain hands-on insights into what makes an application stand out. The program supports career alignment with market demands and builds networking capacity for real-world opportunities.

Pedagogical Objectives

Pedagogical Objectives :

Upon completion of this semester, students will be able to:

Master advanced LinkedIn job search techniques and understand the platform's algorithms.

Develop a personalized job search strategy using networking and job posting features.

Align professional strategies with market demands through discussions with industry professionals.

Expand and activate a professional network to foster new opportunities.

Prerequisites

Prerequisites :

no

Course Schedule

Course Schedule :

Activity 1: Live CV & Cover Letter Round Table (DESMI Focused)
Timing: January.

Modality: Presential Synchrone.
Duration: 1h30.
Evaluation: 20% final grade.

Activity 2: The Definitive LinkedIn Bootcamp
Timing: February.
Modality: Webinar Synchrone.
Duration: 1h30.
Evaluation: 20% final grade.

Activity 3: Land the Perfect Job with LinkedIn! Masterclass
Timing: March.
Modality: E-learning course (Self-paced).
Duration: 3h.
Evaluation: 20% final grade.

Final Evaluation: Reflexive Quiz
Timing: March / April.
Modality: Quiz.
Duration: 1 hour.
Evaluation: 40% final grade.

Academic References

Academic Reference :

K2 space Career management
Career toolkit K2

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

IA

PGE.FINM1.ISCOR.0715 – POWER BI

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0.00h	0.00h	0.00h	10.00h	0.00h	40%	60%	100%

Course Manager & Teaching Team

Course Manager : CAPELLA David

Teaching Team : Sophia: David CAPELLA

Academic Characteristics

Credits : 1
Discipline : Analytics Information and Operations

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

In this Power BI fundamentals course, we will discover how to use MS Power BI Desktop to handle and process Data, Model, and Report views. You will load multiple datasets in the Data view, build a data model to understand the relationships between your tables in Model view, perform with advanced calculations using DAX language to analyze Data on related tables and finally, create your visuals and interactive visualizations in Report view to publish and share on Power BI Service.

Pedagogical Objectives

Pedagogical Objectives :

This Power BI course enables learners to identify and understand key components of Power BI, prepare and transform data using Power Query, design and model efficient data structures, apply and develop DAX calculations, analyze data through interactive visualizations, and create and share dynamic reports via the Power BI Service to support effective decision-making.

Prerequisites

Prerequisites :

- Good knowledge of advanced excel functions such as VLOOKUP, XLOOKUP, IF, IFS and the use of Data tables and Pivot tables and charts is required
- it is recommended to have taken the Advanced Excel course before taking the Power BI course
- Knowledge of databases and their relational models will be a plus

Course Schedule

Course Schedule :

Module 1 - Power BI Introduction

Part 1 – What is Power BI

- Define Power BI and its role in Business Intelligence
- Identify the three main components of Power BI
- Understand the purpose of each component (Desktop, Service, Mobile)
- Describe the workflow from data preparation to insight distribution
- Recognize how Power BI enables data-driven decision making

Part 2 - Data Scenario Evaluation

- Perform an initial evaluation of a dataset before analysis
- Identify key columns (date, categorical, and numerical fields)
- Distinguish between dimensions (e.g., product, warehouse, category) and measures (e.g., value, demand)
- Recognize potential business metrics (e.g., revenue, average price, total demand)
- Formulate initial analytical questions based on a dataset
- Apply a structured thinking approach before building a data model

Module 2 - Get and Transform data with Power Query

Part 1 - Query Editor Explained

- Understand the role of the Power Query Editor within Power BI Desktop
- Explain why data transformation should be performed before analysis
- Navigate the Power Query interface and access key features (Transform Data, New Source)
- Connect to different types of data sources (e.g., Excel, CSV, databases)
- Describe what a query represents in Power BI (a structured view of a data source)
- Apply best practices for data ingestion (e.g., using structured tables in Excel)
- Recognize the importance of data cleaning and preparation for downstream modeling and reporting

Part 2 - Understand how Query works

- Explain how queries operate as a non-destructive layer over the original data source
- Describe the concept of applied steps and how transformations are recorded sequentially
- Identify common data transformations (e.g., filtering, replacing values, changing data types, splitting columns)
- Understand how multiple transformations can be combined to reshape data effectively
- Navigate and use the Applied Steps pane to review, modify, or remove transformations
- Apply best practices for naming tables and columns for usability in reports
- Recognize the importance of iterative and exploratory transformation when preparing data

Part 3 – Simple & Advanced Transform

- Apply both simple and advanced data transformations to prepare datasets for analysis
- Perform common transformation tasks (e.g., renaming columns, changing data types, removing columns, formatting text)
- Create new columns using duplication, splitting, and derived logic
- Use advanced features such as Column from Examples and Conditional Columns
- Understand when to create transformations in Power Query instead of calculated columns
- Design helper columns to enhance filtering and analytical capabilities
- Recognize how transformation steps contribute to automation and scalable data preparation

Part 4 – Organize & Optimize Queries.

- Organize queries effectively using groups and naming conventions
- Differentiate between core queries and supporting queries (e.g., parameters, helper tables)
- Manage query properties such as load and refresh options
- Explain the difference between duplicate and reference queries and their impact on data models
- Optimize queries by removing unnecessary columns and reducing data volume
- Design structured query layers to support scalable and maintainable data models
- Understand how query organization improves performance and report clarity

Part 5 - Creating Date Table

- Understand the role and importance of a dedicated date table in Power BI models
- Create a date table using Power Query and an external M code template
- Configure key parameters of a date table (start date, end date, fiscal year, working days)
- Identify the types of attributes included in a comprehensive date table (e.g., year, month, weekday, • business day)
- Apply best practices for naming and structuring the date table
- Recognize how a date table supports time intelligence calculations and analysis

- Understand how to reuse and adapt a dynamic date table across different projects

Module 3 - Data Modeling

Part 1 - Intro Data Modeling

- Understand the purpose of data modeling within Power BI
- Explain the difference between fact tables and dimension (lookup) tables
- Identify transactional data versus descriptive/filtering data
- Describe the process of loading queries into the data model (Close & Apply)
- Organize tables visually following best practices (fact tables vs lookup tables layout)
- Recognize the importance of a clean and structured data model for analysis
- Understand how a well-designed model improves performance and report usability

Part 2 - Relation between tables

- Understand the concept of relationships between tables in Power BI
- Identify related columns used to connect fact and dimension tables
- Explain the principle of one-to-many relationships and when to use them
- Distinguish between the “one” side (unique values) and the “many” side (repeated values)
- Describe how filters propagate through relationships (filter flow concept)
- Create relationships manually between tables in the model view
- Recognize how well-defined relationships enable accurate and efficient data analysis

Module 4 - DAX Calculations

Part 1 - What is DAX

- Understand what DAX (Data Analysis Expressions) is and its role in Power BI
- Explain the difference between calculated columns and measures
- Identify when to use measures versus calculated columns
- Create basic DAX measures using aggregation functions (e.g., SUM)
- Understand how DAX measures enable dynamic calculations based on filter context
- Recognize best practices for naming measures and improving model readability
- Appreciate the importance of DAX as the core analytical engine for building insights in Power BI

Part 2 - Creating and Organizing DAX Measures

- Create core DAX measures using common aggregation functions (e.g., SUM, AVERAGE, COUNTROWS, DISTINCTCOUNT)
- Apply a structured workflow to quickly build foundational measures at the start of analysis
- Understand the concept of "core measures" as the basis for more advanced calculations
- Organize measures using a dedicated measures table for better model structure
- Configure measure properties such as formatting and naming conventions
- Group measures into display folders to improve usability and scalability
- Recognize how well-organized measures enhance maintainability and analytical efficiency

Part 3 - How Context Works and Iterating Functions

- Understanding Aggregation Measures
- Concept of Context in Power BI
- Row-by-Row Evaluation in Visuals
- Introduction to Iterating Functions (X Functions)
- How Iterating Functions Work
- Practical Example: Revenue Calculation
- Interaction Between Context and Iterators
- Replacing Calculated Columns with Measures
- Exploring Different Iterating Functions
- Best Practices and Learning Approach

Part 4 - Measure Branching Techniques

- Introduction to Measure Branching
- Building new measures from existing measures
- Reusability of DAX formula patterns
- Example: cumulative total using measure branching
- Example: moving average using measure branching
- Enhancing analysis with layered measures
- Integration with time-based analysis (date tables)
- Use of calculated columns for filtering support
- Dynamic filtering and model-driven analysis

- Best practices: measures vs calculated columns

Module 5- Creating reports with visualizations

Part 1 - Visual Best Practices

- Introduction to visualization in Power BI
- Simplicity and clarity in visual design
- Choosing and switching between visual types
- Avoiding information overload
- Use of grid layout for alignment
- Importance of clear labeling and titles
- Highlighting key metrics effectively
- Layout and positioning of visuals on a report page
- Interactive filtering between visuals (cross-filtering)
- Managing interactions between visuals (edit interactions)

Part 2 - Power BI Themes and Visualization Inspiration

- Importance of organizing measures (folders and structure)
- Introduction to Power BI themes and customization
- Simplifying color usage in reports
- Custom theme creation and JSON import
- Customization of visual elements (colors, fonts, axes)
- Use of consistent and minimal color palettes
- Exploring theme generators and tools
- Inspiration from existing Power BI report showcases
- Applying design best practices from real examples
- Encouraging experimentation and iterative design

Module 6 - Module 6-Online Service

Part 1 - Publish to OnLine Service

- Introduction to Power BI Online Service
- Publishing reports from Power BI Desktop
- Role of workspaces in organizing reports
- Cloud storage and distribution of reports
- Accessing and consuming reports in the web interface
- Difference between Desktop and Service (development vs consumption)
- Best practice: develop in Desktop, publish to Service
- Sharing and distribution capabilities (links, email, integration)
- Permissions and security management
- Multi-platform access (web, mobile, Teams)

Part 2 - Explore Power BI Online Service

- Structure of content in Power BI Service (reports vs datasets)
- Understanding datasets as data models in the cloud
- Overview of workspace content types (reports, dashboards, dataflows, scorecards, etc.)
- Introduction to dataflows (Power Query in the cloud)
- Centralized data preparation and data architecture
- Reuse of datasets across reports and teams
- Concept of apps to group multiple reports into a unified experience
- Best practice: modular report design (avoid overly large reports)
- Additional features: metrics, data hub, deployment pipelines
- Use of My Workspace for personal and draft content

Academic References

Websites :

To fully benefit from this course, it is essential to have advanced Excel knowledge. Please take a moment to review the Prerequisites.

- XLOOKUP: <https://support.microsoft.com/en-us/office/xlookup-function-b7fd680e-6d10-43e6-84f9-88eae8bf5929>

- IF: <https://support.microsoft.com/en-us/office/if-function-69aed7c9-4e8a-4755-a9bc-aa8bbff73be2>
- Data Table: <https://support.microsoft.com/en-us/office/create-and-format-tables-e81aa349-b006-4f8a-9806-5af9df0ac664>
- PivotTable: <https://support.microsoft.com/en-us/office/create-a-pivottable-to-analyze-worksheet-data-a9a84538-bfe9-40a9-a8e9-f99134456576>
- PivotChart: <https://support.microsoft.com/en-us/office/create-a-pivotchart-c1b1e057-6990-4c38-b52b-8255538e7b1c>

Take a guided tour with "Power" :

<https://www.microsoft.com/en-us/power-platform/products/power-bi>

<https://www.microsoft.com/en-us/power-platform>

Certifications & Legal Mentions

Certifications :

N/A

PGE M1 GBE SPRING PARIS Fondamentaux du Mgmt (6 maximum)

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

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : GOETHALS Samentha

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

Academic Characteristics

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

Course Description

Course Description :

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

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

Pedagogical Objectives

Pedagogical Objectives :

LEARNING OBJECTIVES

Conceptual Understanding

Awareness of CSR as a strategic, organizational imperative.

Understanding of CSR's intersection with ethics, stakeholder management, sustainability, and governance.

Ability to translate broad societal challenges into specific, actionable strategies.

Cognitive Skills

Ability to analyze CSR through social, ecological, and ethical perspectives for systemic implications.

Awareness of interconnected challenges and understanding of the ripple effects of organizational decisions.

Capacity to apply strategic foresight to envision and address emerging trends.

Transferable Professional Skills

Skill in critically evaluating complex problems and designing context-specific solutions.

Competence in multidisciplinary and multi-stakeholder environments.

Proficiency in communicating CSR principles to diverse audiences.

Ethical and Social Awareness

Sensitivity to the ethical dimensions of business decisions and their broader societal implications.

Awareness of the social and ecological impacts of organizational behavior.

Commitment to responsible innovation as an essential aspect of leadership.

THEMES

Society

Role of CSR in societal development

Human rights and business

Role of businesses in promoting labour standards

Environment

Ecology & business

Sustainable resource management

Green initiatives and innovation

Organizational governance & implementing CSR

Business ethics

Organisation of CSR in business and global value chains

Stakeholder management

Key environmental and labour frameworks & standards

Prerequisites

Prerequisites :

None

Course Schedule

Course Schedule :

Session 1

Managing responsibly: the basics

Introduction to course and core competencies

Defining managerial success & competencies in a systemic context

Management in practice: what is CSR?

Distinguish CSR as core to business activities vs greenwashing

CSR professional: occupations, role and impacts

Session 2

Business responsibility and environmental sustainability

International development

Climate change and the Anthropocene

Ecological literacy for responsible management

Session 3

Business responsibility and social sustainability

Business in society

Globalisation and corporate responsibility

Labor and human rights

Stakeholder engagement

Session 4

Sustainability regulation and reporting

Standards and regulations

Reporting

Session 5

Responsibility, ethics and sustainability in management

Values

Ethics

Strategic approaches

Session 6

Sustainability innovation, values and business models

Drivers of corporate and market change

Political CSR

innovation & principles of sustainable business models

purpose-based business models

Academic References

Academic Reference :

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

Websites :

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

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE

The course focus on CSR and Corporate Sustainability

PGE.FINM1.STCOR.0843 – ENTREPRENEURSHIP

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : BALENT BRISEMEUR Magali

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

Academic Characteristics

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

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

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

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

Prerequisites

Prerequisites :

No prerequisite

Course Schedule

Course Schedule :

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

Academic References

Academic Reference :

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

Certifications & Legal Mentions

Certifications :

N/A

PGE.FINM1.FICOR.0514 – INTERNATIONAL FINANCE

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : DE SOUZA BARBOSA Klenio

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

Academic Characteristics

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

Course Description

Course Description :

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

Prerequisites

Prerequisites :

-none

Course Schedule

Course Schedule :

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

Academic References

Academic Reference :

Main Textbooks and References.

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

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

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

Other Textbooks and References.

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

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

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

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

Certifications & Legal Mentions

Certifications :

N/A

PGE.FINM1.MKCOR.0413 – INTERNATIONAL MARKETING

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : BISOGNIN CASTILHOS Rodrigo

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

Academic Characteristics

Credits : 3

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

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

Prerequisites

Prerequisites :

none

Course Schedule

Course Schedule :

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

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

Certifications & Legal Mentions

Certifications :

N/A

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

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : LEE Michael

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

Academic Characteristics

Credits : 3

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

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

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

Prerequisites

Prerequisites :

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

Course Schedule

Course Schedule :

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

Academic References

Academic Reference :

Required readings will be provided to you.

Websites :

We will use K2 as the course website.

Certifications & Legal Mentions

Certifications :

N/A

PGE.FINM1.ISCOR.0714 – OPERATION MANAGEMENT

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : DAVARI Morteza

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

Academic Characteristics

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

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

Course Description:

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

Chapter 1: Introduction to Operations Management

Chapter 2: Process Analysis

Chapter 3: Inventory Management

Chapter 4: Service Management

Chapter 5: Revenue Management

Chapter 6: Quality Management

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

Prerequisites

Prerequisites :

Foundational Mathematics:

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

Fundamental Probability Knowledge:

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

Basic Excel Proficiency:

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

Course Schedule

Course Schedule :

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

Academic References

Academic Reference :

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

Certifications & Legal Mentions

Certifications :

N/A

PGE M1 SPRING PARIS Langues Vivantes (1 maximum)

PGE.FINM1.LGCOR.4398 – LANGUAGE : ARABIC BASIC I SPRING

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : LEVIN Jeremy

Academic Characteristics

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

Course Description

Course Description :

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

Assessment will cover the four key language skills:

- Reading comprehension
- Listening comprehension
- Writing
- Speaking

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

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

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

Certifications & Legal Mentions

Certifications :

N/A

PGE.FINM1.LGCOR.4403 – LANGUAGE : ARABIC BASIC II SPRING

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : LEVIN Jeremy

Academic Characteristics

Credits : 2

Discipline : Langues

Teaching Languages : Arabic

Open to Exchange : Yes

Course Description

Course Description :

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

Assessment will cover the four key language skills:

- Reading comprehension
- Listening comprehension
- Writing
- Speaking

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

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

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

Certifications & Legal Mentions

Certifications :

N/A

PGE.FINM1.LGCOR.4408 – LANGUAGE : ARABIC FUNCTIONAL SPRING

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : LEVIN Jeremy

Academic Characteristics

Credits : 2

Discipline : Langues

Teaching Languages : Arabic

Open to Exchange : Yes

Course Description

Course Description :

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

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

At this level, students should be able to:

Understand the main points of clear speech on familiar topics

Engage in simple conversations in routine situations (e.g. making plans, asking for information, expressing preferences)

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

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

Follow basic instructions and grasp key information in announcements or conversations

Assessment will cover the four key language skills:

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

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

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

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

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

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

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

Certifications & Legal Mentions

Certifications :

N/A

PGE.FINM1.LGCOR.4333#1 – LANGUAGE : ARABIC PROFICIENT SPRING

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : LEVIN Jeremy

Academic Characteristics

Credits : 2

Discipline : Langues

Teaching Languages : Arabic

Open to Exchange : Yes

Course Description

Course Description :

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

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

At this level, students should be able to:

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

Assessment will cover the four key language skills:

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

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

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

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

confidence

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

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

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

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

Course Schedule

Course Schedule :

A detailed course plan will be distributed in the first class and made available on K2.

Academic References

Websites :

A list of useful websites for self-study will be handed out in class on the first lesson and available on K2.

Certifications & Legal Mentions

Certifications :

N/A

PGE.FINM1.LGCOR.4335 – LANGUAGE: CHINESE BASIC I SPRING

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : LI LANTIGNER Jing

Teaching Team : Lille : MAGNIEN Yueh-Ling Sophia : ZHU - LE ROY Cuifang

Academic Characteristics

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

Course Description

Course Description :

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

This course is designed for students with no prior knowledge of the language and offers an introduction to Mandarin Chinese language and culture. Students will study Mandarin Chinese pronunciation and develop knowledge of the language in all four skills at a basic level (Pinyin spelling, tones, characters, words and simple sentences). By the end of this course, students will have studied approximately 100 items of vocabulary and be able to communicate in a range of daily life situations at a basic level. The course aims to prepare students for a period of study abroad by increasing cultural awareness of China and to enable students to acquire language skills and attitudes for further study of Chinese.

Overall, this course prepares students to reach a level comparable to A1 CEFR / HSK1.

Prerequisites

Prerequisites :

There are no-prerequisites for this course.

Course Schedule

Course Schedule :

A detailed course plan will be distributed in the first class and made available on K2. SESSION 1 : Introduction to Chinese Language and phonetic system, HSK1 Lesson 1 Hello + Lesson 2 Thank you SESSION 2: HSK1 Lesson 3 What's your name? SESSION 3: HSK1 Lesson 4 She is my Chinese teacher. SESSION 4: Revision + Oral expression activities SESSION 5: HSK1 Lesson 5 Her daughter is 20 years old SESSION 6: HSK1

Lesson 6 I can speak Chinese SESSION 7: HSK1 Lesson 7 What day is it today? SESSION 8: Review+ Oral exam A detailed course plan is designed by the course leader.

Academic References

Websites :

Chine-Nouvelle.com : <http://www.chine-nouvelle.com/methode/chinois> Apprendre le chinois, vidéos en ligne : <https://www.youtube.com/channel/UCb1WxDqtR3OuNbZriKf2Ydw> Parlez Chinois: www.parlezchinois.free.fr
Coursera Learning Chinese: www.coursera.org/browse/language-learning

Certifications & Legal Mentions

Certifications :

N/A

PGE.FINM1.LGCOR.4387 – LANGUAGE: CHINESE BASIC II SPRING

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : LI LANTIGNER Jing

Academic Characteristics

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

Course Description

Course Description :

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

This course is designed for students with no prior knowledge of the language and offers an introduction to Mandarin Chinese language and culture. Students will study Mandarin Chinese pronunciation and develop knowledge of the language in all four skills at a basic level (Pinyin spelling, tones, characters, words and simple sentences). By the end of this course, students will have studied approximately 100 items of vocabulary and be able to communicate in a range of daily life situations at a basic level. The course aims to prepare students for a period of study abroad by increasing cultural awareness of China and to enable students to acquire language skills and attitudes for further study of Chinese.

Overall, this course prepares students to reach a level comparable to A1 CEFR / HSK1.

Prerequisites

Prerequisites :

There are no-prerequisites for this course.

Course Schedule

Course Schedule :

A detailed course plan will be distributed in the first class and made available on K2. Session 1: Review of Lesson 1-7 Session 2: HSK1 Lesson 8 I'd like some tea. Session 3: HSK1 Lesson 9 Where does your son work? Session 4: HSK1 Lesson 10 Can I sit here? Session 5: HSK1 Lesson 11 What's the time now? Session 6: HSK1 Lesson 12 What will the weather be tomorrow? Session 7: HSK1 Lesson 13 He is learning to cook Chinese food Session 8: Review+ Oral exam

Academic References

Websites :

Chine-Nouvelle.com : <http://www.chine-nouvelle.com/methode/chinois> Apprendre le chinois, vidéos en ligne :
<https://www.youtube.com/channel/UCb1WxDqtR3OuNbZriKf2Ydw> Parlez Chinois: www.parlezchinois.free.fr
Coursera Learning Chinese: www.coursera.org/browse/language-learning

Certifications & Legal Mentions

Certifications :

N/A

PGE.FINM1.LGCOR.4336 – LANGUAGE: CHINESE FUNCTIONAL SPRING

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : LI LANTIGNER Jing

Teaching Team : Lille : MAGNIEN Yueh-Ling Sophia : ZHU - LE ROY Cuifang

Academic Characteristics

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

Course Description

Course Description :

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

This course is designed for students who have an elementary knowledge of Mandarin Chinese and who have approximately 100-150 hours of prior study). Students will further develop their ability to use Chinese in the four skills (speaking, listening, reading and writing), improve their pronunciation and increase their confidence in understanding and reproducing Chinese characters, moving from Pinyin to Chinese characters. By the end of this course, students will understand and use approximately 300 items of vocabulary, be able to deal with a diverse range of daily life situations and communicate on a range of familiar topics. The course aims to prepare students for a period of study abroad by increasing cultural awareness of China and to enable students to acquire language skills and attitudes for further study of Chinese.

Overall, students will attain a level comparable to A2 CEFR / HSK2.

Prerequisites

Prerequisites :

There are no pre-requisites for this course.

Course Schedule

Course Schedule :

A detailed course plan will be distributed in the first class and made available on K2. Session 1: Review: Lesson 1 to Lesson 10 of HSK2 Session 2: HSK2 Lesson 11 He is three years older than me Session 3: HSK2 Lesson 12 You wear too little Session 4: HSK2 Lesson 13 The door is open Session 5: HSK2 Lesson 14 Have you seen that movie Session 6: HSK2 Lesson 15 The new year is coming Session 7: HSK2 General Review

(Chinese characters, vocabulary, grammar) + Reading comprehension exercises Session 8: Listening comprehension exercises + Oral exam

Academic References

Websites :

Chine-Nouvelle.com : <http://www.chine-nouvelle.com/methode/chinois> Apprendre le chinois, vidéos en ligne : <https://www.youtube.com/channel/UCb1WxDqtR3OuNbZriKf2Ydw> Parlez Chinois: www.parlezchinois.free.fr
Coursera Learning Chinese: www.coursera.org/browse/language-learning

Certifications & Legal Mentions

Certifications :

N/A

PGE.FINM1.LGCOR.4359 – LANGUAGE: CHINESE PROFICIENT SPRING

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : LI LANTIGNER Jing

Teaching Team : Lille : MAGNIEN Yueh-Ling Sophia : ZHU - LE ROY Cuifang

Academic Characteristics

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

Course Description

Course Description :

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

This course is designed for students who have an intermediate knowledge of Mandarin Chinese (students who have successfully passed the Elementary (A2) course in L3 or who have approximately 200-250 hours of prior study). Students will further develop their ability to use Chinese in the four skills (speaking, listening, reading and writing) in familiar work and social contexts. Students will further develop their understanding and writing of Chinese characters. By the end of this course, students will have studied approximately 600 items of vocabulary and be able to communicate in a range of social and professional situations at intermediate level. The course aims to prepare students for a period of study abroad by further consolidating cultural awareness of China and to enable students to acquire language skills and attitudes for further study of Chinese. Overall, students will attain a level comparable to B1 CEFR / HSK3.

Prerequisites

Prerequisites :

There are no pre-requisites for this course.

Course Schedule

Course Schedule :

A detailed course plan will be distributed in the first class and made available on K2. Session 1: Review: Lesson 1- 5 of HSK 3 Session 2: HSK3 Lesson 6 Why are they suddenly missing Session 3: HSK3 Lesson 7 I've known her for five years Session 4: Revision + Oral expression activities Session 5: HSK3 Lesson 8 I'll go

wherever you go Session 6: HSK3 Lesson 9 She speaks Chinese like a native Session 7: HSK3 Lesson 10
Maths is much harder than history Session 8: Review+ Oral exam

Academic References

Websites :

Chine-Nouvelle.com : <http://www.chine-nouvelle.com/methode/chinois> Apprendre le chinois, vidéos en ligne :
<https://www.youtube.com/channel/UCb1WxDqtR3OuNbZriKf2Ydw> Parlez Chinois: www.parlezchinois.free.fr
Coursera Learning Chinese: www.coursera.org/browse/language-learning

Certifications & Legal Mentions

Certifications :

N/A

PGE.FINM1.LGCOR.4339 – LANGUAGE: FRENCH BASIC I SPRING (for non Native Speakers)

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : LEVIN Jeremy

Academic Characteristics

Credits : 2

Discipline : Langues

Teaching Languages : French

Open to Exchange : Yes

Course Description

Course Description :

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

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

Pedagogical Objectives

Pedagogical Objectives :

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

Assessment will cover the four key language skills:

- Reading comprehension
- Listening comprehension
- Writing
- Speaking

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

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

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

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

Prerequisites

Prerequisites :

There are no-prerequisites for this course.

Course Schedule

Course Schedule :

Topics - Useful vocabulary for the class - Greetings - Spelling (the alphabet) - Informal/formal ways of addressing someone(tu/vous) - Introducing yourself (name, nationality) - Countries and nationalities - Hobbies - Taste (ex. aimer, adorer, détester) - Saying how old you are - Saying the time - Months/ Days of the week - Routine (describe a day in the life of...) - Colours - Physical descriptions (hair, eyes, height, body parts) - Clothes - Character descriptions - The family - The house and what is inside (ex. dans ma maison, il y a)

Grammar: - Personal pronouns - Etre - Agreement of nationalities (in feminine, ex. Je suis anglaise) - Definite articles (ex. le, la, les) - Faire - Verbs ending in -er - Negation (ex. je n'aime pas) - Les articles partitifs (ex. je fais du vélo) - Numbers 0-30 - Prendre (ex. je prends le bus) - Revise faire - Reflexive pronouns (ex. Je me lève) - Adjective agreement (feminine and plural) - Avoir (ex. Il a les yeux bleus) - Indefinite articles (ex. un, une, des) - Numbers 31-70 - Verbs ending in -ir - Porter - Revise adjective agreements (colours, plurals) - Il y a - Verbs ending in -re - Revise avoir (ex. Il a un frère, j'ai les cheveux bruns) - Possessive adjectives (ex. mon, ma, mes, ton, ta, tes, sa, son, ses) - Questions : Où ? Inversions (ex. parles-tu..?) Est-ce que Informal (ex. tu parles français?) Phonetics: - the alphabet - How to pronounce verbs ending in -er - How to pronounce words ending in -é, - ez [e] - How to pronounce words with -è- [ʔ] - How to pronounce -ai- [ʔ:] (ex. J'ai, fête) - How to pronounce the contractions j', d', c', l' - etc. ex: C'est beau, ce n'est pas beau - How to pronounce the liaisons with [n]and [z] Ces~écharpes, les~hommes Un~homme - How to pronounce the sounds [i] / [y] / [u] Dix, Gris [i] Bureau [y] Roux - Intonation Où vas-tu ? Tu parles français?

Academic References

Websites :

Apprendre le français avec RFI : <https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707> Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais Français Interactif : <http://www.laits.utexas.edu/fi/home> Dictionnaire en ligne Reverso : <http://dictionnaire.reverso.net/>

Certifications & Legal Mentions

Certifications :

N/A

PGE.FINM1.LGCOR.4361 – LANGUAGE: FRENCH BASIC II SPRING (for non Native Speakers)

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : LEVIN Jeremy

Academic Characteristics

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

Course Description

Course Description :

This course is the continuation of French Beginner I and offers an introduction to French language and francophone culture. Students will study French pronunciation and develop knowledge of the language in all four skills at a basic level. By the end of this course (French Beginner I and II), students will be able to communicate in a range of daily life situations at a basic level. The course aims to prepare students for a period of study abroad by increasing cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French.

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

Pedagogical Objectives

Pedagogical Objectives :

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

Assessment will cover the four key language skills:

- Reading comprehension
- Listening comprehension
- Writing
- Speaking

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

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

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

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

Prerequisites

Prerequisites :

Students must have completed French Beginner I.

Course Schedule

Course Schedule :

Topics: - Revision: saying the date - Revisions: greetings and presentations (presenting yourself) - Revisions: talking about hobbies - Revisions: your family - Revisions: days / months /the time - Inviting people, accepting and refusing invitations - Organising a party - Buying something in a shop - Talking about prices and paying - Asking and giving directions - Describing the city centre (la poste, le supermarché) - Ordering at the restaurant - Complaining about something - Tourist attractions in Paris - Weather - Discussing your plans for the holiday
Grammar: - Revision: all verbs seen in semester 1 (ex. aller, avoir, être, prendre) - Revision : verbs ending in –er (ex. accepter, décliner, inviter) - Les questions - Revision: adjective agreement - Vouloir and aimer in the conditional tense - Revision Numbers up to 100 - Quantities - Aller / se trouver - Revision: Où? - L'impératif - Se plaindre / pouvoir - Revision: Les articles partitifs - Revision : the conditional - Passé composé with être and avoir - Revision : faire - Revision: questions - Time adverbs (ex. hier, le mois dernier) - COD pronouns (le, la, les) (ex. Je l'ai déjà vu) - Le futur proche - Revision: contracted articles (ex. à + le = au) Phonetics - Revision: alphabet and innotation [i], [u], [e], [ʔ], [ʔ:], [y] - Revision : how to pronounce words ending in –er - How to pronounce the sounds [ʔ~] and [ʔ]~ [ʔ~] Septembre [ʔ]~ En, ceinture - How to pronounce the sound [ʔ] [ʔ] voudrais, aimerais - L'enchaînement consonantique Il habite où? > Il/ha/bi/toù? Je rentre à la maison > Je/ren/tra/la/maison - How to pronounce [ʔ] Dangereux - How to pronounce [œ] Sœur - How to pronounce [o] Hôtel Bureau

Academic References

Websites :

Apprendre le français avec RFI : <https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707> Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais Français Interactif : <http://www.laits.utexas.edu/fi/home> Dictionnaire en ligne Reverso : <http://dictionnaire.reverso.net/>

Certifications & Legal Mentions

Certifications :

N/A

PGE.FINM1.LGCOR.4340 – LANGUAGE: FRENCH FUNCTIONAL SPRING (for non Native Speakers)

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : LEVIN Jeremy

Academic Characteristics

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

Course Description

Course Description :

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

Overall, students will attain a level comparable to A2 CEFR.

Pedagogical Objectives

Pedagogical Objectives :

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

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

At this level, students should be able to:

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

preferences)

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

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

Follow basic instructions and grasp key information in announcements or conversations

Assessment will cover the four key language skills:

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

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

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

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

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

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

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

Prerequisites

Prerequisites :

There are no pre-requisites for this course.

Course Schedule

Course Schedule :

A detailed course plan will be distributed at the first lesson and made available on K2. Topics / communication skills: Session 1: Comprendre et rédiger un email professionnel Prendre rendez-vous dans un contexte professionnel Passer et recevoir un appel téléphonique Session 2 Participer à une réunion Lire et comprendre un compte rendu de réunion Résumer les décisions d'une réunion Session 3 Négocier quelque chose (un prix, par exemple) Refuser, accepter Session 4 Organiser un voyage d'affaires Session 5 L'entreprenariat Décrire un nouveau produit Session 6 La RSE Listening Assessment Session 7 La publicité Les slogans Reading and Writing assessments Session 8 Speaking Assessment

Academic References

Websites :

Apprendre le français avec RFi : <https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707>

Apprendre le français avec TV5 Monde :

http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais

Français Interactif : <http://www.laits.utexas.edu/fi/home>

Dictionnaire en ligne Reverso : <http://dictionnaire.reverso.net/>

Certifications & Legal Mentions

Certifications :

N/A

PGE.FINM1.LGCOR.4341 – LANGUAGE: FRENCH PROFICIENT SPRING (for non Native Speakers)

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : LEVIN Jeremy

Academic Characteristics

Credits : 2

Discipline : Langues

Teaching Languages : French

Open to Exchange : Yes

Course Description

Course Description :

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

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

At this level, students should be able to:

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

Assessment will cover the four key language skills:

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

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

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

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

confidence

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

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

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

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

Prerequisites

Prerequisites :

There are no pre-requisites for this course.

Course Schedule

Course Schedule :

Contenu grammatical Révision et consolidation des principales structures de la langue française propres à ce niveau. Consolider les notions apprises au semestre Fall -Plus-que-parfait -Le passif -Les pronoms y et en -Les relatifs : ce qui, ce que ; C'est ... qui, c'est ... que, à qui ; Lequel, laquelle avec ou sans préposition - Introduction au présent du subjonctif : ??avec des expressions comme il faut que+ subjonctif, bien que + subjonctif, pour que+ subjonctif ; il faudrait que, il se peut que, il est important que ??donner un avis avec subjonctif (je ne pense pas que + présent de subjonctif) -Les indicateurs temporels : Adverbes temporels, il y a, ça fait, dans, en, durant, pendant, au cours de, pour, tandis que, alors que ; après que, avant que, avant de, une fois que, etc Nouveau contenu grammatical Le subjonctif présent Les connecteurs Les phrases complexes Le contenu grammatical n'est pas exhaustif. Les professeurs se référeront, si nécessaire, au CECRL pour le niveau enseigné. Contenu communicatif • analyser une infographie et un graphique • décrire des expériences et des événements du passé et les mettre en relation. • exprimer accord et désaccord, et donner son avis en le justifiant. • comprendre des documents authentiques liés au monde professionnel et comprendre les informations présentées dans un langage clair et standard. • rédiger un email professionnel / rapport professionnel / un business plan pour un nouveau produit • commencer, maintenir et finir une conversation en face à face. Échanger de l'information en utilisant un langage standard. • négocier • présenter un pitch pour un nouveau produit Thématiques • Les stratégies marketing : la publicité (publicité mensongère...), les études de marché (les enquêtes), les foires, les réseaux sociaux... • L'innovation / l'entrepreneuriat • La négociation • La rédaction professionnelle A detailed course plan will be distributed at the first lesson and made available on K2.

Academic References

Websites :

Apprendre le français avec RFI : <https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707> Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais Dictionnaire en ligne Reverso : <http://dictionnaire.reverso.net/>

Certifications & Legal Mentions

Certifications :

N/A

PGE.FINM1.LGCOR.4344 – LANGUAGE: GERMAN FUNCTIONAL SPRING

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : LEVIN Jeremy

Academic Characteristics

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

Course Description

Course Description :

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

Pedagogical Objectives

Pedagogical Objectives :

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

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

At this level, students should be able to:

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

preferences)

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

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

Follow basic instructions and grasp key information in announcements or conversations

Assessment will cover the four key language skills:

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

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

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

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

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

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

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

Prerequisites

Prerequisites :

There are no pre-requisites for this course.

Course Schedule

Course Schedule :

German Elementary Semester 3 • Talk about somebody's personality, job and workplace • Talk about hobbies and free-time activities (sport, music, films ...) • Talk about home, food and cooking • Talk about holidays and travel
German Elementary M1 Semester 4 • Resume/CV, cover letter, job interview • Phone and emails (basic)
• Introduction to the preparation of the Certificate B1 • Project A detailed course plan will be distributed in the first lesson and made available on K2.

Academic References

Websites :

Grammatik: <http://www.grammatikdeutsch.de/index.html> Deutsch für Dich:

<https://www.goethe.de/prj/dfd/de/home.cfm> (mit Anmeldung/inscription gratuite) Grammatik, Wortschatz und Leseverstehen: <https://allemand.org> Hörverstehen mit Video: <http://www.dw.com/de/deutsch-lernen/video-thema/s-12165>

Certifications & Legal Mentions

Certifications :

N/A

PGE.FINM1.LGCOR.4345 – LANGUAGE: GERMAN PROFICIENT SPRING

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : LEVIN Jeremy

Academic Characteristics

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

Course Description

Course Description :

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

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

At this level, students should be able to:

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

Assessment will cover the four key language skills:

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

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

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

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

confidence

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

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

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

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

Prerequisites

Prerequisites :

There are no pre-requisites for this course.

Course Schedule

Course Schedule :

German Intermediate Semester 4 • Products and Publicity • Extending Vocabulary and communications skills • Refining Grammar and structure • Business vocabulary (basic) • Phone and emails • Project: Presentation of a business graph A detailed course plan will be distributed in the first lesson and made available on K2.

Academic References

Websites :

Grammatik: <http://www.grammatikdeutsch.de/index.html> Deutsch für Dich: <https://www.goethe.de/prj/dfd/de/home.cfm> (mit Anmeldung/inscription gratuite) Grammatik, Wortschatz und Leseverstehen: <https://allemand.org> Hörverstehen mit Video: <http://www.dw.com/de/deutsch-lernen/video-thema/s-12165>

Certifications & Legal Mentions

Certifications :

N/A

PGE.FINM1.LGCOR.4347 – LANGUAGE: ITALIAN FUNCTIONAL SPRING

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : LEVIN Jeremy

Academic Characteristics

Credits : 2

Discipline : Autre

Teaching Languages : Italian

Open to Exchange : Yes

Course Description

Course Description :

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

Overall, students will attain a level comparable to A2 CEFR.

Prerequisites

Prerequisites :

There are no pre-requisites for this course.

Course Schedule

Course Schedule :

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

Academic References

Academic Reference :

G. V. Beliaeva, E. I. Gorskaia, N. M. Lutskaia L'italiano all'universita: Libro + CD Audio 1 (Level A1-A2) Edizioni Edilingua, 2012 G. V. Beliaeva, E. I. Gorskaia, N. M. Lutskaia L'italiano all'universita: Libro + CD Audio 2 (Level A1-A2) Edizioni Edilingua, 2014 Marina Falcinelli, Alberto Mazzetti QUI ITALIA.IT. Corso di lingua italiana per stranieri. Livello elementare.Con DVD Mondadori Education, 2011

Websites :

<http://www.italiano.rai.it/> (Cours de langue italienne avec documents vidéo et audio, textes et exercices)

<http://italianoperstranieri.loescher.it/materiale-didattico> (Site de documents audio et vidéos avec sous-titres)

<http://parliamoitaliano.altervista.org/> (site d'explications et d'exercices de grammaire)

<http://www.bbc.co.uk/languages/italian/> (site de la BBC sur la langue italienne) <http://rai.it/> (site de la télé et de la radio publique italienne, programmes d'actualités, de culture, de société avec des vidéos souvent sous-titrées en italien)

Certifications & Legal Mentions

Certifications :

N/A

PGE.FINM1.LGCOR.4348 – LANGUAGE: ITALIAN PROFICIENT SPRING

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : LEVIN Jeremy

Academic Characteristics

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

Course Description

Course Description :

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

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

At this level, students should be able to:

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

Assessment will cover the four key language skills:

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

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

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

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

confidence

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

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

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

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

Prerequisites

Prerequisites :

There are no pre-requisites for this course.

Course Schedule

Course Schedule :

The course is structured around three axes: - Professional Italian Application of the language to the business world - Italy today Study of multimedia documents on contemporary Italy - Italian language Acquisition of greater autonomy of expression Topics in economics and society The Italian economy, study and presentation of the ISTAT report of the current year The Made in Italy and the ""distretti industriali The company in Italy today and the challenges of the contemporary economy Companies in difficulty taken over by workers. The workers buy out Companies and new forms of financing. Crowdfunding Young people and work The new generations and the world of work CV, cover letter, job interview Professional Italian Study of documents on different aspects of professional life, role-playing and presentations prepared in pairs by students during and outside of class. Study of the Italian economic system and its most important companies, their policies, their market strategy. Italy Today Knowledge of contemporary Italy, its economy, its strengths and weaknesses in a changing world. Italian current events through the study of texts and weekly press reviews on Italy (economic, political, social and cultural events) accompanied by class discussions. The articles and audio/video documents will be proposed by the teacher or by the students and will be the subject of the first part of each course. Italian language Review of the main structures of the Italian language. Enrichment of the vocabulary of the economy and professional life. A detailed course plan will be distributed in the first lesson and made available on K2.

Academic References

Academic Reference :

Marina Falcinelli, Alberto Mazzetti QUI ITALIA.IT. Corso di lingua italiana per stranieri. Livello intermedio. Con DVD Mondadori Education, 2012

Websites :

<http://www.italiano.rai.it/> (Cours de langue italienne avec documents vidéo et audio, textes et exercices)

<http://italianoperstranieri.loescher.it/materiale-didattico> (Site de documents audio et vidéos avec sous-titres)

<http://parliamoitaliano.altervista.org/> (site d'explications et d'exercices de grammaire)

<http://www.bbc.co.uk/languages/italian/> (site de la BBC sur la langue italienne) <http://rai.it/> (site de la télé et de la radio publique italienne, programmes d'actualités, de culture, de société avec des vidéos souvent sous-titrées en italien)

Certifications & Legal Mentions

Certifications :

N/A

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

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : LEVIN Jeremy

Academic Characteristics

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

Course Description

Course Description :

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

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

Pedagogical Objectives

Pedagogical Objectives :

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

Assessment will cover the four key language skills:

- Reading comprehension
- Listening comprehension
- Writing
- Speaking

By the end of the course, students will be able to communicate in a very simple way, provided that their

interlocutor speaks slowly and clearly, and will be able to understand and produce short messages in familiar contexts.

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

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

Prerequisites

Prerequisites :

There are no-prerequisites for this course.

Course Schedule

Course Schedule :

Session 1: PORTUGUESE PRONUNCIATION / INTRODUCING YOURSELF Session 2: TALKING ABOUT YOUR TASTE / THE ROAD Session 3: PRESENT YOUR FAMILY / CHRONOLOGICAL TIME Session 4: THE CITY / "EM" PLACE PREPOSITION Session 5: DAILY LIFE IN THE NEAR FUTURE / KEY VERBS Session 6: EVENTS IN THE PRESENT Tense - irregular verbs + Listening assessment Session 7: DAILY ACTIVITIES IN THE PAST Tense - regular verbs + Reading Assessment Session 8: Writing and Speaking Assessments

Academic References

Websites :

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

Certifications & Legal Mentions

Certifications :

N/A

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

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : LEVIN Jeremy

Academic Characteristics

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

Course Description

Course Description :

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

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

Pedagogical Objectives

Pedagogical Objectives :

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

Assessment will cover the four key language skills:

- Reading comprehension
- Listening comprehension
- Writing
- Speaking

By the end of the course, students will be able to communicate in a very simple way, provided that their

interlocutor speaks slowly and clearly, and will be able to understand and produce short messages in familiar contexts.

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

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

Prerequisites

Prerequisites :

There are no-prerequisites for this course.

Course Schedule

Course Schedule :

Session 1: REVIEW S1 Session 2: PAST TENSE EVENTS - irregular verbs part 1 Session 3: PAST TENSE EVENTS - irregular verbs part 2 Session 4: ACTION AND ROUTINE TO THE IMPERFECT Session 5: SIMPLE FUTURE PROJECTS Session 6: THE CONDITIONAL - part 1 + Listening assessment Session 7: JOB INTERVIEW + DAILY VOCABULARY Reading Assessment Session 8: Writing and Speaking Assessments

Academic References

Websites :

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

Certifications & Legal Mentions

Certifications :

N/A

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

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : LEVIN Jeremy

Academic Characteristics

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

Course Description

Course Description :

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

Pedagogical Objectives

Pedagogical Objectives :

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

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

At this level, students should be able to:

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

preferences)

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

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

Follow basic instructions and grasp key information in announcements or conversations

Assessment will cover the four key language skills:

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

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

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

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

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

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

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

Prerequisites

Prerequisites :

There are no pre-requisites for this course.

Course Schedule

Course Schedule :

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

Academic References

Websites :

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

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

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

Certifications & Legal Mentions

Certifications :

N/A

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

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : LEVIN Jeremy

Academic Characteristics

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

Course Description

Course Description :

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

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

At this level, students should be able to:

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

Assessment will cover the four key language skills:

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

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

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

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

confidence

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

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

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

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

Prerequisites

Prerequisites :

There are no pre-requisites for this course.

Course Schedule

Course Schedule :

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

Academic References

Websites :

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

Certifications & Legal Mentions

Certifications :

N/A

PGE.FINM1.LGCOR.4444 – LANGUAGE: SPANISH BASIC SPRING

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : LEVIN Jeremy

Academic Characteristics

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

Course Description

Course Description :

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

Assessment will cover the four key language skills:

- Reading comprehension
- Listening comprehension
- Writing
- Speaking

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

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

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

Certifications & Legal Mentions

Certifications :

N/A

PGE.FINM1.LGCOR.4355 – LANGUAGE: SPANISH FUNCTIONAL SPRING

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : LEVIN Jeremy

Academic Characteristics

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

Course Description

Course Description :

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

Pedagogical Objectives

Pedagogical Objectives :

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

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

At this level, students should be able to:

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

preferences)

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

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

Follow basic instructions and grasp key information in announcements or conversations

Assessment will cover the four key language skills:

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

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

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

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

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

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

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

Prerequisites

Prerequisites :

There are no pre-requisites for this course.

Course Schedule

Course Schedule :

Grammar: Pretérito Imperfecto vs. Pretérito Perfecto/Pretérito Indefinido - Imperativo afirmativo y negativo (+ Pronoms COI et COD) - Presente de subjuntivo pour l'utiliser avec des expressions comme para que + subjuntivo, no creo que + subjuntivo, espero que + subjuntivo, puede que + subjuntivo, quizás + subjuntivo... - Condicional Simple Topics: - The tourism sector - Solidarity: collaborative economy and consumption, NGOs, corporate social responsibility... - Entrepreneurship (Emprendimiento) - Write/address/make a complaint (+ response) A detailed course plan is distributed in the first lesson and made available on K2.

Academic References

Websites :

Institut Cervantes : <http://www.cervantes.es/default.htm> Habla cultura : <https://hablacultura.com/> Aprender Español : <https://aprenderespanol.org/> Todo claro : http://www.todo-claro.com/c_index.php Practica Español: <http://www.practicaespanol.com/>

Certifications & Legal Mentions

Certifications :

N/A

PGE.FINM1.LGCOR.4356 – LANGUAGE: SPANISH PROFICIENT SPRING

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : LEVIN Jeremy

Academic Characteristics

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

Course Description

Course Description :

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

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

At this level, students should be able to:

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

Assessment will cover the four key language skills:

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

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

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

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

confidence

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

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

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

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

Prerequisites

Prerequisites :

There are no pre-requisites for this course.

Course Schedule

Course Schedule :

Grammar: - Condicional simple - Pretérito Imperfecto de Subjuntivo (Si + Pretérito Imperfecto de subjuntivo @ Condicional simple) Topics: - The tourism sector - Solidarity: collaborative economy and consumption, NGOs, corporate social responsibility... - Entrepreneurship (Emprendimiento) - Write/address/make a complaint (+ response) A detailed course plan is distributed in the first lesson and made available on K2.

Academic References

Websites :

Institut Cervantes : <http://www.cervantes.es/default.htm> Habla cultura : <https://hablacultura.com/> Aprender Español : <https://aprenderespanol.org/> Todo claro : http://www.todo-claro.com/c_index.php Practica Español: <http://www.practicaespanol.com/>

Certifications & Legal Mentions

Certifications :

N/A

PGE M1 GBE SPRING PARIS DESMI 1 Elective Courses (1 maximum)

MSC.TRCM1.MKCOR.0010 – Design Marketing

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : PITIOT Roger

Teaching Team : PITIOT Roger SCHMIDER Jérôme

Academic Characteristics

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

Course Description

Course Description :

Design Marketing explores how combining design and marketing creates value, not as separate functions, but as a unified discipline where design shapes what is offered and marketing shapes how it reaches people.

This course does not teach graphic software or technical design production. It is important to distinguish Design Marketing from "marketing design," which concerns the visual execution of campaigns. Design Marketing operates upstream, where decisions about products, services, user experience, and meaning are made. It focuses on strategic tools that shape how companies think, decide, and build: design as strategy, not styling.

Students will work with tools such as scenario building, stakeholder mapping, user research, creative briefs, and design thinking, enabling future managers to lead innovation and collaborate with designers without requiring technical skills.

Philosophically: marketing without design optimizes what exists; design without marketing produces elegant things nobody adopts. Together, they drive meaningful evolution.

Ultimately, Design Marketing merges analytical market understanding with human-centred insight to create offerings that are not just visible, but meaningful, desirable, and sustainable.

Pedagogical Objectives

Pedagogical Objectives :

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

Understand the strategic role of design within marketing and its impact on value creation

Distinguish between Design Marketing and marketing design, and apply this distinction in a business context

Apply strategic design tools such as scenario building, stakeholder mapping, user research, and creative briefs

Define problems, imagine solutions, and position offerings using design thinking processes

Analyze how design shapes products, services, user experience, and brand coherence

Collaborate effectively with designers without requiring technical design skills

Evaluate how the integration of design and marketing drives innovation and competitive differentiation

Build brand experiences that are meaningful, desirable, and sustainable over time

Prerequisites

Prerequisites :

Open mind & Curiosity

Course Schedule

Course Schedule :

Orientation options:

A course + workshops divided into 8 Modules

Subject: developing the design marketing strategy of a fictitious brand throughout the semester.

Session 1: Understanding

Introduction to design marketing: definition, issues, methods and tools.

Objective: Understand the relation and interaction between design and Marketing.

Content: Definitions; strategic design, design strategy, company strategy, design management, impact strategy, etc.

Session 2: Visioning

Scenarios as a method of forecasting and innovation

Objective: To explore possible futures through the creation of scenarios and fictional prototypes.

Content: Definition and challenges of prospective design scenario-building methodology, production of low-fi prototypes.

Session 3: Envisioning

User Centered Design

Objective: Discover UX design principles and methodologies

Understanding user needs and behaviours

User research methods (interviews, surveys, observations)

Stakeholder mapping

Defining a research topic

Integrating user feedback into the design process

Create a « Creative brief »

Session 4: Ideation

Design thinking as a creative and collaborative process

Objective: Discover and apply design thinking to solve complex problems and generate innovative solutions.

Content: The stages of design thinking, associated tools and techniques, best practice in teamwork

Session 5: Responsibility

Sustainable design as an identity value

Objective: To learn about sustainable design and its areas of application.

Content: Take account of environmental, social and ethical issues in product design, minimising its negative

impact and maximising its positive contribution to sustainable development.

Session 6: Essence

Design as a vehicle for innovation and brand identity

Objective: Understand how product & service design can express a brand's values, personality and positioning. The M.A.Y.A. principle.

Content: Analysis of emblematic product cases, methods for creating product concepts, product design evaluation criteria.

Session 7: Making

Project Development Workshop

Objective: Begin project creation, integrating UCD, forecasting, and ethical design. Develop and refine the projects with peer and instructor feedback.

Content: Refinement of project ideas, feedback integration, prototype iteration.

Assignment: Complete a draft of the final project, including design strategy, visuals, and campaign outline.

Session 8: Finale presentation

Objective: Present the final « design marketing » project to the class.

Group presentation (5-minute pitch), peer review, and critical reflection.

Submission of a comprehensive report in the form of a magazine or design booklet, detailing the UCD approach, foresight insights, campaign visuals, and responsible design practices.

Academic References

Academic Reference :

Change by Design - Tim Brown (IDEO, 2009). The reference book on design thinking as a business strategy, now required reading in many MBA programs.

Thinking in Systems - Donella Meadows. Excellent for understanding complexity and systemic design.

Schwartz, P. (1991). The Art of the Long View: Planning for the Future in an Uncertain World. New York.

Dunne, A., & Raby, F. (2013). Speculative Everything: Design, Fiction, and Social Dreaming. Cambridge. MIT Press.

Norman, D. A. (2013). The Design of Everyday Things (Revised ed.). New York. Basic Books.

Websites :

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

<https://www.ideo.com/blogs/inspiration/tagged/design-thinking>

<https://www.designcouncil.org.uk/>

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

<http://sds.parsons.edu/>

<https://futuretodayinstitute.com/>

<https://uxdesign.cc/>

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

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

IA

Students will use AI as a support tool throughout the Design Marketing course to enhance research, ideation, and communication. AI will help synthesize user insights, generate scenario narratives, explore creative directions, and produce visual content. It is not used to replace thinking, but to extend it. Students remain responsible for framing questions, making decisions, and ensuring coherence between strategy, user needs, and design outcomes.

MSC.TRCM1.FICOR.0003 – Quantitative Finance and Modeling

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : LA TORRE Davide

Teaching Team : LA TORRE Davide

Academic Characteristics

Credits : 4

Discipline : Finance

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course provides a thorough introduction to the foundational concepts and practical tools of quantitative finance, enabling participants to address complex financial problems using mathematical models and computational techniques. The course covers the essentials of financial mathematics, portfolio optimization, and financial forecasting, equipping learners with the skills needed to analyze and solve real-world financial challenges.

Participants will gain hands-on experience using industry-standard tools, such as LINGO and Python, to implement optimization models, forecast trends, and evaluate portfolio performance. The course emphasizes both theoretical understanding and practical application, with opportunities to work on real-world case studies and a capstone project.

Pedagogical Objectives

Pedagogical Objectives :

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

1. Explain the fundamentals of financial mathematics, including compound interest, present value, and annuities.
2. Apply mathematical models to solve problems related to portfolio optimization and financial forecasting.
3. Analyze the trade-offs between risk and return in portfolio management using theoretical frameworks.
4. Use software tools such as LINGO or Python to implement financial models and optimize portfolios.
5. Forecast future financial trends using time series analysis and machine learning techniques.
6. Evaluate the performance of portfolios and financial models based on quantitative metrics.
7. Design and execute a project addressing a quantitative finance problem, incorporating learned concepts and tools.
8. Communicate project results effectively through structured reports and presentations, showcasing both theoretical understanding and practical implementation.

Prerequisites

Prerequisites :

Basic knowledge of algebra and calculus.
Familiarity with financial concepts such as interest rates and investments.
No prior programming experience required.

Course Schedule

Course Schedule :

Each session is 3 hours long, combining lectures, hands-on activities, and project work.

Academic References

Academic Reference :

At the beginning of the course, participants will receive a curated set of academic resources, including lecture slides, reading materials, case studies, and tutorials, to support their learning and practical application throughout the program.

Certifications & Legal Mentions

Certifications :

N/A