

Course list
Master Programmes
Incoming Exchange Students
Raleigh Campus (USA)
Fall 2026



Dear Exchange IN Students,

Welcome to SKEMA Business School!

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

Please read these instructions carefully:

- 1) Students are required to choose **one program** and follow the courses within that one program. It is not possible to mix and match courses from different programs due to frequent scheduling clashes.
- 2) **Special Note for International Business Program:** The academic director will review student transcripts to ensure they have the required academic background to follow the program. Approval by the academic director is required before being officially admitted.
- 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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- PGE.FINM1.LGCOR.4325	LANGUAGE: PORTUGUESE PROFICIENT FALL

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- PGE.FINM1.CRCOR.1003	CAREER MANAGEMENT 3: Building a strong career path

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- PGE.FINM1.ECCOR.0904 GLOBAL ECONOMIC ISSUES : CORPORATE ECONOMICS
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- PGE.FINM1.HRCOR.0343 MANAGING HUMAN RESOURCES

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MSc IB International Business

MSc M2 IB FALL RALEI Core Courses (5 maximum)

MSC.TRCM2.OTCOR.0101 – CAREER MANAGEMENT 1

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : KAWALEK Catherine

Teaching Team : KAWALEK Catherine

Academic Characteristics

Credits : 1

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

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

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

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

MAIN CONTACTS FOR YOUR PROGRAM:

LILLE: Audrey BEAUGRAND & Feryel HOUSSEIN

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

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

SUZHOU : April YANG

RALEIGH : Catherine Kawalek

BELO HORIZONTE : Ana Paula SOARES / Geneviève POULINGUE

Prerequisites

Prerequisites :

No prerequisites.

Course Schedule

Course Schedule :

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

Academic References

Websites :

K2

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

IA

MSC.IBRM2.STCOR.0061 – IMPORTING AND EXPORTING IN A GLOBAL MARKET

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
33.00h	0h	0.00h	0.00h	0.00h	30%	70%	100%

Course Manager & Teaching Team

Course Manager : VIVA Alejandro

Academic Characteristics

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

Course Description

Course Description :

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

Pedagogical Objectives

Pedagogical Objectives :

At the end of the course, the students should be knowledgeable of the aspects involved with international trade including market entry strategy, compliance, supply chain, finance and global market issues and details; as well as the common threads such as culture, legal, documentation, regulatory, technology and resources. These are all aspects of global business that professionals experience on a day-to-day basis. At the end of the course students should be prepared to sit for the Certified Global Business Professional Exam if they choose to do so.

Prerequisites

Prerequisites :

None

Course Schedule

Course Schedule :

Export Entry Modes - Indirect and direct exports - The internet and e-commerce - Gray market exporting
Financing and methods of payment - Export financing methods and terms of payment - Payment and financing

procedures - Credit insurance - Countertrade Supply chain management, logistics and handling - The export order - Physical distribution - Logistics and the systems concept

Academic References

Academic Reference :

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

Certifications & Legal Mentions

Certifications :

N/A

MSC.IBBM2.PMCOR.0055 – INTERNATIONAL PROJECT MANAGEMENT

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
33.00h	0h	0.00h	0.00h	0.00h	25%	75%	100%

Course Manager & Teaching Team

Course Manager : DELGROSSO Steven

Teaching Team : DELGROSSO Steven

Academic Characteristics

Credits : 4 Discipline : Analytics Information and Operations

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course focuses on the planning, scheduling, organizing, and controlling of projects. The course integrates the topics of strategy, portfolio management, organizational structures, project management tools, and project leadership. A survey of the Project Management Institute's (PMI) process and knowledge areas from the PMI Guide to the Project Management Body of Knowledge (PMBOK® Guide) is included using the required textbook as a guide.

Pedagogical Objectives

Pedagogical Objectives :

The learning objectives of the International Project Management course are to provide students with hands-on experience using project management processes, methods, and decision tools. Students will gain an understanding of the strategic value of managing a project portfolio, balancing risk, and prioritizing resources effectively. The course emphasizes the importance of project governance and organizational culture in achieving integrated project outcomes. Students will learn to evaluate organizational structures, develop Work Breakdown Structures (WBS), and apply the Critical Path Method (CPM) for scheduling and control. They will identify resource conflicts, apply quantitative techniques for cost and schedule management, and build a framework for Earned Value Management (EVM). The course introduces students to PMI's PMBOK® Guide and prepares them to use professional tools aligned with the CAPM exam. Finally, students will explore Agile project principles and how to integrate Agile with traditional project management approaches.

Course Schedule

Course Schedule :

14 sessions will be addressing the following topics, as follow: • Session 1 – PM Overview – Framework - Fundamentals • Session 2 – PM process - Project life cycle • Session 3 – Stakeholders • Session 4 – Customer needs • Session 5 – Scope • Session 6 – Time • Session 7 – Cost • Session 8 – Quality • Session 9 – Risks • Session 10 – Resources (includes team management) • Session 11 - Communication • Session 12 - Agile project management • Session 13 - The human dimension in project management

Academic References

Academic Reference :

The academic resources for the International Project Management course include the required textbook, Project Management: The Managerial Process by Erik W. Larson and Clifford F. Gray (8th Edition, McGraw-Hill, 2021), and Microsoft Project software, which is available in the SKEMA computer lab or for personal use. Supplemental materials such as case studies, readings, and lecture videos will be provided through the K2 course site and a free Harvard Business Publishing course pack. Students may also use ProjectLibre as an alternative to MS Project, with instructor approval.

Certifications & Legal Mentions

Certifications :

N/A

MSC.IBRM2.STCOR.0028 – INTERNATIONALIZATION OF THE FIRM

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
20.00h	0h	0.00h	0.00h	0.00h	25%	75%	100%

Course Manager & Teaching Team

Course Manager : AZAR Robert

Teaching Team : Robert Azar

Academic Characteristics

Credits : 2 Discipline : Stratégie, Innovation & Entrepreneuriat

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course explores how companies develop international business in a rapidly changing global environment. It examines the breakdown of the global trade system, rising economic nationalism, and real-world challenges companies face when expanding beyond their borders. Through readings, case studies, simulations, and team projects, students learn both the theory and practice of international business development.

Pedagogical Objectives

Pedagogical Objectives :

The course aims to help students understand the theory and practice of international business development, analyze global trade shifts, and explore how companies expand internationally. It strengthens critical thinking, teamwork, and communication skills while connecting global events to real-world business strategies.

Prerequisites

Prerequisites :

none

Course Schedule

Course Schedule :

Lecture 1: Explain the concept of International Business, and use the institutions-based and resource-based view to explain trade. Lecture 2: A closer look at the institutional environment of the firm. Lecture 3: Consequences of globalization and regional integration for the firm. Lecture 4: The resource-based view and

internationalization. Lecture 5: International investment and finance. Lecture 6: Internationalization strategies and competition. Lecture 7: Global strategies for the MNE. Lecture 8: Organizing people and innovation in the MNE. Lecture 9: International supply chain management Lecture 10: Socially responsible international business.

Academic References

Academic Reference :

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

Certifications & Legal Mentions

Certifications :

N/A

MSC.IBUM2.STELE.0058 – RESEARCH METHOD

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
20.00h	0h	0.00h	0.00h	0.00h	40%	60%	100%

Course Manager & Teaching Team

Course Manager : KHAN Sarah

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

Academic Characteristics

Credits : 2 Discipline : Analytics Information and Operations

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course provides a comprehensive introduction to research design and proposal development in business contexts. It focuses on how to identify a relevant research topic, critically analyze existing literature, and structure a rigorous research project.

Students will learn how to formulate research questions, conduct literature reviews, and select appropriate qualitative or quantitative methods for data collection and analysis. Particular attention is given to the structure and logic of a research proposal, including problem definition, theoretical grounding, and methodological choices.

By the end of the course, students will produce a complete research proposal, which will serve as the foundation for their Master Thesis. The course also develops awareness of ethical principles in research.

Pedagogical Objectives

Pedagogical Objectives :

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

- Formulate a clear research question and structure a coherent research proposal
- Conduct a critical literature review and position a study within existing research
- Select and justify appropriate research methods and ensure ethical research practices

Prerequisites

Prerequisites :

No

Course Schedule

Course Schedule :

Weeks 1–2: Introduction to research design and topic identification

Weeks 3–4: Literature review and critical analysis

Weeks 5–6: Research questions and conceptual frameworks

Weeks 7–8: Qualitative and quantitative methods

Weeks 9–10: Proposal development and research ethics

Certifications & Legal Mentions

Certifications :

N/A

MSc M2 IB FALL RALEI Track Courses ITBD (2 maximum)

MSC.IBNM2.STELE.0030 – CONSULTING IN INTERNATIONAL BUSINESS DEVELOPMENT

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
33.00h	0h	0.00h	0.00h	0.00h	30%	70%	100%

Course Manager & Teaching Team

Course Manager : PHILLIPS Jeffrey

Teaching Team : PHILLIPS Jeffrey

Academic Characteristics

Credits : 4

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course immerses students in the dynamic world of international business consulting, blending practical case studies with industry tools and frameworks. Through a structured class-by-class syllabus, students engage with Harvard Business School cases, real-world consulting methodologies, and team-based semester projects. Each session includes quizzes, discussions, and presentations, covering topics like problem definition, project management, research, data analysis, change management, and business development. Students form project teams to analyze a chosen company, addressing a key problem or opportunity using consulting frameworks, culminating in mid-term and final presentations with detailed reports.

Pedagogical Objectives

Pedagogical Objectives :

Gain practical experience applying strategic consulting frameworks to real-world business problems. Develop skills in problem-solving, research, teamwork, presentation, and business writing. Understand how consulting firms structure projects and deliver value to clients.

Course Schedule

Course Schedule :

This course will feature an interactive, learner-centered approach that requires attendance, preparation, participation and critical thinking. Instruction methods will include interactive lectures, guided discussions, structured bridge activities, case studies, in-class assignments, summary papers, team project and final exam.

Academic References

Academic Reference :

Includes core strategy tools (Porter's Five Forces, SWOT, BMC), consulting methods (OutManeuver), and team dynamics frameworks. Key readings and Harvard Business School cases provided via PDF and case pack. Assignments and materials available on K2.

Certifications & Legal Mentions

Certifications :

N/A

MSC.IBRM2.STCOR.0064 – Managing Global Teams

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
20.00h	0h	0h	0h	0.00h	40%	60%	100%

Course Manager & Teaching Team

Course Manager : KHATIB Dima

Teaching Team : KHATIB Dima

Academic Characteristics

Credits : 3 Discipline : Management & Organisation

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course focuses on managing teams in international and multicultural environments. As organizations operate across borders, managers must coordinate individuals with diverse cultural backgrounds, communication styles, and expectations.

The course examines how global teams function, the challenges they face, and the managerial practices required to ensure effective collaboration and performance. It covers topics such as cross-cultural communication, virtual teamwork, coordination across time zones, and conflict management.

Pedagogical Objectives

Pedagogical Objectives :

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

Analyze the challenges and dynamics of multicultural and geographically dispersed teams
Apply tools and practices to manage communication, coordination, and performance in global teams

Prerequisites

Prerequisites :

Basic knowledge of management or organizational behavior

Course Schedule

Course Schedule :

Weeks 1–2: Global teams and cross-cultural environments
Weeks 3–4: Communication and collaboration across cultures
Weeks 5–6: Virtual teams and coordination challenges
Weeks 7–8: Conflict management and team performance
Weeks 9–10: Leadership and alignment in global teams

Academic References

Academic Reference :

Meyer, E. The Culture Map
Hofstede, G. Cultures and Organizations

Websites :

Will be published on K2

Certifications & Legal Mentions

Certifications :

N/A

MSc M2 IB FALL RALEI Specific Courses (1 maximum)

MSC.TRCM2.OTCOR.0045 – Analytical and Digital Skills - Fall

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0h	13.00h	0h	0h	0h	40%	60%	100%

Course Manager & Teaching Team

Course Manager : KROTOV Konstantin

Academic Characteristics

Credits : 1
Discipline : Management & Organisation

Teaching Languages : English

Open to Exchange : No

Course Description

Course Description :

This course develops students' ability to use analytical tools and digital technologies to support decision-making in international business environments. In today's data-driven economy, managers must be able to interpret data, extract insights, and leverage digital tools to improve business performance.

The course focuses on practical skills in data analysis, visualization, and digital problem-solving. Students will learn how to structure data-driven questions, work with basic analytical tools, interpret results, and communicate insights effectively. Particular attention is given to the role of digital tools, including spreadsheets, dashboards, and AI-powered solutions, in supporting managerial decisions.

The objective is to equip students with foundational analytical and digital capabilities applicable across business functions such as marketing, strategy, and operations.

Pedagogical Objectives

Pedagogical Objectives :

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

1. Analyze and interpret business data using appropriate analytical tools
2. Use digital tools to structure problems, generate insights, and support decision-making
3. Communicate analytical findings clearly through data visualization and structured outputs

Prerequisites

Prerequisites :

Basic knowledge of business or management
Basic digital literacy (Excel or equivalent tools)

Course Schedule

Course Schedule :

Weeks 1–2: Introduction to analytical thinking and digital tools in business
Weeks 3–4: Data analysis and interpretation
Weeks 5–6: Data visualization and communication of insights
Week 7 (short / integrated): Application, digital tools integration, and synthesis

Academic References

Academic Reference :

Will appear on K2

Websites :

Will appear on K2

Certifications & Legal Mentions

Certifications :

Academic integrity policies apply, including responsible use of AI tools
Accessibility accommodations available upon request

RSE / IA

RSE IA

Artificial Intelligence (IA):

Students will learn how to use AI-powered tools for data analysis while understanding their limitations and risks in business decision-making.

RSE:

The course promotes responsible use of data, awareness of data biases, and ethical handling of digital information in business contexts.

MSC.TRCM2.OTCOR.0046 – CRITICAL THINKING - FALL

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0h	13.00h	0h	0h	0h	40%	60%	100%

Course Manager & Teaching Team

Course Manager : KROTOV Konstantin

Academic Characteristics

Credits : 1
Discipline : Management & Organisation

Teaching Languages : English

Open to Exchange : No

Course Description

Course Description :

This course develops students' ability to think rigorously, question assumptions, and make sound decisions in complex international business environments. In global contexts, managers must operate under uncertainty, incomplete information, cultural differences, and increasing exposure to biased or unreliable data.

The course focuses on practical critical thinking tools used in business, strategy, and consulting: structuring problems, evaluating information, identifying cognitive biases, and building clear, evidence-based arguments. It also addresses contemporary challenges such as AI-generated content, information overload, and decision-making across different institutional and cultural contexts.

The objective is to equip students with a transferable thinking discipline applicable across international business, marketing, strategy, and management roles.

Pedagogical Objectives

Pedagogical Objectives :

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

1. Structure and analyze complex international business problems using clear, logical, and hypothesis-driven approaches
2. Critically evaluate information and decisions by identifying biases, weak reasoning, and unreliable data sources
3. Formulate and defend evidence-based arguments in business contexts with clarity, rigor, and persuasion

Prerequisites

Prerequisites :

Basic knowledge of business, management, or marketing
Ability to interpret simple business cases
No prior training in logic or philosophy required

Course Schedule

Course Schedule :

Weeks 1–2: Introduction to critical thinking and decision-making in business contexts
Weeks 3–4: Cognitive biases and evaluation of reasoning
Weeks 5–6: Problem structuring and analytical thinking approaches
Week 7 (short / integrated): Decision-making under uncertainty, application, and synthesis

Academic References

Academic Reference :

Kahneman, D. (2011). Thinking, Fast and Slow

Websites :

Will appear on K2

Certifications & Legal Mentions

Certifications :

Academic integrity policies apply, including responsible use of AI tools
Accessibility accommodations available upon request

RSE / IA

RSE IA

Artificial Intelligence (IA):

Students will learn how to critically assess AI-generated outputs and understand the limitations and risks of automated decision support systems.

RSE:

The course integrates responsible decision-making and awareness of biases in global business contexts, including cultural and societal implications.

MSC.TRCM2.OTCOR.0041 – PUBLIC SPEAKING AND PRESENTATION SKILLS I FALL

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
13.00h	0h	0.00h	0.00h	0.00h	30%	70%	100%

Course Manager & Teaching Team

Course Manager : KROTOV Konstantin

Teaching Team : CHARBONNEAU Cris

Academic Characteristics

Credits : 1
Discipline : Management & Organisation

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course combines theory with practice to develop students' public speaking and presentation skills in professional business contexts. Students will learn how to organize and deliver clear, persuasive, and engaging presentations tailored to different audiences and purposes.

The course focuses on speech writing, storytelling, and the use of rhetorical techniques to inform and persuade. Particular attention is given to delivery skills, including vocal variety, body language, eye contact, and pacing, as well as the effective use of visual support such as PowerPoint. Students will also develop confidence in public speaking, learn how to manage anxiety, and improve their performance through peer feedback.

Pedagogical Objectives

Pedagogical Objectives :

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

1. Design and deliver clear, persuasive, and audience-adapted presentations using appropriate structure, content, and visual support
2. Apply effective verbal and nonverbal communication techniques, including voice, body language, and pacing, while managing speaking anxiety
3. Adapt presentation style across formats and improve performance through feedback and iterative practice

Prerequisites

Prerequisites :

No prerequisites

Course Schedule

Course Schedule :

Weeks 1–2: Fundamentals of public speaking and communication

Weeks 3–4: Structuring speeches and developing persuasive content

Weeks 5–6: Delivery techniques and audience engagement

Week 7 (short / integrated): Practice, feedback, and performance improvement

Academic References

Academic Reference :

Will appear on K2

Websites :

Will appear on K2

Certifications & Legal Mentions

Certifications :

Academic integrity policies apply

Accessibility accommodations available upon request

RSE / IA

RSE IA

Artificial Intelligence (IA):

Students will learn how to use AI tools to support presentation preparation while maintaining originality and authenticity.

RSE:

The course promotes responsible communication, including clarity, respect for audiences, and ethical use of information.

MSC.TRCM2.OTCOR.0040#1 – US CULTURE AND BUSINESS FALL

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
13.00h	0h	0.00h	0.00h	0.00h	25%	75%	100%

Course Manager & Teaching Team

Course Manager : KROTOV Konstantin

Academic Characteristics

Credits : 1

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This is an active learning class that will provide you with different ways to think and behave in your current and future cultural interactions. This course will have you exploring your own cultural identity and provide you with a chance to interact with U.S. Americans. Furthermore, we will apply your cultural understanding and global skills to your future professional goals.

Pedagogical Objectives

Pedagogical Objectives :

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

1. Understand and recognize key cultural values of Americans and other cultures;
2. Gain confidence and competence in using cross-cultural skills through a variety of events with NC State University students and professionals

Prerequisites

Prerequisites :

No prerequisites

Course Schedule

Course Schedule :

This is an active learning class that will provide you with different ways to think and behave in your current and future cultural interactions. This course will have you exploring your own cultural identity and provide you with a chance to interact with U.S. Americans. Furthermore, we will apply your cultural understanding and global skills to your future professional goals.

Academic References

Academic Reference :

1. LinkedIn Learning: Communicating Across Cultures
 2. LinkedIn Learning: Cross-Cultural Intelligence
 3. Article: "U.S. Cultural Values" - U.S. Department of State
 4. Article: "Dimensions of Culture" - U.S. Department of State
 5. "Navigating Cultural Differences and the Wisdom of Mrs. Chen" (book chapter), Erin Meyer
 6. "Navigating the Cultural Minefield", Erin Meyer
 7. "What's Your Cultural Profile" self-assessment & results
- Materials 6-7 may be provided at the discretion of the instructor.

Certifications & Legal Mentions

Certifications :

Academic integrity policies apply
Accessibility accommodations available upon request

PGE M1

PGE M1 FALL RALEI Langues Vivantes (1 maximum)

PGE.FINM1.LGCOR.4308 – LANGUAGE: CHINESE BASIC I FALL

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : LI LANTIGNER Jing

Teaching Team :

Academic Characteristics

Credits : 2 Discipline : Autre Teaching Languages : English; Chinese 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 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

Academic References

Academic Reference :

Standard Course HSK 1 (ISBN 1 978-7-5619-3999-4)

Websites :

Pronunciation: <https://www.yoyochinese.com/chinese-learning-tools/Mandarin-Chinese-pronunciation-lesson/pinyin-chart-table> Vocabulaire/Vocabulary: [https://www.hsk.academy/en/hsk_1 Grammaire/Grammar: Niveau/Level A1](https://www.hsk.academy/en/hsk_1_Grammaire/Grammar:Niveau/Level A1): https://resources.allsetlearning.com/chinese/grammar/A1_grammar_points Online video courses : <https://www.youtube.com/watch?v=aQOUSJOVHp8>

Certifications & Legal Mentions

Certifications :

N/A

PGE.FINM1.LGCOR.4382 – LANGUAGE: CHINESE BASIC II FALL

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0.00h	27.00h	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 : English; Chinese 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 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 :

Chinese BEGINNER I

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

Academic Reference :

Standard Course HSK 1 (ISBN 1 978-7-5619-3999-4)

Websites :

Prononciation: <https://www.yoyochinese.com/chinese-learning-tools/Mandarin-Chinese-pronunciation-lesson/pinyin-chart-table> Vocabulaire/Vocabulary: [https://www.hsk.academy/en/hsk_1 Grammaire/Grammar:Niveau/Level A1](https://www.hsk.academy/en/hsk_1_Grammaire/Grammar:Niveau/Level A1): https://resources.allsetlearning.com/chinese/grammar/A1_grammar_points Online video courses : <https://www.youtube.com/watch?v=aQOUSJOVHp8>

Certifications & Legal Mentions

Certifications :

N/A

PGE.FINM1.LGCOR.4309 – LANGUAGE: CHINESE FUNCTIONAL FALL

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0.00h	27.00h	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 :

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 5 of HSK2 Session 2: HSK2 Lesson 6 Why don't you eat more Session 3: HSK2 Lesson 7 Do you live far from your company Session 4: Revision + Oral expression activities Session 5: HSK2 Lesson 8 Let me think about it and I'll tell you later Session 6: HSK2 Lesson 9 There were too many questions Session 7: HSK2 Lesson 10 Stop looking for your cell phone Session 8: Review+ Oral exam

Academic References

Academic Reference :

Standard Course HSK 2

Websites :

Vocabulaire/Vocabulary: [https://www.hsk.academy/en/hsk_2 Gramaire/Grammar: Niveau/Level A2:](https://www.hsk.academy/en/hsk_2_Grammaire/Grammar:_Niveau/Level_A2)
https://resources.allsetlearning.com/chinese/grammar/A2_grammar_points Lecture et écoute/ Reading and listening: <https://hskreading.com/beginner>

Certifications & Legal Mentions

Certifications :

N/A

PGE.FINM1.LGCOR.4358 – LANGUAGE: CHINESE PROFICIENT FALL

MSc, PGE

Hours & Assessment

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

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 :

successfully passed the Elementary (A2) course in L3 or who have approximately 200-250 hours of prior study

Course Schedule

Course Schedule :

A detailed course plan will be distributed in the first class and made available on K2. Session 1: Review: Chinese characters, vocabulary, grammar of HSK 1+HSK 2 Session 2: HSK3 Lesson 1 What's your plan for the weekend Session 3: HSK3 Lesson 2 When will he come back Session 4: Revision + Oral expression activities Session 5: HSK3 Lesson 3 There are plenty of drinks on the table Session 6: HSK3 Lesson 4 She always smiles when talking to customers Session 7: HSK3 Lesson 5 I am getting fatter and fatter lately Session 8: Review+ Oral exam

Academic References

Academic Reference :

Standard Course HSK 3: ISBN:9787561938188 Standard Course HSK 4: ISBN:9787561939031

Websites :

Vocabulaire/Vocabulary: https://www.hsk.academy/en/hsk_3 https://www.hsk.academy/en/hsk_4

Grammaire/Grammar: Niveau/Level B1:

https://resources.allsetlearning.com/chinese/grammar/B1_grammar_points Niveau/Level B2:

https://resources.allsetlearning.com/chinese/grammar/B2_grammar_points Lecture et écoute/ Reading and listening: <https://hskreading.com/intermediate/>

Certifications & Legal Mentions

Certifications :

N/A

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

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : LEVIN Jeremy

Academic Characteristics

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

Course Description

Course Description :

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

Pedagogical Objectives

Pedagogical Objectives :

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

Assessment will cover the four key language skills:

- Reading comprehension
- Listening comprehension
- Writing
- Speaking

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

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

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

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

Prerequisites

Prerequisites :

Pass at Portuguese Beginner I

Course Schedule

Course Schedule :

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

Academic References

Websites :

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

Certifications & Legal Mentions

Certifications :

N/A

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

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : LEVIN Jeremy

Teaching Team : Sophia : DA SILVA Isabel

Academic Characteristics

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

Course Description

Course Description :

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

Pedagogical Objectives

Pedagogical Objectives :

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

Assessment will cover the four key language skills:

- Reading comprehension
- Listening comprehension
- Writing
- Speaking

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

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

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

Prerequisites

Prerequisites :

There are no-prerequisites for this course.

Course Schedule

Course Schedule :

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

Academic References

Websites :

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

Certifications & Legal Mentions

Certifications :

N/A

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

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : LEVIN Jeremy

Academic Characteristics

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

Course Description

Course Description :

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

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

Pedagogical Objectives

Pedagogical Objectives :

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

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

At this level, students should be able to:

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

preferences)

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

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

Follow basic instructions and grasp key information in announcements or conversations

Assessment will cover the four key language skills:

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

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

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

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

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

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

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

Prerequisites

Prerequisites :

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

Course Schedule

Course Schedule :

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

Academic References

Websites :

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

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

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

Certifications & Legal Mentions

Certifications :

N/A

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

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0.00h	27.00h	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 :

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

Course Schedule

Course Schedule :

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

Academic References

Websites :

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

Certifications & Legal Mentions

Certifications :

N/A

PGE M1 IID FALL RALEI Cours Autonomes (2 maximum)

PGE.FINM1.ISELE.0720 – ADVANCED EXCEL

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 : CAPELLA David

Academic Characteristics

Credits : 1
Discipline : Analytics Information and Operations

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

Excel is a fundamental tool for data analysis and decision-making in modern organizations. This course aims to equip students with advanced Excel skills enabling them to efficiently manage, analyze, and visualize data.

The course covers advanced functions (including logical, conditional, and lookup functions), data analysis techniques such as sorting, filtering, and pivot tables, and introduces automation concepts through macros.

Pedagogical Objectives

Pedagogical Objectives :

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

- Apply advanced Excel formulas, including logical, conditional, and lookup functions (e.g., IF, XLOOKUP, INDEX/MATCH)
- Analyze datasets using sorting, filtering, and advanced data manipulation techniques
- Structure and clean datasets to ensure data quality and consistency
- Combine multiple Excel features to solve real-world business problems
- Design and build PivotTables and PivotCharts to summarize and visualize data
- Interpret and present data insights effectively for decision-making purposes
- Use Excel's built-in data analysis tools
- Automate repetitive tasks by recording basic macros

Prerequisites

Prerequisites :

Students taking this course should:

- Be comfortable with the basic Excel interface (Ribbon, worksheets, navigation)
- Know how to create and edit simple formulas (e.g., SUM, basic arithmetic operations)
- Understand basic cell referencing (relative vs absolute references)
- Be familiar with simple data manipulation (copy/paste, basic formatting)
- Have prior experience working with small datasets in Excel

Please note that the first two modules are designed as a refresher on Excel fundamentals. Nevertheless, prior completion of a fundamental or intermediate Excel course is highly recommended.

Course Schedule

Course Schedule :

Module 1: Review of Excel fundamentals

Part 1 – Excel Interface and Formatting

- Overview of the Excel interface (Ribbon, Formula Bar, Name Box)
- Workbook and worksheet structure
- Navigation techniques and keyboard shortcuts
- Managing rows and columns
- Formatting cells (alignment, borders, number formats)
- Creating and customizing charts

Part 2 – Formulas and Basic Calculations

- Creating formulas using operators (+, -, *, /)
- Cell references (relative vs absolute)
- Copying and reusing formulas
- Linking between worksheets
- Naming cells and ranges

Part 3 – Basic and Text Functions

- Basic functions: SUM, AVERAGE, MIN, MAX
- Text functions: LEN, FIND, TRIM, LEFT, RIGHT

Concatenation and text manipulation

- Rounding functions (ROUND, INT, TRUNC)
- Counting functions (COUNT, COUNTA, COUNTBLANK)

Part 4 – Date and Time Functions

- Working with dates and time formats
- TODAY() and NOW() functions
- Extracting components (DAY, MONTH, YEAR)
- Calculating durations and differences

Module 2 - Table and Basic lookup functions

Part 1 – Lookup Functions

- VLOOKUP function with Exact match vs. approximate match
- HLOOKUP function
- XLOOKUP function
- Lookup from structured tables and named ranges
- Error handling (e.g., value not found)

Part 2 – Sorting, Filtering and Table Management

- Sorting data (single and multiple criteria)
- Filtering data (by value, color, and conditions)
- Text and number filters
- Creating Excel tables
- Table formatting and design
- Renaming tables and using structured references
- Basic table operations (adding columns, calculations)

Module 3 - Analyse dataset with Pivot Table

Part 1 – Pivot Table Analysis and Data Summarization

- Creating pivot tables from raw datasets

- Organizing data into row and column labels
 - Aggregating data (COUNT, SUM...)
 - Using Grand Totals and Subtotals
 - Cross-tabulation of data
 - Multi-level grouping (Year-Month, numeric range)
- Part 2 – Advanced Pivot Table Features and Data Analysis

- Filtering data (including handling blank values)
- Filtering dynamically with slicers
- Filtering data base on Timelines
- Sorting and restructuring pivot tables
- Analyzing distributions (grades, enrollments, credits)
- Comparing categories (e.g., gender performance, yearly trends)
- Extracting insights from large datasets (trend analysis, totals, proportions)
- Creating Pivot charts

Part 4 – Data Relationships with Pivot Tables*

- Understanding data relationships between tables
- Creating relationships using a common field (key)
- Using multiple tables in a single Pivot Table
- Connecting fact tables and lookup tables (e.g., Data + Titles)
- Avoiding data duplication with normalized structure

Module 4 - Data validation rules and Advanced lookup functions

Part 1 – Data Validation

- Applying data validation to restrict user input
- Ensuring data integrity in a dataset
- Using validation rules on different data types (date, time numeric...)
- Validating values based on another range
- Ensuring unique values in a column

Part 2 - Advanced lookup functions

- Combining MATCH (position) with INDEX
- Combining multiple XLOOKUP functions
- Dynamic filtering of datasets based on criteria using FILTER with logical conditions

Module 5 - What if analysis and Automate using scripts

Part 1 - WhatIF

- Creating and managing multiple scenarios
- Generating a Scenario Summary Table
- Building a calculation model

Part 2 - Make things automatic

- Recording and running scripts (Office Scripts / VBA)
- Editing and debugging automation scripts
- Automated chart creation
- Dynamic reporting
- User interface with buttons
- Sharing automation (OneDrive / SharePoint)

Part 3 - Can I use a script using Excel online

- Excel Online (cloud-based environment)
- Reusing automation scripts
- Office Scripts (Excel Online automation)
- Cross-platform workflows (Desktop ? Online)

Module 6 - Recording macros

- Recording macros
- Automating data extraction
- Working with multiple worksheets
- Data consolidation into a single table
- Data cleaning and preparation
- Adding buttons to trigger macros
- Using macro-enabled files (.XLSM)

Academic References

Websites :

Let's go through the basic steps to get you started:

<https://support.microsoft.com/en-us/office/basic-tasks-in-excel-dc775dd1-fa52-430f-9c3c-d998d1735fca>

Certifications & Legal Mentions

Certifications :

N/A

PGE.FINM1.CRCOR.1003 – CAREER MANAGEMENT 3: Building a strong career path

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
3.00h	3.00h	0.00h	4.00h	0.00h	40%	60%	100%

Course Manager & Teaching Team

Course Manager : KAWALEK Catherine

Teaching Team : Anne Duflos Alejandra Lopez

Academic Characteristics

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

Course Description

Course Description :

This course supports students in building their professional brand and preparing for key job search milestones. It provides a structured approach to clarify career goals, practice impactful interview pitches, and develop communication strategies aligned with market expectations. Through interactive workshops, e-learning, and individual video assignments, students strengthen their personal positioning and gain the confidence to approach professional opportunities.

Pedagogical Objectives

Pedagogical Objectives :

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

- Deliver clear, concise, and impactful self-presentation pitches.
- Highlight key skills and achievements effectively in interviews.
- Clarify and structure professional goals and career plans.
- Evaluate career paths and align them with market demands.
- Communicate professionally in networking and interview contexts.

These objectives are aligned with the Competency-Based Approach (CBA) of the program.

Prerequisites

Prerequisites :

No

Course Schedule

Course Schedule :

ACTIVITY 1 Pitching your Personal Brand Craft tailored, concise, and compelling interview pitches. Showcase skills and achievements effectively to stand out. MODALITIES Webinar synchrone 1,5 Hours
ACTIVITY 2 The definitive LinkedIn Bootcamp Master advanced LinkedIn job search techniques for optimal profile visibility and recruiter engagement. Develop a personalized job search strategy using LinkedIn's networking and job posting features. Increase job search success by understanding LinkedIn's algorithms and effectively communicating value to employers. MODALITIES Webinar Synchrone 1,5 hours
EVALUATION VIDEO INTERVIEW
Synchrone 1,5 hours

Academic References

Academic Reference :

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

Certifications & Legal Mentions

Certifications :

N/A

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

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

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : OKOLI Chitu

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

Academic Characteristics

Credits : 2
Discipline : Analytics Information and Operations

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

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

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

Pedagogical Objectives

Pedagogical Objectives :

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

Prerequisites

Prerequisites :

None

Course Schedule

Course Schedule :

Provided by the teacher on the first day of class.

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

IA

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

PGE.FINM1.FICOR.0532 – CORPORATE FINANCE

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
13.50h	13.50h	0.00h	6.00h	0.00h	60%	40%	100%

Course Manager & Teaching Team

Course Manager : GROSLAMBERT Bertrand

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

Academic Characteristics

Credits : 5

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

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

Course Schedule

Course Schedule :

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

Certifications & Legal Mentions

Certifications :

N/A

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

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : COMBE Emmanuel

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

Academic Characteristics

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

Course Description

Course Description :

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

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

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

Prerequisites

Prerequisites :

- Grands enjeux économiques (L3)
- ou
- RAN economics

Course Schedule

Course Schedule :

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

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

Academic References

Academic Reference :

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

Certifications & Legal Mentions

Certifications :

N/A

PGE.FINM1.HRCOR.0343 – MANAGING HUMAN RESOURCES

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
6.00h	12.00h	0.00h	2.00h	0.00h	50%	50%	100%

Course Manager & Teaching Team

Course Manager : BACHA Eliane

Teaching Team : Ivonne Klevans

Academic Characteristics

Credits : 3
Discipline : Management & Organisation

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

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

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

Pedagogical Objectives

Pedagogical Objectives :

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

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

To understand the role of artificial intelligence (AI).

Prerequisites

Prerequisites :

No prerequisites

Course Schedule

Course Schedule :

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

Academic References

Academic Reference :

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

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE IA

PGE.FINM1.MKCOR.0411 – MARKETING STUDIES

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
6.00h	12.00h	0.00h	2.00h	0.00h	60%	40%	100%

Course Manager & Teaching Team

Course Manager : ZEUGNER ROTH Katharina

Teaching Team : Lille : HE Guojun, BISOGNIN CASTILHOS Rodrigo, COUSIN-IZAMBERT Aurélie, TRAN Thi Thanh Huong, ZEUGNER ROTH Katharina, ERTIMUR Burcak Paris : DAUXERT Tatiana, PACQUET Mireille, IGNATIEFF Arabella, DUCAMUS Michel, STOURM Valeria Sophia : JOUSSEMET Caroline, PINCHAUD Gabrielle, NAHMIAS Laurence, STATHOPOULOU Anastasia Belo : MONTEIRO Plínio Raleigh : NEALON Patrice Suzhou : CHOURY Stephane

Academic Characteristics

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

Course Description

Course Description :

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

Pedagogical Objectives

Pedagogical Objectives :

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

Prerequisites

Prerequisites :

This course is designed for students who have successfully completed an introductory Principles of Marketing class. Participants are expected to have a fundamental understanding of core marketing concepts, including:
- Segmentation, Targeting, and Positioning (STP), with an emphasis on positioning strategies using perceptual maps.

- The ability to develop and apply the Marketing Mix (Product, Price, Place, Promotion).
 - Basic competence in managing a marketing budget and making strategic decisions within financial constraints.
- These prerequisites will enable students to engage more deeply with advanced marketing strategies and applications covered in the course.

Course Schedule

Course Schedule :

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

Academic References

Academic Reference :

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

Websites :

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

Certifications & Legal Mentions

Certifications :

N/A

PGE.FINM1.STCOR.0855 – STRATEGY

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
12.00h	15.00h	0.00h	6.00h	0.00h	30%	70%	100%

Course Manager & Teaching Team

Course Manager : FAVARON Saverio

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

Academic Characteristics

Credits : 5

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

Formulating a sound competitive strategy and achieving growth across multiple, different business units to sustain long-term superior performance are two of the critical tasks for general managers to ensure the success of the firms they lead. The objective of this course is to provide students with an opportunity to understand, through analytical approaches and critical thinking, how companies make strategic decisions to support the development of competitive advantages, corporate growth, and shareholder value through the simultaneous pursuit of economic as well as social and ecological performance dimensions. We will focus on strategic issues from the viewpoint of senior management in both domestic and international corporations. Through a combination of lectures, readings, case studies, experiential exercises and a consultancy project, this course introduces students to the tools and knowledge required for critical and effective strategic analysis, thinking, and application. Mastery of these tools and knowledge has relevance to everyone seeking a career in strategy as a manager, an entrepreneur, or a consultant.

The course will help students develop a general management point of view and appreciate strategy to the firm's overall growth and welfare. You will learn how to analyze the firm, and its environment, and then align strategies to the firm's revenue and profitability goals.

You will work in teams on selected companies to produce a final consultancy project. This course will require hard work and thinking, augmented by your creativity, to produce a fun and enriching experience.

Pedagogical Objectives

Pedagogical Objectives :

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

- Analyze competitive environments and identify sources of competitive advantage
- Evaluate corporate and business strategies across multiple markets and business units
- Develop strategic recommendations aligned with growth, profitability, and long-term performance

Prerequisites

Prerequisites :

Basic knowledge of management or strategy

Course Schedule

Course Schedule :

Session 1 - CM - Case Study on Strategy, Shared Value and Competitive Advantage. Session 2 - CM - Case Study on Industry Analysis: Industry Structure, Competitive Forces, and Strategic Groups. Session 3 - TD - Teamwork on Industry Analysis. Session 4 - CM - Case Study on Internal Analysis and Business Strategy. Session 5 - TD - Teamwork on Internal Analysis. Session 6 - TD - Teamwork on Business Strategy. Session 7 - CM - Case Study on Corporate Strategy. Session 8 - TD - Teamwork on Corporate Strategy. Session 9 - TD - Final presentation of Teamwork.

Certifications & Legal Mentions

Certifications :

N/A

PGE M1 IID FALL RALEI Glocalization Courses (3 maximum)

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

MSc, PGE

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : ROSSETTO Dennys Eduardo

Teaching Team : JANCA Peter

Academic Characteristics

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

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

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

Pedagogical Objectives

Pedagogical Objectives :

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

Connaissances / Knowledge and Understanding (subject specific)

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

Aptitudes cognitive / Cognitive skills

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

Attitudes / Key transferable skills

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

Ethical and social understanding

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

Course Schedule

Course Schedule :

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

Academic References

Websites :

https://www.wipo.int/global_innovation_index/en/
https://ec.europa.eu/commission/presscorner/detail/en/ip_23_2722
<https://oecd.ai/>
<https://hbr.org/>
<https://sloanreview.mit.edu/>
<https://www.crunchbase.com/>
<https://dealroom.co/>

<https://data.worldbank.org/>
<https://ourworldindata.org/>

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE IA

Integration of RSE (Social & Environmental Responsibility)

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

Integration of IA (Artificial Intelligence)

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

MSC.IBRM2.MKELE.0098#1 – Public Speaking and Presentation Skills I Fall

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0.00h	13.00h	0.00h	0.00h	0.00h	30%	70%	100%

Course Manager & Teaching Team

Course Manager : KROTOV Konstantin

Academic Characteristics

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

Course Description

Course Description :

This course combines theory with practice to develop students' public speaking and presentation skills in professional business contexts. Students will learn how to organize and deliver clear, persuasive, and engaging presentations tailored to different audiences and purposes.

The course focuses on speech writing, storytelling, and the use of rhetorical techniques to inform and persuade. Particular attention is given to delivery skills, including vocal variety, body language, eye contact, and pacing, as well as the effective use of visual support such as PowerPoint. Students will also develop confidence in public speaking, learn how to manage anxiety, and improve their performance through peer feedback.

Pedagogical Objectives

Pedagogical Objectives :

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

1. Design and deliver clear, persuasive, and audience-adapted presentations using appropriate structure, content, and visual support
2. Apply effective verbal and nonverbal communication techniques, including voice, body language, and pacing, while managing speaking anxiety
3. Adapt presentation style across formats and improve performance through feedback and iterative practice

Prerequisites

Prerequisites :

No prerequisites

Course Schedule

Course Schedule :

Weeks 1–2: Fundamentals of public speaking and communication

Weeks 3–4: Structuring speeches and developing persuasive content

Weeks 5–6: Delivery techniques and audience engagement

Week 7 (short / integrated): Practice, feedback, and performance improvement

Academic References

Academic Reference :

Will appear on K2

Websites :

Will appear on K2

Certifications & Legal Mentions

Certifications :

Academic integrity policies apply

Accessibility accommodations available upon request

RSE / IA

RSE IA

Artificial Intelligence (IA):

Students will learn how to use AI tools to support presentation preparation while maintaining originality and authenticity.

RSE:

The course promotes responsible communication, including clarity, respect for audiences, and ethical use of information.

PGE.FINM1.FICOR.0531 – SUSTAINABLE BUSINESS

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
9.00h	9.00h	0.00h	0.00h	0.00h	30%	70%	100%

Course Manager & Teaching Team

Course Manager : GERMAIN Marie-Line

Academic Characteristics

Credits : 2
Discipline : Management & Organisation

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course provides an understanding of how firms integrate corporate social responsibility and sustainability into their strategy and operations. It examines how organizations respond to environmental, social, and governance challenges while maintaining competitiveness.

The course covers key topics including CSR frameworks, sustainability management, corporate governance, and stakeholder management. It explores how companies address issues such as climate change, regulatory pressures, and evolving expectations from investors and society.

A central component of the course is a team-based consulting project, where students develop a sustainability plan for a real nonprofit organization. This experiential approach allows students to apply concepts in a practical context and produce actionable recommendations.

Pedagogical Objectives

Pedagogical Objectives :

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

Analyze CSR and sustainability strategies and their impact on business performance
Evaluate governance structures and stakeholder dynamics in responsible organizations
Develop practical sustainability recommendations in a real organizational context

Prerequisites

Prerequisites :

Basic knowledge of business or management

Course Schedule

Course Schedule :

Weeks 1–2: Corporate social responsibility and sustainability frameworks

Weeks 3–4: Sustainability management and environmental challenges

Weeks 5–6: Corporate governance and investor influence

Weeks 7–8: Stakeholder management and strategic alignment

Weeks 9–10: Consulting project development and final recommendations

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE

Core focus of the course. Students analyze environmental, social, and governance challenges and develop responsible business practices.

PGE.FINM1.STCOR.0831 – US CULTURE & BUSINESS

FALL

MSc, PGE

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0.00h	13.00h	0.00h	0.00h	0.00h	25%	75%	100%

Course Manager & Teaching Team

Course Manager : KROTOV Konstantin

Teaching Team : SHANK Adrienne

Academic Characteristics

Credits : 2

Discipline : Autre

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This is an active learning class that will provide you with different ways to think and behave in your current and future cultural interactions. This course will have you exploring your own cultural identity and provide you with a chance to interact with U.S. Americans. Furthermore, we will apply your cultural understanding and global skills to your future professional goals.

Pedagogical Objectives

Pedagogical Objectives :

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

1. Understand and recognize key cultural values of Americans and other cultures;
2. Gain confidence and competence in using cross-cultural skills through a variety of events with NC State University students and professionals

Prerequisites

Prerequisites :

No prerequisites

Course Schedule

Course Schedule :

This is an active learning class that will provide you with different ways to think and behave in your current and future cultural interactions. This course will have you exploring your own cultural identity and provide you with a

chance to interact with U.S. Americans. Furthermore, we will apply your cultural understanding and global skills to your future professional goals.

Academic References

Academic Reference :

1. LinkedIn Learning: Communicating Across Cultures
2. LinkedIn Learning: Cross-Cultural Intelligence
3. Article: "U.S. Cultural Values" - U.S. Department of State
4. Article: "Dimensions of Culture" - U.S. Department of State
5. "Navigating Cultural Differences and the Wisdom of Mrs. Chen" (book chapter), Erin Meyer
6. "Navigating the Cultural Minefield", Erin Meyer
7. "What's Your Cultural Profile" self-assessment & results

Materials 6-7 may be provided at the discretion of the instructor.

Certifications & Legal Mentions

Certifications :

Academic integrity policies apply

Accessibility accommodations available upon request