Course Catalogue
BBA Programme
Incoming Exchange Students
Belo Horizonte Campus
Spring 2027



Dear Exchange Students,

Welcome to SKEMA Business School!

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

Please read these instructions carefully:

1) Students are expected to follow a minimum of 15 ECTS credits per semester.

2) Students can take maximum 30 ECTS credits per semester.

3) When you choose your courses, please pay attention to the slots due to frequent scheduling clashes.

4) Courses within the catalogue are subject to slight changes.

5) There is a maximum number of seats available per course.

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BAC.EAINA.OTENG.1001 – ACADEMIC RESEARCH & WRITING I

BBA

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : MAUCLAIR-AUGUSTIN Brandon

Teaching Team : Sophia : GACHET Laura, MICHAELIDES - LE BELICARD Mary-Jane, SAUNDERS Alexandra, SZEBRAT Cathleen

Academic Characteristics

Credits : 6

Discipline : Droit & Humanités

Teaching Languages : English

Open to Exchange : No

Course Description

Course Description :

This course introduces students to the principal elements of argumentative research writing. It focuses on writing persuasively, developing research skills and improving critical reading skills through reading, writing and discussion. Students will learn how to formulate a coherent thesis and support it with evidence drawn from research. They will engage in A.I. literacy practices and learn how to work through the various stages of the writing process to produce a research paper and to do, at minimum, 3,300 words of in class writing.

Pedagogical Objectives

Pedagogical Objectives :

Knowledge and Understanding (subject specific) - The student is expected to: To recognize and employ the stylistic principles necessary for writing coherent, unified, clear and persuasive academic prose. To locate, evaluate and acknowledge sources (APA style), including print and electronic sources.
Cognitive / Intellectual Skills (generic) - The student is expected to: To accurately summarize academic texts. To formulate and defend a thesis. To identify and evaluate various responses to a given problem.
Key Transferable Skills (generic) The student is expected to: To read, write and think critically. To be able to evaluate one another's work.
Practical Skills (subject specific) To navigate the writing process from planning, drafting, and revising to editing and proof reading. To employ the correct methodology to undertake academic research and write a research paper.

Course Schedule

Course Schedule :

1. Introductory writing and writing genres
2. Academic sentences

3. academic paragraphs and APA
4. A.I. use
5. Research paper introduction
6. Conducting research and thesis development
7. Moving from outlines to drafts
8. A.I. misinformation and critical thinking
9. Topic sentences, conclusions, review
10. In-class assessment

Academic References

Academic Reference :

CHEVALIER, Françoise; CLOUTIER, L. Martin; MITEV, Nathalie. Research Methods for the DBA. Research Methods for the DBA, 2019. CHAPTER 3. From Literature Review to Research Problem and Question
CHAPTER 6. The Emergence of Design Science Research in Management as a Research Approach
COLLINS, J., & HUSSEY, R. (2021). Business research: A practical guide for students. Red Globe Press. London- ENG

Supplementary Bibliography
HEVNER, A. R. et al. Design Science in Information Systems Research. MIS Q., v. 28, n. 1, p. 75–105, mar. 2004.
MULLARKEY, M. T., & HEVNER, A. R. (2019). An elaborated action design research process model. European Journal of Information Systems, 28(1), 6–20.
MARQUES, M. S. T., & MATTOS, M. C. (2024). Integração entre pesquisa, extensão e ensino em uma Instituição de Educação Superior. Revista de Administração FACES Journal.

Certifications & Legal Mentions

Certifications :

N/A

BAC.EAINA.ISCSE.2301 – ADVANCED COMPUTER BUSINESS APPLICATION

BBA

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : MILLELIRI André

Academic Characteristics

Credits : 6

Discipline : Analytics Information and Operations

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

The course will review or introduce some advanced features of Excel such as: Pivot tables, What IF analysis, Data Validation rules, Matrix formulas ...
This course also introduce the basis of VBA programming of macros applied in Excel as well as general algorithms
used in programming. Students will learn the general objects used in Excel programming as well as the basic keywords.
Applications will be reviewed along labs and the final project.

Pedagogical Objectives

Pedagogical Objectives :

Knowledge and Understanding (subject specific) - The student is expected to:
Get skills in advanced Excel features. understand the basis of VBA programming and algorithm structures.
Cognitive / Intellectual Skills (generic) - The student is expected to:
be able to write a specific processing algorithm based on the goal to reach and how to find resources on internet
Key Transferable Skills (generic) The student is expected to:
be able to analyse a practical situation and propose an automatic treatment of data
Practical Skills (subject specific)
be able to write an Excel macro dedicated to a specific situation

Prerequisites

Prerequisites :

Consumer Computer Applications

Course Schedule

Course Schedule :

Session 1
Introduction
Advanced Excel 1
Conditional function If / Logical and information functions / Iferror function
Advanced conditional functions
• Ifs
• Sumif, Sumifs
• Averageif, averageifs
• Countif, countifs
• Minifs, maxifs
Lookup functions
• Vlookup
• Hlookup
• Lookup
• Xlookup
• Match
• Xmatch
• Index
Session 2
Assignment 1
Advanced Excel 2
What if Analysis
• What If
• Goal seek
• Scenario manager
• Data table
• Building table and using table
• Pivot Tables / Pivot charts
• Data validation
Assignment 2
Session 3
Advanced Excel 3
Assignment 3
Session 4
Advanced Excel 4
Assignment 4
Session 5
Introduction to VBA Macro
• How to activate the developer ribbon
• Recording a macro
• Absolute and relative recording
• Good practices when recording
Assignment 5
Session 6
Writing a macro or a function from scratch
• Modules and procedures
• Defining and using variable
• Explicit vs implicit declaration
• Data access Objects
o Cells / Range
o Rows / Columns
o Sheets / Worksheets
o Combining them all, qualified references
Session 7
Decision making
• Conditional statements
o If statement
o Select case
o Comparison operators
o logical operators
• Conditional loops
o While
o Do While
o Do until

o Loop
Assignment 6
Session 8
Loops
• For
• For each
Assignment 7
Session 9
Dealing with exceptions
Event Macros
Assignment 8
Session 10
Review before final

Certifications & Legal Mentions

Certifications :

N/A

BAC.EAINA.STBUS.4301 – AI Enabled Data Literacy

BBA

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : MILLELIRI André

Academic Characteristics

Credits : 6

Discipline : Analytics Information and Operations

Teaching Languages : English

Open to Exchange : No

Course Description

Course Description :

This course introduces students to data literacy in the age of artificial intelligence. Students learn how to collect, analyze, interpret, and communicate data while using AI tools to augment their workflow. The course emphasizes critical thinking, responsible AI use, data ethics, and practical skills for working with real-world datasets.

Pedagogical Objectives

Pedagogical Objectives :

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

Understand basic data concepts and data types.
Use AI tools to assist in data analysis and exploration.
Clean and prepare datasets using AI-assisted workflows.
Interpret and visualize data effectively.
Critically evaluate AI-generated insights.
Apply ethical and responsible data practices.
Communicate findings through data storytelling and visualization.

Course Schedule

Course Schedule :

Week 1 — Introduction to Data Literacy in the AI Era

Lecture

What is data literacy?
Why AI changes how we work with data
Data vs information vs insight
Overview of AI-assisted analytics tools

Activity

Prompting AI to explain datasets
AI-assisted data exploration demo

Homework

Reflection: How AI changes data work.
Week 2 — Understanding Data

Lecture

Data types: structured vs unstructured
Qualitative vs quantitative
Data sources and collection methods

Lab

Using AI to classify and summarize datasets
Basic dataset exploration

Homework

Dataset profiling exercise.
Week 3 — Data Cleaning with AI

Lecture

Data quality issues
Missing data
Data transformation

Lab

Using AI to detect errors in datasets
Cleaning data with AI suggestions

Assignment

Clean a messy dataset.
Week 4 — Data Analysis Fundamentals

Lecture

Descriptive statistics
Patterns and trends
Correlation vs causation

Lab

AI-assisted statistical summaries
Exploring patterns using AI prompts

Homework

Short analysis report.
Week 5 — Data Visualization

Lecture

Principles of visualizing data
Common charts and when to use them
Avoiding misleading visuals

Lab

Creating visualizations with AI tools
Critiquing AI-generated charts

Assignment

Build a visualization dashboard.
Week 6 — AI for Data Analysis

Lecture

How AI analyzes data
Large language models in analytics
Prompt engineering for data tasks

Lab

Asking AI analytical questions
Generating hypotheses from data

Homework

AI-assisted exploratory analysis.
Week 7 — Critical Thinking with AI

Lecture

AI hallucinations and errors
Verifying AI insights
Human-in-the-loop analysis

Lab

Evaluating AI outputs
Cross-checking conclusions

Assignment

Critique AI-generated analysis.
Week 8 — Data Ethics and Responsible AI

Lecture

Bias in data and algorithms
Privacy and data governance
Responsible AI usage

Activity

Case study discussions

Homework

Ethical analysis of a dataset.
Week 9 — Data Storytelling

Lecture

Turning analysis into insights
Communicating data effectively
Story structure in analytics

Lab

AI-assisted narrative building

Presentation design

Assignment

Draft final project narrative.
Week 10 — Final Project Presentations

Student Presentations

AI-enabled data analysis project

Discussion

Lessons learned
Future of AI-assisted data work

Certifications & Legal Mentions

Certifications :

N/A

BAC.EAINA.PMBUS.2260 – Agile Project Management

BBA

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : HAAS DORNAS Karen

Academic Characteristics

Credits : 6

Discipline : Management & Organisation

Teaching Languages : English

Open to Exchange : No

Course Description

Course Description :

From official Syllabus: Agile Project-introduces the Agile mindset, methodologies (such as Sprints, Kanban, Extreme Programming, DevOps), and tools for agile project management. It covers project management basics, comparing Agile and Waterfall methods, and includes practical activities. Students develop projects using agile methods in various management areas, including Sustainability, Operations, Finance, Marketing, Innovation, and Corporate Ethics.

Pedagogical Objectives

Pedagogical Objectives :

Understand the basic concepts of predictive, agile, and hybrid project management, comparing these approaches for better application in different types of projects. Knowledge of the Agile Manifesto and its impact on project management.
Development of a real initiative, including stakeholder analysis, identification of their needs and expectations, root cause analysis of the problem or opportunity, scope modeling of the solution, business case development, strategic alignment, prototyping, and solution testing.
Planning and execution of this initiative using the Scrum framework. Understanding of the Agile mindset, as well as other frameworks such as Kanban.

Course Schedule

Course Schedule :

Introduction to Agile Project Management / The Project Management Knowledge Areas and Approaches / Agile Manifesto / Real Project - Product Development / SCRUM / Agile Mindset / Kanban - Other Frameworks

Academic References

Academic Reference :

- Project Management Institute. 2025. A Guide to the Project Management Body of Knowledge (PMBOK® Guide) 8th Edition
- Sprint: How to Solve Big Problems and Test New Ideas in Just Five Days (2016), Jake Knapp, John Zeratsky, Braden Kowitz

- Project Management Institute. 2017. The PMI Guide to Business Analysis

Supplementary bibliography
- Agile Manifesto 2001: https://agilemanifesto.org/
- The Scrum Guide (2020 version) Jeff Sutherland, Ken Schwaber: https://www.scrum.org/resources/scrum-guide
- Strategic Implementation of the Adaptative Kanban Framework: https://store.apmg-international.com/landing/adaptive-kanban-framework?utm_source=linkedin&utm_medium=social&utm_campaign=akf+post11+2026

Certifications & Legal Mentions

Certifications :

N/A

BAC.EAINA.ECMTH.1702 – BUSINESS AND ECONOMICS CALCULUS

BBA

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : DALMASSO Audrey

Academic Characteristics

Credits : 6 **Discipline :** Economie **Teaching Languages :** English **Open to Exchange :** No

Course Description

Course Description :

To provide the students with the basic concepts and techniques of differential and integral calculus, as well as an elementary knowledge of matrix algebra, applied to business, economics, management and the social sciences. There will be a strong emphasis on methodology.

Pedagogical Objectives

Pedagogical Objectives :

The student is expected to:
- Review Precalculus concepts
- Understand the fundamentals of Matrices.
- Explore the principles and applications of Markov Chains
- Explore Functions, graphs and limits, and continuity.
- Learn the principles of Differentiation and its applications.
- Apply derivatives to real-world problems and mathematical models.
- Study Exponential and logarithmic functions.
- Understand Integration and its application, including Antiderivatives, Techniques of integration, and Definite integrals.

Course Schedule

Course Schedule :

College Algebra review: Real number line and order. Absolute value and distance on the real number line. Exponents and radicals. Factoring polynomials. Matrices The derivative and the slope of a graph. Some rules for differentiation. Rates of change: velocity and marginals. The product and quotient rules. The chain rule. Exponential functions. Natural exponential functions. Derivatives of exponential functions Logarithmic functions. Derivatives of logarithmic functions. Exponential growth and decay. Increasing and decreasing functions. Extrema and first derivative test. Concavity and the second derivative test. Optimization problems Midterm test #1 Business and economics applications Limits Continuity Asymptotes. Curve sketching Higher order derivatives. Implicit differentiation. Related rates. The Cartesian plane and the distance formula. Graph of equations. Line in the plane and slope Keynesian Cross Diagram Antiderivatives and indefinite integrals. The general power rule.

5.3: Exponential and logarithmic integrals. Midterm test #2 Integration by parts and present value. Partial fractions and logistic growth. Final Exam

Academic References

Academic Reference :

College Mathematics for Business, Economics, Life Sciences and Social Sciences, R. Barnett, M. Ziegler, K. Byleen, Ed. Pearson, Global ed., 13th ed.
Young, D. (2021). Schaum's outline of calculus for business, economics and finance (4th ed.). McGraw Hill.
Chiang, A. C. (2005). Economic dynamics: Study edition (3rd ed., corr. 2nd printing). Springer.

Supplementary Bibliography
Rosser, M. J. (2003). Basic mathematics for economists (Illustrated ed.). Routledge.
Haeussler, E. F., Paul, R. S., & Wood, R. J. (2021). Introductory mathematical analysis for business, economics, and the life and social sciences (14th ed.). Pearson.
Hoy, M., Livernois, J., McKenna, C., Rees, R., & Stengos, T. (2022). Mathematics for economics (4th ed.). MIT Press.

Websites :

Additional readings and source materials will be provided each week in K2.

Certifications & Legal Mentions

Certifications :

N/A

BAC.EAINA.LTBUS.3703 – BUSINESS LAW

BBA

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : SMITH Devin

Academic Characteristics

Credits : 6

Discipline : Droit & Humanités

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course provides students with a foundational understanding of the legal principles that shape business activity in Brazil and in international markets. Using the Brazilian legal system as its primary reference point, the course introduces the main branches of law relevant to business administration, including contract law, corporate law, labor law, consumer law, intellectual property, taxation, compliance, and corporate governance. It also examines the institutional and regulatory environment in which businesses operate, highlighting the interaction between public regulation, private enterprise, and market activity.

Designed for Business Administration students, the course emphasizes the practical role of law in managerial decision-making, strategic planning, organizational governance, and risk management. Particular attention is given to the legal dimensions of entrepreneurship, business structures, commercial transactions, employment relations, regulatory compliance, and ethical business conduct, always connecting legal concepts to the daily reality of firms operating in Brazil.

The course also explores how Brazilian companies engage with global markets, addressing selected aspects of international business law, cross-border transactions, dispute resolution, and the legal challenges of conducting business in different jurisdictions. Through case studies, class discussions, and applied examples, students will develop legal reasoning, critical analysis, and the vocabulary necessary to understand how law affects business performance, competitiveness, and sustainable value creation.

By the end of the course, students are expected to understand the legal foundations of business organizations, identify common legal risks in corporate practice, and apply basic legal knowledge to business decisions in a manner consistent with the broader professional competencies required in Business Administration.

Pedagogical Objectives

Pedagogical Objectives :

Knowledge and Understanding (subject specific) - The student is expected to:
- Demonstrate knowledge of major legal systems (common law, civil law, and hybrid systems) and their influence on international business practices.
- Identify and explain key legal concepts and principles in areas such as contract law, corporate

governance, competition law, intellectual property, and labor law.
- Understand the role of international legal institutions and regulatory frameworks in shaping cross-border business activities.

Cognitive / Intellectual Skills (generic) - The student is expected to:
- Analyze legal problems by identifying relevant legal rules, interpreting key terms, and evaluating their application to international business scenarios.
- Compare and contrast how different legal systems approach core business law issues, fostering a critical understanding of jurisdictional variation.
- Evaluate legal risks and opportunities in global market entry, strategic alliances, and innovation management from a legal perspective.nitive /
Key Transferable Skills (generic) The student is expected to:
- Communicate legal reasoning and business implications clearly in both oral and written forms using appropriate legal and business terminology.
- Work collaboratively in diverse, multicultural teams to analyze legal case studies and simulate decision-making under legal constraints.
- Demonstrate time management and independent learning through engagement with legal texts, case law, and regulatory materials.

Practical Skills (subject specific)
- Apply basic legal analysis to international business situations using tools such as risk assessment matrices and legal compliance checklists.
- Draft or critique key contractual clauses related to jurisdiction, dispute resolution, and intellectual property in a business context.
- Identify applicable legal obligations in areas such as employment, environmental compliance, and anti-corruption as part of strategic planning.

Prerequisites

Prerequisites :

None

Course Schedule

Course Schedule :

Introduction to the Brazilian legal system and its impact on business activity. Sources of law, branches of law, and the institutional framework relevant to business administration. Legal foundations of entrepreneurship and business activity in Brazil.

Business organizations and corporate structures under Brazilian law. Types of business entities, including sole proprietorships, limited liability companies, corporations, and other organizational forms. Corporate name and its modalities. Formation, registration, governance, and liability of business organizations.

Contract law and commercial transactions. Essential elements of contracts, validity, interpretation, breach, remedies, and contractual risk allocation. Commercial agreements and legal aspects of business negotiations.

Corporate law and corporate governance. Rights and duties of shareholders and managers, governance mechanisms, compliance, ethics, and decision-making within business organizations. Legal aspects of mergers and acquisitions.

Labor law and employment relations. Employment contracts, employer obligations, employee rights, workplace regulation, and the legal implications of labor relations for business management.

Consumer law and business liability. Consumer protection principles, product and service liability, unfair practices, and legal risks in business-to-consumer relations.

Industrial property and innovation. Legal protection of industrial property, trademarks, patents, and related business assets. Legal relevance of intangible assets and competitive strategy.

Taxation and the regulatory environment of firms in Brazil. Basic tax concepts, business taxation, and

the role of regulation in market activity and corporate operations.

Franchising law and business expansion models. Legal structure of franchise agreements, disclosure obligations, rights and duties of franchisors and franchisees, and regulatory considerations.

Insolvency and bankruptcy law. Legal treatment of business crisis, judicial reorganization, bankruptcy, and their implications for creditors, investors, and managers.

Selected topics in international business law. Cross-border transactions, international contracts, dispute resolution, and the main legal challenges faced by companies operating in global markets.

Development of legal reasoning applied to business practice, with emphasis on managerial decision-making, legal risk assessment, and the strategic use of legal tools in business administration.

Academic References

Academic Reference :

COOTER, Robert D.; SCHÄFER, Hans-Bernd. Solomon's Knot : How Law Can End the Poverty of Nations. Princeton University Press, 2011. Disponível em: www.scholarvox.com

DEPAMPHILIS, Donald. Mergers, Acquisitions, and Other Restructuring Activities: An Integrated Approach to Process, Tools, Cases, and Solutions. 6th ed. Elsevier Science, 2011. Disponível em: www.scholarvox.com
NAYLER, Peter A. Business Law in the Global Market Place: The effects on international business. Taylor & Francis, 2005. Disponível em: www.scholarvox.com

Supplementary bibliography
MEINERS, Roger E.; RINGLEB, Al H.; EDWARDS, Frances L. The Legal Environment of Business. 9th ed. Thomson, 2005. Disponível em: www.scholarvox.com
DIXIT, Avinash K. Lawlessness and Economics: Alternative Modes of Governance. Princeton University Press, 2011. Disponível em: www.scholarvox.com

Websites :

To be provided in class...

Certifications & Legal Mentions

Certifications :

N/A

BAC.EAINA.OTHUM.2542 – Business Ethics

BBA

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : MAUCLAIR-AUGUSTIN Brandon

Academic Characteristics

Credits : 6 **Discipline :** Autre **Teaching Languages :** English **Open to Exchange :** No

Course Description

Course Description :

This course explores ethical principles and the major theoretical branches of ethics, equipping students with the skills to navigate ethical decision-making in business. Students will examine real-world dilemmas, case studies, and hypothetical scenarios, applying their knowledge to make clear and thoughtful choices, preparing to become future business leaders. Emphasis is placed on critical thinking, responsibility, integrity, and recognizing personal values.

Course Schedule

Course Schedule :

1. Introduction: What is business Ethics and why does it matter?
2. Normative Ethical Frameworks: How does one decide what is right? What tools would allow me to make a sound ethical decision?
3. Descriptive Ethics: Why do people behave unethically?
4. Metaethics: Why does ethical disagreement occur in business?
5. Corporate responsibility: Do businesses have ethical responsibilities to stakeholders? To workers?
6. Environmental Ethics and Sustainability: What environmental responsibilities do corporations have?
7. Ethics of Care: How would the world of business change if Care Ethics guided decision making?
8. Technology, Data and AI Ethics: What new Ethical challenges appear from digital technology?
9. Moral Courage, Ethical Leadership and Corporate Culture: How do leaders shape ethical (or unethical) behavior?
10. Student presentations and reflective feedback

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE

BAC.EAINA.ISCSE.1301 – CONSUMER COMPUTER APPLICATIONS

BBA

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : MILLELIRI André

Academic Characteristics

Credits : 6

Discipline : Analytics Information and Operations

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

Introduction to Excel, formatting and building basic charts
Building formulas to calculate results (operators, cell references, functions)
Conditional formulas and conditional functions, conditional formats
Lookup functions
Building pivot tables
Applications
building a text document using Word
Advanced Word features to ease the document management
Introduction to Data Science

Pedagogical Objectives

Pedagogical Objectives :

To raise the level of competence in computing for all, for those within the work force or hoping to join the work force.
To increase productivity for all employees who need to use the computer in their work.
To enable better use of investment in the information technology.
To ensure all computer users understand the Best Practices and quality issues in using the computer.
To raise the level of competence in data science, focused on data analysis

Prerequisites

Prerequisites :

None

Course Schedule

Course Schedule :

General Introduction Presentation of the course structure, the course evaluation and the course requirements What is a computer and how it works (presentation of the main components within the computer) Mass storage, Processor, Motherboard, … What's an operating system and how to use it How to use the control panel in order to change the computer's settings Dealing with the information stored on the disks (creating folders, copying, pasting, renaming) Introduction to word processing applications How to type a document. How to select text using the mouse or the keyboard Cut and Paste, copy and paste. How to save and reopen a document Document's settings : page orientation, margins, indentations, paragraph format and font format Print preview, pictures manipulation: insertion, modification, copping, layout Adding captions to the images, adding a table of figures from the captions Headers and footers Tables: insertion of a table, setting the text orientation within the cells and the alignment Customizing the table: column width, row height, shading, borders Styles: Applying a style to a paragraph Insertion of a table of content from the styles structure for the document Creation of an index, adding footnotes and endnotes, dealing with sections Review on Word Midterm test 1 Presentation of a spreadsheet application Structure of the workbook, structure of the worksheet Naming the cells and ranges, controlling the way the content of the cell is displayed by using the cell's formating tools. Creating formulas in order to perform calculations, using cells references within this formula. Difference between absolute and relative cell references. Copy a formula from one cell to another or to a range of cells (by using the fill command or the copy handle). How to use cells from another worksheet and eventually another workbook. Basics predefined functions. Creating charts from the data, customizing the chart Notion of table within the worksheet (focusing on the impact on the fomulas). Autofilter on a table, sorting a table ; Implementing a Word Mail merge using Excel data source Using date and time in cells, Date and time functions Advenced predefined functions (vlookup, hlookup), Database functions Making the fomula conditional by using the if function. Building complex condition using the logical Functions OR, AND and NOT. Goal Seek: How to reach a specific value in a cell by changing another cell in the document (assuming that the two cells are indirectly or directly connected by formulas). Building pivot table and charts. Cell protection, document protection (worksheets and workbooks) Formula auditing, conditional formatting. Hide and show columns or rows. Definition of the print area. Case study 1: Dealing with a real problem, going from the definition to the implementation using Excel. Case study 2:Dealing with a real problem, going from the definition to the implementation using Excel. Excel review Midterm test 2 Creation of a slideshow Creation and manipulation of slides Customizing the animations and transitions An homework is assigned to the students on a specific subject (a presentation will be done during the next session) Presentation of a slideshow by each group of students and discussion about those presentations General review about Word, Excel and Powerpoint. Using SQL and Python for filtering columns and rows, grouping data, sorting and creating charts. Questions and answer before the final exam Final exam

Academic References

Academic Reference :

Videos are available on K2 to introduce the Excel and Word features
Those videos are mandatory to watch

Websites :

http://K2.skema.edu

Certifications & Legal Mentions

Certifications :

N/A

BAC.EAINA.MKBUS.3300#1 – Consumer Engagement

BBA

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : JOUSSEMET Caroline

Academic Characteristics

Credits : 6 **Discipline :** Marketing **Teaching Languages :** English **Open to Exchange :** No

Course Description

Course Description :

Brands and retailers are not only selling products, but also experiences - and ultimately are participating in shaping a system with different actors and consequences. By selling fast fashion for example, they are encouraging the consumer need for novelty and limited usage of each garment. For customer experience to be called sustainable, brands need to rethink how to give customers an opportunity to be responsible throughout their involvement with a product or service. In other words, design customer engagement that discourages overproduction and overconsumption and further supports long term usage and recycling. The perspective we take in this course is that consumer behavior is more than buying things. It embraces not only ´shopping´ as an object of behavior, but also citizen behavior, which recognizes the non-commercial contributions of individuals and communities.

Pedagogical Objectives

Pedagogical Objectives :

Contextualize consumer engagement in the 21st century
• Define and explain the core dimensions of consumer engagement, including emotional, cognitive, and behavioral components
• Consider the importance of consumer and brand behaviors in the wider system
• Understand how digital tools, platforms, and media formats influence engagement strategies and consumer expectations
• Evaluate how emerging trends (e.g. gamification, experiential marketing, influencer culture) reshape consumer-brand interactions
• Analyze the ethical and ecological challenges linked to consumer engagement, including issues of privacy, greenwashing, and overconsumption
Cognitive / Intellectual Skills (generic) - The student is expected to:
• Research, understand and analyze Consumer Engagement in different business sectors.
• Engage in analytical thinking regarding Consumer Engagement.
Key Transferable Skills (generic) The student is expected to:
• Develop teamwork and time management skills to succeed in group projects.

Course Schedule

Course Schedule :

Introduction to Consumer Engagement
Definitions and dimensions (cognitive, emotional, behavioral), the evolution of consumer roles, marketing orientations, sustainable marketing.
Consumption & Societal Impact
The consumption process. Stakeholder theory.
Consumers or citizens - boycotts, sufficiency and degrowth.
Emotional and cognitive Engagement
Consumer behavior and customer experience
Psychology of engagement: motivation, emotion, attention and involvement
Role of storytelling and brand purpose. Emotional branding. Persuasion tactics
Engagement and Customer Journey
Designing the customer experience - digital and physical
Journey mapping, pain points, Responsible Customer Experience model
Evolution of marketing: from transactional to relational and engagement-driven models (cognitive, emotional, behavioral).
Consumer Behavior and Decision-Making Contexts
Customer Experience (CX) as a Driver of Engagement
Concept of Customer Journey and its strategic relevance
Customer Journey and Touchpoint Management
Brand Meaning, Lifestyle and Cultural Relevance
Brand Purpose and Values- Based Engagement
Brand Activation and Experimental Strategies
Guerrilla Marketing and non-conventional Engagement
Loyalty Programs and Relationship Marketing
Future Trends in Consumer Engagement

Academic References

Academic Reference :

AAKER, David A. Strategic Market Management. John Wiley & Sons, 2014 (Scholarvox)
KUAZAQUI, E. Gestão de Marketing 4.0 - Casos, Modelos e Ferramentas. São Paulo: Grupo GEN, 2019. 9788597022889. Disponível em: https://integrada.minhabiblioteca.com.br/#/books/9788597022889/
KARTAJAYA, Hermawan; SETIAWAN, Iwan; KOTLER, Philip. Marketing 5.0: Technology for humanity. John Wiley & Sons, 2021.

Websites :

ARGO, J., DAHL, D., (2020), Social Influence in the Retail Context: A Contemporary Review of the Literature, Journal of Retailing 96 (1, 2020) 25–39.
GEWAL, D., ROGGEVEEN, A.L., (2020), Understanding Retail Experiences and Customer Journey Management, Journal of Retailing 96 (1, 2020) 3–8.
LEMON, K., VERHOERF, P. (2016), Understanding Customer Experience Throughout the Customer Journey, Journal of Marketing: AMA/MSI Special Issue, 80 (November 2016), 69–96.

Certifications & Legal Mentions

Certifications :

N/A

BAC.EAINA.FIBUS.3402 – FINANCIAL MARKETS & INSTITUTIONS

BBA

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : DALMASSO Audrey

Teaching Team :

Academic Characteristics

Credits : 6 **Discipline :** Finance **Teaching Languages :** English **Open to Exchange :** No

Course Description

Course Description :

The purpose of this course is to guide students in developing critical thinking skills applied to financial markets and institutions. To help students gain a basic yet thorough knowledge of the major financial instruments and the way they are traded in financial markets as well as the functioning, strategies, influence and goals of the financial institutions that use these instruments in order to maximize their profits or carry out their mission (the FED). The course will also cover the variable economic elements (interest rates, inflation, money supply…) and situations that affect them both on a national and international level. Topics include also asymmetric information models of financial market structure, regulation and financial crises. The course also introduces students to the structure and functioning of modern financial systems, including payment institutions, financial market infrastructure, financial innovation, fintechs, and digital financial services. Real-world case studies, financial crisis and contemporary regulatory developments, will be used to connect theory with practice. The course also explores the role of financial intermediation, risk management, liquidity, leverage, and systemic risk in financial institutions and markets.

Pedagogical Objectives

Pedagogical Objectives :

Knowledge and Understanding (subject specific) - The student is expected to:
understand: the different types of financial institutions, the yield curve, central banking and the goals of monetary policy, short- and long-term debt securities, the basics of equity markets, issues and themes (sovereign funds and debt, market efficiency), the role of financial intermediation and asymmetric information, the functioning of money markets, credit markets, and capital markets, the role of payment institutions and financial infrastructure, the concept of leverage, liquidity, and systemic risk, the role of regulatory institutions and supervisory frameworks.

Cognitive / Intellectual Skills (generic) - The student is expected to:
use her/his financial terminology and assert her/his verbal communication
Key Transferable Skills (generic) The student is expected to:
develop important skills for employment in the areas of business finance, banking and investment, evaluate financial institutions' strategies and risk exposure
Practical Skills (subject specific)
understand the impacts of monetary policy.

Course Schedule

Course Schedule :

Origins of the financial system. The different types of financial institutions Determination and structure of interest rates How interest rates are determined and the factors that influence them Determination and structure of interest rates - part 2 How interest rates are determined and the factors that influence them - part 2 Central banking Description of the FED and how it influences interest rates through monetary policy Central banking - part 2 Description of the FED and how it influences interest rates through monetary policy - part 2 Midterm 1 Debt securities Introduction to short-term debt securities Debt securities Introduction to long-term debt securities Different types of bonds and how to value them Debt securities - part 2 Introduction to long-term debt securities - part 2 Different types of bonds and how to value them - part 2 Introduction to equity markets Exchanges/compartments and quotations IPO'S Stock valuation. Methods used to value stocks VALUELINE Midterm 2 Market microstructure Introduction to derivative/subprimes FOREX/George Soros and the speculation on the British £ 1992 Review Final Exam

Academic References

Academic Reference :

ASSAF NETO, Alexandre. Mercado Financeiro. 16. ed. São Paulo: Atlas, 2022.
MISHKIN, Frederic S. Financial Markets and Institutions. 9th ed. Boston: Pearson, 2019.
REILLY, Frank K.; BROWN, Keith C. Investment Analysis and Portfolio Management. 7th ed. Mason, OH: Thomson South-Western College Publishing, 2003.

Supplementary bibliography
SIMONS, Katerina. Financial Risk Management: A Practitioner's Guide to Managing Market and Credit Risk. Hoboken, NJ: Wiley, 2000. (Wiley Finance Series).
SIMPSON, Thomas. Financial Markets, Banking and Monetary Policy. Hoboken, NJ: Wiley, 2014. (Wiley Finance Series).
SAUNDERS, Anthony; CORNETT, Marcia Millon. Financial Markets and Institutions. 7. ed. New York: McGraw-Hill Education, 2020.

Certifications & Legal Mentions

Certifications :

N/A

BAC.EAINA.ECBUS.3650 – International Logistics and Trade

BBA

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : SMITH Devin

Academic Characteristics

Credits : 6

Discipline : Management & Organisation

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

TDefinition of logistics (transport, storage, distribution), scope, difference between logistics and supply chain, global flows (goods, information, financial), globalization and its impact on logistics. International trade strategy, key decision factors, trade-offs. Structure of distribution channels, direct x indirect channels, market penetration. Transportation: modes (Sea, Rail, road, air, pipeline, intermodal), the evolution of Global Transportation, challenges for transportation, situation in Brazil, drawing a parallel between Brazil and France. Incoterms, definition, purpose, allocation of responsibilities and risks in trade, real examples and practice. Documents and key players on international trade: freight prepaid, freight collect, main documents (Proforma invoice, Commercial Invoice, packing list, letter of credit, bill of lading, certificate of origin, insurance certificate); main players (exporters, importers, freight forwarders, carriers, customs authorities, agents, brokers). Supply Chain, push vs pull supply chains, different supply chain perspectives; real-world issues affecting supply chains such as tariffs, congestions, wars; trade-offs, services.
Reverse Logistics, importance, types of return, environmental and economic impacts.

Pedagogical Objectives

Pedagogical Objectives :

At the end of the course, they student is supposed to be able to:
-Understand the role of logistics in global trade operations.
-Analyze trade-offs such as cost vs control and speed vs flexibility.
-Identify intermediaries (agents, distributors, retailers) and also players on the international trade.
-Assess how distribution choices affect cost, reach, and control.
-Compare transport modes in terms of cost, speed, and reliability and select appropriate transport modes for different scenarios.
-Apply Incoterms to real trade situations.
-Identify key trade documents.
-Identify common global supply chain challenges (delays, disruptions, demand variability).
-Discuss real-world issues affecting supply chains (e.g., congestion, shortages).
-Understand reverse logistics and its importance.
-Understand environmental and economic impacts related to reverse logistics.

Course Schedule

Course Schedule :

1 Definition of Logistics, Supply Chain and International Trade.
2 Strategy for international trade
3 Channels of Distribution
4 Transportation, Modals (drawing a parallel between Brazil and France)
5 Incoterms
6 Documents and players on the International Trade
7 Supply Chain Perspectives and Issues
8 Reverse Logistics.

Academic References

Academic Reference :

RUSHTON, A.; CROUCHER, P. BAKER, P. (2022). The Handbook of Logistics and Distribution Management: Understanding the Supply Chain (7th ed.). Kogan Page.
CHOPRA, S. (2019). Supply Chain Management: Strategy, Planning, and Operation 7th ed (7th ed). Harlow: Pearson Education Limited.
INTERNATIONAL CHAMBER OF COMMERCE. (2020). Incoterms® 2020: ICC Rules for the Use of Domestic and International Trade Terms. Paris: ICC.

Supplementary bibliography
PARK, A., NAYYAR, G. and LOW, P. (2013). Supply Chain Perspectives and Issues: A Literature Review. Geneva: World Trade Organization and Fung Global Institute.
SLACK, N., BRANDON-JONES, A., & BURGESS, N. (2023). Essentials of Operations Management (3rd edition). Pearson.
MANGAN, J.; LALWANI, C.; CALATAYUD, A. (2020). Global Logistics and Supply Chain Management (4th ed.). Wiley.

Websites :

Provided in class

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE IA

BAC.EAINA.ECBUS.2301 – MACRO ECONOMICS

BBA

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : RAMID Souhail

Teaching Team : Lille : Florin Teodor Boldeanu Sophia : Maurizio Iacopetta

Academic Characteristics

Credits : 6 **Discipline :** Economie **Teaching Languages :** English **Open to Exchange :** Yes

Course Description

Course Description :

This course examines macroeconomics with an applied focus on real-world economic environments, particularly in emerging economies. It covers national income measurement, monetary systems, inflation, exchange rate dynamics, financial markets, and business cycles. The course emphasizes the connection between macroeconomic variables and decision-making in business, investment, and public policy. Students will also explore economic crises, financial systems, and interdisciplinary applications of macroeconomic analysis.

Pedagogical Objectives

Pedagogical Objectives :

• By the end of the course, students will be able to:
• Understand the structure and functioning of the aggregate economy
• Measure economic activity using GDP and related indicators
• Analyze monetary systems, banking structures, and policy tools
• Evaluate inflation causes, impacts, and stabilization policies
• Interpret exchange rates, balance of payments, and external sector dynamics
• Understand financial markets and investment instruments
• Analyze economic cycles and financial crises
• Apply macroeconomic reasoning to business, finance, and public policy decisions

Prerequisites

Prerequisites :

None

Course Schedule

Course Schedule :

MODULE 1 – INTRODUCTION AND NATIONAL ACCOUNTS
Class 1: Introduction to Macroeconomics and Economic Flows
Class 2: Circular Flow of Income (Households, Firms, Government, External Sector)

Class 3: GDP Calculation Methods
Class 4: Value Added and National Income
Class 5: Nominal vs Real GDP and Limitations

MODULE 2 – MONETARY SYSTEM AND BANKING
Class 6: Functions and Evolution of Money
Class 7: Fiat Money and Fractional Reserve Banking
Class 8: Money Supply and Banking System
Class 9: Central Banks and Monetary Policy
Class 10: Cryptocurrencies and Digital Currencies (CBDCs)

MODULE 3 – INFLATION
Class 11: Definition and Causes of Inflation
Class 12: Economic and Distributional Effects
Class 13: Inflation Case Study (Brazil – Plano Real)
Class 14: Inflation Expectations and Risks
Class 15: Inflation Control Policies
Class 16: MIDTERM EXAM 1

MODULE 4 – EXTERNAL SECTOR AND EXCHANGE RATES
Class 17: Balance of Payments
Class 18: Nominal and Real Exchange Rates
Class 19: Purchasing Power Parity (PPP)
Class 20: Exchange Rate Regimes
Class 21: Currency Appreciation and Depreciation

MODULE 5 – ECONOMIC CYCLES AND CRISES
Class 22: Business Cycle Theories
Class 23: Savings, Investment, and Growth
Class 24: Financial Crises and Instability
Class 25: Interest Rates and Macroeconomic Fluctuations
Class 26: Crisis Mitigation Policies

MODULE 6 – APPLIED MACROECONOMICS AND POLICY
Class 27: Fiscal Policy and Government Intervention
Class 28: Monetary Policy in Practice
Class 29: Policy Mix and Economic Stabilization
Class 30: Macroeconomics and Business Strategy
Class 31: Public Policy and Economic Planning

MODULE 7 – INTERDISCIPLINARY APPLICATIONS AND CASE STUDIES
Class 32: Macroeconomics and Finance (Conceptual, non-market focus)
Class 33: Macroeconomics and Public Policy
Class 34: International Case Studies
Class 35: Applied Economic Analysis
Class 36: MIDTERM EXAM 2

MODULE 8 – FINAL INTEGRATION
Class 37: Applied Case Study (Emerging Economies)
Class 38: Data Analysis and Economic Reports
Class 39: Final Review
Class 40: FINAL EXAM

Academic References

Academic Reference :

• Principles of Macroeconomics 3e – Shapiro, D.; MacDonald, D.; Greenlaw, S. A.
• Mankiw, N. G. – Principles of Macroeconomics
• Dornbusch, R.; Fischer, S.; Startz, R. – Macroeconomics

Supplementary bibliography
• Krugman, P. & Wells, R. – Macroeconomic

• Mishkin, F. S. – The Economics of Money, Banking, and Financial Markets
• Acemoglu, D., Laibson, D., & List, J. (2021). Macroeconomics. Pearson.

Certifications & Legal Mentions

Certifications :

N/A

BAC.EAINA.OTBUS.1001 – Personal and Professional Skills

BBA

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : MAUCLAIR-AUGUSTIN Brandon

Academic Characteristics

Credits : 6 **Discipline :** Autre **Teaching Languages :** English **Open to Exchange :** Yes

Course Description

Course Description :

This course focuses on developing the personal and professional skills essential for success in academic, organizational, and leadership contexts. It combines self-knowledge, leadership development, and career readiness in an integrated and applied approach. Students build competencies in self-management, nonviolent communication, productivity, and environmental responsibility, while also preparing for recruitment processes through CV crafting, LinkedIn optimization, and selection interview techniques. Emphasizing leadership purpose and career development, the course guides students in cultivating adaptability, problem-solving, and the interpersonal skills required for long-term professional growth.

Pedagogical Objectives

Pedagogical Objectives :

• Understand and apply key leadership skills to navigate workplace challenges effectively.
• Identify individual personality traits and communication styles through the True Colors assessment, and interpret human behavior and motivation accordingly.
• Identify personal learning styles using the VARK model to improve study and professional performance.
• Apply self-evaluation techniques to improve concentration, self-management, and productivity in academic and professional settings.
• Defend the concept of climate change and propose solutions to adapt to its negative impacts, integrating sustainability into leadership practice.
• Design and tailor professional CVs and LinkedIn profiles that showcase qualifications, leadership experiences, and career goals in line with industry recruitment standards.
• Articulate leadership skills and experiences to meet recruiters' expectations and align with workplace demands.

Course Schedule

Course Schedule :

Session 1 – Strategic People Management and Soft Skills
Introduction to personal and professional development; core soft skills (autonomy, self-confidence,

self-awareness, stress management, time management, motivation); True Colors personality assessment; VARK learning styles test; self-evaluation tools.

Session 2 – Transitioning to Management and Leadership Imperatives
Self-paced learning and memory techniques; challenges of transitioning to management roles; the three imperatives of effective management (managing oneself, a network, and a team); organizational power dynamics and collaborative leadership.

Session 3 – Nonviolent Communication (NVC) in the Workplace
Principles of Nonviolent Communication; making requests vs. demands; empathy in action; NVC in professional and team contexts; communication behaviors to avoid in organizational settings.

Session 4 – Climate Change and Sustainable Leadership
Climate change fundamentals: think, learn, act; financing climate action; leadership in the climate change era; integrating sustainability awareness into personal and professional decision-making.

Session 5 – Leadership Pipeline and Career Development
Assertiveness and sustainable leadership; building a leadership pipeline; leadership development and coaching; succession planning and retention of intellectual capital; aligning individual development with long-term organizational goals.

Session 6 – CV, LinkedIn, and Recruitment Readiness
Structuring a professional CV for Applicant Tracking Systems (ATS); highlighting skills and achievements with action-oriented language; customizing CVs and LinkedIn profiles for specific roles; Harvard guidelines for resumes and cover letters; practical CV drafting activities.

Session 7 – Leadership and Productivity
Productivity methods applied to leadership effectiveness: Pomodoro Technique, Eisenhower Matrix, Ivy Lee Method, Getting Things Done (GTD), Eat That Frog, and Time Blocking; group presentations and applied reflection on personal and team performance.

Academic References

Academic Reference :

ARMSTRONG, Michael; TAYLOR, Stephen. Armstrong’s Handbook of Human Resource Management Practice. 16th ed. London: Kogan Page, 2023.
HILL, Linda Annette; LINEBACK, Kent. Being the Boss: The 3 Imperatives for Becoming a Great Leader. Boston: Harvard Business Press, 2011.

CHARAN, Ram; DROTTER, Stephen; NOEL, James L. The Leadership Pipeline: How to Build the Leadership Powered Company. Hoboken: John Wiley & Sons, 2011.
Nonviolent Communication at Work: How to Communicate Productively in Challenging Situations. 50Minutes.com, 2015. Available on Scholarvox.

Supplementary bibliography
UN CC:Learn. Climate Change: From Learning to Action. Available at: <https://unccelearn.org/course/view.php?id=48&page=overview>.
Harvard Extension School. Resumes & Cover Letters. 2024. Available at: <https://cdn-careerservices.fas.harvard.edu/wp-content/uploads/sites/161/2024/08/2024-HES_resume-and-letter.pdf>.
SANTOS et al. O uso do LinkedIn por profissionais de recrutamento e seleção: uma análise à luz da psicologia do trabalho e organizações. Peer W, v. 6, n. 9, p. 284–298, 2024.

Certifications & Legal Mentions

Certifications :

N/A

BAC.EAINA.HRBUS.3501 – PRINCIPLES OF MODERN MANAGEMENT

BBA

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : SMITH Devin

Academic Characteristics

Credits : 6

Discipline : Management & Organisation

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course introduces the foundations of management, covering the evolution of management thought, key organizational perspectives, and core managerial functions such as planning, decision-making, and strategy. It also presents essential topics including quality management, ethics and social responsibility, and provides a general overview of managerial practices such as leadership, motivation, teams, and organizational culture.

Pedagogical Objectives

Pedagogical Objectives :

The learning objectives of this course is to provide students with a comprehensive and structured understanding of the evolution of management thought, from its historical foundations to contemporary perspectives, while introducing both specific and general notions of modern management principles. Students are expected to recognize and critically understand key theoretical contributions from classical, humanistic, behavioral, and critical approaches, as well as their implications for how organizations are structured, managed, and interpreted. Building on this foundation, the course also aims to develop a broad awareness of core managerial functions and organizational dynamics, including quality management and continuous improvement, ethics and social responsibility, planning processes, decision-making, and strategic thinking. In addition, students will be introduced to essential managerial practices such as human resource management, leadership, motivation, team dynamics, organizational culture, and interpersonal skills. The emphasis is on developing an integrated and systemic perspective of management, enabling students to connect concepts across different topics and preparing them for more in-depth and applied discussions in subsequent courses.

Prerequisites

Prerequisites :

None

Course Schedule

Course Schedule :

Session 1: Introduction to Management
• Basic concepts of management
• Managerial thinking
• Origins and evolution of management
Session 2: Classical Approaches to Management
• Scientific Management (Taylor & Ford)
• Principles of Scientific Management
• Time and motion studies
• Assembly line and mass production
• Separation between planning and execution
• Repetitive work and view of the worker
• Classical Theory (Fayol)
• Management as a general function
• Administrative functions
• Principles of management
• Authority, discipline, and unity of command
• The organization as a whole
• Bureaucratic Theory (Weber)
• Rational-legal authority and hierarchy
• Characteristics of bureaucracy: predictability and control
• Bureaucratic dysfunctions
Session 3: Humanistic and Behavioral Approaches
• Human Relations Movement (Mayo)
• Social and psychological factors
• Hawthorne Studies: attention, group relations, and norms
• Human motivation and needs (Maslow)
• Motivation Theories
• Two-Factor Theory (Herzberg): hygiene and motivators
• Satisfaction ? absence of dissatisfaction
• Theory X and Theory Y (McGregor)
• Motivation, engagement, and performance
• Leadership and Organizational Behavior
• Leadership styles and approaches
• Human and organizational behavior
• Implications of the humanistic approach for management
• Additional Perspectives
• Systems Theory (systems thinking)
• Contingency approach
Session 4: Critical Approaches to Management
• Marxist Perspective
• Critique of capitalism
• Labor as a source of value (surplus value)
• Capital–labor relationship
• Critical Theories
• Frankfurt School: critique of neutral and technical management
• Foucault: discipline, surveillance, and normalization
• Power relations, subjectivity, and heterotopias
• Critical Management Studies (CMS)
• Interdisciplinary field (management, sociology, philosophy)
• Questioning efficiency as an absolute value
Session 5: Organizations and Quality Management
• Mintzberg’s organizational configurations
• Morgan’s organizational metaphors
• Quality movement (Deming, Juran)
• Process control and excellence
• Continuous improvement
Session 6: Managers, Society, and Sustainability
• Corporate social responsibility
• Relationship between ethics and management
• Integrating ethics into managerial practice
• Strategies to enhance organizational social responsiveness
Session 7: Planning in Organizations

• Changes in the workforce and organizational environment
• Purpose, advantages, and limitations of planning
• The planning process
• Types of plans
Session 8: Decision Making
• Concept of decision-making
• Organizational decision-making process
• Role of intuition
• Decision-making tools
Session 9: Strategy and Strategic Thinking
• Strategic management process
• Environmental analysis
• SWOT analysis and critical questions
• Business portfolio and industry analysis
• Strategic vs. tactical planning
Session 10: Core Managerial Practices (General Overview - topics will be discusse in specif courses)
• Human Resource Management: staffing, recruitment, selection, and performance appraisal
• Leadership: definitions, roles, and contemporary leadership styles
• Motivation: key theories and strategies
• Groups and Teams: types of groups, team dynamics, and collaboration
• Organizational Culture: development, management, and impact on performance
• Interpersonal Skills: communication, teamwork, and relationship management

Academic References

Academic Reference :

ROBBINS, Stephen P. et al.?Management. Pearson, EUA, 2017.
HILL, Charles WL; JONES, Gareth R.; SCHILLING, Melissa A.?Strategic management: Theory & cases: An integrated approach. Cengage Learning, 2014.
MAXIMIANO, Antonio Cesar Amaru; TERENTIM, Gino. Teoria geral da administração: da revolução urbana à era da agilidade organizacional. São Paulo: Atlas, 2024.
REBOUÇAS, Djalma de Pinho Rebouças de Oliveira. Teoria geral da administração: uma abordagem prática. São Paulo: Atlas, 2010.
MORGAN, Gareth. Imagens da organização. São Paulo: Atlas, 1996.
Supplementary bibliography
KLECINA, Ante; BUNTAK, Kresimir; KRPAN, Ljudevit. The influence of industrial revolutions to the evolution of management theory. Revista Gestão & Tecnologia, Belo Horizonte, v. 24, n. 2, p. 114-142, 2024.
TAYLOR, Frederick Winslow. Scientific management. London: Routledge, 2004.
UGOANI, John. The Hawthorne experiments: workers' motivations and positive experiences. SSRN Electronic Journal, 2023.
DAFT, Richard L.; MARCIC, Dorothy. Understanding management. Boston: Cengage Learning, 2016.
HEIL, Gary B.; BENNIS, Warren; STEPHENS, Deborah C. Douglas McGregor revisited: managing the human side of the enterprise. New York: Wiley, 2000.
ROSA, Kaio Lucas Silva; JUNIOR, Geraldo Tessarini; CARRIERI, Alexandre de Pádua. Gestão ordinária e cotidiano: contribuições aos estudos de organização e gestão para uma outra administração. Cadernos EBAPE. BR, v. 23, n. 5, p. e2024-0036, 2025.
PAULA, Ana Paula Paes de et al. Pensamento crítico versus pensamento organizacional. Cadernos EBAPE.BR, Rio de Janeiro, v. 22, n. 4, e2024-0057, 2024.
MARTINS, Paula Gontijo; CORRÊA, Marcos Paulo de Oliveira; CARRIERI, Alexandre de Pádua. Por uma administração menor: o caso do Bailinho da Tia Naná. Organizações & Sociedade, Salvador, v. 30, p. 329-359, 2023.
BARROS, Amon; CARRIERI, Alexandre de Pádua. O cotidiano e a história: construindo novos olhares na Administração. Revista de Administração de Empresas, São Paulo, v. 55, p. 151-161, 2015.
POLONI, Paula Keiko Iwamoto. Avaliando o surgimento dos laboratórios de inovação pública sob a ótica da teoria da burocracia de Weber: estudo de caso do LA-BORA!. Revista Delos, v. 18, n. 68, e5488, 2025.
SOUZA, Elis Dávine Galvão de; SILVA, Maria Eduarda Marques da; PINHEIRO, Mônika Cristinnie Campos. Administração 4.0: Adaptando empresas à era digital. Revista Ibero-Americana de Humanidades, Ciências e Educação, v. 11, n. 1, p. 1341–1355, 2025.

JUNGMANN, Robert; GROTHE-HAMMER, Michael; ANDERSEN, Niels Åkerstrøm. (Re-) vitalizing the concept of organization: inspirations from recent social theory. Critical Sociology, 2024.

Websites :

K2

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE

BAC.EAINA.STBUS.3761 – Sales and Negotiations

BBA

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : SMITH Devin

Academic Characteristics

Credits : 6

Discipline : Stratégie, Innovation & Entreprenariat

Teaching Languages : English

Open to Exchange : No

Course Description

Course Description :

This course introduces the theory and practice of negotiation in contemporary business contexts. It develops students' ability to analyze negotiation situations, prepare strategically, communicate persuasively, manage objections, and work toward value-creating outcomes across sales, purchasing, and broader organizational settings.
The course combines conceptual models with experiential learning through simulations, role plays, scenario development, and case analysis.
Particular attention is given to negotiation preparation, behavioural tactics, power dynamics, communication, BATNA, ZOPA, and collaborative problem solving.

Pedagogical Objectives

Pedagogical Objectives :

- Explain the nature, purpose, and process of negotiation in personal, commercial, and organizational settings.
- Distinguish between positions, interests, objections, and underlying needs in a negotiation.
- Prepare for negotiations by assessing objectives, counterpart interests, constraints, leverage, and walk-away points.
- Apply core frameworks such as BATNA, reservation value, ZOPA, and the Dual Concern Model to real business cases.
- Evaluate and use common negotiation tactics critically, including defer, limited authority, and good guy/bad guy, while recognizing ethical and strategic implications.
- Demonstrate effective verbal, non-verbal, and listening skills in negotiation settings.
- Negotiate more effectively with prospects and customers by handling resistance, managing objections, and working toward mutually acceptable solutions.
- Analyze balance of power, negotiation style, and likely outcomes in business case studies.
- Reflect on their own negotiation behaviour and improve performance through practice, observation, and feedback.

Certifications & Legal Mentions

Certifications :

N/A

BAC.EAINA.LGENG.0102 – TOEIC Preparation I

BBA

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : PIRES DE LIMA Tiago

Academic Characteristics

Credits : 0 **Discipline :** Langues **Teaching Languages :** English **Open to Exchange :** No

Course Description

Course Description :

This course equips students with essential English communication skills—reading, listening, speaking, and writing—tailored for professional and workplace contexts. Emphasis is placed on developing the competencies required to succeed in business environments and to prepare effectively for the TOEIC Listening and Reading test. The course is also designed to help students reach a minimum TOEIC score of 785 by the end of Year 1.

Pedagogical Objectives

Pedagogical Objectives :

The student is expected to:
Demonstrate mastery of English grammar and vocabulary relevant to business and workplace communication.
Understand and apply strategies for achieving a TOEIC Listening & Reading score of 785+.
Analyse and correct language errors to improve clarity and precision.
Interpret and respond to business texts and audio materials with increasing autonomy.
Apply critical thinking to solve communication challenges in professional scenarios.
Communicate effectively in English in multicultural and professional environments.
Collaborate in teams, participate in debates, and engage in simulations that reflect real-world business dynamics.
Demonstrate time management, adaptability, and initiative in project-based tasks.
Extract, synthesise, and paraphrase information from business documents and spoken interactions.
Recognise and use organisational structures in business writing and presentations.
Predict and identify key ideas and supporting details in TOEIC-style tasks and workplace communication.

Prerequisites

Prerequisites :

N/A

Course Schedule

Course Schedule :

Week 1:Introduction & Diagnostic. Listening for gist, speaking basics. Daily Routines & Time Management. Grammar: Present simple p148 & adverbs of frequency. Exam strategies. TOEIC: Part 1 – pass the TOIEC intermediate P1-13. TOEIC full mock test
Week 2:Workplace & Jobs ('HR' unit), Job descriptions, departments, office equipment. Grammar: Present continuous vs. simple p148 / Adjectives (comparative & superlative). Speaking: Describe a job role, compare roles- Describing a dream job/ Linked in Profile – Using AI to give feedback/ looking at quality prompts. TOEIC: Part 2 - pass the TOIEC intermediate p24- 40. Emailing and messaging etiquette – Reading comprehension (Business Email WS). Writing: Formal vs informal email (compare and contrast) – Students will write an email to someone in the company. Vocabulary: Communication verbs & phrases. TOEIC: Part 3 pass the TOIEC intermediate p49-79.
Week 3: Scheduling and Appointments ('Technology' unit). Planning tools, business calendars. TOEIC: Part 4 pass the TOIEC intermediate p91-112. Grammar: Future forms (going to / present continuous) p148. Listening: TOEIC Part 3 - Linked to tutoring+ Academic Calendar or finding an internship. Mini-presentation: Describe a week in your internship (pair work)
Global Exam work. TOEIC: Part 5 pass the TOIEC intermediate p168-176. Hierarchies, company values – Case study: Failing business vs thriving business. Vocabulary: Roles and titles, workplace culture. GRAMMAR QUIZ – ASSESSMENT 1
Week 4:Company Structure & Culture (Business Development unit). TOEIC Part 6 pass the TOIEC intermediate P181-190
MINI MOCK 1. Speaking: Compare two companies. Vocabulary: Idioms and phrasal verbs. p166. Products and Services. Describing offers, brands ('Purchasing' unit). Grammar: Countable/uncountable, much/many, some/any. TOEIC: Part 7 pass the TOIEC intermediate p196-254
Week 5: Product pitch competition – Students present in pairs. Global Exam work. TOEIC: Part 1 pass the TOIEC intermediate P14- 23• Marketing & Advertising. Promotions and campaigns – Ted Talk. Vocabulary: Slogans, advertising media. TOIEC: Part 2 pass the TOIEC intermediate P41-48. Speaking: Create a 30-second commercial (group activity)
Listening TOEIC mock test – As part of the Midterm Exam.
Week 6:Individual coaching & grammar stations. TOEIC: Part 3 pass the TOIEC Intermediate p80-90. Writing: My TOEIC strategy plan (short essay – in class only). Listening/Reading clinic: problem areas. MINI MOCK 2. Handling complaints, feedback. TOIEC part 4 pass the TOIEC intermediate p113-122. Speaking: Roleplay complaints (student-created) + Extreme scenarios proposed. Writing: Pen & Paper - Apology and response emails (AI feedback).
Week 7:Business Travel ('Travel' unit). Booking, itineraries, dealing with delays. TOEIC: Part 5 pass the TOIEC intermediate p177-180. Grammar: Past simple. Global Exam work. Speaking: Guess the Business Trip – Live Podcast Challenge (in pairs). Students create and perform a short podcast episode about a fictional business trip gone wrong. The other students must guess key details based on clues in the story.
Week 8: Meetings & Decision-Making. Expressing opinions, agreeing/disagreeing. Speaking: In groups of 4, students take part in a simulated business meeting where they must solve a realistic workplace problem (e.g. budget cut, delayed project, unhappy client). Each student plays a different stakeholder (e.g. project manager, HR, marketing lead, client rep). Work-Life Balance. MINI MOCK 3. Stress management, hobbies
TOEIC: Part 6 pass the TOIEC intermediate p191-195. Speaking: Discussion + pros and cons chart. Creative task: My ideal workday infographic. Grammar: Modals of advice (should, could, might)
Week 9: Social media, video calls, netiquette. Grammar: Passive voice intro. Global Exam work. TOEIC: Part 7 pass the TOIEC intermediate p254-279. GRAMMAR QUIZ 2 – ASSESSMENT 5. Focus: Review most difficult TOEIC parts (based on mock). Workshop: Reading strategies + listening note-taking. Team challenge on vocabulary/grammar. Full TOEIC Mock under exam conditions – pp. 329-367. Mock correction/feedback. Vocabulary: persuasive language, business plans.
Week 10:Global Exam work. TOEIC: Part 7. Workstations – TOEIC exercises. Revision. Global Exam work. Kahoot Quiz.

Academic References

Academic Reference :

- Collins. (2019). Skills for the TOEIC Test: Listening and Reading (2nd ed.). HarperCollins
- Lougheed, L. (2017). Essential Words for the TOEIC (5th ed.). Barron's Educational Series.
- Harvey, C., von Barany, S., & Langner, D. (2022). La Bible officielle du test TOEIC (1st ed.). Hachette Éducation.
- - Skills for the TOEIC Test: Listening and Reading (2nd ed.). Collins English for the TOEIC Test.

Websites :

https://dictionary.cambridge.org/

Certifications & Legal Mentions

Certifications :

N/A

BAC.EAINA.STBUS.4100 – Value Creation Strategy

BBA

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : MACEDO Roberta

Academic Characteristics

Credits : 6

Discipline : Stratégie, Innovation & Entreprenariat

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course examines how firms create, deliver, and capture value through strategic decision-making in dynamic and global environments. It integrates external analysis, internal capabilities, competitive positioning, innovation, and internationalization to understand how firms achieve sustainable competitive advantage and superior performance.

Pedagogical Objectives

Pedagogical Objectives :

By the end of the course, students will be able to:
• Understand value creation and value capture as central outcomes of strategy
• Analyze external environments using structured frameworks
• Evaluate firm resources and capabilities
• Formulate business and corporate strategies
• Assess internationalization strategies
• Develop integrated strategic recommendations

Course Schedule

Course Schedule :

MODULE 1 – FOUNDATIONS OF VALUE CREATION
Class 1: Course introduction and overview
Class 2: Value creation vs value capture
Class 3: Competitive advantage and performance
Class 4: Strategic management process Class 5: Case discussion
MODULE 2 – EXTERNAL SOURCES OF VALUE
Class 6: PESTEL analysis
Class 7: Industry structure analysis
Class 8: Industry profitability and value pools
Class 9: Competitor analysis Class 10: Applied case
MODULE 3 – INTERNAL SOURCES OF VALUE

Class 11: Resource-Based View
Class 12: VRIO framework
Class 13: Core competencies
Class 14: Value chain analysis
Class 15: MIDTERM EXAM 1
MODULE 4 – COMPETITIVE STRATEGY
Class 16: Business models
Class 17: Cost leadership strategy
Class 18: Differentiation strategy
Class 19: Strategic positioning
Class 20: Sustaining advantage
MODULE 5 – CORPORATE STRATEGY
Class 21: Corporate strategy overview
Class 22: Diversification
Class 23: Vertical integration
Class 24: Strategic alliances
Class 25: Mergers and acquisitions
Class 26: MIDTERM EXAM 2
MODULE 6 – INNOVATION AND VALUE CREATION
Class 27: Innovation strategy
Class 28: Disruptive innovation
Class 29: Technology strategy
Class 30: Business model innovation
MODULE 7 – GLOBAL STRATEGY
Class 31: Internationalization motives
Class 32: Global vs local strategies
Class 33: International strategy types
Class 34: Global value chains Class 35: Case discussion
MODULE 8 – IMPLEMENTATION
Class 36: Organizational structure
Class 37: Governance and control
Class 38: Strategy execution
Class 39: Review session
Class 40: FINAL EXAM

Academic References

Academic Reference :

• Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. Strategic Management
• Hill, C. W. L., Schilling, M. A., & Jones, G. R. Strategic Management: Theory & Cases
• Rothaermel, F. T. Strategic Management

Supplementary bibliography

• Porter, M. E. Competitive Strategy
• Dess, G. et al. Strategic Management: Text and Cases
• David, F. R. Strategic Management
• Thompson, A. A. Crafting and Executing Strategy
• Kourdi, J. Business Strategy

Certifications & Legal Mentions

Certifications :

N/A

ORGANIZATIONAL BEHAVIOR

Course Code	BAC.EAINA.HRBUS.3013
ECTS Credits	6
Course Leader	JOUSSEMET Caroline
Synchronous	36
Discipline	Autre
Program	Global BBA
Prerequisites	None
Course Description	This course is designed to familiarize students with the main theories and concepts for analyzing, understanding, and managing human behavior in the workplace. The course allows students to apply theories to real-life organizational issues and explore the contributions and limitations of relevant theories. The course is ideally suited to those who wish to develop a critical understanding of organizational human behavior.
Course Open to Exchange	
Semester	spring
Campus	Belo Horizonte
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	Lectures obligatoires / Required readings : Reading: 'The Anglo Cluster: legacy to the British Empire' by Ashkanasy et al Robbins, S. 'Organizational Behavior', Pearson Education Lectures Recommandées / Recommanded readings :
Websites	

AI for Business

Course Code	BAC.EAINA.ISCSE.3750
ECTS Credits	6
Course Leader	KOLES Bernadett
Synchronous	54
Discipline	
Program	Global BBA
Prerequisites	
Course Description	Introduction to key Artificial Intelligence technologies and their impact on business transformation. Differences between Machine Learning and traditional programming, covering supervised, unsupervised, and reinforcement learning. Focus on strategic use of AI technologies like Machine Learning, natural language processing, and robotics in corporate environments. Explores how IT advances reshape business models, processes, and activities such as production, marketing, and HR. Students develop AI application projects in various management areas, including Sustainability, Operations, Finance, Innovation, and Corporate Ethics.
Course Open to Exchange	Belo / SPRING
Semester	spring
Campus	Belo Horizonte;#1
Evaluation	
Final Examination (%)	
Continuous Assessment (%)	
Academic reference	
Websites	

Digital Marketing and User Experience

Course Code	BAC.EAINA.MKBUS.4410
ECTS Credits	6
Course Leader	KOLES Bernadett
Synchronous	54
Discipline	
Program	Global BBA
Prerequisites	
Course Description	Inbound Marketing, Types of Content, Strategic Planning, Target audience, social media, strategy for social network, Content marketing, tools for content marketing, blogs, videos, forum and groups, websites, e mail, metrics, monitoring of results, how to achieve results in the digital, user experience in digital channels, customer Journey, customer success, customer centric culture.

Course Open to Exchange	Belo / SPRING
Semester	spring
Campus	Belo Horizonte;#1
Evaluation	
Final Examination (%)	
Continuous Assessment (%)	
Academic reference	
Websites	