Course Catalogue

BBA Program

Incoming Exchange Students

Lille Campus

Spring 2027



CATALOGUE 2026 / 2027

Dear Exchange Students,

Welcome to SKEMA Business School!

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

Please read these instructions carefully:

- Students are expected to follow a minimum of 15 ECTS credits per semester.
- Students can take maximum 30 ECTS credits per semester.
- There is a maximum number of seats available per course. Specific courses and timeslots cannot be guaranteed.
- Courses within the catalogue are subject to minor changes.
- Courses marked with an asterisk (*) are subject to a minimum enrolment requirement and may not open.
- Any requests to change courses must be communicated no later than the first week of the semester. All change requests must be ***academically justified*** by the home institution.

Table of Contents

BAC.EAINA.OTENG.1001	ACADEMIC RESEARCH & WRITING I
BAC.EAINA.ISCSE.2301	ADVANCED COMPUTER BUSINESS APPLICATION
BAC.EAINA.STBUS.4301	AI ENABLED DATA LITERACY
BAC.EAINA.OTCOM.3224	BUSINESS AND PROFESSIONAL WRITING
BAC.EAINA.OTHUM.2542	BUSINESS ETHICS
BAC.EAINA.LTBUS.3703	BUSINESS LAW
BAC.EAINA.MKBUS.3300	CONSUMER ENGAGEMENT
BAC.EAINA.OTCOM.1100	CREATIVITY MANAGEMENT
BAC.EAINA.ISBUS.3053	DATA ANALYTICS & TRAFFIC AQUISITION
BAC.EAINA.STBUS.2100	ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT
BAC.EAINA.FIBUS.3410	FINANCIAL ANALYSIS & DECISION MAKING
BAC.EAINA.FIBUS.3402	FINANCIAL MARKETS & INSTITUTIONS
BAC.EAINA.ECBUS.3650	INTERNATIONAL LOGISTICS AND TRADE
BAC.EAINA.ISCSE.1200	INTRODUCTION TO ARTIFICIAL INTELLIGENCE*
BAC.EAINA.STBUS.2990	INTRODUCTION TO BUSINESS RESEARCH
BAC.EAINA.FIBUS.3403	INTRODUCTION TO FINANCE
BAC.EAINA.MKBUS.3601	MARKETING PRINCIPLES
BAC.EAINA.ISBUS.3056	MARKETPLACE ECOSYSTEMS & PLATFORM STRATEGY
BAC.EAINA.OTCOM.2371	PERSUASIVE COMMUNICATION AND PRESENTATION TECHNIQUES
BAC.EAINA.STBUS.3761	SALES AND NEGOTIATIONS
BAC.EAINA.ECBUS.2702	STATISTICS FOR BUSINESS DECISIONS
BAC.EAINA.STEVM.1020	SUSTAINABLE TRANSITIONS
BAC.EAINA.MKBUS.3005	WEB DESIGN & USER EXPERIENCE

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

BBA

Hours & Assessment

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

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.

Prerequisites

Prerequisites :

520 TOEFL score or equivalent

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 :

Lectures obligatoires / Required readings : Writing in the Disciplines, A Reader and Rhetoric for Academic Writers by Mary Lynch Kennedy and William J Kennedy (Pearson) Guidelines for Academic Writing (SKEMA) Lectures Recommandées / Recommanded readings :

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	30.00h	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 : Yes

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.OTCOM.3224 – BUSINESS AND PROFESSIONAL WRITING

BBA

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0h	30.00h	0h	0h	0h	30%	70%	**100%**

Course Description

Course Description :

Designed for the future business professional, this course includes business research methods, report writing, business correspondence, and communication in the workplace. Analytical, informational, routine, and special reports are covered, as well as readings and 6000 words of writing in business correspondence, reports, and short answers.

Outline

Outline:

Class 1 COURSE OVERVIEW Syllabus, grading, booklet, urkund WRITING BUSINESS LETTERS AND AIDA LETTERS/LETTERS OF COMPLAINT Class 2 RESPONSE TO A LETTER OF COMPLAINT INTRODUCE AND START E-PORTFOLIO Class 3 HUMAN RESOURCES Hiring, Cover Letters, CVs Class 4Midterm 1 Class 5 JOB INTERVIEWS AND INTERVIEW FOLLOW-UP Class 6 PARAPHRASING, SUMMARIES, AND MINUTES BUSINESS PLAN PROJECT Introduction to Business Plan Project Class 7HOW TO WRITE MINUTES OF A MEETING Evaluative Summaries Class 8 REPORT WRITING and Business Plan Project Class 9 REPORT WRITING Class 10 MIDTERM II REPORT WRITING BUSINESS PLAN PROJECT Class 11 REPORT WRITING Class 12 REPORT WRITING and Business Plan Project Class 13 REPORT WRITING Class 14 BUSINESS PLAN PROJECT

BAC.EAINA.OTHUM.2542 – BUSINESS ETHICS

BBA

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0h	30.00h	0h	0h	0h	30%	70%	**100%**

Course Manager & Teaching Team

Course Manager : MAUCLAIR-AUGUSTIN Brandon

Academic Characteristics

Credits : 6 **Discipline :** N/A **Teaching Languages :** English **Open to Exchange :** Yes

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

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 concepts that govern international business activity. Through a global lens, students are introduced to legal systems, key areas of business law such as contracts, intellectual property, labor regulation, and corporate governance, as well as international legal institutions and regulatory frameworks. Emphasis is placed on the practical relevance of legal rules to business decision-making and risk management across jurisdictions.
The course is designed to equip students with the conceptual tools needed to navigate complex legal environments in global markets. Interactive discussions, case studies, and real-world examples will help develop critical legal thinking and business awareness. Students will emerge with a legal vocabulary and analytical framework essential for future coursework and international business practice.

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 :

Week1: Introduction to Business Law and Ethics (Part1)
Week2: Introduction to Business Law and Ethics (Part2)
Week3: Tort Law
Week4: Property Law
Week5: Intellectual Property
Week6: Contract Law
Week7: Labor Law
Week8: Competition Law
Week9: Business Entities / Corporate Governance
Week10: Course Review

Academic References

Academic Reference :

To be provided in class...

Websites :

To be provided in class...

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE

Case studies include sustainability and CSR themes examples.

BAC.EAINA.MKBUS.3300 – CONSUMER ENGAGEMENT

Tous les programmes

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0.00h	30.00h	0.00h	0.00h	0.00h	35%	65%	**100%**

Course Manager & Teaching Team

Course Manager : JOUSSEMET Caroline

Teaching Team : JOUSSEMET Caroline NGUIFFO BOYOM Emilie GUEZGUEZ Hamdi DE KERVILER Florence

Academic Characteristics

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

Course Description

Course Description :

This course explores how brands engage with consumers in a fast-evolving marketing landscape shaped by digital transformation, sustainability, and shifting societal expectations. Consumer engagement is no longer limited to transactional interactions — it now encompasses emotional, cognitive, and participatory dimensions that shape the entire customer journey.

Students will examine key engagement strategies including storytelling, social media, gamification, and experiential marketing, while critically reflecting on their ethical and environmental implications. The course emphasizes the role of marketing in driving responsible consumption and fostering long-term relationships between brands and communities.

A typical session is made of an interactive lecture to share practical knowledge (90 mn) followed by a workshop / activity (90 mn). Through a group project, students will develop and present a full engagement strategy for a brand, integrating creativity, sustainability, and data-driven decision-making.

Pedagogical Objectives

Pedagogical Objectives :

Knowledge and Understanding (subject specific) - The student is expected to:
• Contextualise 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 behaviours 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.
• Manage and monitor their own progress through exams and in-class activities.
• Participate actively in class activities and experience collective thinking.
Practical Skills (subject specific)
• Develop and present a full engagement strategy for a brand, integrating creativity, sustainability, and data-driven decision-making.
• Design Consumer Journeys.

Prerequisites

Prerequisites :

Marketing Principles is recommended

Course Schedule

Course Schedule :

SESSIONS COURSE CONTENT
Session 1 Introduction to Consumer Engagement
Session 2 Consumption & Societal Impact
Session 3 Emotional and cognitive Engagement
Session 4 Engagement and Customer Journey
Session 5 Social Media and Community Building
Session 6 Design Sprint Challenge/ Business case workshop
Session 7 Measuring Engagement
Session 8 Interactive & Experiential Engagement
Session 9 Engagement, privacy and ethics: Data, privacy, responsible tech and sustainability
Session 10 Final exam: Project presentation + report

Academic References

Academic Reference :

References will be given in class and posted on K2.

Websites :

References will be given in class and posted on K2.

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

The ecological transition is explored throughout the course by critically examining the role of marketing in shaping sustainable consumption behaviors and responsible business practices. Key concepts such as degrowth, sufficiency, stakeholder theory, and responsible customer experience are integrated into lectures. Students debate the tension between being a consumer and a citizen, and analyze the environmental and social impact of marketing strategies, particularly in the fashion industry.

During workshops, students engage in low-tech activities (e.g., the Closet Mass Index workshop) and are encouraged to consider the ecological footprint of brand actions. The group project requires teams to develop a consumer engagement strategy for a brand, which must incorporate sustainability principles. Students are guided to assess the brand's environmental impact, design inclusive and durable engagement initiatives, and reflect on long-term value creation over short-term consumption incentives.

BAC.EAINA.OTCOM.1100 – CREATIVITY MANAGEMENT

BBA

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0.00h	30.00h	0.00h	0.00h	0.00h	45%	55%	**100%**

Course Manager & Teaching Team

Course Manager : JOUSSEMET Caroline

Teaching Team : VALITOVA Gulnara

Academic Characteristics

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

Course Description

Course Description :

This course explores creativity as a mindset, a tool that may include, but goes beyond artistic creation.During the course of the semester, we
establish a foundational base of creativity and examine key concepts regarding how creativity is fostered in various contexts. We draw on case
studies and examples which highlight creativity in various milieus. In addition we will practice and polish techniques which help one to hone
creative confidence, to innovate and to manage better. As this is an energetic and vivacious discipline, students will be asked to
participate and actively collaborate.

Pedagogical Objectives

Pedagogical Objectives :

Knowledge and Understanding (subject specific) - The student is expected to:
Develop an understanding of factors fostering/hindering individual and collective creativity.
Cognitive / Intellectual Skills (generic) - The student is expected to:
Create conditions to advance his/her creative thinking.
Key Transferable Skills (generic) The student is expected to:

Work effectively in diverse teams.
Practical Skills (subject specific)
Actively participate in collaborative teams and apply creativity techniques and methods to solve problems.

Prerequisites

Prerequisites :

None

Course Schedule

Course Schedule :

Session 1: Introduction to the Course. What is Creativity and Why is it Important?
Session 2: Creativity and Individuals
Session 3: Creativity as a Social Process
Session 4: Creativity and Cognitive Diversity
Session 5: Networks and Creativity: the Case of Coco Chanel
MIDTERM
Session 6: Designing Creative Organizations
Session 7: Managing Creative Teams
Session 8: Artificial Intelligence and Creativity
Session 9: Research Project Workshop
Session 10: Final research project presentations (in groups). All group members must take part in these presentations.

Academic References

Academic Reference :

Session 1: Amabile, T. M. (2012). Componential theory of creativity. Harvard Business School Working Paper No. 12-096.
Session 2: Amabile, T. M. (1983). The social psychology of creativity: a componential conceptualization. Journal of personality and social psychology, 45(2), 357.
Session 3: Elisondo, R. (2016). Creativity is always a social process. Creativity. Theories–Research-Applications, 3(2), 194-210.
Session 4: Friedman, H. H., Friedman, L. W., & Leverton, C. (2016). Increase diversity to boost creativity and enhance problem solving. Psychosociological Issues in Human Resource Management, 4(2),7.
Session 5: Cattani, G., Colucci, M., & Ferriani, S. (2016). Chanel's creative trajectory in the field of fashion: The optimal network structuration strategy. Multidisciplinary contributions to the science of creative thinking, 117-132.
Session 6:
• Blomberg, A. J., & Kallio, T. J. (2022). A review of the physical context of creativity: A three-dimensional framework for investigating the physical context of creativity. International Journal of Management Reviews, 24(3), 433-451.
• Catmull, E. (2008). How Pixar fosters collective creativity. Boston, MA: Harvard Business School

Publishing.
Session 7:
• Slayton, M., Bristol, A. S., & Viskontas, I. V. (2019). Factors affecting group creativity: Lessons from musical ensembles. Current Opinion in Behavioral Sciences, 27, 169-174.
• Groysberg, B., Nanda, A., & Nohria, N. (2004). The risky business of hiring stars.
Session 8:
• Vinchon, F., Lubart, T., Bartolotta, S., Gironnay, V., Botella, M., Bourgeois-Bougrine, S., ... & Gaggioli, A. (2023). Artificial intelligence & creativity: A manifesto for collaboration. The Journal of Creative Behavior, 57(4), 472-484.
• Grilli, L., & Pedota, M. (2024). Creativity and artificial intelligence: A multilevel perspective. Creativity and innovation management, 33(2), 234-247.

Websites :

Available on K2

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE

The ecological transition is explored in the Creativity Management course in session 10, dedicated to the exploration of what makes cities creative and sustainable. Based on ideas from Charles Landry's (2012) "The origins & futures of the creative city", students are asked to reflect on cities as places of solidarity where the relations between the individual, the group, outsiders to the city and the planet are in better alignment. More specifically, the class debate on the creative city focuses on the importance of environmental and social justice issues as a sine qua non condition for the emergence of a creative city. In a group exercise in session 10, students are asked to analyze how a city of their choice deals with the issues of environmental and social justice.

BAC.EAINA.ISBUS.3053 – DATA ANALYTICS & TRAFFIC AQUISITION

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 : JOUSSEMET Caroline

Teaching Team : SANCHEZ Hugo

Academic Characteristics

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

Course Description

Course Description :

In today's digital environment, the ability to analyze and manage online traffic data is essential for organizations seeking to improve their digital performance. This course introduces students to the key concepts, tools, and methods used in data analytics and traffic management. Students will learn how to collect, interpret, and use digital data to understand user behavior, measure performance, and optimize websites and marketing actions. The course combines theoretical foundations with practical applications in digital analytics, online advertising, SEO, and conversion optimization.

Pedagogical Objectives

Pedagogical Objectives :

Knowledge and Understanding (subject specific) – The student is expected to:
Understand the fundamentals of data analytics and digital traffic management.
Identify the main types of digital data, metrics, and KPIs used to assess online performance.
Understand how analytics supports decision-making in digital marketing and website optimization.

Cognitive / Intellectual Skills (generic) – The student is expected to:
Analyze user behavior through digital data and performance indicators.
Interpret traffic, conversion, and campaign results to identify actionable insights.
Evaluate the effectiveness of digital channels and optimization strategies.

Key Transferable Skills (generic) – The student is expected to:
Develop analytical thinking and problem-solving skills through case-based work.
Communicate digital performance insights clearly in oral and written formats.
Work collaboratively on data-driven projects and presentations.

Practical Skills (subject specific) – The student is expected to:
Use digital analytics concepts to assess website and campaign performance.
Apply KPI frameworks to real or simulated digital marketing situations.
Formulate recommendations to improve traffic acquisition, user experience, and conversion performance.

Prerequisites

Prerequisites :

Marketing Principles

Course Schedule

Course Schedule :

Session 1 – Introduction to Digital and Data Analytics
The internet, foundational technologies, and the digital ecosystem.

Session 2 – Fundamentals of Data Analytics
What data analytics is, the analytics mindset, and the role of digital analytics in organizations.

Session 3 – Google Analytics and KPI Measurement
Key metrics, KPI storytelling, conversion tracking, and campaign measurement.

Session 4 – Online Advertising and Traffic Acquisition
Foundational concepts, advertising platforms and technologies, advertising analytics, and campaign triage.

Session 5 – UX, Testing, and Website Optimization
User experience, analytics for UX improvement, testing methods, and website optimization principles.

Session 6 – Marketing with Google Ads
Advertising landscape, Google Ads principles, campaign structure, and key terminology.

Session 7 – SEO Fundamentals

Definition of SEO, the three pillars of SEO, and the main characteristics of search engine results pages.

Session 8 – SEA Fundamentals
Search advertising, campaign logic, and ad targeting.

Session 9 – Tools of the Trade
Common data sources, analytics platforms, SEO tools, and reporting tools.

Session 10 – Final Presentation and Discussion
Student presentations and course wrap-up.

Academic References

Academic Reference :

References will be given in class and posted on K2.

Websites :

References will be given in class and posted on K2.

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE IA

This course integrates both Social & Environmental Responsibility (RSE) and Artificial Intelligence (AI) through the study of responsible and data-driven digital practices. Students are encouraged to reflect on the ethical use of data, privacy issues, transparency in digital marketing, and the environmental impact of digital technologies and online advertising. The course also introduces the role of AI in analytics and traffic management, particularly in automation, audience segmentation, predictive analysis, and performance optimization. Through discussions and practical applications, students develop a critical understanding of how digital performance can be improved while respecting ethical, social, and environmental responsibilities.

BAC.EAINA.STBUS.2100 – ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT

BBA

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : SMITH Devin

Academic Characteristics

Credits : 6

Discipline : Stratégie, Innovation & Entreprenariat

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course is designed to integrate the core concepts of entrepreneurship with managing a small business. Managing a small business is very different from managing a large one primarily due to the limited resources available to small businesses.
These limitations can result in budget constraints, staffing issues, and market boundaries. Small business management requires creativity, innovation, and significant customer, financial, and market insights in order to survive in a volatile business environment.

Pedagogical Objectives

Pedagogical Objectives :

Knowledge and Understanding (subject specific) - The student is expected to:
• The student is expected to understand any aspect of managing a business
• Plan effectively future action and monitor past actions.
• Understand the dynamics of small business growth and risk management
• Analyze the impact of both internal and external factors on growth and profitability

Cognitive / Intellectual Skills (generic) - The student is expected to:

• The student is expected to have a solid knowledge of customer management, financial, legal and accounting management, marketing and innovation.
• Critically evaluate business opportunites using different analysis models
• Engage in decision-making practices towards strategic outcomes

Key Transferable Skills (generic) The student is expected to:
• The student is expected to apply what has been learned in practical business life.
• Demonstrate effective communication and negotiation skills
• Show leadership and teamwork stills
• Apply time management and organizational skills

Practical Skills (subject specific)
• Navigate the entrepreneurship development through pitch development of a new business.
• Development business plan implementation expertise
• Optimize the use of digital tools and technologies

Course Schedule

Course Schedule :

Wk1 - Introduction to entrepreneurship
* Business & entrepreneur mindset
* Types of Entrepreneurs
* Factors influencing Entrepreneurship
* Franchise, business takeover and management buyout: understand the models and find business opportunities.

Wk2 - Turning Ideas into models
* Introduction to blue ocean
* Blue Ocean tools
* Blue Ocean Shift

Wk3 - Organizational design
* Mission, vision, values
* Founding team

Wk4 - Value proposition
* Opportunity identification and entrepreneurial path
* Value proposition framework

Wk5 - Business Model
* Introduction to Business Model
* Process of creating Business Model Canvas

Wk6 - Social Business Model and Sustainable Business Model Canvas
* Understand the model and how to use it in business strategy.

* Attributes of Social Entrepreneurship
* Process of creating a Sustainable Business Model Canvas

Wk7 - Entrepreneurial risks
* Understand the type of risks
* Risk management

Wk8 - Financials
* Types of investors in startups
* Raising capital and project financials

Wk9 - Marketing, pricing & sales
* Marketing & 7Ps strategy
* Entrepreneurial Marketing
* Marketing Mix

Wk10 - Final project group pitch

Academic References

Academic Reference :

To be provided in class...

Websites :

To be provided in class...

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE IA

In the course, the ecological transition is examined through concepts related to sustainable practices and environmental responsibility for small businesses.
Students engage in activities such as the adaptation of canvas business model for CSR business and case studies related to social entrepreneurs.
Group work and projects involve developing a business plan that integrates ecological considerations, fostering practical understanding of sustainable practices in small businesses.
Students will also explore topics such as greenwashing, transparency, and sustainable performance.
Incorporating these components into their project ensure that students gain a comprehensive understanding of how businesses can align a business strategy with sustainability, equipping them to make informed decisions in a rapidly changing business landscape.

BAC.EAINA.FIBUS.3410 – FINANCIAL ANALYSIS & DECISION MAKING

BBA

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0.00h	30.00h	0.00h	0.00h	0.00h	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 :** Yes

Course Description

Course Description :

The course will give students basic knowledge and an understanding of corporate finance.

Pedagogical Objectives

Pedagogical Objectives :

Knowledge and Understanding (subject specific) - The student is expected to:
have knowledge and understanding of the following subjects: Financial Statement Analysis, Investment Appraisal Techniques, Valuation of Stocks and Bonds, The Capital Asset Pricing Model, Portfolio Theory, The Weighted Average Cost of Capital
Cognitive / Intellectual Skills (generic) - The student is expected to:
apply the corporate finance techniques above to the solution of practical problems
Key Transferable Skills (generic) The student is expected to:
solve problems for management, communicate results to users, become Financial Managers
Practical Skills (subject specific)
his/her knowledge and techniques in jobs that require: Investment Appraisal, Financial Statement Analysis, Portfolio Theory, The Weighted Average Cost of Capital

Prerequisites

Prerequisites :

BUS2201 – BUS2202(Managerial Accounting) and Corequisite BUS2702 (Statistics for Business Decisions)

Course Schedule

Course Schedule :

Chapter 1. (Review).The Corporation; The four types of firms, Ownership vs Control, The Stock Market Chapter 2 (Review) Financial Statement Analysis Chapter 3 & 4, Time Value of Money, Net Present Value, The Timeline,The Rules of Time Travel Valuing a stream of Cash Flow, Calculating Net Present Value, Perpetuities, Annuities Chaper 5, Interest Rates Interest Rate Quotes and Adjustments, The Yield Curve, The Opportunity Cost of Capital Chapter 6, Invetsment Decision Rules NPV and Stand Alone Projects, The IRR, The Payback Rule, Choosing between Projects Chapter 7 Fundamentals of Capital Budgeting Budgeting, Determining Free Cash Flow and NPV, Further Adjustments to Free Cash Flow Mid Term Exam 1 Chapter 8 Valuing Bonds; Bond cash Flows, Dynamic Behaviour of Bond Prices Corporate Bonds Chapter 9 Valuing Stocks, The Dividend Discount Model and application Valuing Bonds Continued Chapter 10, Capital Markets and the Pricing of Risk Risk and Return, Common Measuers of Risk and Return, Histotical returns of Stocks and Bonds Trade Off between Risk abd Return, Common vs Independent Risk, Portfolio Diversification Measuring Systematic Risk, Beta and the Cost of Capital Chapter 10 Continued Mid Term 2 Exam Chapter 11 Optimal Portfolio Choice and the Capital Asset Pricing Model The Expected Returns of a Portfolio, Volatility of a 2 stock Portfolio, Choosing an Efficient Portfolio Risk Free saving and Borrowing, The Efficient Portfolio, The Capital Asset Pricing Model Chapter 11, Continued Chapter 12, Cost of Capital The Cost of Equity, The Cost of Debt, The Weighted Average Cost Of Capital Chapter 14, The Modigliani and Miller Hypotheses Review

Academic References

Academic Reference :

Corporate Finance by Jonathan Berk and Peter DeMarzo

Websites :

Additional readings and source materials will be provided each week in K2.
Dow Jones Factiva
Pro Quest

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
0.00h	30.00h	0.00h	0.00h	0.00h	45%	55%	**100%**

Course Manager & Teaching Team

Course Manager : DALMASSO Audrey

Teaching Team :

Academic Characteristics

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

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.

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)
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
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 :

Mishkin “Financial institutions and markets” 9th edition Pearson Reilly F. and K. Brown, 2003, Investment Analysis and Portfolio Management, Thomson South Western College, 7th edition.

Simpson T., "Financial Markets, Banking and Monetary Policy", 2014 Wiley Finance Series

Websites :

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

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
0.00h	30.00h	0.00h	0.00h	0.00h	50%	50%	**100%**

Course Manager & Teaching Team

Course Manager : SMITH Devin

Academic Characteristics

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

Course Description

Course Description :

The primary objective of this course is to illustrate the interdependency of efficient logistics supply chain operations within a sound corporate structure. Understanding how global logistics has evolved from a corporate cost-center, to a potential profit-center. How logistics decisions affect corporate profitability, and how poor compliance decisions create legal issues. Discussion of industry resources, compliance tools, analytical processes and operational models.

Pedagogical Objectives

Pedagogical Objectives :

Knowledge and Understanding (subject specific) - The student is expected to:

** Demonstrate a clear understanding of global supply chain models. 2). Understand Customs processes priorities of enforcement and engagement. 3). Mechanisms of transport costing and network design strategies accounting for variables of disruption. 4). Utilize industry terminology, analytical skills and problem-solving techniques

Cognitive / Intellectual Skills (generic) - The student is expected to:

**Review and analyze components of supply chains to identify both strengths and weaknesses. Take that understanding and formulate optimal solutions which best meets a company's needs.

Key Transferable Skills (generic) - The student is expected to:

** The student is expected to: Apply network design theory into practical and actionable business use. Understanding of commodities, their manufacturing, components and origin. How these variables affect both cost and price.

Practical Skills (subject specific) - The student is expected to:

** The student is expected to: Understand applied macro and micro supply chain mechanisms. Make effective business decisions based on the understanding of both international and regional market conditions.

Prerequisites

Prerequisites :

junior year

Course Schedule

Course Schedule :

Students work on development of their own supply chain throughout the semester. Weekly topics provide the opportunity for increased complexity in the project development.

Academic References

Academic Reference :

Recommended references
Global Logistics and Supply Chain Management, 4th edition - John Mangan, Chandra C. Lalwani, Agustina Calatayud
Additional resources to be provided in class.

Websites :

Provided in class

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE IA

BAC.EAINA.ISCSE.1200 – INTRODUCTION TO ARTIFICIAL INTELLIGENCE*

BBA

Hours & Assessment

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

Students will be introduced to the fundamentals of Artificial Intelligence and its applications. A survey of various topics in this field will be provided along with in-depth discussions of some foundational concepts such as data science, probability, machine learning, and optimization.

Pedagogical Objectives

Pedagogical Objectives :

Knowledge and Understanding (subject specific) - The student is expected to:
Define Artificial Intelligence (AI) and understand its main goals and principles

Cognitive / Intellectual Skills (generic) - The student is expected to:
Develop problem-solving and analytical skills

Key Transferable Skills (generic) The student is expected to:
Develop critical thinking and communication skills

Practical Skills (subject specific)

Identify challenges and opportunities for the development of AI technologies and their business implications

Prerequisites

Prerequisites :

none

Course Schedule

Course Schedule :

Course Introduction and the technologies of Artificial Intelligence (AI)
Data Science
Probability
Machine learning: supervised
K Nearest Neighbours (KNN) case study
Machine learning: unsupervised
Mid-term (1h30) + Games (1h30)
Application of AI: sentiment analysis case study
Evaluation metrics
Application of AI: online advertising case study
AI & ethics group project preparation
Generative AI
AI & ethics group project presentations & course review

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

IA

BAC.EAINA.STBUS.2990 – INTRODUCTION TO BUSINESS RESEARCH

BBA

Hours & Assessment

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

Course Manager & Teaching Team

Course Manager : MAUCLAIR-AUGUSTIN Brandon

Academic Characteristics

Credits : 6

Discipline : Stratégie, Innovation & Entreprenariat

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course is designed to introduce students to business research methods, providing them with the necessary skills to conduct and analyse research in a business context. Through a blend of theoretical concepts and practical examples, students will gain an understanding of the importance
of research in apprising business decisions and strategies.

Prerequisites

Prerequisites :

Academic Research and Writing 1

Course Schedule

Course Schedule :

1. Introducing Business Research and Research Question Design
2. Research Design and Planning
3. Academic Articles & Literature Review

4. Quantitative & Qualitative Research Methods
5. Research Plan
6. Research Bias & Ethics
7. Data Integrity, Interpretation and Analysis
8. Findings, Discussion, Recommendations and Limitations
9. Final Research Paper Submission and Presentation Development
10. Final Group Presentations

Certifications & Legal Mentions

Certifications :

N/A

BAC.EAINA.FIBUS.3403 – INTRODUCTION TO FINANCE

BBA

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0h	30.00h	0h	0h	0h	45%	55%	**100%**

Course Manager & Teaching Team

Course Manager : DALMASSO Audrey

Academic Characteristics

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

Course Description

Course Description :

This course provides an overview of the world of finance and its role in business and everyday life. It introduces key financial concepts and shows how finance relates to real-world situations. The course presents the key actors in the financial ecosystem, including firms, investors, intermediaries, and regulators. Contemporary topics such as fintech, digital payments, artificial intelligence, and sustainable finance are integrated to reflect current developments. Students will also gain insights into career opportunities and pathways within the financial industry.

Pedagogical Objectives

Pedagogical Objectives :

The student are expected to:
Understand the role of finance in business and everyday life
Identify the main actors of the financial ecosystem and explain their roles
Describe how financial systems operate in a global context
Explain how innovation and technology are transforming the financial industry
Explore and compare different career paths within the financial industry

Course Schedule

Course Schedule :

Overview of Finance and its role in business and everyday life.
The financial ecosystem
Finance in a global and changing Environment
Sustainable Finance
Innovation and Transformation in Finance
Careers and Applications in Finance

Academic References

Academic Reference :

Introduction to Finance, R. Melicher, E. Norton, Ed. Wiley

Websites :

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

Certifications & Legal Mentions

Certifications :

N/A

BAC.EAINA.MKBUS.3601 – MARKETING PRINCIPLES

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 : JOUSSEMET Caroline

Teaching Team : ERTIMUR Burcak TAKHAR Jennifer NASIM Shamza VAN LAER Tom MERLIN Antoinette

Academic Characteristics

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

Course Description

Course Description :

This course is designed as an introduction to the principles of marketing and the marketing function in product and service-oriented organisations. The course will focus on the understanding of key concepts in marketing and their application through case studies. Students will be exposed to marketing analysis, planning, implementation and control, while learning how to write a marketing plan through the marketing project, which is an important component of this course.

Pedagogical Objectives

Pedagogical Objectives :

By the end of the course, students should be able to:
• Define and correctly use the core concepts and vocabulary of marketing.
• Explain how marketing creates value for customers, organisations, and society.
• Analyse a market environment using basic diagnostic tools such as SWOT and PESTEL.
• Describe key consumer behaviour mechanisms and use them to interpret market situations.
• Design a simple marketing research approach suited to a managerial question.
• Develop a coherent segmentation, targeting, and positioning logic.
• Recommend marketing-mix decisions related to product, brand, communication, price, and distribution.

• Structure and present a basic marketing plan supported by evidence and justified choices.
• Recognise the importance of ethics, sustainability, and social responsibility in marketing decisions.

Prerequisites

Prerequisites :

None

Course Schedule

Course Schedule :

Session 1: Introduction to Marketing
Definition and scope of marketing; needs, wants, and demand; value creation and customer satisfaction; exchange, relationships, and markets
Session 2: The Marketing Environment
Analyzing the Micro & Macro Environment, Competitor Analysis, SWOT, PESTEL
Session 3: Consumer Behavior
Consumer decision-making process; internal & external influences; post-purchase behavior and satisfaction
Session 4: Marketing Research and Customer Insights
Designing & Conducting Market Research; primary and secondary data; qualitative and quantitative methods
Session 5: STP: Segmentation, Targeting and Positioning
Market segmentation criteria; consumer vs. business markets; target market selection; positioning and differentiation; value proposition
Session 6: Product, Service, and Brand Strategy
Product as an offer of value; product levels and product mix; services and their specific characteristics; brand identity and brand equity; product life cycle and innovation basics
Session 7: Pricing Strategy
Role of price in the marketing mix; internal and external pricing factors; cost-based, competition-based, and value-based pricing; pricing objectives and strategies; price perception and customer value
Session 8: Distribution and Omnichannel Management
Functions of distribution channels; channel members and intermediaries; channel design and selection; retailing and e-commerce; omnichannel customer experience
Session 9: Integrated Marketing Communication
Communication objectives; advertising, sales promotion, PR, direct marketing; digital communication tools; social media and content marketing; message consistency across channels
Session 10: Socially Responsible Marketing
Ethical Marketing; responsible and sustainable marketing; Corporate Social Responsibility

Academic References

Academic Reference :

M: Marketing by Dhruv Grewal and Michael Levy, 6th edition, McGraw-Hill Education 2018
Principles of marketing by KOTLER, Philip; ARMSTRONG, Gary; HARRIS, Lloyd C.. Auteur ; Pearson Education - 2024

Websites :

Available on K2

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE

Session 10 is focused on Socially Responsible Marketing:
Ethical Marketing; responsible and sustainable marketing; Corporate Social Responsibility

BAC.EAINA.ISBUS.3056 – MARTKETPLACE ECOSYSTEMS & PLATFORM STRATEGY

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 : JOUSSEMET Caroline

Academic Characteristics

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

Course Description

Course Description :

This course explores the strategic role of digital marketplaces and platform ecosystems in contemporary e-business. It examines how platforms create and capture value by connecting multiple sides of a market, generating network effects, and orchestrating interactions among users, sellers, partners, and advertisers. Students will analyze marketplace business models, platform governance mechanisms, growth dynamics, and competitive strategies in digital environments. The course also addresses key issues such as trust, control, data, algorithms, and power asymmetries within platform ecosystems. Through cases, discussions, and applied group work, students will learn how brands and firms can join, manage, or compete with marketplaces. By the end of the course, students will be able to assess platform strategies and formulate strategic recommendations for sustainable ecosystem development.

A typical session is made of an interactive lecture to share practical knowledge (90 mn) followed by a workshop / activity (90 mn).

Pedagogical Objectives

Pedagogical Objectives :

Knowledge and Understanding (subject specific) - The student is expected to:
Understand the economic logic and strategic role of digital marketplaces and platform ecosystems.
Understand how multisided platforms create and capture value through network effects, governance mechanisms, and monetization models.
Understand the main strategic challenges faced by firms operating in, joining, or competing with platform-based markets.
Cognitive / Intellectual Skills (generic) - The student is expected to:
Analyze marketplace business models and platform strategies in different digital sectors.
Evaluate the impact of governance, trust, data, and algorithms on platform performance and competitive advantage.
Develop critical thinking regarding ecosystem dynamics, power asymmetries, and strategic positioning in multisided markets.
Key Transferable Skills (generic) The student is expected to:
Develop teamwork and time management skills through group project work and in-class activities.
Be able to conduct primary and secondary research on marketplace and platform strategy issues.
Manage and monitor their own progress through exams, case discussions, and continuous assessment.
Participate actively in class activities and contribute to collective analysis and discussion.
Practical Skills (subject specific)
Apply platform strategy frameworks to analyze real marketplace ecosystems.
Formulate strategic recommendations for brands, retailers, or platform firms operating in digital ecosystems.
Present a structured analysis of a marketplace or platform strategy case in a professional academic format.

Prerequisites

Prerequisites :

Marketing Principles

Course Schedule

Course Schedule :

Session 1 – Introduction to Marketplace Ecosystems and Platform Strategy
Session 2 – Marketplace Business Models and Revenue Logic
Session 3 – Network Effects, Scale, and Platform Growth
Session 4 – Governance, Trust, and Control in Marketplace Ecosystems
Session 5 – Competing in Platform Markets
Session 6 – Midterm Exam and Platform Performance Analysis
Session 7 – Brands, Retailers, and Marketplace Participation Strategy
Session 8 – Data, Algorithms, and Power in Platform Ecosystems
Session 9 – Building a Platform Strategy
Session 10 – Final Project Presentations

Academic References

Academic Reference :

Will be given in class

Websites :

Available on K2

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE IA

BAC.EAINA.OTCOM.2371 – PERSUASIVE COMMUNICATION AND PRESENTATION TECHNIQUES

BBA

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0h	30.00h	0h	0h	0h	30%	70%	**100%**

Course Manager & Teaching Team

Course Manager : MAUCLAIR-AUGUSTIN Brandon

Academic Characteristics

Credits : 6 **Discipline :** N/A **Teaching Languages :** English **Open to Exchange :** Yes

Course Description

Course Description :

This course combines theory with practice. Students will develop their public speaking skills and learn to contribute well to the assessment of their peers. The course also focuses on methods and strategies of speech writing to persuade and inform the audience. Students will learn how to produce effective PowerPoint presentations, and how to perform business presentations both individually and in groups.

Pedagogical Objectives

Pedagogical Objectives :

Knowledge and Understanding (subject specific) - The student is expected to: Develop a general understanding of interpersonal communication with an audience and provide the skills required for public speaking and presentations.
Cognitive / Intellectual Skills (generic) - The student is expected to: Develop skills required for speech writing and analyzing the audience. Develop skills required for preparing effective PowerPoint presentations and presenting information individually and in groups.
Key Transferable Skills (generic) The student is expected to: Learn to collect information and outline material; combine PowerPoint presentations with public speaking.

Practical Skills (subject specific) Learn to address large and small groups. Develop skills required for both persuasive and informative communicating in public. Evaluate fellow students.

Course Schedule

Course Schedule :

1. Introduction and exercises
2. Storytelling and speech writing
3. Language and organization
4. Speaking to persuade
5. Visual Aids
6. Purpose, introductions, and endings
7. Midterm
8. Creativity and business language
9. Extemporaneous and impromptu speeches
10. Final Presentations

Certifications & Legal Mentions

Certifications :

N/A

BAC.EAINA.STBUS.3761 – SALES AND NEGOTIATIONS

BBA

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0h	30.00h	0h	0h	0h	70%	30%	**100%**

Course Manager & Teaching Team

Course Manager : SMITH Devin

Academic Characteristics

Credits : 6

Discipline : Stratégie, Innovation & Entreprenariat

Teaching Languages : English

Open to Exchange : Yes

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.

Academic References

Academic Reference :

to be provided in class

Websites :

to be provided in class

Certifications & Legal Mentions

Certifications :

N/A

BAC.EAINA.ECBUS.2702 – STATISTICS FOR BUSINESS DECISIONS

BBA

Hours & Assessment

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

Academic Characteristics

Credits :
6

Course Description

Course Description :

The objective of this course is to acquaint students with the terminology and the methodology used in statistical methods to solve problems in disciplines such as economics, marketing, finance, manufacturing... It introduces methods of collection, analysis, and interpretation of data.

Pedagogical Objectives

Pedagogical Objectives :

The student is expected to:

1. Graphical and numerical descriptive statistics
2. Correlation, covariance, least squares
3. Laws of probability
4. Discrete and continuous probability distributions
5. Sampling distributions - Estimations
6. Hypothesis Testing
7. Analysis of variance
8. Simple linear regression
9. Multiple regression analysis
10. Time series

* Use of statistical software (Excel)

Outline

Outline:

Introduction to Statistics and Excel

Descriptive Statistics

Probabilities and contingency table

Discrete probability distributions

Continuous probability and sampling

Interval estimator

Hypothesis testing

Advanced Statistical methods: ANOVA, Multiple Regression Analysis...

Schedule

Schedule :

Introduction to statistics

Introduction to Microsoft Excel – Use of Excel

Definitions and types of data

Numerical description of data

Measures of association

Simple linear regression – Use of Excel

Graphical data representation

Graphical techniques – Use of Excel

Numerical description of data

Law of probability

Discrete probability distribution (Probability of a discrete random variable – Expected value, Variance, Standard deviation, Covariance)

Q/A and Practice: Discrete probability distribution (Chapter 5 - I, II, III)

Discrete probability distribution (Binomial distribution, Poisson distribution)

Test in class (1h)

Continuous probability distribution

Project Communication (Data collection, analysis and statistical treatment of data, conclusion and report): Sustainable Development, Ecological transition, Climate change)

Sampling distribution

Estimation

Q/A and Practice: Sampling distributions and Estimations

Hypothesis testing (Introduction, Z-Test)

Hypothesis testing (Z-test, t-test)

Project: Submission of the final documents + Peer-Evaluation Form

Hypothesis testing (Type II error, Beta)

Analysis of Variance

Multiple regression analysis

Exercises: Analysis of Variance

Exercises: Multiple regression analysis

(Times Series, Smoothing techniques)

Review Session

BAC.EAINA.STEVM.1020 – SUSTAINABLE TRANSITIONS

BBA

Hours & Assessment

CM	TD	AP	Async	Workload	Final exam	Continuous	Total
0h	30.00h	0h	0h	0h	70%	30%	**100%**

Course Manager & Teaching Team

Course Manager : SMITH Devin

Academic Characteristics

Credits : 6

Discipline : Stratégie, Innovation & Entreprenariat

Teaching Languages : English

Open to Exchange : Yes

Course Description

Course Description :

This course is designed to increase students' understanding of the urgency for sustainable actions within
the business sector. By examining the interplay between corporate activities and ecosystem health,
students will understand the importance of integrating sustainability into business strategies.
This course fosters the development of innovative solutions that balance economic, social and environmental objectives. Students will learn to evaluate and implement sustainable business models
that prioritize profitability while addressing ethical and environmental responsibilities. Ultimately, this
course prepares students to lead businesses towards a sustainable future, emphasizing the creation of
long-term value for all stakeholders.

Pedagogical Objectives

Pedagogical Objectives :

Knowledge and Understanding (subject specific) - The student is expected to:
• Awareness and comprehension of sustainable development issues and their relevance to

modern business practices.
• Realization of the impact business activities on the environmental and social systems, affecting the dynamics of economic growth and ecological health.
• Understanding the complexity and systemic nature of environmental issues
• Understand the regulatory frameworks and international agreements that govern sustainable business practices, and how these influence corporate strategy and decision-making.

Cognitive / Intellectual Skills (generic) - The student is expected to:
• Supportive of the ecological and social transition of organizations through the evaluation of business models and strategies in the current marketplace.
• Measure the environmental impacts of corporate decision-making through the synthesis of data from diverse sources.
• Acknowledge and accept cultural differences.
• Challenge both traditional and current management philosophies with a mindset focused on long-term implications and strategic actions towards sustainable corporate action.

Key Transferable Skills (generic) - The student is expected to:
• Communicate complex sustainability concepts and examples to potentially diverse audiences (stakeholder / shareholder / management / consumer)
• Engage with an ethical mindset
• Understand the phenomena and current issues linked to climate change, biodiversity, inclusion, etc.
• Demonstrate problem-solving skills using real-world context in the development of viable and impactful solutions.

Practical Skills (subject specific)
• Implement and develop a series of responsible tools and practices
• Form an understanding of current technologies and innovations that support the goal of corporate sustainability in the marketplace.

Prerequisites

Prerequisites :

-

Course Schedule

Course Schedule :

Wk1 - Sustainable Development – Global Approach Part 1
Wk2 - Sustainable Development – Global Approach Part 2
Wk3 - Managerial Responsibility – Personal Approach
Wk4 - Corporate Strategy & Social Responsibility
Wk5 - Corporate Governance & Social Responsibility
Wk6 - Sustainable Business Models – Corporate Dependence on Ecosystems
Wk7 - Creating Economic, Social and Environmental Value – CSR and Corporate Philanthropy

Wk8 - Key Resources & Activities – Stakeholder Network Roles
Wk9 - Managing Negative Impact – Redefining Revenues and Ensuring Profits
Wk10 - Group Project Presentations

Academic References

Academic Reference :

To be provided in class...

Websites :

To be provided in class...

Certifications & Legal Mentions

Certifications :

N/A

RSE / IA

RSE

BAC.EAINA.MKBUS.3005 – WEB DESIGN & USER EXPERIENCE

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 : JOUSSEMET Caroline

Teaching Team : GUYARD Christian

Academic Characteristics

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

Course Description

Course Description :

This course introduces students to the fundamentals of User Experience (UX) design, with a strong focus on user research methodologies. Students will learn how to understand user behaviors, needs, and motivations through observation techniques, interviews, task analysis, and usability testing.
Through a series of hands-on workshops and a project-based approach, students will explore the main UX methodologies used in professional contexts. The course emphasizes clarity, simplicity, and user-centered thinking, guiding students from problem definition to the creation of a Minimum Viable Product (MVP).

Pedagogical Objectives

Pedagogical Objectives :

Knowledge and Understanding (subject specific) - The student is expected to:
. Understand the concept of User Experience and its role in digital products and services
. Identify and analyze user needs, behaviors, and pain points
. Understand the main stages of the UX design process
. Apply UX best practices related to usability, accessibility, and MVP logic

Cognitive / Intellectual Skills (generic) - The student is expected to:
. Define clear research objectives and design challenges
. Analyze user data to support design decisions
. Select and justify a relevant UX scenario among multiple options

Key Transferable Skills (generic) - The student is expected to:
. Understand the strategic value of User Experience in product development
. Communicate ideas clearly through visual and oral presentations

Practical Skills (subject specific) - The student is expected to:
. Use Figma to create wireframes and basic prototypes
. Produce and present UX deliverables (personas, user journeys, wireframes, tests)

Prerequisites

Prerequisites :

Marketing Principles

Course Schedule

Course Schedule :

Session 1: Introduction to UX Design
Session 2: User Research I: Defining the Design Challenge + Persona
Session 3 : User Research II: Understanding Users through interviews
Session 4: Ideation and Concept Development
Session 5 : Prototyping the MVP
Session 6 : Information Architecture
Session 7: User Testing
Session 8: Iteration
Session 9: UX Design
Session 10: UI Design
Final evaluation: Visual Presentation + Pitch

Academic References

Academic Reference :

"The Importance of User Experience (UX) in Digital Marketing" - Nielsen Norman Group
"A Beginner's Guide to Understanding User Experience Design" - Interaction Design Foundation
"First Principles of Interaction Design" - Bruce Tognazzini
Don't Make Me Think - Steve Krug
Design Thinking Toolkit - IDEO

Websites :

Readings, materials and tasks will be provided each week in K2.

Certifications & Legal Mentions

Certifications :

N/A