



Course Catalogue
Master Programmes
Incoming Exchange Students
Lille Campus
Fall 2019

Dear Exchange Students,

Welcome to SKEMA Business School !

Here are a few key instructions on how to consult properly the **Lille Course Catalogue Fall 2019**.

Please read these instructions carefully:

- 1) Students are required to choose **one program** and follow the courses within that one program. It is not possible to mix and match courses from different programs due to frequent scheduling clashes.
- 2) **Pay attention to the pre-requisites!** We have highlighted the pre-requisites for courses **in red**. It is the student's responsibility to ensure he/she has the required academic background to successfully follow the courses.
- 3) **Special Note for Project and Program Management & Business Development Program:** Certain courses within this program have **extra fees**. Fees apply because students are able to obtain various professional certifications once passing the course. The fees are directly linked with the enrollment of the student in the professional certificate examination. Fee details are clearly indicated in the course catalogue. Students choosing this program will be required to pay the required fees before receiving their acceptance letter. The SKEMA International Office will contact students on the payment procedure once the nomination period is complete (mid-May).
- 4) Courses within the catalogue are subject to slight changes.
- 5) There is a maximum number of seats available per specialization program.

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FALL**PGE - M1 France****CORPORATE FINANCE**

Course Code	PGE.FINM1.FICOR.0506
ECTS Credits	4
Course Leader	GROSLAMBERT Bertrand
Contact Hours	30
Department	Dept. Accounting and Finance
Programme	PGE - M1 ABM France
Prerequisites	None
Course Description	Our objective is to bring students to develop a rigorous analytical framework of the major investment and financing decisions. In particular, we will shed lights on the interest rates and the investment valuation. We will focus on different ways of financing between equity, debt. Then, we present the relationship between risk, return and the cost of financing.
Course Open to Exchange Students	Belo /Fall;Lille /Fall;Paris /Fall;Sophia /Fall;Suzhou /Fall
Semester	fall
Campus	Belo Horizonte;Lille;Paris;Raleigh;Sophia;Suzhou
Evaluation	
Final Examination (%)	60
Nature of final exam	Quizz
Continuous Assessment (%)	40
Recommended Reading	1) Principles of Corporate Finance, 11/e, Brealey, Myers and Allen, McGrawHill Higher Education ed. 2) Corporate Finance – Theory and Practice, P. Vernimmen, John Wiley & Sons, 2011, 3rd edition Available freely on Scholarvox by Cyberlibris at http://mediatheque.skema.edu/index.php?id=408
Websites	http://skema.lms.crossknowledge.com/data/modules/crossknowledge/interfaces/index.php http://www.vernimmen.com/ http://mediatheque.skema.edu/index.php?id=408 http://knowledge.skema.edu/

DIGITAL LITERACY

Course Code	PGE.FINM1.ISELE.0719 (FALL) / PGE.FINM1.ISELE.0721 (SPRING)
ECTS Credits	2
Course Leader	POTELLE Déborah
Contact Hours	1
Department	Dept. Management of projects, Information Systems and Supply Chains
Programme	PGE - M1 ABM France
Prerequisites	-
Course Description	-
Course Open to Exchange Students	Belo /Fall;Lille /Fall;Paris /Fall;Sophia /Fall;Suzhou /Fall
Semester	fall;spring

Campus	Belo Horizonte;Lille;Paris;Sophia;Suzhou
Evaluation	
Final Examination (%)	50
Nature of final exam	Quizz
Continuous Assessment (%)	50
Recommended Reading	
Websites	

ECONOMICS

Course Code	PGE.FINM1.ECCOR.0903
ECTS Credits	1
Course Leader	GOGUEL Amaury
Contact Hours	9
Department	Dept. Stratégy, Entrepreneurship and Economics
Programme	PGE - M1 ABM France
Prerequisites	None.
Course Description	For an international manager, investing without understanding the economy is like taking a trip without knowing anything about the climate of your destination or what season you 'll be in when you get there (Richard Yamarone)
Course Open to Exchange Students	Lille /Fall;Paris /Fall;Sophia /Fall
Semester	fall
Campus	Lille;Paris;Sophia
Evaluation	
Final Examination (%)	100
Nature of final exam	Quizz
Continuous Assessment (%)	0
Recommended Reading	- The teachings will be based on the : Krugman/Obsfeld/ Melitz International Economics : Theory and Practice. 9th edition - Optional book if you want to go deeper: Money, Banking and Financial Markets; Mishkin / Pearson, 9th ed.
Websites	

EMPLOYABILITE & CARRIERE (fall)

Course Code	PGE.FINM1.CRCOR.1003
ECTS Credits	1
Course Leader	BEAUGRAND Audrey
Contact Hours	6
Department	Career Center - Employability
Programme	PGE - M1 ABM France
Prerequisites	No

Course Description	MARKETABILITY 2 workshops of 1h30 each in Fall : 1. Personal Branding & Soft-Skills 2. LINKEDIN Profile Development 3 workshops of 1h30 each in Spring : 1. Storytelling & Pitch 2. Preparation for recruitment interviews 3. The ALUMNI network: how to approach the network? + evaluation + Career tuesday + Compagny Challenge (effective participation)
Course Open to Exchange Students	Belo /Fall;Lille /Fall;Paris /Fall;Sophia /Fall;Suzhou /Fall
Semester	fall
Campus	Belo Horizonte;Lille;Paris;Sophia;Suzhou
Evaluation	
Final Examination (%)	100
Nature of final exam	Report / Dissertation;Class participation
Continuous Assessment (%)	0
Recommended Reading	
Websites	

ENTREPRENEURSHIP & INNOVATION

Course Code	PGE.FINM1.STCOR.0818
ECTS Credits	3
Course Leader	VIAN Dominique
Contact Hours	21
Department	Dept. Stratégy, Entrepreneurship and Economics
Programme	PGE - M1 ABM France
Prerequisites	No prerequisite
Course Description	By interacting with entrepreneurs, you'll have the chance to discover their life and their entrepreneurial venture. More specifically, you will be able to grasp the process of developing an idea and of transforming an invention into an innovation (from the idea to the market). You'll discover the diversity of innovations led by committed entrepreneurs and will be able to grasp what the entrepreneurs 'life is. In addition, you will also discover how did they select the first market. ISMA360 will be introduced as the only existing method that dramatically reduces the risk of false positives (false customers, false partners).
Course Open to Exchange Students	Belo /Fall;Lille /Fall;Paris /Fall;Sophia /Fall;Suzhou /Fall
Semester	fall
Campus	Belo Horizonte;Lille;Paris;Sophia;Suzhou
Evaluation	
Final Examination (%)	50

Nature of final exam	Quizz
Continuous Assessment (%)	50
Recommended Reading	
Websites	www.effectuation.org

EXCEL

Course Code	PGE.FINM1.ISELE.0720 (FALL) / PGE.FINM1.ISELE.0722 (SPRING)
ECTS Credits	2
Course Leader	MILLELIRI André
Contact Hours	12
Department	Dept. Management of projects, Information Systems and Supply Chains
Programme	PGE - M1 ABM France
Prerequisites	none
Course Description	Excel is asomething you can't do without ! This course will introduce all the things the students must know in order to honestly pretend to be mastering Excel. The course will be splitted in two parts a first one online (12 hours) and applications done in the classroom with a teacher who's an expert of Excel.
Course Open to Exchange Students	Belo /Fall;Lille /Fall;Paris /Fall;Sophia /Fall;Suzhou /Fall
Semester	fall;spring
Campus	Belo Horizonte;Lille;Paris;Sophia;Suzhou
Evaluation	
Final Examination (%)	50
Nature of final exam	Quizz
Continuous Assessment (%)	50
Recommended Reading	
Websites	

FRENCH ADVANCED (for non Native Speakers)

Course Code	PGE.FINM1.LGCOR.4311 (FALL) / PGE.FINM1.LGCOR.4331 (SPRING)
ECTS Credits	2
Course Leader	POMMIER Jean-Paul
Contact Hours	24
Department	Dept. Languages and Personal Development
Programme	PGE - M1 ABM France
Prerequisites	There are no pre-requisites for this course.
Course Description	This course is designed for students who have an advanced knowledge of French (students who have successfully passed the Intermediate (B1) course in L3 or who have 300+ hours of prior study). Students will enhance their ability to use French in the four skills (speaking, listening, reading and

	writing) in diverse and complex work and social contexts. Students will further enhance their understanding and writing of French in complex texts. By the end of this course, students will be able to communicate in a range of social and professional situations at an advanced level. The course aims to prepare students for a period of study or work abroad by further consolidating cultural awareness of France and other francophone countries and by focusing on contemporary business-related issues. Overall, students will attain a level comparable to B2/C1 CEFR.
Course Open to Exchange Students	Lille /Fall;Paris /Fall;Sophia /Fall;Lille /Spring;Paris /Spring;Sophia /Spring
Semester	fall;spring
Campus	Lille;Paris;Sophia
Evaluation	
Final Examination (%)	30
Nature of final exam	Others
Continuous Assessment (%)	70
Recommended Reading	
Websites	Apprendre le français avec RFI : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/

FRENCH BEGINNER (for non native speakers)

Course Code	PGE.FINM1.LGCOR.4312 (FALL) / PGE.FINM1.LGCOR.4339 (SPRING)
ECTS Credits	2
Course Leader	POMMIER Jean-Paul
Contact Hours	24
Department	Dept. Languages and Personal Development
Programme	PGE - M1 ABM France
Prerequisites	There are no-prerequisites for this course.
Course Description	This course is designed for students with no prior knowledge of the language and offers an introduction to French language and francophone culture. Students will study French pronunciation and develop knowledge of the language in all four skills at a basic level. By the end of this course, students will be able to communicate in a range of daily life situations at a basic level. The course aims to prepare students for a period of study abroad by increasing cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French. Overall, this course prepares students to reach a level comparable to A1 CEFR.

Course Open to Exchange Students	Lille /Fall;Paris /Fall;Sophia /Fall;Lille /Spring;Paris /Spring;Sophia /Spring
Semester	fall;spring
Campus	Lille;Paris;Sophia
Evaluation	
Final Examination (%)	30
Nature of final exam	Others
Continuous Assessment (%)	70
Recommended Reading	
Websites	Apprendre le français avec RFI : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais Français Interactif : http://www.laits.utexas.edu/fi/home Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/

FRENCH INTERMEDIATE (for non Native Speakers)

Course Code	PGE.FINM1.LGCOR.4314 (FALL) / PGE.FINM1.LGCOR.4341 (SPRING)
ECTS Credits	2
Course Leader	POMMIER Jean-Paul
Contact Hours	24
Department	Dept. Languages and Personal Development
Programme	PGE - M1 ABM France
Prerequisites	There are no pre-requisites for this course.
Course Description	This course is designed for students who have an intermediate knowledge of French (students who have successfully passed the Elementary (A2) course in L3 or who have approximately 200-250 hours of prior study). Students will further develop their ability to use French in the four skills (speaking, listening, reading and writing) in familiar work and social contexts. By the end of this course, students will be able to communicate in a range of social and professional situations at intermediate level. The course aims to prepare students for a period of study abroad by further consolidating cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French. Overall, students will attain a level comparable to B1 CEFR.
Course Open to Exchange Students	Lille /Fall;Paris /Fall;Sophia /Fall;Lille /Spring;Paris /Spring;Sophia /Spring
Semester	fall;spring

Campus	Lille;Paris;Sophia
Evaluation	
Final Examination (%)	30
Nature of final exam	Others
Continuous Assessment (%)	70
Recommended Reading	
Websites	Apprendre le français avec RFI : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/

FRENCH POST-BEGINNER (for non Native Speakers)

Course Code	PGE.FINM1.LGCOR.4315 (FALL) / PGE.FINM1.LGCOR.4342 (SPRING)
ECTS Credits	2
Course Leader	POMMIER Jean-Paul
Contact Hours	24
Department	Dept. Languages and Personal Development
Programme	PGE - M1 ABM France
Prerequisites	There are no pre-requisites for this course.
Course Description	This course is designed for students who have a basic knowledge of French (students will have successfully passed the L3 Real Beginner (A0) course or have approximately 24 hours of prior study). Students will consolidate their pronunciation and their knowledge of the language in all four skills at a basic level. By the end of this course, students will be able to communicate in a range of simple daily life situations. The course aims to prepare students for a period of study abroad by increasing cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French. Overall, students will attain a level comparable to A1 CEFR.
Course Open to Exchange Students	Lille /Fall;Paris /Fall;Sophia /Fall;Lille /Spring;Paris /Spring;Sophia /Spring
Semester	fall;spring
Campus	Lille;Paris;Sophia
Evaluation	
Final Examination (%)	30

Nature of final exam	Others
Continuous Assessment (%)	70
Recommended Reading	
Websites	Apprendre le français avec RFI : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais Français Interactif : http://www.laits.utexas.edu/fi/home Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/

GEOPOLITICS

Course Code	PGE.FINM1.STCOR.0816 (France) / PGE.FINM1.STCOR.0817
ECTS Credits	1
Course Leader	MENEUT, Emmanuel-EXT
Contact Hours	9
Department	Dept. Strategy, Entrepreneurship and Economics
Programme	PGE - M1 ABM France
Prerequisites	-
Course Description	-
Course Open to Exchange Students	Belo /Fall;Lille /Fall;Paris /Fall;Sophia /Fall;Suzhou /Fall
Semester	fall
Campus	Belo Horizonte;Lille;Paris;Sophia;Suzhou
Evaluation	
Final Examination (%)	0
Nature of final exam	Report / Dissertation
Continuous Assessment (%)	100
Recommended Reading	
Websites	

GERMAN ADVANCED

Course Code	PGE.FINM1.LGCOR.4316 (FALL) / PGE.FINM1.LGCOR.4343 (SPRING)
ECTS Credits	2
Course Leader	LAMBRECHT, Anne-EXT
Contact Hours	24
Department	Dept. Languages and Personal Development
Programme	PGE - M1 ABM France
Prerequisites	There are no pre-requisites for this course.

Course Description	This course is designed for students who have an advanced knowledge of German (students who have successfully passed the Intermediate (B1) course in L3 or who have 300+ hours of prior study). Students will enhance their ability to use German in the four skills (speaking, listening, reading and writing) in diverse and complex work and social contexts. Students will further enhance their understanding and writing of German in complex texts. By the end of this course, students will be able to communicate in a range of social and professional situations at an advanced level. The course aims to prepare students for a period of study or work abroad by further consolidating cultural awareness of Germany and other countries where the language is spoken and by focusing on contemporary business-related issues. Overall, students will attain a level comparable to B2/C1 CEFR.
Course Open to Exchange Students	Lille /Fall;Paris /Fall;Sophia /Fall;Lille /Spring;Paris /Spring;Sophia /Spring
Semester	fall;spring
Campus	Lille;Paris;Sophia
Evaluation	
Final Examination (%)	30
Nature of final exam	Others
Continuous Assessment (%)	70
Recommended Reading	
Websites	Grammatik: http://www.grammatikdeutsch.de/index.html Deutsch für Dich: https://www.goethe.de/prj/dfd/de/home.cfm (mit Anmeldung/inscription gratuite) Grammatik, Wortschatz und Leseverstehen: https://allemand.org Hörverstehen mit Video: http://www.dw.com/de/deutsch-lernen/video-thema/s-12165

GERMAN ELEMENTARY

Course Code	PGE.FINM1.LGCOR.4317 (FALL) / PGE.FINM1.LGCOR.4344 (SPRING)
ECTS Credits	2
Course Leader	LAMBRECHT, Anne-EXT
Contact Hours	24
Department	Dept. Languages and Personal Development
Programme	PGE - M1 ABM France
Prerequisites	There are no pre-requisites for this course.
Course Description	This course is designed for students who have an elementary knowledge of German and who have approximately 100-150 hours of prior study. Students will further develop their ability to use German in the four skills (speaking, listening, reading and writing), improve their pronunciation and increase their confidence in the language. By the end of this course, students will be able to deal with a diverse range of daily life situations and communicate on a range of familiar topics. The course aims to prepare students for a period of study abroad by increasing cultural awareness of Germany and other countries where the language is spoken and to enable students to acquire language skills and attitudes for further study of German. Overall, students will attain a level comparable to A2 CEFR.
Course Open to Exchange Students	Lille /Fall;Paris /Fall;Sophia /Fall;Lille /Spring;Paris /Spring;Sophia /Spring
Semester	fall;spring

Campus	Lille;Paris;Sophia
Evaluation	
Final Examination (%)	30
Nature of final exam	Others
Continuous Assessment (%)	70
Recommended Reading	
Websites	Grammatik: http://www.grammatikdeutsch.de/index.html Deutsch für Dich: https://www.goethe.de/prj/dfd/de/home.cfm (mit Anmeldung/inscription gratuite) Grammatik, Wortschatz und Leseverstehen: https://allemand.org Hörverstehen mit Video: http://www.dw.com/de/deutsch-lernen/video-thema/s-12165

GERMAN INTERMEDIATE

Course Code	PGE.FINM1.LGCOR.4318 (FALL) / PGE.FINM1.LGCOR.4345 (SPRING)
ECTS Credits	2
Course Leader	LAMBRECHT, Anne-EXT
Contact Hours	24
Department	Dept. Languages and Personal Development
Programme	PGE - M1 ABM France
Prerequisites	There are no pre-requisites for this course.
Course Description	This course is designed for students who have an intermediate knowledge of German (students who have successfully passed the Elementary (A2) course in L3 or who have approximately 200-250 hours of prior study). Students will further develop their ability to use German in the four skills (speaking, listening, reading and writing) in familiar work and social contexts. By the end of this course, students will be able to communicate in a range of social and professional situations at intermediate level. The course aims to prepare students for a period of study abroad by further consolidating cultural awareness of Germany and other countries where the language is spoken and to enable students to acquire language skills and attitudes for further study of German. Overall, students will attain a level comparable to B1 CEFR.
Course Open to Exchange Students	Lille /Fall;Paris /Fall;Sophia /Fall;Lille /Spring;Paris /Spring;Sophia /Spring
Semester	fall;spring
Campus	Lille;Paris;Sophia
Evaluation	
Final Examination (%)	30
Nature of final exam	Others
Continuous Assessment (%)	70
Recommended Reading	
Websites	Grammatik: http://www.grammatikdeutsch.de/index.html Deutsch für Dich: https://www.goethe.de/prj/dfd/de/home.cfm (mit Anmeldung/inscription gratuite)

	Grammatik, Wortschatz und Leseverstehen: https://allemand.org Hörverstehen mit Video: http://www.dw.com/de/deutsch-lernen/video-thema/s-12165
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GKET SEMINAR

Course Code	PGE.FINM1.HRCOR.0323
ECTS Credits	3
Course Leader	PANCHOUT Katrina
Contact Hours	24
Department	Dept. Marketing
Programme	PGE - M1 ABM France
Prerequisites	No prerequisite
Course Description	Cultural competence is one the key soft skills of international business management today. The GKET seminar will help students identify the issues and challenges inherent preparing their own internationalisation as well as determine the skills necessary to manage multicultural business environments and the global footprint the student wishes to develop.
Course Open to Exchange Students	Belo /Fall;Lille /Fall;Paris /Fall;Sophia /Fall;Suzhou /Fall
Semester	fall
Campus	Belo Horizonte;Lille;Paris;Sophia;Suzhou
Evaluation	
Final Examination (%)	60
Nature of final exam	Report / Dissertation
Continuous Assessment (%)	40
Recommended Reading	
Websites	Links provided on the LMS course site

GLOBAL ECONOMIC ISSUES

Course Code	PGE.FINM1.ECCOR.0904
ECTS Credits	3
Course Leader	DESBORDES Rodolphe
Contact Hours	12
Department	Dept. Stratégy, Entrepreneurship and Economics
Programme	PGE - M1 ABM France
Prerequisites	-None
Course Description	-The purpose of these lectures is to provide both conceptual frameworks and focused applications to help students make sense of the various issues associated with globalisation.
Course Open to Exchange Students	Belo /Fall;Lille /Fall;Paris /Fall;Sophia /Fall;Suzhou /Fall
Semester	fall
Campus	Belo Horizonte;Lille;Paris;Sophia;Suzhou
Evaluation	

Final Examination (%)	45
Nature of final exam	Others
Continuous Assessment (%)	55
Recommended Reading	Baldwin, R. (2016). The great convergence. Harvard University Press. Behraves, N. (2008). Spin-Free Economics. McGraw Hill Professional. Greenwald, B. C., & Kahn, J. (2008). Globalization: n. the irrational fear that someone in China will take your job. John Wiley & Sons. Milanovic, B (2016). Global Inequality. A New Approach for the Age of Globalization. Harvard University Press. Mishkin F. (2006). The Next Great Globalization. Princeton University
Websites	

INTRODUCTORY FINANCE REFRESHER

Course Code	PGE.FINM1.FICOR.0515
ECTS Credits	1
Course Leader	PANCHOUT Katrina
Contact Hours	12
Department	Dept. Accounting and Finance
Programme	PGE - M1 ABM France
Prerequisites	-
Course Description	-
Course Open to Exchange Students	Belo /Fall;Lille /Fall;Paris /Fall;Sophia /Fall;Suzhou /Fall
Semester	fall;spring
Campus	Belo Horizonte;Lille;Paris;Sophia;Suzhou
Evaluation	
Final Examination (%)	50
Nature of final exam	Quizz
Continuous Assessment (%)	50
Recommended Reading	
Websites	

ITALIAN ADVANCED

Course Code	PGE.FINM1.LGCOR.4319 (FALL) / PGE.FINM1.LGCOR.4346 (SPRING)
ECTS Credits	2
Course Leader	DURANTON Hélène
Contact Hours	24
Department	Dept. Languages and Personal Development
Programme	PGE - M1 ABM France

Prerequisites	There are no pre-requisites for this course.
Course Description	This course is designed for students who have an advanced knowledge of Italian (students who have successfully passed the Intermediate (B1) course in L3 or who have 300+ hours of prior study). Students will enhance their ability to use Italian in the four skills (speaking, listening, reading and writing) in diverse and complex work and social contexts. Students will further enhance their understanding and writing of Italian in complex texts. By the end of this course, students will be able to communicate in a range of social and professional situations at an advanced level. The course aims to prepare students for a period of study or work abroad by further consolidating cultural awareness of Italy and by focusing on contemporary business-related issues. Overall, students will attain a level comparable to B2/C1 CEFR.
Course Open to Exchange Students	Lille /Fall;Paris /Fall;Sophia /Fall;Lille /Spring;Paris /Spring;Sophia /Spring
Semester	fall;spring
Campus	Lille;Paris;Sophia
Evaluation	
Final Examination (%)	30
Nature of final exam	Others
Continuous Assessment (%)	70
Recommended Reading	Marina Falcinelli, Alberto Mazzetti QUI ITALIA.IT. Corso di lingua italiana per stranieri. Livello avanzato.Con DVD Mondadori Education, 2014
Websites	http://www.italiano.rai.it/ (Cours de langue italienne avec documents vidéo et audio, textes et exercices) http://italianoperstranieri.loescher.it/materiale-didattico (Site de documents audio et vidéos avec sous-titres) http://parliamoitaliano.altervista.org/ (site d'explications et d'exercices de grammaire) http://www.bbc.co.uk/languages/italian/ (site de la BBC sur la langue italienne) http://rai.it/ (site de la télé et de la radio publique italienne, programmes d'actualités, de culture, de société avec des vidéos souvent sous-titrées en italien)

ITALIAN ELEMENTARY

Course Code	PGE.FINM1.LGCOR.4320 (FALL) / PGE.FINM1.LGCOR.4347 (SPRING)
ECTS Credits	2
Course Leader	DURANTON Hélène
Contact Hours	24
Department	Dept. Languages and Personal Development
Programme	PGE - M1 ABM France
Prerequisites	There are no pre-requisites for this course.
Course Description	This course is designed for students who have an elementary knowledge of Italian and who have approximately 100-150 hours of prior study. Students will further develop their ability to use Italian in the four skills (speaking, listening, reading and writing), improve their pronunciation and increase their confidence in the language. By the end of this course, students will be able to deal with a diverse range of daily life situations and communicate on a range of familiar topics. The course aims to prepare students for a period of study abroad by

	increasing cultural awareness of Italy and to enable students to acquire language skills and attitudes for further study of Italian. Overall, students will attain a level comparable to A2 CEFR.
Course Open to Exchange Students	Lille /Fall;Paris /Fall;Sophia /Fall;Lille /Spring;Paris /Spring;Sophia /Spring
Semester	fall;spring
Campus	Lille;Paris;Sophia
Evaluation	
Final Examination (%)	30
Nature of final exam	Quizz
Continuous Assessment (%)	70
Recommended Reading	G. V. Beliaeva, E. I. Gorskaia, N. M. Lutskaia L'italiano all'universita: Libro + CD Audio 1 (Level A1-A2) Edizioni Edilingua, 2012 G. V. Beliaeva, E. I. Gorskaia, N. M. Lutskaia L'italiano all'universita: Libro + CD Audio 2 (Level A1-A2) Edizioni Edilingua, 2014 Marina Falcinelli, Alberto Mazzetti QUI ITALIA.IT. Corso di lingua italiana per stranieri. Livello elementare.Con DVD Mondadori Education, 2011
Websites	http://www.italiano.rai.it/ (Cours de langue italienne avec documents vidéo et audio, textes et exercices) http://italianoperstranieri.loescher.it/materiale-didattico (Site de documents audio et vidéos avec sous-titres) http://parliamoitaliano.altervista.org/ (site d'explications et d'exercices de grammaire) http://www.bbc.co.uk/languages/italian/ (site de la BBC sur la langue italienne) http://rai.it/ (site de la télé et de la radio publique italienne, programmes d'actualités, de culture, de société avec des vidéos souvent sous-titrées en italien)

ITALIAN INTERMEDIATE

Course Code	PGE.FINM1.LGCOR.4321 (FALL) / PGE.FINM1.LGCOR.4348 (SPRING)
ECTS Credits	2
Course Leader	DURANTON Hélène
Contact Hours	24
Department	Dept. Languages and Personal Development
Programme	PGE - M1 ABM France
Prerequisites	There are no pre-requisites for this course.
Course Description	This course is designed for students who have an intermediate knowledge of Italian (students who have successfully passed the Elementary (A2) course in L3 or who have approximately 200-250 hours of prior study). Students will further develop their ability to use Italian in the four skills (speaking, listening, reading and writing) in familiar work and social contexts. By the end of this course, students will be able to communicate in a range of social and professional situations at intermediate level. The course aims to prepare students for a period of study abroad by further consolidating cultural awareness of Italy and to enable students to acquire language skills and attitudes for further study of Italian. Overall, students will attain a level comparable to B1 CEFR.
Course Open to Exchange Students	Lille /Fall;Paris /Fall;Sophia /Fall;Lille /Spring;Paris /Spring;Sophia /Spring

Semester	fall;spring
Campus	Lille;Paris;Sophia
Evaluation	
Final Examination (%)	30
Nature of final exam	Quizz
Continuous Assessment (%)	70
Recommended Reading	Marina Falcinelli, Alberto Mazzetti QUI ITALIA.IT. Corso di lingua italiana per stranieri. Livello intermedio.Con DVD Mondadori Education, 2012
Websites	http://www.italiano.rai.it/ (Cours de langue italienne avec documents vidéo et audio, textes et exercices) http://italianoperstranieri.loescher.it/materiale-didattico (Site de documents audio et vidéos avec sous-titres) http://parliamoitaliano.altervista.org/ (site d'explications et d'exercices de grammaire) http://www.bbc.co.uk/languages/italian/ (site de la BBC sur la langue italienne) http://rai.it/ (site de la télé et de la radio publique italienne, programmes d'actualités, de culture, de société avec des vidéos souvent sous-titrées en italien)

MANAGEMENT 1 : MANAGERS & HUMAN RESOURCES

Course Code	PGE.FINM1.HRCOR.0326 / PGE.FINM1.HRCOR.0327 (US)
ECTS Credits	4
Course Leader	BACHA Eliane
Contact Hours	24
Department	Dept. Management, Law and Organization
Programme	PGE - M1 ABM France
Prerequisites	Sociology
Course Description	This course focuses on some principles and practices used in management and organization. The aim of the course is to equip students with the necessary knowledge to understand management theories, understand HR functions and help their future organizations in becoming more efficient. Hence, this course is designed to improve your effectiveness as a future manager.
Course Open to Exchange Students	Belo /Fall;Lille /Fall;Paris /Fall;Sophia /Fall;Suzhou /Fall
Semester	Fall
Campus	Belo Horizonte;Lille;Paris;Raleigh;Sophia;Suzhou
Evaluation	
Final Examination (%)	50
Nature of final exam	Others
Continuous Assessment (%)	50
Recommended Reading	
Websites	

MARKETING

Course Code	PGE.FINM1.MKCOR.0411
ECTS Credits	3
Course Leader	LIMA Marcos
Contact Hours	21
Department	Dept. Marketing
Programme	PGE - M1 ABM France
Prerequisites	
Course Description	
Course Open to Exchange Students	Belo /Fall;Lille /Fall;Paris /Fall;Sophia /Fall;Suzhou /Fall
Semester	Fall
Campus	Belo Horizonte;Lille;Paris;Sophia;Suzhou
Evaluation	
Final Examination (%)	35
Nature of final exam	Others
Continuous Assessment (%)	65
Recommended Reading	
Websites	

MARKETING REFRESHER

Course Code	PGE.FINM1.MKCOR.0412
ECTS Credits	1
Course Leader	SANTOS, Pamela-EXT
Contact Hours	12
Department	Dept. Marketing
Programme	PGE - M1 ABM France
Prerequisites	-None
Course Description	-This course provides an introduction to the core concepts in marketing. It will provide basic knowledge that students will need in more advanced marketing courses. In this course students will learn the tools and resources marketing managers and though leaders have available to use.
Course Open to Exchange Students	Belo /Fall;Lille /Fall;Raleigh /Fall;Sophia /Fall;Suzhou /Fall
Semester	fall;spring
Campus	Belo Horizonte;Lille;Paris;Sophia;Suzhou
Evaluation	
Final Examination (%)	50
Nature of final exam	Quizz

PORTUGUESE BEGINNER

Course Code	PGE.FINM1.LGCOR.4323 (FALL) / PGE.FINM1.LGCOR.4350 (SPRING)
ECTS Credits	2
Course Leader	DURANTON H��l��ne
Contact Hours	24
Department	Dept. Languages and Personal Development
Programme	PGE - M1 ABM France
Prerequisites	There are no-prerequisites for this course.
Course Description	Note: this beginner Portuguese course is not suitable if you are not a French speaker or do not have an advanced level of French as most explanations are given in French. This course is designed for students with no prior knowledge of the language and offers an introduction to Portuguese language and lusophone culture. Students will study Portuguese pronunciation and develop knowledge of the language in all four skills at a basic level. By the end of this course, students will be able to communicate in a range of daily life situations at a basic level. The course aims to prepare students for a period of study abroad by increasing cultural awareness of Brazil, Portugal and other lusophone countries and to enable students to acquire language skills and attitudes for further study of Portuguese. Overall, this course prepares students to reach a level comparable to A1 CEFR.
Course Open to Exchange Students	Lille /Fall;Paris /Fall;Sophia /Fall;Lille /Spring;Paris /Spring;Sophia /Spring
Semester	fall;spring
Campus	Lille;Paris;Sophia
Evaluation	
Final Examination (%)	30
Nature of final exam	Quizz
Continuous Assessment (%)	70
Recommended Reading	
Websites	Portugu��s, O seu s��tio da L��ngua Portuguesa : http://portugues.uol.com.br/ S�� Portuguese : https://www.soportugues.com.br/ Norma Culta, L��ngua Portuguesa em bom Portugu��s: https://www.normaculta.com.br/ Dicio, Dicion��rio Online de Portugu��s : https://www.dicio.com.br/

PORTUGUESE ELEMENTARY

Course Code	PGE.FINM1.LGCOR.4324 (FALL) / PGE.FINM1.LGCOR.4351 (SPRING)
ECTS Credits	2
Course Leader	DURANTON H��l��ne
Contact Hours	24
Department	Dept. Languages and Personal Development
Programme	PGE - M1 ABM France
Prerequisites	There are no pre-requisites for this course.

Course Description	This course is designed for students who have an elementary knowledge of Portuguese and who have approximately 100-150 hours of prior study. Students will further develop their ability to use Portuguese in the four skills (speaking, listening, reading and writing), improve their pronunciation and increase their confidence in the language. By the end of this course, students will be able to deal with a diverse range of daily life situations and communicate on a range of familiar topics. The course aims to prepare students for a period of study abroad by increasing cultural awareness of Brazil, Portugal and other lusophone countries and to enable students to acquire language skills and attitudes for further study of Portuguese. Overall, students will attain a level comparable to A2 CEFR.
Course Open to Exchange Students	Lille /Fall;Paris /Fall;Sophia /Fall;Lille /Spring;Paris /Spring;Sophia /Spring
Semester	fall;spring
Campus	Lille;Paris;Sophia
Evaluation	
Final Examination (%)	30
Nature of final exam	Others
Continuous Assessment (%)	70
Recommended Reading	
Websites	Português, O seu sítio da Língua Portuguesa : http://portugues.uol.com.br/ Só Português : https://www.soportugues.com.br/ Norma Culta, Língua Portuguesa em bom Português: https://www.normaculta.com.br/ Dicio, Dicionário Online de Português : https://www.dicio.com.br/

PORTUGUESE POST-BEGINNER

Course Code	PGE.FINM1.LGCOR.4326 (FALL) / PGE.FINM1.LGCOR.4353 (SPRING)
ECTS Credits	2
Course Leader	DURANTON Hélène
Contact Hours	24
Department	Dept. Languages and Personal Development
Programme	PGE - M1 ABM France
Prerequisites	There are no pre-requisites for this course.
Course Description	Note: this post-beginner Portuguese course is not suitable if you are not a French speaker or do not have an advanced level of French as most explanations are given in French. This course is designed for students who have a basic knowledge of Portuguese (students will have successfully passed the L3 Real Beginner (A0) course or have approximately 24 hours of prior study). Students will consolidate their pronunciation and their knowledge of the language in all four skills at a basic level. By the end of this course, students will be able to communicate in a range of simple daily life situations. The course aims to prepare students for a period of study abroad by increasing cultural awareness of Brazil, Portugal and other lusophone countries and to enable students to acquire language skills and attitudes for further study of Portuguese. Overall, students will attain a level comparable to A1 CEFR.

Course Open to Exchange Students	Lille /Fall;Paris /Fall;Sophia /Fall;Lille /Spring;Paris /Spring;Sophia /Spring
Semester	fall;spring
Campus	
Evaluation	
Final Examination (%)	30
Nature of final exam	Quizz
Continuous Assessment (%)	70
Recommended Reading	
Websites	Português, O seu sítio da Língua Portuguesa : http://portugues.uol.com.br/ Só Português : https://www.soportugues.com.br/ Norma Culta, Língua Portuguesa em bom Português: https://www.normaculta.com.br/ Dicio, Dicionário Online de Português : https://www.dicio.com.br/

SPANISH ADVANCED

Course Code	PGE.FINM1.LGCOR.4327 (FALL) / PGE.FINM1.LGCOR.4354 (SPRING)
ECTS Credits	2
Course Leader	DURANTON Hélène
Contact Hours	24
Department	Dept. Languages and Personal Development
Programme	PGE - M1 ABM France
Prerequisites	There are no pre-requisites for this course.
Course Description	This course is designed for students who have an advanced knowledge of Spanish (students who have successfully passed the Intermediate (B1) course in L3 or who have 300+ hours of prior study). Students will enhance their ability to use Spanish in the four skills (speaking, listening, reading and writing) in diverse and complex work and social contexts. Students will further enhance their understanding and writing of Spanish in complex texts. By the end of this course, students will be able to communicate in a range of social and professional situations at an advanced level. The course aims to prepare students for a period of study or work abroad by further consolidating cultural awareness of Spanish and other countries where the language is spoken and by focusing on contemporary business-related issues. Overall, students will attain a level comparable to B2/C1 CEFR.
Course Open to Exchange Students	Lille /Fall;Paris /Fall;Sophia /Fall;Lille /Spring;Paris /Spring;Sophia /Spring
Semester	fall;spring
Campus	Lille;Paris;Sophia
Evaluation	
Final Examination (%)	30
Nature of final exam	Others

Continuous Assessment (%)	70
Recommended Reading	
Websites	Institut Cervantes : http://www.cervantes.es/default.htm Habla cultura : https://hablacultura.com/ Aprender Español : https://aprenderespanol.org/ Todo claro : http://www.todo-claro.com/c_index.php Practica Español: http://www.practicaespanol.com/

SPANISH ELEMENTARY

Course Code	PGE.FINM1.LGCOR.4328 (FALL) / PGE.FINM1.LGCOR.4355 (SPRING)
ECTS Credits	2
Course Leader	DURANTON H�el�ene
Contact Hours	24
Department	Dept. Languages and Personal Development
Programme	PGE - M1 ABM France
Prerequisites	There are no pre-requisites for this course.
Course Description	This course is designed for students who have an elementary knowledge of Spanish and who have approximately 100-150 hours of prior study. Students will further develop their ability to use Spanish in the four skills (speaking, listening, reading and writing), improve their pronunciation and increase their confidence in the language. By the end of this course, students will be able to deal with a diverse range of daily life situations and communicate on a range of familiar topics. The course aims to prepare students for a period of study abroad by increasing cultural awareness of Spanish and other countries where the language is spoken and to enable students to acquire language skills and attitudes for further study of Spanish. Overall, students will attain a level comparable to A2 CEFR.
Course Open to Exchange Students	Lille /Fall;Paris /Fall;Sophia /Fall;Lille /Spring;Paris /Spring;Sophia /Spring
Semester	fall;spring
Campus	Lille;Paris;Sophia
Evaluation	
Final Examination (%)	30
Nature of final exam	Quizz
Continuous Assessment (%)	70
Recommended Reading	
Websites	Institut Cervantes : http://www.cervantes.es/default.htm Habla cultura : https://hablacultura.com/ Aprender Espa�nol : https://aprenderespanol.org/ Todo claro : http://www.todo-claro.com/c_index.php Practica Espa�nol: http://www.practicaespanol.com/

SPANISH POST-BEGINNER

Course Code	PGE.FINM1.LGCOR.4330 (FALL) / PGE.FINM1.LGCOR.4357 (SPRING)
ECTS Credits	2
Course Leader	DURANTON H��l��ne
Contact Hours	24
Department	Dept. Languages and Personal Development
Programme	PGE - M1 ABM France
Prerequisites	There are no pre-requisites for this course.
Course Description	This course is designed for students who have a basic knowledge of Spanish (students will have successfully passed the L3 Real Beginner (A0) course or have approximately 24 hours of prior study). Students will consolidate their pronunciation and their knowledge of the language in all four skills at a basic level. By the end of this course, students will be able to communicate in a range of simple daily life situations. The course aims to prepare students for a period of study abroad by increasing cultural awareness of Spain as well as Central and South American countries where Spanish is spoken and to enable students to acquire language skills and attitudes for further study of Spanish. Overall, students will attain a level comparable to A1 CEFR.
Course Open to Exchange Students	Lille /Fall;Paris /Fall;Sophia /Fall;Lille /Spring;Paris /Spring;Sophia /Spring
Semester	fall;spring
Campus	Lille;Paris;Sophia
Evaluation	
Final Examination (%)	30
Nature of final exam	Others
Continuous Assessment (%)	70
Recommended Reading	
Websites	Institut Cervantes : http://www.cervantes.es/default.htm Habla cultura : https://hablacultura.com/ Aprender Espa��ol : https://aprenderespanol.org/ Todo claro : http://www.todo-claro.com/c_index.php Practica Espa��ol: http://www.practicaespanol.com/

ADVANCED FINANCE REFRESHER

Course Code	PGE.FINM1.FICOR.0518
ECTS Credits	2
Contact Hours	12
Department	Dept. Accounting and Finance
Programme	PGE - M1 ABM France
Prerequisites	No prerequisite
Course Open to Exchange Students	Belo /Fall;Lille /Fall;Paris /Fall;Sophia /Fall;Suzhou /Fall

Semester	fall
Campus	Belo Horizonte;Lille;Paris;Sophia;Suzhou
Evaluation	
Final Examination (%)	100

MANAGEMENT COMMUNICATIONS

Course Code	PGE.FINM1.HRELE.0327
ECTS Credits	2
Contact Hours	12
Department	Dept. Management, Law and Organization
Programme	PGE - M1 ABM France
Prerequisites	No prerequisite
Course Open to Exchange Students	Belo /Fall;Lille /Fall;Paris /Fall;Sophia /Fall;Suzhou /Fall
Semester	fall
Campus	Belo Horizonte;Lille;Paris;Sophia;Suzhou
Evaluation	
Final Examination (%)	100

BUSINESS TRANSFORMATION IN A DIGITAL ECONOMY

Course Code	PGE.FINM1.ECCOR.0906
ECTS Credits	3
Contact Hours	18
Department	Dept. Stratégie, Entrepreneurship and Economics
Programme	PGE - M1 ABM France
Prerequisites	No prerequisite
Course Open to Exchange Students	Belo /Fall;Lille /Fall;Paris /Fall;Sophia /Fall;Suzhou /Fall
Semester	fall
Campus	Belo Horizonte;Lille;Paris;Sophia;Suzhou
Evaluation	
Final Examination (%)	100

GLOBAL LEADERSHIP

Course Code	PGE.FINM1.HRCOR.0330
ECTS Credits	3
Contact Hours	18
Department	Dept. Management, Law and Organization
Programme	PGE - M1 ABM France
Prerequisites	No prerequisite

Course Open to Exchange Students	Belo /Fall;Lille /Fall;Paris /Fall;Sophia /Fall;Suzhou /Fall
Semester	fall
Campus	Belo Horizonte;Lille;Paris;Sophia;Suzhou
Evaluation	
Final Examination (%)	100

ENTREPRENEURSHIP PROJECT

Course Code	PGE.FINM1.SRCOR.0821
ECTS Credits	3
Contact Hours	18
Department	Dept. Strategy, Entrepreneurship and Economics
Programme	PGE - M1 ABM France
Prerequisites	No prerequisite
Course Open to Exchange Students	Belo /Fall;Lille /Fall;Paris /Fall;Sophia /Fall;Suzhou /Fall
Semester	fall
Campus	Belo Horizonte;Lille;Paris;Sophia;Suzhou
Course Description	Students in this course will build on their learning from Entrepreneurship and Innovation. In this course students will work on their own sustainable business. Students will work in groups to develop a overview for their own sustainable business. This goal will be supported by research done in groups to learn how an established or establishing sustainable business has built their ecosystem and applying this learning to work on their own model. Students will create a framework for a own sustainable business that includes developing a sustainable business model, a business ecosystem, and a plan for building legitimacy for your business.
Evaluation	
Final Examination (%)	50
Continuous Assesment (%)	50

MSc - Corporate Financial Management

Applied Research in Finance

Course Code	MSC.CFMM2.FICOR.0144
ECTS Credits	3
Course Leader	SAIDANE Dhafer
Contact Hours	18
Department	Dept. Accounting and Finance
Programme	MSc - Corporate Financial Management
Prerequisites	Mandatory for the MSc candidates

Course Description	The aim of the course is to train students to benchmark existing discipline-based knowledge and develop strategies for keeping up to date with new techniques or issues in both an academic research and a practitioner environment.
Course Open to Exchange Students	Belo /Fall;Lille /Fall;Sophia /Fall;Suzhou /Fall
Semester	Fall
Campus	Belo Horizonte;Lille;Paris;Sophia
Evaluation	
Final Examination (%)	100
Nature of final exam	Report / Dissertation;Others
Continuous Assessment (%)	0
Recommended Reading	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings : Biggam, J., 2008. Succeeding with Your Master's Dissertation : A step-by-step handbook, McGraw-Hill. Available online on La Fusée website in Cyberlibris / Scholarvox: http://ezp.skema.edu:2057/bookshelf/list/folderid/62679 Additional references will be provided by the instructor during the class.
Websites	

Capital Budgeting

Course Code	MSC.CFMM2.FICOR.0140
ECTS Credits	4
Course Leader	LAI Wan Ni
Contact Hours	24
Department	Dept. Accounting and Finance
Programme	MSc - Corporate Financial Management
Prerequisites	Master1
Course Description	The main objective of this course is to teach students how to make effective capital budgeting decisions as financial managers. Focusing on asset valuation, this course emphasis on the evaluation of cash flows that is fundamental to the capital budgeting decision. Starting with a general introduction to the framework of corporate finance, students will learn (i) methods to evaluate projects and investment rules, (ii) skills to analyze risk and return of various projects, and finally (iii) the different ways of raising capital in a corporation.
Course Open to Exchange Students	Belo /Fall;Lille /Fall;Sophia /Fall;Suzhou /Fall
Semester	Fall
Campus	Belo Horizonte;Lille;Paris;Sophia;Suzhou
Evaluation	
Final Examination (%)	60
Nature of final exam	Quizz;Others
Continuous Assessment (%)	40

Recommended Reading	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings :
Websites	

Capital Structure and Dividend Policy

Course Code	MSC.CFMM2.FICOR.0141
ECTS Credits	3
Course Leader	CHIKH Sabrina
Contact Hours	18
Department	Dept. Accounting and Finance
Programme	MSc - Corporate Financial Management
Prerequisites	Basics on Financial Markets
Course Description	The main objective of this course is to teach students the fundamentals of capital structure in a company and how to make effective dividend policies as financial managers. Focusing on the nature of debt and equity, this course emphasis on the effects of financing the company through debt and equity. Starting with a general introduction to the framework of debt and equity valuation, students will learn (i) importance of capital structure and limits to the use of debt, (ii) the cost of capital in a leveraged firm, and finally (iii) the principles of setting dividend policy in a company.
Course Open to Exchange Students	Belo /Fall;Lille /Fall;Sophia /Fall;Suzhou /Fall
Semester	Fall
Campus	Belo Horizonte;Lille;Paris;Sophia;Suzhou
Evaluation	
Final Examination (%)	70
Nature of final exam	Quizz;Report / Dissertation
Continuous Assessment (%)	30
Recommended Reading	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings :
Websites	

Corporate treasury management

Course Code	MSC.CFMM2.FICOR.0142
ECTS Credits	3
Course Leader	LAI Wan Ni
Contact Hours	18
Department	Dept. Accounting and Finance
Programme	MSc - Corporate Financial Management
Prerequisites	None

Course Description	<p>The main objective of this course is to introduce students to the different financial instruments used for treasury management in a company. It prepares students to make treasury management decisions as financial managers.</p> <p>The first part of the course focus on the financial markets, this course introduces the various financial instruments and the mechanism of financial markets. Starting with a general introduction to the financial markets, students will learn (i) how each market functions, (ii) the specifics of various financial instruments, and finally (iii) the foundations of investment management.</p> <p>The second part of the course focus on the banking system, and evaluation of credit risks, as students learn how financial managers work with the corporate banks in the treasury management process.</p>
Course Open to Exchange Students	Belo /Fall;Lille /Fall;Sophia /Fall;Suzhou /Fall
Semester	Fall
Campus	Belo Horizonte;Lille;Paris;Sophia;Suzhou
Evaluation	
Final Examination (%)	100
Nature of final exam	Quizz;Epreuve sur table - Supervised exam
Continuous Assessment (%)	0
Recommended Reading	
Websites	

Corporate Valuation Methods

Course Code	MSC.CFMM2.FICOR.0138
ECTS Credits	3
Course Leader	CHIKH Sabrina
Contact Hours	18
Department	Dept. Accounting and Finance
Programme	MSc - Corporate Financial Management
Prerequisites	<p>Financial statement analysis</p> <p>International Accounting</p>
Course Description	<p>This course aims at providing the needed tools to assess the value of corporates. It will help to deal with M&A and corporate restructuring and with the courses of the track "fund raising and innovating investments".</p>
Course Open to Exchange Students	Belo /Fall;Lille /Fall;Sophia /Fall;Suzhou /Fall
Semester	Fall
Campus	Belo Horizonte;Lille;Paris;Sophia;Suzhou
Evaluation	

Final Examination (%)	60
Nature of final exam	Quizz
Continuous Assessment (%)	40
Recommended Reading	
Websites	

Digital Financial Regulation and sustainable finance

Course Code	MSC.CFMM2.FICOR.0153
ECTS Credits	3
Course Leader	SAIDANE Dhafer
Contact Hours	18
Department	Dept. Accounting and Finance
Programme	MSc - Corporate Financial Management
Prerequisites	Basle Banking regulation
Course Description	<p>Banking organizations operate in an increasingly complex regulatory compliance environment that demands enhanced transparency and greater focus on combating financial crime and minimizing conduct risk. In a world of multiple threats, banks must work harder to show that they have the right controls and culture in place. Bank compliance capabilities are under the spotlight, too.</p> <p>Digitization, the final stage in the transformation process, has the potential to create a step change in compliance operations. The catalyst is the emergence of smart technologies, which offer significant performance improvements and the ability to mimic human capabilities such as learning, language use, and decision making.</p> <p>Smart technologies have multiple potential applications in the context of compliance, from support for relatively routine tasks in client onboarding to analysis of unstructured data sets—for example, in relation to money laundering.</p> <p>Across the board, these technologies offer a route to significant efficiency gains and can help employees work more effectively.</p> <p>It is important at this point to note that compliance is not just those rules imposed by external regulators, but also those internal rules, processes and technologies that larger companies gather as they grow. Of course, any snapshot of the current compliance landscape won't match next year's, or even next month's. Regulations evolve. For example, the Dodd-Frank Act includes provisions that are still in the process of being defined. Any approach to compliance must be agile enough to accommodate new and changing requirements.</p>
Course Open to Exchange Students	Lille /Fall; Suzhou /Fall
Semester	Fall
Campus	Lille; Suzhou
Evaluation	
Final Examination (%)	100
Nature of final exam	Report / Dissertation; Class participation

Continuous Assessment (%)	0
Recommended Reading	<p>- Basel Committee on Banking Supervision. Principles for Effective Risk Data Aggregation and Risk Reporting. January 2013. http://www.bis.org/publ/bcbs239.pdf Cermeño, Javier Sebastián.</p> <p>- Blockchain in Financial Services: Regulatory Landscape and Future Challenges for its Commercial Application. BVA Research Working Paper 16/20. December 2016. https://www.bbva.com/wp-content/uploads/2016/12/WP_16-20.pdf Dias, - Denise and Staschen, Stefan. Data Collection for DFS Supervisors. CGAP Working Paper. 2017. (forthcoming) - Bank for International Settlements. Committee on Payments and Market Infrastructures. Distributed Ledger Technology in Payment, Clearing and Settlement: An Analytical Framework. February 2017. http://www.bis.org/cpmi/publ/d157.pdf Financial Stability Board. Financial Stability Implications from FinTech: Supervisory and Regulatory Issues that Merit Authorities' Attention. June 2017. http://www.fsb.org/wp-content/uploads/R270617.pdf (Referenced in the text as 2017a.) - Financial Stability Board. FinTech Credit: Market Structure, Business Models and Financial Stability Implications. May 2017. http://www.fsb.org/017/05/fintech-credit-market-structure-business-models-and-financial-stability-implications/ (Referenced in the text as 2017b.) - Institute of International Finance. RegTech in Financial Services: Technology Solutions for Compliance and Reporting. March 2016. https://www.iif.com/system/files/regtech_in_financial_services_-_solutions_for_compliance_and_reporting.pdf</p>
Websites	

EMPLOYABILITY AND CAREER 1

Course Code	MSC.TRCM2.DRECOR.0001
ECTS Credits	1
Course Leader	BEAUGRAND Audrey
Contact Hours	6
Department	Career Center - Employability
Programme	MSc - Corporate Financial Management
Prerequisites	No Prerequisites
Course Description	<p>This course is managed by the Career Center. In order to validate this course, students have to:</p> <p>1 MANDATORY : Attend two workshops (1h30 each) on specific themes (1st workshop : the visibility of my profile according to my specialization & 2nd workshop : How to pass the selection tests during recruitment ?) + EVALUATION</p> <p>2 NOT MANDATORY : Attend Career Events during the semester (date to be determined) organized by the career center of your campus</p> <p>MAIN CONTACTS FOR YOUR PROGRAM:</p> <p>LILLE: Audrey BEAUGRAND & Feryel HOUSSEIN</p> <p>PARIS: Laura SINDONINO, Sophie Ripoche & Janice M'BENGO (for International students)</p> <p>SOPHIA: Sylvie MARTINAUD, Anne DUFLOS (for International students)</p> <p>SUZHOU : April YANG</p> <p>RALEIGH : Laura SCLAFANI</p> <p>BELO HORIZONTE : Geneviève POULINGUE</p>

Course Open to Exchange Students	Belo /Fall;Lille /Fall;Paris /Fall;Raleigh /Fall;Sophia /Fall;Suzhou /Fall
Semester	Fall
Campus	Belo Horizonte;Lille;Paris;Raleigh;Sophia;Suzhou
Evaluation	
Final Examination (%)	100
Nature of final exam	Report / Dissertation;Class participation
Continuous Assessment (%)	0
Recommended Reading	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings :
Websites	under the YEP go and click on: Career Center -> Jobteaser -> SKEMA TOOLS

Financial Modeling with Excel

Course Code	MSC.CFMM2.FICOR.0024
ECTS Credits	3
Course Leader	CHIKH Sabrina
Contact Hours	18
Department	Dept. Accounting and Finance
Programme	MSc - Corporate Financial Management
Prerequisites	Basic knowledge of computer use and worksheets
Course Description	This course will familiarize students with the rudiments of statistical theory & calculus and ready them for effective academic and professional practice in finance. These broad topics have been formed into two modules (units) upon which the course is organized. Each unit builds on the last, ushering students along a path from rudimentary exposure to high-level application and analysis, particularly in the area of finance.
Course Open to Exchange Students	Belo /Fall;Lille /Fall;Sophia /Fall;Suzhou /Fall
Semester	Fall
Campus	Sophia
Evaluation	
Final Examination (%)	100
Nature of final exam	Others
Continuous Assessment (%)	0
Recommended Reading	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings :
Websites	

Financial Reporting and Analysis

Course Code	MSC.CFMM2.FICOR.0139
ECTS Credits	4
Course Leader	CHIKH Sabrina
Contact Hours	24
Department	Dept. Accounting and Finance
Programme	MSc - Corporate Financial Management
Prerequisites	Accounting fundamentals
Course Description	<p>The objective of this course is twofold:</p> <ul style="list-style-type: none"> - Participants will be introduced to European accounting standards and financial statement presentations, including differences between American, British, and continental European financial statement design and logic. - Providing a complete overview of financial analysis. The goal is to train participants to analyze corporate economic reality from published accounting reports and to take strategic positions on the basis of such reports.
Course Open to Exchange Students	Belo /Fall;Lille /Fall;Sophia /Fall;Suzhou /Fall
Semester	Fall
Campus	Belo Horizonte;Lille;Paris;Sophia;Suzhou
Evaluation	
Final Examination (%)	70
Nature of final exam	Report / Dissertation
Continuous Assessment (%)	30
Recommended Reading	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings :
Websites	

Multinational finance and banking activities

Course Code	MSC.CFMM2.FICOR.0143
ECTS Credits	3
Course Leader	LAI Wan Ni
Contact Hours	18
Department	Dept. Accounting and Finance
Programme	MSc - Corporate Financial Management
Prerequisites	Principles of micro-economics
Course Description	<p>The main objective of this course is to teach students how to be effective global financial managers. With the rapid globalization of the world economy, all finance is becoming "international". The managers of a firm have to understand that their decisions will be increasingly influenced by international financial environment. Starting with a general</p>

	introduction to the framework of international finance, students will learn (i) knowledge of international financial market activities, (ii) how different exchange rate systems work and (iii) understand the relation between exchange rate, interest rate and purchasing power parity.
Course Open to Exchange Students	Belo /Fall;Lille /Fall;Sophia /Fall;Suzhou /Fall
Semester	fall
Campus	Belo Horizonte;Lille;Paris;Sophia;Suzhou
Evaluation	
Final Examination (%)	50
Nature of final exam	Quizz
Continuous Assessment (%)	50
Recommended Reading	<p>Academic and scientific papers Allen F. et A.M. Santomero, 2001, What do financial intermediaries do?, <i>Journal of Banking and Finance</i>, 25, 271-294. Battacharya S., Thakor A.V., 1993, « Contemporary Banking Theory », <i>Journal of Financial Intermediation</i>, 3. Geoffron P. et Saïdane D. (1996) "Du réseau aux réseaux : concurrence et surcapacités dans l'industrie bancaire", <i>Revue d'Economie Industrielle</i>, pp. 81-95, n° 78, 4e trimestre. Geoffron P. et Saïdane D. (1999), "La concurrence bancaire spatiale : enseignements et nouvelles perspectives", rédaction du Chapitre 8, dans <i>Emploi, localisation et économie spatiale</i>, <i>Economica</i> in M. Catin, J-Y Lesueur et Y Zenou, 1999, pp. 193-216. La Porta, Lopez-de-Silanes, Shleifer et Vishny (1997), « Legal Determinants of External Finance », <i>Journal of Finance</i>, 52(3). Lewis M. K., 1992, « Modern Banking in Theory and Practice », <i>Revue économique</i>, n°2, Mars. Saïdane D. (2010), "How to Identify the Best Target in the M&A Banking Operations? Case of Cross-Border Strategies in Europe by Line of Activity", <i>Review of Quantitative Finance and Accounting</i>. Saïdane D. (2010), " Banking transparency: a good idea but difficult to implement", <i>Bankers Markets & Investors</i>. Saïdane D; and Grandin P. 2010), « What are the main causes of Bank Merger and Acquisition? » <i>Bankers Markets & Investors</i>, n°104, January-February 2010.</p> <p>Academic Books Allen F., D. Gale, (2000), <i>Comparing Financial Systems</i>, MIT Press, Cambridge, Massachusetts. Bain K., Howells P. (2005), <i>The Economics of Money, Banking and Finance: A European Text</i>, Financial Times Prentice Hall, 2005. Mishkin F. (2010), <i>The Economics of Money, Banking, and Financial Markets</i>, Business School Edition Saïdane D. (forthcoming 2011), <i>La finance durable</i>, Editions de la Revue Banque, with P. GRANDIN. Saïdane D. (2009 and 2011), <i>La finance islamique à l'heure de la mondialisation</i>, preface of Arnaud de BRESSON, Editions de la Revue Banque. Saïdane D. (2007), <i>L'industrie bancaire mondiale</i>, preface of Daniel LEBEGUE, Editions de la Revue Banque. Saïdane D. (2006), <i>La nouvelle banque : métiers et stratégies bancaires</i>, preface of Christian de BOISSIEU, Editions de la Revue Banque, second edition 2009. Saïdane D. (2006), <i>Les banques, acteurs de la globalisation financière</i>, La documentation française. Reports Annual Report of the Bank for International Settlements (BIS) Annual Report of the European Central Bank (ECB) Bank for International Settlements, « Report on Consolidation in The Financial Sector ». Group of Ten, 2001. Banking Annual Reports (see banks Website). European Central Bank, « Structural Analysis of the EU Banking Sector », BCE.</p>
Websites	<p>Website Fédération Bancaire Française : http://www.fbf.fr/ Banque de France : http://www.banque-france.fr/ European Central Bank: http://www.ecb.int/ China Banking Regulatory Commission : http://www.cbrc.gov.cn Bank for International Settlements: http://www.bis.org/ ePaynews : http://www.epaynews.com/statistics/bankstats.html Datamonitor : http://www.datamonitor.com International Data Corporation (IDC) : http://www.idc.com/ Federal Deposit Insurance Corporation : http://www.fdic.gov The Bond Market Association : http://www.bondmarkets.com Federal Reserve System,</p>

	http://www.federalreserve.gov Forbes, Global 2000 Leading Compagnie, http://www.forbes.com
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MSc - International Marketing and Business Development Lille

EMPLOYABILITY AND CAREER 1

Course Code	MSC.TRCM2.DRECOR.0001
ECTS Credits	1
Course Leader	BEAUGRAND Audrey
Contact Hours	6
Department	Career Center - Employability
Programme	MSc - International Marketing and Business Development Lille
Prerequisites	NoPrerequisites
Course Description	<p>This course is managed by the Career Center. In order to validate this course, students have to:</p> <p>1 MANDATORY : Attend two workshops (1h30 each) on specific themes (1st workshop : the visibility of my profile according to my specialization & 2nd workshop : How to pass the selection tests during recruitment ?) + EVALUATION</p> <p>2 NOT MANDATORY : Attend Career Events during the semester (date to be determined) organized by the career center of your campus</p> <p>MAIN CONTACTS FOR YOUR PROGRAM:</p> <p>LILLE: Audrey BEAUGRAND & Feryel HOUSSEIN</p> <p>PARIS: Laura SINDONINO, Sophie Ripoche & Janice M'BENGO (for International students)</p> <p>SOPHIA: Sylvie MARTINAUD, Anne DUFLOS (for International students)</p> <p>SUZHOU : April YANG</p> <p>RALEIGH : Laura SCLAFANI</p> <p>BELO HORIZONTE : Geneviève POULINGUE</p>
Course Open to Exchange Students	Belo /Fall;Lille /Fall;Paris /Fall;Raleigh /Fall;Sophia /Fall;Suzhou /Fall
Semester	fall
Campus	Belo Horizonte;Lille;Paris;Raleigh;Sophia;Suzhou
Evaluation	
Final Examination (%)	100
Nature of final exam	Report / Dissertation;Class participation
Continuous Assessment (%)	0
Recommended Reading	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings :
Websites	under the YEP go and click on: Career Center -> Jobteaser -> SKEMA TOOLS

International Business Development

Course Code	MSC.IMBM2.MKCOR.0077
ECTS Credits	3
Course Leader	BREA SOLIS Humberto
Contact Hours	18
Department	Dept. Marketing
Programme	MSc - International Marketing and Business Development Lille
Prerequisites	Intermediate marketing Numbers may have to be limited to maintain a reasonable group size. A selection would then be made by the course leader
Course Description	The goal of the course is to provide the students the first approach to internationalization. The course is structured in three pillars. First, to change the business paradigm by introducing the concept of Ecosystem. The second pillar is internationalization mode, we analyze the different strategies that companies undertake to expand their businesses beyond the national frontiers. The last element is how to deal with local sensibilities; the importance of culture in the process of internationalization. This course will look closely at these three main aspects of internationalization through concrete examples and case studies with a wide range of companies, sectors and countries
Course Open to Exchange Students	Lille /Fall;Sophia /Fall;Suzhou /Fall
Semester	fall
Campus	Belo Horizonte;Lille;Paris;Sophia;Suzhou
Evaluation	
Final Examination (%)	50
Nature of final exam	Epreuve sur table - Supervised exam
Continuous Assessment (%)	50
Recommended Reading	List of some references: 1. Introduction to IBD and Ecosystems Collinson, S., Narula, R., & Rugman, A. M. (2016). International business. Pearson. (Chapter 1) Brandenburger, A.M. and Nalebuff, B.J., 2002. Use game theory to shape strategy. Strategy: critical perspectives on business and management, 4, p.260. Jacobides, M.G., Cennamo, C. and Gawer, A., 2018. Towards a theory of ecosystems. Strategic Management Journal. Moore, J.F., 1993. Predators and prey: a new ecology of competition. Harvard business review, 71(3), pp.75-86. *** Teece, D.J., 2007. Explicating dynamic capabilities: the nature and microfoundations of (sustainable) enterprise performance. Strategic management journal, 28(13), pp.1319-1350. 2. Internationalization modes Collinson, S., Narula, R., & Rugman, A. M. (2016). International business. Pearson. (Chapter 2) Ghemawat, P., 2001. Distance still matters. Harvard business review, 79(8), pp.137-147. 3. Internationalization & Culture: Collinson, S., Narula, R., & Rugman, A. M. (2016). International business. Pearson. (Chapter 5)
Websites	Available on Knowledge platform

Managing in International Contexts

Course Code	MSC.IMBM2.MKCOR.0059
ECTS Credits	3

Course Leader	MIDDELMANN Anke
Contact Hours	18
Department	Dept. Management, Law and Organization
Programme	MSc - International Marketing and Business Development Lille
Prerequisites	An interest in working across cultures, understanding different mindsets and actions, is a given for this course. While there is no specific academic or prior course requirement, students will be asked to read articles prior to the beginning of the course
Course Description	<p>In this age of globalization, working in international and therefore multicultural environments is becoming a commonplace occurrence for many managers. Companies value multicultural working environments for the innovative ideas and solutions that can result from different perspectives, approaches and ways of working. At the same time, it is not always easy to navigate multicultural waters—stumbling blocks, such as different modes of communication, expectations and assumptions, ways of problem-solving, planning and achieving results--often complicate interactions and results at the international level. In marketing environments, effective multicultural management implies not only the ability to cooperate with others, work in teams and speak different languages, but also to understand the different mindsets of colleagues and consumers and how these will impact not only everyday working but also successful international marketing approaches.</p> <p>This course looks at some of the fundamental obstacles to successful cross-cultural working and, through a learning-by-doing approach, aims not only to raise cultural awareness (both of one's own cultural preferences and those of others) but also provide tools to overcome some of the intuitive and subconscious barriers (such as preconceptions and stereotypes) to permit inclusive and creative working. Moreover, it deals with the necessity of understanding the world views of others--colleagues and consumers--in order not only to work effectively, but also to understand a consumer's cultural mindset.</p>
Course Open to Exchange Students	Lille /Fall
Semester	fall
Campus	Lille
Evaluation	
Final Examination (%)	60
Nature of final exam	Report / Dissertation
Continuous Assessment (%)	40
Recommended Reading	Required readings : Adler, Nancy, "International Dimensions of Organizational Behavior", 2009 Recommended readings : Hofstede, G, Hofstede G.J., Minkov, M, "Cultures and Organisations. Software of the Mind", McGraw-Hill, 2010 Steers, R.M., Sanchez-Runde, C.J., Nardon, L., Management Across Cultures, Cambridge University Press, 2010 Additional articles will be provided on the Knowledge course site
Websites	

Marketing Research

Course Code	MSC.IMBM2.MKCOR.0057
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ECTS Credits	4
Course Leader	SOSCIA Isabella
Contact Hours	24
Department	Dept. Marketing
Programme	MSc - International Marketing and Business Development Lille
Prerequisites	Intermediate marketing To keep group size reasonable, some limitation on numbers may be necessary. Selection will then be made by the course leader
Course Description	In the today context where market data can be found everywhere and produced at relatively low cost, the main objective of the course is to train students to select and manage the data in a creative but robust and reliable way in order to take the best Marketing decisions and design the most successful business models for the future. . Course will be a mix between theory and practical application with considerable use of examples and case studies.
Course Open to Exchange Students	Belo /Fall;Lille /Fall;Sophia /Fall;Suzhou /Fall
Semester	fall
Campus	Belo Horizonte;Lille;Paris;Sophia;Suzhou
Evaluation	
Final Examination (%)	100
Nature of final exam	Quizz;Others
Continuous Assessment (%)	0
Recommended Reading	Full reading list on Knowledge web site along with a selection of reports, cases and articles
Websites	

NEGOTIATION

Course Code	MSC.IMBM2.MKELE.0128
ECTS Credits	3
Course Leader	SPIER Peter
Contact Hours	18
Department	Dept. Marketing
Programme	MSc - International Marketing and Business Development Lille
Prerequisites	None
Course Description	This course is positioned as a complement aside the classic courses of marketing : - At the end of their studies, about 50% of the students in Economics, Business Development, ... start in their professional life with a commercial function. - Companies offer more jobs in sales than in marketing positions (with a ratio of 10 for 1 according to some surveys). The purpose is thus to give the participants some understanding of what negotiation is, to develop their own personal skills in negotiation, and to give them benchmarks about

	professional commercial behaviour, should they have tomorrow an occupation in Sales & Marketing.
Course Open to Exchange Students	Lille /Fall
Semester	fall
Campus	Lille
Evaluation	
Final Examination (%)	60
Nature of final exam	Quizz
Continuous Assessment (%)	40
Recommended Reading	Tracy, Brian. (2013). Negotiation. Amacom, 2013 http://www.scholarvox.com/catalog/book/docid/88813662
Websites	

New Business Development: From Idea To Market

Course Code	MSC.IMBM2.MKCOR.0055
ECTS Credits	5
Course Leader	LIMA Marcos
Contact Hours	30
Department	Dept. Marketing
Programme	MSc - International Marketing and Business Development Lille
Prerequisites	M1 Marketing
Course Description	<p>This courses will apply business model strategy and design-thinking as complementary approaches to developing an idea and taking it to market. While moving through the different stages, it will address issues of creativity, ideation, prototyping, seeking proof of concept and pitching ideas to potential investors. It will also explore ideas, models and frameworks relevant to developing creative and innovative learning environments using Knowledge Management principles.</p> <p>This kind of approach may be familiar to some, but as final-year master students, the teams involved will be expected to raise their game and show mastery and understanding of the various stages. There are a range of methods and tools available that must become an integral part of each student's 'toolbox'. And for that, it is not enough to know they are there - skilful application is key.</p> <p>In practical terms, the course will develop the skills needed to generate innovative ideas, test them and then present them with conviction.</p> <p>These are precisely the skills needed to thrive in an innovation economy.</p>
Course Open to Exchange Students	Belo /Fall;Lille /Fall;Sophia /Fall;Suzhou /Fall
Semester	fall
Campus	Belo Horizonte;Lille;Paris;Sophia;Suzhou
Evaluation	

Final Examination (%)	50
Nature of final exam	Report / Dissertation
Continuous Assessment (%)	50
Recommended Reading	Osterwalder, A. and Pigneur, Y. (2010) Business Model Generation. Knapp, J et al. (2016). SPRINT: How to generate ideas and solve problems in just five days by Google Ventures. Liedtka, Jeanne (2013) Solving Problems with Design Thinking : Ten Stories of What Works. Columbia University Press. MIT Sloan Management Review (2019) When Innovation Moves at Digital Speed : Strategies and Tactics to Provoke, Sustain, and Defend Innovation in Today's Unsettled Markets.
Websites	

RESEARCH WRITING

Course Code	MSC.IMBM2.MKELE.0143
ECTS Credits	3
Course Leader	SANDU Raluca
Contact Hours	0
Department	Dept. Marketing
Programme	MSc - International Marketing and Business Development Lille
Prerequisites	M1
Course Description	<p>This course is an introduction to the methods and techniques of research and critical thinking that will be useful to students in order to write their dissertation. It will provide students with the tools necessary to discriminate between well-designed and poor research. Also, the course will expose students to the research literature in their discipline.</p> <p>Regardless of professional aspirations, a sound knowledge of the principles and methods of research is critical in order to contend with the management problems and issues that pertain to the field of marketing.</p> <p>As a result of the course, students will have acquired through a step-by-step process, the necessary skills to be able to write their research proposal, which is the first step towards writing a dissertation</p>
Course Open to Exchange Students	Lille /Fall;Sophia /Fall;Suzhou /Fall
Semester	fall
Campus	Lille;Paris;Sophia
Evaluation	

Final Examination (%)	70
Nature of final exam	Report / Dissertation
Continuous Assessment (%)	30
Recommended Reading	Saunders M., Lewis P., Thornhill A. (2016), "Research methods for business students", Pearson. https://ea171e12-a-62cb3a1a-s-sites.googlegroups.com/site/hgthdryrdftyijtykt/ghfhgyuyuityutyudfgedtryt/Research-Methods-for-.pdf?attachauth=ANoY7crFzXTToJ9dbkmvFOLedmzYb_ggfujylZ_kwR2-pWm92M2IPREhp1D_64NVb9EwwtLfiwp6SnEMP5CSDE8Unao5D6TIJIFeQCKRP_FYH024zQDCTS_xZKtIvqD68uPGDTDeYPb1Wx_WCQ6DFmKbdKohct92amgC-uN9n6TNA2vF3iGPVG67B7t1VMszowrhNcSLw_STzfQd4ugjvecqZ1ea6jXfTXJ6_MthuT2Dql1eI5ziCvLtd4YpzUf2IyZJ-TryTrDUhR4kQGxVbdK415-4ojU6g%3D%3D&attredirects=0
Websites	On research topics and questions: www.msi.org On writing a literature review: http://www.lib.ncsu.edu/tutorials/litreview/ On citing your references: http://fr.slideshare.net/comahovadak/harvard-referencing-2011 On quoting and paraphrasing: http://owl.english.purdue.edu/owl/resource/563/1/ Paraphrasing guidelines : http://owl.english.purdue.edu/owl/resource/619/1/ Paraphrasing exercise: http://owl.english.purdue.edu/owl/resource/619/02/

Strategic Brand Management

Course Code	MSC.IMBM2.MKCOR.0058
ECTS Credits	5
Course Leader	SPIER Peter
Contact Hours	30
Department	Dept. Marketing
Programme	MSc - International Marketing and Business Development Lille
Prerequisites	Intermediate marketing is essential Limits may apply to group sizes
Course Description	Few would deny the importance of brands as valuable assets and a potential source of sustainable competitive advantage. Nestlé bought Rowntree (KitKat, After Eight...) for almost three times its stock market value and 26 times its earnings. BMW bought the Mini not for the technology, but for the history and the associations. This value is created by the place occupied by the brands in the minds of customers: brand awareness, image, trust and reputation - all built up over many years - are the best guarantee of future cash flows. As one commentator puts it: 'products are created in the factory. Brands are created in the mind'. Brands provide a short cut for customers when making a purchasing decision, seeking to avoid risk and obtain value for money. Brands provide a relevant, exciting experience. Brands connote a certain life style, values or attitude. Brands can become objects of affection: 'Lovemarks', even. Buying a brand is an integral part of an individual's quest for identity and meaning.

	The course will balance theory and practical application, with considerable use of case studies and student project work. Students will learn how companies manage 'brand equity', clearly a major strategic issue. This course provides a comprehensive introduction to strategic brand management, covering such areas as the building of brand equity, brand identity, brand extension, brand portfolios etc. in national, regional and global markets. It will also address issues such as brand personality, emotional branding, brand communities and purpose-driven branding.
Course Open to Exchange Students	Belo /Fall;Lille /Fall;Sophia /Fall;Suzhou /Fall
Semester	fall
Campus	Belo Horizonte;Lille;Paris;Sophia;Suzhou
Evaluation	
Final Examination (%)	50
Nature of final exam	Report / Dissertation
Continuous Assessment (%)	50
Recommended Reading	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings : A full reading list will be provided on K2 learning platform along with a selection of reports, cases and articles
Websites	Links will be provided on the K2 course site

Trade Marketing and Category Management

Course Code	MSC.IMBM2.MKCOR.0071
ECTS Credits	3
Course Leader	LIMA Marcos
Contact Hours	18
Department	Dept. Marketing
Programme	MSc - International Marketing and Business Development Lille
Prerequisites	Intermediate marketing
Course Description	Trade Marketing and Category Management are at the heart of developing retail brands, be it in stores or on the web. It is a main driver impacting: <ul style="list-style-type: none"> - Increasing demand at wholesaler, retailer or distributor level - Methods of Trade Marketing - Current trends in trade marketing - Store & web profitability (buyer rate, average basket, contribution/m2,...) - Customer experience and retention, - Value proposition differentiation - Merchandising and Supply Chain optimization - Vendor relationships The course will detail all the key concepts of Category Management and will enable all participants to build an actual category plan through an "on the ground" case study.
Course Open to Exchange Students	Lille /Fall

Semester	fall
Campus	Lille
Evaluation	
Final Examination (%)	40
Nature of final exam	Presentation
Continuous Assessment (%)	60
Recommended Reading	Lectures obligatoires / Required readings : . Le Category Management, Serge Cogitore, Dunod . Berkhout, C. (2015) Retail Marketing Strategy. Delivering Shopper Delight (available at Scholarvox.com) Lectures Recommandées / Recommended readings : Full reading list on Knowledge web site along with a selection of reports, cases and articles . The 22 Immutable Laws of Marketing: Violate them at your own risk, by Al Ries and Jack Trout, . Blue Ocean Strategy : How to create uncontested market space and make the competition irrelevant, by Kim Chan and Renée Mauborgne, Harvard Business School Press
Websites	

Panel Data Analysis and Retail Strategy

Code du cours Course Code MSC.IMBM2.MKELE. 0191	Titre du cours Course title Panel Data Analysis and Retail Strategy					
Crédits Credits 3	Période d'enseignement Teaching period fall				Année Académique Academic Year 2019/2020	
Charge de travail Student workload	Face à Face Contact hours 18	Distanciel Distance learning 0	Travail en équipe Team work 22	Travail personnel Personal work 18	Evaluation 2	Charge totale de travail Total workload 60
Programme Program	International Marketing and Business Development Lille					
Départements Department	Dept. Marketing					
Type de cours Course type	elective					
Campus	Lille					
Langue d'enseignement Teaching language	Anglais / English					
Responsable du cours Course leader	LIMA Marcos					
Pré-Requis Prerequisite	Intermediate marketing knowledge.					

<p>Descriptif du cours / Course description</p>	<p>Retail channels are an important part of the marketing equation. Whether you are working in or working with retail, it is vital to understand what makes retail tick. It is in a retail environment that consumers will have their 'first moment of truth' with a product. But retail is more than just a setting: it is an experience, a source of value, a frame of reference...</p> <p>Many students will find themselves working in consumer goods. Your key partners will be stores. What matters to the store manager? What is his/her business model? How can you better work together to align your interests?</p> <p>Industrial companies, such as Coca Cola, or Nestlé, might have their products distributed by intermediaries such as hypermarkets and chainstores. We thus, do not get the clear and precise information about the sell-out (sales to final consumers, who are the clients of those distributors), of our brand, nor its competitors. So, it is hard to evaluate its relative performance and be able to recommend actions without this type of information. In order to successfully design and implement a retail strategy, data is necessary both from distributor panels and consumer panels. Panels provide the insight on the performance, consumption and buying behaviours not only of brands but also of their competitors.</p> <p>This class aims to enable students to elaborate retail strategies by reading marketing panels to define problems but also to evaluate growth drivers, in order to recommend suitable, targeted and contextualized marketing actions.</p> <p>The ability to read and interpret such "panel information" is becoming an increasingly important skills for many marketing positions.</p>
<p>Thèmes / Topics</p>	<p>Retailing strategies. Salespoint Management. International retailing. Retailers' panels. Understanding panels as decision support tool Manage a range of KPI, and the interactions among them</p>
<p>Résultats d'apprentissage / Intended Learning Outcomes and Skills</p>	<p>A l'issue de la formation, vous serez capable de / As a result of this module, you will be able to:</p> <p>Connaissances / Knowledge and Understanding (subject specific) Know and understand stakes and specificities of strategies in retailing (retailing decisions), know and understand main retailing means and take distribution decisions, in local and international contexts. Understand retailing development strategies and store management. Suggest an adapted retailing strategy. Suggest solutions for store management (shelves, selection, etc.). Understand how panels are a decision support tool. Manage a range of KPI, and interactions between them</p> <p>Aptitudes cognitives / Cognitive skills Understand and analyze retailing data. Take retailing strategic decisions. Elaborate an operational plan for store management. Be able to identify problematics, but also growth drivers</p> <p>Attitudes / Key transferable skills Be able to recommend targeted and contextualized action plans. Critical analysis of a topical retailing subject. Anticipate evolutions and motivations in retailing. Analyse capacities, critical sense and diagnostics. Skills in store management.</p> <p>Ethical and social understanding -- Understand consumer patterns and behaviours and deal with them ethically and responsibly.</p>
<p>Contribution aux objectifs pédagogiques du programme /</p>	<p>Indiquer les learning objectives auxquels contribue le cours (en se basant sur le curriculum mapping du programme) / Indicate which learning objectives the course contributes to (based on the program curriculum mapping)</p> <p>LO2.1 : To contribute substantively to the product of a group and demonstrate leadership skills : LG2 : Graduates should be</p>

Contribution to learning objectives	able to work effectively in a multicultural team LO3.2 : To produce clear, well organized written communication : LG3 : Graduates should be able to communicate in an international environment LO5.1 : To analyze and apply advanced concepts in a specialized discipline : LG5 : Graduates should be able to think critically and to assess business issues in a specialized discipline LO5.2 : To assess a business issue and formulate solutions in a specialized discipline : LG5 : Graduates should be able to think critically and to assess business issues in a specialized discipline	
	Cours soumis à évaluation dans le cadre de l'Assurance of Learning pour l'année en cours ? Non / No	
Evaluation des étudiants Student Assessment	Evaluation finale (DS) Final examination 60%	
	(Précisez la nature pour l'évaluation finale / Explain type for final examination)	
	Autre, précisez / Other, precise: Exam questions	
	Contrôle continu Continuous Assessment 40%	
	préciser nature / Explain type	
	QCM - Quizz: 0 % Etude de cas - Case study: 100 % Présentation orale - Presentation: 0 % Rapport écrit / Dissertation - Report / Dissertation: 0 % Participation - Class participation: 0 % Examen intermédiaires - Mid-term examination: 0 % Autre - Others: 0 %	Nb midterms : 0
Bibliographie References	Advanced Customer Analytics : Targeting, Valuing, Segmenting and Loyalty Techniques Ed. 1. Grigsby, Mike. Kogan Page, 2016 Methods in Consumer Research, Volume 1 : New Approaches to Classic Methods. Ares, Gaston Elsevier Science. 2018	

FINANCE FOR MARKETING AND BUSINESS DEVELOPMENT (ELECTIVE)

Code du cours Course Code	Titre du cours Course title					
MSC.IMBM2.FIELE.0 122	FINANCE FOR MARKETING AND BUSINESS DEVELOPMENT (ELECTIVE)					
Crédits Credits	Période d'enseignement Teaching period				Année Académique Academic Year	
3	fall				2019/2020	
Charge de travail Student workload	Face à Face Contact hours	Distanciel Distance learning	Travail en équipe Team work	Travail personnel Personal work	Evaluation	Charge totale de travail Total workload
	18	0	22	20	0	60

Programme Program	International Marketing and Business Development Lille
Départements Department	Dept. Accounting and Finance
Type de cours Course type	elective
Campus	Lille, Sophia
Langue d'enseignement Teaching language	Anglais / English
Responsable du cours Course leader	LAI Wan Ni
Pré-Requis Prerequisite	Please note that this course has been created specifically for students in the MSc IMBD who are also doing the innovation and creativity course and need additional support in finance for the new business development project. Priority for access will therefore be given to students who are following this course also.
Descriptif du cours / Course description	Finance for Marketing and Business Development applies tools and techniques of corporate finance to entrepreneurial business development. It closely follows a "life cycle of the firm" approach in a very accessible manner. The class will explore the theories, knowledge, and financial tools needed by an entrepreneur in starting, building, and harvesting a successful business. The course will focus on sound financial management practices, how and where to obtain the financial capital necessary to run and grow the venture, and how and when to interact with the financial institutions and regulatory agencies central to financing ventures as they grow and ultimately look for liquidity for their investors
Thèmes / Topics	Understanding the basic business model built within excel and the relationship between successful business strategy and detailed financial budgeting and planning/entrepreneurship, marketing strategy, business model built in excel, basic financial statements and ratios
Résultats d'apprentissage / Intended Learning Outcomes and Skills	<p>A l'issue de la formation, vous serez capable de / As a result of this module, you will be able to:</p> <p>Connaissances / Knowledge and Understanding (subject specific) Students are expected to incorporate their own company using knowledge taught in finance and knowledge acquired from marketing classes</p> <p>Aptitudes cognitives / Cognitive skills Students are expected to master the skills of a successful entrepreneur. Analyze the competitive environment and successfully argue how the students will succeed in an aggressive global environment.</p> <p>Attitudes / Key transferable skills Students will have developed savoir-faire and savoir-être capacities, highly valuable for any entrepreneurial/business development situation.</p> <p>Ethical and social understanding Students are expected to be prepared to work in small groups and show leadership skills that go beyond borders and cultural barriers</p>
Contribution aux objectifs pédagogiques du programme / Contribution to learning objectives	<p>Indiquer les learning objectives auxquels contribue le cours (en se basant sur le curriculum mapping du programme) / Indicate which learning objectives the course contributes to (based on the program curriculum mapping)</p> <p>LO5.1 : To analyze and apply advanced concepts in a specialized discipline : LG5 : Graduates should be able to think critically and to assess business issues in a specialized discipline</p>

	LO5.2 : To assess a business issue and formulate solutions in a specialized discipline : LG5 : Graduates should be able to think critically and to assess business issues in a specialized discipline	
	Cours soumis à évaluation dans le cadre de l'Assurance of Learning pour l'année en cours ? Non / No	
Evaluation des étudiants Student Assessment	Evaluation finale (DS) Final examination 0%	
	(Précisez la nature pour l'évaluation finale / Explain type for final examination)	
	QCM - Quizz	
	Autre, précisez / Other, precise:	
	Contrôle continu Continuous Assessment 100%	
	préciser nature / Explain type	
	QCM - Quizz: 0 % Etude de cas - Case study: 0 % Présentation orale - Presentation: 0 % Rapport écrit / Dissertation - Report / Dissertation: 100 % Participation - Class participation: 0 % Examen intermédiaires - Mid-term examination: 0 % Autre - Others: 0 %	Nb midterms : 0
Bibliographie References	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings : PPTs, Financial Models, articles available on Knowledge	
Site(s) web / Web sites	FT.COM + WALL STREET JOURNAL + REUTERS.COM + BLOOMBERG.COM	

MSc - Project and Programme Management and Business Development

Special Note for Project and Program Management & Business Development Program: Certain courses within this program have extra fees. Fees apply because students are able to obtain various professional certifications once passing the course. The fees are directly linked with the enrollment of the student in the professional certificate examination. Fee details are clearly indicated in the course catalogue. Students choosing this program will be required to pay the required fees before receiving their acceptance letter. The SKEMA International Office will contact students on the payment procedure once the nomination period is complete (mid-May).

EMPLOYABILITY AND CAREER 1

Course Code	MSC.TRCM2.DRECOR.0001
ECTS Credits	1
Course Leader	BEAUGRAND Audrey
Contact Hours	6
Department	Career Center - Employability
Programme	MSc - Project and Programme Management and Business Development
Prerequisites	NoPrerequisites
Course Description	

	<p>This course is managed by the Career Center. In order to validate this course, students have to:</p> <p>1 MANDATORY : Attend two workshops (1h30 each) on specific themes (1st workshop : the visibility of my profile according to my specialization & 2nd workshop : How to pass the selection tests during recruitment ?) + EVALUATION</p> <p>2 NOT MANDATORY : Attend Career Events during the semester (date to be determined) organized by the career center of your campus</p> <p>MAIN CONTACTS FOR YOUR PROGRAM:</p> <p>LILLE: Audrey BEAUGRAND & Feryel HOUSSEIN</p> <p>PARIS: Laura SINDONINO, Sophie Ripoche & Janice M'BENGO (for International students)</p> <p>SOPHIA: Sylvie MARTINAUD, Anne DUFLOS (for International students)</p> <p>SUZHOU : April YANG</p> <p>RALEIGH : Laura SCLAFANI</p> <p>BELO HORIZONTE : Geneviève POULINGUE</p>
Course Open to Exchange Students	Belo /Fall;Lille /Fall;Paris /Fall;Raleigh /Fall;Sophia /Fall;Suzhou /Fall
Semester	fall
Campus	Belo Horizonte;Lille;Paris;Raleigh;Sophia;Suzhou
Evaluation	
Final Examination (%)	100
Nature of final exam	Report / Dissertation;Class participation
Continuous Assessment (%)	0
Recommended Reading	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings :
Websites	under the YEP go and click on: Career Center -> Jobteaser -> SKEMA TOOLS

Global Project Management

Course Code	MSC.PPMM2.PMCOR.0080
ECTS Credits	5
Course Leader	GARDINER Paul
Contact Hours	6
Department	Dept. Management of projects, Information Systems and Supply Chains
Programme	MSc - Project and Programme Management and Business Development
Prerequisites	None
Course Description	<p>Globalization and technological advances sparked the creation of global projects (GPs) characterized by multicultural teams from various organizations, working in different countries, speaking different languages and collaborating across time zones. This course aims to explain a holistic framework that supports the early identification of global risks and challenges and makes suggestions to students that are looking into improving coordination, communication and collaboration in GPs.</p> <p>Through the case studies, students will assess how companies face the GPM challenges and apply the practices in the framework, expanding it in order to reflect the evolving technologies and increasingly complex human relations in several organizational and geographical contexts.</p>

Course Open to Exchange Students	Lille /Fall
Semester	fall
Campus	Lille
Evaluation	
Final Examination (%)	100
Nature of final exam	Quizz
Continuous Assessment (%)	0
Recommended Reading	<p>REQUIRED READINGS BEFORE DAY 1</p> <ol style="list-style-type: none"> 1. Binder JC, Gardiner PD, Ritchie JM. A model of success factors for global project management. <i>Project Perspectives</i> 2010;XXXII:4–11. https://www.researchgate.net/publication/301609227_A_Model_of_Success_Factors_for_Global_Project_Management 2. Binder JC. The global project management framework: communication, collaboration and management across borders. <i>Proceedings of the PMI Global Congress EMEA, The Netherlands: Project Management Institute; 2009.</i> https://www.researchgate.net/publication/230663211_The_Global_Project_Management_Framework_Communication_Collaboration_and_Management_Across_Borders https://www.researchgate.net/publication/230663209_Global_project_management_framework_a_Cartesian_concept_model 3. Binder JC. <i>Global project management: communication, collaboration and management across borders.</i> UK: Gower Publishing, Ltd.; 2007. 4. Binder, JC et al, <i>The Project Management Cocktail Model: An Approach for Balancing Agile and ISO 21500.</i> <i>Procedia - Social and Behavioral Sciences</i>, 2014. https://www.researchgate.net/publication/261560647_The_Project_Management_Cocktail_Model_An_Approach_for_Balancing_Agile_and_ISO_21500 <p>RECOMMENDED READINGS</p> <ol style="list-style-type: none"> 1. Aaltonen, K. and Sivonen, R. (2008), 'Response strategies to stakeholder pressures in global projects', <i>International Journal of Project Management - In Press.</i> 2. Aaltonen, K., Jaakko, K. and Tuomas, O. (2008), 'Stakeholder salience in global projects', <i>International Journal of Project Management</i> 26(5), 509 - 516. 3. Badir, Y. F., Founou, R., Stricker, C. and Bourquin, V. (2003), 'Management of global large-scale projects through a federation of multiple web-based workflow management systems', <i>Project Management Journal</i> 34(3), 40 - 47. 4. Binder JC. Types of PMOs (Models). In <i>PMO SIG Accord – 1st Edition</i> (pp.44-47). Program Management Office Specific Interest Group (PMOSIG); 2008. 5. Binder JC, Gardiner PD, Ritchie JM. A model of success factors for global project management. In <i>IPMA Scientific Research Paper Series: Human Side of Projects in Modern Business.</i> Helsinki: IPMA; 2009. 6. Bourgault, M., Drouin, N. and Hamel, Ém. (2008), 'Decision making within distributed project teams: An exploration of formalization and autonomy as determinants of success', <i>Project Management Journal</i> 39(S1), S97-S110. 7. Byosiere, P. and Luethge, D. J. (2007), 'Project management processes across borders: A comparison of EU-US corporate subsidiary project activities', <i>Project Management Journal</i> 38(2), 18 - 29. 8. de Bakker, K. and Somani, S. (2006) 'Establishing Cultural Influences on Risk Management' <i>PMI Global Congress 2006 EMEA - Conference proceedings, Madrid.</i> 9. Diallo, A. and Thuillier, D. (2004), 'The success dimensions of international development projects: the perceptions of African project coordinators', <i>International Journal of Project Management</i> 22(1), 19 - 31. 10. Drouin, N., Bourgault, M. and Saunders, S. B. (2008), 'Investigation of contextual factors in shaping HR approaches and determining the success of international joint venture projects: Evidence from the Canadian telecom industry', <i>International Journal of Project Management - In Press.</i> 11. Dubé, L. and Paré, G. (2004). 'The multifaceted nature of virtual teams' in Pauleen D. J. (Ed), <i>Virtual teams: Projects, protocols and processes.</i> London: Idea Group Publishing. 12. Evaristo, R. and van Fenema, P. C. (1999), 'A typology of project management: emergence and evolution of new forms', <i>International Journal of Project Management</i> 17(5), 275 - 281. 13. Ghosh, P. P. and Varghese, J. C. (2004),

	<p>'Globally distributed product development using a new project management framework', International Journal of Project Management 22(8), 669 - 678. 14. Hameri, A. P. and Nitter, P. (2002), 'Engineering data management through different breakdown structures in a large-scale project', International Journal of Project Management 20(5), 375 - 384. 15. Henderson, L. S. (2008), 'The impact of project managers' communication competencies: Validation and extension of a research model for virtuality, satisfaction, and productivity on project teams', Project Management Journal 39(2), 48 - 59. 16. Henrie, M. and Sousa-Poza, A. (2005), 'Project Management: A cultural literary review', Project Management Journal 36(2), 5 - 14. 17. Hofstede, G. (1991), 'Culture's consequences: international differences in work-related values', London: SAGE publications. 18. Javed, T., E-Maqsood, M. and Durrani, Q. R. (2006), 'Managing geographically distributed clients throughout the project management life cycle', Project Management Journal 37(5), 76 - 87. 19. Kendra, K. and Taplin, L. J. (2004), 'Project success: A cultural framework', Project Management Journal 35(1), 30 - 45. 20. Khang, D. B. and Moe, T. L. (2008), 'Success Criteria and Factors for International Development Projects: A Life-Cycle-Based Framework', Project Management Journal 39(1), 72 - 84. 21. Khattab, A. A., Anchor, J. and Davies, E. (2007), 'Managerial perceptions of political risk in international projects', International Journal of Project Management 25(7), 734 - 743. 22. Lee, M. R. (2008), 'E-ethical leadership for virtual project teams', International Journal of Project Management - In Press. 23. Lee-Kelley, L. (2006), 'Locus of control and attitudes to working in virtual teams', International Journal of Project Management 24(3), 234 - 243. 24. Lee-Kelley, L. and Sankey, T. (2008), 'Global virtual teams for value creation and project success: A case study', International Journal of Project Management 26(1), 51 - 62. 25. Mäkilouko, M. (2004), 'Coping with multicultural projects: the leadership styles of Finnish project managers', International Journal of Project Management 22(5), 387 - 396. 26. Mayer, M. (1998). 'The virtual edge: embracing technology for distributed project team success'. Pennsylvania: Project Management Institute. 27. Milosevic, D. Z. (1999), 'Echoes of the Silent Language of Project Management', Project Management Journal 30(1), 27 - 39. 28. Rad, P. and Levin, G. (2003), 'Achieving Project Management Success using Virtual Teams'. USA: J. Ross Publishing. 29. Ramaprasad, A. and Prakash, A. N. (2003), 'Emergent project management: how foreign managers can leverage local knowledge', International Journal of Project Management 21(3), 199 - 205. 30. Shore, B. (2008), 'Systematic biases and culture in project failures', Project Management Journal 39(4), 5 - 16. 31. Shore, B. and Cross, B. J. (2005), 'Exploring the role of national culture in the management of large-scale international science projects', International Journal of Project Management 23(1), 55 - 64. 32. Trompenaars, F. and Hampden-Turner, C. (2005), 'Riding the waves of culture: understanding the cultural diversity in business', London: Nicholas Brealey Publishing.</p>
Websites	<p>1. http://www.globalprojectmanagement.org 2. https://www.researchgate.net/profile/Jean_Binder</p>

International Contract Management

Course Code	MSC.PPMM2.PMCOR.0090
ECTS Credits	4
Course Leader	GIAMMALVO, Paul D.-EXT
Contact Hours	12
Department	Dept. Management of projects, Information Systems and Supply Chains

Programme	MSc - Project and Programme Management and Business Development
Prerequisites	None
Course Description	<p>Ample credible evidence exists that despite the "professionalization" of project management, "projects" and the "products" these projects are producing are "failing" at an unacceptable rate. One of the major "root causes" stems from contractually related issues.</p> <p>This course has been designed to help you develop an understanding of what contractually related issues are causing both project and product failures and what we, as project managers, can and should be doing about it.</p> <p>This course is somewhat unique as it looks at contracts and contracting from both the OWNERS and CONTRACTORS perspective, on the premise that the only way to be able to fix the issues lies in creating contracts which are "fair" and "equitable in allocating risks to the party most capable of managing those risks.</p> <p>Because construction is arguably one of the oldest (Pyramids? Great Wall of China? Cathedrals of Europe?) applications of the project management processes and have some of the most sophisticated and well developed contract documents, many of the documents are coming from construction sources.</p> <p>HOWEVER all attempts will be made to demonstrate how these same terms and conditions can be adopted or adapted for use by other sectors. As there are both team and individual projects, students are free to document how they can or would modify the contractual terms and conditions found in construction for use in other sectors. (Essentially, all sectors are experiencing the same issues to a greater or lesser extent.)</p>
Course Open to Exchange Students	Belo /Fall;Lille /Fall;Paris /Fall
Semester	fall
Campus	Belo Horizonte;Lille;Paris
Evaluation	
Final Examination (%)	0
Nature of final exam	Quizz
Continuous Assessment (%)	100
Recommended Reading	<p>BEFORE DAY 1 (Pre-Course Reading Assignments) 1. Guild of Project Controls Compendium and Reference (GPCCaR) http://www.planningplanet.com/guild/GPCCAR-modules (FREE but you have to fill in a PROFILE that will take you about 10 minutes) a. Module 2-1 Managing People: http://www.planningplanet.com/guild/gpccar/introduction-to-managing-people b. Module 2-6 Identifying and Engaging Stakeholders: http://www.planningplanet.com/guild/gpccar/introduction-to-managing-people c. Module 5-1 Introduction to Managing Contracts: http://www.planningplanet.com/guild/gpccar/introduction-to-managing-contracts d. Module 5-3 Selecting the Project Delivery Method and Contract Type: http://www.planningplanet.com/guild/gpccar/managing-contracts-select-project-delivery-method-contract-type e. Module 5-4 Tendering and Bidding the Contract: http://www.planningplanet.com/guild/gpccar/managing-contracts-tendering-and-bidding-the-project f. Module 5-5 Managing the Contract (Owners and Contractors Perspectives): http://www.planningplanet.com/guild/gpccar/managing-contracts-managing-the-contract g. Module 5-6 Closing the Contract (Owners an Contractors Perspectives)</p>

	<p> http://www.planningplanet.com/guild/gpccar/managing-contracts-closing-the-contract h. Module 10-1 Introduction to Managing Change: http://www.planningplanet.com/guild/gpccar/introduction-to-managing-change i. Module 10-3 Managing Change- The Owners Perspective: http://www.planningplanet.com/guild/gpccar/managing-change-the-owners-perspective j. Module 10-4 Managing Change- The Contractors Perspective: http://www.planningplanet.com/guild/gpccar/managing-change-the-contractors-perspective k. Module 10-5 Managing Change Using Configuration Management: http://www.planningplanet.com/guild/gpccar/managing-change-configuration-management l. Module 12-1 Introduction to Forensic Analysis: http://www.planningplanet.com/guild/gpccar/introduction-to-managing-forensic-analysis 2. KPMG Global Construction Survey 2015: https://home.kpmg.com/xx/en/home/insights/2015/03/global-construction-survey.html 3. ARCADIS Global Construction Disputes 2015- https://www.arcadis.com/media/2/8/9/%7B289321DC-B266-4A13-82FA-CCBD54B6F535%7DARCADIS%20Construction%20Disputes%20Report%202015%20004.pdf 4. Why do Contractors Fail? http://c.ymcdn.com/sites/www.surety.org/resource/resmgr/LearnAboutSurety/Why_Do_Contractors_Fail.pdf 5. Ernst & Young Project Efficiency in the Oil and Gas Sector: http://www.ey.com/gl/en/industries/oil---gas/ey-project-efficiency-in-oil-and-gas 1. Job outlook 2016: the attributes employers want to see on new college graduates' resumes- http://www.naceweb.org/career-development/trends-and-predictions/job-outlook-2016-attributes-employers-want-to-see-on-new-college-graduates-resumes/ 2. What is project based learning? http://www.bie.org/about/what_pbl 3. Kirkpatrick new world model- http://www.kirkpatrickpartners.com/our-philosophy/the-new-world-kirkpatrick-model 4. Pay the laborer before his sweat dries: http://www.masjidma.com/2012/09/03/the-employer-employee-relationship/ 5. Caution- pay when paid clauses: http://www.jdsupra.com/legalnews/caution-pay-when-paid-clauses-are-a-58593/ 6. Understanding pay-if-paid and pay-when-paid clauses in a construction contract: http://floridaconstructionlawgroup.com/understanding-pay-if-paid-and-pay-when-paid-clauses-in-a-construction-contract/ 7. Unfair payment clauses in the contracts in the uae: http://www.slqsuae.org/wp-content/uploads/2014/12/article-by-roshan-2014.pdf 8. Project management credentials compared against the us professional engineer (pe) license- http://pmworldjournal.net/wp-content/uploads/2016/12/pmwj53-dec2016-giammalvo-certification-benchmarking-2016-update-featured-paper.pdf AIS integrated project delivery approach- https://www.aiacontracts.org/resources/64146-integrated-project-delivery-a-guide 9. How to develop competent professional level project management practitioners- http://pmworldjournal.net/wp-content/uploads/2015/07/pmwj36-jul2015-giammalvo-producing-competent-practitioners-second-edition.pdf FOR PURCHASE BY SKEMA FOR YOUR LIBRARY 10. FIDIC Red Book: http://fidic.org/books/construction-contract-1st-ed-1999-red-book 11. AIA General Conditions of the Contract 2017: https://www.aiacontracts.org/events/86776-aia-2017-documents-the-revised-general-conditions-and-new-sustainable-projects-exhibit- 12. EJCDC General conditions: http://www.ejcdc.org/product/c-700-standard-general-conditions-2013-2/ 13. ConsensusDocs General Conditions http://www.consensusdocs.org/Resource_/FileManager/Redline_of_ConsensusDocs_200_2007_2011_2012_2014.pdf 14. CSI Project Resource Manual 5th Edition https://www.amazon.com/Project-Resource-Manual-CSI-Practice/dp/0071370048 </p>
Websites	<p> 1. Guild of Project Controls- http://www.planningplanet.com/guild 2. Guild of Project Controls Competency Certification Home page- http://www.planningplanet.com/guild/certification 3. Association for the Advancement of Cost Engineering International- http://web.aacei.org/about-aace </p>

Leadership Skills for Projects

Course Code	MSC.PPMM2.PMCOR.0078
ECTS Credits	5
Course Leader	WALKER, Sandra-EXT
Contact Hours	30
Department	Dept. Management of projects, Information Systems and Supply Chains
Programme	MSc - Project and Programme Management and Business Development
Prerequisites	None
Course Description	<p>Leadership is a critical project management skill. This course is designed to steer participants towards a self-directed learning path to grow and excel as a project manager. Every project is unique, so future leadership scenarios cannot be foreseen with great accuracy. This seminar therefore helps participants to invest in leadership readiness, equipping them with the intellectual and emotional resources required to thrive in an international project situation. Project managers must be able to quickly engage team members and stakeholders, even from another culture, transcend differences and bring them towards the desired project goals in a timely manner, be it on a face-to-face or virtual team.</p> <p>Leadership is about influence, both through personal effectiveness and defined channels of responsibility. The project manager has to be a decision-maker and change agent, creating a vision, building authority and displaying communication creativity and problem solving strategies. The emphasis is on self-awareness and then putting leadership into action, attracting the relevant players to a project and keeping them onboard.</p> <p>Human factor challenges can be overcome by:</p> <ul style="list-style-type: none"> • Dynamizing a transversal team and stakeholders towards a positive outcome • Making effective presentations of ideas and using influence tactics • Communicating effectively with individual team members • Overcoming resistance: removing obstacles and dealing with objections <p>The course incorporates a range of modern concepts in this domain, including self-directed learning, strengths-based leadership and transformational strategies. Though of a short duration, it nonetheless offers a solid foundation for the project manager towards leadership development.</p>
Course Open to Exchange Students	Belo /Fall;Lille /Fall;Paris /Fall
Semester	fall
Campus	Belo Horizonte;Lille;Paris
Evaluation	
Final Examination (%)	40
Nature of final exam	Quizz
Continuous Assessment (%)	60
Recommended Reading	<p>REQUIRED READINGS Northouse, P. (2010). Leadership: Theory and Practice (5th ed.). Thousand Oaks: Sage. Pinto, J., Thoms, P., Trailer, J., Palmer, T., & Govekar, M. (1998). Project Leadership: From Theory to Practice. Newton Square: Project Management Institute.</p> <p>RECOMMENDED READINGS Anbari, F. T., Khilkanova, E. V, Romanova, Maria, V., Ruggia, M., Han-Huei Tsay, C., & Umpleby, Stuart, A. (2010). Cultural Differences in Projects.</p>

	<p>Newtown Square. Clarke, N. (2012). Leadership in projects: what we know from the literature and new insights. <i>Team Performance Management</i>, 18(3/4), 128–148. Hunter, J. (1998). <i>The Servant</i>. Roseville: Prima. Lee, Margaret, R. (2014). <i>Leading Virtual Project Teams</i>. Boca Raton: CRC Press, Taylor and Francis. Lee-Kelley, L. (2002). Situational leadership: Managing the virtual project team. <i>Journal of Management Development</i>, 21(6), 461–476. Levin, G. (2008). Guidelines to Create a Culture to Promote Successful Use of Virtual Teams Benefits and Challenges of Working with Virtual Teams. In PMI (Ed.), <i>PMI Global Congress Proceedings-Denver, Colorado, USA</i> (pp. 1–9). Denver: PMI. Levin, G. (2009). Team-Building Strategies for the Virtual Team, 1–10. Levin, G., & Rad, P. (2006). Successful Motivational Techniques for Virtual Teams. In <i>PMI Global Congress Proceedings-Madrid, Spain</i>. Newton Square: PMI. Pinto, J. K., & Trailer, J. (1998). <i>Leadership Skills for project Managers</i>. Newtown Square: Project Management Institute. Rad, P., & Levin, G. (2003). <i>Achieving Project Management Success Using Virtual Teams</i>. Ralf Müller, Konrad Spang, S. O. (2009). Cultural differences in decision making in project teams. <i>International Journal of Managing Projects in Business</i>, 2(1), 70 – 93. Slevin, D. P., & Pinto, J. K. (1991). Project Leadership: Understanding and Consciously Choosing your Style. <i>Project Management Journal</i>, XXII(1), 39–48. Thompson, K. (2010). Servant-Leadership: An effective model for project management. Capella University. Turner, J. R. (2007). <i>Gower Handbook of Project Management</i>. (J. R. Turner, Ed.) (4th ed.). Aldershot: Gower. Turner, J. R., & Müller, R. (2005). The Project Manager’s Leadership Style as a Success Factor on Projects: a literature review. <i>Project Management Journal</i>, 36(1), 49–62. Turner, J. R., & Müller, R. (2006). Choosing Appropriate Project Managers: matching their leadership style to the type of project. Newtown Square: Project Management Institute. Turner, J. R., Müller, R., & Dulewicz, V. (2009). Comparing the leadership styles of functional and project managers. <i>International Journal of Managing Projects in Business</i>, 2(2), 198–216.</p>
Websites	<p>WEBLINKS: • http://www.ipma.ch/Pages/default.aspx • http://www.pmi.edu (Project Management articles) • http://www.mckinseyquarterly.com (Management articles) • http://www.geert-hofstede.com (Cross cultural) • http://www.edwarddebono.com (Thinking strategies) • http://www.quadrant1.com (Personal development) • http://www.12manage.com (Management theories) • http://www.fourhourworkweek.com (Personal Life Goals) • https://www.ted.com/playlists/140/how_leaders_inspire (Leadership) DVDs: • <i>CNBC The Leaders - The Secrets To Their Success</i> FILMS: • <i>Remember the Titans</i> (2001) • <i>Gandhi</i> (1982) • <i>Hotel Rwanda</i> (2006) • <i>Twelve Angry Men</i> (1957)</p>

Open Innovation and Knowledge Management

Course Code	MSC.PPMM2.PMELE.0001
ECTS Credits	3
Course Leader	HAAS Aurore
Contact Hours	18
Department	Dept. Management of projects, Information Systems and Supply Chains
Programme	MSc - Project and Programme Management and Business Development
Prerequisites	none
Course Description	<p>This course will provide an overview of Knowledge Management from the perspective of large firms as well as of startups and incubators.</p> <p>Course objectives:</p> <ul style="list-style-type: none"> - Understand the challenges and digital tools of Knowledge Management - Make use of analytical concepts to design and develop different Knowledge strategies

	- Develop critical thinking in the development of real cases - Develop professional skills in writing and presenting reports
Course Open to Exchange Students	Lille /Fall;Paris /Fall
Semester	fall
Campus	Lille;Paris
Evaluation	
Final Examination (%)	100
Nature of final exam	Quizz
Continuous Assessment (%)	0
Recommended Reading	- The Knowledge Manager's Handbook (2016), Milton, N. and Lambe, P., Kogan Page - Data Strategy : How to Profit from a World of Big Data, Analytics and the Internet of Things Ed. 1 (2017), Marr, B., Kogan Page
Websites	

People in Projects

Course Code	MSC.PPMM2.PMCOR.0079
ECTS Credits	4
Course Leader	SILVIUS - ZUCHI, Dagmar-EXT
Contact Hours	24
Department	Dept. Management of projects, Information Systems and Supply Chains
Programme	MSc - Project and Programme Management and Business Development
Prerequisites	None
Course Description	Project managers are facing many challenges: an increasing complexity related to fast changing and highly competitive environments that influences the project; a multiple set of internal and external stakeholders with different and sometimes conflicting demands that need to be balanced; as well as issues in acquiring and using human resources, as developing and maintaining trust and/or managing change and conflict, which is probably one of their toughest challenges. This course addresses these challenges from three perspectives: the organization, the team and the individual level. Managing people in projects is a course that introduces Human Resource Management (HRM) for and in projects, with a focus on four main topics: the project oriented organization and its features; HRM in project oriented organizations; HRM in projects and project stakeholder management.
Course Open to Exchange Students	Belo /Fall;Lille /Fall;Paris /Fall
Semester	fall
Campus	Belo Horizonte;Lille;Paris
Evaluation	
Final Examination (%)	0
Nature of final exam	Report / Dissertation

Continuous Assessment (%)	100
Recommended Reading	<p>Books: • Huemann, M. (2015). Human Resource Management in the project-oriented Organization. Gower Applied Research (Chapter 4, 5 and 9) • Huemann, M.; Eskerod, P. ; Ringhofer, C. (2016). Rethink! Project Stakeholder Management. PMI (Chapter 3 and 10)</p> <p>Papers: • Gustavsson, T.K. (2016), Organizing to avoid project overload: The use and risks of narrowing strategies in multi-project practice, International Journal of Project Management, 34, 94–101. • Keegan, A., Huemann, M. & Turner, R.J. (2012), Beyond the line: exploring the HRM responsibilities of line managers, project managers and the HRM department in four project-oriented companies in the Netherlands, Austria, the UK and the USA, International Journal of Human Resource Management, 23 (15). pp. 3085-3104. • Freeman, R. E. and McVea, J. (2001), A Stakeholder Approach to Strategic Management, Darden Business School Working Paper, No. 01-02. Available at SSRN: http://ssrn.com/abstract=263511 or http://dx.doi.org/10.2139/ssrn.263511 • Achterkamp, M.C., & Vos, J.F.J. (2008). Investigating the use of the stakeholder notion in project management literature, a meta-analysis. International Journal of Project Management, 26, 749-757. Additional readings (recommended): • Ballejos, L.C. & Montagna, J.M. (2008), Method for stakeholder identification in interorganizational environments. Requirements Engineering 13 (4), 281–329. • Bryson, J. M. (2004), What to do when stakeholders matter: Stakeholder identification analysis techniques, Public Management Review, 6, 21 – 53. • Jepsen, A.L., Eskerod, P. (2009), Stakeholder analysis in projects: challenges in using current guidelines in the real world. International Journal of Project Management, 27 (4), 335–343. • Huemann, M., Keegan A.E. and Turner, J.R. (2007), Human Resource Management in the Project-oriented Company: a review, International Journal of Project Management, 25, 315–323. • Packendorff, J. (2002), The temporary society and its enemies: Projects from an individual perspective". In: K. Sahlin-Andersson & A. Söderholm (eds.) Beyond Project Management: New Perspectives on the Temporary-Permanent Dilemma: pp. 39-58. Malmö: Liber. • Söderlund J & Bredin K. (2006), HRM in project-intensive firms: changes and challenges, Human Resource Management, 45(2):249–65.</p>
Websites	

Project Management Methods: PRINCE2 and AgilePM

EXTRA FEES! PLEASE SEE DETAILS BELOW

Course Code	MSC.PPMM2.PMCOR.0084
ECTS Credits	3
Course Leader	GARDINER Paul
Contact Hours	0
Department	Dept. Management of projects, Information Systems and Supply Chains
Programme	MSc - Project and Programme Management and Business Development
Prerequisites	None
Course Description	<p>PRINCE2® and Agile PM are two important project management methods used internationally. This course provides foundation level competence in both and an opportunity for certification. The course covers the PRINCE2 framework: Principles, themes, processes and techniques. Agile PM is an alternative project management method suitable for dynamic projects with high uncertainty and/or complexity. The course covers the key principles of</p>

	<p>AGILEPM, specifically: underpinning philosophy and principles, lifecycle of an AgilePM project, products, techniques, roles and responsibilities.</p> <p>Online help is available by TrainingByteSize.com for both methods. Candidates that pass the course will be provided with an opportunity for certification in both methods. A comparative analysis between the two methods and when to apply each is also included in the course.</p>
EXTRA FEES	<p>For the PRINCE 2 Online Training = 150€ + TVA (mandatory)</p> <p>For the AGILE PM Online Training = 150€ + TVA (mandatory)</p> <p>For the PRINCE 2 Certificate Examination = 249€+ TVA (optional)</p> <p>For the AGILE PM Certificate Examination = 175€ + TVA (optional)</p> <p>Total for Trainings (mandatory) = 300€ + TVA</p> <p>Totale for Certificate Examinations (optional) = 424€ + TVA</p> <p><i>* The international office will contact students who have chosen this specialization program with the payment procedures in order to pay these extra fees around mid-May</i></p>
Course Open to Exchange Students	Belo /Fall;Lille /Fall;Paris /Fall
Semester	fall
Campus	Belo Horizonte;Lille;Paris
Evaluation	
Final Examination (%)	70
Nature of final exam	Quizz
Continuous Assessment (%)	30
Recommended Reading	<p>REQUIRED READINGS Manuals for PRINCE2 and Agile PM RECOMMENDED READINGS Other resources and articles will be supplied. NOTE PRINCE2® is a registered trade mark of AXELOS Limited, used under permission of AXELOS Limited. All rights reserved. AgilePM® and AgilePgM® are registered trademarks of Dynamic Systems Development Method Ltd. All rights reserved.</p>
Websites	www.apmgroup.co.uk trainingbytesize.com

Project Practice Portfolio 1

Course Code	MSC.PPMM2.PMOPT.0001
ECTS Credits	2
Course Leader	GARDINER Paul
Contact Hours	12
Department	Dept. Management of projects, Information Systems and Supply Chains
Programme	MSc - Project and Programme Management and Business Development
Prerequisites	NONE
Course Description	<p>This course requires you to work in teams on real projects in a portfolio. You will be part of a cell working on several projects and will develop your project management competences through practice. Part 1 is focused on project generation and initiation activities up to and including the project charter. Part 2 is focused on project development and delivery, quality management, audit and control.</p>
Course Open to Exchange Students	Belo /Fall;Lille /Fall;Paris /Fall

Semester	fall
Campus	Belo Horizonte;Lille;Paris
Evaluation	
Final Examination (%)	100
Nature of final exam	Others
Continuous Assessment (%)	0
Recommended Reading	Required readings (1) APM Competence Framework Recommended readings 1. PMI PMBOK Guide 2. APM Body of Knowledge 3. PRINCE2 guide 4. AgilePM Guide 5. GAPPS project manager and sponsor standards
Websites	Visit the websites of PMI, APM, GAPPS

Research methods and critical thinking

Course Code	MSC.PPMM2.PMCOR.0098
ECTS Credits	3
Course Leader	BOUKEF Nabila
Contact Hours	18
Department	Dept. Management of projects, Information Systems and Supply Chains
Programme	MSc - Project and Programme Management and Business Development
Prerequisites	None
Course Description	This course aims to provide students with methodological techniques and critical thinking in order to be able to analyse and deliver valuable recommendations regarding a specific situation. The learning objectives of the course are useful for dissertation processes but also for diagnosing and analysing a given situation, which is particularly useful for project manager. The students will learn how to appropriately use different methodologies and handle data analysis. They will also have the opportunity to learn how to interpret, discuss and have critical analysis of their results
Course Open to Exchange Students	Lille /Fall;Paris /Fall
Semester	fall
Campus	Lille;Paris
Evaluation	
Final Examination (%)	50
Nature of final exam	Quizz
Continuous Assessment (%)	50
Recommended Reading	To be provided in class
Websites	

Sustainable Project Management

Course Code	MSC.PPMM2.PMCOR.0081
ECTS Credits	3
Course Leader	MILSOM Peter
Contact Hours	18
Department	Dept. Management of projects, Information Systems and Supply Chains
Programme	MSc - Project and Programme Management and Business Development
Prerequisites	None
Course Description	PRiSM (Projects integrating Sustainable Methods) is a project management and sustainability course that is designed to prepare individuals to improve the way they view, approach, manage, and drive change. The course blends instruction with in-class case studies using real world examples that bring project management to life in a manner that not only meets the needs of business in today's economy but also accounts for the needs of society and the environment by incorporating sustainable development goals through the GPM P5 Standard and principles for sustainable project management.
Course Open to Exchange Students	Lille /Fall
Semester	fall
Campus	Lille
Evaluation	
Final Examination (%)	75
Nature of final exam	Quizz
Continuous Assessment (%)	25
Recommended Reading	REQUIRED READNGS BEFORE DAY 1 • The GPM PRiSM™ Methodology for Project Management • The GPM P5™ Standard for Sustainability Management. RECOMMENDED READINGS • The Association for Project Management (APM) Body of Knowledge • The UN Global Compact Ten Principles • The GRI G4 Reporting Framework • The UN Post 2015 Business Engagement Architecture • The UN Global Compact SDG Compass • ISO Standards from a project management perspective including: • ISO 21500 Guidance on Project Management • ISO 50001 The Energy Management Standard • ISO 14001 The Environmental Management Standard • ISO 9001 Principles of Quality Management • ISO 26000 Guidance on Social Responsibility • ISO 55000 Asset Management
Websites	www.greenprojectmanagement.org blog.greenprojectmanagement.org

MSc - Supply Chain Management and Purchasing

ADVANCED SOURCING

Course Code	MSC.SCMM2.PMCOR.0010
ECTS Credits	4
Course Leader	BRUSSET Xavier
Contact Hours	24
Department	Dept. Management of projects, Information Systems and Supply Chains
Programme	MSc - Supply Chain Management and Purchasing

Prerequisites	ok
Course Description	This course provides students with a strategic framework for understanding how firms manage sourcing in order to gain a competitive advantage
Course Open to Exchange Students	Lille /Fall
Semester	fall
Campus	Lille
Evaluation	
Final Examination (%)	50
Nature of final exam	Quizz
Continuous Assessment (%)	50
Recommended Reading	Lectures Recommandées / Recommended readings : - Purchasing & SCM Monczka, Handfield, Giunpero, Patterson, Waters Publisher: South-Western CENGAGE Learning 2009 ISBN- 978-1-4080-1744-9 - Sourcing and SCM, 2011 Monczka, Handfield, Giunpero, Patterson ISBN -978-1-111-53281-9 - As many different readings as possible (specialized press, dissertations, research articles...)
Websites	http://www.atkearney.fr/procurement/case-studies

BIG DATA AND BUSINESS INTELLIGENCE

Course Code	MSC.SCMM2.PMCOR.0015
ECTS Credits	6
Course Leader	OKOLI Chitu
Contact Hours	36
Department	Dept. Management of projects, Information Systems and Supply Chains
Programme	MSc - Supply Chain Management and Purchasing
Prerequisites	Understanding of SCMP issues
Course Description	Business Intelligence refers to harnessing the vast amounts of data throughout an organization to be able to make intelligent business decisions. Organizations today increasingly need to deal with Big Data, which refers to organizational data that is extremely large in volume, that comes in a wide variety of media formats, and that enters and exits the organization at very high velocity. This course equips students with meaningful insight and hands-on practical tools and techniques that managers can use to harness Big Data and not-so-big data to make intelligent operational and strategic business decisions.
Course Open to Exchange Students	Lille /Fall
Semester	fall
Campus	Lille
Evaluation	
Final Examination (%)	50
Nature of final exam	Quizz

Continuous Assessment (%)	50
Recommended Reading	Lectures obligatoires / Required readings : Course materials Lectures Recommandées / Recommended readings :
Websites	www.SAP.com www.help.SAP.com http://ccsapedu.hevs.ch/

EMPLOYABILITY AND CAREER 1

Course Code	MSC.TRCM2.DRECOR.0001
ECTS Credits	1
Course Leader	BEAUGRAND Audrey
Contact Hours	6
Department	Career Center - Employability
Programme	MSc - Supply Chain Management and Purchasing
Prerequisites	NoPrerequisites
Course Description	<p>This course is managed by the Career Center. In order to validate this course, students have to:</p> <p>1 MANDATORY : Attend two workshops (1h30 each) on specific themes (1st workshop : the visibility of my profile according to my specialization & 2nd workshop : How to pass the selection tests during recruitment ?) + EVALUATION</p> <p>2 NOT MANDATORY : Attend Career Events during the semester (date to be determined) organized by the career center of your campus</p> <p>MAIN CONTACTS FOR YOUR PROGRAM:</p> <p>LILLE: Audrey BEAUGRAND & Feryel HOUSSEIN</p> <p>PARIS: Laura SINDONINO, Sophie Ripoche & Janice M'BENGO (for International students)</p> <p>SOPHIA: Sylvie MARTINAUD, Anne DUFLOS (for International students)</p> <p>SUZHOU : April YANG</p> <p>RALEIGH : Laura SCLAFANI</p> <p>BELO HORIZONTE : Geneviève POULINGUE</p>
Course Open to Exchange Students	Belo /Fall;Lille /Fall;Paris /Fall;Raleigh /Fall;Sophia /Fall;Suzhou /Fall
Semester	fall
Campus	Belo Horizonte;Lille;Paris;Raleigh;Sophia;Suzhou
Evaluation	
Final Examination (%)	100
Nature of final exam	Report / Dissertation;Class participation
Continuous Assessment (%)	0
Recommended Reading	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings :
Websites	under the YEP go and click on: Career Center -> Jobteaser -> SKEMA TOOLS

GREEN SUPPLY CHAIN & REVERSE LOGISTICS

Course Code	MSC.SCMM2.PMCOR.0074
ECTS Credits	2
Course Leader	BRUSSET Xavier
Contact Hours	12
Department	Dept. Management of projects, Information Systems and Supply Chains
Programme	MSc - Supply Chain Management and Purchasing
Prerequisites	ok
Course Description	<p>-Purpose is to give students a brief overview of the management of a green supply chain and the environmental impacts of logistic and flow management in a modern organization. The following themes will be broached:</p> <ul style="list-style-type: none"> - Green logistics: how to measure Green House Gas emissions, how to control them and key performance indicators. - Presentation of some environmental norms - Green Supplier Management -Reverse logistics and closed cycle of products: from raw material to raw material - How and why multi-modal transport should be encouraged.
Course Open to Exchange Students	Lille /Fall
Semester	fall
Campus	Lille
Evaluation	
Final Examination (%)	50
Nature of final exam	Quizz
Continuous Assessment (%)	50
Recommended Reading	
Websites	

INTRODUCTION TO PURCHASING AND RISK MANAGEMENT

Course Code	MSC.SCMM2.PMCOR.008
ECTS Credits	3
Course Leader	DELAFENESTRE Régis
Contact Hours	18
Department	Dept. Management of projects, Information Systems and Supply Chains
Programme	MSc - Supply Chain Management and Purchasing
Prerequisites	ok
Course Description	In this course, we introduce the student to the foundational theories, strategies and methods used to build and manage supplier relationships for mutual success.
Course Open to Exchange Students	Lille /Fall

Semester	fall
Campus	Lille
Evaluation	
Final Examination (%)	0
Nature of final exam	Quizz
Continuous Assessment (%)	100
Recommended Reading	Lectures obligatoires / Required readings : Handfield, Robert and McCormack, Kevin "Supply Chain Risk Management" Auerbach Publication (Taylor & Francis Group), 2008 Lectures Recommandées / Recommended readings : All documents on class website
Websites	http://www.drkresearch.org/styled-15/styled-14/styled-17/index.html

MANAGERIAL AND COMMUNICATION SKILLS

Course Code	MSC.SCMM2.HRELE.0030
ECTS Credits	2
Course Leader	WALKER, Sandra-EXT
Contact Hours	12
Department	Dept. Management, Law and Organization
Programme	MSc - Supply Chain Management and Purchasing
Prerequisites	No previous course knowledge is required but to have an open, enquiring mind and to be willing to engage in lively classroom discussions around the relevant topics.
Course Description	The course content consists of a series of practical tools taught in a positive learning environment to encourage participants to develop skills. The use of leadership in supply chain management: <ul style="list-style-type: none"> • Developing your personal influence skills using leadership and also self-presentation techniques • Communicating towards a transversal, global team • Analyzing your counterpart and building an effective communication strategy • During a presentation or meeting: how to answer difficult questions and overcome objections • How to respond to strong criticism and deal with conflict
Course Open to Exchange Students	Lille /Fall
Semester	fall
Campus	Lille
Evaluation	
Final Examination (%)	50
Nature of final exam	Presentation
Continuous Assessment (%)	50
Recommended Reading	Lectures obligatoires / Required readings : • Leadership theory and Practice, Peter G. Northouse, 3rd edition 2004, Sage Publications Inc • NLP Business Masterclass, Molden, David, Pearson Education, 2001 • Influence and Lead: Fundamentals for Personal and Professional

	Growth (The Leadership Series) (Volume 6), Michael Nir, CreateSpace Independent Publishing Platform, 2014 Lectures Recommandées / Recommended readings : • How to Give a Killer Presentation, Chris Anderson, The Magazine, HBR, June 2013 • Change the Way You Persuade, Gary A. Williams, Robert B. Miller, The Magazine, HBR, May 2002 • How to Pitch a Brilliant Idea, Kimberly D. Elsbach , The Magazine, HBR, September 2003 • The Five Messages Leaders Must Manage, John Hamm, The Magazine, HBR, May 2006
Websites	http://www.mckinseyquarterly.com (Management articles) http://www.geert-hofstede.com (Cross cultural) http://www.edwarddebono.com (Thinking strategies) http://www.quadrant1.com (Personal development) http://www.12manage.com (Management theories) http://www.ilo.org/global/About_the_ILO/Mission_and_objectives/lang--fr/index.htm http://ec.europa.eu/enterprise/policies/sustainable-business/corporate-social-responsibility/index_en.htm (CSR) http://www.transparency.org (Ethique et CSR) http://www.ted.com

PRE REQUISITES FOR PROCUREMENT AND PURCHASING

Course Code	MSC.SCMM2.PMCOR.0009
ECTS Credits	2
Course Leader	BRUSSET Xavier
Contact Hours	12
Department	Dept. Management of projects, Information Systems and Supply Chains
Programme	MSc - Supply Chain Management and Purchasing
Prerequisites	None
Course Description	This course allow students to learn or revise finance practical issues and tools that are fundamentals to manage procurement operations.
Course Open to Exchange Students	Lille /Fall
Semester	fall
Campus	Lille
Evaluation	
Final Examination (%)	0
Nature of final exam	Presentation
Continuous Assessment (%)	100
Recommended Reading	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings :
Websites	

RESEARCH METHODOLOGIES

Course Code	MSC.TRCM2.OTCOR.0001
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ECTS Credits	2
Course Leader	AMYUNI Tarek
Contact Hours	12
Department	Dept. Management of projects, Information Systems and Supply Chains
Programme	MSc - Supply Chain Management and Purchasing
Prerequisites	None
Course Description	In this course the students will find material to help them in preparing and writing their MSc thesis. The course provides the students with the necessary methods to do a scientific literature search so as to refine their upcoming MSc thesis topic. They also provide them with some background in the different types of scientific research methods.
Course Open to Exchange Students	Lille /Fall
Semester	fall
Campus	Sophia
Evaluation	
Final Examination (%)	100
Nature of final exam	Report / Dissertation
Continuous Assessment (%)	0
Recommended Reading	Classification des revues scientifiques selon le CNRS Section 37 What the editors want (pdf) The case for case studies in management research (pdf)
Websites	scholar.google.com www.mendeley.com www.researchgate.net

SUPPLY CHAIN STRATEGY

Course Code	MSC.SCMM2.ISCOR.0024
ECTS Credits	4
Course Leader	BRUSSET Xavier
Contact Hours	24
Department	Dept. Management of projects, Information Systems and Supply Chains
Programme	MSc - Supply Chain Management and Purchasing
Prerequisites	null
Course Description	This course provides students a strategic framework for understanding how firms leverage their global supply chains (SC) in order to gain a competitive advantage. Students will learn the strategies, principles and techniques that enable companies to become both agile (service, speed and flexibility) and lean (efficiency and cost reduction). Concepts will be applied through teaching cases as well as through interacting with managers in charge of real life supply chains. The course will introduce the SCOR ® Reference model, a decision-making framework that helps companies provide excellent customer service and improve operational performance.
Course Open to Exchange Students	Lille /Fall
Semester	fall
Campus	Lille

Evaluation	
Final Examination (%)	50
Nature of final exam	Report / Dissertation
Continuous Assessment (%)	50
Recommended Reading	Lectures obligatoires / Required readings : Chopra, S. and Meindl, P. (2013). Supply Chain Management: Strategy, planning and operation. 5th Edition. Pearson Prentice Hall: Pearson Education SCOR Model 11. 0 Quick Reference Guide Lectures Recommandées / Recommended readings : Christopher, M. (2011). Logistics and Supply Chain Management, 4th Edition. Pearson Prentice Hall: Pearson Education
Websites	https://supply-chain.org/ www.supplychainbrain.com

SUPPLY RELATIONSHIP MANAGEMENT

Course Code	MSC.SCMM2.PMELE.0012
ECTS Credits	2
Course Leader	BRUSSET Xavier
Contact Hours	12
Department	Dept. Management of projects, Information Systems and Supply Chains
Programme	MSc - Supply Chain Management and Purchasing
Prerequisites	Prior knowledge of Supply Chain Management
Course Description	In this course, we introduce the student to the state of the art tools in use to understand and manage supply relationships. Le cours est enrichi de 8 heures d'activités pédagogiques avec la résolution d'une étude de cas portant sur des questions de supply Relationship management d'une organisation.
Course Open to Exchange Students	Lille /Fall
Semester	fall
Campus	Lille;Paris
Evaluation	
Final Examination (%)	0
Nature of final exam	Quizz
Continuous Assessment (%)	100
Recommended Reading	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings :
Websites	http://www.drkresearch.org/styled-15/styled-14/styled-17/index.html

TRANSPORTATION & INTERNATIONAL LOGISTICS

Course Code	MSC.SCMM2.PMCOR.0014
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ECTS Credits	4
Course Leader	BRUSSET Xavier
Contact Hours	24
Department	Dept. Management of projects, Information Systems and Supply Chains
Programme	MSc - Supply Chain Management and Purchasing
Prerequisites	Sound economic knowledge; understand of the competitive levers of Supply Chain, notions about projects and logistics' mapping.
Course Description	<p>- Environment of trade exchanges is continuing toward internationalization in the same way than globalization of trade. Logistics complicates and in the same time extend itself geographically</p> <p>- A time constraint is thus added to the difficulties of reloading, cross-docking, available modes of transportation, regulatory and contractual aspects, and customs and administrative, without forgetting the notion of level and cost service.</p> <p>- By the theoretical gains and their practice through various case studies, students are confronted with problematic and imperative's of logistics and transportation in an environment and international targets. A debriefing session, after simulation, will enhance and reinforce theoretical acquisitions.</p> <p>- You will apply, during the case study resolution, the knowledge acquired in the course and your transversal vision of logistics. It will help to build a logistics activity, of expedition and delivery product, based on import/export worldwide. You will optimize the multimodal choices based on level service expected and types of merchandises to transport.</p> <p>This course will be completed with files from multinational societies (principal (giver of orders) and logistics providers).</p>
Course Open to Exchange Students	Lille /Fall
Semester	fall
Campus	Lille
Evaluation	
Final Examination (%)	25
Nature of final exam	Quizz
Continuous Assessment (%)	75
Recommended Reading	<p>Magazines • 3 volumes LAMY, Road, commission other modes of transport • Dangerous goods, international transport • The review of transport and logistics • The AEO in LAMY (OEA) • Transport News • The Journal of National Shipping • The specifications of the observatory (CNR) • The specifications of the charger (LAMY Logistics magazine) • The Journal of the AUTP (shipper, industrial) • Collection what do you know? • International CCI and MOCI (2010) Incoterms • Rail Freight and the Rail life • The Official of Transport - Scientific Publication - Banque de données de la douane (COVADICE et BEATRICE) - Revues du Centre de formation AFTRAL - L. BERRAH, G. MAURIS, J. MONTMAIN, et V. CLIVILLE (2008); Efficacy and efficiency indexes for a multi-criteria industrial performance synthesized by Choquet integral aggregation, International Journal of Computer Integrated Manufacturing, Vol. 21, No. 4,; June 2008, 415 – 425 - MENTZER, J.T.- MIN, S.- BOBBITT, L.M. – 2004, Toward a unified theory of logistics , International journal of Physical Distribution & Logistics Management. - Sauvage, T. (2002), Technological potential of logistics service providers and the relationship dynamics, Laboratoire Orléanais de Gestion, Document de recherche, N° 2002-01 - GEORGE A,; MANNARINI, M. ; TRAVAILLE, D; – 2011 – Sustainable Development, economic performance</p>

	<p>and embeddedness in a supply chain environment – Case study from the major retailers and logistics providers.(available in French on request, in press) Books • Transports geography • Transportation Armand COLIN Transport Economics in ELLIPSES • Geography, economy and transportation planning in PUF • France, Europe, what future for rail in Forum Alternative • College freight station at the city Orry • Scheduled air transport and non-regular education XERFI • la revue espaces • Risk and Insurance in the transport ARGUS • Glossary of transport and logistics in • Ed the organisation • Air Freight in practice PRATIC EXPORT • Practicing safety in transport and logistics in CELSE • Purchasing strategy in the organization Editions • Ethics in the service of management at Ed LINKS • Import practices CDAF at FOUCHER • International Freight Transportation Jean BELOTTO at VUIBERT • International Freight Transport and Logistic Moise D DAILLY at L'HARMATTAN.</p>
Websites	<p>Web site - Logiciel auto route express version 2010 AND Publishers France - cnt.fr, havre-port.fr , la doc française .gouv.fr - cnr.fr , iata.org , predict.fr - Transports.equipement.gouv.fr ,minfin.gouv .fr - vev-canal.org ,,fedex.com - admisn.ch/ch /rs/747 ?coface.fr europa.ue , iru.org : academy , oecd.org/OECDdirect sncf.com , novatrans.fr, icfonline.com</p>