



Course Catalogue
Master Programmes
Incoming Exchange Students
Lille Campus
Spring 2019

Dear Exchange Students,

Welcome to SKEMA Business School !

Here are a few key instructions on how to consult properly the **Lille Course Catalogue Spring 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 for year students and October for Spring only students).
- 4) **Special Note for Supply Chain Management & Purchasing:** 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 for year students and October for Spring only students).
- 5) **Special Note for Supply Chain Management & Purchasing:** This specialization is only open to students with the required pre-requisites for each course. Be sure to consult the catalogue carefully and all of the pre-requisites highlighted in red. The academic director will review student transcripts to ensure they have all of the required prerequisites to follow the Spring 2019 program. Approval by the academic director is required before being officially admitted (admission results in October for Spring only students).
- 6) Courses within the catalogue are subject to slight changes.

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MSc - International Marketing and Business Development Lille

BUSINESS DEVELOPMENT & SALES

Course Code	MSC.IMBM2.MKCOR.0065
ECTS Credits	5
Course Leader	SPIER Peter
Contact Hours	30
Department	Dept. Marketing
Programme	MSc - International Marketing and Business Development Lille
Prerequisites	-
Course Description	<p>This course is divided into 2 15h-courses.</p> <p>BUSINESS DEVELOPMENT</p> <p>Business development involves identifying, analysing and qualifying opportunities for growth that are both profitable and consistent with a company's strategy, and then making things happen. It is this combination of analysis and strategic vision with a concern for the practical side of things that make the activity so satisfying.</p> <p>This course will look at how companies in a range of sectors grow - whether in new or existing markets, with new or existing clients -, how decisions about which options to pursue can be formulated and evaluated, and how growth strategies can be put in place.</p> <p>SALES</p> <p>Sales and business development are an essential component of the MSc in International Marketing and Business Development. Companies are seeking to recruit candidates with good potential for sales and a good number of students will begin their careers in the sales function, either moving up into sales management or across into marketing.</p> <p>This course provides will help students to develop basic selling techniques and discover the different kinds of positions available in sales and business development. The course will look at different types of sales situation and reveal how different sales can be in different sectors. We will look at more 'transactional' bargaining situations but then move through to more complex situations involving consultative and solution selling approaches.</p> <p>Throughout, the emphasis will be on developing students' ability to 'connect' with the other person, to use enquiry to better understand their point of view, to put forward their own position and to communicate and defend value.</p> <p>For students in Sophia, this course will serve as a preparation for the Sales, negotiation and key account management course, where various solution selling and KAM approaches will be more fully explored.</p> <p>This course is a 'must' for students who wish to follow a career or spend their first years in sales. It will help to build confidence and cover the kind of techniques used in companies. The course will be interactive, and students will be expected to participate fully.</p> <p>The skills developed in the course will certainly be useful elsewhere: selling ideas, pitching for resources.</p>
Course Open to Exchange Students	Belo /Spring;Lille /Spring;Sophia /Spring
Semester	spring
Campus	Belo Horizonte;Lille;Paris;Sophia;Suzhou
Evaluation	
Final Examination (%)	60
Nature of final exam	Case study;Others

Continuous Assessment (%)	40
Recommended Reading	Lectures obligatoires / Required readings: Available on knowledge website. Lectures Recommandées / Recommended readings: Full reading list on K2 website.
Websites	

MOBILE MARKETING

Course Code	MSC.IMBD2.MKELE.0098
ECTS Credits	3
Course Leader	THEVENY Jean Patrick - EXT
Contact Hours	18
Department	Dept. Marketing
Programme	MSc - International Marketing and Business Development Lille
Prerequisites	Marketing
Course Description	With the development of digital solutions and the development of mobile services, mobile phones, tablets and Smartphone are communication tools that are used by more and more companies. The objective of this elective is to acquire knowledge both globally and in details on what are the various areas and solutions of mobile marketing, including mobile advertising, mobile CRM, mobile direct marketing, M-Commerce ...
Course Open to Exchange Students	Lille /Spring
Semester	spring
Campus	Lille
Evaluation	
Final Examination (%)	100
Nature of final exam	Quizz
Continuous Assessment (%)	0
Recommended Reading	Suggestions will be provided on the Knowledge platform
Websites	Links will be provided on the Knowledge platform

OMNICHANNEL STRATEGY AND DIGITALIZATION OF THE POINT OF SALE

Course Code	MSC.IMBM2.MKELE.0164
ECTS Credits	3
Course Leader	Mohammed Slim BEN MIMOUN
Contact Hours	18
Department	Dept. Marketing
Programme	MSc - International Marketing and Business Development Lille
Prerequisites	Intermediate marketing
Course Description	One of the main drivers of the changes in multichannel shopping behavior, and consequently also in optimizing shopper marketing actions, is technology. Technology has always played a role as the primary enabler of change in the evolution of retailing. Today, as bricks-and-mortar retailers are preparing for battle with online merchants, there are several areas they can draw upon in order to gain a competitive advantage. This course sheds light on the fairly

	underexplored topic of the promising role of technology for traditional retailers to survive in today's fierce multichannel competition. By focusing on both academic literature, and professional testimonials/experiences, it try to study the newest and best practices in the domain of point of sale digitalization, and Omnichannel strategies.
Course Open to Exchange Students	Lille /Spring
Semester	spring
Campus	Lille
Evaluation	
Final Examination (%)	50
Nature of final exam	Quizz
Continuous Assessment (%)	50
Recommended Reading	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings : Full reading list on Knowledge
Websites	

PERSUASIVE LEADERSHIP IN A MILLENNIAL WORLD

Course Code	MSC.IMBM2.MKELE.0166
ECTS Credits	3
Course Leader	DEHLING Aurélie
Contact Hours	18
Department	Dept. Marketing
Programme	MSc - International Marketing and Business Development Lille
Prerequisites	Master 1 Programme
Course Description	This course is dedicated to find the way to become a great and respected leader in a changing world
Course Open to Exchange Students	Lille /Spring
Semester	fall;spring
Campus	Lille;Paris
Evaluation	
Final Examination (%)	60
Nature of final exam	Presentation
Continuous Assessment (%)	40
Recommended Reading	Delivered during the first class
Websites	

PHOTOSHOP

Course Code	MSC.IMBM2.MKELE.0180
ECTS Credits	0
Course Leader	MIDDELMANN, Anke
Contact Hours	18

Department	Dept. Marketing
Programme	MSc - International Marketing and Business Development Lille
Prerequisites	None
Course Description	This class provides meaningful skills and techniques to become proficient in graphic design using Photoshop from Adobe. This Photoshop initiation will allow students to acquire skills they can use on a regular basis, but also create their very own projects to build marketing campaigns or design communication mediums. Besides, students will experience project management and implement Agile concepts in a company-like environment. This course adopts a hands-on approach to learn and practice Photoshop.
Course Open to Exchange Students	Lille /Spring
Semester	spring
Campus	Lille
Evaluation	
Final Examination (%)	100
Nature of final exam	Others
Continuous Assessment (%)	0
Recommended Reading	To be communicated in class
Websites	To be communicated in class

PRODUCT MANAGEMENT AND OPERATIONAL MARKETING

Course Code	MSC.IMBM2.MKCOR.0078
ECTS Credits	4
Course Leader	SPIER Peter
Contact Hours	24
Department	Dept. Marketing
Programme	MSc - International Marketing and Business Development Lille
Prerequisites	None.
Course Description	<p>In the last 10 years, new methodologies of product development and product management were created and implemented in the most important centers of entrepreneurship as the Silicon Valley. Those methodologies must work together with the traditional ones to develop new products and services ant to allow marketing professionals to create the best strategy for each one.</p> <p>The objective of this course is to give the student a global insight on product management, product development and product marketing, three activities that are fundamental for a product or service company. The student will identify all the steps of the product life cycle and will understand how every department of a company (creatives, marketing, sales, finance, operations, etc.) do participate and interfere into the process of research, creation, development and commercialization of a product. As a future CEO, Sales Manager, Product/Category/Brand Manager, Marketing Manager or even CFO or COO, the student will appreciate to get this global vision on how all the departments and all the functions of a company do gravitate around its core business, the Product, and how do each department converge towards the same direction in order to achieve a common goal. Besides that, this course will give for the students the capacity to implement the most moderns' methodologies as Lean, Scrum, Sprint, Omnichannel, Consumer Journey, Co-creation process and innovation.</p>

	This course will give for the student a clear vision about how the most innovative companies around the world are developing new products and services, managing products and services, and implementing a competitive marketing plan for all of them.
Course Open to Exchange Students	Belo /Spring;Lille /Spring;Sophia /Spring
Semester	spring
Campus	Belo Horizonte;Lille;Paris;Sophia;Suzhou
Evaluation	
Final Examination (%)	50
Nature of final exam	Quizz
Continuous Assessment (%)	50
Recommended Reading	Marketing 4.0, Philip Kotler. Scrum, Jeff Sutherland. Design Thinking, Tim Brown. Sprint, Jake Kinapp. The Lean Startup, Eric Ries. Brand Strategic Management, Kevin Lane Keller. Managing, Henry Mintzberg.
Websites	www.deloitte.com. www.innovationexcellence.com. www.reddit.com. www.iddeaconnection.com.

SEO and SEM and Content Management

Course Code	MSC.IMBM2.MKELE.0136
ECTS Credits	3
Course Leader	GARNIER Marion
Contact Hours	18
Department	Dept. Marketing
Programme	MSc - International Marketing and Business Development Lille
Prerequisites	None
Course Description	The aims of this course are : - Learning how to attract search engines and visitors on a website thanks to content - Knowing and mastering traffic management tools - Knowing tools and strategies of paying referencing
Course Open to Exchange Students	Lille /Spring
Semester	spring
Campus	Lille
Evaluation	
Final Examination (%)	30
Nature of final exam	Quizz
Continuous Assessment (%)	70
Recommended Reading	
Websites	

Social Networks, Community Management and Crisis Communication Management

Course Code	MSC.IMBM2.MKELE.0137
ECTS Credits	3
Course Leader	GARNIER Marion
Contact Hours	18
Department	Dept. Marketing
Programme	MSc - International Marketing and Business Development Lille
Prerequisites	None
Course Description	<p>he aim of this course is to learn :</p> <ul style="list-style-type: none"> - How social networks can bring visibility to a brand on Internet and allow the brand to communicate - How to gather and drive a community <p>How to manage crisis communication through social networks</p>
Course Open to Exchange Students	Lille /Spring
Semester	spring
Campus	Lille
Evaluation	
Final Examination (%)	30
Nature of final exam	Quizz
Continuous Assessment (%)	70
Recommended Reading	
Websites	

UNDERSTANDING CONSUMERS AND MARKETS

Course Code	MSC.IMBM2.STCOR.0042
ECTS Credits	5
Course Leader	MAILLE Virginie
Contact Hours	30
Department	Dept. Marketing
Programme	MSc - International Marketing and Business Development Lille
Prerequisites	None.
Course Description	<p>This is a blend of 2 15h-courses : Marketing Intelligence and Consumer Behavior.</p> <p>It is a hands-on program on how to understand macro and micro influences on the demand of one business market. Developed as a project to launch a new brand, students start from an initial analysis of the industry to find opportunities and threats, elect benchmarks and sketch a scenario for field research for more intuitive insights.</p> <p>With data collected from on-line resources and direct observation, they will use empathy maps and client's journey tools to build personas for the new brand. Afterwards, they sketch a business model canvas to highlight the information needed to construct an early marketing warning system and evaluation strategies.</p> <p>With one more visit to the field, the students will observe the competitors profile and the behavior of the consumers with more detail. The course ends with a big discussion about how we think and behave as consumers in an international comparison.</p>

Course Open to Exchange Students	Belo /Spring;Lille /Spring;Sophia /Spring
Semester	spring
Campus	Belo Horizonte;Lille;Paris;Sophia;Suzhou
Evaluation	
Final Examination (%)	40
Nature of final exam	Quizz;Case study
Continuous Assessment (%)	60
Recommended Reading	HEDIN, Hans,Hirvensalo, Irmeli,Vaarnas, Markko (2014)The Handbook of Market Intelligence : Understand, Compete and Grow in Global Markets Ed. 2. John Wiley & Sons. KOTLER, P. KARTAJAYA, H. SETIAWAN, I (2010). Marketing 3.0: From Products to Customers to the Human Spirit. United States: John Wiley & Sons. KOTLER, P. KARTAJAYA, H. SETIAWAN, I. (2016) Marketing 4.0: Moving from Traditional to Digital. United States: Wiley. BLACKWELL, Roger D. MINIARD, Paul W. ENGEL, James F. (2005) Consumer Behavior (10th, 06). United States: SouthWestern College Pub.
Websites	

USER RESEARCH FOR DIGITAL PRODUCTS

Course Code	MSC.IMBM2.MKELE.0181
ECTS Credits	3
Course Leader	NIZON Emilien
Contact Hours	18
Department	Dept. Marketing
Programme	MSc - International Marketing and Business Development Lille
Prerequisites	None
Course Description	User research focuses on understanding user behaviors, needs, and motivations through observation techniques, task analysis, and other feedback methodologies. Examples from Deezer, Vente-Privée (and many other pure players), various workshops and case studies will be provided to help you understand how you can create an efficient website / app that will make users love your product !
Course Open to Exchange Students	Lille /Spring
Semester	spring
Campus	Lille
Evaluation	
Final Examination (%)	100
Nature of final exam	Presentation
Continuous Assessment (%)	0
Recommended Reading	To be communicated by teacher
Websites	To be communicated in class

DIGITAL GROWTH

Course Code	MSC.IMBM2.MKELE.0158
ECTS Credits	3
Course Leader	NIZON Emilien
Contact Hours	18
Department	Dept. Marketing
Programme	International Marketing and Business Development Lille
Prerequisites	Marketing Fundamentals.
Course Description	<p>To seize the immense potential presented by the digital ecosystem, modern companies must continuously optimize their digital offerings.</p> <p>Product Managers play a pivotal role in winning digital organizations: they combine creativity with data analytics to develop the product. Whether it is a website or an application, they are expected to constantly innovate at the very heart of the product's features and customer journey.</p> <p>This course will focus on the challenges of product management at a growing startup, driven by two major objectives: improvements to the user experience (also called UX) & conversion (percentage of users completing a desired task, i.e. subscribing).</p> <p>To help guide us on this journey, we will learn the tools (i.e. A/B testing, Growth Hacks) and the data-driven mindset required to quickly and cheaply jumpstart an organization's KPIs.</p>
Course Open to Exchange Students	Lille /Spring; Sophia /Spring
Semester	spring
Campus	Lille; Paris; Sophia
Evaluation	
Final Examination (%)	30
Nature of final exam	Quizz
Continuous Assessment (%)	70
Recommended Reading	<p>Lectures obligatoires / Required readings : Provided on Knowledge platform</p> <p>Lectures Recommandées / Recommended readings : Provided on the Knowledge platform</p>
Websites	Provided on the Knowledge platform

WEB ANALYTICS

Course Code	
ECTS Credits	3
Course Leader	Marcos LIMA
Contact Hours	18
Department	Dept. Marketing
Programme	International Marketing and Business Development Lille
Prerequisites	
Course Description	At the end of this module, students will know the different levers of traffic generation and the operation of search engines. They will be able to use a range of analytical tools wisely to

	<p>control these levers of traffic acquisition, and then optimize performance. In this module students will:</p> <ul style="list-style-type: none"> - Know how the search engine works - Know the different levers of traffic acquisition - Master the tools of analysis - Track and monitor performance indicators <p>How does the Google search engine work? - What is traffic acquisition? - Why use it? - The stakes of a good SEO on Google - First focus on analysis tools like &#58; Trends, Barometers, Answer the Public, SEMrush - The stakes of SEA on Google - The different levers of traffic generation &#58; Social Ads, Display, Marketplace ... - Definitions, uses and basic principles for each lever - Measuring the effectiveness of acquisition campaigns - What is audience analysis? - Audience measurement tools &#58; Google Analytics and Instagram Analytics - From measurement to data interpretation - Key performance indicators - Piloting and monitoring KPIs with a spreadsheet - Optimization of traffic generation and acquisition actions</p>
Course Open to Exchange Students	Lille /Spring; Sophia /Spring
Semester	spring
Campus	Lille; Paris; Sophia
Evaluation	
Final Examination (%)	30
Nature of final exam	Quizz
Continuous Assessment (%)	70
Recommended Reading	<p>Lectures obligatoires / Required readings : Provided on Knowledge platform</p> <p>Lectures Recommandées / Recommended readings : Provided on the Knowledge platform</p>
Websites	Provided on the Knowledge platform

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 for year students and October for Spring only students).

Advanced Strategic Management

Course Code	MSC.PPMM2.PMCOR.0091
ECTS Credits	3
Course Leader	GARDINER Paul
Contact Hours	18
Department	Dept. Management of projects, Information Systems and Supply Chains
Programme	MSc - Project and Programme Management and Business Development

Prerequisites	Basics in strategy.
Course Description	In the course Advanced Strategic Management students will deepen their understanding on some of the most relevant topics of the Strategic Management literature. Students will analyze current trends in the field using academic articles and case studies. The goal is to prepare them for analyzing situations at the corporate level.
Course Open to Exchange Students	Belo /Spring;Lille /Spring;Paris /Spring
Semester	Spring
Campus	Belo Horizonte;Lille;Paris
Evaluation	
Final Examination (%)	0
Nature of final exam	Quizz
Continuous Assessment (%)	100
Recommended Reading	TEXTBOOK Grant RM. 2016. Contemporary Strategy Analysis: Text and Cases, 9th Edition. John Wiley & Sons.2.
Websites	1. Michael Porter (1987) "From Competitive Advantage to Corporate Strategy", Harvard Business Review 65, no. 3 (May-June). 2. Kutcher, E., O. Nottebohm, and K. Sprague (2014) "Grow fast or die slow", McKinsey&Company. 3. Christensen, C. M. (1992). Exploring the limits of the technology S-curve. Part II: Architectural technologies. Production and Operations Management, 1(4), 358-366. 4. Christensen, C. M., M.E. Raynor, and R. McDonald (2015) "What Is Disruptive Innovation?" - Harvard Business Review. 5. Van Alstyne, M. W., Parker, G. G., & Choudary, S. P. (2016). Pipelines, platforms, and the new rules of strategy. Harvard Business Review, 94(4), 54-62. 6. Teece, D. J. (2010). Business models, business strategy and innovation. Long range planning, 43(2), 172-194. 7. Kutcher, E., O. Nottebohm, and K. Sprague (2014) "Grow fast or die slow", McKinsey&Company.

International Bid and Tendering Processes

Course Code	MSC.PPMM2.PMCOR.0087
ECTS Credits	4
Course Leader	HAINGLAISE, Jean-Charles
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	This course provides fundamentals and overall framework of what is bid management and tendering. The purpose of this course is to explain how to organize and answer to calls for tender or project. This course will present the main typologies of tenders and the key practices that helps to make a tender successful. A focus will be done on "call for project" through a case study to be run in team.
Course Open to Exchange Students	Lille /Spring
Semester	Spring
Campus	Lille

Evaluation	
Final Examination (%)	30
Nature of final exam	Quizz
Continuous Assessment (%)	70
Recommended Reading	• Aid Delivery Methods - Project Cycle Management Guidelines Vol 1, March 2014. • Project Management – A strategic planning approach. Paul D. Gardiner. • The PMBOK.
Websites	http://ec.europa.eu/contracts_grants/contracts_en.htm https://ec.europa.eu/europeaid/sites/devco/files/methodology-aid-delivery-methods-project-cycle-management-200403_en_2.pdf https://en.wikipedia.org/wiki/Request_for_proposal Http://www.project-management-knowhow.com/contract_management.html

Large Programmes and Megaprojects

Course Code	MSC.PPMM2.PMCOR.0088
ECTS Credits	4
Course Leader	BLACKWELL Paul
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	This course aims to provide a practical understanding of the issues, problems and opportunities associated with managing large programmes and megaprojects in the 'real world'. Although theoretical aspects will be discussed, the primary focus will be on the actual difficulties of of managing large programmes in a 'real world' environment.
Course Open to Exchange Students	Lille /Spring
Semester	spring
Campus	Lille
Evaluation	
Final Examination (%)	0
Nature of final exam	Quizz
Continuous Assessment (%)	0
Recommended Reading	REQUIRED READINGS DAY 1 1. Wideman, R. M. (1992). Project and program risk management: a guide to managing project risks and opportunities. Newtown Square, PA: Project Management Institute. 2. Bourne, L. and Walker, D. H. T. (2008). Project relationship management and the stakeholder circle™. International Journal of Managing Projects in Business, vol. 1 (1), pp. 125–130. 3. Charette, R. N. (1996). Large-scale project management is risk management. IEEE Software, vol. 13 (4), pp. 110-117. 4. Cooper, D. F., Grey, S., Raymond, G. and Walker, P. (2004). Project risk management guidelines: managing risk in large projects and complex procurements. Jossey-Bass. 5. Department for Business Innovation and Skills. (2010). Guidelines for managing programmes: understanding programmes and programme management. Available at: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/31978/10-1256-guidelines-for-programme-management.pdf 6. Ferns, D. C. (1991). Developments in programme management. International Journal of Project Management, vol. 9 (3), pp. 148-156. 7. Flyvbjerg, B. (2014). What you should know about megaprojects and why: an overview.

	<p>Project Management Journal, vol. 45, pp. 6-19. 8. Flyvbjerg, B., Bruzelius, N. and Rothengatter, W. (2003). Megaprojects and risk: an anatomy of ambition. Cambridge University Press. 9. Gellert, P. K. and Lynch, B. D. (2003). Mega-projects as displacements. International Social Science Journal, 55, pp. 15-22. 10. Horwitch, M. (1984). Managing large-scale programs: the managerial dilemma. Technology in Society, vol. 6 (2), pp. 161-171. 11. Kardes, I., Ozturk, A., Cavusgil, S. T. and Cavusgil, E. (2013). Managing global megaprojects: Complexity and risk management. International Business Review, 22, pp. 905-917. 12. Kettner, P. M., Moroney, R. M. and Martin, L. L. (eds). (2007). Designing and managing programs: an effectiveness-based approach. Sage Publications. 13. Lycett, M., Rassau, A. and Danson, J. (2004). Programme management: a critical review. International Journal of Project Management, vol. 22 (4), pp. 289-299. 14. Merrow, E. W. (2011). Industrial megaprojects. New Jersey: John Wiley & Sons, Inc. 15. Office of Government Commerce. (2007). Managing successful programmes. 3rd ed. UK. 16. Van Marrewijk, A., Veenswijk, M., Clegg, S. R. and Pitsis, T. S. (2008). Managing public-private megaprojects: Paradoxes, complexity, and project design. International Journal of Project Management, 26, pp. 591-600. DAY 2 17. Binder, J. (2007). Global project management: communication, collaboration and management across borders. Surrey, England: Gower. 18. Eweje, J., Turner, R. and Muller, R. (2012). Maximizing strategic value from megaprojects: the influence of information-feed on decision-making by the project manager. International Journal of Project Management, vol. 30, pp. 639-651. 19. Müller, R. and Turner, J. R. (2007). Matching the project manager's leadership style to project type. International Journal of Project Management, vol. 25 (1), pp. 21-32. Available at: http://www.nao.org.uk/wp-content/uploads/2012/12/1213794.pdf 20. Partington, D., Pellegrinelli, S. and Young, M. (2005). Attributes and levels of programme management competence: an interpretive study. International Journal of Project Management, vol. 23 (2), pp. 87-95. 21. Thomas, J. and Mengel, T. (2008). Preparing project managers to deal with complexity - Advanced project management education. International Journal of Project Management, 26, pp. 304-315. DAY 3 22. Flyvbjerg, B., Holm, M. S. and Buhl, S. (2002). Underestimating costs in public works projects: error or lie? Journal of the American Planning Association, vol. 68, pp. 279-295. 23. Thiry, M. (2002). Combining value and project management into an effective programme management model. International Journal of Project Management, vol. 20 (3), pp. 221-227. RECOMMENDED READINGS 1. Reiss, G. (2006). Gower handbook of programme management. Hampshire: Gower. 2. Graham, A. K. (2000). Beyond PM 101: lessons for managing large development programmes. Project Management Journal, Vol. 31(4), pp. 7-18. 3. Pellegrinelli, S., Partington, D., Hemingway, C., Mohdzain, Z. and Shah, M. (2007). The importance of context in programme management: an empirical review of programme practices. International Journal of Project Management, vol. 25(1), pp. 41-55. 4. Shehua, Z. and Akintoyeb, A. (2010). Major challenges to the successful implementation and practice of programme management in the construction environment: a critical analysis. International Journal of Project Management, vol. 28 (1), pp. 26-39. 5. Vereecke, A., Pandelaere, E., Deschoolmeester, D. and Stevens, M. (2003). A classification of development programmes and its consequences for programme management. International Journal of Operations and Production Management, vol. 23 (10), pp. 1279-1290.</p>
Websites	1. National Audit Office. A series of critical reports on UK Government programmes. Available at: https://www.nao.org.uk/

Managing Risk, Uncertainty and Complexity

Course Code	MSC.PPMM2.PMCOR.0086
ECTS Credits	4
Course Leader	DANIEL Pierre
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	<p>Projects are the business activities that make the firm able to adapt, change, grow and innovate. Unfortunately, inside the Firm's portfolio of projects, some situations are very simple and some are very complex to manage. Contrary to business repetitive operations, project activities have a high rate of failure, and these failures mean under performance. The capacity to anticipate complex situations need to identify which situations are in predictable uncertainty and which are in unpredictable uncertainty before implementing risk management processes. Traditional risk management from standards are effective to manage situations in predictable uncertainty. But for situations in unpredictable uncertainty, it is necessary to understand how complex projects work, and to efficiently behave in conditions of high uncertainty. This is a key managerial capacity today for Top and Middle managers in changing and competitive environments.</p> <p>With the « VIO » Model, a dynamic model for complex project , we identify complex situations in unpredictable uncertainty, and we elaborate tactics to manage critical stakeholders sources of these unpredictable situations to have an effective organisation to manage under uncertainty.</p>
Course Open to Exchange Students	Belo /Spring;Lille /Spring;Paris /Spring
Semester	spring
Campus	Belo Horizonte;Lille;Paris
Evaluation	
Final Examination (%)	0
Nature of final exam	Quizz
Continuous Assessment (%)	0
Recommended Reading	<p>REQUIRED READINGS - PMBOK Guide, Chapter 11 : Project Risk management - PRINCE2, Managing successful project with Prince2, Chapter 8 : Risk RECOMMENDED READINGS - Atkinson, R., Crawford, L., Ward, S., 2006. Fundamental uncertainties in projects and the scope of project management. International Journal of Project Management, 24, 687-698. - De Meyer, A., Loch, C.H., Pich, M.T., 2002. Managing Project Uncertainty : From Variation to Chaos. MIT Sloan Management Review, winter 2002, 60-67 - Geraldi, J.G., Maylor, H., Williams, T., 2011. Now, let's make it really complex (complicated): A systematic review of the complexities of projects. International Journal of Operations & Production Management, 31, 966-990 - Loch, C.H., Solt, M.E., Bailey, E.M., 2008. Diagnosing Unforeseeable Uncertainty in a New Venture. Journal of Product Innovation Management, 25, 28-46. - Simon, H.A., 1969. The Science of the Artificial. MIT Press, Boston - Sommer, S.C., Loch, C.H., 2004. Selectionism and Learning in Projects with Complexity and Unforeseeable Uncertainty. Management Science, 50, 1334-1347 - Sommer, S.C., Loch, C.H., Dong, J., 2009. Managing Complexity and Unforeseeable Uncertainty in Startup Companies: An Empirical Study. Organization Science, vol. 20, 118-133. - White, D., Fortune, J., 2002. Current Practice in Project Management - An Empirical Study. International Journal of Project Management, 20, 1-11</p>
Websites	None.

Portfolio Management, PMO and Financing

Course Code	MSC.PPMM2.PMCOR.0030
ECTS Credits	6
Course Leader	GARDINER Paul

Contact Hours	36
Department	Dept. Management of projects, Information Systems and Supply Chains
Programme	MSc - Project and Programme Management and Business Development
Prerequisites	None.
Course Description	The course will explain portfolio management approaches to managing projects in multiple project environments where resources are limited and stakeholders expect to get the most benefit for their investments. Themes explored include organisational project management, quality management, ERM, types and functions of PMO, project portfolio decision making, project audit, business case development and analysis, project financing and financial analysis, public private partnerships, project budgeting and earned value analysis. Several case studies will be analysed in groups.
Course Open to Exchange Students	Belo /Spring;Lille /Spring;Paris /Spring
Semester	spring
Campus	Belo Horizonte;Lille;Paris
Evaluation	
Final Examination (%)	40
Nature of final exam	Quizz
Continuous Assessment (%)	60
Recommended Reading	<p>Required readings (1) Lee Merkhofer Consulting Priority Systems (2010). 'Project Portfolio Management Tools: Which Approach is Best?' A seven-part paper available at: http://www.prioritysystem.com/toolsabstract.html (2) Martinsuo, M. (2013). 'Project portfolio management in practice and in context', International Journal of Project Management, 31, 6, 794–803. (3) Guide to Cost-Benefit Analysis of Investment Projects Economic appraisal tool for Cohesion Policy 2014-2020, European Commission (issued). Recommended readings 1. Levine, H. A. (2005). Project portfolio management. San Francisco, CA: Jossey-Bass. 2. Heising, W. (2012). The integration of ideation and project portfolio management – a key factor for sustainable success. International Journal of Project Management, vol. 30 (5), pp. 582–595. 3. Jonas, D. (2010). 'Empowering project portfolio managers: how management involvement impacts project portfolio management performance', International Journal of Project Management, 28, 8, 818-831. 4. Meskendahl, S. (2010). 'The influence of business strategy on project portfolio management and its success — A conceptual framework', International Journal of Project Management, 28, 807–817. 5. Mitchell, R.F., Hunt, F & Probert, D.R. (2010). 'Valuing and comparing small portfolios, 6. Morris, P.W.G & Pinto, J.K. (eds). (2007). The Wiley guide to project program & portfolio management. Hoboken, NJ: John Wiley & Sons. 7. Project Management Institute. (2013). The Standard for Portfolio Management, 3rd ed., Newtown Square, PA: Project Management Institute. 8. Seider, R. (2006). 'Optimizing project portfolios', Research-Technology Management, 49, 5, 43-48. 9. Shenhar, A.J., Milosevic, D., Dvir, D. and Thamhain, H. (2007). Linking Project Management to Business Strategy, Newtown Square, PA: Project Management Insitute. 10. Coulon, M., Ernst, H., Lichtenthaler, U. & Vollmoeller, J. (2009). An overview of tools for managing the corporate innovation portfolio. International Journal of Technology Intelligence and Planning, vol. 5(2), pp. 221-239. 11. Kester, L., Hultink, E. and Lauche, K. (2009). 'Portfolio decision-making genres: A case study', Journal of Engineering and Technology Management, 26, 4, 327-341. 12. Killen, C.P., Hunt, R.A. & Kleinschmidt, E.J. (2008). 'Project portfolio management for product innovation' The International Journal of Quality & Reliability Management, 25, 1, 24-38. 13. Uril, B. & Terrien, F. (2010). 'Project Portfolio selection model, a realistic approach', International Transaction in Operational Research, 17, 809-826. 14. Grundy, T. and Brown, L. (2002). Strategic Project Management, Thompson Learning: London.</p>

Websites	None.
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Project Planning and Control

EXTRA FEES! SEE DETAILS BELOW

Course Code	MSC.PPMM2.PMCOR.0077
ECTS Credits	6
Course Leader	ELTIGANI Adil
Contact Hours	36
Department	Dept. Management of projects, Information Systems and Supply Chains
Programme	MSc - Project and Programme Management and Business Development
Prerequisites	None.
EXTRA FEES	<p>Simultrain Enrollment = 45€</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 for year students and October for Spring only students</i></p>
Course Description	<p>This course aims to provide students with the core knowledge areas of project management. The course combines the knowledge available in project management with the PMI Body of Knowledge (PMBok). Focus will be on understanding the application of the tools of project management, such as work breakdown structure, use of critical path scheduling, stakeholder management and risk management. The principles and tools are integrated and clarified through use of examples, case studies and simulations. Reference is made to the PMBoK project management life cycle and its processes related to each of the course topics.</p>
Course Open to Exchange Students	Belo /Spring;Lille /Spring;Paris /Spring
Semester	spring
Campus	Belo Horizonte;Lille;Paris
Evaluation	
Final Examination (%)	0
Nature of final exam	Quizz
Continuous Assessment (%)	0
Recommended Reading	<p>PRE-READING Read chapter 1, 2 and 3 of: Project Management Institute. 2013. A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Fifth Edition REQUIRED READINGS 1. Kerzner, H. 2013. Project Management: A Systems Approach to Planning, Scheduling, and Controlling, 11th Ed. John Wiley & Sons Inc. (available in the library in e-book format) 2. Project Management Institute. 2013. A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Fifth Edition 3. Selected list of journal articles will be communicated to students before the start of the course. RECOMMENDED READINGS 1. Gardiner, P. D. 2005. Project Management: A Strategic Planning Approach, Palgrave Macmillan. 2. Pinto, J. K. 2015. Project Management: Achieving Competitive Advantage, 4th Ed. Prentice Hall.</p>
Websites	1. www.pmi.org

Project Practice Portfolio 2

Course Code	MSC.PPMM2.PMOPT.0002
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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	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.
Course Open to Exchange Students	Belo /Spring;Lille /Spring;Paris /Spring
Semester	spring
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

MSc - Supply Chain Management and Purchasing (PAY ATTENTION TO PRE-REQUISITES)

*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 (late October).*

ADVANCED MANAGERIAL AND COMMUNICATION SKILLS

Course Code	MSC.SCMM2.HRELE.0051
ECTS Credits	2
Course Leader	WALKER Sandra
Contact Hours	12
Department	Dept. Management, Law and Organization
Programme	MSc - Supply Chain Management and Purchasing
Prerequisites	None

Course Description	Supply Chain Managers are required to engage in many face-to-face and virtual meetings: to present ideas, overcome resistance and build team cohesion on an international project. It is thus necessary to build a communication strategy both at an individual and team level and then react according to unexpected interpersonal situations. This course builds on participants' existing personal influence skills. It aims to further develop communication ability in a range of challenging situations. During the course, the emphasis is on practical exercises for immediate achievement of learning outcomes.
Course Open to Exchange Students	Lille /Spring
Semester	spring
Campus	Lille
Evaluation	
Final Examination (%)	50
Nature of final exam	Presentation
Continuous Assessment (%)	50
Recommended Reading	Lectures obligatoires / Required readings : NLP Business Masterclass, Molden, David, Pearson Education, 2001 Lectures Recommandées / Recommended readings : • 7 steps to Emotional Intelligence, Patrick E. Merlevede, Denis Bridoux, M.S.c & Rudy Vandamme, Crown House Publishing Ltd, 2001 • Now Discover your Strengths, Marcus Buckingham & Donald O. Clifton, The Free Press, 2001
Websites	• http://www.mckinseyquarterly.com • http://www.quadrant1.com • http://www.12manage.com • http://www.ted.com

FINANCE IN THE VALUE CHAIN

Course Code	MSC.SCMM2.FIELE.0066
ECTS Credits	2
Course Leader	DELAFENESTRE Régis
Contact Hours	12
Department	Dept. Management of projects, Information Systems and Supply Chains
Programme	MSc - Supply Chain Management and Purchasing
Prerequisites	Before the course, students should read the Scotts case and Chapter 3 of « Logistics & Supply Chain Management » entitled « measuring Logistics costs and performance
Course Description	The integration of finance, supply chain management and marketing is an increasingly important aspect of doing business in the 21st century. This course will discuss the implications of supply chain and marketing decisions on firm performance. Course Aim The aim of the elective is to enable participants to be able to quantify the impact of supply chain and marketing initiatives on the financial performance of an organisation.
Course Open to Exchange Students	Lille /Spring
Semester	spring
Campus	Lille
Evaluation	
Final Examination (%)	50

Nature of final exam	Case study;Presentation;Report / Dissertation
Continuous Assessment (%)	50
Recommended Reading	Lectures obligatoires / Required readings : The Scotts Company (A): Transforming the European Supply Chain INSEAD Case Study No. 602-070-1 Course materials Lectures Recommandées / Recommended readings :
Websites	

FUNDAMENTALS OF PRODUCTION PLANNING

EXTRA FEES! PLEASE SEE DETAILS BELOW

Course Code	MSC.SCMM2.PMCOR.0013
ECTS Credits	5
Course Leader	DELAFENESTRE Régis
Contact Hours	30
Department	Dept. Management of projects, Information Systems and Supply Chains
Programme	MSc - Supply Chain Management and Purchasing
Prerequisites	Excel: advanced level (formulas, graphs...); Statistics: basics (average, standard deviation...)
EXTRA FEES	Participant Workbook APICS CPIM Part 1: 410€ APICS Dictionary: 33€ APICS Membership: 17€ APICS CPIM Part 1 Exam Enrollment: 390€ Total: 850€ <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 for year students and October for Spring only students</i>
Course Description	This course explains to the student every step of the supply chain. Each step is detailed, explained: why doing it, how to do it, when to do it. Student will understand also how supply chain impacts other departments and how it can be a decisive advantage versus competitors.
Course Open to Exchange Students	Lille /Spring
Semester	spring
Campus	Lille
Evaluation	
Final Examination (%)	65
Nature of final exam	Case study
Continuous Assessment (%)	35
Recommended Reading	Lectures obligatoires / Required readings : Chapman, S., 2006. The fundamentals of production planning and control. Pearson Prentice Hall: Pearson Education. ISBN 0-13-017615-X Lectures Recommandées / Recommended readings :
Websites	

LEAN MANUFACTURING & SIX-SIGMA

EXTRA FEES! PLEASE SEE DETAILS BELOW

Course Code	MSC.SCMM2.PMCOR.0016
ECTS Credits	6
Course Leader	DELAFENESTRE Régis
Contact Hours	35
Department	Dept. Management of projects, Information Systems and Supply Chains
Programme	MSc - Supply Chain Management and Purchasing
Prerequisites	Understanding of management of operations
EXTRA FEES	Certification Six Sigma Green Belt: 270€ * <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 for year students and October for Spring only students</i>
Course Description	Students will understand the history of Lean Management and its main principles as one of the proven methodologies that are driving world-class supply chains with a specific focus on how they can be applied across the entire Supply Chain domain, not just manufacturing. The Fundamentals of quality management will also be presented.
Course Open to Exchange Students	Lille /Spring
Semester	spring
Campus	Lille
Evaluation	
Final Examination (%)	100
Nature of final exam	Quizz
Continuous Assessment (%)	0
Recommended Reading	Lectures obligatoires / Required readings : Course materials Lectures Recommandées / Recommended readings : The Certified six sigmas green belt, handbook, By R. Munro, M; Maio, M. Ramu, D. Zrymiak. Ed. ASQR
Websites	

PRINCE 2 + AGILE PM

EXTRA FEES! PLEASE SEE DETAILS BELOW

Course Code	MSC.SCMM2.PMCOR.0070
ECTS Credits	6
Course Leader	DELAFENESTRE Régis
Contact Hours	42
Department	Dept. Management of projects, Information Systems and Supply Chains
Programme	MSc - Supply Chain Management and Purchasing
Prerequisites	Preliminary reading of the PRINCE 2 textbook.
EXTRA FEES	Agile Certification + Exam Enrolment = 180€ Prince2 Certification + Exam Enrolment = 240€ Total : 420€ * <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 for year students and October for Spring only students</i>
Course Description	PRINCE2 certification preparation.

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Course Open to Exchange Students	Lille /Spring
Semester	spring
Campus	Lille
Evaluation	
Final Examination (%)	100
Nature of final exam	Quizz
Continuous Assessment (%)	0
Recommended Reading	
Websites	

PURCHASING NEGOTIATION

Course Code	MSC.SCMM2.PMCOR.0071
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	Knowledge of a negotiation strategy such as "one shot, the Salami or still the game(set,play).
Course Open to Exchange Students	Lille /Spring
Semester	spring
Campus	Lille
Evaluation	
Final Examination (%)	0
Nature of final exam	Quizz
Continuous Assessment (%)	100
Recommended Reading	
Websites	

SCOR-S

Course Code	MSC.SCMM2.PMELE.0018
ECTS Credits	2
Course Leader	DELAFENESTRE Régis
Contact Hours	12
Department	Dept. Management of projects, Information Systems and Supply Chains
Programme	MSc - Supply Chain Management and Purchasing
Prerequisites	ok
Course Description	SCOR: Supply Chain Operations Reference Model. Structure and content (processes, metrics, practices, skills) of SCOR (Supply Chain Operations Reference Model), as developed and owned by the Supply Chain Council.
Course Open to Exchange Students	Lille /Spring
Semester	spring
Campus	Lille
Evaluation	
Final Examination (%)	0
Nature of final exam	Case study
Continuous Assessment (%)	100
Recommended Reading	Lectures obligatoires / Required readings : SCOR training materials (copy of slides mainly) Lectures Recommandées / Recommended readings : SCOR Manual
Websites	www.supply-chain.org

STRATEGY & BUSINESS MODELS

Course Code	MSC.TRCM2.STCOR.0001
ECTS Credits	1
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	n/a
Course Description	In this course, students will be able to get a better understanding of the big upheavals that supply chains and business models are witnessing today. The impact of the new technologies such as Blockchain technology, Internet of Things, Artificial Intelligence, Collaborative economy, Big Data on supply chains will be looked into. Examples of existing or yet to come business models will be studied. Case studies complete the course.
Course Open to Exchange Students	Lille /Spring
Semester	spring
Campus	Lille
Evaluation	
Final Examination (%)	100
Nature of final exam	Case study

Continuous Assessment (%)	0
Recommended Reading	Supply chains and new business models, a literature review, R. Delafenestre & X. Brusset
Websites	

SUPPLY CHAIN AUDIT

Course Code	MSC.SCMM2.PMCOR.0017
ECTS Credits	4
Course Leader	DELAFENESTRE Régis
Contact Hours	24
Department	Dept. Management of projects, Information Systems and Supply Chains
Programme	MSc - Supply Chain Management and Purchasing
Prerequisites	Fundamentals of project management, SCM, production planning, inventory management, purchasing and supply
Course Description	The course is the result of a teaching partnership between SKEMA Business School and aslog (French association). An ASLOG consultant teaches the "ASLOG" logistics assessment tool (FOUR days). Students then apply the tool during a four-day exposure to a company. "ASLOG assessment" is a tool which aims to assess and improve the logistics performance of the company, both internally and in terms of their relationships with their customers and suppliers. The tool aims to facilitate the setting up of an action plan, which will ultimately improve the company's competitive advantage.
Course Open to Exchange Students	Lille /Spring
Semester	spring
Campus	Lille
Evaluation	
Final Examination (%)	70
Nature of final exam	Case study
Continuous Assessment (%)	30
Recommended Reading	Lectures obligatoires / Required readings : Course materials Lectures Recommandées / Recommended readings :
Websites	