



Course Catalogue
Master Programmes
Incoming Exchange Students
Raleigh Campus (USA)
Spring 2025

Dear Exchange IN Students,

Welcome to SKEMA Business School !

Here are a few key instructions on how to consult properly the **Raleigh Course Catalogue Spring 2025**.

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 follow the courses successfully.
- 3) **Special Note for International Business Program:** The academic director will review student transcripts to ensure they have the required academic background to follow the program. Approval by the academic director is required before being officially admitted (admission results mid-November). Also, please note that there are two tracks in this program for Spring: *International Technologies and Business Development (ITBM) track* and *Artificial Intelligence for Business (AI) track*. It is not possible to mix courses between these two tracks.
- 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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M1 GBE RALEIGH

CAREER MANAGEMENT 4: PERSONAL BRANDING TOOLS

Course Code	PGE.FINM1.CRCOR.1004
ECTS Credits	1
Course Leader	DUFLOS Anne
Synchronous	0
Discipline	Autre
Program	M1 GBE Raleigh
Prerequisites	no
Course Description	Career management course, including all element of employability from professionnall project to job search tools and networking.
Course Open to Exchange	Belo /Spring;#Paris /Spring;#Raleigh /Spring;#Sophia /Spring;#Suzhou /Spring
Semester	spring
Campus	Belo Horizonte, Dubaï, Paris, Raleigh, Sophia, Suzhou
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	
Websites	

CORPORATE SOCIAL RESPONSIBILITY: BEYOND THE MAINSTREAM

Course Code	PGE.FINM1.HRCOR.0345
ECTS Credits	3
Course Leader	GOETHALS Samentha
Synchronous	18
Discipline	Autre
Program	M1 GBE Raleigh
Prerequisites	None
Course Description	<p>Amid growing challenges like environmental degradation, wealth disparity, and complex globalized issues, this course equips emerging organizational leaders to critically assess the shortcomings of established business models. We delve into the reasons for and implications of adopting a model of social responsibility that transcends legal obligations, advocating for a more holistic consideration of overlooked stakeholders, including ecological systems and rights-holders.</p> <p>The curriculum offers an interdisciplinary approach, weaving together theoretical constructs, practical application techniques, global standards, and case studies that exemplify both the risks and opportunities inherent in corporate social responsibility (CSR).</p> <p>This course is designed with an emphasis on problem-based learning approaches. This approach maximizes student engagement through simulations, case studies, group projects and activities that link with the topic at hand. Frontal lectures are minimized to the extent it is possible,</p>

	and the short (interactive) lectures that occur are interchanged with activities that train learners to realize common goals via teamwork and systems thinking.
Course Open to Exchange	Belo /Spring;#Paris /Spring;#Raleigh /Spring;#Sophia /Spring;#Suzhou /Spring
Semester	spring
Campus	Belo Horizonte, Dubai, Paris, Raleigh, Sophia, Stellenbosch-Le Cap, Suzhou
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Course handbook available as e-copy from SKEMA Learn. Recommended chapters are essential reading to accompany the students learning in each session of the course, to prepare for the final exam, and support the group project development. Rasche A., Morsing M., Moon J., Kourula A., (2023) Corporate Sustainability Managing Responsible Business in a Globalized World, (2nd Ed) Cambridge University Press.
Websites	Other resources including slides, reading, videos, cases and podcasts to prepare and use during the workshops and lectures will be available for each session on K2

ENTREPRENEURSHIP

Course Code	PGE.FINM1.STCOR.0843
ECTS Credits	3
Course Leader	MARINO Marianna
Synchronous	18
Discipline	Stratégie, Innovation & Entrepreneuriat
Program	M1 GBE Raleigh
Prerequisites	No prerequisite
Course Description	This course introduces the fundamental concepts at the basis of entrepreneurship. We will use a combination of lectures, case studies and a team project to explore and apply theoretical frameworks and methodologies in different industry and company situations. Basic mastery of these tools has relevance to everyone seeking a career in business as a manager, an entrepreneur or a consultant. 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 entrepreneurial ventures 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.
Course Open to Exchange	Belo /Spring;#Paris /Spring;#Raleigh /Spring;#Sophia /Spring;#Suzhou /Spring
Semester	spring
Campus	Belo Horizonte, Dubai, Paris, Raleigh, Sophia, Stellenbosch-Le Cap, Suzhou

Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	<p>Reading list:</p> <p>Marx, Matt, and David H. Hsu. 2021. Revisiting the Entrepreneurial Commercialization of Academic Science: Evidence from Twin Discoveries. <i>Management Science</i>. https://doi.org/10.1287/mnsc.2021.3966 (see introduction)</p> <p>Nanda, Ramana, and Jesper B. Sørensen. 2010. Workplace Peers and Entrepreneurship. <i>Management Science</i> 56(7): 1116-1126. https://doi.org/10.1287/mnsc.1100.1179 (see introduction)</p> <p>Giannetti, Mariassunta, and Andrei Simonov. 2009. Social Interactions and Entrepreneurial Activity. <i>Journal of Economics & Management Strategy</i> 18(3): 665-709. https://doi.org/10.1111/j.1530-9134.2009.00226.x (see introduction)</p> <p>Lindquist, Matthew J., Joeri Sol, and Mirjam Van Praag. 2015. Why Do Entrepreneurial Parents Have Entrepreneurial Children? <i>Journal of Labor Economics</i> 33(2): 665-709. https://doi.org/10.1086/678493 (see introduction)</p> <p>Eesley, Charles, and Yanbo Wang. 2017. Social influence in career choice: evidence from a randomized field experiment on entrepreneurial mentorship. <i>Research Policy</i> 46(3): 636-650. https://doi.org/10.1016/j.respol.2017.01.010 (see introduction)</p> <p>Lerner, Josh, and Ulrike Malmendier. 2013. With a Little Help from my (Random) Friends: Success and Failure in Post-Business School Entrepreneurship. <i>The Review of Financial Studies</i> 26(10): 2411-2452. https://doi.org/10.1093/rfs/hht024 (see introduction)</p> <p>Vladasel, T., Lindquist, M. J., Sol, J., & Van Praag, M. 2021. On the origins of entrepreneurship: Evidence from sibling correlations. <i>Journal of business venturing</i>, 36(5), 106017 https://www.sciencedirect.com/science/article/pii/S0883902619301247 (see introduction)</p> <p>This article reports the results of the survey-research of the authors on the crisis in decision-making: Dan Lovallo & Olivier Sibony, "The case for behavioral strategy", McKinsey Quarterly : https://www.mckinsey.com/business-functions/strategy-andcorporate-finance/our-insights/the-case-for-behavioral-strategy</p> <p>This article discusses the authors view of «strategy as theory». By registering as a member you can enjoy up to 3 free downloads from the journal: Teppo Felin &</p>

	<p>Todd 4</p> <p>Zenger, "What sets breakthrough strategies apart", MIT Sloan Review: https://sloanreview.mit.edu/article/what-sets-breakthrough-strategies-apart/ Camuffo, A., Cordova, A., Gambardella, A., & Spina, C. (2020). A scientific approach to entrepreneurial decision making: Evidence from a randomized control trial. <i>Management Science</i>, 66(2), 564-586 (see introduction & Inkdom case)</p> <p>Berg, J. M. (2016). Balancing on the creative highwire: Forecasting the success of novel ideas in organizations. <i>Administrative Science Quarterly</i>, 61(3), 433-468 (see introduction)</p> <p>This article explains how to develop testable hypotheses https://blog.leanstack.com/the-art-of-the-scientist/ This article shows how Airbnb systematically tests key hypotheses and evaluates the results of these tests https://medium.com/airbnb-engineering/experiments-at-airbnb-e2db3abf39e7</p> <p>Learn how to pick the right metrics and avoid pitfalls related to numbers https://hbr.org/2010/02/entrepreneurs-beware-of-vanity-metrics Learn how Google leveraged data and analytics to improve its HR management https://www.insidehr.com.au/how-google-reinvented-hr/ This article describes the growing relevance of evidence-based decision making: Pfeffer, J., & Sutton, R. I. (2006). "Evidence-based management". <i>Harvard business review</i> https://hbr.org/2006/01/evidence-based-management Disneys New Pricing Magic: More Profit From Fewer Park Visitors, <i>Wall Street Journal</i> https://www.wsj.com/articles/disneys-new-pricing-magic-more-profit-from-fewer-park-visitors-11661572819</p>
Websites	

INTERNATIONAL FINANCE

Course Code	PGE.FINM1.FICOR.0514
ECTS Credits	5
Course Leader	DE SOUZA BARBOSA Klenio
Synchronous	30
Discipline	Autre
Program	M1 GBE Raleigh
Prerequisites	-none
Course Description	Our objective is to provide students with the fundamentals of international finance with emphasis on the basics and emphasis on a managerial perspective. This course starts by presenting an overview of the foundations of International Financial Management while discussing the following topics: Globalization, International Monetary System and Balance of Payments. Next, it presents the foundation of Foreign Exchange Markets,

	when it covers exchange rate determination, currency derivatives and hedging foreign currency. To conclude, the course presents corporate governance around the world and discusses topics related to foreign direct investment and cross-border acquisitions.
Course Open to Exchange	Belo /Spring;#Paris /Spring;#Raleigh /Spring;#Sophia /Spring;#Suzhou /Spring
Semester	spring
Campus	Belo Horizonte, Dubai, Lille, Paris, Raleigh, Sophia, Stellenbosch-Le Cap, Suzhou
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	International Financial Management, By Cheol Eun, Bruce Resnick and Tuugi Chuluun, 10th Edition, 2024
Websites	

INTERNATIONAL MARKETING

Course Code	PGE.FINM1.MKCOR.0413
ECTS Credits	3
Course Leader	CASTILHOS Rodrigo
Synchronous	18
Discipline	Autre
Program	M1 GBE Raleigh
Prerequisites	none
Course Description	Today's highly globalized economy imposes several challenges for firms. Cultural, economic, competitive, regulatory, and infrastructural particularities of regions and countries fundamentally affect the ways in which companies conceive and implement their international presence worldwide. This course provides state-of-art foundations and tools to (1) critically analyze the globalized marketplace and international consumers, (2) identify country-specific opportunities for doing business internationally, (3) devise marketing strategies for successfully competing in international markets, (4) critically understand how firms can leverage Artificial Intelligence in International Marketing, and (5) critically understand the role of transnational firms as drivers of sustainable development
Course Open to Exchange	Belo /Spring;#Paris /Spring;#Raleigh /Spring;#Sophia /Spring;#Suzhou /Spring
Semester	spring
Campus	Belo Horizonte, Dubai, Lille, Paris, Raleigh, Sophia, Stellenbosch-Le Cap, Suzhou
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60

Academic reference	
Websites	

LEADERSHIP

Course Code	PGE.FINM1.HRCOR.0359
ECTS Credits	2
Course Leader	ANDRE Paul
Synchronous	18
Discipline	Management & Organisation
Program	M1 GBE Raleigh
Prerequisites	
Course Description	
Course Open to Exchange	Raleigh /Spring
Semester	spring
Campus	Raleigh
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

MANAGEMENT OF INFORMATION SYSTEMS IN THE DIGITAL AGE

Course Code	PGE.FINM1.ISCOR.0703
ECTS Credits	3
Course Leader	BOUKEF Nabila
Synchronous	18
Discipline	Autre
Program	M1 GBE Raleigh
Prerequisites	You need to have basic knowledge about management and economics, including understanding the general structure and functioning of organizations.
Course Description	Advances in information technology (IT) have transformed business models, organizational structures and processes, and the methods for sustaining innovation and firm performance. IT has impacted business activities such as product design, production, purchasing, marketing, customer and supplier relationships, and human resource management, and has contributed significantly to productivity growth. Most firms have realized that IT-based innovation is a strategic imperative. The Internet and associated technological innovations have helped in restructuring the

	<p>global economy into a networked economy characterized by unprecedented levels of electronically-mediated communication, collaboration, and commerce.</p> <p>With information technologies becoming an important force that shapes entire industries and creates value in firms, it is important that you as future business leaders understand the potential role of IT in creating value and competitive advantage. The objective of this course is to help you develop the critical thinking to assess how IT and systems shape business strategy, innovation, and operations in firms, with the key goal of helping you be better prepared to analyse and evaluate business challenges for maximizing the impact of IT on products, processes and services in different settings. This course will help you develop sophisticated understanding of the links between IT, business strategy and business process. You will also gain an appreciation of the organizational and management practices that complement IT investments and that are needed to extracting the appropriate return on IT investments.</p>
Course Open to Exchange	Belo /Spring;#Paris /Spring;#Raleigh /Spring;#Sophia /Spring;#Suzhou /Spring
Semester	spring
Campus	Belo Horizonte, Dubaï, Paris, Raleigh, Sophia, Stellenbosch-Le Cap, Suzhou
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	Required readings will be provided to you.
Websites	We will use K2 as the course website.

OPERATION MANAGEMENT

Course Code	PGE.FINM1.ISCOR.0714
ECTS Credits	5
Course Leader	DAVARI Morteza
Synchronous	30
Discipline	Management des Opérations
Program	M1 GBE Raleigh
Prerequisites	<p>Foundational Mathematics: Proficiency in basic mathematical concepts, including arithmetic, algebra, and problem-solving.</p> <p>Fundamental Probability Knowledge: Understanding of basic probability theory, including concepts such as probability distributions and statistical reasoning.</p> <p>Basic Excel Proficiency: Competency in fundamental Excel skills, encompassing data entry, formula usage, and spreadsheet navigation.</p>
Course Description	<p>Course Description:</p> <p>This comprehensive course provides students with a foundational understanding of Operations Management, a critical discipline that focuses</p>

	<p>on the effective design, execution, and improvement of organizational processes. Through a series of engaging chapters, students will delve into key aspects of operations, from process analysis to quality management, gaining practical insights that can be applied across various industries.</p> <p>Chapter 1: Introduction to Operations Management Chapter 2: Process Analysis Chapter 3: Inventory Management Chapter 4: Service Management Chapter 5: Revenue Management Chapter 6: Quality Management</p> <p>Throughout the course, students will engage in case studies, business games, practical exercises, and discussions to apply theoretical concepts to real-world scenarios. By the end of the course, participants will have a solid foundation in Operations Management, enabling them to contribute effectively to the enhancement of organizational processes and overall efficiency.</p>
Course Open to Exchange	Belo /Spring;#Paris /Spring;#Raleigh /Spring;#Sophia /Spring;#Suzhou /Spring
Semester	spring
Campus	Belo Horizonte, Dubaï, Paris, Raleigh, Sophia, Stellenbosch-Le Cap, Suzhou
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Managing Business Process Flows: Principles of Operations Management (Anupindi et al) Managing Supply with Demand: An Introduction to Operations Management (Cachon and Terwiesch) Operations Management (Stevenson) Production and Operations Analysis (Steven Nahmias- Tava Lennon Olsen)
Websites	

POWER BI

Course Code	PGE.FINM1.ISCOR.0715
ECTS Credits	1
Course Leader	BROWN, Samuel-EXT
Synchronous	0
Discipline	Management des Opérations
Program	M1 GBE Raleigh
Prerequisites	N/A
Course Description	In this Power BI (PBI) fundamentals course, we will discover how to use MS Power BI to handle and process Data, Model, and Report views. You will load multiple datasets in the Data view, build a data model to understand the relationships between your tables in Model view, and create your graphical and interactive visualizations in Report view.
Course Open to Exchange	Belo /Spring;#Paris /Spring;#Raleigh /Spring;#Sophia /Spring;#Suzhou /Spring

Semester	spring
Campus	Belo Horizonte, Dubai, Lille, Paris, Raleigh, Sophia, Suzhou
Evaluation	
Final Examination (%)	30
Continuous Assessment (%)	70
Academic reference	
Websites	

PUBLIC SPEAKING AND PRESENTATION SKILLS II

Course Code	MSC.IMBM2.MKELE.0233
ECTS Credits	2
Course Leader	LYONS-BASTIAN, Clodagh-EXT
Synchronous	13
Discipline	Marketing
Program	M1 GBE Raleigh
Prerequisites	n/a
Course Description	This course combines theory with practice. Students will further develop their public speaking skills acquired in the Level I course. Students will learn how the voice works and will help you to optimize your vocal ability through a range of practical exercises. You will develop your communication skills and will be able to speak with greater clarity and confidence in a range of professional settings. Emphasis will be placed on body language and how to make a positive impact on an audience.
Course Open to Exchange	Raleigh /Spring
Semester	spring
Campus	Raleigh
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	

US CULTURE AND BUSINESS

Course Code	PGE.FINM1.STCOR.0832
ECTS Credits	2

Course Leader	DESOKY Mohamed
Synchronous	13
Discipline	Autre
Program	M1 GBE Raleigh
Prerequisites	N/A
Course Description	Intercultural communication, NC State immersion.
Course Open to Exchange	Raleigh /Spring
Semester	spring
Campus	Raleigh
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	linkedinlearning.com wolfware.ncsu.edu (NC State learning platform) https://www.state.gov/courses/answeringdifficultquestions/html/app.htm?p=module1_p1.htm

INTERNATIONAL BUSINESS - RALEIGH

PUBLIC SPEAKING AND PRESENTATION SKILLS I

Course Code	MSC.IBRM2.MKELE.0098
ECTS Credits	1
Course Leader	LYONS-BASTIAN, Clodagh-EXT
Synchronous	13
Discipline	Marketing
Program	International Business - Raleigh
Prerequisites	n/a
Course Description	This course combines theory with practice. Students will develop their public speaking skills and learn to contribute well to the assessment of their peers. The course also focuses on methods and strategies of speech writing to persuade and inform the audience. Students will learn how to produce effective PowerPoint presentations, and how to perform business presentations both individually and in groups.
Course Open to Exchange	Raleigh /Fall;#Raleigh /Spring

Semester	fall, spring
Campus	Raleigh
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	

PUBLIC SPEAKING AND PRESENTATION SKILLS II

Course Code	MSC.IMBM2.MKELE.0233
ECTS Credits	1
Course Leader	LYONS-BASTIAN, Clodagh-EXT
Synchronous	13
Discipline	Marketing
Program	International Business - Raleigh
Prerequisites	n/a
Course Description	This course combines theory with practice. Students will further develop their public speaking skills acquired in the Level I course. Students will learn how the voice works and will help you to optimize your vocal ability through a range of practical exercises. You will develop your communication skills and will be able to speak with greater clarity and confidence in a range of professional settings. Emphasis will be placed on body language and how to make a positive impact on an audience.
Course Open to Exchange	Raleigh /Spring
Semester	fall, spring
Campus	Raleigh
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	

AGILE INTERNATIONAL PROJECT MANAGEMENT

Course Code	MSC.IBRM.FICOR.0102
ECTS Credits	1
Course Leader	JENNY, Richard-EXT
Synchronous	13
Discipline	Autre

Program	International Business - Raleigh
Prerequisites	None. Project Management a plus.
Course Description	Agile project management is an approach to project management that emphasizes iterative work deliveries with high interaction among stakeholders. Its frequent milestones provide incrementally working deliveries and the process emphasizes collaborative development with stakeholders and high flexibility to changing needs along the way. This course is based on the AgilePM® curriculum and prepares students for the certification exam given at the end of the course.
Course Open to Exchange	Raleigh /Spring
Semester	spring
Campus	Raleigh
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	Software Project Manager's Bridge to Agility, The 1st Edition. by Michele Sliger (Author), Stacia Broderick (Author)
Websites	Examples only: https://www.planview.com/resources/guide/agile-methodologies-a-beginners-guide/ https://www.pmtraining.com/pmi-acp/

AI IN MARKETING

Course Code	MSC.IBRM2.FICOR.0066
ECTS Credits	2
Course Leader	PINHEIRO, Carlos-EXT
Synchronous	20
Discipline	Autre
Program	International Business - Raleigh
Prerequisites	Computer Programming a plus.
Course Description	In this course, you will explore an important frontier of digital transformation in marketing. You will examine three key forces that enable AI in marketing strategies - Algorithms, Networks, and Data - and gain a deeper understanding of how businesses in a wide variety of industries can get the most out of this exciting technology. You will explore real world examples of successful companies and learn about how AI is shaping the present and the future in their respective industries.
Course Open to Exchange	Raleigh /Spring
Semester	spring
Campus	Raleigh
Evaluation	
Final Examination (%)	40

Continuous Assessment (%)	60
Academic reference	Introduction to Statistical and Machine Learning Methods for Data Science, Carlos Andre Reis Pinheiro, SAS Press, 2021. Network Science: Analysis and Optimization Algorithms for Real-World Applications, Carlos Andre Reis Pinheiro, Wiley, 2022.
Websites	

BUSINESS ANALYTICS & DATA MANAGEMENT

Course Code	MSC.IBRM.FICOR.0101
ECTS Credits	4
Course Leader	KHAN, Sarah-EXT
Synchronous	33
Discipline	Autre
Program	International Business - Raleigh
Prerequisites	None.
Course Description	This course details the process of acquiring, validating, storing, protecting, and processing required data to ensure the accessibility, reliability, and timeliness of the data for its users. The students will develop skills through the use of data management-specific software applications. The topics will include the creation and utilization of relational databases, architecture and management across cloud platforms, data security, optimization, data analysis and business-related data presentation.
Course Open to Exchange	Raleigh /Spring
Semester	spring
Campus	Raleigh
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	
Websites	

DATA VISUALIZATION

Course Code	MSC.IBRM.FIOPT.0101
ECTS Credits	2
Course Leader	KHAN, Sarah-EXT
Synchronous	20
Discipline	Autre
Program	International Business - Raleigh
Prerequisites	None.

Course Description	The visualization, interpretation, and communication of data is a key competency of Data Science. This course takes advantage of the rapidly evolving tools and methods used to visualize and communicate data to stakeholders. Students will learn how to use visual elements like charts, graphs, and maps. Data visualization tools like Tableau provide an accessible way to see and understand trends, outliers, and patterns in data.
Course Open to Exchange	Raleigh /Spring
Semester	spring
Campus	Raleigh
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

INTERNATIONAL BUSINESS GAME: SKEMASIM

Course Code	MSC.IBNM2.STCOR.0032
ECTS Credits	2
Course Leader	MESCHI Pierre Xavier
Synchronous	20
Discipline	Stratégie, Innovation & Entrepreneuriat
Program	International Business - Raleigh
Prerequisites	Strategy
Course Description	The « SKEMA Multicampus Business Simulation » (otherwise known as SKEMASIM) course is a 5-day seminar organized simultaneously in the different SKEMA campuses across the world (France, Brazil, China and USA). It is made up of the business simulation itself, some tutorial conferences, and the writing of an annual activity report. The « SKEMA Multicampus Business Simulation » is a business game simulating the general management of mid-sized fictitious firms located in different countries (France, Brazil, China and USA, for further information, see Participants Guide). Some tutorial conferences will be arranged in order to present the rules of the game, the simulation scenarios, the features of the different countries environment, the quarterly (strategic, partnership, managerial, financial, marketing, human) decisions that will have to be made by each team of students. A comprehensive analysis presenting the corporate strengths and weaknesses of these fictitious firms will be provided to each team. To this aim, a particular attention will be paid to the comparative economic advantage of each country (especially in terms of labour cost, R&D cost, long-term interest rate, tax rate) and to the different growth options that available in this simulation (local and international

	alliances, subcontracting,). Throughout the seminar, the tutorial conferences will also allow the simulation administrators to inform the different teams about the changes in their respective countrys environment as well as their quarterly firm performance. At the end of the seminar, each team will be asked to send over an annual activity report to simulation administrators. The teams will be assessed according to 1/ the performance of their company (measured by the ROI and ROE evolution) and 2/ the relevance and accuracy of their activity report.
Course Open to Exchange	Belo /Spring;#Paris /Spring;#Raleigh /Spring;#Suzhou /Spring
Semester	spring
Campus	Belo Horizonte, Dubaï, Paris, Raleigh, Suzhou
Evaluation	
Final Examination (%)	25
Continuous Assessment (%)	75
Academic reference	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings : (1) BRULHART F., GUIEU, G. & MESCHI P.-X., La Croissance de l'Entreprise avec la Méthode des Cas, Eyrolles et Centrale des Cas et des Médias Pédagogiques, 2011. (2) RUGMAN A. & HODGETTS R., International Business, Prentice Hall, 2003.
Websites	www.webtolearn.com/skemasim

INTERNATIONAL FINANCE

Course Code	MSC.IBNM2.FICOR.0061
ECTS Credits	4
Course Leader	FERRARA Laurent
Synchronous	40
Discipline	Finance
Program	International Business - Raleigh
Prerequisites	None
Course Description	This course is designed to train business leaders of tomorrows multinational enterprises to recognize and capitalize on the unique characteristics of global markets. We will discuss exchange rate determination, the international monetary system and global financial markets, and gain firmer understanding of FX markets that underpin the rapid evolution of our global marketplace. Further, we will consider financing options for the global firm and study the intricacies of foreign investment, including cross-border mergers and acquisitions. Throughout the course we will work on a number of real-world cases to help is gain hands-on experience and understanding of international finance.
Course Open to Exchange	Belo /Spring;#Paris /Spring;#Raleigh /Spring;#Suzhou /Spring
Semester	spring
Campus	Belo Horizonte, Dubaï, Paris, Raleigh
Evaluation	

Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	Lectures obligatoires / Required readings : Available on Cyberlibris at www.scholarvox.com : 1) Economics for Investment Decision Makers Workbook : Micro, Macro, and International Economics, Piro and Pinto, John Wiley & Sons, 2013, Chapters 5, 8, 9 and 10. 2) International Economics 6th edition, Dunn and Mutti, Taylor & Francis, 2003, Chapters 12 to 20 Lectures Recommandées / Recommended readings : Ephraim CLARK, INTERNATIONAL FINANCE, (London: Thomson Learning, 2002)
Websites	http://databank.worldbank.org/data/home.aspx http://stats.oecd.org/

INTERNATIONAL TECHNOLOGY MANAGEMENT

Course Code	MSC.IBRM2.PMCOR.0008
ECTS Credits	4
Course Leader	DELGROSSO, Steven-EXT
Synchronous	40
Discipline	Autre
Program	International Business - Raleigh
Prerequisites	n/a
Course Description	This course focuses on the theory as well as practical experiences and examples to support organizational decision-making and technology management. The course emphasizes the importance of using technology in business for strategic competitive advantage and improved productivity. To gain the best perspective, the course sessions integrate the major topics of technology strategy, portfolio management, professional leadership, and technology products and services. The course also addresses some of the unique issues in managing different types of technology professionals, different types of products and services, and the introduction of new technologies. Ultimately this course is designed to provide the student with knowledge and skills to succeed in a variety of roles in which technology application is leveraged to provide businesses a distinct advantage.
Course Open to Exchange	Raleigh /Spring
Semester	spring
Campus	Raleigh
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	Required text: The Future of Technology Management and the Business Environment: Lessons on Innovation, Disruption, and Strategy Execution, Alfred A. Marcus, First Edition, Pearson FT Press, ©2015.

Websites	
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MACHINE LEARNING FOR BUSINESS

Course Code	MSC.IBRM.FIOPT.0100
ECTS Credits	2
Course Leader	AL-GHANDOUR, Majed-EXT
Synchronous	20
Discipline	Autre
Program	International Business - Raleigh
Prerequisites	None.
Course Description	In this course, you will learn the basics of computer programming with Python and its libraries. The course begins review with some fundamentals of coding science: variables, input/output, conditional tests, and loops. Then, it focuses specifically on machine learning algorithms for AI. These include iterative algorithms for regression, classification, and clustering, as well as recursive algorithms for binary search trees and decision trees. Students will also dive deeper into contemporary artificial Intelligence, learning when to use it and how to train deep neural networks and ensemble learning (boosting and random forests). Pressing challenges like explicability, lifelong learning and sustainability will be discussed.
Course Open to Exchange	Raleigh /Spring
Semester	spring
Campus	Raleigh
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	
Websites	

MAJOR TOPICS IN INTERNATIONAL BUSINESS

Course Code	MSC.IBRM2.STCOR.0057
ECTS Credits	1
Course Leader	DESBORDES Rodolphe
Synchronous	13
Discipline	Stratégie, Innovation & Entrepreneuriat
Program	International Business - Raleigh
Prerequisites	None.
Course Description	In the past few years international business has changed and been challenged in unprecedented ways. These changes and challenges will determine the future of international business and your careers. What are those changes and challenges? How can companies navigate them? How

	will they impact your careers? While most other courses that student take deal with specific business skills (sales, marketing, project management, etc.), in this class students will examine major topics that are changing and challenging international business today and tomorrow.
Course Open to Exchange	Raleigh /Spring
Semester	spring
Campus	Raleigh
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

PREDICTIVE MARKETING ANALYTICS

Course Code	MSc.IBRM2.FIELE.0012
ECTS Credits	2
Course Leader	JANAKIRAMAN, Ram-EXT
Synchronous	20
Discipline	Autre
Program	International Business - Raleigh
Prerequisites	NA
Course Description	This course will look at a number of quantitative tools and techniques and their application in a marketing context. The course will focus on understanding data-driven marketing strategy and to help students understand the process of conversion of data to marketing decisions.
Course Open to Exchange	Raleigh /Spring
Semester	spring
Campus	Raleigh
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	
Websites	

PYTHON FUNDAMENTALS

Course Code	MSC.IBRM2.FICOR.0065
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ECTS Credits	2
Course Leader	AL-GHANDOUR, Majed-EXT
Synchronous	20
Discipline	Autre
Program	International Business - Raleigh
Prerequisites	None.
Course Description	This course aims to provide students with an understanding of the role computational systems can play in solving problems. This course will make students discover the theory, design, development and applications of Computer Science and feel confident in their ability to write small programs that allow them to accomplish useful goals and process large amount of data. Students will use the first-class tool Python to store, manipulate and gain insights from data.
Course Open to Exchange	Raleigh /Spring
Semester	spring
Campus	Raleigh
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	
Websites	

US CULTURE AND BUSINESS

Course Code	MSC.TRCM2.OTELE.0004
ECTS Credits	1
Course Leader	DESHKOVSKI Alexander
Synchronous	13
Discipline	Autre
Program	International Business - Raleigh
Prerequisites	No prerequisite.
Course Description	This training provides students an introduction to addressing issues they will eventually face when developing new friendships, interacting with employers and clients as well as fostering new constituent bases across varying cultures.
Course Open to Exchange	Raleigh /Fall;#Raleigh /Spring
Semester	fall, spring
Campus	Raleigh
Evaluation	
Final Examination (%)	25
Continuous Assessment (%)	75

Academic reference	
Websites	

US PERSPECTIVES ON BUSINESS LAW

Course Code	MSC.IBNM2.LTCOR.0002
ECTS Credits	4
Course Leader	JONES, Dana-EXT
Synchronous	40
Discipline	Autre
Program	International Business - Raleigh
Prerequisites	none
Course Description	Rules of law govern many aspects of business. This US Perspectives on Business Law course will introduce legal concepts and reasoning that the student can apply in real-world business situations. An understanding of the fundamental legal issues will provide a framework for making sound business decisions and facilitate commercial transactions that are encountered in the everyday business community. The course will engage students by relating law to everyday events and allow the student to draft and negotiate business contracts. Additionally, students will better understand how the legal system functions and how it can impact business decisions.
Course Open to Exchange	Raleigh /Spring
Semester	spring
Campus	Raleigh
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	
Websites	

CONSULTING METHODS APPLIED TO AI PROJECTS

Course Code	MSC.IBRM.FIELE.0100
ECTS Credits	4
Course Leader	KHAN, Faisal-EXT
Synchronous	33
Discipline	Autre
Program	International Business - Raleigh
Prerequisites	None. Consulting in International Business a plus.
Course Description	The course will be project driven. It will require learning-through-practice about a typical consulting methodology as described below:

	<p>Defining the problem or opportunity</p> <p>Scoping a project</p> <p>Drafting a project plan</p> <p>Building an AI model:</p> <ul style="list-style-type: none"> - a tool or algorithm which is based on a certain data set through which it can arrive at a decision all without the need for human interference in the decision-making process. An AI model is a program or algorithm that utilizes a set of data that enables it to recognize certain patterns. This allows it to reach a conclusion or make a prediction when provided with sufficient information, often a huge amount of data. <p>Identifying the data available and necessary to train the AI model</p> <p>Cleansing and normalizing the data</p> <p>Selecting a machine learning approach or algorithm</p> <ul style="list-style-type: none"> - in Python OR training an existing model (optional) - Testing and validating the model - Improving/tuning the model <p>Explaining the models outputs</p> <p>Demonstrating the finalized project/model in class</p> <p>AI consultants do not necessarily provide proprietary software solutions, but instead help businesses understand machine learning solutions, and their mathematical foundations to an appropriate extent, support them in building their own and educate clients on how to adopt those technologies. The goal of this course is to produce students who are familiar with the key opportunities and issues in a machine learning project,</p>
Course Open to Exchange	Raleigh /Spring
Semester	spring
Campus	Raleigh
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	NA
Websites	NA

GLOBAL STAKEHOLDERS MANAGEMENT

Course Code	MSC.IBNM2.STELE.0048
ECTS Credits	2
Course Leader	EZZEROUALI Amine
Synchronous	20
Discipline	Management & Organisation
Program	International Business - Raleigh
Prerequisites	None.

Course Description	Every organization needs to engage with a set of internal and external stakeholders that influence the process of wealth and value creation. Customers and users, suppliers, shareholders, employees, labor unions, NGOs, government agencies, etc. are examples of some of the key stakeholders with which organizations engage locally and globally. Knowing when and how to build and maintain short and long-term stakeholder engagement is highly critical in a complex and fast changing environment. This course addresses managerial, political, economic, sociological and psychological foundations of global stakeholder management and engagement through extant theory and case study examples of successful and failed stakeholder management strategies in various industries and multiple countries.
Course Open to Exchange	Paris /Fall;#Raleigh /Spring
Semester	spring
Campus	Dubaï, Paris, Raleigh
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Freeman, E. R. (1984). Strategic Management: A Stakeholder Approach. Boston: Pitman. Carroll, A., & Buchholtz, A. (2014). Business and Society: Ethics, Sustainability, and Stakeholder Management. Cengage Learning. Freeman, E. R., Harrison, J. S., Wicks, A. C., Parmar, B. L., & de Colle, S. (2010). Stakeholder theory: the state of the art. Cambridge University Press.
Websites	http://stakeholdertheory.org/

INTERNATIONAL NEGOTIATION PRACTICE

Course Code	MSC.IBNM2.STELE.0047
ECTS Credits	2
Course Leader	PERELAER, Pierre-Henri-EXT
Synchronous	20
Discipline	Stratégie, Innovation & Entrepreneuriat
Program	International Business - Raleigh
Prerequisites	None
Course Description	This course is designed to provide students with both a conceptual and practical understanding of interpersonal relationship: communication techniques serving as successful negotiation. Class sessions are highly interactive and require the active engagement of each student in order to learn the multiple facets of negotiation. Course content includes the fundamentals of negotiation, based upon a highly effective methodology (from preparation to closing the deal) used by professionals all over the world. It encompasses the whole process of developing a fruitful discussion that eventually leads to an agreement. Practise is the key word, and filmed role plays are used as the most effective tool to understand and learn these techniques. Students will participate in one-to-one, one-to-several, with the

	complexity of negotiations increasing as the course progresses. This course is designed in an executive education format; as such, there are no formal presentations.
Course Open to Exchange	Belo /Fall;#Paris /Spring;#Raleigh /Spring;#Suzhou /Spring
Semester	spring
Campus	Belo Horizonte, Paris, Raleigh, Suzhou
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	The Mind and Heart of the Negotiator, Leigh L. Thompson (reference; not required)
Websites	http://davidhenard.com

RISK AND CRISIS MANAGEMENT FOR GLOBAL BUSINESSES

Course Code	MSC.IBRM2.STELE.0054
ECTS Credits	2
Course Leader	EZZEROUALI Amine
Synchronous	20
Discipline	Management & Organisation
Program	International Business - Raleigh
Prerequisites	N/A
Course Description	This course addresses risk and crisis management frameworks for MNCs, focusing on strategic, operational and technological risks through extant theory and case study examples of successful and failed risk and crisis management strategies. At the end of this course, students are expected to know what are the main foundations, frameworks and practices of risk and crisis management; to identify the key challenges in managing risk and crisis within Global businesses; and to be able to implement effective risk and crisis management strategies and practices.
Course Open to Exchange	Raleigh /Spring
Semester	spring
Campus	Raleigh
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Crandall, W. R., Parnell, J. A., Spillan, J. E. 2009. Crisis Management in the New Strategy Landscape, Sage publications. Regester, M., Larkin, J. 2005. Risk Issues and Crisis Management : A Casebook of Best Practice (3rd Edition), Kogan Page.
Websites	

