



**Course Catalogue**  
**Master Programmes**  
**Incoming Exchange Students**  
**Belo Horizonte Campus**  
**(Brazil)**  
**Fall 2024**

Dear Exchange Students,

Welcome to SKEMA Business School !

Here are a few key instructions on how to consult properly the **Belo Horizonte Course Catalogue Fall 2024**.

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 Corporate Financial Management:** 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.
- 4) Courses within the catalogue are subject to slight changes.
- 5) There is a maximum number of seats available per specialization program.

<b>M1 ABM BELO HORIZONTE .....</b>	<b>5</b>
ADVANCED EXCEL.....	5
AI IN BUSINESS CONTEXTS .....	5
BRAZIL CULTURE.....	6
CAREER MANAGEMENT 3: BUILDING A STRONG CAREER PATH.....	7
CORPORATE FINANCE.....	8
GLOBAL ECONOMIC ISSUES : CORPORATE ECONOMICS IN A VUCA WORLD.....	9
INNOVATION MANAGEMENT & CREATIVITY.....	10
INTRODUCTION TO LEGAL SYSTEMS IN THE WORLD .....	16
LANGUAGE: PORTUGUESE ADVANCED FALL.....	17
LANGUAGE: PORTUGUESE BEGINNER I FALL .....	18
LANGUAGE: PORTUGUESE BEGINNER II FALL .....	19
LANGUAGE: PORTUGUESE ELEMENTARY FALL .....	19
LANGUAGE: PORTUGUESE INTERMEDIATE FALL.....	20
LANGUAGE: PORTUGUESE POST-BEGINNER I FALL.....	21
LANGUAGE: PORTUGUESE POST-BEGINNER II FALL.....	22
MANAGING HUMAN RESOURCES .....	23
MARKETING STUDIES .....	24
STRATEGY .....	24
<b>INTERNATIONAL MARKETING AND BUSINESS DEVELOPMENT BELO HORIZONTE.....</b>	<b>26</b>
CAREER MANAGEMENT 1 .....	26
INTERNATIONAL BUSINESS DEVELOPMENT .....	26
MARKETING RESEARCH .....	27
NEW BUSINESS DEVELOPMENT: FROM IDEA TO MARKET.....	28
STRATEGIC BRAND MANAGEMENT.....	29
AI & DATA ANALYTICS .....	30
COMMUNICATION AND ENGAGEMENT IN AN EMERGING ECONOMIES.....	31
DIGITAL GROWTH.....	32
DIGITAL SALES: CHANNELS, TECH AND STRATEGY .....	33
MARKETING ANALYTICS .....	35
LANGUAGE: PORTUGUESE ADVANCED FALL.....	36
LANGUAGE: PORTUGUESE BEGINNER I FALL .....	37
LANGUAGE: PORTUGUESE BEGINNER II FALL .....	37
LANGUAGE: PORTUGUESE ELEMENTARY FALL .....	38
LANGUAGE: PORTUGUESE INTERMEDIATE FALL.....	39
LANGUAGE: PORTUGUESE POST-BEGINNER I FALL.....	40
LANGUAGE: PORTUGUESE POST-BEGINNER II FALL.....	40
<b>CORPORATE FINANCIAL MANAGEMENT.....</b>	<b>42</b>
CAPITAL BUDGETING.....	42
CAPITAL STRUCTURE AND DIVIDEND POLICY.....	42
CAREER MANAGEMENT 1 .....	43
CORPORATE TREASURY MANAGEMENT .....	43
CORPORATE VALUATION METHODS .....	44
FINANCIAL MARKETS AND PRODUCTS .....	45
FINANCIAL REPORTING AND ANALYSIS .....	46
GOVERNANCE AND SUSTAINABLE FINANCE .....	46

INTRODUCTION TO PYTHON & BLOCKCHAIN AND CRYPTO ASSETS .....	47
POWER BI AND AI BELO.....	48
APPLIED RESEARCH IN FINANCE.....	49
FINANCIAL MODELLING I.....	49
FINANCIAL RISK MANAGEMENT TRAINING.....	50
CORPORATE FINANCE PREQUISITES.....	50
EXCEL PREREQUISITES .....	51
LANGUAGE: PORTUGUESE ADVANCED FALL.....	52
LANGUAGE: PORTUGUESE BEGINNER I FALL .....	52
LANGUAGE: PORTUGUESE BEGINNER II FALL .....	53
LANGUAGE: PORTUGUESE ELEMENTARY FALL .....	54
LANGUAGE: PORTUGUESE INTERMEDIATE FALL.....	55
LANGUAGE: PORTUGUESE POST-BEGINNER I FALL.....	56
LANGUAGE: PORTUGUESE POST-BEGINNER II FALL.....	56
<b>INTERNATIONAL BUSINESS.....</b>	<b>58</b>
AI FOR INTERNATIONAL BUSINESS.....	58
CAREER MANAGEMENT 1 .....	59
ENVIRONMENTAL, SUSTAINABILITY AND DEVELOPMENT ISSUES IN INTERNATIONAL BUSINESS.....	59
GLOBAL LEADERSHIP: A BRAZILIAN PERSPECTIVE.....	60
GLOBAL SUPPLY CHAINS.....	61
GLOBALIZATION: RISKS, CHALLENGES AND OPPORTUNITIES FOR LATIN AMERICA.....	62
IMPORTING AND EXPORTING IN A GLOBAL MARKET .....	62
INTERNATIONALIZATION OF THE FIRM .....	63
INTERNATIONAL NEGOTIATION PRACTICE.....	63
RESEARCH METHOD .....	64
LANGUAGE: PORTUGUESE ADVANCED FALL.....	65
LANGUAGE: PORTUGUESE BEGINNER I FALL .....	66
LANGUAGE: PORTUGUESE BEGINNER II FALL .....	66
LANGUAGE: PORTUGUESE ELEMENTARY FALL .....	67
LANGUAGE: PORTUGUESE INTERMEDIATE FALL.....	68
LANGUAGE: PORTUGUESE POST-BEGINNER I FALL.....	69
LANGUAGE: PORTUGUESE POST-BEGINNER II FALL.....	70

## M1 ABM BELO HORIZONTE

### ADVANCED EXCEL

<b>Course Code</b>	PGE.FINM1.ISELE.0720
<b>ECTS Credits</b>	1
<b>Course Leader</b>	ANDRE Paul
<b>Synchronous</b>	0
<b>Discipline</b>	Autre
<b>Program</b>	M1 ABM Belo Horizonte
<b>Prerequisites</b>	none
<b>Course Description</b>	Excel is something you can't do without ! This course will introduce all the things the students must know in order to honestly pretend to be mastering Excel. The course will be splitted in two parts a first one online (12 hours) and applications done in the classroom with a teacher who's an expert of Excel.
<b>Course Open to Exchange</b>	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Stellenbosch-Le Cap, Suzhou
<b>Evaluation</b>	
Final Examination (%)	40
Continuous Assessment (%)	60
<b>Academic reference</b>	
<b>Websites</b>	

### AI IN BUSINESS CONTEXTS

<b>Course Code</b>	PGE.FINM1.ISCOR.0712
<b>ECTS Credits</b>	2
<b>Course Leader</b>	OKOLI Chitu
<b>Synchronous</b>	15
<b>Discipline</b>	Business Analytics, Data Science & AI
<b>Program</b>	M1 ABM Belo Horizonte
<b>Prerequisites</b>	None
<b>Course Description</b>	Artificial intelligence (AI) is the most revolutionary technological advance of our present time. Managers in all sectors of society are challenged to understand the implications of AI for their managerial practices as they face an exciting but uncertain future. Although it is not feasible to expect that every manager would develop a strong technical understanding of AI, it is imperative that they understand it from a practical perspective that would empower them to leverage it for effective managerial action. The objective of this course is to give you a non-technical understanding of

	the cutting-edge issues that managers face with AI today in the context of business. (Business here should not be understood to only mean commercial; it includes all sectors of doing business in organizations, including government, non-profit organizations, healthcare, education, and so on.) This is not a general introductory course on AI. The instructors will focus on unique areas of their expertise that go beyond common knowledge to help you think critically to push beyond the current boundaries of AI in business contexts.
<b>Course Open to Exchange</b>	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
<b>Semester</b>	fall
<b>Campus</b>	Autre / Other, Belo Horizonte, Lille, Paris, Raleigh, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	
<b>Websites</b>	

#### BRAZIL CULTURE

<b>Course Code</b>	PGE.FINM1.LGELE.2228
<b>ECTS Credits</b>	2
<b>Course Leader</b>	BURGER, Mariana-EXT
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	M1 ABM Belo Horizonte
<b>Prerequisites</b>	n/a
<b>Course Description</b>	Brazil Intercultural is designed to provide foreign students with an overview on Brazilian, culture, society, history, geography and politics.
<b>Course Open to Exchange</b>	Belo /Fall
<b>Semester</b>	fall
<b>Campuses</b>	Belo Horizonte

<b>Evaluation</b>	
Final Examination (%)	20
Continuous Assessment (%)	80
<b>Academic reference</b>	<p>KRENAK, Ailton. Ideas to Postpone the End of the World. House of Anansi Press. 2020.</p> <p>JESUS, Carolina Maria de. Child of the Dark: the diary of Carolina Maria de Jesus. Signet, 1963.</p> <p>Fausto, Bóris. A Concise History of Brazil. Cambridge University Press; 2nd ed. 2014.</p> <p>Holanda, Sérgio Buarque de. Roots of Brazil. University of Notre Dame Press; 1st ed. 2012.</p> <p>Ribeiro, Darcy. The Brazilian People: the formation and meaning of Brazil. University Press of Florida, 2000.</p> <p>Schwarcz, Lilia M.. Starling, Heliosa M. Brazil: a biography. Farar, Straus and Giroux, 2018.</p> <p>Zweig, Stefan. Brazil: a land of the future. Ariadne Press; UK. 1999.</p>
<b>Websites</b>	<p><a href="https://www.youtube.com/watch?v=C5eMzUd7t0E&amp;t=198s">https://www.youtube.com/watch?v=C5eMzUd7t0E&amp;t=198s</a></p> <p><a href="https://www.youtube.com/watch?v=xKtgm6OMggM">https://www.youtube.com/watch?v=xKtgm6OMggM</a></p> <p><a href="https://www.youtube.com/watch?v=ccwN-Swc4IE">https://www.youtube.com/watch?v=ccwN-Swc4IE</a></p> <p><a href="https://blackbraziltoday.com/hatred-of-the-poor-and-policies-lifting-brazilians-out-of-poverty/">https://blackbraziltoday.com/hatred-of-the-poor-and-policies-lifting-brazilians-out-of-poverty/</a></p> <p><a href="https://movies.how/movie/the-edge-of-democracy/198820?utm_source=Google&amp;utm_medium=Search&amp;t_source=64&amp;utm_campaign=3645&amp;gclid=Cj0KCCQjwof6WBhD4ARIsAOi65aiMs8zttjmyBs-yauVuRRNxhxgOzcdiTxuroFbwGsZhNEzs-aVKy9kaAtN0EALw_wcB">https://movies.how/movie/the-edge-of-democracy/198820?utm_source=Google&amp;utm_medium=Search&amp;t_source=64&amp;utm_campaign=3645&amp;gclid=Cj0KCCQjwof6WBhD4ARIsAOi65aiMs8zttjmyBs-yauVuRRNxhxgOzcdiTxuroFbwGsZhNEzs-aVKy9kaAtN0EALw_wcB</a></p> <p><a href="https://www.youtube.com/watch?v=PgiVX1A1EGY">https://www.youtube.com/watch?v=PgiVX1A1EGY</a></p>

### CAREER MANAGEMENT 3: BUILDING A STRONG CAREER PATH

<b>Course Code</b>	PGE.FINM1.CRCOR.1003
<b>ECTS Credits</b>	1
<b>Course Leader</b>	ANDRE Nathalie
<b>Synchronous</b>	0
<b>Discipline</b>	Autre
<b>Program</b>	M1 ABM Belo Horizonte
<b>Prerequisites</b>	No
<b>Course Description</b>	Career management course focused on professional projet and career path construction
<b>Course Open to Exchange</b>	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Dubaï, Lille, Paris, Raleigh, Sophia, Stellenbosch-Le Cap, Suzhou

<b>Evaluation</b>	
Final Examination (%)	40
Continuous Assessment (%)	60
<b>Academic reference</b>	
<b>Websites</b>	

## CORPORATE FINANCE

<b>Course Code</b>	PGE.FINM1.FICOR.0503
<b>ECTS Credits</b>	5
<b>Course Leader</b>	GROSLAMBERT Bertrand
<b>Synchronous</b>	27
<b>Discipline</b>	Finance
<b>Program</b>	M1 ABM Belo Horizonte
<b>Prerequisites</b>	None
<b>Course Description</b>	Our objective is to bring students to develop a rigorous analytical framework of the major investment and financing decisions. In particular, we will shed lights on the interest rates and the investment valuation. We will focus on different ways of financing between equity, debt. Then, we present the relationship between risk, return and the cost of financing.
<b>Course Open to Exchange</b>	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Dubai, Lille, Paris, Raleigh, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	1) Corporate Finance, Hillier, McGraw-Hill, 4th Edition 2) Corporate Finance Theory and Practice, P. Vernimmen, John Wiley & Sons, 2011, 3rd edition Available freely on Scholarvox by Cyberlibris at <a href="http://mediatheque.skema.edu/index.php?id=408">http://mediatheque.skema.edu/index.php?id=408</a>
<b>Websites</b>	<a href="http://skema.lms.crossknowledge.com/data/modules/crossknowledge/interfaces/index.php">http://skema.lms.crossknowledge.com/data/modules/crossknowledge/interfaces/index.php</a> <a href="http://www.vernimmen.com/">http://www.vernimmen.com/</a> <a href="http://mediatheque.skema.edu/index.php?id=408">http://mediatheque.skema.edu/index.php?id=408</a> <a href="http://knowledge.skema.edu/">http://knowledge.skema.edu/</a>



GLOBAL ECONOMIC ISSUES : CORPORATE ECONOMICS IN A VUCA WORLD

<b>Course Code</b>	PGE.FINM1.ECCOR.0904
<b>ECTS Credits</b>	2
<b>Course Leader</b>	COMBE Emmanuel
<b>Synchronous</b>	15
<b>Discipline</b>	Economie
<b>Program</b>	M1 ABM Belo Horizonte
<b>Prerequisites</b>	-Grands enjeux économiques (L3) ou - RAN economics
<b>Course Description</b>	In VUCA World _ one that is volatile, uncertain, complex, and ambiguous _ as many would characterize today's global economic environment, analytical skills are more important than ever. The challenges companies face in a VUCA world demand a filter to separate opportunities from distractions, and economics helps managers to make good decisions about what to do. This course aims at tackling new challenges corporations and economies face or will face with the rise of a VUCA environment.
<b>Course Open to Exchange</b>	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Dubaï, Lille, Paris, Raleigh, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	Ph. Aghion & alii (2021) The power of creative destruction, Harvard University Press D. Autor, D. Dorn, G. Hanson (2013) "The China syndrome: local labor market effects of import competition in the United States," American Economic Review. D. Autor & alii (2020) "The Fall of the Labor Share and the Rise of Superstar Firms, The Quarterly Journal of Economics E. Brynjolfsson & alii (2017) "Artificial intelligence and the modern productivity paradox", NBER Working paper E. Combe (2023) Competition: all you should know to talk like an expert, Éditions Concurrences A. Ezrachi, M. Stucke (2022) How Big-Tech Barons Smash Innovation and How to Strike Back, Harper Business C. Goodhart (2020) The great demographic reversal, Springer X. Jaravel, E. Sager (2019), What are the Price Effects of Trade? Evidence from the US and Implications for Quantitative Trade Models, CEPR Working Paper X. Jaravel, I. Méjean (2021) A Data-Driven Resilience Strategy in a Globalized World, Conseil d'Analyse Economique Th. Philippon (2019) The Great Reversal: How America Gave Up on Free

	Markets, the Belknap press J. Tirole (2017) Economics for the Common Good, Princeton University Press
<b>Websites</b>	

## INNOVATION MANAGEMENT & CREATIVITY

<b>Course Code</b>	PGE.FINM1.HRCOR.0344
<b>ECTS Credits</b>	2
<b>Course Leader</b>	ROSSETTO Denny Eduardo
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	M1 ABM Belo Horizonte
<b>Prerequisites</b>	-
<b>Course Description</b>	This course presents innovation management with a theoretical approach associated with managerial perspectives to undertake in a turbulent world with uncertainties and a post-pandemic context. It presents a wide range of innovation management concepts focusing strongly on the context of the ecosystems, also introducing some elements as of the perspective of emerging markets. So, this course aims the development of managerial and entrepreneurial capabilities to exercise strategic leadership in innovation ecosystems, generating proposals of shared value with a corporate social responsibility approach.
<b>Course Open to Exchange</b>	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Raleigh, Sophia, Stellenbosch-Le Cap
<b>Evaluation</b>	
Final Examination (%)	40
Continuous Assessment (%)	60
<b>Academic reference</b>	1. Introduction and theoretical basis of innovation Management Adams, R., Bessant, J. & Phelps, R. (2006). Innovation management measurement: A review. International Journal of Management Reviews 8, 21-47. Chesbrough, H. (2010). Business Model Innovation: Opportunities and Barriers. Long Range Planning 43, 354-363. Christensen, C. M., Raynor, M. E. & McDonald, R. (2015). What is disruptive innovation. Harvard Business Review 93, 44-53. Garcia, R. & Calantone, R. (2002). A critical look at technological innovation typology and innovativeness terminology: a literature review. 19, 110-132. Howells, J. (2005) The management of innovation and technology: the shaping of technology and institutions of the market economy. Thousand Oaks, California: Sage Publications. OECD & Eurostat (2019) Oslo Manual 2018: Guidelines for Collecting, Reporting and Using Data on Innovation (258). Luxembourg: OECD Publishing, Paris/Eurostat. Rossetto, D. E., Bernardes, R. C., Borini, F. M. & Gattaz, C. C. (2018).

	<p>Structure and evolution of innovation research in the last 60 years: review and future trends in the field of business through the citations and co-citations analysis. <i>Scientometrics</i> 115, 1329-1363.</p> <p>Tidd, J. &amp; Bessant, J. (2013) <i>Managing Innovation: Integrating technological market and organizational change</i> (680). John Wiley &amp; Sons.</p> <p>2. Innovation Challenges for a new world</p> <p>Adams, R., Bessant, J. &amp; Phelps, R. (2006). Innovation management measurement: A review. <i>International Journal of Management Reviews</i> 8, 21-47.</p> <p>Akpan, I. J., Soopramanien, D. &amp; Kwak, D.-H. (2020). Cutting-edge technologies for small business and innovation in the era of COVID-19 global health pandemic. <i>Journal of Small Business &amp; Entrepreneurship</i>, 1-11.</p> <p>Chesbrough, H. (2020). To recover faster from Covid-19, open up: Managerial implications from an open innovation perspective. <i>Industrial Marketing Management</i> 88, 410-413.</p> <p>Damanpour, F. (2014). Footnotes to Research on Management Innovation. <i>Organization Studies</i> 35, 1265-1285.</p> <p>Damanpour, F. &amp; Aravind, D. (2012). Managerial Innovation: Conceptions, Processes, and Antecedents. <i>Management and Organization Review</i> 8, 423-454.</p> <p>Hamel, G. (2006). The why, what, and how of management innovation. <i>Harvard Business Review</i> 84, 72.</p> <p>Kraus, S., Pohjola, M. &amp; Koponen, A. (2012). Innovation in family firms: an empirical analysis linking organizational and managerial innovation to corporate success. <i>Review of Managerial Science</i> 6, 265-286.</p> <p>McCausland, T. (2020). News and Analysis of the Global Innovation Scene. <i>Research-Technology Management</i> 63, 2-8.</p> <p>Millar, C. C. J. M., Groth, O. &amp; Mahon, J. F. (2018). Management Innovation in a VUCA World: Challenges and Recommendations. 61, 5-14.</p> <p>Pedersen, C. L. &amp; Ritter, T. (2020). Preparing your business for a post-pandemic world. <i>Harvard Business Review</i>, 4.</p> <p>3. Innovation Ecosystems Introduction</p> <p>Adner, R. (2006). Match your innovation strategy to your innovation ecosystem. <i>Harvard Business Review</i> 84, 12.</p> <p>Elias, G. C. &amp; David, F. J. C. (2010). Triple Helix, Quadruple Helix and Quintuple Helix and How Do Knowledge, Innovation and the Environment Relate To Each Other? : A Proposed Framework for a Trans-disciplinary Analysis of Sustainable Development and Social Ecology. <i>International Journal of Social Ecology and Sustainable Development (IJSESD)</i> 1, 41-69.</p> <p>Gomes, L. A. d. V., Facin, A. L. F., Salerno, M. S. &amp; Ikenami, R. K. (2018). Unpacking the innovation ecosystem construct: Evolution, gaps and trends. <i>Technological Forecasting and Social Change</i> 136, 30-48.</p> <p>Granstrand, O. &amp; Holgersson, M. (2020). Innovation ecosystems: A conceptual review and a new definition. <i>Technovation</i> 90-91, 102098.</p> <p>Juceviius, G. &amp; Grumadait, K. (2014). Smart Development of Innovation Ecosystem. <i>Procedia - Social and Behavioral Sciences</i> 156, 125-129.</p> <p>Pique, J. M., Berbegal-Mirabent, J. &amp; Etkowitz, H. (2018). Triple Helix and the evolution of ecosystems of innovation: the case of Silicon Valley. <i>Triple Helix</i> 5, 11.</p> <p>Smith, K. R. (2006). Building an Innovation Ecosystem: Process, Culture and Competencies. 20, 219-224.</p>
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	<p>Wang, P. (2009) An integrative framework for understanding the innovation ecosystem. <i>Advancing the Study of Innovation and Globalization in Organizations</i>. (pp. 301-314).</p> <p>Williamson, P. J. &amp; De Meyer, A. (2012). <i>Ecosystem Advantage: How to Successfully Harness the Power of Partners</i>. 55, 24-46.</p> <p>Williamson, P. J. &amp; De Meyer, A. (2020) <i>Ecosystem Edge: Sustaining Competitiveness in the Face of Disruption</i> (216). Stanford, California: Stanford University Press.</p> <p>4. Developing Relationships and Value Generation in an Innovation Ecosystems</p> <p>Carroll, A. B. (1999). Corporate Social Responsibility: Evolution of a Definitional Construct. <i>Business &amp; Society</i> 38, 268-295.</p> <p>Dedehayir, O., Mäkinen, S. J. &amp; Roland Ortt, J. (2018). Roles during innovation ecosystem genesis: A literature review. <i>Technological Forecasting and Social Change</i> 136, 18-29.</p> <p>Kapoor, R. (2018). Ecosystems: broadening the locus of value creation. <i>Journal of Organization Design</i> 7, 12.</p> <p>Mirvis, P., Herrera, M. E. B., Googins, B. &amp; Albareda, L. (2016). Corporate social innovation: How firms learn to innovate for the greater good. <i>Journal of Business Research</i> 69, 5014-5021.</p> <p>Porter, M. E., Hills, G., Pfitzer, M., Patscheke, S. &amp; Hawkins, E. (2012) <i>Measuring shared value: How to unlock value by linking business and social results</i>. FSG Publication.</p> <p>Porter, M. E. &amp; Kramer, M. R. (2011). <i>Creating Shared Value</i>. Harvard Business Review.</p> <p>Ritala, P., Agouridas, V., Assimakopoulos, D. &amp; Gies, O. (2013). Value creation and capture mechanisms in innovation ecosystems: a comparative case study. 63, 244-267.</p> <p>Ritala, P. &amp; Almpantopoulou, A. (2017). In defense of eco in innovation ecosystem. <i>Technovation</i> 60-61</p> <p>Velu, C. (2015). Knowledge management capabilities of lead firms in innovation ecosystems. <i>AMS Review</i> 5, 123-141.</p> <p>Walrave, B., Talmar, M., Podoynitsyna, K. S., Romme, A. G. L. &amp; Verbong, G. P. J. (2018). A multi-level perspective on innovation ecosystems for path-breaking innovation. <i>Technological Forecasting and Social Change</i> 136, 103-113.</p> <p>5. Entrepreneurship Ecosystems and New Ventures</p> <p>Cavallo, A., Ghezzi, A. &amp; Balocco, R. (2019). Entrepreneurial ecosystem research: present debates and future directions. <i>International Entrepreneurship and Management Journal</i> 15, 1291-1321.</p> <p>Cordova, D. (2014) <i>Creating the environment for entrepreneurial success</i>. In Bettcher, K. E., Kindle, J. &amp; Stroker, F. (Eds.). (pp. 70). Washington, DC, Center for International Private Enterprise.</p> <p>Elia, G., Margherita, A. &amp; Passiante, G. (2020). Digital entrepreneurship ecosystem: How digital technologies and collective intelligence are reshaping the entrepreneurial process. <i>Technological Forecasting and Social Change</i> 150, 119791.</p> <p>Malecki, E. J. (2018). Entrepreneurship and entrepreneurial ecosystems. <i>Geography Compass</i> 12, e12359.</p> <p>Maroufkhani, P., Wagner, R. &amp; Wan Ismail Wan, K. (2018). Entrepreneurial ecosystems: a systematic review. <i>Journal of Enterprising Communities: People and Places in the Global Economy</i> 12, 545-564.</p>
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<b>Websites</b>	

## INTRODUCTION TO LEGAL SYSTEMS IN THE WORLD

<b>Course Code</b>	PGE.FINM1.LTCOR.0217
<b>ECTS Credits</b>	2
<b>Course Leader</b>	BECK Felipe
<b>Synchronous</b>	18
<b>Discipline</b>	Droit & Humanités
<b>Program</b>	M1 ABM Belo Horizonte
<b>Prerequisites</b>	n/a



<b>Course Description</b>	This course provides a comprehensive introduction to the legal systems of Common Law and Civil Law, as well as to Legal English for non-native English speakers. It comprises the legal methods and techniques of such legal traditions, including their historical background and their institutional and ideological underpinnings. It helps students develop tools to successfully negotiate the difficulties that arise from clashing legal traditions in everyday legal work in an international or internationalized setting. Practical exercises will help students to acquire inter-cultural legal communication skills and strategies.
<b>Course Open to Exchange</b>	Belo /Fall
<b>Semester</b>	fall
<b>Campus</b>	Suzhou
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	CALLEROS, Charles R. Introducing Civil Law Students to Common Law Legal Method Through Contract Law. 60 J. Legal Educ. 641 (2011). FULLER, Ion. The Case of the Speluncean Explorers. Cambridge (EUA): Harvard University Press, 1949. GRAY, John Chipman. The Nature and Sources of the Law. New York: Columbia University Press, 1909. LEVY, Edward H. An Introduction to Legal Reasoning. Chicago: University of Chicago Press, 1962.
<b>Websites</b>	

#### LANGUAGE: PORTUGUESE ADVANCED FALL

<b>Course Code</b>	PGE.FINM1.LGCOR.4322
<b>ECTS Credits</b>	2
<b>Course Leader</b>	COELHO Fernanda
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	M1 ABM Belo Horizonte
<b>Prerequisites</b>	Have an advanced knowledge of Portuguese (students who have successfully passed the Advanced course in L3 or who have 300+ hours of prior study).
<b>Course Description</b>	This course is designed for students who have an advanced knowledge of Portuguese (students who have successfully passed the Intermediate (B1) course in L3 or who have 300+ hours of prior study). Students will enhance their ability to use Portuguese in the four skills (speaking, listening, reading and writing) in diverse and complex work and social contexts. Students will further enhance their understanding and writing of Portuguese in complex texts. By the end of this course, students will be able to communicate in a range of social and professional situations at an advanced level. The course aims to prepare students for a period of study or work abroad by further

	consolidating cultural awareness of Brazil, Portugal and other lusophone countries and by focusing on contemporary business-related issues. Overall, students will attain a level comparable to B2/C1 CEFR.
<b>Course Open to Exchange</b>	Belo /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris, Raleigh, Sophia
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	
<b>Websites</b>	Português, O seu sítio da Língua Portuguesa : <a href="http://portugues.uol.com.br/">http://portugues.uol.com.br/</a> Só Português : <a href="https://www.soportugues.com.br/">https://www.soportugues.com.br/</a> Norma Culta, Língua Portuguesa em bom Português: <a href="https://www.normaculta.com.br/">https://www.normaculta.com.br/</a> Dicio, Dicionário Online de Português : <a href="https://www.dicio.com.br/">https://www.dicio.com.br/</a>

#### LANGUAGE: PORTUGUESE BEGINNER I FALL

<b>Course Code</b>	PGE.FINM1.LGCOR.4323
<b>ECTS Credits</b>	2
<b>Course Leader</b>	COELHO Fernanda
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	M1 ABM Belo Horizonte
<b>Prerequisites</b>	There are no-prerequisites for this course.
<b>Course Description</b>	This course is designed for students with no prior knowledge of the language and offers an introduction to Portuguese language and lusophone culture. Students will study Portuguese pronunciation and develop knowledge of the language in all four skills at a basic level. By the end of this course, students will be able to communicate in a range of daily life situations at a basic level. The course aims to prepare students for a period of study abroad by increasing cultural awareness of Brazil, Portugal and other lusophone countries and to enable students to acquire language skills and attitudes for further study of Portuguese. Overall, this course prepares students to reach a level comparable to A1 CEFR.
<b>Course Open to Exchange</b>	Belo /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris, Raleigh, Sophia
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100

<b>Academic reference</b>	
<b>Websites</b>	Português, O seu sítio da Língua Portuguesa : <a href="http://portugues.uol.com.br/">http://portugues.uol.com.br/</a> Só Português : <a href="https://www.soportugues.com.br/">https://www.soportugues.com.br/</a> Norma Culta, Língua Portuguesa em bom Português: <a href="https://www.normaculta.com.br/">https://www.normaculta.com.br/</a> Dicio, Dicionário Online de Português : <a href="https://www.dicio.com.br/">https://www.dicio.com.br/</a>

#### LANGUAGE: PORTUGUESE BEGINNER II FALL

<b>Course Code</b>	PGE.FINM1.LGCOR.4391
<b>ECTS Credits</b>	2
<b>Course Leader</b>	COELHO Fernanda
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	M1 ABM Belo Horizonte
<b>Prerequisites</b>	<b>Pass at Portuguese Beginner I</b>
<b>Course Description</b>	This course is designed for students with no prior knowledge of the language and offers an introduction to Portuguese language and lusophone culture. Students will study Portuguese pronunciation and develop knowledge of the language in all four skills at a basic level. By the end of this course, students will be able to communicate in a range of daily life situations at a basic level. The course aims to prepare students for a period of study abroad by increasing cultural awareness of Brazil, Portugal and other lusophone countries and to enable students to acquire language skills and attitudes for further study of Portuguese. Overall, this course prepares students to reach a level comparable to A1 CEFR.
<b>Course Open to Exchange</b>	Belo /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris, Raleigh, Sophia
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	
<b>Websites</b>	Português, O seu sítio da Língua Portuguesa : <a href="http://portugues.uol.com.br/">http://portugues.uol.com.br/</a> Só Português : <a href="https://www.soportugues.com.br/">https://www.soportugues.com.br/</a> Norma Culta, Língua Portuguesa em bom Português: <a href="https://www.normaculta.com.br/">https://www.normaculta.com.br/</a> Dicio, Dicionário Online de Português : <a href="https://www.dicio.com.br/">https://www.dicio.com.br/</a>

#### LANGUAGE: PORTUGUESE ELEMENTARY FALL

<b>Course Code</b>	PGE.FINM1.LGCOR.4324
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<b>ECTS Credits</b>	2
<b>Course Leader</b>	COELHO Fernanda
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	M1 ABM Belo Horizonte
<b>Prerequisites</b>	Have an elementary knowledge of Portuguese and have approximately 100-150 hours of prior study.
<b>Course Description</b>	This course is designed for students who have an elementary knowledge of Portuguese and who have approximately 100-150 hours of prior study. Students will further develop their ability to use Portuguese in the four skills (speaking, listening, reading and writing), improve their pronunciation and increase their confidence in the language. By the end of this course, students will be able to deal with a diverse range of daily life situations and communicate on a range of familiar topics. The course aims to prepare students for a period of study abroad by increasing cultural awareness of Brazil, Portugal and other lusophone countries and to enable students to acquire language skills and attitudes for further study of Portuguese. Overall, students will attain a level comparable to A2 CEFR.
<b>Course Open to Exchange</b>	Belo /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris, Raleigh, Sophia
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	
<b>Websites</b>	Português, O seu sítio da Língua Portuguesa : <a href="http://portugues.uol.com.br/">http://portugues.uol.com.br/</a> Só Português : <a href="https://www.soportugues.com.br/">https://www.soportugues.com.br/</a> Norma Culta, Língua Portuguesa em bom Português: <a href="https://www.normaculta.com.br/">https://www.normaculta.com.br/</a> Dicio, Dicionário Online de Português : <a href="https://www.dicio.com.br/">https://www.dicio.com.br/</a>

#### LANGUAGE: PORTUGUESE INTERMEDIATE FALL

<b>Course Code</b>	PGE.FINM1.LGCOR.4325
<b>ECTS Credits</b>	2
<b>Course Leader</b>	COELHO Fernanda
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	M1 ABM Belo Horizonte
<b>Prerequisites</b>	Have an intermediate knowledge of Portuguese (students who have successfully passed the Intermediate course in L3 or who have approximately 200-250 hours of prior study).
<b>Course Description</b>	This course is designed for students who have an intermediate knowledge of Portuguese (students who have successfully passed the Intermediate course in L3 or who have approximately 200-250 hours of prior study).

	<p>Students will further develop their ability to use Portuguese in the four skills (speaking, listening, reading and writing) in familiar work and social contexts. By the end of this course, students will be able to communicate in a range of social and professional situations at intermediate level. The course aims to prepare students for a period of study abroad by further consolidating cultural awareness of Brazil, Portugal and other lusophone countries and to enable students to acquire language skills and attitudes for further study of Portuguese.</p> <p>Overall, students will attain a level comparable to B1 CEFR.</p>
<b>Course Open to Exchange</b>	Belo /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris, Raleigh, Sophia
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	
<b>Websites</b>	<p>Português, O seu sítio da Língua Portuguesa : <a href="http://portugues.uol.com.br/">http://portugues.uol.com.br/</a>  Só Português : <a href="https://www.soportugues.com.br/">https://www.soportugues.com.br/</a>  Norma Culta, Língua Portuguesa em bom Português: <a href="https://www.normaculta.com.br/">https://www.normaculta.com.br/</a>  Dicio, Dicionário Online de Português : <a href="https://www.dicio.com.br/">https://www.dicio.com.br/</a></p>

#### LANGUAGE: PORTUGUESE POST-BEGINNER I FALL

<b>Course Code</b>	PGE.FINM1.LGCOR.4326
<b>ECTS Credits</b>	2
<b>Course Leader</b>	COELHO Fernanda
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	M1 ABM Belo Horizonte
<b>Prerequisites</b>	
<b>Course Description</b>	<p>This course is designed for students who have a basic knowledge of Portuguese (students will have successfully passed the L3 Real Beginner (A0) course or have approximately 24 hours of prior study). Students will consolidate their pronunciation and their knowledge of the language in all four skills at a basic level. By the end of this course, students will be able to communicate in a range of simple daily life situations. The course aims to prepare students for a period of study abroad by increasing cultural awareness of Brazil, Portugal and other lusophone countries and to enable students to acquire language skills and attitudes for further study of Portuguese.</p> <p>Overall, students will attain a level comparable to A1 CEFR.</p>
<b>Course Open to Exchange</b>	Belo /Fall
<b>Semester</b>	fall

<b>Campus</b>	Belo Horizonte, Lille, Paris, Raleigh, Sophia
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	
<b>Websites</b>	Português, O seu sítio da Língua Portuguesa : <a href="http://portugues.uol.com.br/">http://portugues.uol.com.br/</a> Só Português : <a href="https://www.soportugues.com.br/">https://www.soportugues.com.br/</a> Norma Culta, Língua Portuguesa em bom Português: <a href="https://www.normaculta.com.br/">https://www.normaculta.com.br/</a> Dicio, Dicionário Online de Português : <a href="https://www.dicio.com.br/">https://www.dicio.com.br/</a>

#### LANGUAGE: PORTUGUESE POST-BEGINNER II FALL

<b>Course Code</b>	PGE.FINM1.LGCOR.4392
<b>ECTS Credits</b>	2
<b>Course Leader</b>	COELHO Fernanda
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	M1 ABM Belo Horizonte
<b>Prerequisites</b>	Pass at the post Beginner I course
<b>Course Description</b>	This course is designed for students who have a basic knowledge of Portuguese (students will have successfully passed the L3 Real Beginner (A0) course or have approximately 24 hours of prior study). Students will consolidate their pronunciation and their knowledge of the language in all four skills at a basic level. By the end of this course, students will be able to communicate in a range of simple daily life situations. The course aims to prepare students for a period of study abroad by increasing cultural awareness of Brazil, Portugal and other lusophone countries and to enable students to acquire language skills and attitudes for further study of Portuguese. Overall, students will attain a level comparable to A1 CEFR.
<b>Course Open to Exchange</b>	Belo /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris, Raleigh, Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

## MANAGING HUMAN RESOURCES

<b>Course Code</b>	PGE.FINM1.HRCOR.0343
<b>ECTS Credits</b>	3
<b>Course Leader</b>	BACHA Eliane
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	M1 ABM Belo Horizonte
<b>Prerequisites</b>	No prerequisites
<b>Course Description</b>	<p>This course focuses on some principles and practices used in management and organizations. The aim of the course is to give you the knowledge needed to understand the role of the manager in managing workplace challenges (stress, burnout, sexual harassment) and conflicts.</p> <p>Also, this course gives you an idea about human resources management which is a specialization in the field of management that encompasses several functions including attracting, developing, and maintaining a quality workforce. Furthermore, this course discusses the changes taking place nowadays in the workplace and the role of artificial intelligence (AI) in organizations. Finally, this course gives insights on how to manage in a responsible and sustainable way.</p>
<b>Course Open to Exchange</b>	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Dubaï, Lille, Paris, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	<p>Cartwright, S. and Cooper, C.L. (1997), <i>Managing workplace stress</i>, Sage Publications, Inc., Chapters 1, 4, 5 and 6.</p> <p>Crawshaw, J.R., Budhwar, P. and Davis, A. (2017), <i>Human Resource Management: Strategic &amp; International perspectives</i>, Sage, 2nd Edition, Chapters 1, 7, 11 and 13.</p> <p>George, J.M. and Jones, G.R. (2012), <i>Understanding &amp; Managing Organizational Behavior</i>, Pearson, 6th Edition, Chapter 1.</p> <p>Howard, G. (2008), <i>The five minds for the future</i>, Vol 5, N°1/2, pp.17-24 (<a href="https://www.jstor.org/stable/10.1086/591814">https://www.jstor.org/stable/10.1086/591814</a>)</p> <p>Robbins (2005), <i>Organizational Behavior</i>, Prentice Hall Inc., Chapter 18.</p> <p>Robbins, Coulter, and Langton (2005), <i>Management</i>, Pearson Education Canada Inc., Eighth Canadian Edition, Chapter 16.</p> <p>Robbins, S.P. (2005), <i>Fundamentals of Management</i>, 4th Canadian Edition, Pearson Education Canada Inc., Chapter 2.</p> <p>Robbins, S. P., Judge, T. A. and Campbell, T. T. (2010), <i>Organizational Behavior</i>, Pearson Education Limited, Chapters 9, 10, 13, 15 and 18.</p> <p>Robbins, S.P. and Coulter, M. (2014), <i>Management</i>, Pearson, 12th Edition, Chapters 1, 4, 5, 7, 13, 14 and 18.</p> <p>Schermerhorn, J.R., Wright, Jr. &amp; Barry (2007), <i>Management</i>, Canadian Edition, John Wiley &amp; Sons Canada, Ltd, Chapter 12.</p> <p>Snell, B. (2013), <i>Management: Leading and collaborating in a competitive world</i>, McGraw-Hill/Irwin, 10th Edition, Chapters 11 and 13.</p> <p>Wilkinson, A., Redman, T. and Dundon, T. (2017), <i>Contemporary Human</i></p>

	Resources Management, Pearson Education Limited, 5th Edition, Chapters 3, 4, 6,18, 22.
<b>Websites</b>	

## MARKETING STUDIES

<b>Course Code</b>	PGE.FINM1.MKCOR.0411
<b>ECTS Credits</b>	3
<b>Course Leader</b>	ZEUGNER Katharina
<b>Synchronous</b>	18
<b>Discipline</b>	Marketing
<b>Program</b>	M1 ABM Belo Horizonte
<b>Prerequisites</b>	<b>Marketing principles</b>
<b>Course Description</b>	This course aims at developing critical decision making skills in strategic marketing and brand management. We use the Brand PRO simulation platform to immerse students in a realistic problem solving environment, developing collaborative and analytical skills.
<b>Course Open to Exchange</b>	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Dubai, Lille, Paris, Raleigh, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	- Kotler et al. (2015) Principles of Marketing. Pearson. - Kotler, Ph., Keller, K., Brady M., Goodman, M., & Hansen, T. (2019) Marketing Management, Pearson
<b>Websites</b>	<a href="https://web.stratxsimulations.com/simulation/brandpro">https://web.stratxsimulations.com/simulation/brandpro</a>

## STRATEGY

<b>Course Code</b>	PGE.FINM1.STCOR.0841
<b>ECTS Credits</b>	5
<b>Course Leader</b>	CIRILLO Bruno
<b>Synchronous</b>	27
<b>Discipline</b>	Stratégie, Innovation & Entrepreneuriat
<b>Program</b>	M1 ABM Belo Horizonte
<b>Prerequisites</b>	<b>Industrial organization; Organizational design; Microeconomics</b>
<b>Course Description</b>	Formulating a sound competitive strategy and achieving growth across multiple, different business units to sustain long-term superior performance are two of the critical tasks for general managers to ensure the success of the firms they lead. The objective of this course is to provide students with an opportunity to understand, through analytical approaches and critical thinking, how companies make strategic decisions to support the development of competitive advantages, corporate growth and shareholder



	<p>value through the simultaneous pursuit of economic as well as social and ecological performance dimensions. We will focus on strategic issues from the viewpoint of senior management in both domestic and international corporations. Through a combination of lectures, readings, case studies, experiential exercises and a consultancy project, this course introduces students to the tools and knowledge required for critical and effective strategic analysis, thinking, and application. Mastery of these tools and knowledge has relevance to everyone seeking a career in strategy as a manager, an entrepreneur, or a consultant.</p> <p>The course will help students develop a general management point of view and appreciate strategy to the firm's overall growth and welfare. You will learn how to analyze the firm, and its environment, and then align strategies to the firms revenue and profitability goals.</p> <p>You will work in teams on selected companies to produce a final consultancy project. This course will require hard work and thinking, augmented by your creativity, to produce a fun and enriching experience.</p>
<b>Course Open to Exchange</b>	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Dubai, Lille, Paris, Raleigh, Sophia, Stellenbosch-Le Cap, Suzhou
<b>Evaluation</b>	
Final Examination (%)	30
Continuous Assessment (%)	70
<b>Academic reference</b>	<p>Rothaermel FT. 2023. Strategic Management, 6th Edition. McGraw-Hill.</p> <p>Thompson et al. 2021. Crafting &amp; Executing Strategy: Concepts &amp; Cases, 23rd Edition. McGraw-Hill.</p> <p>The SmartBooks and case studies are available on the McGraw-Hill CONNECT learning platform.</p>
<b>Websites</b>	<a href="https://connect.mheducation.com">https://connect.mheducation.com</a>

## INTERNATIONAL MARKETING AND BUSINESS DEVELOPMENT BELO HORIZONTE

### CAREER MANAGEMENT 1

<b>Course Code</b>	MSC.SFFM2.FICOR.0012
<b>ECTS Credits</b>	0
<b>Course Leader</b>	ANDRE Nathalie
<b>Synchronous</b>	6
<b>Discipline</b>	Autre
<b>Program</b>	International Marketing and Business Development Belo Horizonte
<b>Prerequisites</b>	-
<b>Course Description</b>	Develop knowledge and skills about recruitment situation
<b>Course Open to Exchange</b>	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Dubai, Lille, Paris, Raleigh, Sophia
<b>Evaluation</b>	
Final Examination (%)	40
Continuous Assessment (%)	60
<b>Academic reference</b>	Talent and careers HUB Création du profil personnel
<b>Websites</b>	

### INTERNATIONAL BUSINESS DEVELOPMENT

<b>Course Code</b>	MSC.IMBM2.MKCOR.0077
<b>ECTS Credits</b>	3
<b>Course Leader</b>	MADUREIRA, Luis-EXT
<b>Synchronous</b>	24
<b>Discipline</b>	Stratégie, Innovation & Entrepreneuriat
<b>Program</b>	International Marketing and Business Development Belo Horizonte
<b>Prerequisites</b>	<b>No prerequisites needed. Overall understanding of Marketing and Management will help students excel in the course.</b>
<b>Course Description</b>	The course is organized as a sequence of lectures and case studies providing students with their first approach to internationalization. The course has four pillars. First, to challenge the paradigm of competition by emphasizing the need for cooperation in international settings. The second pillar is understanding the modes of internationalization; the different paths undertaken by companies that want to expand their businesses beyond the national frontier. The third element is an overview of how the organizational structure of a company must be adapted for handling international business. The last element is how to deal with local sensibilities and the importance of culture in the process of internationalization. This course will look closely at these four aspects of

	internationalization through concrete examples and case studies with a wide range of companies, sectors, and countries.
<b>Course Open to Exchange</b>	Belo /Fall;#Lille /Fall;#Sophia /Fall;#Suzhou /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	40
Continuous Assessment (%)	60
<b>Academic reference</b>	<p>List of some references:</p> <p>1. Introduction to IBD and Ecosystems Collinson, S., Narula, R., &amp; Rugman, A. M. (2016). International business. Pearson. (Chapter 1)</p> <p>Brandenburger, A.M. and Nalebuff, B.J., 2002. Use game theory to shape strategy. Strategy: critical perspectives on business and management, 4, p.260.</p> <p>Jacobides, M.G., Cennamo, C. and Gawer, A., 2018. Towards a theory of ecosystems. Strategic Management Journal.</p> <p>Moore, J.F., 1993. Predators and prey: a new ecology of competition. Harvard business review, 71(3), pp.75-86.</p> <p>Teece, D.J., 2007. Explicating dynamic capabilities: the nature and microfoundations of (sustainable) enterprise performance. Strategic management journal, 28(13), pp.1319-1350.</p> <p>2. Internationalization modes Collinson, S., Narula, R., &amp; Rugman, A. M. (2016). International business. Pearson. (Chapter 2)</p> <p>Ghemawat, P., 2001. Distance still matters. Harvard business review, 79(8), pp.137-147.</p> <p>3. Internationalization &amp; Culture: Collinson, S., Narula, R., &amp; Rugman, A. M. (2016). International business. Pearson. (Chapter 5)</p>
<b>Websites</b>	The links will be available on K2 (SKEMA's knowledge platform)

## MARKETING RESEARCH

<b>Course Code</b>	MSC.IMBM2.MKCOR.0057
<b>ECTS Credits</b>	3
<b>Course Leader</b>	SOSCIA Isabella
<b>Synchronous</b>	24
<b>Discipline</b>	Marketing
<b>Program</b>	International Marketing and Business Development Belo Horizonte
<b>Prerequisites</b>	<b>Basic Marketing Course</b>
<b>Course Description</b>	The purpose of marketing research is to provide information for making better business decisions relevant for both international companies and small business (i.e. start up). In this course you will be introduced to different stages of the marketing research process. We will focus on

	<p>qualitative and quantitative aspects of marketing research as it relates to business problems such as market segmentation, positioning, the definition of the communication mix, etc.</p> <p>To get straight to the point, the goals of the course are to:</p> <p>1) Understand the concepts and techniques required to conduct marketing research</p> <p>2) Apply this knowledge in real-world marketing research problems.</p>
<b>Course Open to Exchange</b>	Belo /Fall;#Lille /Fall;#Sophia /Fall;#Suzhou /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	<p>Textbooks and References: Malhotra(2007). Marketing research: An applied orientation. Pearson Education Australia.</p> <p>Ryan, G. W., &amp; Bernard, H. R. (2003). Techniques to identify themes. Field methods, 15(1), 85-109.</p>
<b>Websites</b>	

#### NEW BUSINESS DEVELOPMENT: FROM IDEA TO MARKET

<b>Course Code</b>	MSC.IMBM2.MKCOR.0055
<b>ECTS Credits</b>	3
<b>Course Leader</b>	RIBEIRO Barbara
<b>Synchronous</b>	24
<b>Discipline</b>	Stratégie, Innovation & Entrepreneuriat
<b>Program</b>	International Marketing and Business Development Belo Horizonte
<b>Prerequisites</b>	<b>M1 Marketing</b>
<b>Course Description</b>	<p>This courses will apply business model strategy and design-thinking as complementary approaches to developing an idea and taking it to market. While moving through the different stages, it will address issues of creativity, ideation, prototyping, seeking proof of concept and pitching ideas to potential investors. It will also explore ideas, models and frameworks relevant to developing creative and innovative learning environments using Knowledge Management principles.</p> <p>This kind of approach may be familiar to some, but as final-year master students, the teams involved will be expected to raise their game and show mastery and understanding of the various stages. There are a range of methods and tools available that must become an integral part of each student's 'toolbox'. And for that, it is not enough to know they are there - skilful application is key.</p> <p>In practical terms, the course will develop the skills needed to generate innovative ideas, test them and then present them with conviction. It will also use real-world innovation tools in the process.</p> <p>These are precisely the skills needed to thrive in an innovation economy.</p>

<b>Course Open to Exchange</b>	Belo /Fall;#Lille /Fall;#Sophia /Fall;#Suzhou /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	Osterwalder, A. and Pigneur, Y. (2010) Business Model Generation. Knapp, J et al. (2016). SPRINT: How to generate ideas and solve problems in just five days by Google Ventures. Liedtka, Jeanne (2013) Solving Problems with Design Thinking : Ten Stories of What Works. Columbia University Press. MIT Sloan Management Review (2019) When Innovation Moves at Digital Speed : Strategies and Tactics to Provoke, Sustain, and Defend Innovation in Today's Unsettled Markets.
<b>Websites</b>	

## STRATEGIC BRAND MANAGEMENT

<b>Course Code</b>	MSC.IMBM2.MKCOR.0058
<b>ECTS Credits</b>	4
<b>Course Leader</b>	SPIER Peter
<b>Synchronous</b>	30
<b>Discipline</b>	Marketing
<b>Program</b>	International Marketing and Business Development Belo Horizonte
<b>Prerequisites</b>	<b>Intermediate marketing is essential</b> <b>Limits may apply to group sizes</b>
<b>Course Description</b>	Few would deny the importance of brands as valuable assets and a potential source of sustainable competitive advantage. Nestlé bought Rowntree (KitKat, After Eight) for almost three times its stock market value and 26 times its earnings. BMW bought the Mini not for the technology, but for the history and the associations. This value is created by the place occupied by the brands in the minds of customers: brand awareness, image, trust and reputation - all built up over many years - are the best guarantee of future cash flows. As one commentator puts it: products are created in the factory. Brands are created in the mind'. Brands provide a short cut for customers when making a purchasing decision, seeking to avoid risk and obtain value for money. Brands provide a relevant, exciting experience. Brands connote a certain life style, values or attitude. Brands can become objects of affection: Lovemarks, even. Buying a brand is an integral part of an individuals quest for identity and meaning. The course will balance theory and practical application, with considerable use of case studies and student project work. Students will learn how companies manage brand equity, clearly a major strategic issue. This course provides a comprehensive introduction to strategic brand management, covering such areas as the building of brand equity, brand identity, brand extension, brand portfolios etc. in national,

	regional and global markets. It will also address issues such as brand personality, emotional branding, brand communities and purpose-driven branding.
<b>Course Open to Exchange</b>	Belo /Fall;#Lille /Fall;#Sophia /Fall;#Suzhou /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	80
Continuous Assessment (%)	20
<b>Academic reference</b>	A full reading list will be provided on K2 learning platform along with a selection of reports, cases, and articles
<b>Websites</b>	The links will be available on K2 (SKEMA's knowledge platform)

## AI & DATA ANALYTICS

<b>Course Code</b>	MSC.IMBM2.MKELE.0202
<b>ECTS Credits</b>	2
<b>Course Leader</b>	OLMEDILLAFERNANDEZ Maria
<b>Synchronous</b>	18
<b>Discipline</b>	Business Analytics, Data Science & AI
<b>Program</b>	International Marketing and Business Development Belo Horizonte
<b>Prerequisites</b>	<b>A computer is necessary to pursue the course (not a tablet or similar)</b>
<b>Course Description</b>	<p>This course is about giving an overview to the students without programming skills on what is Artificial Intelligence and how it can be used in fields such as Marketing or Business among others.</p> <p>This course also uncovers a role that the students could acquire at the end if they happen to work in a company using AI.</p> <p>The course is divided into two main phases, the first phase is about teaching an introduction to the concepts of AI, and the second phase is all practical based on several projects that do not require a programming background or skills.</p> <p>During the first part the students are taught what are the different applications of AI in marketing, the benefits of using AI in a company, different types of AI, what is Machine Learning, what is Deep Learning, etc.</p>
<b>Course Open to Exchange</b>	Belo /Fall;#Lille /Fall;#Sophia /Fall;#Suzhou /Fall;#Suzhou /Spring
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	30
Continuous Assessment (%)	70
<b>Academic reference</b>	Slides with the lessons provided by the professor. Full access to the Microsoft tools (Power BI, Power Automate, and Azure) to be used during the course.

<b>Websites</b>	The links will be available on K2 (SKEMA's knowledge platform)
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## COMMUNICATION AND ENGAGEMENT IN AN EMERGING ECONOMIES

<b>Course Code</b>	MSC.IMBM2.MKELE.0149
<b>ECTS Credits</b>	2
<b>Course Leader</b>	MONTEIRO, Plínio-EXT
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	International Marketing and Business Development Belo Horizonte
<b>Prerequisites</b>	None.
<b>Course Description</b>	This course will conduct discussions over how to do an effective process of communication, bringing engaged customers. A well done communication will impact brand perception, and consequently sales and profitability. Even though this is a common sense, several considerable important companies had lost this battle and several cases will be used to discuss this matter. Keeping the customer aligned, aiming to become the brand advocate, is a difficult challenge in Brazil and Latin America.
<b>Course Open to Exchange</b>	Belo /Fall;#Belo /Spring
<b>Semester</b>	fall, spring
<b>Campus</b>	Belo Horizonte
<b>Evaluation</b>	
Final Examination (%)	70
Continuous Assessment (%)	30
<b>Academic reference</b>	Title: Global Marketing, Global Edition Edition: 9th Edition Authors: Warren J. Keegan, Mark Green ISBN13: 9781292150765 ISBN10: 1292150769 Publisher: Prentice Hall, 9th edition, 2016. PATEL, Hitendra; WYATT, Steve et al. () (Autor secundário). Connectivate! companies innovating to be always available. [S. l.]: Hult International Business School Publishing, 2012. 121p. ISBN 9780984445226 MANAGING economies, trade and international business. Basingstoke: Palgrave Macmillan, 2010. xxxiv, 388 p. ISBN 9780230202566 International Marketing, 6th Edition International Student Version Masaaki (Mike) Kotabe, Kristiaan Helsen ISBN: 978-1-118-83028-4
<b>Websites</b>	<a href="http://www.brazil.org.za/environmental-issues.html">http://www.brazil.org.za/environmental-issues.html</a> <a href="http://www.aboutbrazilmr.com/">http://www.aboutbrazilmr.com/</a> <a href="http://www.forbes.com/sites/onmarketing/2013/12/18/why-multinational-marketers-need-to-be-in-brazil/#104b064a2fb5">http://www.forbes.com/sites/onmarketing/2013/12/18/why-multinational-marketers-need-to-be-in-brazil/#104b064a2fb5</a> <a href="https://www.marketingweek.com/2012/02/09/breaking-into-brazil/">https://www.marketingweek.com/2012/02/09/breaking-into-brazil/</a>

	<a href="http://www.focus-economics.com/countries/brazil">http://www.focus-economics.com/countries/brazil</a> <a href="https://www.thinkwithgoogle.com/articles/branding-brazil.html">https://www.thinkwithgoogle.com/articles/branding-brazil.html</a> <a href="http://thebrazilbusiness.com/article/20-greatest-brazilian-brands">http://thebrazilbusiness.com/article/20-greatest-brazilian-brands</a> <a href="https://www.marketingweek.com/2012/02/09/breaking-into-brazil/">https://www.marketingweek.com/2012/02/09/breaking-into-brazil/</a> <a href="ftp://ftp.repec.org/opt/ReDIF/RePEc/blg/journal/538dumitrescu%26vinerean.pdf">ftp://ftp.repec.org/opt/ReDIF/RePEc/blg/journal/538dumitrescu%26vinerean.pdf</a> <a href="https://hbr.org/2004/09/how-global-brands-compete">https://hbr.org/2004/09/how-global-brands-compete</a> <a href="https://hbr.org/2015/11/strategies-for-succeeding-in-todays-brazil">https://hbr.org/2015/11/strategies-for-succeeding-in-todays-brazil</a> <a href="https://www.pwc.com.br/pt/publicacoes/institucionais/assets/2015/doing-deals-15.pdf">https://www.pwc.com.br/pt/publicacoes/institucionais/assets/2015/doing-deals-15.pdf</a> <a href="http://www.organicsbrasil.org/downloads/2016-ORGANICSBRASIL-biofach-section-feb-10.pdf">http://www.organicsbrasil.org/downloads/2016-ORGANICSBRASIL-biofach-section-feb-10.pdf</a> <a href="https://hbr.org/1983/05/the-globalization-of-markets">https://hbr.org/1983/05/the-globalization-of-markets</a> <a href="http://www.brazil.org.za/environmental-issues.html">http://www.brazil.org.za/environmental-issues.html</a> <a href="http://www.aboutbrazilmr.com/">http://www.aboutbrazilmr.com/</a> <a href="http://www.forbes.com/sites/onmarketing/2013/12/18/why-multinational-marketers-need-to-be-in-brazil/#104b064a2fb5">http://www.forbes.com/sites/onmarketing/2013/12/18/why-multinational-marketers-need-to-be-in-brazil/#104b064a2fb5</a> <a href="https://www.marketingweek.com/2012/02/09/breaking-into-brazil/">https://www.marketingweek.com/2012/02/09/breaking-into-brazil/</a> <a href="http://www.focus-economics.com/countries/brazil">http://www.focus-economics.com/countries/brazil</a> <a href="https://hbr.org/2015/11/strategies-for-succeeding-in-todays-brazil">https://hbr.org/2015/11/strategies-for-succeeding-in-todays-brazil</a>
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## DIGITAL GROWTH

<b>Course Code</b>	MSc.IMBDM2.MKCOR.0061
<b>ECTS Credits</b>	2
<b>Course Leader</b>	MONTEIRO, Plínio-EXT
<b>Synchronous</b>	18
<b>Discipline</b>	Marketing
<b>Program</b>	International Marketing and Business Development Belo Horizonte
<b>Prerequisites</b>	<b>No prerequisite. Bringing a personal laptop at every single class is compulsory.</b>
<b>Course Description</b>	To seize the immense potential presented by the digital ecosystem, modern companies must continuously optimize their digital offerings. 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 products features and customer journey. On top of that, students will be learning how to create innovative marketing channels such as chatbots and Augmented Reality
<b>Course Open to Exchange</b>	Belo /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte
<b>Evaluation</b>	
Final Examination (%)	60
Continuous Assessment (%)	40
<b>Academic reference</b>	Ellis, Sean, and Morgan Brown. Hacking Growth: How Today's Fastest-Growing Companies Drive Breakout Success. Crown Business, 2017



<b>Websites</b>	See Official website for Google Analytics: <a href="https://analytics.google.com/analytics/academy/">https://analytics.google.com/analytics/academy/</a> Wordpress: A Step-by-Step Beginners Guide to Build Your Own WordPress Website from Scratch. 2016 <a href="https://www.amazon.cn/gp/product/1539991849/ref=oh_aui_detailpage_o00_s00?ie=UTF8&amp;psc=1">https://www.amazon.cn/gp/product/1539991849/ref=oh_aui_detailpage_o00_s00?ie=UTF8&amp;psc=1</a> See also official website <a href="https://wordpress.org/">https://wordpress.org/</a> for more references.
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#### DIGITAL SALES: CHANNELS, TECH AND STRATEGY

<b>Course Code</b>	MSc.IMBDM2.MKELE.0237
<b>ECTS Credits</b>	2
<b>Course Leader</b>	MONTEIRO, Plínio-EXT
<b>Synchronous</b>	18
<b>Discipline</b>	Marketing
<b>Program</b>	International Marketing and Business Development Belo Horizonte
<b>Prerequisites</b>	Good understanding of the digital space, basic understanding of ecommerce, ie having bought a physical product online.
<b>Course Description</b>	Digital sales occur for both traditional businesses and digital businesses. Therefore, it is a contemporary phenomenon that solves customer pains and needs, through offering products and services and propagating images of people, brands, ideas, and concepts. The course aims to visit the fundamental areas of this phenomenon considering the strategy and business model, which are reflected in the choice of platforms and tactics in i) e-commerce and marketplaces, ii) sales in social media and videos (emphasis on Google ADS, YouTube, Linked In, Tik Tok and group tools from Meta), iii) programmatic media, algorithms and AI (Artificial Intelligence) applied to the offer and optimization of choices, iv) lead generation and the digital sales funnel, v) payment methods, pricing and logistics, vi) sales of digital products and gaming environment, vii) types, techniques and tactics of digital sales and viii) User Experience (UX) and digital consumer behavior. The course aims to provide the participants with integrated knowledge, enabling them to make decisions and participate in processes that include digital sales in future professional challenges in the market.
<b>Course Open to Exchange</b>	Belo /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte
<b>Evaluation</b>	
Final Examination (%)	40
Continuus	60

Assessment (%)	
<b>Academic reference</b>	<p><b>BOOKS</b></p> <p>Aminoff, J. (2016). <i>Social Selling Luxury: Increase Sales by Engaging in the Digital World (English Edition)</i>4.</p> <p>Berman, A. (2023). <i>The Cold Email Manifesto: How to fill your sales pipeline, convert like crazy and level up your business in 90 days or less (English Edition)</i>7.</p> <p>Blount, J. (2015). <i>Fanatical Prospecting: The Ultimate Guide to Opening Sales Conversations and Filling the Pipeline by Leveraging Social Selling, Telephone, Email, Text, and Cold Calling (English Edition)</i>3.</p> <p>Blount, J. (2020). <i>Virtual Selling: A Quick-Start Guide to Leveraging Video, Technology, and Virtual Communication Channels to Engage Remote Buyers and Close Deals Fast (English Edition)</i>8.</p> <p>Charest, T. (2022). <i>The Digital Sales Rep: Find and Close Your Target Clients Online With The 10 + 10 System (English Edition)</i>5.</p> <p>Hormozi, A. (2023). <i>\$100M Leads: How to Get Strangers To Want To Buy Your Stuff (Acquisition.com \$100M Series Book 2) (English Edition)</i>6.</p> <p>IEEE Xplore. (2021). <i>The Digital Transformation of Logistics: Demystifying Impacts of the Fourth Industrial Revolution</i>1.</p> <p>Rutter, M. (2023). <i>From Clicks to Clients: Proven Sales Strategies for the Digital Era (English Edition)</i></p> <p><b>ARTICLES</b></p> <p>Guenzi, P., &amp; Nijssen, E. J. (2023). The relationship between digital solution selling and value-based selling: a motivation-opportunity-ability (MOA) perspective. <i>European Journal of Marketing</i>, 57(3)3.</p> <p>Hassna, G., Rouibah, K., Lowry, P. B., Paliszkiwicz, J., &amp; Mdra-Sawicka, M. (2023). The roles of user interface design and uncertainty avoidance in B2C ecommerce success: Using evidence from three national cultures. <i>Electronic Commerce Research and Applications</i>6.</p> <p>He, X., &amp; Liu, Y. (2023). Knowledge evolutionary process of Artificial intelligence in E-commerce: Main path analysis and science mapping analysis. <i>Expert Systems with Applications</i>5.</p> <p>HubSpot. (2023). <i>Introduction to AI for Sales</i>12.</p> <p>Illescas Ortiz, R., &amp; Perales Viscasillas, P. (2012). The scope of the Common European Sales Law: B2B, goods, digital content and services. <i>Journal of International Trade Law and Policy</i>, 11(3), 241-2582.</p> <p>McKinsey &amp; Company. (2023). <i>AI-powered marketing and sales reach new heights with generative AI</i>11.</p> <p>Raj, A. S., Shagirbasha, S., &amp; Madhan, K. (2022). A model for lead conversions through cold calling in startup B2B services firms in India: a sense-making derivation. <i>South Asian Journal of Business Studies</i>, 11(3), 370-3841.</p> <p>Sinha, P., Shastri, A., &amp; Lorimer, S. E. (2023). <i>How Generative AI Will Change Sales</i>9.</p> <p>Zendesk. (2023). <i>The Role of AI and Machine Learning in Sales in 2023</i>1.</p>
<b>Websites</b>	<p>Statista:  <a href="https://skema.idm.oclc.org/login?auth=skema&amp;url=https://www.statista.com">https://skema.idm.oclc.org/login?auth=skema&amp;url=https://www.statista.com</a></p> <p>Marketline:  <a href="https://skema.idm.oclc.org/login?auth=skema&amp;url=https://advantage.marketline.com/Account/IPAccessLogin">https://skema.idm.oclc.org/login?auth=skema&amp;url=https://advantage.marketline.com/Account/IPAccessLogin</a></p> <p>Ecommerce Brasil: <a href="https://www.ecommercebrasil.com.br/">https://www.ecommercebrasil.com.br/</a></p>

	<p>Google Growth: <a href="https://grow.google/">https://grow.google/</a>  Meta: <a href="https://www.facebook.com/business">https://www.facebook.com/business</a>  Tik Tok: <a href="https://www.tiktok.com/business/en">https://www.tiktok.com/business/en</a>  You Tube: <a href="https://www.youtube.com/channel/UCwzySbzUWiKqG84jOnbeB1w">https://www.youtube.com/channel/UCwzySbzUWiKqG84jOnbeB1w</a>  You tube ADS  <a href="https://neilpatel.com/">https://neilpatel.com/</a>  <a href="https://www.gfk.com/trending-topics">https://www.gfk.com/trending-topics</a></p>
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## MARKETING ANALYTICS

<b>Course Code</b>	MSC.IMBM2.MKELE.0208
<b>ECTS Credits</b>	2
<b>Course Leader</b>	POULINGUE Genevieve
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	International Marketing and Business Development Belo Horizonte
<b>Prerequisites</b>	<b>digital literacy</b>
<b>Course Description</b>	<p>The capability to analyze and interpret market data and built models for decision making in marketing is becoming one of the leading skills required for nowadays market managers. This capability becomes increasingly important in the Big Data context, where data become the new gold for business opportunities and Machine Learning (ML) and Artificial Intelligence (AI) poses new competitive challenges for managers.</p> <p>Marketing analytics is a set of procedures, tools, and methods to collect, analyze, and interpret data to construct marketing KPIs and develop marketing decision making models. Raging from the marketing metrics and marketing modelling this course presents approaches and techniques for delivering valuable information to decision making in an era of widespread of huge volume valuable data that varies in terms of formats and reliability, in a fast-changing environment.</p>
<b>Course Open to Exchange</b>	Belo /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Raleigh
<b>Evaluation</b>	
Final Examination (%)	40
Continuous Assessment (%)	60
<b>Academic reference</b>	<p>Basic</p> <p>Aaker, David A. Marketing Research: International student version. John Wiley &amp; Sons, 2013. Language: English, Database: ScholarVox (eBook)</p> <p>Malhotra, N. K., &amp; Birks, D. F. (2017). Marketing Research: An Applied Approach. (Prentice Hall, Ed.) (5th ed.). Harlow.</p> <p>Complementary</p> <p>Aaker, David A. Marketing Research. 9th edition John Wiley &amp; Sons, 2006. Language: English, Database: ScholarVox (eBook).</p> <p>Churchill, Jr. Gilbert A. Marketing Research: Methodological Foundations. Thomson, 2005. Language: English, Database: ScholarVox (eBook)</p>

<b>Websites</b>	<p>WEBSITES</p> <p><a href="https://toolbox.google.com/datasetsearch">https://toolbox.google.com/datasetsearch</a></p> <p>Statista</p> <p>Our World in data: <a href="https://databank.worldbank.org/">https://databank.worldbank.org/</a></p> <p>Global EDGE</p> <p>Offstats</p> <p>EU</p> <p>Europages (European Business Directory)</p> <p>UN Comtrade Database</p> <p>World trade Association tariff data</p>
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#### LANGUAGE: PORTUGUESE ADVANCED FALL

<b>Course Code</b>	PGE.FINM1.LGCOR.4322
<b>ECTS Credits</b>	2
<b>Course Leader</b>	COELHO Fernanda
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	M1 ABM Belo Horizonte
<b>Prerequisites</b>	Have an advanced knowledge of Portuguese (students who have successfully passed the Advanced course in L3 or who have 300+ hours of prior study).
<b>Course Description</b>	This course is designed for students who have an advanced knowledge of Portuguese (students who have successfully passed the Intermediate (B1) course in L3 or who have 300+ hours of prior study). Students will enhance their ability to use Portuguese in the four skills (speaking, listening, reading and writing) in diverse and complex work and social contexts. Students will further enhance their understanding and writing of Portuguese in complex texts. By the end of this course, students will be able to communicate in a range of social and professional situations at an advanced level. The course aims to prepare students for a period of study or work abroad by further consolidating cultural awareness of Brazil, Portugal and other lusophone countries and by focusing on contemporary business-related issues. Overall, students will attain a level comparable to B2/C1 CEFR.
<b>Course Open to Exchange</b>	Belo /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris, Raleigh, Sophia
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	
<b>Websites</b>	<p>Português, O seu sítio da Língua Portuguesa : <a href="http://portugues.uol.com.br/">http://portugues.uol.com.br/</a></p> <p>Só Português : <a href="https://www.soportugues.com.br/">https://www.soportugues.com.br/</a></p> <p>Norma Culta, Língua Portuguesa em bom Português: <a href="https://www.normaculta.com.br/">https://www.normaculta.com.br/</a></p> <p>Dicio, Dicionário Online de Português : <a href="https://www.dicio.com.br/">https://www.dicio.com.br/</a></p>

LANGUAGE: PORTUGUESE BEGINNER I FALL

<b>Course Code</b>	PGE.FINM1.LGCOR.4323
<b>ECTS Credits</b>	2
<b>Course Leader</b>	COELHO Fernanda
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	M1 ABM Belo Horizonte
<b>Prerequisites</b>	There are no-prerequisites for this course.
<b>Course Description</b>	This course is designed for students with no prior knowledge of the language and offers an introduction to Portuguese language and lusophone culture. Students will study Portuguese pronunciation and develop knowledge of the language in all four skills at a basic level. By the end of this course, students will be able to communicate in a range of daily life situations at a basic level. The course aims to prepare students for a period of study abroad by increasing cultural awareness of Brazil, Portugal and other lusophone countries and to enable students to acquire language skills and attitudes for further study of Portuguese. Overall, this course prepares students to reach a level comparable to A1 CEFR.
<b>Course Open to Exchange</b>	Belo /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris, Raleigh, Sophia
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	
<b>Websites</b>	Português, O seu sítio da Língua Portuguesa : <a href="http://portugues.uol.com.br/">http://portugues.uol.com.br/</a> Só Português : <a href="https://www.soportugues.com.br/">https://www.soportugues.com.br/</a> Norma Culta, Língua Portuguesa em bom Português: <a href="https://www.normaculta.com.br/">https://www.normaculta.com.br/</a> Dicio, Dicionário Online de Português : <a href="https://www.dicio.com.br/">https://www.dicio.com.br/</a>

LANGUAGE: PORTUGUESE BEGINNER II FALL

<b>Course Code</b>	PGE.FINM1.LGCOR.4391
<b>ECTS Credits</b>	2
<b>Course Leader</b>	COELHO Fernanda
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	M1 ABM Belo Horizonte
<b>Prerequisites</b>	Pass at Portuguese Beginner I

<b>Course Description</b>	This course is designed for students with no prior knowledge of the language and offers an introduction to Portuguese language and lusophone culture. Students will study Portuguese pronunciation and develop knowledge of the language in all four skills at a basic level. By the end of this course, students will be able to communicate in a range of daily life situations at a basic level. The course aims to prepare students for a period of study abroad by increasing cultural awareness of Brazil, Portugal and other lusophone countries and to enable students to acquire language skills and attitudes for further study of Portuguese. Overall, this course prepares students to reach a level comparable to A1 CEFR.
<b>Course Open to Exchange</b>	Belo /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris, Raleigh, Sophia
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	
<b>Websites</b>	Português, O seu sítio da Língua Portuguesa : <a href="http://portugues.uol.com.br/">http://portugues.uol.com.br/</a> Só Português : <a href="https://www.soportugues.com.br/">https://www.soportugues.com.br/</a> Norma Culta, Língua Portuguesa em bom Português: <a href="https://www.normaculta.com.br/">https://www.normaculta.com.br/</a> Dicio, Dicionário Online de Português : <a href="https://www.dicio.com.br/">https://www.dicio.com.br/</a>

#### LANGUAGE: PORTUGUESE ELEMENTARY FALL

<b>Course Code</b>	PGE.FINM1.LGCOR.4324
<b>ECTS Credits</b>	2
<b>Course Leader</b>	COELHO Fernanda
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	M1 ABM Belo Horizonte
<b>Prerequisites</b>	Have an elementary knowledge of Portuguese and have approximately 100-150 hours of prior study.
<b>Course Description</b>	This course is designed for students who have an elementary knowledge of Portuguese and who have approximately 100-150 hours of prior study. Students will further develop their ability to use Portuguese in the four skills (speaking, listening, reading and writing), improve their pronunciation and increase their confidence in the language. By the end of this course, students will be able to deal with a diverse range of daily life situations and communicate on a range of familiar topics. The course aims to prepare students for a period of study abroad by increasing cultural awareness of Brazil, Portugal and other lusophone countries and to enable students to acquire language skills and attitudes for further study of Portuguese. Overall, students will attain a level comparable to A2 CEFR.

<b>Course Open to Exchange</b>	Belo /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris, Raleigh, Sophia
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	
<b>Websites</b>	Português, O seu sítio da Língua Portuguesa : <a href="http://portugues.uol.com.br/">http://portugues.uol.com.br/</a> Só Português : <a href="https://www.soportugues.com.br/">https://www.soportugues.com.br/</a> Norma Culta, Língua Portuguesa em bom Português: <a href="https://www.normaculta.com.br/">https://www.normaculta.com.br/</a> Dicio, Dicionário Online de Português : <a href="https://www.dicio.com.br/">https://www.dicio.com.br/</a>

#### LANGUAGE: PORTUGUESE INTERMEDIATE FALL

<b>Course Code</b>	PGE.FINM1.LGCOR.4325
<b>ECTS Credits</b>	2
<b>Course Leader</b>	COELHO Fernanda
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	M1 ABM Belo Horizonte
<b>Prerequisites</b>	Have an intermediate knowledge of Portuguese (students who have successfully passed the Intermediate course in L3 or who have approximately 200-250 hours of prior study).
<b>Course Description</b>	This course is designed for students who have an intermediate knowledge of Portuguese (students who have successfully passed the Intermediate course in L3 or who have approximately 200-250 hours of prior study). Students will further develop their ability to use Portuguese in the four skills (speaking, listening, reading and writing) in familiar work and social contexts. By the end of this course, students will be able to communicate in a range of social and professional situations at intermediate level. The course aims to prepare students for a period of study abroad by further consolidating cultural awareness of Brazil, Portugal and other lusophone countries and to enable students to acquire language skills and attitudes for further study of Portuguese. Overall, students will attain a level comparable to B1 CEFR.
<b>Course Open to Exchange</b>	Belo /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris, Raleigh, Sophia
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100

<b>Academic reference</b>	
<b>Websites</b>	Português, O seu sítio da Língua Portuguesa : <a href="http://portugues.uol.com.br/">http://portugues.uol.com.br/</a> Só Português : <a href="https://www.soportugues.com.br/">https://www.soportugues.com.br/</a> Norma Culta, Língua Portuguesa em bom Português: <a href="https://www.normaculta.com.br/">https://www.normaculta.com.br/</a> Dicio, Dicionário Online de Português : <a href="https://www.dicio.com.br/">https://www.dicio.com.br/</a>

#### LANGUAGE: PORTUGUESE POST-BEGINNER I FALL

<b>Course Code</b>	PGE.FINM1.LGCOR.4326
<b>ECTS Credits</b>	2
<b>Course Leader</b>	COELHO Fernanda
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	M1 ABM Belo Horizonte
<b>Prerequisites</b>	
<b>Course Description</b>	This course is designed for students who have a basic knowledge of Portuguese (students will have successfully passed the L3 Real Beginner (A0) course or have approximately 24 hours of prior study). Students will consolidate their pronunciation and their knowledge of the language in all four skills at a basic level. By the end of this course, students will be able to communicate in a range of simple daily life situations. The course aims to prepare students for a period of study abroad by increasing cultural awareness of Brazil, Portugal and other lusophone countries and to enable students to acquire language skills and attitudes for further study of Portuguese. Overall, students will attain a level comparable to A1 CEFR.
<b>Course Open to Exchange</b>	Belo /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris, Raleigh, Sophia
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	
<b>Websites</b>	Português, O seu sítio da Língua Portuguesa : <a href="http://portugues.uol.com.br/">http://portugues.uol.com.br/</a> Só Português : <a href="https://www.soportugues.com.br/">https://www.soportugues.com.br/</a> Norma Culta, Língua Portuguesa em bom Português: <a href="https://www.normaculta.com.br/">https://www.normaculta.com.br/</a> Dicio, Dicionário Online de Português : <a href="https://www.dicio.com.br/">https://www.dicio.com.br/</a>

#### LANGUAGE: PORTUGUESE POST-BEGINNER II FALL

<b>Course Code</b>	PGE.FINM1.LGCOR.4392
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<b>ECTS Credits</b>	2
<b>Course Leader</b>	COELHO Fernanda
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	M1 ABM Belo Horizonte
<b>Prerequisites</b>	Pass at the post Beginner I course
<b>Course Description</b>	This course is designed for students who have a basic knowledge of Portuguese (students will have successfully passed the L3 Real Beginner (A0) course or have approximately 24 hours of prior study). Students will consolidate their pronunciation and their knowledge of the language in all four skills at a basic level. By the end of this course, students will be able to communicate in a range of simple daily life situations. The course aims to prepare students for a period of study abroad by increasing cultural awareness of Brazil, Portugal and other lusophone countries and to enable students to acquire language skills and attitudes for further study of Portuguese. Overall, students will attain a level comparable to A1 CEFR.
<b>Course Open to Exchange</b>	Belo /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris, Raleigh, Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

## CORPORATE FINANCIAL MANAGEMENT

### CAPITAL BUDGETING

<b>Course Code</b>	MSC.CFMM2.FICOR.0140
<b>ECTS Credits</b>	2
<b>Course Leader</b>	IYIDOGAN Engin
<b>Synchronous</b>	18
<b>Discipline</b>	Finance
<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	<b>Master1</b> Accounting prerequisites corporate finance prerequisites
<b>Course Description</b>	The main objective of this course is to teach students how to make effective capital budgeting decisions as financial managers. Focusing on asset valuation, this course emphasis on the evaluation of cash flows that is fundamental to the capital budgeting decision. Starting with a general introduction to the framework of corporate finance, students will learn (i) methods to evaluate projects and investment rules, (ii) skills to analyze risk and return of various projects, and finally (iii) the different ways of raising capital in a corporation.
<b>Course Open to Exchange</b>	Belo /Fall;#Sophia /Fall;#Suzhou /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Paris, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	60
Continuous Assessment (%)	40
<b>Academic reference</b>	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings :
<b>Websites</b>	

### CAPITAL STRUCTURE AND DIVIDEND POLICY

<b>Course Code</b>	MSC.CFMM2.FICOR.0141
<b>ECTS Credits</b>	2
<b>Course Leader</b>	RENUCCI Céline
<b>Synchronous</b>	18
<b>Discipline</b>	Finance
<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	<b>Basics on Financial Markets</b>
<b>Course Description</b>	The main objective of this course is to teach students the fundamentals of capital structure in a company and how to make effective dividend policies as financial managers. Focusing on the nature of debt and equity, this course emphasis on the effects of financing the company through debt and equity. Starting with a general introduction to the framework of debt and

	equity valuation, students will learn (i) importance of capital structure and limits to the use of debt, (ii) the cost of capital in a leveraged firm, and finally (iii) the principles of setting dividend policy in a company.
<b>Course Open to Exchange</b>	Belo /Fall;#Suzhou /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Paris, Suzhou
<b>Evaluation</b>	
Final Examination (%)	60
Continuous Assessment (%)	40
<b>Academic reference</b>	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings :
<b>Websites</b>	

### CAREER MANAGEMENT 1

<b>Course Code</b>	MSC.SFFM2.FICOR.0012
<b>ECTS Credits</b>	1
<b>Course Leader</b>	ANDRE Nathalie
<b>Synchronous</b>	6
<b>Discipline</b>	Autre
<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	-
<b>Course Description</b>	Devellop knowledge and skills about recrutement situation
<b>Course Open to Exchange</b>	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Dubaï, Lille, Paris, Raleigh, Sophia
<b>Evaluation</b>	
Final Examination (%)	40
Continuous Assessment (%)	60
<b>Academic reference</b>	Talent and careers HUB Création du profil personnel
<b>Websites</b>	

### CORPORATE TREASURY MANAGEMENT

<b>Course Code</b>	MSC.CFMM2.FICOR.0142
<b>ECTS Credits</b>	2
<b>Course Leader</b>	GROSLAMBERT Bertrand
<b>Synchronous</b>	18
<b>Discipline</b>	Finance
<b>Program</b>	Corporate Financial Management

<b>Prerequisites</b>	None
<b>Course Description</b>	<p>The main objective of this course is to introduce students to the different financial instruments used for treasury management in a company. It prepares students to make treasury management decisions as financial managers.</p> <p>The first part of the course focus on the financial markets, this course introduces the various financial instruments and the mechanism of financial markets. Starting with a general introduction to the financial markets, students will learn (i) how each market functions, (ii) the specifics of various financial instruments, and finally (iii) the foundations of investment management.</p> <p>The second part of the course focus on the banking system, and evaluation of credit risks, as students learn how financial managers work with the corporate banks in the treasury management process.</p>
<b>Course Open to Exchange</b>	Belo /Fall;#Sophia /Fall;#Suzhou /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Paris, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	60
Continuous Assessment (%)	40
<b>Academic reference</b>	
<b>Websites</b>	

#### CORPORATE VALUATION METHODS

<b>Course Code</b>	MSC.CFMM2.FICOR.0138
<b>ECTS Credits</b>	2
<b>Course Leader</b>	CHIKH Sabrina
<b>Synchronous</b>	18
<b>Discipline</b>	Finance
<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	<p>Advanced understanding of Corporate Finance acquired through intensive reading of Vernimmen (Pascal Quiry) or any advanced corporate finance book. A paper version is often the best format for learning.</p> <p>Daily reading of Financial Times or Wall Street Journal is a non-negotiable daily routine of any financial professional hence including you as a new member of tomorrow's financial expert.</p>
<b>Course Description</b>	<p>Analysing financial statements and valuing firms is an integrated process in which the student must understand industry competitive dynamics, firm strategy, accounting information content and quality, profitability and risk assessment, forecasting, and valuation models. This course strives to integrate these six components of the process. Interpreting profitability and risk ratios requires an understanding of the economic characteristics of the industries in which a firm competes and the business strategies a firm has selected to compete in those industries. The student should not naively</p>

	accept reported financial statement information when performing profitability and risk analysis but should first assess its quality and make appropriate adjustments. Forecasts of future earnings, cash flows, and dividends provide the bases for valuing a firm. The students will analyse a listed company applying the theories of the course terminating with individual report of approximately 10 pages and a fully integrated excel model.
<b>Course Open to Exchange</b>	Belo /Fall;#Sophia /Fall;#Suzhou /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Paris, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	James M. WAHLEN, Stephen BAGINSKI, Mark BRADSHAW, Financial Reporting, Financial Statement Analysis and Valuation, A Strategic Perspective, 8th Edition, 2015, Cengage,
<b>Websites</b>	www.ft.com www.wsj.com www.vernimmen.net Damodaran Stern University

#### FINANCIAL MARKETS AND PRODUCTS

<b>Course Code</b>	MSC.CFMM2.FICOR.0150
<b>ECTS Credits</b>	2
<b>Course Leader</b>	CARVALHO, Monica-EXT
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	None
<b>Course Description</b>	This course is designed to provide students with a broad view of the functioning of Financial Markets, while introducing them to the main products. The focus is on integrating this knowledge to the reality of companies and what are the instruments they use to access financing sources.
<b>Course Open to Exchange</b>	Belo /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50

<b>Academic reference</b>	"GARPs proprietary Financial Markets and Products book Financial Risk Manager Handbook Plus Test Bank (Jorion, 2010). Chapter 6, 7, 8, 9, 10, 11 and 18."
<b>Websites</b>	www.garp.org

## FINANCIAL REPORTING AND ANALYSIS

<b>Course Code</b>	MSC.CFMM2.FICOR.0139
<b>ECTS Credits</b>	2
<b>Course Leader</b>	CHIKH Sabrina
<b>Synchronous</b>	18
<b>Discipline</b>	Finance
<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	<b>Fundamentals of Accounting</b>
<b>Course Description</b>	<p>This module aims to prepare students for an in-depth examination and comprehensive analysis of various financial accounting topics. It introduces the students to the basic framework of international financial reporting standards (IFRS). Nowadays, financial reporting objectives are much broader than just crunching or generating numbers.</p> <p>This course will illustrate that reporting involves a comprehensive knowledge of businesses in order to provide the information required by the many stakeholders. The main objective of this course is to develop students analytical skills and critical assessment of individual financial statements, and/or consolidated integrated annual reports in an international environment.</p>
<b>Course Open to Exchange</b>	Belo /Fall;#Sophia /Fall;#Suzhou /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Paris, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	60
Continuous Assessment (%)	40
<b>Academic reference</b>	<p>Lectures obligatoires / Required readings :</p> <p>Lectures Recommandées / Recommended readings :</p> <p>1. Robinson Alexander D., Britton A., Jorissen A., Hoogendoorn M. &amp; Van Mourik C. (2017), International Financial Reporting and Analysis, 7th Edition, Cengage Learning EMEA.</p> <p>2. Th., Henry E. Pirie W. &amp; Broihahn M. (2015), International Financial Statement Analysis, 3rd Edition, CFA Institute Investment Series, John Wiley &amp; Sons,</p>
<b>Websites</b>	

## GOVERNANCE AND SUSTAINABLE FINANCE

<b>Course Code</b>	MSC.CFMM2.FICOR.0130
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<b>ECTS Credits</b>	2
<b>Course Leader</b>	SAIDANE Dhafer
<b>Synchronous</b>	18
<b>Discipline</b>	Finance
<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	<b>Principles of Finance and Strategic Management.</b>
<b>Course Description</b>	The course describes the operational risks that the companies have to deal with. It also provides a deep approach the organization of a modern corporation and ethics matter in Business. Corporate governance is discussed from different perspectives. An overview of international practice is also provided.
<b>Course Open to Exchange</b>	Belo /Fall;#Suzhou /Spring
<b>Semester</b>	fall, spring
<b>Campus</b>	Belo Horizonte, Sophia, Suzhou
<b>Evaluation</b>	
Final Examination (%)	60
Continuous Assessment (%)	40
<b>Academic reference</b>	Lectures obligatoires / Required readings: (...). Lectures Recommandées / Recommended readings: (...).
<b>Websites</b>	

#### INTRODUCTION TO PYTHON & BLOCKCHAIN AND CRYPTO ASSETS

<b>Course Code</b>	MSC.CFMM2.FICOR.0215
<b>ECTS Credits</b>	2
<b>Course Leader</b>	HOFFERT, Antonio-EXT
<b>Synchronous</b>	18
<b>Discipline</b>	Finance
<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	
<b>Course Description</b>	
<b>Course Open to Exchange</b>	Belo /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	
<b>Websites</b>	

## POWER BI AND AI BELO

<b>Course Code</b>	MSC.CFMM2.FICOR.0200
<b>ECTS Credits</b>	1
<b>Course Leader</b>	SAIDANE Dhafer
<b>Synchronous</b>	12
<b>Discipline</b>	Autre
<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	NO
<b>Course Description</b>	<p>1- Introduction (Finance IA Business analysis Business Intelligence-modification in the market)</p> <p>2- Importing data from an excel, from the web, heterogenous data, sources</p> <p>3- Pre-treatments and transforming data (adding, deleting, appending data), why?? Practical cases</p> <p>4- Visualisation (axe, extraction information from the graphs)</p> <p>5- Still missing the information: What to do =&gt; to enrich the data</p> <p>6- Introduction to IA, model, machine learning, supervised/unsupervised model</p> <p>7- Use the Dataflows (inputs) =&gt; with the appropriate learning algorithm</p> <p>8- Reporting</p> <p>9- Advantages of using Power BI:</p> <ul style="list-style-type: none"> <li>- no need to get well the ML skills (prediction/ regression/ classifications, )</li> <li>- updating data and reports automatically</li> <li>-</li> </ul> <p>10- disadvantage/ limitation:</p> <ul style="list-style-type: none"> <li>- Visual configuration</li> <li>- Not the easiest to deal with</li> <li>- Slow when dealing with Big Data</li> <li>-</li> </ul> <p>10- Example with Financial Data</p> <ul style="list-style-type: none"> <li>- Selecting data</li> <li>- Fields, outputs type</li> <li>- Using automatic ML <ul style="list-style-type: none"> <li>o Binary Prediction</li> <li>o Classification model</li> <li>o Prediction model</li> </ul> </li> </ul>
<b>Course Open to Exchange</b>	Belo /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte
<b>Evaluation</b>	
Final Examination (%)	40
Continuous Assessment (%)	60
<b>Academic reference</b>	
<b>Websites</b>	



## APPLIED RESEARCH IN FINANCE

<b>Course Code</b>	MSC.CFMM2.FICOR.0182
<b>ECTS Credits</b>	1
<b>Course Leader</b>	DE SOUZA BARBOSA Klenio
<b>Synchronous</b>	6
<b>Discipline</b>	Autre
<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	The students are expected to have basic knowledge about main topics in finance and in financial intermediation, and some knowledge of basic statistical methods.
<b>Course Description</b>	The aim of the course is to train students to benchmark existing discipline-based knowledge and develop strategies for keeping up to date with new techniques or issues in both an academic research and a practitioner environment.
<b>Course Open to Exchange</b>	Belo /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte
<b>Evaluation</b>	
Final Examination (%)	60
Continuous Assessment (%)	40
<b>Academic reference</b>	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings : Biggam, J., 2008. Succeeding with Your Master's Dissertation : A step-by-step handbook, McGraw-Hill. Available online on La Fusée website in Cyberlibris / Scholarvox:
<b>Websites</b>	<a href="http://ezp.skema.edu:2057/bookshelf/list/folderid/62679">http://ezp.skema.edu:2057/bookshelf/list/folderid/62679</a> Additional references will be provided by the instructor during the class.

## FINANCIAL MODELLING I

<b>Course Code</b>	MSC.CFMM2.FICOR.0024
<b>ECTS Credits</b>	2
<b>Course Leader</b>	CHIKH Sabrina
<b>Synchronous</b>	18
<b>Discipline</b>	Finance
<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	Basic knowledge of computer use and worksheets
<b>Course Description</b>	This course provides : I. Introduction to Excels basic features II. A selection of useful tips and tools III. Excels most useful functions
<b>Course Open to Exchange</b>	Belo /Fall;#Sophia /Fall
<b>Semester</b>	fall

<b>Campus</b>	Belo Horizonte, Sophia
<b>Evaluation</b>	
Final Examination (%)	30
Continuous Assessment (%)	70
<b>Academic reference</b>	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings :
<b>Websites</b>	

#### FINANCIAL RISK MANAGEMENT TRAINING

<b>Course Code</b>	MSC.CFMM2.FIELE.0167
<b>ECTS Credits</b>	2
<b>Course Leader</b>	CARVALHO, Monica-EXT
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	<b>Financial Risk Management</b>
<b>Course Description</b>	The course prepares students for the FRM Certification; the FRM is a professional certification offered by the Global Association of Risk Professionals (GARP). It is recognized in every major market, being the leading certification for risk managers. Usually taken in one year, it is consistently in demand by nearly every major bank and companies in the world. By taking this course and proceeding to obtain the certification, students may increase their employability, as it is viewed as the globally recognized gold standard for risk professionals. The course may be taught by one or more specialized professors, who guide and follow up with students in their preparation for the FRM exams.
<b>Course Open to Exchange</b>	Belo /Fall;#Belo /Spring
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte
<b>Evaluation</b>	
Final Examination (%)	60
Continuous Assessment (%)	40
<b>Academic reference</b>	FRM Certification / GARP proprietary manuals and all bibliography used in the whole Financial Risk Management track.
<b>Websites</b>	<a href="http://www.garp.org">www.garp.org</a>

#### CORPORATE FINANCE PREQUISITES

<b>Course Code</b>	MSC.CFMM2.FIELE.0147
<b>ECTS Credits</b>	0
<b>Course Leader</b>	CHIKH Sabrina

<b>Synchronous</b>	6
<b>Discipline</b>	Finance
<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	This is an introductory course in preparation for Corporate Finance, therefore requirements for this preparatory stage are restricted to the use of basic financial mathematics & calculation.
<b>Course Description</b>	In this six-hour preparation course students will be acquainted with introductory concepts and practice necessary for the further development of Capital Budgeting, Dividend policies, corporate valuation to be explored in the whole CFM program.
<b>Course Open to Exchange</b>	Belo /Fall;#Paris /Fall;#Suzhou /Fall;#Belo /Spring
<b>Semester</b>	fall, spring
<b>Campus</b>	Belo Horizonte, Paris, Suzhou
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	Ross, Stephen A. Fundamentals of Corporate Finance. Toronto: McGraw-Hill Ryerson, 2002. Chapters 1 - 4.
<b>Websites</b>	

#### EXCEL PREREQUISITES

<b>Course Code</b>	MSC.CFMM2.FIELE.0136
<b>ECTS Credits</b>	0
<b>Course Leader</b>	CHIKH Sabrina
<b>Synchronous</b>	6
<b>Discipline</b>	Autre
<b>Program</b>	Corporate Financial Management
<b>Prerequisites</b>	Very basic knowledge about Excel
<b>Course Description</b>	Guided applied exercises
<b>Course Open to Exchange</b>	Belo /Fall;#Belo /Spring
<b>Semester</b>	fall, spring
<b>Campus</b>	Belo Horizonte, Paris
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

LANGUAGE: PORTUGUESE ADVANCED FALL

<b>Course Code</b>	PGE.FINM1.LGCOR.4322
<b>ECTS Credits</b>	2
<b>Course Leader</b>	COELHO Fernanda
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	M1 ABM Belo Horizonte
<b>Prerequisites</b>	Have an advanced knowledge of Portuguese (students who have successfully passed the Advanced course in L3 or who have 300+ hours of prior study).
<b>Course Description</b>	This course is designed for students who have an advanced knowledge of Portuguese (students who have successfully passed the Intermediate (B1) course in L3 or who have 300+ hours of prior study). Students will enhance their ability to use Portuguese in the four skills (speaking, listening, reading and writing) in diverse and complex work and social contexts. Students will further enhance their understanding and writing of Portuguese in complex texts. By the end of this course, students will be able to communicate in a range of social and professional situations at an advanced level. The course aims to prepare students for a period of study or work abroad by further consolidating cultural awareness of Brazil, Portugal and other lusophone countries and by focusing on contemporary business-related issues. Overall, students will attain a level comparable to B2/C1 CEFR.
<b>Course Open to Exchange</b>	Belo /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris, Raleigh, Sophia
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	
<b>Websites</b>	Português, O seu sítio da Língua Portuguesa : <a href="http://portugues.uol.com.br/">http://portugues.uol.com.br/</a> Só Português : <a href="https://www.soportugues.com.br/">https://www.soportugues.com.br/</a> Norma Culta, Língua Portuguesa em bom Português: <a href="https://www.normaculta.com.br/">https://www.normaculta.com.br/</a> Dicio, Dicionário Online de Português : <a href="https://www.dicio.com.br/">https://www.dicio.com.br/</a>

LANGUAGE: PORTUGUESE BEGINNER I FALL

<b>Course Code</b>	PGE.FINM1.LGCOR.4323
<b>ECTS Credits</b>	2
<b>Course Leader</b>	COELHO Fernanda
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	M1 ABM Belo Horizonte

<b>Prerequisites</b>	There are no-prerequisites for this course.
<b>Course Description</b>	This course is designed for students with no prior knowledge of the language and offers an introduction to Portuguese language and lusophone culture. Students will study Portuguese pronunciation and develop knowledge of the language in all four skills at a basic level. By the end of this course, students will be able to communicate in a range of daily life situations at a basic level. The course aims to prepare students for a period of study abroad by increasing cultural awareness of Brazil, Portugal and other lusophone countries and to enable students to acquire language skills and attitudes for further study of Portuguese. Overall, this course prepares students to reach a level comparable to A1 CEFR.
<b>Course Open to Exchange</b>	Belo /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris, Raleigh, Sophia
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	
<b>Websites</b>	Português, O seu sítio da Língua Portuguesa : <a href="http://portugues.uol.com.br/">http://portugues.uol.com.br/</a> Só Português : <a href="https://www.soportugues.com.br/">https://www.soportugues.com.br/</a> Norma Culta, Língua Portuguesa em bom Português: <a href="https://www.normaculta.com.br/">https://www.normaculta.com.br/</a> Dicio, Dicionário Online de Português : <a href="https://www.dicio.com.br/">https://www.dicio.com.br/</a>

#### LANGUAGE: PORTUGUESE BEGINNER II FALL

<b>Course Code</b>	PGE.FINM1.LGCOR.4391
<b>ECTS Credits</b>	2
<b>Course Leader</b>	COELHO Fernanda
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	M1 ABM Belo Horizonte
<b>Prerequisites</b>	<b>Pass at Portuguese Beginner I</b>
<b>Course Description</b>	This course is designed for students with no prior knowledge of the language and offers an introduction to Portuguese language and lusophone culture. Students will study Portuguese pronunciation and develop knowledge of the language in all four skills at a basic level. By the end of this course, students will be able to communicate in a range of daily life situations at a basic level. The course aims to prepare students for a period of study abroad by increasing cultural awareness of Brazil, Portugal and other lusophone countries and to enable students to acquire language skills and attitudes for further study of Portuguese. Overall, this course prepares students to reach a level comparable to A1 CEFR.

<b>Course Open to Exchange</b>	Belo /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris, Raleigh, Sophia
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	
<b>Websites</b>	Português, O seu sítio da Língua Portuguesa : <a href="http://portugues.uol.com.br/">http://portugues.uol.com.br/</a> Só Português : <a href="https://www.soportugues.com.br/">https://www.soportugues.com.br/</a> Norma Culta, Língua Portuguesa em bom Português: <a href="https://www.normaculta.com.br/">https://www.normaculta.com.br/</a> Dicio, Dicionário Online de Português : <a href="https://www.dicio.com.br/">https://www.dicio.com.br/</a>

#### LANGUAGE: PORTUGUESE ELEMENTARY FALL

<b>Course Code</b>	PGE.FINM1.LGCOR.4324
<b>ECTS Credits</b>	2
<b>Course Leader</b>	COELHO Fernanda
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	M1 ABM Belo Horizonte
<b>Prerequisites</b>	Have an elementary knowledge of Portuguese and have approximately 100-150 hours of prior study.
<b>Course Description</b>	This course is designed for students who have an elementary knowledge of Portuguese and who have approximately 100-150 hours of prior study. Students will further develop their ability to use Portuguese in the four skills (speaking, listening, reading and writing), improve their pronunciation and increase their confidence in the language. By the end of this course, students will be able to deal with a diverse range of daily life situations and communicate on a range of familiar topics. The course aims to prepare students for a period of study abroad by increasing cultural awareness of Brazil, Portugal and other lusophone countries and to enable students to acquire language skills and attitudes for further study of Portuguese. Overall, students will attain a level comparable to A2 CEFR.
<b>Course Open to Exchange</b>	Belo /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris, Raleigh, Sophia
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	

<b>Websites</b>	Português, O seu sítio da Língua Portuguesa : <a href="http://portugues.uol.com.br/">http://portugues.uol.com.br/</a> Só Português : <a href="https://www.soportugues.com.br/">https://www.soportugues.com.br/</a> Norma Culta, Língua Portuguesa em bom Português: <a href="https://www.normaculta.com.br/">https://www.normaculta.com.br/</a> Dicio, Dicionário Online de Português : <a href="https://www.dicio.com.br/">https://www.dicio.com.br/</a>
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#### LANGUAGE: PORTUGUESE INTERMEDIATE FALL

<b>Course Code</b>	PGE.FINM1.LGCOR.4325
<b>ECTS Credits</b>	2
<b>Course Leader</b>	COELHO Fernanda
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	M1 ABM Belo Horizonte
<b>Prerequisites</b>	Have an intermediate knowledge of Portuguese (students who have successfully passed the Intermediate course in L3 or who have approximately 200-250 hours of prior study).
<b>Course Description</b>	This course is designed for students who have an intermediate knowledge of Portuguese (students who have successfully passed the Intermediate course in L3 or who have approximately 200-250 hours of prior study). Students will further develop their ability to use Portuguese in the four skills (speaking, listening, reading and writing) in familiar work and social contexts. By the end of this course, students will be able to communicate in a range of social and professional situations at intermediate level. The course aims to prepare students for a period of study abroad by further consolidating cultural awareness of Brazil, Portugal and other lusophone countries and to enable students to acquire language skills and attitudes for further study of Portuguese. Overall, students will attain a level comparable to B1 CEFR.
<b>Course Open to Exchange</b>	Belo /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris, Raleigh, Sophia
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	
<b>Websites</b>	Português, O seu sítio da Língua Portuguesa : <a href="http://portugues.uol.com.br/">http://portugues.uol.com.br/</a> Só Português : <a href="https://www.soportugues.com.br/">https://www.soportugues.com.br/</a> Norma Culta, Língua Portuguesa em bom Português: <a href="https://www.normaculta.com.br/">https://www.normaculta.com.br/</a> Dicio, Dicionário Online de Português : <a href="https://www.dicio.com.br/">https://www.dicio.com.br/</a>

LANGUAGE: PORTUGUESE POST-BEGINNER I FALL

<b>Course Code</b>	PGE.FINM1.LGCOR.4326
<b>ECTS Credits</b>	2
<b>Course Leader</b>	COELHO Fernanda
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	M1 ABM Belo Horizonte
<b>Prerequisites</b>	
<b>Course Description</b>	This course is designed for students who have a basic knowledge of Portuguese (students will have successfully passed the L3 Real Beginner (A0) course or have approximately 24 hours of prior study). Students will consolidate their pronunciation and their knowledge of the language in all four skills at a basic level. By the end of this course, students will be able to communicate in a range of simple daily life situations. The course aims to prepare students for a period of study abroad by increasing cultural awareness of Brazil, Portugal and other lusophone countries and to enable students to acquire language skills and attitudes for further study of Portuguese. Overall, students will attain a level comparable to A1 CEFR.
<b>Course Open to Exchange</b>	Belo /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris, Raleigh, Sophia
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	
<b>Websites</b>	Português, O seu sítio da Língua Portuguesa : <a href="http://portugues.uol.com.br/">http://portugues.uol.com.br/</a> Só Português : <a href="https://www.soportugues.com.br/">https://www.soportugues.com.br/</a> Norma Culta, Língua Portuguesa em bom Português: <a href="https://www.normaculta.com.br/">https://www.normaculta.com.br/</a> Dicio, Dicionário Online de Português : <a href="https://www.dicio.com.br/">https://www.dicio.com.br/</a>

LANGUAGE: PORTUGUESE POST-BEGINNER II FALL

<b>Course Code</b>	PGE.FINM1.LGCOR.4392
<b>ECTS Credits</b>	2
<b>Course Leader</b>	COELHO Fernanda
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	M1 ABM Belo Horizonte
<b>Prerequisites</b>	Pass at the post Beginner I course
<b>Course Description</b>	This course is designed for students who have a basic knowledge of Portuguese (students will have successfully passed the L3 Real Beginner (A0) course or have approximately 24 hours of prior study). Students will consolidate their pronunciation and their knowledge of the language in all



	<p>four skills at a basic level. By the end of this course, students will be able to communicate in a range of simple daily life situations. The course aims to prepare students for a period of study abroad by increasing cultural awareness of Brazil, Portugal and other lusophone countries and to enable students to acquire language skills and attitudes for further study of Portuguese.</p> <p>Overall, students will attain a level comparable to A1 CEFR.</p>
<b>Course Open to Exchange</b>	Belo /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris, Raleigh, Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	

## INTERNATIONAL BUSINESS

### AI FOR INTERNATIONAL BUSINESS

<b>Course Code</b>	MSC.IBRM2.STCOR.0034
<b>ECTS Credits</b>	2
<b>Course Leader</b>	EZZEROUALI Amine
<b>Synchronous</b>	18
<b>Discipline</b>	Business Analytics, Data Science & AI
<b>Program</b>	International Business
<b>Prerequisites</b>	None
<b>Course Description</b>	<p>Artificial Intelligence, or AI, is a very trendy word and a subject of multiple interpretations, some of which may converge or diverge. There is one fact however that is common for all actors- researchers, politicians, and practitioners alike: AI is transforming our societies, our businesses, our lives. This transformative impact is at the core of this course.</p> <p>Indeed, the purpose of the course is to help future International Business professionals deal with AI and use it as a tool to help improve the performance of their teams and their organizations.</p> <p>From a theoretical perspective, we will start by breaking down the meaning behind AI terminology (Machine Learning, Data Science, Neural Networks, etc.). We will then explore how International Trade and Global Businesses react to and deal with AI development and spread.</p> <p>From a practical perspective, we will be exploring and testing one of the most used zero/low code platforms for AI: the Microsoft PowerApps Platform. The core philosophy of the course being the "Citizen Developer" approach to AI.</p>
<b>Course Open to Exchange</b>	Belo /Fall;#Paris /Fall;#Suzhou /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Dubai, Paris, Suzhou
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	<p>Stuart, R., &amp; Peter, N. (2016). Artificial intelligence-a modern approach 3rd ed.</p> <p>Akerkar, R. (2018). Artificial intelligence for business. Springer.</p> <p>Yao, M., Zhou, A., &amp; Jia, M. (2018). Applied artificial intelligence: A handbook for business leaders. Topbots Inc..</p>
<b>Websites</b>	<p><a href="https://skemagloballab.io/">https://skemagloballab.io/</a></p> <p><a href="https://sloanreview.mit.edu/tag/artificial-intelligence/">https://sloanreview.mit.edu/tag/artificial-intelligence/</a></p> <p><a href="https://www.csail.mit.edu/">https://www.csail.mit.edu/</a></p> <p><a href="http://news.mit.edu/topic/artificial-intelligence2">http://news.mit.edu/topic/artificial-intelligence2</a></p>

## CAREER MANAGEMENT 1

<b>Course Code</b>	MSC.SFFM2.FICOR.0012
<b>ECTS Credits</b>	1
<b>Course Leader</b>	ANDRE Nathalie
<b>Synchronous</b>	6
<b>Discipline</b>	Autre
<b>Program</b>	International Business
<b>Prerequisites</b>	-
<b>Course Description</b>	Develop knowledge and skills about recruitment situation
<b>Course Open to Exchange</b>	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Dubaï, Lille, Paris, Raleigh, Sophia
<b>Evaluation</b>	
Final Examination (%)	40
Continuous Assessment (%)	60
<b>Academic reference</b>	Talent and careers HUB Création du profil personnel
<b>Websites</b>	

## ENVIRONMENTAL, SUSTAINABILITY AND DEVELOPMENT ISSUES IN INTERNATIONAL BUSINESS

<b>Course Code</b>	MSC.IBBM2.STCOR.0034
<b>ECTS Credits</b>	2
<b>Course Leader</b>	DE MAGALHAES ALVIM, Flavia-EXT
<b>Synchronous</b>	18
<b>Discipline</b>	Management & Organisation
<b>Program</b>	International Business
<b>Prerequisites</b>	No
<b>Course Description</b>	The course will introduce students to different aspects of sustainable development, exploring the significance of sustainability as an environmental, social and economic concept and as a principle for business action. We will guide students to develop the knowledge and skills to understand the relationships between business, society and the environment, with special focus on the African context. The ultimate purpose of this course is to prepare students to detect and explore business opportunities bringing social change and promoting sustainability especially in Brazil.
<b>Course Open to Exchange</b>	Belo /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte
<b>Evaluation</b>	
Final Examination (%)	40
Continuous Assessment (%)	60

<b>Academic reference</b>	
<b>Websites</b>	

#### GLOBAL LEADERSHIP: A BRAZILIAN PERSPECTIVE

<b>Course Code</b>	MSC.IBNM2.STCOR.0038
<b>ECTS Credits</b>	2
<b>Course Leader</b>	CARVALHO, Monica-EXT
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	International Business
<b>Prerequisites</b>	n/a
<b>Course Description</b>	This course aims to explore the theory and practice of global leadership, its main trends and impact on organizations, from a Brazilian perspective and experience. Intercultural elements and organizational behavior are important features in the course. The shared practical experience of leaders from different situations and places allows us to identify concrete steps to enhancing global leadership competence, and to be cognizant of common leadership challenges. Learning about organizational behavior provides a great opportunity to develop leadership skills and to reflect on own behavioral tendencies.
<b>Course Open to Exchange</b>	Belo /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	Textbooks Required: Goldsmith, M., Greenberg, Cathy, L., Robertson Al., & Hu-Chan, M. (2003). Global Leadership. The next generation. Upper Saddle River, NJ: Prentice Hall. Gundling, E., Hogan, T. & Cvitkovich (2011). What is Global Leadership. 10 key behaviors that define great global. London/Boston: Nicholas Brealey Publishing. Robbins, S. P. & Judge, T. A. (2013). Organizational Behavior. 15th edition. New Jersey: Prentice Hall. Complementary: Covey, S. (2013). The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change. New York: Simon & Schuster; Anniversary Edition. Goleman, D. (2005). Emotional Intelligence: Why It Can Matter More Than IQ. Bantam Books; 10th Anniversary edition Kets De Vries, M. F. R. (2001). The leadership mystique: a user's manual for the human enterprise. London: Person Education Limited.

	<p>Kouzes, J. M. &amp; Posner, B. (2012). The Leadership Challenge. How to Make Extraordinary Things Happen in Organizations. 5th edition. San Francisco (CA): Jossey-Bass.</p> <p>Newstrom, J. W. (2014). Organizational Behavior: Human Behavior at Work. 14th edition. McGraw-Hill/Irwin.</p> <p>Schein, E. H. (2004). Organizational culture and leadership. 3. ed. San Francisco: Jossey-Bass.</p> <p>Schermerhorn, J. R. Jr, Osborn, R. N., Uhl-Bien, M., Hunt, J. G. (2011). Organizational Behavior. 12th edition. John Wiley &amp; Sons.</p> <p>Senge, P. at al. (2008). Presence: Human Purpose and the Field of the Future. Crown Business; Reprint edition.</p> <p>Academic Articles (to be included throughout the course)</p>
<b>Websites</b>	

### GLOBAL SUPPLY CHAINS

<b>Course Code</b>	MSC.IBBM2.STCOR.0035
<b>ECTS Credits</b>	2
<b>Course Leader</b>	POULINGUE Genevieve
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	International Business
<b>Prerequisites</b>	N/a
<b>Course Description</b>	Key objective of the course is to introduce students into the business challenges and solutions of supply chain management in a global environment. Students should learn to identify and analyze specific basic and global supply chain management problems and relate it to theories, methods, and adaptable solutions. For the application and discussion of solutions they should acquire knowledge on concepts, structures, tools and processes, which are necessary for the management of global supply chains as well as on their application context of global supply chain management issues. Finally, the students should learn to demonstrate the use of Total Cost Mind and SCM terminology that is central to this course.
<b>Course Open to Exchange</b>	Belo /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte
<b>Evaluation</b>	
Final Examination (%)	60
Continuous Assessment (%)	40
<b>Academic reference</b>	A variety of white papers, articles, blogs, websites, news stories, etc. will be added to required readings.
<b>Websites</b>	

## GLOBALIZATION: RISKS, CHALLENGES AND OPPORTUNITIES FOR LATIN AMERICA

<b>Course Code</b>	MSC.IBNM2.STCOR.0037
<b>ECTS Credits</b>	2
<b>Course Leader</b>	POULINGUE Genevieve
<b>Synchronous</b>	18
<b>Discipline</b>	Autre
<b>Program</b>	International Business
<b>Prerequisites</b>	n/a
<b>Course Description</b>	The objective of this discipline is to expose students to the sources and the knowledge necessary to understand the global and local business environments, assess potential opportunities and risks, and evaluate how this information can be used to develop coherent strategies. The course will be taught from the perspective of a multinational company, either from a developed or an emerging economy, considering expansion to country or countries in South America.
<b>Course Open to Exchange</b>	Belo /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	
<b>Websites</b>	

## IMPORTING AND EXPORTING IN A GLOBAL MARKET

<b>Course Code</b>	MSC.IBUM2.STCOR.0061
<b>ECTS Credits</b>	3
<b>Course Leader</b>	COSTE-MANIERE Ivan
<b>Synchronous</b>	24
<b>Discipline</b>	Finance
<b>Program</b>	International Business
<b>Prerequisites</b>	None
<b>Course Description</b>	The conduct of international trade, including Strategy & Management, Global Marketing, Trade Finance and Supply Chain. Specific focus with Harmonized Codes, terms of sale (INCOTERMS), financing arrangements, means of payment, credit insurance, shipping and insurance issues, market research, support services, legal and tax implications, and trade facilitation. Course will cover global trade functions that will be seen daily by an international trade professional, but will be focused through a USA perspective.
<b>Course Open to Exchange</b>	Belo /Fall;#Paris /Fall;#Raleigh /Fall;#Suzhou /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Dubai, Paris, Raleigh, Suzhou

<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	<ul style="list-style-type: none"> <li>- Albaum, G. and E. Duerr (2016), International Marketing and Export Marketing, Printice Hall FT, 7th Edition.</li> <li>- Weiss, Kenneth D. (2010), "Building an Import/Export Business", 4th Edition.</li> <li>- ICC Chamber of Commerce (2010), "Incoterms 2010".</li> <li>- Selected case studies to be provided before the beginning of the course.</li> </ul>
<b>Websites</b>	

### INTERNATIONALIZATION OF THE FIRM

<b>Course Code</b>	MSC.IBNM2.STCOR.0028
<b>ECTS Credits</b>	3
<b>Course Leader</b>	LINDER Christian
<b>Synchronous</b>	27
<b>Discipline</b>	Stratégie, Innovation & Entrepreneuriat
<b>Program</b>	International Business
<b>Prerequisites</b>	none
<b>Course Description</b>	The course will teach students through academic lectures and tutorials the practice of the process of internationalization of firms, from the decision to internationalize to the organizational structuring of internationalization.
<b>Course Open to Exchange</b>	Belo /Fall;#Paris /Fall;#Raleigh /Fall;#Suzhou /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Dubaï, Paris, Raleigh, Suzhou
<b>Evaluation</b>	
Final Examination (%)	40
Continuous Assessment (%)	60
<b>Academic reference</b>	<p>Lectures obligatoires / Required readings :</p> <p>Mike Peng and Klaus Meyer (2019) International Business (3rd edition), Cengage. ISBN: 978-1-4737-5843-8.</p> <p>Lectures Recommandées / Recommended readings :</p> <p>-Individual articles (posted)</p>
<b>Websites</b>	

### INTERNATIONAL NEGOTIATION PRACTICE

<b>Course Code</b>	MSC.IBNM2.STELE.0047
<b>ECTS Credits</b>	2
<b>Course Leader</b>	PERELAER, Pierre-Henri-EXT

<b>Synchronous</b>	18
<b>Discipline</b>	Stratégie, Innovation & Entrepreneuriat
<b>Program</b>	International Business
<b>Prerequisites</b>	None
<b>Course Description</b>	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.
<b>Course Open to Exchange</b>	Belo /Fall;#Paris /Spring;#Raleigh /Spring;#Suzhou /Spring
<b>Semester</b>	fall, spring
<b>Campus</b>	Belo Horizonte, Paris, Raleigh, Suzhou
<b>Evaluation</b>	
Final Examination (%)	50
Continuous Assessment (%)	50
<b>Academic reference</b>	The Mind and Heart of the Negotiator, Leigh L. Thompson (reference; not required)
<b>Websites</b>	<a href="http://davidhenard.com">http://davidhenard.com</a>

## RESEARCH METHOD

<b>Course Code</b>	MSC.IBUM2.STELE.0058
<b>ECTS Credits</b>	2
<b>Course Leader</b>	FERRARA Laurent
<b>Synchronous</b>	18
<b>Discipline</b>	Business Analytics, Data Science & AI
<b>Program</b>	International Business
<b>Prerequisites</b>	n/a
<b>Course Description</b>	This course provides a comprehensive introduction to research proposal writing. It is designed to help students to identify a study topic, critically analyze published research, formulate inquiry questions, organize a literature review, and select appropriate (quantitative or qualitative) data collection method. By the end of the course, students will complete a proposal that includes an introduction, problem statement, literature review, methods section and references. This course will also develop students awareness of the ethical principles of research. After a successful completion of this course, students will convert this proposal into a full



	research that will include the following sections: findings, discussion, conclusions, and references. THIS ELECTIVE IS MANDATORY FOR THOSE PURSUING A MSc DEGREE.
<b>Course Open to Exchange</b>	Belo /Fall;#Paris /Fall;#Raleigh /Fall;#Suzhou /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Dubai, Paris, Raleigh, Suzhou
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	
<b>Websites</b>	

#### LANGUAGE: PORTUGUESE ADVANCED FALL

<b>Course Code</b>	PGE.FINM1.LGCOR.4322
<b>ECTS Credits</b>	2
<b>Course Leader</b>	COELHO Fernanda
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	M1 ABM Belo Horizonte
<b>Prerequisites</b>	Have an advanced knowledge of Portuguese (students who have successfully passed the Advanced course in L3 or who have 300+ hours of prior study).
<b>Course Description</b>	This course is designed for students who have an advanced knowledge of Portuguese (students who have successfully passed the Intermediate (B1) course in L3 or who have 300+ hours of prior study). Students will enhance their ability to use Portuguese in the four skills (speaking, listening, reading and writing) in diverse and complex work and social contexts. Students will further enhance their understanding and writing of Portuguese in complex texts. By the end of this course, students will be able to communicate in a range of social and professional situations at an advanced level. The course aims to prepare students for a period of study or work abroad by further consolidating cultural awareness of Brazil, Portugal and other lusophone countries and by focusing on contemporary business-related issues. Overall, students will attain a level comparable to B2/C1 CEFR.
<b>Course Open to Exchange</b>	Belo /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris, Raleigh, Sophia
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	

<b>Websites</b>	Português, O seu sítio da Língua Portuguesa : <a href="http://portugues.uol.com.br/">http://portugues.uol.com.br/</a> Só Português : <a href="https://www.soportugues.com.br/">https://www.soportugues.com.br/</a> Norma Culta, Língua Portuguesa em bom Português: <a href="https://www.normaculta.com.br/">https://www.normaculta.com.br/</a> Dicio, Dicionário Online de Português : <a href="https://www.dicio.com.br/">https://www.dicio.com.br/</a>
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#### LANGUAGE: PORTUGUESE BEGINNER I FALL

<b>Course Code</b>	PGE.FINM1.LGCOR.4323
<b>ECTS Credits</b>	2
<b>Course Leader</b>	COELHO Fernanda
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	M1 ABM Belo Horizonte
<b>Prerequisites</b>	There are no-prerequisites for this course.
<b>Course Description</b>	This course is designed for students with no prior knowledge of the language and offers an introduction to Portuguese language and lusophone culture. Students will study Portuguese pronunciation and develop knowledge of the language in all four skills at a basic level. By the end of this course, students will be able to communicate in a range of daily life situations at a basic level. The course aims to prepare students for a period of study abroad by increasing cultural awareness of Brazil, Portugal and other lusophone countries and to enable students to acquire language skills and attitudes for further study of Portuguese. Overall, this course prepares students to reach a level comparable to A1 CEFR.
<b>Course Open to Exchange</b>	Belo /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris, Raleigh, Sophia
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	
<b>Websites</b>	Português, O seu sítio da Língua Portuguesa : <a href="http://portugues.uol.com.br/">http://portugues.uol.com.br/</a> Só Português : <a href="https://www.soportugues.com.br/">https://www.soportugues.com.br/</a> Norma Culta, Língua Portuguesa em bom Português: <a href="https://www.normaculta.com.br/">https://www.normaculta.com.br/</a> Dicio, Dicionário Online de Português : <a href="https://www.dicio.com.br/">https://www.dicio.com.br/</a>

#### LANGUAGE: PORTUGUESE BEGINNER II FALL

<b>Course Code</b>	PGE.FINM1.LGCOR.4391
<b>ECTS Credits</b>	2

<b>Course Leader</b>	COELHO Fernanda
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	M1 ABM Belo Horizonte
<b>Prerequisites</b>	<b>Pass at Portuguese Beginner I</b>
<b>Course Description</b>	This course is designed for students with no prior knowledge of the language and offers an introduction to Portuguese language and lusophone culture. Students will study Portuguese pronunciation and develop knowledge of the language in all four skills at a basic level. By the end of this course, students will be able to communicate in a range of daily life situations at a basic level. The course aims to prepare students for a period of study abroad by increasing cultural awareness of Brazil, Portugal and other lusophone countries and to enable students to acquire language skills and attitudes for further study of Portuguese. Overall, this course prepares students to reach a level comparable to A1 CEFR.
<b>Course Open to Exchange</b>	Belo /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris, Raleigh, Sophia
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	
<b>Websites</b>	Português, O seu sítio da Língua Portuguesa : <a href="http://portugues.uol.com.br/">http://portugues.uol.com.br/</a> Só Português : <a href="https://www.soportugues.com.br/">https://www.soportugues.com.br/</a> Norma Culta, Língua Portuguesa em bom Português: <a href="https://www.normaculta.com.br/">https://www.normaculta.com.br/</a> Dicio, Dicionário Online de Português : <a href="https://www.dicio.com.br/">https://www.dicio.com.br/</a>

#### LANGUAGE: PORTUGUESE ELEMENTARY FALL

<b>Course Code</b>	PGE.FINM1.LGCOR.4324
<b>ECTS Credits</b>	2
<b>Course Leader</b>	COELHO Fernanda
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	M1 ABM Belo Horizonte
<b>Prerequisites</b>	<b>Have an elementary knowledge of Portuguese and have approximately 100-150 hours of prior study.</b>
<b>Course Description</b>	This course is designed for students who have an elementary knowledge of Portuguese and who have approximately 100-150 hours of prior study. Students will further develop their ability to use Portuguese in the four skills (speaking, listening, reading and writing), improve their pronunciation and increase their confidence in the language. By the end of this course, students will be able to deal with a diverse range of daily life situations and

	communicate on a range of familiar topics. The course aims to prepare students for a period of study abroad by increasing cultural awareness of Brazil, Portugal and other lusophone countries and to enable students to acquire language skills and attitudes for further study of Portuguese. Overall, students will attain a level comparable to A2 CEFR.
<b>Course Open to Exchange</b>	Belo /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris, Raleigh, Sophia
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	
<b>Websites</b>	Português, O seu sítio da Língua Portuguesa : <a href="http://portugues.uol.com.br/">http://portugues.uol.com.br/</a> Só Português : <a href="https://www.soportugues.com.br/">https://www.soportugues.com.br/</a> Norma Culta, Língua Portuguesa em bom Português: <a href="https://www.normaculta.com.br/">https://www.normaculta.com.br/</a> Dicio, Dicionário Online de Português : <a href="https://www.dicio.com.br/">https://www.dicio.com.br/</a>

#### LANGUAGE: PORTUGUESE INTERMEDIATE FALL

<b>Course Code</b>	PGE.FINM1.LGCOR.4325
<b>ECTS Credits</b>	2
<b>Course Leader</b>	COELHO Fernanda
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	M1 ABM Belo Horizonte
<b>Prerequisites</b>	Have an intermediate knowledge of Portuguese (students who have successfully passed the Intermediate course in L3 or who have approximately 200-250 hours of prior study).
<b>Course Description</b>	This course is designed for students who have an intermediate knowledge of Portuguese (students who have successfully passed the Intermediate course in L3 or who have approximately 200-250 hours of prior study). Students will further develop their ability to use Portuguese in the four skills (speaking, listening, reading and writing) in familiar work and social contexts. By the end of this course, students will be able to communicate in a range of social and professional situations at intermediate level. The course aims to prepare students for a period of study abroad by further consolidating cultural awareness of Brazil, Portugal and other lusophone countries and to enable students to acquire language skills and attitudes for further study of Portuguese. Overall, students will attain a level comparable to B1 CEFR.
<b>Course Open to Exchange</b>	Belo /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris, Raleigh, Sophia

<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	
<b>Websites</b>	Português, O seu sítio da Língua Portuguesa : <a href="http://portugues.uol.com.br/">http://portugues.uol.com.br/</a> Só Português : <a href="https://www.soportugues.com.br/">https://www.soportugues.com.br/</a> Norma Culta, Língua Portuguesa em bom Português: <a href="https://www.normaculta.com.br/">https://www.normaculta.com.br/</a> Dicio, Dicionário Online de Português : <a href="https://www.dicio.com.br/">https://www.dicio.com.br/</a>

#### LANGUAGE: PORTUGUESE POST-BEGINNER I FALL

<b>Course Code</b>	PGE.FINM1.LGCOR.4326
<b>ECTS Credits</b>	2
<b>Course Leader</b>	COELHO Fernanda
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	M1 ABM Belo Horizonte
<b>Prerequisites</b>	
<b>Course Description</b>	This course is designed for students who have a basic knowledge of Portuguese (students will have successfully passed the L3 Real Beginner (A0) course or have approximately 24 hours of prior study). Students will consolidate their pronunciation and their knowledge of the language in all four skills at a basic level. By the end of this course, students will be able to communicate in a range of simple daily life situations. The course aims to prepare students for a period of study abroad by increasing cultural awareness of Brazil, Portugal and other lusophone countries and to enable students to acquire language skills and attitudes for further study of Portuguese. Overall, students will attain a level comparable to A1 CEFR.
<b>Course Open to Exchange</b>	Belo /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris, Raleigh, Sophia
<b>Evaluation</b>	
Final Examination (%)	0
Continuous Assessment (%)	100
<b>Academic reference</b>	
<b>Websites</b>	Português, O seu sítio da Língua Portuguesa : <a href="http://portugues.uol.com.br/">http://portugues.uol.com.br/</a> Só Português : <a href="https://www.soportugues.com.br/">https://www.soportugues.com.br/</a> Norma Culta, Língua Portuguesa em bom Português: <a href="https://www.normaculta.com.br/">https://www.normaculta.com.br/</a> Dicio, Dicionário Online de Português : <a href="https://www.dicio.com.br/">https://www.dicio.com.br/</a>

LANGUAGE: PORTUGUESE POST-BEGINNER II FALL

<b>Course Code</b>	PGE.FINM1.LGCOR.4392
<b>ECTS Credits</b>	2
<b>Course Leader</b>	COELHO Fernanda
<b>Synchronous</b>	24
<b>Discipline</b>	Autre
<b>Program</b>	M1 ABM Belo Horizonte
<b>Prerequisites</b>	Pass at the post Beginner I course
<b>Course Description</b>	<p>This course is designed for students who have a basic knowledge of Portuguese (students will have successfully passed the L3 Real Beginner (A0) course or have approximately 24 hours of prior study). Students will consolidate their pronunciation and their knowledge of the language in all four skills at a basic level. By the end of this course, students will be able to communicate in a range of simple daily life situations. The course aims to prepare students for a period of study abroad by increasing cultural awareness of Brazil, Portugal and other lusophone countries and to enable students to acquire language skills and attitudes for further study of Portuguese.</p> <p>Overall, students will attain a level comparable to A1 CEFR.</p>
<b>Course Open to Exchange</b>	Belo /Fall
<b>Semester</b>	fall
<b>Campus</b>	Belo Horizonte, Lille, Paris, Raleigh, Sophia
<b>Evaluation</b>	
Final Examination (%)	100
Continuous Assessment (%)	0
<b>Academic reference</b>	
<b>Websites</b>	