Course Catalogue

Master Programmes

Incoming Exchange Students

Paris Campus

Fall 2024

Dear Exchange Students,

Welcome to SKEMA Business School !

Here are a few key instructions on how to consult properly the **Paris 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 successfully follow the courses.

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

4) Courses within the catalogue **are subject to slight changes**.

5) There is **a maximum number of seats available** per specialization program.

M1 ABM FRANCE

2TONNES

Course Code	PGE.FINM1.OTCOR.0017
ECTS Credits	0
Course Leader	BOISSIN Denis
Synchronous	3
Discipline	Autre
Program	M1 ABM France
Prerequisites	Climate collage
Course Description	2Tonnes is a serious game where students individually and collectively aim to reach the CO2 emissions objective of 2 tons per person per year by 2050 as set by the Paris Agreement.
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Autre / Other, Belo Horizonte, Lille, Paris, Sophia
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	https://www.2tonnes.org/

ADVANCED EXCEL

Course Code	PGE.FINM1.ISELE.0720
ECTS Credits	1
Course Leader	ANDRE Paul
Synchronous	0
Discipline	Autre
Program	M1 ABM France
Prerequisites	none
Course Description	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 splited in two parts a first one online (12 hours) and applications done in the classroom with a teacher who's an expert of Excel.
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris, Raleigh, Sophia, Stellenbosch-Le Cap, Suzhou
Evaluation	

Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	
Websites	

AI IN BUSINESS CONTEXTS

Course Code	PGE.FINM1.ISCOR.0712
ECTS Credits	2
Course Leader	OKOLI Chitu
Synchronous	15
Discipline	Business Analytics, Data Science & AI
Program	M1 ABM France
Prerequisites	None
Course Description	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.
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Autre / Other, Belo Horizonte, Lille, Paris, Raleigh, Sophia, Suzhou
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	

BUSINESS TRANSFORMATION IN A DIGITAL ECONOMY

Course Code	PGE.FINM1.ECCOR.0906
ECTS Credits	3
Course Leader	DIBIAGGIO Ludovic
Synchronous	24
Discipline	Autre
Program	M1 ABM France
Prerequisites	Microeconomics for business: Costs and production, Perfect and imperfect competition (returns to scale, marginal-cost pricing, monopoly power), market structures (barriers to entry, concentration), network externalities Strategy : Industry analysis (PESTEL, segmentation, Five forces analysis,...) Business models
Course Description	This course provides an opportunity to understand and develop a critical view of the nature and the magnitude of structural changes related to ongoing digital transformations. This transformation reshuffles the architecture of most value chains and affects value creation, delivery, and capture mechanisms. Critical to understanding and evaluating the magnitude of these changes is the analysis of platform business models. Platforms forces all players to think about their role differently and change the competitive game. After an overview of the effects of digitization and artificial intelligence on the competitive environment, the course will focus on strategic principles to design and implement effective business models relying on digital solutions. Through real case analyses, lectures and in-class discussions, students will be able to navigate digital technologies disrupting most industries, and analyze platform-based business models.
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	
Websites	

CAREER MANAGEMENT 3: BUILDING A STRONG CAREER PATH

Course Code	PGE.FINM1.CRCOR.1003
ECTS Credits	1
Course Leader	ANDRE Nathalie
Synchronous	2
Discipline	Autre
Program	M1 ABM France
Prerequisites	No
Course Description	Career management course focused on professional projet and career path construction

Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Dubaï, Lille, Paris, Raleigh, Sophia, Stellenbosch-Le Cap, Suzhou
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	
Websites	

CORPORATE FINANCE

Course Code	PGE.FINM1.FICOR.0503
ECTS Credits	4
Course Leader	GROSLAMBERT Bertrand
Synchronous	27
Discipline	Finance
Program	M1 ABM France
Prerequisites	None
Course Description	Our objective is to bring students to develop a rigorous analytical framework of the major investment and financing decisions. In particular, we will shed lights on the interest rates and the investment valuation. We will focus on different ways of financing between equity, debt. Then, we present the relationship between risk, return and the cost of financing.
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Dubaï, Lille, Paris, Raleigh, Sophia, Suzhou
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	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 http://mediatheque.skema.edu/index.php?id=408

Websites	Http://skema.lms.crossknowledge.com/data/modules/crossknowledge/interfaces/index.php
	http://www.vernimmen.com/
	http://mediatheque.skema.edu/index.php?id=408
	http://knowledge.skema.edu/

GLOBAL ECONOMIC ISSUES : CORPORATE ECONOMICS IN A VUCA WORLD

Course Code	PGE.FINM1.ECCOR.0904
ECTS Credits	2
Course Leader	COMBE Emmanuel
Synchronous	15
Discipline	Economie
Program	M1 ABM France
Prerequisites	-Grands enjeux économiques (L3)
	ou
	- RAN economics
Course Description	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.
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Dubaï, Lille, Paris, Raleigh, Sophia, Suzhou
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	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.
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	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

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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

Websites	

INNOVATION MANAGEMENT & CREATIVITY

Course Code	PGE.FINM1.HRCOR.0344
ECTS Credits	2
Course Leader	ROSSETTO Dennys Eduardo
Synchronous	18
Discipline	Autre
Program	M1 ABM France
Prerequisites	-
Course Description	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.
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall
Semester	fall
Campus	Belo Horizonte, Raleigh, Sophia, Stellenbosch-Le Cap
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	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

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2. Innovation Challenges for a new world

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7. Broadening the view of Ecosystems and multi-ecosystems Coordination

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11. Innovation and Entrepreneurship in Emerging Markets Contexts

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<tr><td>**Websites**</td><td></td></tr>
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LANGUAGE: FRENCH BEGINNER I FALL (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4312

ECTS Credits	2
Course Leader	LI-LANTIGNER Jing
Synchronous	24
Discipline	Autre
Program	M1 ABM France
Prerequisites	There are no-prerequisites for this course.
Course Description	This course is designed for students with no prior knowledge of the language and offers an introduction to French language and francophone culture. Students will study French pronunciation and develop knowledge of the language in all four skills at a basic level. By the end of this course (French Beginner I and II), students will be able to communicate in a range of daily life situations at a basic level. The course aims to prepare students for a period of study abroad by increasing cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French. Overall, this course prepares students to reach a level comparable to A1 CEFR.
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Dubaï, Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	Apprendre le français avec RFi : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais Français Intéractif : http://www.laits.utexas.edu/fi/home Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/

LANGUAGE: FRENCH BEGINNER II FALL (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4360

ECTS Credits	2
Course Leader	LI-LANTIGNER Jing
Synchronous	24
Discipline	Autre
Program	M1 ABM France
Prerequisites	Students must have completed French Beginner I or approx. 25/30 hours of prior learning.
Course Description	This course is the continuation of French Beginner I and offers an introduction to French language and francophone culture. Students will study French pronunciation and develop knowledge of the language in all four skills at a basic level. By the end of this course (French Beginner I and II), students will be able to communicate in a range of daily life situations at a basic level. The course aims to prepare students for a period of study abroad by increasing cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French. Overall, this course prepares students to reach a level comparable to A1 CEFR.
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Dubaï, Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	Apprendre le français avec RFi : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais Français Intéractif : http://www.laits.utexas.edu/fi/home Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/

LANGUAGE: FRENCH ELEMENTARY FALL (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4313

ECTS Credits	2
Course Leader	LI-LANTIGNER Jing
Synchronous	24
Discipline	Autre
Program	M1 ABM France
Prerequisites	Have an elementary knowledge of French and have approximately 100-150 hours of prior study
Course Description	This course is designed for students who have an elementary knowledge of French and who have approximately 100-150 hours of prior study. Students will further develop their ability to use French 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 France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French. Overall, students will attain a level comparable to A2 CEFR.
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Dubaï, Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	Apprendre le français avec RFi : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais Français Intéractif : http://www.laits.utexas.edu/fi/home Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/

LANGUAGE: FRENCH INTERMEDIATE FALL (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4314

ECTS Credits	2
Course Leader	LI-LANTIGNER Jing
Synchronous	24
Discipline	Autre
Program	M1 ABM France
Prerequisites	Pass at an Elementary (A2) course or have approximately 200-250 hours of prior study
Course Description	This course is designed for students who have an intermediate knowledge of French (students who have successfully passed the Elementary (A2) course or who have approximately 200-250 hours of prior study). Students will further develop their ability to use French in the four skills (speaking, listening, reading and writing) in familiar work and social contexts. By the end of this course, students will be able to communicate in a range of social and professional situations at intermediate level. The course aims to prepare students for a period of study abroad by further consolidating cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French. Overall, students will attain a level comparable to B1 CEFR.
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Dubaï, Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	Apprendre le français avec RFi : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav &utm_campaign=langue-francaise_apprendre-le-francais Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/

LANGUAGE: FRENCH POST-BEGINNER FALL (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4315

ECTS Credits	2
Course Leader	LI-LANTIGNER Jing
Synchronous	24
Discipline	Autre
Program	M1 ABM France
Prerequisites	Pass at the Beginner I and II course or have approximately 50 hours of prior study
Course Description	This course is designed for students who have a basic knowledge of French (students will have successfully passed the Beginner I and II course or have approximately 50 hours of prior study). Students will consolidate their pronunciation and their knowledge of the language in all four skills at a basic level. By the end of this course, students will be able to communicate in a range of simple daily life situations. The course aims to prepare students for a period of study abroad by increasing cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French. Overall, students will attain a level comparable to A1 CEFR.
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Dubaï, Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	Apprendre le français avec RFi : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais Français Intéractif : http://www.laits.utexas.edu/fi/home Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/

LEADERSHIP & CULTURE

Course Code	PGE.FINM1.ECCOR.0932
ECTS Credits	1
Course Leader	RECH Maximilian

Synchronous	12
Discipline	Economie
Program	M1 ABM France
Prerequisites	
Course Description	
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Lille, Paris, Sophia
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

MANAGING HUMAN RESOURCES

Course Code	PGE.FINM1.HRCOR.0343
ECTS Credits	3
Course Leader	BACHA Eliane
Synchronous	18
Discipline	Autre
Program	M1 ABM France
Prerequisites	No prerequisites
Course Description	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. 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.
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Dubaï, Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Cartwright, S. and Cooper, C.L. (1997), Managing workplace stress, Sage Publications, Inc., Chapters 1, 4, 5 and 6.

Crawshaw, J.R., Budhwar, P. and Davis, A. (2017), Human Resource Management: Strategic & International perspectives, Sage, 2nd Edition, Chapters 1, 7, 11 and 13.
George, J.M. and Jones, G.R. (2012), Understanding & Managing Organizational Behavior, Pearson, 6th Edition, Chapter 1.
Howard, G. (2008), The five minds for the future, Vol 5, N°1/2, pp.17-24 (https://www.jstor.org/stable/10.1086/591814)
Robbins (2005), Organizational Behavior, Prentice Hall Inc., Chapter 18.
Robbins, Coulter, and Langton (2005), Management, Pearson Education Canada Inc., Eighth Canadian Edition, Chapter 16.
Robbins, S.P. (2005), Fundamentals of Management, 4th Canadian Edition, Pearson Education Canada Inc., Chapter 2.
Robbins, S. P., Judge, T. A. and Campbell, T. T. (2010), Organizational Behavior, Pearson Education Limited, Chapters 9, 10, 13, 15 and 18.
Robbins, S.P. and Coulter, M. (2014), Management, Pearson, 12th Edition, Chapters 1, 4, 5, 7, 13, 14 and 18.
Schermerhorn, J.R., Wright, Jr. & Barry (2007), Management, Canadian Edition, John Wiley & Sons Canada, Ltd, Chapter 12.
Snell, B. (2013), Management: Leading and collaborating in a competitive world, McGraw-Hill/Irwin, 10th Edition, Chapters 11 and 13.
Wilkinson, A., Redman, T. and Dundon, T. (2017), Contemporary Human Resources Management, Pearson Education Limited, 5th Edition, Chapters 3, 4, 6,18, 22.

Websites	

MARKETING STUDIES

Course Code	PGE.FINM1.MKCOR.0411
ECTS Credits	3
Course Leader	ZEUGNER Katharina
Synchronous	18
Discipline	Marketing
Program	M1 ABM France
Prerequisites	Marketing principles
Course Description	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.
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Dubaï, Lille, Paris, Raleigh, Sophia, Suzhou
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100

Academic reference	- Kotler et al. (2015) Principles of Marketing. Pearson. - Kotler, Ph., Keller, K., Brady M., Goodman, M., & Hansen, T. (2019) Marketing Management, Pearson
Websites	https://web.stratxsimulations.com/simulation/brandpro

STRATEGY

Course Code	PGE.FINM1.STCOR.0841
ECTS Credits	4
Course Leader	CIRILLO Bruno
Synchronous	27
Discipline	Stratégie, Innovation & Entrepreunariat
Program	M1 ABM France
Prerequisites	Industrial organization; Organizational design; Microeconomics
Course Description	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 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. 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. 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.
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Dubaï, Lille, Paris, Raleigh, Sophia, Stellenbosch-Le Cap, Suzhou
Evaluation	
Final Examination (%)	30
Continuous Assessment (%)	70
Academic reference	Rothaermel FT. 2023. Strategic Management, 6th Edition. McGraw-Hill. Thompson et al. 2021. Crafting & Executing Strategy: Concepts & Cases,

	23rd Edition. McGraw-Hill. The SmartBooks and case studies are available on the McGraw-Hill CONNECT learning platform.
Websites	https://connect.mheducation.com

BUSINESS CONSULTING AND DECISION INTELLIGENCE PARIS

ADVANCED BUSINESS MODELS

Course Code	MSC.BCDM2.STCOR.0034
ECTS Credits	2
Course Leader	SUAREZ Miguel
Synchronous	18
Discipline	Stratégie, Innovation & Entrepreunariat
Program	Business Consulting and Decision Intelligence Paris
Prerequisites	-
Course Description	This course explains the why, what and how of digital business models. Several examples of companies failures and successes in their aim to use digital technologies to optimize existing, or create new, value propositions to their customers / users will be provided and jointly assessed. After explaining the challenges of the modern digital economy, a five-model-framework will be introduced to enable companies to plan and execute digital transformation. Students will then apply this framework in a company of their choice.
Course Open to Exchange	Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Paris, Sophia
Evaluation	
Final Examination (%)	35
Continuous Assessment (%)	65
Academic reference	
Websites	

BUSINESS CONSULTING FUNDAMENTALS

Course Code	MSC.BCDM2.STCOR.0029
ECTS Credits	2
Course Leader	SUAREZ Miguel
Synchronous	18
Discipline	Management & Organisation
Program	Business Consulting and Decision Intelligence Paris
Prerequisites	-

Course Description	This course offers an in-depth view of the management consulting industry. Topics include the structure, competitive strategies, and performance of management consulting firms. This course will also cover the fundamental skills needed and requested to any management consultant: Problem solving mind-set Communication and team work Business development and negotiation skills Stress management & conflicts Strategic Thinking
Course Open to Exchange	Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Paris, Sophia
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	

BUSINESS TURNAROUND CONSULTING

Course Code	MSC.BCDM2.STELE.0009
ECTS Credits	1
Course Leader	SUAREZ Miguel
Synchronous	12
Discipline	Stratégie, Innovation & Entrepreunariat
Program	Business Consulting and Decision Intelligence Paris
Prerequisites	-None
Course Description	Students will learn to assess the position of a company in distress or an underperforming business unit of a corporation. The course will lead students through multiple phases of business recovery from short term intervention, tactical market assessment, implementation of backbone processes to the development of a high performance organization and company culture.
Course Open to Exchange	Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Paris, Sophia
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	

Websites	

CAREER MANAGEMENT 1

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

CONSULTING PROJECT 1

Course Code	MSC.BCIM2.ISCOR.0004
ECTS Credits	3
Course Leader	SUAREZ Miguel
Synchronous	24
Discipline	Management & Organisation
Program	Business Consulting and Decision Intelligence Paris
Prerequisites	Project Management Fundamentals
Course Description	The course gives an opportunity to practice Project Management knowledge on a real project in direct connection with real companies, while working as a team member (7 members average). The students will have to select the most appropriate approach among Traditional, Agile or Hybrid, and prepare formal Project Management documents and artifacts, such as Project Charter, Project Plan, Business Plan, WBS or Product Backlog, perform review meetings with sponsors and at the end submit project management deliverables to the Management board. Project Deliverables Fall Semester: - Project Charter (including selection of Lifecycle approach) - Project Plan or /Sprint 0 - Project Review n°1

Course Open to Exchange	Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Paris, Sophia
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	Ken Schwaber & Jeff Sutherland The Scrum Guide. Available from download on www.scrum.org PMI© Agile Guide, available to download from www.pmi.org PMBOK guide, 6th edition Chapters 1, 4 and 5 available to download from www.pmi.org
Websites	

CORPORATE STRATEGY AND COMPETITIVE INTELLIGENCE

Course Code	MSC.BCIM2.STCOR.0024
ECTS Credits	3
Course Leader	SUAREZ Miguel
Synchronous	24
Discipline	Stratégie, Innovation & Entrepreunariat
Program	Business Consulting and Decision Intelligence Paris
Prerequisites	-
Course Description	This course is dedicated to transferring methods and tools of Executive Consulting in the field of strategy and organization management. Methods are based on a robust understanding of strategic and organizational management theories transposed into consulting and change management best practices. Students will experience the methods and tools through a real-life case study by conducting a consulting mission for a local SME.
Course Open to Exchange	Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Paris, Sophia
Evaluation	
Final Examination (%)	30
Continuous Assessment (%)	70
Academic reference	Lectures obligatoires / Required readings : Lectures Recommandées / Recommended readings : Strategic Consulting: Tools and Methods for Successful Strategy Missions. Chereau & Meschi, Palgrave, 2018 https://www.amazon.fr/Strategic-Consulting-Successful-Strategy-Missions/dp/3319644211 Le Conseil en stratégie: Missions, méthodes et livrables. Chereau et Meschi, Vuibert, 2019

Websites	https://www.amazon.fr/Conseil-strat%C3%A9gie-Missions-m%C3%A9thodes-livrables/dp/2311407015
Websites	

CRITICAL THINKING AND METHODS

Course Code	MSC.BCOM2.PMCOR.0005
ECTS Credits	2
Course Leader	SUAREZ Miguel
Synchronous	18
Discipline	Management & Organisation
Program	Business Consulting and Decision Intelligence Paris
Prerequisites	-
Course Description	Studies show that billions of dollars are lost every year in the inability of organizations to translate properly and deliver their ideas, strategies, business needs or opportunities. Amongst others, one of the top reasons is the misunderstanding or misinterpretation of the needs and requirements expressed by the respective stakeholders. In this course, students will first get an overview of what is business analysis and its positioning - spanning from strategy to value delivery through projects - and the central role of a business analyst as a change enabler in the organization, should it be private or governmental. It will then introduce a practical set of key tools and techniques. More specifically: preparing for the analysis work, defining needs or potential opportunities through elicitation (context, requirements, vision), modeling for analysis and designing recommended solutions that deliver value to the stakeholders. Delivery is including theory through lectures, articles and videos as well as gamification and case-studies for practical application. Students may bring their own real-life case for study.
Course Open to Exchange	Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Paris, Sophia
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	

DATA ANALYTICS FUNDAMENTALS

Course Code	MSC.BCDM2.STCOR.0031

ECTS Credits	2
Course Leader	SUAREZ Miguel
Synchronous	18
Discipline	Business Analytics, Data Science & AI
Program	Business Consulting and Decision Intelligence Paris
Prerequisites	-
Course Description	The course provides students with The foundations of Excel, SQL and Python for Data Analytics
Course Open to Exchange	Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Paris, Sophia
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	

ORGANIZATIONAL DYNAMICS

Course Code	MSC.BCDM2.STCOR.0039
ECTS Credits	2
Course Leader	SUAREZ Miguel
Synchronous	18
Discipline	Management & Organisation
Program	Business Consulting and Decision Intelligence Paris
Prerequisites	-
Course Description	The course provides students with theory, tools and practical examples how new digital business models are implemented in a company, focusing on the organizational side of the transformation. It explains the why, what and how of organizational transition. Several examples of companies failures and successes in their aim to use digital technologies will be provided and jointly assessed from an organizational/Human Capital perspective (based on my experience as a Consultant working on Technology and Digital Adoption projects from an Organizational transition/Human Capital perspective). After explaining why it is key to take into account organizational transition and Human Capital to make Digital transformation project a success, a systemic and agile Change Management approach will be introduced to make sure people are willing to change and able to change in order to operate in a new digital workplace. Students will then apply this framework in a case study (based on a real client project).
Course Open to Exchange	Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Paris, Sophia
Evaluation	

Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	
Websites	

PROJECT MANAGEMENT FUNDAMENTALS

Course Code	MSC.BCIM2.PMCOR.0002
ECTS Credits	2
Course Leader	SUAREZ Miguel
Synchronous	18
Discipline	Management & Organisation
Program	Business Consulting and Decision Intelligence Paris
Prerequisites	None
Course Description	In this course, students will get an introduction to Project Management Traditional Agile and Hybrid Methodology, and practical guidelines to plan, execute and control a project from start to end, using any of the three approaches. As an assignment, they will work on a fictional case study to apply the different approaches, processes and tools examined during the lessons. Case study work will be partly in class and partly between classes. A final assignment based on the case study will be part of the final evaluation. At the end of each session, a short multiple answer test will be administered. The result of all tests will complete the final evaluation score
Course Open to Exchange	Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Paris, Sophia
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	Selected chapters of PMBOK 6® edition, PMI Agile guide (available for download for PMI members on www.pmi.org) and Scrum Guide (available for free at www.scrum.org) plus course handouts
Websites	

SUSTAINABLE GOVERNANCE IN THE DIGITAL ECONOMY

Course Code	MSC.BCIM2.STCOR.0028
ECTS Credits	2
Course Leader	SUAREZ Miguel
Synchronous	18

Discipline	Stratégie, Innovation & Entrepreunariat
Program	Business Consulting and Decision Intelligence Paris
Prerequisites	-
Course Description	Sustainability and digital transformation are perhaps the two main forces that shape organizational evolution nowadays. To be successful, though, these two transformations need to be aligned with the organizations vision and mission, even if it means to challenge and rethink these two strategic components. In this course, students will get an overview on how digital and sustainable transformations have the potential to support each other, while also considering that digital technologies can have a detrimental effect on sustainability. More specifically, this course will help analyze the strategic importance of the vision and mission alignment or change! for successful digital and sustainable transformations. As an assignment, you will critically assess the strategic importance of this alignment through by analyzing a case (written report & oral presentation) of a purposeful and successful organizational transformation. With its focus on complex- and strategic-thinking competencies, this course will help students better understand and analyze the relationship between digital technologies, sustainability and organizational strategy and identify the potential opportunities resulting from this complex relationship.
Course Open to Exchange	Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Paris, Sophia
Evaluation	
Final Examination (%)	30
Continuous Assessment (%)	70
Academic reference	Note: All sessions will have handouts and videos shown to enhance learning. Students will be given the project guideline in class with explanation
Websites	

LANGUAGE: FRENCH BEGINNER I FALL (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4312
ECTS Credits	**1**
Course Leader	LI-LANTIGNER Jing
Synchronous	24
Discipline	Autre
Program	M1 ABM France
Prerequisites	There are no-prerequisites for this course.

Course Description	This course is designed for students with no prior knowledge of the language and offers an introduction to French language and francophone culture. Students will study French pronunciation and develop knowledge of the language in all four skills at a basic level. By the end of this course (French Beginner I and II), students will be able to communicate in a range of daily life situations at a basic level. The course aims to prepare students for a period of study abroad by increasing cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French. Overall, this course prepares students to reach a level comparable to A1 CEFR.
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Dubaï, Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	Apprendre le français avec RFi : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais Français Intéractif : http://www.laits.utexas.edu/fi/home Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/

LANGUAGE: FRENCH BEGINNER II FALL (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4360
ECTS Credits	**1**
Course Leader	LI-LANTIGNER Jing
Synchronous	24
Discipline	Autre
Program	M1 ABM France
Prerequisites	Students must have completed French Beginner I or approx. 25/30 hours of prior learning.

Course Description	This course is the continuation of French Beginner I and offers an introduction to French language and francophone culture. Students will study French pronunciation and develop knowledge of the language in all four skills at a basic level. By the end of this course (French Beginner I and II), students will be able to communicate in a range of daily life situations at a basic level. The course aims to prepare students for a period of study abroad by increasing cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French.
	Overall, this course prepares students to reach a level comparable to A1 CEFR.
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Dubaï, Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	Apprendre le français avec RFi : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav &utm_campaign=langue-francaise_apprendre-le-francais Français Intéractif : http://www.laits.utexas.edu/fi/home Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/

LANGUAGE: FRENCH ELEMENTARY FALL (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4313
ECTS Credits	**1**
Course Leader	LI-LANTIGNER Jing
Synchronous	24
Discipline	Autre
Program	M1 ABM France
Prerequisites	Have an elementary knowledge of French and have approximately 100-150 hours of prior study

Course Description	This course is designed for students who have an elementary knowledge of French and who have approximately 100-150 hours of prior study. Students will further develop their ability to use French 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 France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French. Overall, students will attain a level comparable to A2 CEFR.
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Dubaï, Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	Apprendre le français avec RFi : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav &utm_campaign=langue-francaise_apprendre-le-francais Français Intéractif : http://www.laits.utexas.edu/fi/home Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/

LANGUAGE: FRENCH INTERMEDIATE FALL (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4314
ECTS Credits	1
Course Leader	LI-LANTIGNER Jing
Synchronous	24
Discipline	Autre
Program	M1 ABM France
Prerequisites	Pass at an Elementary (A2) course or have approximately 200-250 hours of prior study

Course Description	This course is designed for students who have an intermediate knowledge of French (students who have successfully passed the Elementary (A2) course or who have approximately 200-250 hours of prior study). Students will further develop their ability to use French in the four skills (speaking, listening, reading and writing) in familiar work and social contexts. By the end of this course, students will be able to communicate in a range of social and professional situations at intermediate level. The course aims to prepare students for a period of study abroad by further consolidating cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French. Overall, students will attain a level comparable to B1 CEFR.
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Dubaï, Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	Apprendre le français avec RFi : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/

LANGUAGE: FRENCH POST-BEGINNER FALL (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4315
ECTS Credits	**1**
Course Leader	LI-LANTIGNER Jing
Synchronous	24
Discipline	Autre
Program	M1 ABM France
Prerequisites	Pass at the Beginner I and II course or have approximately 50 hours of prior study

Course Description	This course is designed for students who have a basic knowledge of French (students will have successfully passed the Beginner I and II course or have approximately 50 hours of prior study). Students will consolidate their pronunciation and their knowledge of the language in all four skills at a basic level. By the end of this course, students will be able to communicate in a range of simple daily life situations. The course aims to prepare students for a period of study abroad by increasing cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French. Overall, students will attain a level comparable to A1 CEFR.
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Dubaï, Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	Apprendre le français avec RFi : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais Français Intéractif : http://www.laits.utexas.edu/fi/home Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/

INTERNATIONAL HUMAN RESOURCES & PERFORMANCE MANAGEMENT

ADVANCED ORGANISATIONAL BEHAVIOUR

Course Code	MSC.IHRM2.MLCOR.0002
ECTS Credits	1
Course Leader	BACHA Eliane
Synchronous	12
Discipline	Autre
Program	International Human Resources & Performance Management
Prerequisites	None
Course Description	This course provides students with the essential background to organisations and management of and within these. Students will examine issues of leadership, management, motivation, ethics, and other aspects

	fundamental for anyone working in international organisations--and specifically in HR functions.
Course Open to Exchange	Paris /Fall
Semester	fall
Campus	Paris
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	George, J.M. and Jones, G.R. (2012), Understanding & Managing Organizational Behavior, Pearson, 6th Edition. Robbins, S. and Coulter, M. (2014), Management, Upper Saddle River, NJ: Pearson (12th Edition). Robbins, S., Coulter, M. and De Cenzo (2015), Fundamentals of Management: Essentials concepts & applications, Upper Saddle River, NJ: Pearson (9th Edition) Robbins, S. P., Judge, T. A. and Campbell, T. T. (2010), Organizational Behavior, 1st European Edition.
Websites	

ARTIFICIAL INTELLIGENCE FOR HRM

Course Code	MSC.IHRM2.MLCOR.0031
ECTS Credits	2
Course Leader	EZZEROUALI Amine
Synchronous	18
Discipline	Autre
Program	International Human Resources & Performance Management
Prerequisites	There are no prerequisites for this course.
Course Description	This course is an introduction to artificial intelligence for HRM. We will explore the main workloads of AI, its applications in HRM, and then tackle AI with a low-code/no code approach through the Microsoft Power Platform.
Course Open to Exchange	Paris /Fall
Semester	fall
Campus	Paris
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	TBC
Websites	TBC

CAREER MANAGEMENT 1

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

CORPORATE SOCIAL RESPONSIBILITY AND BUSINESS PERFORMANCE

Course Code	MSC.IHRM2.MLCOR.0029
ECTS Credits	2
Course Leader	DE ROECK Kenneth
Synchronous	12
Discipline	Autre
Program	International Human Resources & Performance Management
Prerequisites	While there is no formal course pre-requisite, students may be asked to read relevant documentation or do prior work, as requested by the teacher.
Course Description	For several decades, corporate social responsibility, or CSR, has played an increasingly important role in companies' efforts to increase or restore trustworthiness and enhance their brand image among both internal and external stakeholders (e.g., employees, customers, shareholders, local communities...he environments they support, they are sometimes also regarded as serving only the benefit of the company. CSR is here to stay, and it could be argued that HR functions have an important role to play in developing and implementing their firms' CSR policies. This course provides an essential background of CSR, examines both the strategic and operational implementation of such policies, and analyses the benefits of such actions for the performance of the organisations and the benefits for its stakeholders.
Course Open to Exchange	Paris /Fall
Semester	fall

Campus	Paris
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Recommended book: Carroll, A., & Buchholtz, A. (2014). Business and society: Ethics, sustainability, and stakeholder management. Nelson Education. A selection of academic papers is available on K2.
Websites	http://www.un.org/en/universal-declaration-human-rights/ http://www.ilo.org/inform/online-information-resources/research-guides/lang--en/index.htm http://thecro.com/100-best/the-100-best-corporate-citizens-2/ https://business-humanrights.org/ https://www.corporateknights.com/ https://www.responsible-economy.org/en/ http://www.greatplacetowork.fr/

GLOBALISATION AND HRM: THE CULTURAL IMPACT ON PEOPLE AND ORGANISATIONS

Course Code	MSC.IHRM2.MLCOR.0027
ECTS Credits	2
Course Leader	CHASSERIO Stéphanie
Synchronous	18
Discipline	Autre
Program	International Human Resources & Performance Management
Prerequisites	While there is no formal requirement for this course, students may be required to do some preliminary work.
Course Description	For many businesses, globalisation implies greater markets and larger numbers of consumers worldwide. What is sometimes neglected, but has a profound impact on every business "behind the scenes" in international organisations or businesses working across the globe, is the impact that different cultural backgrounds and belief systems have on how companies are structured, how people in companies act, what they believe to be important, and how, therefore, all of this affects all aspects of businesses. HR professionals need to be keenly aware of these intercultural aspects, as they potentially have a serious impact on business success or failure, both in terms of business itself, but also in terms of expatriation, day-to-day working, operating in multicultural teams, or virtually, etc. This course thus looks at the cultural impact on people and organisations; how businesses meet the demands of operating in international environments and how people function within them, and how individuals cope within such ever changing environments.
Course Open to Exchange	Paris /Fall
Semester	fall
Campus	Paris
Evaluation	

Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	
Websites	

HRM: FUNDAMENTALS OF ORGANISATIONAL STRUCTURES

Course Code	MSC.IHRM2.MLCOR.0001
ECTS Credits	1
Course Leader	CHASSERIO Stéphanie
Synchronous	12
Discipline	Autre
Program	International Human Resources & Performance Management
Prerequisites	None
Course Description	This course aims to present an integrative view of the organization with some aspects of organizations theories. This course establishes between Organizations and HRM. In this seminar, we introduce organization theory as a necessary prerequisite to undertake an organizational diagnosis. As HR manager, you have to develop and implement the most appropriate policies for the organization and its people. To do that, it is essential to analyse and understand the organization, its components and its relationship with the external environment Therefore this course aims to: -set up seminal concepts in organization theory (environment, structure, components of the organization, etc) -expose links between the different levels of the organizational analysis (individual, group, structure, environment) -understand how HR policies and practices are impacted by the organization and its different component
Course Open to Exchange	Paris /Fall
Semester	fall
Campus	Paris
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Lectures obligatoires / Required readings Subramaniam Anatham and Christopher Chan. 2013. Challenges and strategies for global human resources executives: Perspectives from Canada and the United States. European Management Journal, 31, 223-233. Powell and DiMaggio. 1983. The iron cage revisited. Institutional isomorphism and collective rationality in organizational fields. American Sociological Review, 48(2), 147-16 Jay B. Barney. 1986. Organizational culture: Can it be a source of a sustained

advantage. Academy of Management Review, 11(3), 656-665.

Mintzberg (1981) Organization design: fashion or fit? Harvard Business Review, January- February, 103-116

Hatch , Chapter 3, Organization-Environment Relations, page 57

The case of Gore Tex

http://www.managementexchange.com/story/innovation-democracy-wl-gores-original-management-model

Marchington, Rubery, Earnshaw, Lee Cooke and Vincent .2000. Changing organizational forms and the employment relationship. Working paper. ESRC Future of Work Programme. Manchester School of Management

Swart, Purcell and Kinnie. 2005. Knowledge work and new organizational forms: The HRM Challenge. Working Paper Series 2005.06. University of Bath School of Management.

additional articles forthcoming

Optionnelles / Recommended readings

Cichocki Patricia and Christine Irwin. 2014. Organizational design: A guide to building effective organization 2nd Edition. Kogan Page.

Hatch Mary-Jo and Ann L. Cunliffe. 2012. Organization Theory: Modern, Symbolic and Postmodern Perspectives, Oxford University Press.

Helms Mills Jean. 2008. Understanding organizational change. Taylor& Francis.

Websites	Organizational Dynamics (http://www.journals.elsevier.com/organizational-dynamics/) Academy of Management Harvard Business Review Organizations MIT Sloan Review

MANAGING HR AND CAREERS IN INTERNATIONAL ORGANISATIONS

Course Code	MSC.IHRM2.MLCOR.0007
ECTS Credits	3
Course Leader	EZZEROUALI Amine
Synchronous	24
Discipline	Autre
Program	International Human Resources & Performance Management
Prerequisites	None, English
Course Description	In global firms, the Human Resources organisation plays a critical role in accompanying the increasing complexity of global businesses. Some of the challenges HR managers have to face are detailed in this course, such as: - Developing the HR company brand, - international HR management, - optimising a geographical workforce presence, - facilitating international mobility, - driving the engagement of a worldwide workforce, - supporting company culture & values, - managing & developing talents internationally - balancing local and global HR needs,

Course Open to Exchange	Paris /Fall
Semester	fall
Campus	Paris
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	Recommanded readings : International Human Resource Management: Globalization, National Systems and Multinational Companies New edition Edition by Tony Edwards (Author), Chris Rees (Author),Oct 19, 2016 Managing a Global Workforce, Nov 8, 2014 by Charles M Vance and Yongsun Paik International Human Resource Management: Contemporary HR Issues in Europe (Global HRM) 3rd Edition, Mar 7, 2016
Websites	

MANAGING INDIVIDUAL & COLLECTIVE PERFORMANCE SYSTEMS

Course Code	MSC.IHRM2.MLCOR.0011
ECTS Credits	2
Course Leader	EZZEROUALI Amine
Synchronous	18
Discipline	Autre
Program	International Human Resources & Performance Management
Prerequisites	None
Course Description	In this course, students will develop and understanding of the fundamental concepts of performance management and linked disciplines (organisational sociology, social psychology, sociology of work); learn about the different performance management approaches and understand their benefits and challenges; understand the various stages of the performance management process, and measuring performance.
Course Open to Exchange	Paris /Fall
Semester	fall
Campus	Paris
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	To be communicated by the teacher
Websites	

RECRUITMENT TECHNIQUES

Course Code	MSC.IHRM2.MLELE.0006
ECTS Credits	1
Course Leader	EZZEROUALI Amine
Synchronous	12
Discipline	Autre
Program	International Human Resources & Performance Management
Prerequisites	None
Course Description	This course will allow students to understand all the facets of the recruitment process to enable them to effectively manage this process in a professional setting. The course will look at all the steps of the recruitment process, from job definition to candidate integration. As such, it examines: the roles of all actors in the process (functional manager, HR, candidate, consultant, etc.); various recruitment methods and methodologies; issues of objectivity/judgment and discrimination in the selection process. The recruitment process will be studied from the perspective of both the recruiter and the interviewee.
Course Open to Exchange	Paris /Fall
Semester	fall
Campus	Paris
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	To be communicated
Websites	To be communicated

STRATEGIC HUMAN RESOURCES MANAGEMENT

Course Code	MSC.IHRM2.MLCOR.0021
ECTS Credits	2
Course Leader	FERRARY Michel
Synchronous	18
Discipline	Autre
Program	International Human Resources & Performance Management
Prerequisites	None
Course Description	Course overview: A strategic issue is to create a tighter fit between the workforce strategy and the firms business strategy. Strategic human resources management supposes to align strategic intent and HR practices. Organizations whose HR systems incorporate a cluster of high-commitment practices (teams, more participation, employment security, intense screening and socialization,) obtain greater productivity and higher quality than other firms. However, the efficiency of this HR system depends on its compliance with the firms competitiveness. The relationship between the use of specific employment practices and organizational performance is posited to be contingent on an

	organizations strategy.
	Learning goals:
	1. Define how HR practices can be aligned to a coherent system that contributes to firm performance.
	2. Explain the relationship of human resource strategy with overall organizational strategy.
	3. Understand the relationship between the dual labour market of the firm and its strategic human assets.
	4. Identify how the attractiveness of the firm on the labour market contributes to the firms competitiveness.
	5. Analyze how the attractiveness of the firms employee value proposition contributes to the firms competitiveness
Course Open to Exchange	Paris /Fall
Semester	fall
Campus	Paris
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Lectures obligatoires / Required readings
	Ferrary M. (2012), « Attractiveness of the firm as a competitive advantage for knowledge-intense firms » pp. 45-83, in Dibiaggio L. and Meschi P.-X., Management in the Knowledge Economy, Pearson, 323 p.
	Ferrary M. (2015), Investing in transferable strategic human capital through alliances in the luxury hotel industry, Journal of Knowledge Management, vol. 19(5), pp. 1007-1028
	Rynes S. and Barber A. (1990), « Applicant Attraction Strategies: An Organizational Perspective », Academy of Management Review, vol. 15, n°2, pp. 286-310
	Optionnelles / Recommended readings
	Wright P., Dunford B. and Snell S. (2001) "Human resources and the resource based view of the firm, Journal of Management, vol. 27, pp. 701-721
	Gardner T. (2002), « In the trenches at the talent wars: competitive interaction for scarce human resources », Human Resource Management. Vol. 41. n°2, pp. 225-237
	Chambers E. et al. (1998), « The War for Talent », The McKinsey Quarterly, n°3, pp. 44-57
Websites	

CONFLICT MANAGEMENT

Course Code	MSC.IHRM2.MLELE.0002
ECTS Credits	2
Course Leader	EZZEROUALI Amine
Synchronous	18
Discipline	Autre

Program	International Human Resources & Performance Management
Prerequisites	None
Course Description	Conflicts are impossible to avoid due to different characters, opinions, interests, needs, and cultures. However, in many situations we act as if nothing happened, trying to avoid or ignore them. In a company this attitude can be very costly, both in financial and human terms, because unresolved conflicts take up a lot of energy and time. For this reason, it is important to develop to develop effective conflict management and communication skills. While these are very important for future HR professionals, they are also useful for individuals from other backgrounds and functions.
Course Open to Exchange	Paris /Fall
Semester	fall
Campus	Paris
Evaluation	
Final Examination (%)	70
Continuous Assessment (%)	30
Academic reference	Optionnelles / Recommended readings Marshall B. Rosenberg, (2003) Nonviolent Communication: A Language of Life, Puddle Dancer Press The Pfeiffer Book of Successful Conflict Management Tools , 2003John Wiley&Sons, Inc.
Websites	Http://www.ted.com/talks/margaret_heffernan_dare_to_disagree

DIVERSITY AND INCLUSION

Course Code	MSC.IHRM2.MLCOR.0028
ECTS Credits	2
Course Leader	FERRARY Michel
Synchronous	18
Discipline	Management & Organisation
Program	International Human Resources & Performance Management
Prerequisites	Strategic HRM Course with Professor Michel Ferrary
Course Description	This elective aims to help future HR professionals understand the challenges of diversity and inclusion within organizations.
Course Open to Exchange	Paris /Fall
Semester	fall
Campus	Paris
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	
Websites	

DROIT SOCIAL

Course Code	MSC.IHRM2.MLELE.0008
ECTS Credits	2
Course Leader	TAQUET François
Synchronous	18
Discipline	Autre
Program	International Human Resources & Performance Management
Prerequisites	Licence Droit
Course Description	Trois grands thèmes seront vus: - Le contrat de travail (qu'est ce qu'un contrat de travail - types de contrats...) - La rupture du contrat (démission, licenciement, rupture conventionnelle....) - L'état de santé au travail (maladie, accident du travail, maternité...)
Course Open to Exchange	Paris /Fall
Semester	fall
Campus	Paris
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	
Websites	www.Legifrance.gouv.fr

EMPLOYER BRANDING STRATEGIES AND EMPLOYER ATTRACTIVENESS

Course Code	MSC.IRHM2.MLELE.0011
ECTS Credits	2
Course Leader	EZZEROUALI Amine
Synchronous	18
Discipline	Autre
Program	International Human Resources & Performance Management
Prerequisites	None
Course Description	Employer attractiveness is key in both acquisition and retention of human resources. This elective tackles employer branding strategies and employer attractiveness and their challenges for HR professionals.
Course Open to Exchange	Paris /Fall
Semester	fall
Campus	Paris
Evaluation	

Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	TBC
Websites	TBC

RESEARCH METHODS

Course Code	MSC.IHRM2.MLCOR.0030
ECTS Credits	2
Course Leader	BACHA Eliane
Synchronous	18
Discipline	Autre
Program	International Human Resources & Performance Management
Prerequisites	This course is mandatory for MSc students and PGE students wishing to do the double diploma. It serves as a pre-requisite for the MSc dissertation.
Course Description	This course presents the useful methods and techniques of academic and business research to analyze professional management issues. thus, while it is an essential preparation for the MSc Dissertation, it should also be considered as en essential tool that needed for any business projects and reports that HR professionals may be asked to undertake. Thus the e course provides students with the main research methods required both for the academic dissertation and more professionally-based writing, looking at how to turn ideas into workable project/dissertation topics, how to use academic and other data, develop the Literature Review and link this with the empirical data, and to develop critical analysis and thinking around the topic. The various stages of qualitative and quantitative research methodology will also be considered with a specific emphasis on the logic underlying the research process.
Course Open to Exchange	Paris /Fall
Semester	fall
Campus	Paris
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

LANGUAGE: FRENCH BEGINNER I FALL (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4312
ECTS Credits	**1**
Course Leader	LI-LANTIGNER Jing
Synchronous	24
Discipline	Autre
Program	M1 ABM France
Prerequisites	There are no-prerequisites for this course.
Course Description	This course is designed for students with no prior knowledge of the language and offers an introduction to French language and francophone culture. Students will study French pronunciation and develop knowledge of the language in all four skills at a basic level. By the end of this course (French Beginner I and II), students will be able to communicate in a range of daily life situations at a basic level. The course aims to prepare students for a period of study abroad by increasing cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French. Overall, this course prepares students to reach a level comparable to A1 CEFR.
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Dubaï, Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	Apprendre le français avec RFi : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais Français Intéractif : http://www.laits.utexas.edu/fi/home Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/

LANGUAGE: FRENCH BEGINNER II FALL (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4360
ECTS Credits	**1**
Course Leader	LI-LANTIGNER Jing
Synchronous	24
Discipline	Autre
Program	M1 ABM France
Prerequisites	Students must have completed French Beginner I or approx. 25/30 hours of prior learning.
Course Description	This course is the continuation of French Beginner I and offers an introduction to French language and francophone culture. Students will study French pronunciation and develop knowledge of the language in all four skills at a basic level. By the end of this course (French Beginner I and II), students will be able to communicate in a range of daily life situations at a basic level. The course aims to prepare students for a period of study abroad by increasing cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French. Overall, this course prepares students to reach a level comparable to A1 CEFR.
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Dubaï, Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	Apprendre le français avec RFi : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais Français Intéractif : http://www.laits.utexas.edu/fi/home Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/

Course Code	PGE.FINM1.LGCOR.4313
ECTS Credits	**1**
Course Leader	LI-LANTIGNER Jing
Synchronous	24
Discipline	Autre
Program	M1 ABM France
Prerequisites	Have an elementary knowledge of French and have approximately 100-150 hours of prior study
Course Description	This course is designed for students who have an elementary knowledge of French and who have approximately 100-150 hours of prior study. Students will further develop their ability to use French 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 France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French. Overall, students will attain a level comparable to A2 CEFR.
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Dubaï, Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	Apprendre le français avec RFi : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais Français Intéractif : http://www.laits.utexas.edu/fi/home Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/

LANGUAGE: FRENCH INTERMEDIATE FALL (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4314
ECTS Credits	**1**
Course Leader	LI-LANTIGNER Jing
Synchronous	24
Discipline	Autre
Program	M1 ABM France
Prerequisites	Pass at an Elementary (A2) course or have approximately 200-250 hours of prior study
Course Description	This course is designed for students who have an intermediate knowledge of French (students who have successfully passed the Elementary (A2) course or who have approximately 200-250 hours of prior study). Students will further develop their ability to use French in the four skills (speaking, listening, reading and writing) in familiar work and social contexts. By the end of this course, students will be able to communicate in a range of social and professional situations at intermediate level. The course aims to prepare students for a period of study abroad by further consolidating cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French. Overall, students will attain a level comparable to B1 CEFR.
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Dubaï, Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	Apprendre le français avec RFi : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/

LANGUAGE: FRENCH POST-BEGINNER FALL (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4315
ECTS Credits	**1**
Course Leader	LI-LANTIGNER Jing
Synchronous	24
Discipline	Autre
Program	M1 ABM France
Prerequisites	Pass at the Beginner I and II course or have approximately 50 hours of prior study
Course Description	This course is designed for students who have a basic knowledge of French (students will have successfully passed the Beginner I and II course or have approximately 50 hours of prior study). Students will consolidate their pronunciation and their knowledge of the language in all four skills at a basic level. By the end of this course, students will be able to communicate in a range of simple daily life situations. The course aims to prepare students for a period of study abroad by increasing cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French. Overall, students will attain a level comparable to A1 CEFR.
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Dubaï, Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	Apprendre le français avec RFi : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais Français Intéractif : http://www.laits.utexas.edu/fi/home Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/

INTERNATIONAL BUSINESS

AI FOR INTERNATIONAL BUSINESS

Course Code	MSC.IBRM2.STCOR.0034
ECTS Credits	2
Course Leader	EZZEROUALI Amine
Synchronous	18
Discipline	Business Analytics, Data Science & AI
Program	International Business
Prerequisites	None
Course Description	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. 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. 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. 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.
Course Open to Exchange	Belo /Fall;#Paris /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Dubaï, Paris, Suzhou
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Stuart, R., & Peter, N. (2016). Artificial intelligence-a modern approach 3rd ed. Akerkar, R. (2018). Artificial intelligence for business. Springer. Yao, M., Zhou, A., & Jia, M. (2018). Applied artificial intelligence: A handbook for business leaders. Topbots Inc..
Websites	https://skemagloballab.io/ https://sloanreview.mit.edu/tag/artificial-intelligence/ https://www.csail.mit.edu/ http://news.mit.edu/topic/artificial-intelligence2

CAREER MANAGEMENT 1

Course Code	MSC.SFFM2.FICOR.0012
ECTS Credits	1

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

IMPORTING AND EXPORTING IN A GLOBAL MARKET

Course Code	MSC.IBUM2.STCOR.0061
ECTS Credits	3
Course Leader	COSTE-MANIERE Ivan
Synchronous	24
Discipline	Finance
Program	International Business
Prerequisites	None
Course Description	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.
Course Open to Exchange	Belo /Fall;#Paris /Fall;#Raleigh /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Dubaï, Paris, Raleigh, Suzhou
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	- Albaum, G. and E. Duerr (2016), International Marketing and Export Marketing, Printice Hall FT, 7th Edition. - Weiss, Kenneth D. (2010), "Building an Import/Export Business", 4th Edition.

	- ICC Chamber of Commerce (2010), "Incoterms 2010". - Selected case studies to be provided before the begining of the course.
Websites	

INTERNATIONAL MARKETING MANAGEMENT

Course Code	MSC.IBNM2.MKCOR.0016
ECTS Credits	3
Course Leader	RIGAUD Emmanuelle
Synchronous	24
Discipline	Marketing
Program	International Business
Prerequisites	Some studies in marketing would be helpful to the students. However, this is not a prerequisite.
Course Description	This course has been designed to prepare students the best for their marketing career or an understanding in marketing in an international context and with a global vision. It is based on real-life experiences in terms of brand building, product adaptation and launch in various markets across the globe. With an intercultural vision. It allows students to understand the role of organization and Business model in improving business. It shows the linkage between : organization model and marketing strategy. This course is highly interactive and provides a mix between theory and real-life business best practices. You will work on cases.
Course Open to Exchange	Paris /Fall
Semester	fall
Campus	Dubaï, Paris
Evaluation	
Final Examination (%)	30
Continuous Assessment (%)	70
Academic reference	Lectures obligatoires / Required readings : Will be provided via Knowledge Lectures Recommandées / Recommanded readings : Will be provided via Knowledge See during courses Keller, K.L. (2008). Strategic Brand Management. (3rd edition) Prentice-Hall. Kapferer, J.N. (2008). The New Strategic Brand Management: Creating and Sustaining Brand Equity Long Term. Kogan Page Osterwalder, A., & Pigneur, Y. (2012). Designing business models and similar strategic objects: the contribution of IS. Journal of the Association for information systems, 14(5), 3. Osterwalder, A., & Pigneur, Y. (2010). Business model generation: a handbook for visionaries, game changers, and challengers. John Wiley & Sons.
Websites	See with professor during courses

INTERNATIONAL PROJECT MANAGEMENT

Course Code	MSC.IBNM2.PMCOR.0005
ECTS Credits	3
Course Leader	DAHMANI Sarra
Synchronous	30
Discipline	Management des Opérations
Program	International Business
Prerequisites	Have contributed to a project before the session in any field - have a few basics about the project organization (a collective creation, usually managed by a leader, has one or many deliverable(s))
Course Description	This course aims to provide students with the core knowledge of project management in the international context. This interdisciplinary course analyzes the different management areas of strategy, business development, organization, finance, and leadership integrated into project management. The course combines the knowledge available in project management with the PMI Body of Knowledge (PMBOK®). The focus will be on 1) understanding the international context for the project in general, and the growing impact of the project on global economy and management processes (the projectification of the economy, of society); 2) The roles and responsibilities in a project, programme and portfolios (3P) ; 3) the application of project management tools: scope management (work breakdown structure), time management (critical path method,..), stakeholder management, risk management, cost management, communication management, with an openness to agile practices. The course also introduces the potential impact of AI on increasing project schedules resilience. Case studies will be used to support the theoretical constructs and strengthen learning.
Course Open to Exchange	Paris /Fall;#Raleigh /Fall;#Suzhou /Fall
Semester	fall
Campus	Dubaï, Paris, Raleigh, Suzhou
Evaluation	
Final Examination (%)	60
Continuous Assessment (%)	40
Academic reference	1. Kerzner, H. 2013. Project Management: A Systems Approach to Planning, Scheduling, and Controlling, 11th Ed. John Wiley & Sons Inc. (available in the library in e-book format) 2. Turner, R. 2009 THE HANDBOOK OF PROJECT-BASED MANAGEMENT

	3. Project Management Institute. 2017. A Guide to the Project Management Body
	of Knowledge (PMBOK® Guide) Sixth Edition
	4. Gardiner, P. D. 2005. Project Management: A Strategic Planning Approach,
	Palgrave Macmillan.
	5. Serrador and Turner, 2015; The Relationship Between Project Success and
	Project Efficiency; Project Management Journal
	dor and Turner, 2015;
	https://youtu.be/CKcSzH1SvCk
	https://youtu.be/KfUcXVCjhqM
Websites	www.pmi.org

INTERNATIONALIZATION OF THE FIRM

Course Code	MSC.IBNM2.STCOR.0028
ECTS Credits	3
Course Leader	LINDER Christian
Synchronous	27
Discipline	Stratégie, Innovation & Entrepreunariat
Program	International Business
Prerequisites	none
Course Description	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.
Course Open to Exchange	Belo /Fall;#Paris /Fall;#Raleigh /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Dubaï, Paris, Raleigh, Suzhou
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	Lectures obligatoires / Required readings : Mike Peng and Klaus Meyer (2019) International Business (3rd edition), Cengage. ISBN: 978-1-4737-5843-8. Lectures Recommandées / Recommanded readings : -Individual articles (posted)
Websites	

MANAGING MULTICULTURAL TEAMS

Course Code	MSC.IBUM2MLCOR.0008
ECTS Credits	2

Course Leader	MIDDELMANN Anke
Synchronous	18
Discipline	Management & Organisation
Program	International Business
Prerequisites	No academic prerequisite; however, students should think about their prior international/inter- or multicultural experiences.
Course Description	In this age of globalization, working in international and therefore multicultural environments is becoming a commonplace occurrence for many managers. Companies value multicultural working environments for the innovative ideas and solutions that can result from different perspectives, approaches and ways of working. At the same time, it is not always easy to navigate multicultural watersstumbling blocks, such as different modes of communication, expectations and assumptions, ways of problem-solving, planning and achieving results--often complicate interactions and results at the international level. In working environments, effective multicultural management implies not only the ability to cooperate with others, work in teams and speak different languages, but also to understand the different mindsets of colleagues and how these will impact not only everyday working. This course looks at some of the fundamental obstacles to successful cross-cultural working and, through a learning-by-doing approach, aims not only to raise cultural awareness (both of ones own cultural preferences and those of others) but also provide tools to overcome some of the intuitive and subconscious barriers (such as preconceptions and stereotypes) to permit inclusive and creative working. Moreover, it deals with the necessity of understanding the world views of others--colleagues--in order not only to work effectively but also to develop cultural agility.
Course Open to Exchange	Paris /Fall
Semester	fall
Campus	Dubaï, Paris
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Hofstede, G, Hofstede G.J., Minkov, M, "Cultures and Organisations. Software of the Mind", McGraw-Hill, 2010 Meyer, Erin The Culture Map Lewis, Richard D. When Cultures collide T. Hall, Edward Understanding cultural differences Tompenaars, Fons "Riding the waves of culture"
Websites	www.cultureconnector.com Leadership methods from around the world -infography : www.visualistan.com/2016/07/leadership-methods-from-around-world.html https://geert-hofstede.com/

GEOPOLITICS OF EUROPE

Course Code	MSC.IBSM2.STELE.0050
ECTS Credits	2
Course Leader	LASSALLE, Paul-EXT
Synchronous	18
Discipline	Stratégie, Innovation & Entrepreunariat
Program	International Business
Prerequisites	n/a
Course Description	This course provides students with the opportunity to examine key geopolitical developments in Europe. The course will review contemporary conceptualisations of Europe, examine regional political cooperation, European and Transatlantic integration, new emerging security challenges and national foreign policy development.
Course Open to Exchange	Paris /Fall
Semester	fall
Campus	Paris
Evaluation	
Final Examination (%)	75
Continuous Assessment (%)	25
Academic reference	Academic sources: Journal of Common Market Studies European View international affairs Journal of World Trade International Business Review Journal of International Business Studies Annals of the Association of American Geographers Journal of European Public Policy Baylis, J. et al. (2014) The globalization of world politics: An introduction to international relations (6th Edition). Oxford University Press Nayar B. (2005) The geopolitics of globalization : the consequences for development. Oxford University Press, Oxford India Paperback.
Websites	IMF European Commission OECD Financial Time The Economist http://europa.eu/

GLOBAL STAKEHOLDERS MANAGEMENT

Course Code	MSC.IBNM2.STELE.0048
ECTS Credits	2
Course Leader	EZZEROUALI Amine
Synchronous	18
Discipline	Management & Organisation

Program	International Business
Prerequisites	None.
Course Description	Every organization needs to engage with a set of internal and external stakeholders that influence the process of wealth and value creation. Customers and users, suppliers, shareholders, employees, labor unions, NGOs, government agencies, etc. are examples of some of the key stakeholders with which organizations engage locally and globally. Knowing when and how to build and maintain short and long-term stakeholder engagement is highly critical in a complex and fast changing environment. This course addresses managerial, political, economic, sociological and psychological foundations of global stakeholder management and engagement through extant theory and case study examples of successful and failed stakeholder management strategies in various industries and multiple countries.
Course Open to Exchange	Paris /Fall;#Raleigh /Spring
Semester	fall, spring
Campus	Dubaï, Paris, Raleigh
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Freeman, E. R. (1984). Strategic Management: A Atakeholder Approach. Boston: Pitman. Carroll, A., & Buchholtz, A. (2014). Business and Society: Ethics, Sustainability, and Stakeholder Management. Cengage Learning. Freeman, E. R., Harrison, J. S., Wicks, A. C., Parmar, B. L., & de Colle, S. (2010). Stakeholder theory: the state of the art. Cambridge University Press.
Websites	http://stakeholdertheory.org/

RESEARCH METHOD

Course Code	MSC.IBUM2.STELE.0058
ECTS Credits	2
Course Leader	FERRARA Laurent
Synchronous	18
Discipline	Business Analytics, Data Science & AI
Program	International Business
Prerequisites	n/a
Course Description	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.
Course Open to Exchange	Belo /Fall;#Paris /Fall;#Raleigh /Fall;#Suzhou /Fall
Semester	fall
Campus	Belo Horizonte, Dubaï, Paris, Raleigh, Suzhou
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	

LANGUAGE: FRENCH BEGINNER I FALL (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4312
ECTS Credits	**1**
Course Leader	LI-LANTIGNER Jing
Synchronous	24
Discipline	Autre
Program	M1 ABM France
Prerequisites	There are no-prerequisites for this course.
Course Description	This course is designed for students with no prior knowledge of the language and offers an introduction to French language and francophone culture. Students will study French pronunciation and develop knowledge of the language in all four skills at a basic level. By the end of this course (French Beginner I and II), students will be able to communicate in a range of daily life situations at a basic level. The course aims to prepare students for a period of study abroad by increasing cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French. Overall, this course prepares students to reach a level comparable to A1 CEFR.
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Dubaï, Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	0

Continuous Assessment (%)	100
Academic reference	
Websites	Apprendre le français avec RFi : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais Français Intéractif : http://www.laits.utexas.edu/fi/home Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/

LANGUAGE: FRENCH BEGINNER II FALL (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4360
ECTS Credits	**1**
Course Leader	LI-LANTIGNER Jing
Synchronous	24
Discipline	Autre
Program	M1 ABM France
Prerequisites	Students must have completed French Beginner I or approx. 25/30 hours of prior learning.
Course Description	This course is the continuation of French Beginner I and offers an introduction to French language and francophone culture. Students will study French pronunciation and develop knowledge of the language in all four skills at a basic level. By the end of this course (French Beginner I and II), students will be able to communicate in a range of daily life situations at a basic level. The course aims to prepare students for a period of study abroad by increasing cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French. Overall, this course prepares students to reach a level comparable to A1 CEFR.
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Dubaï, Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	0

Continuous Assessment (%)	100
Academic reference	
Websites	Apprendre le français avec RFi : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais Français Intéractif : http://www.laits.utexas.edu/fi/home Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/

LANGUAGE: FRENCH ELEMENTARY FALL (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4313
ECTS Credits	**1**
Course Leader	LI-LANTIGNER Jing
Synchronous	24
Discipline	Autre
Program	M1 ABM France
Prerequisites	Have an elementary knowledge of French and have approximately 100-150 hours of prior study
Course Description	This course is designed for students who have an elementary knowledge of French and who have approximately 100-150 hours of prior study. Students will further develop their ability to use French 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 France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French. Overall, students will attain a level comparable to A2 CEFR.
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Dubaï, Lille, Paris, Sophia, Suzhou
Evaluation	

Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	Apprendre le français avec RFi : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais Français Intéractif : http://www.laits.utexas.edu/fi/home Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/

LANGUAGE: FRENCH INTERMEDIATE FALL (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4314
ECTS Credits	**1**
Course Leader	LI-LANTIGNER Jing
Synchronous	24
Discipline	Autre
Program	M1 ABM France
Prerequisites	Pass at an Elementary (A2) course or have approximately 200-250 hours of prior study
Course Description	This course is designed for students who have an intermediate knowledge of French (students who have successfully passed the Elementary (A2) course or who have approximately 200-250 hours of prior study). Students will further develop their ability to use French in the four skills (speaking, listening, reading and writing) in familiar work and social contexts. By the end of this course, students will be able to communicate in a range of social and professional situations at intermediate level. The course aims to prepare students for a period of study abroad by further consolidating cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French. Overall, students will attain a level comparable to B1 CEFR.
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Dubaï, Lille, Paris, Sophia, Suzhou
Evaluation	

Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	Apprendre le français avec RFi : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/

LANGUAGE: FRENCH POST-BEGINNER FALL (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4315
ECTS Credits	**1**
Course Leader	LI-LANTIGNER Jing
Synchronous	24
Discipline	Autre
Program	M1 ABM France
Prerequisites	Pass at the Beginner I and II course or have approximately 50 hours of prior study
Course Description	This course is designed for students who have a basic knowledge of French (students will have successfully passed the Beginner I and II course or have approximately 50 hours of prior study). Students will consolidate their pronunciation and their knowledge of the language in all four skills at a basic level. By the end of this course, students will be able to communicate in a range of simple daily life situations. The course aims to prepare students for a period of study abroad by increasing cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French. Overall, students will attain a level comparable to A1 CEFR.
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Dubaï, Lille, Paris, Sophia, Suzhou
Evaluation	

Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	Apprendre le français avec RFi : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav &utm_campaign=langue-francaise_apprendre-le-francais Français Intéractif : http://www.laits.utexas.edu/fi/home Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/

PROJECT AND PROGRAMME MANAGEMENT AND BUSINESS DEVELOPMENT

CAREER MANAGEMENT 1

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

INTERNATIONAL CONTRACT MANAGEMENT

Course Code	MSC.PPMM2.PMCOR.0090
ECTS Credits	2

Course Leader	FISHER, Eddie-EXT
Synchronous	18
Discipline	Management & Organisation
Program	Project and Programme Management and Business Development
Prerequisites	None
Course Description	Ample credible evidence exists that despite the professionalization of project management, projects and the products these projects are producing are failing at an unacceptable rate. One of the major root causes stems from contractually related issues. This course has been designed to help you develop an understanding of what contractually related issues are causing both project and product failures and what we, as project managers, can and should be doing about it. This course is somewhat unique as it looks at contracts and contracting from both the OWNERS and CONTRACTORS perspective, on the premise that the only way to be able to fix the issues lies in creating contracts which are fair and equitable in allocating risks to the party most capable of managing those risks. Because construction is arguably one of the oldest (Pyramids? Great Wall of China? Cathedrals of Europe?) applications of the project management processes and have some of the most sophisticated and well developed contract documents, many of the documents are coming from construction sources. HOWEVER all attempts will be made to demonstrate how these same terms and conditions can be adopted or adapted for use by other sectors. As there are both team and individual projects, students are free to document how they can or would modify the contractual terms and conditions found in construction for use in other sectors. (Essentially, all sectors are experiencing the same issues to a greater or lesser extent.)
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	BEFORE DAY 1 (Pre-Course Reading Assignments) 1. Guild of Project Controls Compendium and Reference (GPCCaR) http://www.planningplanet.com/guild/GPCCAR-modules (FREE but you have to fill in a PROFILE that will take you about 10 minutes) a. Module 2-1 Managing People: http://www.planningplanet.com/guild/gpccar/introduction-to-managing-people b. Module 2-6 Identifying and Engaging Stakeholders:

http://www.planningplanet.com/guild/gpccar/introduction-to-managing-people
c. Module 5-1 Introduction to Managing Contracts:
http://www.planningplanet.com/guild/gpccar/introduction-to-managing-contracts
d. Module 5-3 Selecting the Project Delivery Method and Contract Type:
http://www.planningplanet.com/guild/gpccar/managing-contracts-select-project-delivery-method-contract-type
e. Module 5-4 Tendering and Bidding the Contract:
http://www.planningplanet.com/guild/gpccar/managing-contracts-tendering-and-bidding-the-project
f. Module 5-5 Managing the Contract (Owners and Contractors Perspectives):
http://www.planningplanet.com/guild/gpccar/managing-contracts-managing-the-contract
g. Module 5-6 Closing the Contract (Owners an Contractors Perspectives)
http://www.planningplanet.com/guild/gpccar/managing-contracts-closing-the-contract
h. Module 10-1 Introduction to Managing Change:
http://www.planningplanet.com/guild/gpccar/introduction-to-managing-change
i. Module 10-3 Managing Change- The Owners Perspective:
http://www.planningplanet.com/guild/gpccar/managing-change-the-owners-perspective
j. Module 10-4 Managing Change- The Contractors Perspective:
http://www.planningplanet.com/guild/gpccar/managing-change-the-contractors-perspective
k. Module 10-5 Managing Change Using Configuration Management:
http://www.planningplanet.com/guild/gpccar/managing-change-configuration-management
l. Module 12-1 Introduction to Forensic Analysis:
http://www.planningplanet.com/guild/gpccar/introduction-to-managing-forensic-analysis
2. KPMG Global Construction Survey 2015:
https://home.kpmg.com/xx/en/home/insights/2015/03/global-construction-survey.html
3. ARCADIS Global Construction Disputes 2015-
https://www.arcadis.com/media/2/8/9/%7B289321DC-B266-4A13-82FA-CCBD54B6F535%7DARCADIS%20Construction%20Disputes%20Report%202015%20004.pdf
4. Why do Contractors Fail?
http://c.ymcdn.com/sites/www.surety.org/resource/resmgr/LearnAboutSurety/Why_Do_Contractors_Fail.pdf
5. Ernst & Young Project Efficiency in the Oil and Gas Sector:
http://www.ey.com/gl/en/industries/oil---gas/ey-project-efficiency-in-oil-and-gas
1. Job outlook 2016: the attributes employers want to see on new college graduates resumes-http://www.naceweb.org/career-development/trends-and-predictions/job-outlook-2016-attributes-employers-want-to-see-on-new-college-graduates-resumes/
2. What is project based learning? http://www.bie.org/about/what_pbl
3. Kirkpatrick new world model- http://www.kirkpatrickpartners.com/our-philosophy/the-new-world-kirkpatrick-model
4. Pay the laborer before his sweat dries:
http://www.masjidma.com/2012/09/03/the-employer-employee-relationship/
5. Caution- pay when paid clauses: http://www.jdsupra.com/legalnews/caution-pay-when-paid-clauses-are-a-58593/
6. Understanding pay-if-paid and pay-when-paid clauses in a construction contract:

	http://floridaconstructionlawgroup.com/understanding-pay-if-paid-and-pay-when-paid-clauses-in-a-construction-contract/
	7. Unfair payment clauses in the contracts in the uae: http://www.slqsuae.org/wp-content/uploads/2014/12/article-by-roshan-2014.pdf
	8. Project management credentials compared against the us professional engineer (pe) license- http://pmworldjournal.net/wp-content/uploads/2016/12/pmwj53-dec2016-giammalvo-certification-benchmarking-2016-update-featured-paper.pdf AIS integrated project delivery approach- https://www.aiacontracts.org/resources/64146-integrated-project-delivery-a-guide
	9. How to develop competent professional level project management practitioners- http://pmworldjournal.net/wp-content/uploads/2015/07/pmwj36-jul2015-giammalvo-producing-competent-practitioners-second-edition.pdf FOR PURCHASE BY SKEMA FOR YOUR LIBRARY
	10. FIDIC Red Book: http://fidic.org/books/construction-contract-1st-ed-1999-red-book
	11. AIA General Conditions of the Contract 2017: https://www.aiacontracts.org/events/86776-aia-2017-documents-the-revised-general-conditions-and-new-sustainable-projects-exhibit-
	12. EJCDC General conditions: http://www.ejcdc.org/product/c-700-standard-general-conditions-2013-2/
	13. ConsensusDocs General Conditions http://www.consensusdocs.org/Resource_/FileManager/Redline_of_ConsensusDocs_200_2007_2011_2012_2014.pdf
	14. CSI Project Resource Manual 5th Edition https://www.amazon.com/Project-Resource-Manual-CSI-Practice/dp/0071370048
Websites	1. Guild of Project Controls- http://www.planningplanet.com/guild
	2. Guild of Project Controls Competency Certification Home page- http://www.planningplanet.com/guild/certification
	3. Association for the Advancement of Cost Engineering International- http://web.aacei.org/about-aace

LEADERSHIP SKILLS FOR PROJECTS

Course Code	MSC.PPMM2.PMCOR.0078
ECTS Credits	3
Course Leader	WALKER, Sandra-EXT
Synchronous	24
Discipline	Autre
Program	Project and Programme Management and Business Development
Prerequisites	None
Course Description	Leadership is a critical project management skill. This course is designed to steer participants towards a self-directed learning path to grow and excel as a project manager. Every project is unique, so future leadership scenarios cannot de foreseen with great accuracy. This seminar therefore helps participants to invest in leadership readiness, equipping them with the intellectual and emotional resources required to thrive in an international project situation. Project managers must be able to quickly engage team members and stakeholders, even from another culture, transcend differences and bring them towards the desired project goals in a timely manner, be it on a face-to-face or virtual team.

	Leadership is about influence, both through personal effectiveness and defined channels of responsibility. The project manager has to be a decision-maker and change agent, creating a vision, building authority and displaying communication creativity and problem solving strategies. The emphasis is on self-awareness and then putting leadership into action, attracting the relevant players to a project and keeping them onboard. Human factor challenges can be overcome by: Dynamizing a transversal team and stakeholders towards a positive outcome Making effective presentations of ideas and using influence tactics Communicating effectively with individual team members Overcoming resistance: removing obstacles and dealing with objections The course incorporates a range of modern concepts in this domain, including self-directed learning, strengths-based leadership and transformational strategies. Though of a short duration, it nonetheless offers a solid foundation for the project manager towards leadership development.
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	REQUIRED READINGS Northouse, P. (2010). Leadership: Theory and Practice (5th ed.). Thousand Oaks: Sage. Pinto, J., Thoms, P., Trailer, J., Palmer, T., & Govekar, M. (1998). Project Leadership: From Theory to Practice. Newton Square: Project Management Institute. RECOMMENDED READINGS Anbari, F. T., Khilkhanova, E. V, Romanova, Maria, V., Ruggia, M., Han-Huei Tsay, C., & Umpleby, Stuart, A. (2010). Cultural Differences in Projects. Newtown Square. Clarke, N. (2012). Leadership in projects: what we know from the literature and new insights. Team Performance Management, 18(3/4), 128148. Hunter, J. (1998). The Servant. Roseville: Prima. Lee, Margaret, R. (2014). Leading Virtual Project Teams. Boca Raton: CRC Press, Taylor and Francis. Lee-Kelley, L. (2002). Situational leadership: Managing the virtual project team. Journal of Management Development, 21(6), 461476. Levin, G. (2008). Guidelines to Create a Culture to Promote Successful Use of Virtual Teams Benefits and Challenges of Working with Virtual Teams. In PMI (Ed.), PMI Global Congress Proceedings-Denver, Colorado, USA (pp. 19). Denver: PMI. Levin, G. (2009). Team-Building Strategies for the Virtual Team, 110. Levin, G., & Rad, P. (2006). Successful Motivational Techniques for Virtual Teams. In PMI Global Congress Proceedings-Madrid, Spain. Newton Square: PMI. Pinto, J. K., & Trailer, J. (1998). Leadership Skills for project Managers.

Newtown Square: Project Management Institute.

Rad, P., & Levin, G. (2003). Achieving Project Management Success Using Virtual Teams.

Ralf Müller, Konrad Spang, S. O. (2009). Cultural differences in decision making in project teams. International Journal of Managing Projects in Business, 2(1), 70 93.

Slevin, D. P., & Pinto, J. K. (1991). Project Leadership: Understanding and Consciously Choosing your Style. Project Management Journal, XXII(1), 3948.

Thompson, K. (2010). Servant-Leadership: An effective model for project management. Capella University.

Turner, J. R. (2007). Gower Handbook of Project Management. (J. R. Turner, Ed.) (4th ed.). Aldershot: Gower.

Turner, J. R., & Müller, R. (2005). The Project Managers Leadership Style as a Success Factor on Projects: a literature review. Project Management Journal, 36(1), 4962.

Turner, J. R., & Müller, R. (2006). Choosing Appropriate Project Managers: matching their leadership style to the type of project. Newtown Square: Project Management Institute.

Turner, J. R., Müller, R., & Dulewicz, V. (2009). Comparing the leadership styles of functional and project managers. International Journal of Managing Projects in Business, 2(2), 198216.

Websites	WEBLINKS: http://www.ipma.ch/Pages/default.aspx http://www.pmi.edu (Project Management articles) http://www.mckinseyquarterly.com (Management articles) http://www.geert-hofstede.com (Cross cultural) http://www.edwarddebono.com (Thinking strategies) http://www.quadrant1.com (Personal development) http://www.12manage.com (Management theories) http://www.fourhourworkweek.com (Personal Life Goals) https://www.ted.com/playlists/140/how_leaders_inspire (Leadership) DVDs: CNBC The Leaders - The Secrets To Their Success FILMS: Remember the Titans (2001) Gandhi (1982) Hotel Rwanda (2006) Twelve Angry Men (1957)

PEOPLE IN PROJECTS

Course Code	MSC.PPMM2.PMCOR.0079
ECTS Credits	2
Course Leader	BLAIR Berill
Synchronous	18
Discipline	Autre
Program	Project and Programme Management and Business Development
Prerequisites	None
Course Description	Project managers are facing many challenges: an increasing complexity related to fast changing and highly competitive environments that

	influences the project; a multiple set of internal and external stakeholders with different and sometimes conflicting demands that need to be balanced; as well as issues in acquiring and using human resources, as developing and maintaining trust and/or managing change and conflict, which is probably one of their toughest challenges. This course addresses these challenges from three perspectives: the organization, the team and the individual level. Managing people in projects is a course that introduces Human Resource Management (HRM) for and in projects, with a focus on four main topics: the project oriented organization and its features; HRM in project oriented organizations; HRM in projects and project stakeholder management.
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	Books: Huemann, M. (2015). Human Resource Management in the project-oriented Organization. Gower Applied Research (Chapter 4, 5 and 9) Huemann, M.; Eskerod, P. ; Ringhofer, C. (2016). Rethink! Project Stakeholder Management. PMI (Chapter 3 and 10) Papers: Gustavsson, T.K. (2016), Organizing to avoid projectoverload: The use and risks of narrowing strategies in multi-project practice, International Journal of Project Management, 34, 94101. Keegan, A., Huemann, M. & Turner, R.J. (2012), Beyond the line: exploring the HRM responsibilities of line managers, project managers and the HRM department in four project-oriented companies in the Netherlands, Austria, the UK and the USA, International Journal of Human Resource Management, 23 (15). pp. 3085-3104. Freeman, R. E. and McVea, J. (2001), A Stakeholder Approach to Strategic Management, Darden Business School Working Paper, No. 01-02. Available at SSRN: http://ssrn.com/abstract=263511 or http://dx.doi.org/10.2139/ssrn.263511 Achterkamp, M.C., & Vos, J.F.J. (2008). Investigating the use of the stakeholder notion in project management literature, a meta-analysis. International Journal of Project Management, 26, 749-757. Additional readings (recommended): Ballejos, L.C. & Montagna, J.M. (2008), Method for stakeholder identification in interorganizational environments. Requirements Engineering 13 (4), 281329. Bryson , J . M . (2004), What to do when stakeholders matter: Stakeholder identification analysis techniques, Public Management Review, 6 , 21 53 . Jepsen, A.L., Eskerod, P. (2009), Stakeholder analysis in projects: challenges in using current guidelines in the real world. International Journal of Project Management, 27 (4), 335343. Huemann, M., Keegan A.E. and. Turner, J.R. (2007), Human Resource

	Management in the Project-oriented Company: a review, International Journal of Project Management, 25, 315323.
	Packendorff, J. (2002), The temporary society and its enemies: Projects from an individual perspective". In: K. Sahlin-Andersson & A. Söderholm (eds.) Beyond Project Management: New Perspectives on the Temporary-Permanent Dilemma: pp. 39-58. Malmö: Liber.
	Söderlund J & Bredin K. (2006), HRM in project-intensive firms: changes and challenges, Human Resource Management, 45(2):24965.
Websites	

PROJECT MANAGEMENT METHODS

Course Code	MSC.PPMM2.PMCOR.0084
ECTS Credits	2
Course Leader	GARDINER Paul
Synchronous	6
Discipline	Management & Organisation
Program	Project and Programme Management and Business Development
Prerequisites	None
Course Description	Agile PM and SCRUM are two important project management methods used internationally. This course provides foundation level competence in both and an opportunity for certification. The course covers the SCRUM Master Certification requirements based on the Agile Business Consortium syllabus and certified by APMG. Agile PM is a project management method suitable for dynamic projects with high uncertainty and/or complexity. The course covers the key principles of AGILEPM, specifically: underpinning philosophy and principles, lifecycle of an AgilePM project, products, techniques, roles and responsibilities. Online help is available by TrainingByteSize.com for both methods. Candidates that pass the course will be provided with an opportunity for certification in both methods. An assignment is included in the course.
Course Open to Exchange	ONLY FOR DUAL DEGREE STUDENTS
Semester	fall
Campus	Belo Horizonte, Lille, Paris
Evaluation	
Final Examination (%)	70
Continuous Assessment (%)	30
Academic reference	REQUIRED READINGS Manuals for PRINCE2 and Agile PM RECOMMENDED READINGS Other resources and articles will be supplied. NOTE PRINCE2® is a registered trade mark of AXELOS Limited, used under permission of AXELOS Limited. All rights reserved. AgilePM® and AgilePgM® are registered trademarks of Dynamic Systems Development Method Ltd. All rights reserved.

Websites	www.apmgroup.co.uk
	trainingbytesize.com

PROJECT PLANNING AND CONTROL

Course Code	MSC.PPMM2.PMCOR.0077
ECTS Credits	3
Course Leader	GARDINER Paul
Synchronous	24
Discipline	Management & Organisation
Program	Project and Programme Management and Business Development
Prerequisites	None.
Course Description	This course aims to provide students with the core knowledge areas of project management. The course combines the knowledge available in project management with the PMI Body of Knowledge (PMBoK). Focus will be on understanding the application of the tools of project management, such as work breakdown structure, use of critical path scheduling, stakeholder management, risk management and earned value analysis. The principles and tools are integrated and clarified through use of examples, case studies and simulations. Reference is made to the PMBoK project management life cycle and its processes related to each of the course topics.
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	PRE-READING Read chapter 1, 2 and 3 of: Project Management Institute. 2013. A Guide to the Project Management Body of Knowledge (PMBOK® Guide) Fifth Edition REQUIRED READINGS 1. Kerzner, H. 2013. Project Management: A Systems Approach to Planning, Scheduling, and Controlling, 11th Ed. John Wiley & Sons Inc. (available in the library in e-book format) 2. Project Management Institute. 2013. A Guide to the Project Management Body of Knowledge (PMBOK® Guide) Fifth Edition 3. Selected list of journal articles will be communicated to students before the start of the course. RECOMMENDED READINGS 1. Gardiner, P. D. 2005. Project Management: A Strategic Planning Approach, Palgrave Macmillan. 2. Pinto, J. K. 2015. Project Management: Achieving Competitive Advantage, 4th Ed. Prentice Hall.
Websites	1. www.pmi.org

PROJECT PRACTICE PORTFOLIO 1

Course Code	MSC.PPMM2.PMOPT.0001
ECTS Credits	3
Course Leader	GARDINER Paul
Synchronous	24
Discipline	Management & Organisation
Program	Project and Programme Management and Business Development
Prerequisites	NONE
Course Description	This course requires you to work in teams on real projects in a portfolio. You will be part of a cell working on several projects and will develop your project management competences through practice. Part 1 is focused on project generation and initiation activities up to and including the project charter. Part 2 is focused on project development and delivery, quality management, audit and control.
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	Required readings 1. PMI PMBOK Guide and Agile Practice Guide (latest edition) 2. IPMA ICB4 3. PRINCE2 guide 4. GAPPS project manager and sponsor standards
Websites	

RESEARCH METHODS 1

Course Code	MSC.PPMM2.PMCOR.0201
ECTS Credits	0
Course Leader	GARDINER Paul
Synchronous	18
Discipline	Autre
Program	Project and Programme Management and Business Development
Prerequisites	None
Course Description	Fundamentals of research methods for business
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris
Evaluation	

Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

BUSINESS PLANS, MODELS AND SOCIAL ENTREPRENEURSHIP

Course Code	MSC.PPMM2.PMCOR.0028
ECTS Credits	1
Course Leader	LACHERET Arnaud
Synchronous	12
Discipline	Stratégie, Innovation & Entrepreunariat
Program	Project and Programme Management and Business Development
Prerequisites	None.
Course Description	The course objectives for students are to know and master concepts that are used for making business plans, and for developing and tuning business models. Tools and techniques used to issue these plans and models are explained. Examples and practice allow a full capacity. Lessons learned are exhibited.
Course Open to Exchange	Paris /Fall;#Paris /Spring
Semester	fall
Campus	Paris
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	REQUIRED READINGS BEFORE DAY 1 - Wirtz, B. W., et al. (2016). "Business Models: Origin, Development and Future Research Perspectives." Long Range Planning 49(1): 36-54. - DaSilva, C. M. and P. Trkman (2014). "Business Model: What It Is and What It Is Not." Long Range Planning 47(6): 379-389 - Wikström, K., et al. (2010). "Business models in project business." International Journal of Project Management 28(8): 832-841 - Achtenhagen, L., et al. (2013). "Dynamics of Business Models Strategizing, Critical Capabilities and Activities for Sustained Value Creation." Long Range Planning 46(6): 427-442. BEFORE DAY 2 - Chen, X.-P., et al. (2009). "Entrepreneur Passion and Preparedness in Business Plan Presentations: A Persuasion Analysis of Venture Capitalists' Funding Decisions." The Academy of Management Journal 52(1): 199-214. - Kirsch, D., et al. (2009). "Form or Substance: The Role of Business Plans in Venture Capital Decision Making." Strategic Management Journal 30(5): 487-515.

	- Great products are not enough? Alexander Osterwalder, video on youtube RECOMMENDED READINGS - Moingeon, B. and L. Lehmann-Ortega (2010). "Creation and Implementation of a New Business Model: a Disarming Case Study." M@n@gement 13: 266-297.
Websites	None.

CONSULTING SKILLS: DESIGNING A PROJECT-BASED ORGANIZATIONAL TRANSFORMATION

Course Code	MSC.PPMM2.PMELE.0008
ECTS Credits	2
Course Leader	GARDINER Paul
Synchronous	18
Discipline	Management & Organisation
Program	Project and Programme Management and Business Development
Prerequisites	None
Course Description	This course equips participants with the essential consulting skills needed to design project-based organizational transformations. Learners will explore methodologies for assessing organizational needs, developing transformation strategies, and designing projects that lead to effective change. Through case studies and practical exercises, participants will gain insights into stakeholder engagement, risk management, and creating a culture receptive to change. Ideal for aspiring consultants and organizational leaders, this course lays the foundation for driving impactful transformation initiatives.
Course Open to Exchange	Lille /Fall;#Paris /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	
Websites	

DIGITAL TOOLS FOR PROJECT MANAGEMENT

Course Code	MSC.PPMM2.PMELE.0002
ECTS Credits	1
Course Leader	GARDINER Paul
Synchronous	12
Discipline	Management & Organisation
Program	Project and Programme Management and Business Development
Prerequisites	None.

Course Description	Practical application of MS Project, Power BI and Power Automate to increase efficiency.
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall
Semester	fall
Campus	Lille, Paris
Evaluation	
Final Examination (%)	70
Continuous Assessment (%)	30
Academic reference	None
Websites	None

GEOPOLITICAL CONSIDERATIONS IN PROJECT AND PROGRAM MANAGEMENT

Course Code	MSC.PPMM2.HRELE.0001
ECTS Credits	1
Course Leader	LACHERET Arnaud
Synchronous	12
Discipline	Droit & Humanités
Program	Project and Programme Management and Business Development
Prerequisites	None
Course Description	International relations are more and more impacting business in general and Project Management in particular. Armed conflicts, access to resources, local instability, climate change, international organizations, action of private entities on states many topics have raised during the 21st century and a good project manager has to be aware of them. This class will be an introduction to geopolitics applied to international business and especially project management.
Course Open to Exchange	Lille /Fall;#Paris /Fall
Semester	fall
Campus	Belo Horizonte, Lille, Paris
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	

MANAGING SPORT PROJECTS AND PERFORMANCE

Course Code	MSC.PPMM2.PMELE.0005

ECTS Credits	1
Course Leader	ROMER Arnaud
Synchronous	12
Discipline	Sports
Program	Project and Programme Management and Business Development
Prerequisites	Basic knowledge of Project Management Methods Fundamental of Leadership
Course Description	Managing performance and sport event Human : How to manage a project team or sport team towards performance at individual and collective level ? With methods to solve an issue : Constat > Analyze > Solution Constat with datas : use of the tool Wyscout sports, KPIs pour projects team with cognitives skills : analyse others, soft skills (observation, empathy) Analyse Sport team : analyse datas, Artificial Intelligence Project team : KPIs, Solution ? Team Leadership : How to manage a sport team of a project sport team? Leadership in a group From individual to collective Motivation theories Assess the individual performance and the team performance: qualitative and quantitative Diagnosis Managing conflict in the team Multicultural Management and Global leadership Cultural intelligence (cognition, behavior, communication) Emotional intelligence (Daniel Goleman: motivation, empathy, self regulation) Multiculturalism leadership : integration, open mindset, feedbacks Environment : How to maximize the performance through the understanding of the environment ? Managing sport and projects and performance with eco-systeme Notion Biotope, biocenos > James Moore Understanding the evolution of a project within the environment Managing within different levels of scale Effect > impact on close environment who doesn't participate s Scale> national, worldwide Large scale : Example of the Olympic and Paralympic games le With Emotions et memorial dimension > Point 11 Bessy, Memory of the performance... Managing image and PR of a sport event Intern communication of a sport event PR and its effect on the image and reputation of the project/event Crisis communication and its effect on the team Uncertainty of the environment Uncertainty of the result/output Unpredictability of events: managing risk

	Sustanability and sport project management
	Logistics / supply chain: How to answer the logistic stakes of sport and project management ?
	Main constraints : time management
	Supply chain of a sport event
	Risk management and impact assessment
	FINANCIAL : How sport and project economy are linked ?
	Managing sport events and performance with financial obligations: Budget forecast
	With goal to make profit: entertainment value of sport, generation of income (high
	and low level of entertainment)
	Financing plan: sponsors & contrat, private equity, tickets sold, membership,
	government
Course Open to Exchange	Paris /Fall
Semester	fall, spring
Campus	Belo Horizonte, Paris
Evaluation	
Final Examination (%)	50
Continuous Assessment (%)	50
Academic reference	Deci, E.L., & Ryan, R.M. (2002). Handbook of self-determination research. Rochester : University of Rochester Press.
	Moore, J(1996). The Death of Competition: Leadership and strategy in the age of business ecosystems. New York: HarperBusiness.)
	Bessy, O, and Suchet, A, « Une approche théorique de lévénementiel sportif », Mondes du Tourisme [En ligne], 11	2015
	Desbordes, M, A review of the economic impact studies done on the Tour de France: methodological aspects and first results, International Journal of Sport Management and Marketing, vol. 2, n° 5-6, 2007
Websites	

ORGANISATIONAL EXCELLENCE AND MATURITY MODELS

Course Code	MSC.PPMM2.PMCOR.0092
ECTS Credits	2
Course Leader	MANSSON, Erik-EXT
Synchronous	18
Discipline	Autre
Program	Project and Programme Management and Business Development
Prerequisites	Project management
Course Description	This course aims to introduce the concepts of project maturity models and excellence in project management. The course also introduces the concepts of excellence and performance improvement at the a wider organisational level.

Course Open to Exchange	Paris /Fall
Semester	fall
Campus	Paris
Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	REQUIRED READINGS 1. Project Management Institute, 2013. Organizational project management maturity model (OPM3) knowledge foundation (3rd ed.). Newtown Square 2. International Project Management Association (IPMA), 2016. Project Excellence Baseline for Achieving Excellence in Projects and Programmes. IPMA Global Standard 3. Kerzner, H. 2005. Using the Project Management Maturity Model: Strategic Planning for Project Management 2nd Edition, 2nd Ed. John Wiley & Sons Inc. 4. EFQM 2013, EFQM Excellence Model - EFQM 2013, EFQM Publications 5. Selected list of journal articles will be communicated to students before the start of the course. RECOMMENDED READINGS Kerzner, H. 2013. Project Management: A Systems Approach to Planning, Scheduling, and Controlling, 11th Ed. John Wiley & Sons Inc. (available in the library in e-book format)
Websites	http://www.ipma.world/ http://www.efqm.org

SUSTAINABLE BUSINESS ECOSYSTEMS

Course Code	MSC.PPMM2.PMELE.0006
ECTS Credits	1
Course Leader	NIESTEN Eva
Synchronous	12
Discipline	Management & Organisation
Program	Project and Programme Management and Business Development
Prerequisites	None.
Course Description	You will learn about sustainable business ecosystems which are interconnected networks of businesses, organizations, and stakeholders that collaborate to achieve social, economic, and environmental sustainability. These ecosystems prioritize responsible resource management, social equity, and environmental protection, and are characterized by circular economy principles, collaborative innovation, and long-term thinking. You will discover how to create a more resilient and regenerative economy that balances the needs of people, the planet, and profit, for example, by adopting sustainable practices and working collaboratively with stakeholders to drive systemic change towards a more sustainable future.

Course Open to Exchange	Lille /Fall;#Paris /Fall
Semester	fall
Campus	Lille, Paris
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

LANGUAGE: FRENCH BEGINNER I FALL (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4312
ECTS Credits	**1**
Course Leader	LI-LANTIGNER Jing
Synchronous	24
Discipline	Autre
Program	M1 ABM France
Prerequisites	There are no-prerequisites for this course.
Course Description	This course is designed for students with no prior knowledge of the language and offers an introduction to French language and francophone culture. Students will study French pronunciation and develop knowledge of the language in all four skills at a basic level. By the end of this course (French Beginner I and II), students will be able to communicate in a range of daily life situations at a basic level. The course aims to prepare students for a period of study abroad by increasing cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French. Overall, this course prepares students to reach a level comparable to A1 CEFR.
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Dubaï, Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	0
Continuous us	100

Assessment (%)	
Academic reference	
Websites	Apprendre le français avec RFi : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais Français Intéractif : http://www.laits.utexas.edu/fi/home Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/

LANGUAGE: FRENCH BEGINNER II FALL (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4360
ECTS Credits	**1**
Course Leader	LI-LANTIGNER Jing
Synchronous	24
Discipline	Autre
Program	M1 ABM France
Prerequisites	Students must have completed French Beginner I or approx. 25/30 hours of prior learning.
Course Description	This course is the continuation of French Beginner I and offers an introduction to French language and francophone culture. Students will study French pronunciation and develop knowledge of the language in all four skills at a basic level. By the end of this course (French Beginner I and II), students will be able to communicate in a range of daily life situations at a basic level. The course aims to prepare students for a period of study abroad by increasing cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French. Overall, this course prepares students to reach a level comparable to A1 CEFR.
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Dubaï, Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	0
Continuous	100

Assessment (%)	
Academic reference	
Websites	Apprendre le français avec RFi : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais Français Intéractif : http://www.laits.utexas.edu/fi/home Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/

LANGUAGE: FRENCH ELEMENTARY FALL (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4313
ECTS Credits	**1**
Course Leader	LI-LANTIGNER Jing
Synchronous	24
Discipline	Autre
Program	M1 ABM France
Prerequisites	Have an elementary knowledge of French and have approximately 100-150 hours of prior study
Course Description	This course is designed for students who have an elementary knowledge of French and who have approximately 100-150 hours of prior study. Students will further develop their ability to use French 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 France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French. Overall, students will attain a level comparable to A2 CEFR.
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Dubaï, Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	0

Continuous Assessment (%)	100
Academic reference	
Websites	Apprendre le français avec RFi : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais Français Intéractif : http://www.laits.utexas.edu/fi/home Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/

LANGUAGE: FRENCH INTERMEDIATE FALL (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4314
ECTS Credits	**1**
Course Leader	LI-LANTIGNER Jing
Synchronous	24
Discipline	Autre
Program	M1 ABM France
Prerequisites	Pass at an Elementary (A2) course or have approximately 200-250 hours of prior study
Course Description	This course is designed for students who have an intermediate knowledge of French (students who have successfully passed the Elementary (A2) course or who have approximately 200-250 hours of prior study). Students will further develop their ability to use French in the four skills (speaking, listening, reading and writing) in familiar work and social contexts. By the end of this course, students will be able to communicate in a range of social and professional situations at intermediate level. The course aims to prepare students for a period of study abroad by further consolidating cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French. Overall, students will attain a level comparable to B1 CEFR.
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Dubaï, Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	0

Continuous Assessment (%)	100
Academic reference	
Websites	Apprendre le français avec RFi : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/

LANGUAGE: FRENCH POST-BEGINNER FALL (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4315
ECTS Credits	**1**
Course Leader	LI-LANTIGNER Jing
Synchronous	24
Discipline	Autre
Program	M1 ABM France
Prerequisites	Pass at the Beginner I and II course or have approximately 50 hours of prior study
Course Description	This course is designed for students who have a basic knowledge of French (students will have successfully passed the Beginner I and II course or have approximately 50 hours of prior study). Students will consolidate their pronunciation and their knowledge of the language in all four skills at a basic level. By the end of this course, students will be able to communicate in a range of simple daily life situations. The course aims to prepare students for a period of study abroad by increasing cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French. Overall, students will attain a level comparable to A1 CEFR.
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Dubaï, Lille, Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	0
Continuous us	100

Assessment (%)	
Academic reference	
Websites	Apprendre le français avec RFi : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais Français Intéractif : http://www.laits.utexas.edu/fi/home Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/

SUSTAINABLE FINANCE AND FINTECH

ALGORITHM DESIGN IN FINTECH

Course Code	MSC.SFFM2.ISCOR.0001
ECTS Credits	2
Course Leader	IYIDOGAN Engin
Synchronous	15
Discipline	Business Analytics, Data Science & AI
Program	Sustainable Finance and Fintech
Prerequisites	Students need to know mathematical modeling.
Course Description	Algorithms and pseudocode are vital elements of starting a project. It increases the efficiency of communication. We use the algorithms for outsourcing your project, writing your own coding pitch, understanding the flow of codes in a work environment. The course introduces various algorithms and pseudocode implementations.
Course Open to Exchange	Paris /Fall
Semester	fall
Campus	Dubaï, Paris
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	As of 2023, I would prefer not to advise any book as supplementary course material. Academic: Scopus, Factiva, Elsevier ... Coding: GitHub, StackExchange, StackOverflow Old-wave: Financial Times, Bloomberg New-wave: Reddit, medium

APPLIED RESEARCH METHODS

Course Code	MSC.SFFM2.FICOR.0011
ECTS Credits	1
Course Leader	SAIDANE Dhafer
Synchronous	12
Discipline	Finance
Program	Sustainable Finance and Fintech
Prerequisites	Mandatory for the MSc candidates
Course Description	The aim of the course is to train students to benchmark existing discipline-based knowledge and develop strategies for keeping up to date with new techniques or issues in both an academic research and a practitioner environment.

Course Open to Exchange	Paris /Fall
Semester	fall
Campus	Dubaï, Paris
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	Biggam, J., 2008. Succeeding with Your Master's Dissertation : A step-by-step handbook, McGraw-Hill. Available online on La Fusée website in Cyberlibris / Scholarvox: http://ezp.skema.edu:2057/bookshelf/list/folderid/62679 Additional references will be provided by the instructor during the class.
Websites	

BIG DATA, ARTIFICIAL INTELLIGENCE & POWER BI

Course Code	MSC.SFFM2.FICOR.0010
ECTS Credits	1
Course Leader	SAIDANE Dhafer
Synchronous	12
Discipline	Finance
Program	Sustainable Finance and Fintech
Prerequisites	As a prerequisite, students should have: - Corporate finance notions in management control and performance management - Information Systems management notions - Business Process monitoring notions
Course Description	In the actual digital era, Corporate Finance has to adapt: become more agile, more forward looking and support more than ever decision-making. Financial Managers used to be the guarantor of business profitability. To continue ensuring their role, Financial Managers now need to master IS dedicated to monitor business performance such as Big Data, AI, XBRL, Analytics, etc,, and understand their implications (legal, ethical and social)
Course Open to Exchange	Paris /Fall
Semester	fall
Campus	Dubaï, Paris
Evaluation	
Final Examination (%)	70
Continuous Assessment (%)	30
Academic reference	
Websites	

BLOCKCHAIN AND CRYPTO ASSETS

Course Code	MSC.SFFM2.FICOR.0003
ECTS Credits	2
Course Leader	BUCHWALTER Bastien
Synchronous	15
Discipline	Finance
Program	Sustainable Finance and Fintech
Prerequisites	There is no prerequisite for this course.
Course Description	Goals of the course The purpose of this course is to provide you with an introduction to crypto-assets and the distributed blockchain technology. At the end of the course, you should be able to Have a strong understanding of what blockchain technology is Know and use key vocabulary and concepts commonly used when discussing blockchain and crypto-assets Understand the potential and limitations of trust provided with a distributed blockchain Classify crypto-assets based on their technological characteristics Identify the best blockchain specific applications for value and content transfer Explain the emerging alternatives to the distributed blockchains The course runs for 8 weeks and is split into two parts of 4 weeks. In the first four weeks, we cover the basics of blockchain technology and how it is used by crypto-assets. In the second part of the class, we cover algorithms and pseudocode for frontier financial products.
Course Open to Exchange	Paris /Fall
Semester	fall
Campus	Dubaï, Paris
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	https://sites.google.com/view/engin-iyidogan

CAREER MANAGEMENT 1

Course Code	MSC.SFFM2.FICOR.0012
ECTS Credits	1
Course Leader	ANDRE Nathalie
Synchronous	6

Discipline	Autre
Program	Sustainable Finance and Fintech
Prerequisites	-
Course Description	Develop knowledge and skills about recruitment situation
Course Open to Exchange	Belo /Fall;#Lille /Fall;#Paris /Fall;#Raleigh /Fall;#Sophia /Fall
Semester	fall
Campus	Belo Horizonte, Dubaï, Lille, Paris, Raleigh, Sophia
Evaluation	
Final Examination (%)	40
Continuous Assessment (%)	60
Academic reference	Talent and careers HUB Création du profil personnel
Websites	

CLIMATE ISSUES IN THE FINANCIAL SPHERE

Course Code	MSC.SFFM2.FICOR.0006
ECTS Credits	2
Course Leader	SAIDANE Dhafer
Synchronous	18
Discipline	Finance
Program	Sustainable Finance and Fintech
Prerequisites	
Course Description	Digital financial inclusion involves the deployment of the cost-saving digital means to reach currently financially excluded and underserved populations with a range of formal financial services suited to their needs that are responsibly delivered at a cost affordable to customers and sustainable for providers.
Course Open to Exchange	Paris /Fall
Semester	fall
Campus	Dubaï, Paris
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

CSR & GREEN BUSINESS

Course Code	MSC.SFFM2.FICOR.0005

ECTS Credits	2
Course Leader	SINCLAIR-DESGAGNE Bernard
Synchronous	18
Discipline	Finance
Program	Sustainable Finance and Fintech
Prerequisites	
Course Description	This course introduces students to academic research and business practices concerning corporate social responsibility (CSR) and environmental stewardship. The first lecture defines the two notions, examines their desirability, and considers their practical scope. The second lecture lays out the basics of sustainable corporate finance. The third lecture copes with the issue of creating value through making a firm greener. The fourth lecture looks at green entrepreneurship and firms specialized in delivering environmental goods and services (which form, nowadays, the so-called eco-industry). Taking stock of the latter, the fifth lecture considers how to make global value chains greener. The sixth lecture, finally, discusses good and bad practices in stakeholders management.
Course Open to Exchange	Paris /Fall
Semester	fall
Campus	Dubaï, Paris
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	Books: (Required) Mark Antony Camilleri (2017), Corporate Sustainability, Social Responsibility, and Environmental Management An introduction to theory and practice with case studies, Springer. Joseph E. Stiglitz (2019), People, Power and Profits for an Age of Discontents, W. W. Norton. Articles: All the articles mentioned in the course outline below will be provided online on K2 or another outlet. The ones which are mandatory readings will be specified in due time.
Websites	European policy on CSR: https://ec.europa.eu/growth/industry/sustainability/corporate-social-responsibility_en World Business Council for Sustainable Development: https://www.wbcsd.org/ ISO 26000 Social Responsibility: https://www.iso.org/iso-26000-social-responsibility.html ISO 14000 Environmental Management: https://www.iso.org/fr/iso-14001-environmental-management.html Eco-Manag. and Audit Sch. (EMAS): https://ec.europa.eu/environment/emas/index_en.htm

FINTECH SEMINAR

Course Code	MSC.SFFM2.FICOR.0007
ECTS Credits	2
Course Leader	SCHWIENBACHER Armin
Synchronous	18
Discipline	Finance
Program	Sustainable Finance and Fintech
Prerequisites	This fintech seminar requires basic knowledge of corporate finance.
Course Description	The aim of the course is to study fintech from the perspective of entrepreneurial startups, and combine it with the financing of entrepreneurial opportunities. Thus, it is an entrepreneurial finance course for startups active in the fintech area. Students will better understand what constitutes entrepreneurial opportunities in the fintech space and how they are financed.
	Topics covered include the following (the order may change as we progress in the course):
	1/ Introduction to fintech activities and emergence of entrepreneurial opportunities
	2/ Various sources of entrepreneurial funding, in particular venture capital and angel finance
	3/ New financing forms for startups: Crowdfunding and ICOs
	Students will be able to:
	- Understand what constitutes entrepreneurial opportunities in the fintech space;
	- Know more about different forms of entrepreneurial finance (mainly equity finance);
	- Understand financing techniques and opportunities for new fintech ventures;
	- Understand new alternative financing forms (crowdfunding, ICO);
	- Understand the processes used in incubating and growing a new venture from the investors perspective;
	- Understand the design of optimal contracting structures for new ventures (security issuance and investment documentation).
	Lectures build on theory, business cases and exercises that will be discussed in class. Students will be required to work on real-world business cases to develop their own view on different forms of entrepreneurial finance and fintech topics. This year, we will also do business cases on (equity) crowdfunding and ICO.
Course Open to Exchange	Paris /Fall
Semester	fall
Campus	Dubaï, Paris
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	Relevant reading material will be distributed in electronic format during the course through the K2 platform.
Websites	

FUNDAMENTAL OF FINANCE & TAX

Course Code	MSC.SFFM2.FICOR.0002
ECTS Credits	4
Course Leader	SAIDANE Dhafer
Synchronous	36
Discipline	Finance
Program	Sustainable Finance and Fintech
Prerequisites	NO The course will be taught in the form of lectures and selected case studies intended for classroom discussion. Each student will be part of a study group composed of at least five members who each session will provide a collective discussion. A class participation grade will be obtained from individual quizzes and discussions of the financial case studies.
Course Description	An increased awareness in international markets particularly dictated by the scarcity of resources, the efficient pursuit of profit and climate change has influenced the financial decisions worldwide. Sustainability became the new corporate norm in the financial world. Investors explore additional factors in their financial decisions and durability continues to democratize. This course examines sustainable finance as an integrated subject, starting with an introduction of funding mechanisms and investment to go towards the financial analysis, financing and evaluation. It covers various aspects of sustainable investment and offers effective tools for financial and risk evaluation. It fully meets the desire of companies to ensure a continued prosperity, expansion, or simply their own survival. The sustainability analysis is the hub of economic, social and environmental analyses. To this, sustainable finance includes additional elements such as investment measures, investment conditions, risk, ethics, and responsibility.
Course Open to Exchange	Paris /Fall
Semester	fall
Campus	Dubaï, Paris
Evaluation	
Final Examination (%)	70
Continuous Assessment (%)	30
Academic reference	- Krosinsky, C., N. Robins, and Stephen Viederman (2012): Evolutions in Sustainable Investing: Strategies, Funds and Thought Leadership, Wiley Finance. - Labatt, S. and R. Rodney (2002): Environmental Finance: A Guide to Environmental Risk Assessment and Financial Products, Wiley Finance.
Websites	

INDUCTION DAY FOR SUSTAINABILITY - PARIS

Course Code	MSC.SFFM2.FICOR.0025

ECTS Credits	0
Course Leader	SAIDANE Dhafer
Synchronous	6
Discipline	Finance
Program	Sustainable Finance and Fintech
Prerequisites	
Course Description	
Course Open to Exchange	Paris /Fall
Semester	fall
Campus	
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

PROGRAMMING WITH PYTHON I

Course Code	MSC.SFFM2.FICOR.0008
ECTS Credits	1
Course Leader	PETRECZKY, Mihaly-EXT
Synchronous	12
Discipline	Finance
Program	Sustainable Finance and Fintech
Prerequisites	
Course Description	Python I
Course Open to Exchange	Paris /Fall
Semester	fall
Campus	Dubaï, Paris
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

PROGRAMMING WITH PYTHON II

Course Code	MSC.SFFM2.FICOR.0009
ECTS Credits	1

Course Leader	PETRECZKY, Mihaly-EXT
Synchronous	12
Discipline	Finance
Program	Sustainable Finance and Fintech
Prerequisites	Programming with Python I
Course Description	-
Course Open to Exchange	Paris /Fall
Semester	fall
Campus	Dubaï, Paris
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	
Websites	

SUSTAINABLE FINANCE& BANKING

Course Code	MSC.SFFM2.FICOR.0004
ECTS Credits	2
Course Leader	SAIDANE Dhafer
Synchronous	15
Discipline	Finance
Program	Sustainable Finance and Fintech
Prerequisites	
Course Description	The courses key objective is to provide students with a personalized academic environment to obtain a solid understanding of International banking and sustainable finance. The Sustainable Finance course aims at analyzing and assessing the stability of Globalized financial system. It is opened to no-specialists and gives a clear understanding between international banking forces, sustainability, regulation and financial instability in globalized economy. The course will assess the impact of financial deregulation as well as structural reforms upon the banking business models. The target students might want to work in the sustaible development / CSR department of corporates.
Course Open to Exchange	Paris /Fall
Semester	fall
Campus	Dubaï, Paris
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0

Academic reference	
Websites	

ACCOUNTING PREREQUISITES

Course Code	MSC.CFMM2.FIELE.0146
ECTS Credits	0
Course Leader	CHIKH Sabrina
Synchronous	0
Discipline	Comptabilité
Program	Sustainable Finance and Fintech
Prerequisites	Objective: This module is a prerequisite course for students having a first level or limited knowledge in accounting. It enables them to understand and analyze basic annual reports and financial statements of general businesses.
Course Description	Description: This module emphasizes on the fundamentals of financial accounting and is customized for students entering postgraduate level studies, without a substantial accounting background. The module will introduce general accounting standards, but students are NOT expected to have a comprehensive knowledge of IAS/IFRS standards in financial reporting and analysis. It is a foundation course where an understanding of accounting is a basic requirement.
Course Open to Exchange	Paris /Fall;#Sophia /Fall;#Suzhou /Fall
Semester	fall
Campus	Paris, Sophia, Suzhou
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	David Alexander and Christopher Nobes (2020), Financial Accounting an international introduction, Pearson (Higher Edition), 7th edition.
Websites	

CORPORATE FINANCE PREQUISITES

Course Code	MSC.CFMM2.FIELE.0147
ECTS Credits	0
Course Leader	CHIKH Sabrina
Synchronous	0
Discipline	Finance
Program	Sustainable Finance and Fintech
Prerequisites	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.

Course Description	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.
Course Open to Exchange	Belo /Fall;#Paris /Fall;#Suzhou /Fall;#Belo /Spring
Semester	fall
Campus	Belo Horizonte, Paris, Suzhou
Evaluation	
Final Examination (%)	100
Continuous Assessment (%)	0
Academic reference	Ross, Stephen A. Fundamentals of Corporate Finance. Toronto: McGraw-Hill Ryerson, 2002. Chapters 1 - 4.
Websites	

LANGUAGE: FRENCH BEGINNER I FALL (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4312
ECTS Credits	**1**
Course Leader	LI-LANTIGNER Jing
Synchronous	24
Discipline	Autre
Program	M1 ABM France
Prerequisites	There are no-prerequisites for this course.
Course Description	This course is designed for students with no prior knowledge of the language and offers an introduction to French language and francophone culture. Students will study French pronunciation and develop knowledge of the language in all four skills at a basic level. By the end of this course (French Beginner I and II), students will be able to communicate in a range of daily life situations at a basic level. The course aims to prepare students for a period of study abroad by increasing cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French. Overall, this course prepares students to reach a level comparable to A1 CEFR.
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Dubaï, Lille, Paris, Sophia, Suzhou
Evaluation	

Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	Apprendre le français avec RFi : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais Français Intéractif : http://www.laits.utexas.edu/fi/home Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/

LANGUAGE: FRENCH BEGINNER II FALL (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4360
ECTS Credits	**1**
Course Leader	LI-LANTIGNER Jing
Synchronous	24
Discipline	Autre
Program	M1 ABM France
Prerequisites	Students must have completed French Beginner I or approx. 25/30 hours of prior learning.
Course Description	This course is the continuation of French Beginner I and offers an introduction to French language and francophone culture. Students will study French pronunciation and develop knowledge of the language in all four skills at a basic level. By the end of this course (French Beginner I and II), students will be able to communicate in a range of daily life situations at a basic level. The course aims to prepare students for a period of study abroad by increasing cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French. Overall, this course prepares students to reach a level comparable to A1 CEFR.
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Dubaï, Lille, Paris, Sophia, Suzhou
Evaluation	

Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	Apprendre le français avec RFi : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav&utm_campaign=langue-francaise_apprendre-le-francais Français Intéractif : http://www.laits.utexas.edu/fi/home Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/

LANGUAGE: FRENCH ELEMENTARY FALL (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4313
ECTS Credits	**1**
Course Leader	LI-LANTIGNER Jing
Synchronous	24
Discipline	Autre
Program	M1 ABM France
Prerequisites	Have an elementary knowledge of French and have approximately 100-150 hours of prior study
Course Description	This course is designed for students who have an elementary knowledge of French and who have approximately 100-150 hours of prior study. Students will further develop their ability to use French 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 France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French. Overall, students will attain a level comparable to A2 CEFR.
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Dubaï, Lille, Paris, Sophia, Suzhou

Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	Apprendre le français avec RFi : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav &utm_campaign=langue-francaise_apprendre-le-francais Français Intéractif : http://www.laits.utexas.edu/fi/home Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/

LANGUAGE: FRENCH INTERMEDIATE FALL (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4314
ECTS Credits	**1**
Course Leader	LI-LANTIGNER Jing
Synchronous	24
Discipline	Autre
Program	M1 ABM France
Prerequisites	Pass at an Elementary (A2) course or have approximately 200-250 hours of prior study
Course Description	This course is designed for students who have an intermediate knowledge of French (students who have successfully passed the Elementary (A2) course or who have approximately 200-250 hours of prior study). Students will further develop their ability to use French in the four skills (speaking, listening, reading and writing) in familiar work and social contexts. By the end of this course, students will be able to communicate in a range of social and professional situations at intermediate level. The course aims to prepare students for a period of study abroad by further consolidating cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French. Overall, students will attain a level comparable to B1 CEFR.
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Dubaï, Lille, Paris, Sophia, Suzhou

Evaluation	
Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	Apprendre le français avec RFi : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav &utm_campaign=langue-francaise_apprendre-le-francais Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/

LANGUAGE: FRENCH POST-BEGINNER FALL (FOR NON NATIVE SPEAKERS)

Course Code	PGE.FINM1.LGCOR.4315
ECTS Credits	**1**
Course Leader	LI-LANTIGNER Jing
Synchronous	24
Discipline	Autre
Program	M1 ABM France
Prerequisites	Pass at the Beginner I and II course or have approximately 50 hours of prior study
Course Description	This course is designed for students who have a basic knowledge of French (students will have successfully passed the Beginner I and II course or have approximately 50 hours of prior study). Students will consolidate their pronunciation and their knowledge of the language in all four skills at a basic level. By the end of this course, students will be able to communicate in a range of simple daily life situations. The course aims to prepare students for a period of study abroad by increasing cultural awareness of France and other francophone countries and to enable students to acquire language skills and attitudes for further study of French. Overall, students will attain a level comparable to A1 CEFR.
Course Open to Exchange	Lille /Fall;#Paris /Fall;#Sophia /Fall
Semester	fall
Campus	Dubaï, Lille, Paris, Sophia, Suzhou
Evaluation	

Final Examination (%)	0
Continuous Assessment (%)	100
Academic reference	
Websites	Apprendre le français avec RFi : https://savoirs.rfi.fr/fr/recherche/rubrique/apprendre/objectif/apprendre-et-perfectionner-le-francais-2707 Apprendre le français avec TV5 Monde : http://apprendre.tv5monde.com/?utm_source=tv5monde&utm_medium=metanav &utm_campaign=langue-francaise_apprendre-le-francais Français Intéractif : http://www.laits.utexas.edu/fi/home Dictionnaire en ligne Reverso : http://dictionnaire.reverso.net/