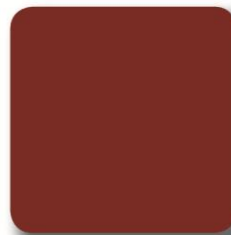


# The IAE Aix International Management Seminars 2011



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<b>Course title</b>	<b>Project Management (IPM)</b>			
	Language	Hours	ECTS	Programme
	<b>English</b>	<b>24</b>		<b>International Seminar</b>
<b>Name of the lecturer</b>	<b>J. ALGAR</b>			
<b>Aim of the course</b>	<p>The seminar is highly interactive from the start; fast paced and a lot of fun, you will work in teams to solve challenges that are given to you.</p> <p>This seminar is designed to respond the needs of industry and to provide a foundation of project management for you, the leaders of tomorrow.</p> <p>You will gain an in depth understanding of project management tools, techniques and concepts and an increased confidence in your ability to deliver projects.</p>			
<b>Learning outcomes</b>	<p><b>On successful completion of this course student will:</b></p> <ul style="list-style-type: none"> <li>▫ Develop an Executive Summary</li> <li>▫ Scope the project by creating a Work Breakdown Structure (WBS);</li> <li>▫ Identify key task sequences and the critical path using network (logic) diagramming;</li> <li>▫ Preparation and use of Gantt Charts, and track progress against the baseline schedule;</li> <li>▫ Understand and be able to resource level</li> <li>▫ Deliver health checks and present progress reports.</li> </ul>			

#### Course content per session

Session 1 – Project strategy, goal setting, life cycles,  
 Session 2 – Project definition, critical path networks, Gantt charts  
 Session 3 – Budgeting, cash flow, managing stakeholders  
 Session 4 – Monitoring and control  
 Session 5 – Project health checks, project reporting

#### Method of assessment *What will the final grade be based on?*

Type of evaluation	Duration	% of final grade
Post Project Presentations – group component		100%

#### Bibliography – Author, title, year, publisher

**Project Management**, (2009) 4<sup>th</sup> Edition. (Paperback) by [Harvey Maylor](#) Prentice Hall  
 The fourth edition of this successful textbook combines a strong academic approach with relevant practical cases; the text skilfully shows the range of issues that face project managers through the logic of the 4-D project cycle.

<b>Mini-CV of the lecturer</b>	<p><b>John ALGAR</b>, Director of Specialist Open Programmes, Director of MBA Project Management Core Programme, Lecturer Project Management, Cranfield School of Management.</p> <p>Highly skilled and internationally recognised as a passionate teacher who can cross boundaries and bring people from different cultures together in a truly successful learning environment. His experience in industry and ability to authentically engage with people shines through in the lecture room, where delegates report “that’s where the magic happens!”</p> <p>He is in great demand as a lecturer and consultant internationally and also as a problem solver and change agent within international organisations, especially those who know they have a problem but aren’t quite sure what it is.</p>
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<b>Course title</b>	<b>Internationalization and Managing Internationally</b>			
	Language	Hours	ECTS	Programme
	<b>English</b>	<b>24</b>		<b>International seminar</b>
<b>Name of the lecturer</b>	<b>T. D. ALKIRE</b>			
<b>Position / Employee</b>	International Business and Management at Central Washington University in Ellensburg, Washington,			
<b>Aim of the course</b>	The objective of this course is to allow the students to interact in English with a native speaker while they explore the unique opportunities and problems that confront international managers as they navigate through the extremely complex and ever-changing global cultural environment.			
<b>Learning outcomes</b>	<p><b>On successful completion of this course student will:</b></p> <ul style="list-style-type: none"> <li>• Understand the context of international management.</li> <li>• Understand several national/regional cultures (including an assessment of American culture) and what are their impact on organizations.</li> <li>• Understand the challenges of managing global managers.</li> </ul>			

<b>Course content per session</b>	<b>Number of hours</b>
Final Class Schedule to be provided	24

**Method of assessment** *What will the final grade be based on?*

<b>Type of evaluation</b>	<b>Duration</b>	<b>% of final grade</b>
Attendance / Participation in discussions and in-class exercises		100%

**Internet websites and other relevant information for the course**

- [westerntalent.org](http://westerntalent.org)

<b>Mini-CV of the lecturer</b>	<p><b>T. D. Alkire</b> is a Lecturer of International Business and Management at Central Washington University in Ellensburg, Washington, U.S.A. He is a former global executive with over 20 years of international business experience. His last position was as Executive V.P., International Operations for Flow International Corp. (USA), based in Lugano, Switzerland. The job required daily travel throughout Europe as well as frequent travel to Japan, Taiwan, China and Korea. The combined annual revenue of the various divisions was approximately US\$110 million. Mr. Alkire has a MBA degree from City University, Frankfurt, Germany and is currently a 2<sup>nd</sup> year Ph.D student at SKEMA Business School. His area of research is centered on the management challenges faced by Chinese and Indian Multinational Enterprises operating in developed nations. In addition to his native English, he is a fluent speaker of German, Italian, Spanish and French.</p>
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<b>Course title</b>	<b>Developing intercultural competence through films : From cultural differences to synergistic problem solving</b>		
	Language	Hours	ECTS
	<b>English</b>	<b>24</b>	
	<b>International Seminar</b>		
<b>Name of the lecturer</b>	<b>C. BARMAYER</b>		
<b>Position / Employee</b>	Professeur des Universités, Chair of Intercultural Communication, University of Passau, Germany		
<b>Aim of the course</b>	<ul style="list-style-type: none"> <li>• provide a theoretical background concerning culture, communication and problem solving</li> <li>• encourage cultural awareness, knowledge and competencies by self-experience</li> <li>• develop intercultural competence</li> <li>• help to overcome intercultural communication barriers and create synergy</li> </ul>		
<b>Learning outcomes</b>	<b>On successful completion of this course student will:</b> <ul style="list-style-type: none"> <li>- Recognise cultural differences</li> <li>- Respect cultural differences</li> <li>- Reconcile cultural differences.</li> </ul>		
<b>Course content per session</b>			<b>Number of hours</b>
1. Culture and Intercultural Communication 2. Dilemma Theory and Cultural Dimensions 3. Perception and Stereotypes 4. Language and Intercultural Communication 5. Analysis of film sequences by applying dilemma-theory 6. Cultural Values and Cultural Synergy			24
<b>Method of assessment</b> <i>What will the final grade be based on?</i>			
<b>Type of evaluation</b>	<b>Duration</b>	<b>% of final grade</b>	
<b>1. Participation:</b>		30%	
<b>2. Team-project:</b> In-class presentation (PowerPoint and mpg)	30 min	70%	
<b>Bibliography – Author, title, year, publisher</b>			
<p>Hampden-Turner, Charles: What we know about Cross-Cultural Management after Thirty Years. In: Donal, Lynch/Pilbeam, Adrian (Hg.): Heritage and progress. From the past to the future in intercultural understanding. Bath, LTS/SIETAR, 2000, p.17-27</p> <p>Hampden-Turner, Charles/Trompenaars, Alfons: Building Cross-Cultural Competence. West Sussex, Wiley, 2000.</p> <p>Trompenaars, Alfons/ Hampden-Turner, Charles: Leaders for the 21<sup>st</sup> century. New York, McGraw-Hill, 2000, S.1-73</p> <p>Laurent, André: Learning at the Cross-Road of Cultures. In: Reineke, Dieter/Fussinger, Christine (ed): Interkulturelles Management. Wiesbaden, 2001, p. 297-300.</p> <p>Bennett, Milton J.: A developmental Approach to Training for Intercultural Sensitivity. In: International Journal of Intercultural Relations, Nr.10, 1986, p.179-198.</p>			
<b>Internet websites and other relevant information for the course</b>			
<ul style="list-style-type: none"> <li>• <a href="http://www.7d-culture.nl">www.7d-culture.nl</a></li> <li>• <a href="http://www.uni-passau.de/barmeyer">www.uni-passau.de/barmeyer</a></li> </ul>			
<b>Mini-CV of the lecturer</b>	<p><b>Dr. Christoph Barmeyer</b> is Professor of Intercultural Communication and Management, Director of the Competence Center at the University of Passau <a href="http://www.uni-passau.de/barmeyer">www.uni-passau.de/barmeyer</a> (Germany) and affiliated professor of EM Strasbourg/University Strasbourg (France) at the research centre ‚Humans and Management in Society (EA1347)‘.</p> <p>He has published and co-authored 10 books and more than 90 articles about Intercultural Management, French-German Management and International Human Resource Management. He teaches in several European Master Programs and was at the board of SIETAR Germany (Society for Intercultural Education, Training and Research). He works as an intercultural consultant with multinational corporations, as Alcan, ARTE, Axa, Bosch, EDF, EnBW, Publicis, Siemens, Swarovski.</p>		

<b>Course title</b>	<b>“Sleeping with the enemy”? Changing relationships between companies and NGOs</b>			
	Language	Hours	ECTS	Programme
	<b>English</b>	<b>24</b>		<b>International Seminar</b>
<b>Name of the lecturer</b>	<b>C. BEY</b>			
<b>Position / Employee</b>	Professor, BEM Bordeaux Management School			
<b>Aims of the course</b>	This seminar examines the power that external socio-economic actors (stakeholders) can bring to bear on a particular company. After an overview of recent research findings, participants of this seminar will discuss and use tools for reputation and stakeholder management in case studies.			
<b>Learning outcomes</b>	<p><b>On successful completion of this course students will:</b></p> <ul style="list-style-type: none"> <li>- be aware of the power relations of social and economic actors (NGOs in particular) vis-à-vis companies, especially large multinational enterprises (MNEs).</li> <li>- be able to analyse and manage a company's relationships with external stakeholders</li> </ul>			
<b>Course content per session</b>				<b>Number of hours</b>
<p><b>Thursday:</b></p> <ul style="list-style-type: none"> <li>- Stakeholders and their management: case “Fisons”</li> <li>- Overview of NGOs</li> <li>- Shifting power: internet, reputation, companies' reputation problems</li> <li>- Shareholder activism</li> </ul> <p><b>Friday:</b> (morning)</p> <ul style="list-style-type: none"> <li>- Setting the stage for the research project</li> </ul> <p>(morning + afternoon)</p> <ul style="list-style-type: none"> <li>- Research project</li> </ul> <p><b>Saturday:</b> Presentations: 9:00 to 13:00 + final discussions</p>				
<b>Method of assessment</b> <i>What will the final grade be based on?</i>				
<b>Type of evaluation</b>	<b>Duration</b>	<b>% of final grade</b>		
Group presentation	~30 min/group	100		
<b>Bibliography – Author, title, year, publisher</b>				
<ul style="list-style-type: none"> <li>● Spar, D., and La Mure, L. (2003) "The power of activism: assessing the impact of NGOs on global business", <i>California Management Review</i> Vol. <b>45</b> No. 3: 78-101.</li> <li>● Jagersma, P. (2008) "The strategic value of sustainable stakeholder management", <i>Business Strategy Series</i> Vol. <b>10</b> No. 8: 339-344.</li> <li>● Berry, G. (2010) "Improving organisational decision-making: reframing social, moral and political stakeholder concerns", <i>Journal of Corporate Citizenship</i> <b>38</b>, summer 2010: 33-48.</li> </ul>				
<b>Mini-CV of the lecturer</b>	<p><b>Christoph Bey</b> BA PhD, of German origin, is an expert in sustainable development as part of company strategy. He is research-active in the fields of environmental management, corporate strategy, corporate social responsibility, and business ethics, and is published in French, English, and German. Currently, he is a professor of strategy and corporate social responsibility at BEM Bordeaux Management School.</p> <p>Christoph received his PhD from the University of Edinburgh for a thesis on corporate environmental management in extended networks.</p>			

<b>Course title</b>	<b>CREATIVITY BUILDS BUSINESS</b>			
	Language	Hours	ECTS	Programme
	<b>English</b>	<b>24</b>		<b>International Seminar</b>
<b>Name of the lecturer</b>	<b>G. R. CLOUTIER</b>			
<b>Position / Employee</b>	HICOM INTERNATIONAL INC. PRESIDENT			
<b>Aim of the course</b>	Instil students a sense of autonomy and responsibility by freeing their creative power. Allow students to develop their entrepreneurial culture by realizing their objectives			
<b>Learning outcomes</b>	<b>On successful completion of this course student will:</b> <ul style="list-style-type: none"> <li>- build a strategy from an idea to its realization</li> <li>- self finance creativity and innovation</li> <li>- transform an actual organization into an evolutionary one</li> </ul>			
<b>Course content per session</b>				<b>Number of hours</b>
<p>We are living in a fast-paced world driven by constant change and filled with new and unexpected challenges. Are we ready to face them? What does the future hold for people and today's organizations? Are we prepared for tomorrow's reality? How can we use creativity, innovation and our networks to achieve our goals?</p> <p><b>The training program will be given in three parts:</b></p> <ul style="list-style-type: none"> <li>• Discover our fears that impede us to realize our objectives.</li> <li>• Awake students to business challenges of tomorrow.</li> </ul> <p>Learn about the transformation of the actual organizations into evolutionary organizations. Understand our potential to realize our objectives. Create your objectives through five motivational disciplines. Use evolutionary thinking to resolve actual business problems. Promote creativity and innovation to improve individual and collective performance. Become autonomous by promoting integrity, ethics and creativity. Learn how to promote innovation by creating a new type of network, the family of enterprises. Learn to apply principles and values on a day to day basis to attain your global objectives.</p>				
<b>Method of assessment</b> <i>What will the final grade be based on?</i>				
<b>Type of evaluation</b>	<b>Duration</b>	<b>% of final grade</b>		
Each student will present orally their creative projects and the steps to reach them with the material covered in the seminar.		100%		
<b>Bibliography – Author, title, year, publisher</b>				
<ul style="list-style-type: none"> <li>• Guy R. CLOUTIER, THE POWER OF THE FUTURE, 2009, ZONE EVOLUTIONARY CENTRE</li> </ul>				
<b>Internet websites and other relevant information for the course</b>				
<ul style="list-style-type: none"> <li>• <a href="http://www.powerofthefuture.com">www.powerofthefuture.com</a></li> </ul>				
<b>Mini-CV of the lecturer</b>	<p>International author and publisher of the books "The Power of the Future" and "The Golden Rules", he is an evolutionary accountant and founder of an international trading house exporting inventions around the world. He is also widely renowned as an inspiring professor and professional speaker in North America, Asia and Europe.</p> <p>He has traveled the world helping people and organizations set and reach goals in their personal and business lives. In the process he has developed a truly original and revolutionary approach to guide both individuals and organizations toward excellence in developing their capacity for innovation, creativity and invention.</p> <p>He has over 25 years of practical experience inventing ways for people and businesses to achieve their conscious dreams. In honour of the 100<sup>th</sup> anniversary of the founding of the CGA designation, CGA-Canada recognized Mr Cloutier for his outstanding contributions to his community and to the lives of others, among the top 100 out of 71.000.</p>			

<b>Course title</b>	<b>Macroeconomics for Dummies</b>			
	Language	Hours	ECTS	Programme
	<b>English</b>	<b>24</b>		<b>International Seminar</b>
<b>Name of the lecturer</b>	<b>R. DUTU</b>			
<b>Position / Employee</b>	Senior Lecturer, Deakin University, Melbourne, Australia			
<b>Aim of the course</b>	<p>The objective of this seminar is to introduce macroeconomics to current or future managers in an intuitive and non formal way. At the end of this seminar the participant will have a clear understanding of the main mechanisms at work in the global economy. The student will be able understand the sources of economic growth, the role played by banks and financial institutions, and to forecast the impact of various types of shocks (commodity prices, financial, etc.) and economic policies on the economy. Time will also be dedicated to the current financial crisis and Euro crisis. The seminar is built around a core of simple tools and will blend theory, videos and discussions.</p>			
<b>Learning outcomes</b>	<p><b>Economic Growth in a globalized economy</b></p> <ul style="list-style-type: none"> <li>• Why are some countries rich and others poor?</li> <li>• What are the determinants of economic growth?</li> <li>• A model of economic growth for dummies</li> <li>• Decomposing actual economic growth</li> </ul> <p><b>Banks, central banks, and the financial system</b></p> <ul style="list-style-type: none"> <li>• How banks create money? What role do central banks play in this process?</li> <li>• What is an interest rate and how does it relate to inflation?</li> <li>• Why interest rates differ across countries?</li> <li>• Would we be better off without Reserve Banks?</li> <li>• <b>Bonus</b> : The Global Financial Crisis: What happened? What to expect?</li> </ul> <p><b>Business cycles and short run economic fluctuations</b></p> <ul style="list-style-type: none"> <li>• What is GDP made of? Why do we have cycles?</li> <li>• Is there a role for governments in managing economic fluctuations?</li> </ul>			
<b>Mini-CV of the lecturer</b>	<p><b>Richard Dutu</b> is a macroeconomist specialized in monetary and financial economics. A former student of the <i>Ecole Normale Supérieure</i>, he holds a Ph.D. in Economics (Paris X and EHESS) and has been working as Senior Lecturer at Deakin Business School in Melbourne, Australia. Richard teaches Macroeconomics in various International MBA programmes. He is a regular contributor at macroeconomics conferences and consults with central banks around the world (Federal Reserve Bank of Chicago, Bank of Canada, Reserve Bank of Australia, New Zealand) and private forecasting companies. Richard has publications in top-rated scientific journals such as the <i>International Economic Review</i>. His links with the South Pacific Economy mean that that he's teaching is real and relevant.</p>			

<b>Course title</b>	<b>Doing Business in BRIC Countries : a Comparative Analysis</b>			
	Language	Hours	ECTS	Programme
	<b>English</b>	<b>24</b>		<b>International Seminar</b>
<b>Name of the lecturer</b>	<b>V. KOLCHANOV</b>			
<b>Position / Employee</b>	Chair of Marketing and Strategic Management Academic Department at International Management Institute of St. Petersburg (IMISP), Russia			
<b>Aim of the course</b>	The main objective of the course is to build a basic framework to enable students to understand the socio-economic, marketing, legal and cross-cultural aspects of conducting business in the BRIC countries. It is also expected that by the end of the course students will be able to apply key frameworks and tools for selecting target markets and segments, planning marketing mix and running business negotiations in the BRIC countries.			
<b>Learning outcomes</b>	<p><b>On successful completion of this course students will:</b></p> <ul style="list-style-type: none"> <li>• understand structure and organisation of the BRIC countries' political and administrative systems</li> <li>• understand key trends of the BRIC countries' economic and social development</li> <li>• understand the most growing business segments</li> <li>• understand quality and level of social and market infrastructure development</li> <li>• understand different legal forms of doing business in the BRIC countries</li> <li>• understand current status and future trends of BRIC-EU relationships in key areas</li> <li>• know and understand general peculiarities of marketplaces in the BRIC countries</li> <li>• understand how to consider these peculiarities for successful marketing of products/services to Russian, Brazilian, Indian and Chinese customers</li> <li>• become familiar with business cultures and cross-cultural business challenges in the BRIC countries</li> <li>• get basic hints for running business negotiations with counterparts in each of the BRIC countries</li> </ul>			
<b>Mini-CV of the lecturer</b>	<p><b>Career</b>  <i>Institution/company and position held</i>  1997 -... International Management Institute of St. Petersburg (IMISP); Professor, Chair of Marketing and Strategic Management Academic Department  2002-2009 - International Management Institute of St. Petersburg (IMISP); Vice-Rector for Academic Affairs  1996-1997 – Joint-Stock Company “Russian City”; Sales Director  1995-1996 – LSO Foods Ltd. (Finland); Country Manager (Russia)  1993-1995 – Glaxo Export Ltd.(UK); Regional Sales Manager  1990-1993 - International Management Institute of St. Petersburg (IMISP); Associate Professor  1980-1990 – Leningrad Institute for Engineering and Economics; Ph.D Student, Senior Research Fellow</p> <p><b>Education</b>  1999 – Danish Export Institute; Certificate: Consultant in Export Skills Development  1991-1992 – SDA Bocconi; Master in Business Administration  1983-1986 - Leningrad Institute for Engineering and Economics; Ph.D in Industrial Economics  1975-1980 - Leningrad Institute for Engineering and Economics, first degree</p>			

<b>Course title</b>	<b>Strategic Innovation : Learn from Lady Gaga and Other Artists</b>			
	Language	Hours	ECTS	Programme
	<b>English</b>	<b>24</b>		<b>International Seminar</b>
<b>Name of the lecturer</b>	<b>K. KOLLENZ QUETARD</b>			
<b>Position / Employee</b>	Visiting Professor of Strategic Management at the London Business School (UK), HEC (F) and the Institute of Management Development (IMD, CH).			
<b>Aim of the course</b>	This course will discuss the most important concepts and tools in the area of strategic innovation using examples from the world of arts: Analyzing the work of Lady Gaga, Madonna, Damien Hirst and others we will discover how each of them revolutionized their 'industry' through strategic innovation.			
<b>Learning outcomes</b>	<p>On successful completion of this course student will:</p> <ul style="list-style-type: none"> <li>- Be familiar with the principal concepts and tools of strategic innovation</li> <li>- Appreciate that many artist, such as Lady Gaga, Madonna, Damien Hirst, Picasso, Van Gogh and Gauguin have used strategic innovation as basis for their success</li> <li>- Be capable of recognizing, developing and implementing strategic innovations</li> </ul>			
<b>Mini-CV of the lecturer</b>	<p><b>Karin Kollenz-Quétard</b> is an independent trainer and consultant focusing on strategy and marketing topics. She is visiting professor at the Institute for Management Development (IMD) in Lausanne, Switzerland, the London Business School, UK and HEC Paris, France.</p> <p>Before starting her own business she acquired significant international experience in strategy consulting and the telecommunication industry: As principal manager at Arthur D. Little France, she acquired and managed strategy projects in the telecoms, IT, media and electronics industries across Europe. Before, Karin has held marketing and strategy positions at T-Mobile in Austria, Germany and the UK, building upon her work experience at the Boston Consulting Group, Procter&amp;Gamble and IBM.</p> <p>Karin speaks seven languages and regularly delivers seminars, workshops and projects in French, English and German. Of Austrian origin, she currently lives in France with frequent travels across Europe, to Africa and Asia.</p>			

<b>Course title</b>	<b>Doing Business in Asia: How to work more effectively with Chinese cultures</b>			
	Language	Hours	ECTS	Programme
	<b>English</b>	<b>24</b>		<b>International Seminar</b>
<b>Name of the lecturer</b>	<b>D. KWOK</b>			
<b>Position / Employee</b>	International Business Advisor, freelance			
<b>Aim of the course</b>	To prepare participants to understand how business is conducted in Asia, the cultural challenges between East and West, what to do and what not to do when interacting and working with Chinese cultures.			
<b>Learning outcomes</b>	<p><b>On successful completion of this course student will:</b></p> <ul style="list-style-type: none"> <li>- Gain a basic understanding of the differences and similarities in Asian and Western approaches to managing business relationships and operations.</li> <li>- Appreciate that differences matter and that versatility and adaptability are crucial.</li> </ul>			

<b>Course content per session</b>	<b>Number of hours</b>
Lectures, examples, case studies, role-playing	

**Method of assessment** *What will the final grade be based on?*

<b>Type of evaluation</b>	<b>Duration</b>	<b>% of final grade</b>
Individual and group participation		

**Bibliography – Author, title, year, publisher**

- Chow-Hou Wee & Fred Combe, Business Journey to the East: An East-West Perspective on Global-is-Asian, McGraw-Hill Education (Asia)
- Juan Antonio Fernandez & Laurie Underwood, China CEO: Voices of Experience from 20 International Business Leaders, John Wiley & Sons (Asia)

<b>Mini-CV of the lecturer</b>	Diana Kwok provides customised advisory services to companies wishing to develop in the Asian and American markets. A former investment banker, she has worked on financing projects from emerging markets, using structures and techniques from Western Europe and the US. A Malaysian-Chinese, she has lived in France since 2000.
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<b>Course title</b>	<b>Innovation and Go-to-Market Strategy</b>			
	Language	Hours	ECTS	Programme
	<b>English</b>	<b>24</b>		<b>International Seminar</b>
<b>Name of the lecturer</b>	<b>L. F. LAGES</b>			
<b>Position / Employee</b>	Associate Professor of Marketing, International Business and Innovation at Nova School of Business and Economics, Portugal			
<b>Aim of the course</b>	<ul style="list-style-type: none"> <li>▪ to demonstrate the importance of having the perfect match between technology and markets;</li> <li>▪ incremental and radical technological innovation in modern organizations;</li> <li>▪ taking into consideration stakeholders' needs in innovation as well as in any management decision.</li> </ul>			
<b>Learning outcomes</b>	<p><b>On successful completion of this course student will know how to:</b></p> <ul style="list-style-type: none"> <li>▪ create a successful innovation and apply the process of technology transfer to the market;</li> <li>▪ differentiate from competitors and make them redundant.</li> </ul>			

<b>Course content per session</b>	<b>Number of hours</b>
1. Principles of Technology-Market Transfer	3
2. Bringing Incremental versus Radical Innovation to the Market	4
3. The Innovation Process and Organisational Drivers of Innovation	3
4. Market Scanning and Selection for Market Entry	4
5. Market Innovation and Blue Ocean Strategy	3
6. Adoption and Diffusion of Innovation	4
7. Entrepreneurship based on Innovation and Opportunities	3

**Method of assessment** *What will the final grade be based on?*

<b>Type of evaluation</b>	<b>Duration</b>	<b>% of final grade</b>
Participation and presentations		100%

**Bibliography – Author, title, year, publisher**

- “IDEO: Service Design (B): ECCH 606-013-1”  
“Philips: Making Sense of Simplicity” (ICFAI: 507-085-1)  
“Unilever’s Real Beauty Campaign for Dove” (ICMR: 507-044-1)

<b>Mini-CV of the lecturer</b>	<p><b>Luis Filipe LAGES</b> (PhD, Warwick) is Associate Professor of Marketing, International Business and Innovation at Nova School of Business and Economics, Portugal. Previously, he was a Visiting Scholar at MIT Sloan School of Management (2000-1, 2009-10), Stanford Graduate School of Business (2001), London Business School (2006), and MIT Deshpande Center for Technological Innovation (2007). He has been a Visiting Professor in several leading business schools across the globe where he taught in Executive, MBA and Masters Programs. Luis Filipe has consultancy experience in both business and governmental forums. He helped in the creation of several start-ups, being particular interested in the process of market innovation and translating technological innovation into new company creation.</p>
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<b>Course title</b>	<b>Mergers &amp; Acquisitions, LBOs and Corporate Restructuring</b>			
	Language	Hours	ECTS	Programme
	<b>English</b>	<b>24</b>		<b>International Seminar</b>
<b>Name of the lecturer</b>	<b>J. M. LIBERTI</b>			
<b>Position / Employee</b>	Associate Professor of Finance DePaul University, Tilburg University and Center			
<b>Aim of the course</b>	<p>The objective of the seminar is to analyze different corporate restructuring strategies including mergers &amp; acquisitions, the advantages and disadvantages of friendly vs. hostile takeovers, leverage buyouts and corporate reorganizations under bankruptcy. The seminar integrates corporate governance and agency theory dimensions, financial and strategic management aspects, and legal and accounting considerations into a unified framework for investigating issues such as, pre-merger planning, fact-finding, accounting and tax implications, anti-trust problems, post-merger integration, and short-term and long-term shareholder wealth consequences of financial and organizational restructuring transactions.</p> <p>In today's corporate environment Corporate Restructuring, Corporate Reorganization, Private Equity and Leveraged Buyouts seem to be the most relevant forms of acquisitions. The next stage of professional competency is to develop an instinct for the problems and opportunities in an M&amp;A situation. The seminar highlights elements in the structure and process of every M&amp;A transaction that deserve professional scrutiny. We will survey some strategic frameworks useful in M&amp;A, and the steps necessary to translate a concept into a solid proposal. The seminar combines applied theoretical approach with the case study method through detailed analysis of two global restructuring cases. By analyzing rigorously these transactions, participants will form opinions about the, thinking critically about its success, failures or demise. We will together engage in vigorous discussions exploring different aspects of mergers and acquisitions through real case studies.</p>			
<b>Learning outcomes</b>	<p>By the end of the seminar participants will be able understand the motivations, decision processes, transaction execution, and valuation consequences of financial, business, and organizational restructuring by corporate units. The seminar is designed so as to create an interface and link between the academic and the practitioner perspectives of various dimensions of the corporate restructuring process.</p> <p>At completion participants will have developed a capability to:</p> <ul style="list-style-type: none"> <li>• <i>Understand the language and processes of M&amp;A.</i> Basic knowledge about the field of M&amp;A is the foundation for effective work in a wide range of fields including corporate development, investment banking, consulting, and advising senior management.</li> <li>• <i>Identify M&amp;A issues worth of attention.</i></li> <li>• <i>Develop a concept and design deals.</i></li> </ul>			
<b>Mini-CV of the lecturer</b>	<p>José María Liberti is an Assistant Professor of Finance at the Kellstadt Graduate School of Business, DePaul University. He previously taught at The University of Chicago, London Business School, and Kellogg School of Management, Northwestern University. He has also served as economic consultant at the Argentinean Ministry of Economics, Work and Public Services. Before continuing with his graduate studies, José María worked as Corporate Financial Advisor and in the Risk Management and Corporate Strategy Divisions of Citibank N.A. Buenos Aires and New York. José María's research lies in the boundaries between corporate finance, financial intermediation and organizational economics. His work has been published at The Journal of Finance and The Review of Financial Studies.</p> <p>José María was born in Buenos Aires, Argentina. He received a bachelor's and master's degree in economics from the Universidad de San Andrés in Buenos Aires. He moved to the United States in 1998 and earned both a Masters and a PhD in Economics from The University of Chicago. An award-winning teacher at Kellogg School of Management and Distinguished Graduate Teacher of the Year Award at DePaul, José María teaches graduate courses in Corporate Financial Policy, Advanced Topics in Corporate Finance, Mergers &amp; Acquisitions, Corporate Restructuring and, Financial Decisions In Emerging Markets.</p>			

Course title	<b>Dealing with difference in multinational corporations: culture, gender and ethics</b>			
	Language	Hours	ECTS	Programme
	<b>English</b>	<b>24</b>		<b>International Seminar</b>
<b>Name of the lecturer</b>	<b>M. PAINTER-MORLAND</b>			
<b>Position / Employee</b>	Associate Professor in the Department of Philosophy at De Paul University in Chicago and Associate Director of DePaul's Institute for Business and Professional Ethics.			
<b>Aim of the course</b>	<p>The global village has confronted business practitioners with pluralistic organisational environments that are often difficult to navigate because of diverse cultural and gender dynamics. In these contexts, many ethical dilemmas emerge. In this workshop, cultural and gender identities are acknowledged as important variables in understanding people's behaviour. Participants will be empowered to identify the complex causes of gender and cultural discrimination in the workplace. Through interactive games and video analysis, participants will notice the complex configurations of "identities" in multinational corporations. This will not only allow participants to understand the "distributed identity" of many cosmopolitan employees and managers, but will also give them a perspective on themselves and strategies for relating to those "different" from them.</p> <p>In order to create the opportunity for the emergence of global consensus in business contexts, the notion of "hypernorms", or universal values will be explored. We will discuss look at how multinationals deal with ethical issues such as gift-giving, corruption, sexual harassment, and respectful communication. Participants will experiment with practical techniques to enhance dialogue in order to come to an appreciation of the creative potential of difference.</p> <p>The course is highly interactive. It will include:</p> <ul style="list-style-type: none"> <li>o Conceptual clarification by means of short presentations;</li> <li>o Games;</li> <li>o Self-assessments and models;</li> <li>o Discussion of vignettes and role-playing;</li> <li>o Discussion of films and video illustrations;</li> <li>o Group discussions and teamwork;</li> <li>o Experimenting with practical dialogue techniques.</li> </ul>			
<b>Learning outcomes</b>	<p>After completing this course, participants will be able to:</p> <ul style="list-style-type: none"> <li>• Understand how everyday practices and beliefs shape one's "identity";</li> <li>• Identify certain hypernorms to facilitate agreement about business practices even in the most diverse environments;</li> <li>• Manage the risks around cultural differences in areas such as gift-giving, sexual harassment and respectful communication;</li> <li>• Celebrate and harness diversity to facilitate career success.</li> </ul>			
<b>Mini-CV of the lecturer</b>	<p><b>Mollie PAINTER MORLAND</b> (PhD) is an Associate Professor in the Department of Philosophy at De Paul University in Chicago and Associate Director of DePaul's Institute for Business and Professional Ethics. She serves as Editor-in-Chief of the <i>Business and Professional Ethics Journal</i> and as co-editor of Springer's <i>Issues in Business Ethics</i> series. Mollie's ethics consulting practices focus on tacit values assessment, the management of organisational culture, understanding gender and cultural diversity, and ethics training. She also remains actively involved in developing and offering professional ethics and corruption prevention courses as part of continuing professional education globally. Mollie has been a visiting professor in France at AIE Aix-en-Provence, ESCP Europe (Paris) and EDHEC, Lille.</p> <p>Mollie is the author and co-editor of a number of books, namely: <i>"Business Ethics as Practice: Ethics as the Everyday Business of Business"</i> (Cambridge University Press, 2008), <i>"Cutting-edge Issues in Business Ethics: Continental Challenges to Theory and Practice"</i>, co-edited with Patricia Werhane (Springer, 2008), <i>"Small and Medium-sized Enterprises: A Global Perspective"</i>, co-edited with Laura Spence (Springer 2010); <i>"Leadership, Gender and Organization"</i>, co-edited with Patricia Werhane (Springer, 2011) and a textbook on <i>"Business Ethics and Continental Philosophy"</i> co-edited with René ten Bos (Cambridge University Press, 2011).</p>			

<b>Course title</b>	<b>Transformational Leadership in Challenging Global Environments: Strengthening and Sustaining a Culture of Excellence</b>			
	Language	Hours	ECTS	Programme
	<b>English</b>	<b>24</b>		<b>International Seminar</b>
<b>Name of the lecturer</b>	<b>S. RAY SMITH</b>			
<b>Position / Employee</b>	Professor, Bethel University			
<b>Aim of the course</b>	This workshop examines organizational leadership, the role that visionary leaders play in empowering followers and providing the environment for effective work units to achieve competitive advantage. Additionally, each participant completes a variety of personal management and leadership, self-assessment instruments which provide the basis for personal and professional growth when combined with the theories of leadership.			
<b>Learning outcomes</b>	<p><b>On successful completion of this course student will:</b></p> <ul style="list-style-type: none"> <li>• Learn to become leadership resources within global organizations</li> <li>• Understand long-range needs of global organizations and the long-term implications of their actions and decisions</li> <li>• Develop a personal leadership profile to enhance future employment and career opportunities</li> <li>• Identify creative activities to enhance resource utilization and effective decision-making</li> </ul>			
<b>Course content per session</b>				<b>Number of hours</b>
Sessions # 1 – Overview of leadership/historical context and theories of leadership				
Sessions # 2 – Emotional Intelligence and Creativity				
Sessions # 3 – Motivation, Power and Bias				
Sessions # 4 – Vision and Leadership, Organizational Culture and Change				
Sessions # 5 – Case Presentations				
<b>Method of assessment</b> <i>What will the final grade be based on?</i>				
<b>Type of evaluation</b>	<b>Duration</b>	<b>% of final grade</b>		
Summary				
20 Development of personal leadership profile				
20 Case Analysis (Session %)				
<b>Bibliography – Author, title, year, publisher</b>				
<ul style="list-style-type: none"> <li>• Daft, R.L., <i>The Leadership Experience</i>, 5th ed. 2011. Southwestern, Cengage Learning</li> </ul>				
<b>Mini-CV of the lecturer</b>	<p><b>Stephen R. Smith</b> is a professor of business in the MBA program at Bethel University in Tennessee, USA; and he is president of GLOBE (Global Leadership for Organizations, Business and Education), a training and development company. Dr. Smith has consulted with and taught internationally at Emanuel University in Oradea, Romania; Mendel University in Brno, Czech Republic; Anglo-American University in Prague, Czech Republic; The Club of Mangers in Bratislava, Slovakia; SERC (South Eastern Regional Colleges) in Bangor, Northern Ireland, as well as lecturing to senior military officers in Vyskov, Czech Republic. He has directed study abroad programs for American students in 25 European countries. He earned a BA degree in Economics from the University of Tennessee, master's degree in International Business (MIBS) from the University of South Carolina, and Ph.D. in Organizational Leadership from Regent University in Virginia. Recently, Dr. Smith completed the Disney Executive Leadership Institute at Walt Disney World in Orlando, Florida. Dr. Smith has lectured and consulted with the International YMCA, Georgetown University and the USAID (United States Agency for International Development) in Haiti and the Dominican Republic.</p>			

<b>Course title</b>	<b>Managing complexity: an adventure into sense making</b>			
	Language	Hours	ECTS	Programme
	<b>English</b>	<b>24</b>		<b>International Seminar</b>
<b>Name of the lecturer</b>	<b>M. TELLES</b>			
<b>Position / Employee</b>	- Mentat-Lógica de Processos – CEO Invited Lecturer at FIA, FIPE and School of Engineering of the University of São Paulo, Brazil			
<b>Aim of the course</b>	to help participants to develop a very special set of integrated transversal competencies required to make sense of the ambiguity and the ill defined situations that are the main characteristics of the present era of complexity and permanent change			
<b>Learning outcomes</b>	on successful completion of this course student will: - understand mental models, paradigms and the inexistence of the “one right way”, - adopt the paradigm of complexity, see the organization as a complex system and analyse the relations between the several actors involved as well as their relations with the external environment and - understand change and innovation and the role of management in both processes and learn to integrate mental models and diversity into a single whole.			
<b>Course content per session</b>			<b>Number of hours</b>	
<ul style="list-style-type: none"> <li>- mental models, personal truths and the truths of the others</li> <li>- complexity and sense-making</li> <li>- problems and decisions</li> <li>- the complex organisation: power, structure, discourse and culture</li> <li>- change, innovation and state of flux</li> <li>- rethinking personal strategies</li> </ul>				
<b>Method of assessment</b> <i>What will the final grade be based on?</i>				
<b>Type of evaluation</b>		<b>Duration</b>	<b>% of final grade</b>	
evaluation will be based on the overall performance of the student with emphasis on three main criteria: personal involvement, critical analysis and effort to understand new principles & concepts				
<b>Bibliography – Author, title, year, publisher</b>				
<ul style="list-style-type: none"> <li>- Systems Thinking, Systems Practice, Peter Checkland</li> <li>- The Fifth Discipline, Peter Senge</li> <li>- The Social Psychology of Organizing. Karl E. Weick</li> <li>- The Society of Mind, Marvin Minsky</li> <li>- La Sociologie des Organisations, Philippe Bernoux</li> <li>- L'Acteur e le Système, M Crozier &amp; E Freidberg</li> <li>- Strategic Management and Organisational Dynamics, Ralph D. Stacey</li> <li>- Images of Organization, Gareth Morgan</li> <li>- Systems Thinking: Managing Chaos and Complexity, Jamshid Gharajedaghi</li> <li>- Business Dynamics, John D. Sterman</li> </ul>				
<b>Mini-CV of the lecturer</b>	<p><b>Marcos Telles</b> has had a long career in business both as management consultant and senior manager or principal executive officer. Working in various cultural settings he had the opportunity to build up a large variety of experiences in different activities as the development and implementation of strategies, business improvement plans and turnarounds for organisations of several sizes; multicultural negotiations were also a recurrent component of his activities . Marcos has participated in many seminars and conferences in several countries. A partial list of organizations for which he has worked as an independent consultant includes BID, UNIDO and UN. He was a lecturer at the University of São Paulo, Brazil, and is a frequent conference speaker and workshop facilitator. Marcos has an Engineering background from the University of São Paulo, Brazil, and from the RVB of Delft, Netherlands. At the present he runs his own consultancy firm, offering assistance to educational institutions in projects related to the adoption of technology in the class-room and for distance education and conducting seminars and courses on several aspects of complexity.</p>			

<b>Course title</b>	<b>Strategic Service Performance</b>			
	Language	Hours	ECTS	Programme
	<b>English</b>	<b>24</b>		<b>International Seminar</b>
<b>Name of the lecturer</b>	<b>R.S. TIJMSTRA</b>			
<b>Position / Employee</b>	Professor of International Management IAE Aix-en-Provence			
<b>Aim of the course</b>	Exercised strategic flair and vision as an entrepreneur Practice effective implementation of corporate strategy Experience the importance of operational discipline and cost awareness Understand the difference between strategic and management thinking and the skills required for each			
<b>Learning outcomes</b>	Strategy formulation based on portfolio analysis and strategic positioning Operational skills like market , profit and cash-flow forecasting Soft skills like leadership, communication skills and teamwork Balanced scorecard based performance measurement			
<b>Mini-CV of the lecturer</b>	Professor of International Management at IAE University Paul Cézanne Aix-Marseille Distinguished Professor of Strategy and Change Management at Audencia, Nantes School of Management Chairman and Managing Director of SIMS International Ltd. Director of TIMS Holding B.V. Management-Consultancy-Education He studied at the University of Amsterdam, University of Lausanne and Georgetown University. He has amongst others been director of the Management Development Centre of Nijenrode University, Director General of EFMD (European Foundation for Management Development) and Director-General of EAP European School of Management (Paris-Oxford-Madrid-Berlin).			

**MARCH 8-10, 2012**

<b>Course title</b>	<b>Career Decisions</b>			
	Language	Hours	ECTS	Programme
	<b>English</b>	<b>24</b>		<b>International Seminar</b>
<b>Name of the lecturer</b>	<b>B. ACKER</b>			
<b>Position / Employee</b>	PhD CPsycho, I Industrial Psychologist			
<b>Aim of the course</b>	Help participants to know themselves better through psychological tests and discussion, and help participants to appreciate the different success criteria in different careers			
	<b>On successful completion of this course student will:</b> <ul style="list-style-type: none"> <li>- Have identified a career path that suits him or her</li> <li>- Have begun to organise themselves to getting onto that career path</li> </ul>			

<b>Course content per session</b>	<b>Number of hours</b>
Lectures, Psychological Tests, Group Discussions, Individual Counseling Sessions, Individual Presentations to Plenary Session, Participant as Assessor Exercise	3 days

**Method of assessment** *What will the final grade be based on?*

<b>Type of evaluation</b>	<b>Duration</b>	<b>% of final grade</b>
Each participant presents his or her own career plan including backup letter & CV to the Plenary Group	10 minutes	
Each participant acts as a member of 'Selection Panel' to assess and critique 4 other participants' career plans	40 minutes	

**Bibliography – Author, title, year, publisher**

- Will be distributed during the course

<b>Mini-CV of the lecturer</b>	<p><b>Bill ACKER</b> is a business psychologist. He was founder of an international corporate psychology practice, director of an occupational psychology institute linked to a UK business school, Senior Lecturer in Psychology at London University, and a Peace Corps Volunteer in Brazil. He was born in the US, but has lived and worked in Europe since 1971.</p> <p>The parts of his psychology practice most relevant to this seminar are pre-employment and career development assessments of candidates for major corporations. He was educated at the University of Pennsylvania (BA) and London University (PhD in Psychology).</p>
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<b>Course title</b>	<b>Executive Leadership</b>			
	Language	Hours	ECTS	Programme
	<b>English</b>	<b>24</b>		<b>International Seminar</b>
<b>Name of the lecturer</b>	<b>D. BALKIN</b>			
<b>Position / Employee</b>	Professor of Management – University of Colorado USA			
<b>Aim of the course</b>	<ol style="list-style-type: none"> <li>1. Distinguish between the roles of leader and manager.</li> <li>2. Identify the key styles of leadership and recognize the contexts where a specific style of leadership is most likely to be effective.</li> <li>3. Recognize how leaders obtain and use power to exert influence over followers.</li> <li>4. Understand how executives align followers to achieve strategic goals through the process of formulating a compelling vision and mission statement.</li> <li>5. Become familiar with the methods of how top executives as leaders work constructively with a top management team and a board of directors.</li> <li>6. Recognize how to apply the “rule of reciprocity” as a leader to build and sustain productive working relationships with followers in an organization and external stakeholders.</li> </ol>			
<b>Learning outcomes</b>	<ol style="list-style-type: none"> <li>1. Develop a voice as a leader that can be expressed to followers based on an understanding of one’s core values.</li> <li>2. Identify one’s strengths as a leader and build deeper competence within these strengths to become a more effective leader.</li> <li>3. Recognize the effective use of power in oneself and others in your work environment.</li> <li>4. Refine and strengthen the skill of empowering people to obtain more impactful results within your team or organization.</li> </ol>			
<b>Mini-CV of the lecturer</b>	<p><b>David Balkin</b> is a professor of management at the Leeds School of Business and at the University of Colorado at Boulder. He received his Ph.D. at the University of Minnesota. He has published research on management and human resource topics in over 60 scientific and professional journals. Professor Balkin is a co-author of two widely used texts in Management and Human Resource Management. He has taught seminars on leadership and human resource management topics in Europe, Asia and North America. Professor Balkin has been a visiting professor at ESADE (Spain), University of Regensburg and Jacobs University (Germany), Copenhagen Business School (Denmark), and University of Toulouse, and University of Grenoble (France).</p>			

<b>Course title</b>	<b>Coaching for Performance</b>			
	Language	Hours	ECTS	Programme
	<b>English</b>	<b>24</b>		<b>International Seminar</b>
<b>Name of the lecturer</b>	<b>E. BANAHAN</b>			
<b>Position / Employee</b>	Managing director of Roundrose associates Ltd			
<b>Aim of the course</b>	<p>In recent times when the business environment has seen immense and discontinuous change, organisations have responded with organisation redesign and culture change programmes. However, such initiatives fail to take adequate account of the fundamental people issues related to performance. As a result many organisations have failed to address the real reasons for why individuals and teams under perform.</p> <p>This workshop will explore some of the most common managerial attitudes and behaviours that lead to poor performance and look at how, by creating a coaching culture, these can be overcome. A model of the “coaching for performance” process will be presented and how this can be applied to improve the performance of both individuals and teams.</p> <p>The seminar is designed to provide participants with an opportunity to apply key concepts and practice key learnings through a variety of exercises and simulations.</p>			
<b>Learning outcomes</b>	<p>The object of this seminar is to explore the growing importance of “coaching”, as an effective management and leadership tool and familiarise participants as to how it can be used to improve individual and organisational performance.</p> <p>Specifically, participants will:</p> <ul style="list-style-type: none"> <li>• Explore the concept and practice of coaching as an appropriate approach to managing people in today’s organisations.</li> <li>• Become familiar with contemporary models of coaching and learn to apply them.</li> <li>• Learn how to structure a coaching session and practice key learnings</li> </ul>			
<b>Mini-CV of the lecturer</b>	<p><b>Eoin BANAHAN</b> is Managing Director of RoundRose Associates Ltd organisational development consultancy with offices in London, United Kingdom is also an Assistant Professor at the IAE of Aix-en-Provence, France, Associate Professor in Change Management at the Audencia Business School, Nantes, France and Assistant Professor in Leadership and Personal Development at IHT of Steinbeis University in Berlin (Germany). Mr. Banahan is an expert consultant for the European Commission, advising on the impact of new information science technologies on organisation and the implications for management behaviour. He graduated in English Literature and Philosophy at University College Dublin and obtained an MBA from The Solvay Institute, Université Libre de Bruxelles.</p>			

<b>Course title</b>	<b>International Business and Innovation</b>			
	Language	Hours	ECTS	Programme
	<b>ENGLISH</b>	<b>24</b>	<b>-</b>	<b>International Seminar</b>
<b>Name of the lecturer</b>	<b>R. COSGAYA</b>			
<b>Position / Employee</b>	International lecturer and consultant corvinus University , Budapest			
<b>Aim of the course</b>	<p>Innovation is the art of creating new business value by developing ideas from mind to market. This creativity and ideas contribute to create substantial positive change throughout making better products, processes or technological breakthroughs accepted by society. Throughout the course the student will learn what it is Innovation and what it useful for. The 3 day lectures will show how the techniques and strategies of Innovation belong at every level of business. The main idea is that "All" companies can transform the way they work by engaging people to master change. Although innovation is very hard to get, this course will show that innovation is not just trial-and-error but a repeatable process with some training required. And behind the company's ability to innovate lies a very strong foundation: It can be achieved systematically, and the innovator is an obsessive problem solver. Characteristics of Innovators will be analyzed too. In addition, students (learners) will get a hands-on approach on how the innovation process works at both the individual and the corporate level with many useful examples and case studies. This is in a nutshell the essence of the course. Welcome on board.</p>			
<b>Learning outcomes</b>	<p>Key questions will be explored, and upon completion of the course, students should be able to:</p> <p>Get a good understanding of Innovation in the broad context of the creation of new business value. Know the characteristics of Innovators. Acquire knowledge of global Innovative activities. Learn how significant changes on Innovation can lead to significant consequences in how the people live and work. Be able to translate the meaning of Innovation and its different aspects into management practice suitable for their future professional careers. This course is intended for creative business students who seek to infuse creative thinking into every level of an organization, product, or service to drive new alternatives for business and society.</p>			
<b>Mini-CV of the lecturer</b>	<p><b>Ryan Cosgaya</b> have senior managerial experience at TMP Worldwide, Straumann AG, La Caixa Group among other firms. He carried out teaching, research assignments and consultancy work within the framework of many Universities around the World.</p> <p>He is regularly invited to lecture and give conferences such as: IMC Fachhochschule Krems; Tecnológico de Monterrey; Pan American University, Centrum Perú; IED Rio de Janeiro or Kwangwoon University to name but a few.</p> <p>Currently liaise as Guest Speaker, giving conferences around the World on Business and Management (Leadership; Innovation and Motivational speeches, I also liaise as Business Development Manager &amp; Board Advisor; giving consultancy and analyst recommendations to various corporate clients: BMAT in Spain, Mundo Verde in Brazil or Flextronics and FedEx in Mexico, among others. Expert in (PBL) Problem Based Learning, an innovative educational approach. Post-Graduate course in Environmental Studies at the University of Aarhus, Denmark. Specialization Course in International Economics at the University of Bristol, England.</p>			

Course title	<b>Doing Business in Latin America</b>			
	Language	Hours	ECTS	Programme
	<b>English</b>	<b>24</b>		<b>International Seminar</b>
Name of the lecturer	<b>L. M. Costa</b>			
Position / Employee	FGV-EAESP, Full Professor			
Aim of the course	1) To introduce students to the managerial system governing business in Latin America, in an approach legal business, cultural and socio-economic oriented. 2) To enable students to decide whether and when doing business with Latin American countries is worth while and what are the characteristics, opportunities and risks that are expected in this region.			
Learning outcomes	<b>On successful completion of this course student will:</b> 1) Be able to understand social, cultural and political background in Latin America; 2) Be able to use legal and managerial aspects in the decision making process of doing business in Latin America			

Course content per session	Number of hours
<b>Session 1 (day 1). Latin America:</b> Overview; Similarities and Diversities; Demographics; Geopolitics; Major Trade and Cultural Links: Europe, USA, Asia <b>Session 2 (day 2). Globalization &amp; Regional Economic Integration in Latin America:</b> Global Business; Regional Business: Latin America at Glance; Mercosur, Nafta, FTAA etc <b>Session 3 (day 2 and day 3).</b> Strategy and Legal Structure of Business in Latin America: Business Entities System; Creating a Company; International Agreements (e.g. Agency, Distribution, License: Trademarks and Patents, Joint Venture, M&A)	

**Method of assessment** *What will the final grade be based on?*

Type of evaluation	Duration	% of final grade
Attendance, participation, assignments		30%
Group Assignment		30%
Final Paper		40%

#### Bibliography – Author, title, year, publisher

BAER, W. *The Brazilian Economy Growth and Development*. 5th ed.: Praeger, 2000. CAMPBELL, A. *Passport Argentina: Your Pocket Guide to Argentinean Business, Customs and Etiquette*. World Trade Press, 2000. DA MATTA, R. (ed.). *The Brazilian Puzzle*. Chapter 1, "The Brazilian Jeitinho, an exercise in National Identity". KENNA, P. *Business Mexico: A Practical Guide to Understanding Mexican Business Culture*. Passport Books. KETELHOHN, W. *Back to Basics: How Competitive is Latin America?*. Incae. 2008. LEWIS, R.D. *When Cultures Collide. Leading Across Cultures*. 3<sup>rd</sup> ed. Boston, London: Nicholas Brealey International, 2006. TURNER, B. *Latin America Profiled: Essential Facts on Society, Business and Politics in Latin America*. St. Martin's Press. 2000.

#### Internet websites and other relevant information for the course

NAFTA and two side agreements: [http://www.nafta-sec-alena.org/DefaultSite/index\\_e.aspx](http://www.nafta-sec-alena.org/DefaultSite/index_e.aspx) or <http://www.sice.oas.org/trade/nafta.asp> xxx; MERCOSUR: [http://www.sice.oas.org/agreemts/Mercin\\_e.asp#MERCOSUR](http://www.sice.oas.org/agreemts/Mercin_e.asp#MERCOSUR)  
 FTAA: <http://www.ftaa-alca.org/> ; This list of treaties and agreements is *not* exhaustive for your research purpose. You may take advantage of some private and public "search engine" (links) as follows FindLaw: [www.findlaw.com/01topics/25intertrade/index.html](http://www.findlaw.com/01topics/25intertrade/index.html); USTR: <http://www.ustr.gov/> ; Organization of American States: [http://www.sice.oas.org/trl\\_e.asp](http://www.sice.oas.org/trl_e.asp) ; OECD: <http://www.oecd.org>

Mini-CV of the lecturer	<b>Ligia Maura COSTA</b> is full professor at FGV-EAESP. She received her habilitation degree in international law (" <i>livre-docência</i> ") from University of São Paulo. She holds a Ph.D. and a LL.M both from the Université of Paris-X. She was Visiting Scholar at the University of Michigan Law School. She is author of several books and articles published in Brazil and abroad, having worked at the WTO in the Legal Affairs Division. Professor Costa is invited Professor at HEC and Universität St Gallen. She is current professor at Sciences Po. Besides, she has taught and lectured in several other foreign countries.
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<b>Course title</b>	<b>Strategy Diagnostics &amp; Rejuvenation</b>			
	Language	Hours	ECTS	Programme
	<b>English</b>	<b>24</b>		<b>International Seminar</b>
<b>Name of the lecturer</b>	<b>C. GOPINATH</b>			
<b>Position / Employee</b>	Associate Professor, Suffolk University			
<b>Aim of the course</b>	The seminar will present strategy concepts and tools through exercises, games, and debate as a way to diagnose weakness in a firm strategic posture and thereby offer a means to rejuvenate the firm.			
<b>Learning outcomes</b>	<p><b>On successful completion of this course student will:</b></p> <ul style="list-style-type: none"> <li>- Have learned to think about strategy as a comprehensive general management principle.</li> <li>- Have learned to apply the tools of strategic management to diagnose potential problem areas and devise ways to rejuvenate the firm.</li> </ul>			
<b>Course content per session</b>				<b>Number of hours</b>
Session 1. Overview of the strategy process, differentiating between strategic and operating decisions, consistency in approaching strategy, the globalized environment and dangers in defining an industry.				7 hrs
Session 2. Competitive strategy and avoiding competition, functional versus a general management perspective, pitfalls in implementation, and negotiating an alliance.				7 hrs.
Session 3: Designing a turnaround, emerging market dynamics, and student presentations.				4 hrs.
<b>Method of assessment</b> <i>What will the final grade be based on?</i>				
<b>Type of evaluation</b>	<b>Duration</b>		<b>% of final grade</b>	
Attendance and class participation			35	
Individual exercises.			30	
Group presentation.			35	
<b>Bibliography – Author, title, year, publisher</b>				
<ul style="list-style-type: none"> <li>● C. Gopinath &amp; J. Siciliano, 2010, <i>Strategize: Experiential exercises in strategic management</i>, Cengage/Southwestern.</li> <li>● Other cases and articles to be provided by instructor.</li> </ul>				
<b>Mini-CV of the lecturer</b>	<p>C. Gopinath (Ph.D., University of Massachusetts, Amherst) is a professor of strategy and international business at the Sawyer School of Business, Suffolk University, Boston, USA. Prior to his academic career, he spent over a decade in executive positions in international organizations. His research in the areas of corporate governance, turnaround strategies, comparative management, pedagogy, etc. have appeared in several leading journals. His current research is in the areas of corporate environmentalism and ethics. His books include: <i>Managing in a Globalized World</i> (2003, ICFAI University Press), <i>Globalization: A multidimensional system</i> (2008, Sage), and <i>Strategize: Experiential exercises in strategic management</i> (3ed., 2010, Cengage/Southwestern). He is also Editor, <i>Journal of Knowledge Globalization</i>. His fortnightly column appears in the Indian business daily, <i>Business Line</i>.</p>			

<b>Course title</b>	<b>Business Ethics and Corporate Governance</b>			
	Language	Hours	ECTS	Programme
	<b>English</b>	<b>24</b>		<b>International Seminar</b>
<b>Name of the lecturer</b>	<b>J. L. GUPTA</b>			
<b>Position / Employee</b>	Professor, Human Resource Management Area, Management Development Institute, Gurgaon, Haryana, India			
<b>Aim of the course</b>	<ul style="list-style-type: none"> <li>- to understand what influences come to bear on ethical decision making ;</li> <li>- to encourage a broad view of life in business through stimulating moral imagination,</li> <li>- heightening sensitivity to the ethical dimension of business and Corporate Governance issues, and</li> <li>- to strengthen the ability to appropriately respond to them.</li> </ul>			
<b>Learning outcomes</b>	<p>The Course will provide opportunities for:</p> <ul style="list-style-type: none"> <li>- reflection on the roles and responsibilities of leaders and managers as creators of organizational values;</li> <li>- understanding how ethics intersects with governance from an organizational and Institutional point of view,</li> <li>- and will also illustrate how corporate governance has evolved over time, covering both theory and relevant practices.</li> </ul>			
<b>Mini-CV of the lecturer</b>	<p><b>Qualifications:</b> M.Com. ( Allahabad University), M.A. Psy. (University of Delhi), Ph.D. (Delhi School of Economics, Univrsity of Delhi) <b>Currently :</b> Professor in HRM area at the Management Development Institute (MDI), India, since 2008 <b>Teaching and research:</b> Interest areas include: Business Ethics, Corporate Governance, Human Resource, Management, and Organizational leadership. <b>Experience:</b></p> <ul style="list-style-type: none"> <li>- Lecturer, University of Allahabad 1965-66</li> <li>- Lecturer &amp; Associate Professor, SRCC, Delhi University 1966-83</li> <li>- Professor, National Instiyute of Bank Management 1983-89,&amp; 1993-96</li> <li>- Principal, Shri Ram College of commerce, Delhi University 1996-2004)</li> <li>- Vice- Chancellor of GGU, Bilaspur (a Central Universityin India) 2004 – 08</li> <li>- University of Dar-es-salaam, Tanzania 1975-77</li> <li>- University of Science Malaysia 1989-92</li> <li>- Dar-es-salaam University, Tanzania 1975-77</li> </ul> <p><b>Conducted</b> a number of Management Development Programmes for top and senior level executives from organizations in India, CIS countries, places in Africa, Eastern Europe, Malaysia and Nepal, on the subject of Leadership and Management of Change.</p> <p><b>Consulting</b> in the areas of Organization design, and HRD Systems to a number of public and private sector banks and other organizations in India and Malaysia. member of the Central Govt. Committee for Investors' Education &amp; Protection Fund; Independent Director on the Boards of Asset Management Companies, venture Capital Fund, and also on the Governing Board of Management Development Institute.</p> <p><b>Published</b> two books, and research articles in Journal of Business Ethics, Malaysian Management review, Indian Manangement, Decision, and other reputed journals</p>			

<b>Course title</b>	<b>Managing Environmental Sustainability</b>			
	Language	Hours	ECTS	Programme
	<b>English</b>	<b>24</b>		<b>International Seminar</b>
<b>Name of the lecturer</b>	<b>N. HUBBARD</b>			
<b>Position / Employee</b>	Miriam Katowitz ('73) Professor in Management and Accounting, Goucher College, Maryland, USA			
<b>Aim of the course</b>	The aim of the course is to demonstrate the different ways businesses and industries are 'going green'. In addition, new energy sources will be discussed and the business opportunities arising from these sources will be highlighted.			
<b>Learning outcomes</b>	<b>On successful completion of this course student will:</b> <ul style="list-style-type: none"> <li>- Assess the sincerity of organization's green attempts (potential 'greenwashing')</li> <li>- Discuss various industries and their attempts to go green</li> <li>- Highlight industrial best practices in sustainability</li> <li>- Discuss the pros and cons of various sources of traditional and renewable energy sources</li> </ul>			

<b>Course content per session</b>	<b>Number of hours</b>
Session 1: Background on going green (why companies go green, 'greenwashing', urban planning)	3 each session
Session 2: Industry experiences (car, building, ecotourism, clothing, etc)	
Session 3: Company experiences (Walmart, developing world, fish)	
Session 4: Energy sources (coal, nuclear, wind, wave, water, geothermal, fusion, algae)	
Session 5: Energy sources and final group presentations	

**Method of assessment** *What will the final grade be based on?*

<b>Type of evaluation</b>	<b>Duration</b>	<b>% of final grade</b>
Class discussion/attendance		50%
Presentation on poor green performer and how they could improve their green performance		50%

**Bibliography – Author, title, year, publisher**

- Too numerous to list

**Internet websites and other relevant information for the course**

- Too numerous to list

<b>Mini-CV of the lecturer</b>	Nancy Hubbard holds the Miriam E. Katowitz ('73) Chair in Management and Accounting at Goucher College in Baltimore, Maryland USA. She is also an Associate Fellow at the University of Oxford's Green Templeton College (UK). She has published over thirty articles in both mainstream and academic journals such as the Financial Times, Acquisitions Monthly, HR Focus, Accountancy Age, Journal of Professional HRM and The Director, and has either written entirely or contributed to six books on mergers and acquisitions and change management. <u>Acquisition: Strategy and Implementation</u> (Palgrave Macmillan) was an international best selling management book. Nancy holds a BSc in Business Administration from Georgetown University and a MSc in Management (Human Resources) and a Doctorate in Philosophy (Management) both from the University of Oxford.
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<b>Course title</b>	<b>Managerial Communication Competencies</b>			
	Language	Hours	ECTS	Programme
	<b>English</b>	<b>24</b>		<b>International Seminar</b>
<b>Name of the lecturer</b>	<b>N. JAIN</b>			
<b>Position / Employee</b>	Assistant Professor, Business Communications, Chairperson Corporate Communications, Management Development Institute, Gurgaon			
<b>Aim of the course</b>	<p>With the advent of new technologies, the world is no longer constrained by borders. With increased diversity, globalization, and fierce competition in and across organizations, professionals today face the challenge of communicating effectively and efficiently at their work place. An altogether new set of communication competencies are required today to achieve success at managerial positions. The course is designed to develop knowledge, skill and attitude required for effective managerial communication in organizations.</p> <p>The Course will be conducted on a hands-on mode, through role plays, video analyses, group-discussions, case studies and simulation exercises. Select background readings will supplement these.</p>			
<b>Learning outcomes</b>	<ul style="list-style-type: none"> <li>• Enhance Personal Communication Effectiveness</li> <li>• Develop managerial Communication Competencies in organizations</li> </ul>			
<b>Mini-CV of the lecturer</b>	<p>Dr. Jain obtained her M. Phil and Ph.D degrees from Aligarh Muslim University, Aligarh, India in 1990 and 1993 respectively. She is an accredited trainer on MBTI and FIRO-B from APP. She has been certified for the use of CPI 260 - a leadership development tool by California Psychologists (CPP). She also has a Post Graduate Certificate in the Teaching of English (PGCTE) from the Central Institute of English and Foreign Languages (CIEFL), Hyderabad and has qualified the National Eligibility Test (NET) of UGC. She has been a topper all throughout her career.</p> <p><b>Experience</b> : Taught and researched at reputed colleges including engineering and management institutes for about 20 years. She is actively involved in research, teaching, training and development at MDI. Her publications include research papers and case studies in reputed national and international journals.</p> <p><b>Training and Consulting</b> : Her training modules on Managerial Communication, Effective Business Writing, Oral Communication and Presentation Skills, Inter Personal Communication in Organizations, Cross Cultural Communication and Business Etiquette have received overwhelming appreciation from participants across various levels in Public and Private organizations like Hyundai Motors, NSPCL (NTPC), RITES, JK Laxmi Cement, NK MINDA, NIC, BEL, ONGC, JINDAL Steel, BPCL, Central Electricity Authority, Oil India Ltd, Bureau of Police Research and Development etc. Conducted Training Programme for a Japanese Company also. Participants from other countries attend her Open Programmes Feedback: Always higher than 4 on a 5 point scale. Mostly between 4-.5 on a 5 point scale.</p> <p><b>Awards &amp; Honors</b> : Award for Excellence in Teaching (2011) MDI, Completed two externally funded research project: "Communication Patterns and Personality Types of Indian Women Leaders" and "Crisis Communication in Organizations"</p> <p><b>Areas of Interest</b> : Leadership Communication, Managerial communication, Competencies, Cross Cultural Communication, Crisis Communication, Gender Studies, Phonetics and Linguistics, Business Ethics and Values</p>			

<b>Course title</b>	<b>Product &amp; Service Design</b>			
	Language	Hours	ECTS	Programme
	<b>English</b>	<b>24</b>		<b>International Seminar</b>
<b>Name of the lecturer</b>	<b>L. F. LAGES</b>			
<b>Position / Employee</b>	Associate Professor of Marketing, International Business and Innovation at Nova School of Business and Economics, Portugal			
<b>Aim of the course</b>	<ul style="list-style-type: none"> <li>• Raise awareness of the role of multiple functions in creating a new product/service (e.g. marketing, finance, design, engineering, production)</li> <li>• Develop competence with a set of tools for new product/service design.</li> </ul>			
<b>Learning outcomes</b>	<p><b>On successful completion of this course student will:</b></p> <ul style="list-style-type: none"> <li>- Gain abilities to create a new successful product, namely how to apply the process of new product development, the process of bringing products to the market, how to differentiate them from competitors and make them redundant and how to increase value for customers and the company, while lowering costs.</li> </ul>			

<b>Course content per session</b>	<b>Number of hours</b>
• Concept Generation and Selection & New Product Development Process	8
• Identifying Stakeholder/Customer Needs & Blue Ocean Strategy	8
• Technology Transfer to Market & Innovation in Services	8

**Method of assessment** *What will the final grade be based on?*

<b>Type of evaluation</b>	<b>Duration</b>	<b>% of final grade</b>
Participation and presentations		100%

**Bibliography – Author, title, year, publisher**

- “IDEO: Service Design (B): ECCH 606-013-1” (this case-study will be used to support an exercise in the class)  
“Philips: Making Sense of Simplicity” (ICFAI: 507-085-1)  
“Unilever’s Real Beauty Campaign for Dove” (ICMR: 507-044-1)

<b>Mini-CV of the lecturer</b>	<p><b>Luis Filipe LAGES</b> (PhD, Warwick) is Associate Professor of Marketing, International Business and Innovation at Nova School of Business and Economics, Portugal. Previously, he was a Visiting Scholar at MIT Sloan School of Management (2000-1, 2009-10), Stanford Graduate School of Business (2001), London Business School (2006), and MIT Deshpande Center for Technological Innovation (2007). He has been a Visiting Professor in several leading business schools across the globe where he taught in Executive, MBA and Masters Programs. Luis Filipe has consultancy experience in both business and governmental forums. Luis Filipe is interested in the process of market innovation and translating technological innovation into new company creation. He helped in the creation of several start-ups, participated in the launching of the MIT-Portugal program in Bioengineering Systems, in the launch of the Techpreneur program at Nova, and in the creation of the Innovation Platform of the Portuguese Technological Plan.</p>
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<b>Course title</b>	<b>Leading with Emotional Intelligence</b>			
	Language	Hours	ECTS	Programme
	<b>English</b>	<b>24</b>		<b>International Seminar</b>
<b>Name of the lecturer</b>	<b>G. MAY</b>			
<b>Position / Employee</b>	CEO, owner of Glenda May Consulting Pty Ltd			
<b>Aim of the course</b>	<p>You will learn to:</p> <ul style="list-style-type: none"> <li>• Leverage Emotional Intelligence (EI) to improve your effectiveness as a leader</li> <li>• Gain an honest and accurate awareness of your EI strengths and weaknesses</li> <li>• Achieve greater personal effectiveness through self-management tools and techniques</li> <li>• Apply EI to motivate and engage your teams, foster cooperative working relationships, and improve your overall effectiveness.</li> <li>• Develop a positive perspective on your life and achieve your personal and professional goals.</li> </ul>			
<b>Learning outcomes</b>	<p>The rules of success are changing. Success used to be measured by what we knew, or how smart we were. But today it's how we handle ourselves and our relationships. Successful leaders combine strong interpersonal skills with technical knowledge to improve their potential and performance. Contrasted with traditional Intelligence Quotient (IQ) emotional intelligence is largely learned and continues to develop as we go through life, learning from our experiences. EI is the capacity we all need to understand and use emotions effectively. People with these skills have more personal and professional success and companies that focus on EI development attract and retain talent better. EI skills can be measured scientifically, and they can be learned.</p> <p>The seminar is very interactive with minimum of lecture. A variety of activities throughout provide practical experience in Leading with Emotional Intelligence.</p> <p>The key <b>content</b> covers:</p> <ul style="list-style-type: none"> <li>• Mapping your own level of the EI competencies that deliver leadership success</li> <li>• Increasing self-awareness</li> <li>• Reframing thoughts and perspectives to achieve a positive outcome</li> <li>• Emotional Self-Management: Taking responsibility for your emotionally-charged responses; Managing Stress.</li> <li>• Implementing a culture of feedback</li> <li>• The role of emotions in the workplace and the impact of EI on leadership</li> <li>• Demonstrating emotionally intelligent leadership</li> <li>• Fostering positive workplace relationships by communicating with authenticity and empathy</li> </ul> <p><b>Seminar assessment:</b></p> <p>Each student will create and present an individual EI action plan reflecting on their learnings from the material covered in the seminar.</p>			
<b>Mini-CV of the lecturer</b>	<p>Glenda May has been CEO of her own human resource management company for over 20 years. Prior to beginning her own consultancy, she lectured in Educational Psychology at University of Melbourne. She is an organisational psychologist, executive coach, and corporate trainer. Clients include: Motorola, AXA, Oxfam, GE, HP, KornFerry, McDonalds, Caterpillar, Asia Business Forum. Her recent books are "52 ways to Get More Time in your Life" and "52 Ways to Be a Top Trainer".</p> <p>Specialising in leadership and interpersonal skills, Glenda never fails to captivate her audiences by her subject knowledge, sense of humour and her practical approach to learning and living.</p>			

<b>Course title</b>	<b>Customer Relationship Management</b>			
	Language	Hours	ECTS	Programme
	<b>English</b>	<b>24</b>		<b>International Seminar</b>
<b>Name of the lecturer</b>	<b>L. W. PERTTULA</b>			
<b>Position / Employee</b>	Lecturer for an International Seminar			
<b>Aim of the course</b>	<p>To present a balanced view of customer relationship management.          To describe how CRM is more than just software and technology added to an organization.          To familiarize the students with the case of <i>Salesforce.com</i>, a very successful example of a CRM services company.          To introduce marketing automation, CRM information, and CRM technology.          Current articles about techniques and case examples will be the primary reading for the students.          Student discussion of their experiences in the CRM realm will be highly beneficial to learning outcomes.</p>			
<b>Learning outcomes</b>	<p>Ability to:          Define customer relationship management including the term: <i>touch points</i>.          Describe the major benefits of CRM to organizations.          Identify and discuss the major components of effective and efficient CRM.          Describe how social networking integrates with CRM.          Describe and understand various CRM metrics.</p>			
<b>Mini-CV of the lecturer</b>	<p>William Perttula is a professor of marketing and Internet marketing in the College of Business at San Francisco State University. He has served several years as the chair of the marketing department and one year as the Dean of the College. He has taught marketing, Internet marketing, and e-commerce in business programs in South Korea (Helsinki School of Economics), Denmark (Aarhus School of Business), and France (University of Paris XII). He also lectured for and advised the Department of Business Administration, SRH University of Heidelberg in June 2010. He has been a consultant to several small businesses regarding their Internet strategy. <a href="http://www.williamperttula.com">www.williamperttula.com</a></p>			

<b>Course title</b>	<b>Corporate Sustainability</b>			
	Language	Hours	ECTS	Programme
	<b>English</b>	<b>24</b>		<b>International Seminar</b>
<b>Name of the lecturer</b>	<b>J. PRZYCHODZEN</b>			
<b>Position / Employee</b>	Assistant Professor, Kozminski University			
<b>Aim of the course</b>	The aim of this course is to provide students with a thorough understanding of companies' sustainable development management, as well as of the nature of the drivers of operating and financial performance. The course stresses the connection between sustainability and shareholder value creation. Concepts of financial health, managing growth, risk, return, and business valuation, environmental management systems, and corporate social responsibility are central to develop this understanding.			
<b>Learning outcomes</b>	<p><b>On successful completion of this course student will:</b></p> <ul style="list-style-type: none"> <li>- be able to define and clarify terms, categories and simple contemporary business sustainability models;</li> <li>- be able to define major aspects of sustainable business, like: environmental management system, corporate social responsibility, sustainable rate of growth and its connection with shareholder value creation.</li> <li>- apply the concepts of environmental risk in investment decisions;</li> <li>- assess the social performance of a company.</li> </ul>			
<b>Course content per session</b>				<b>Nombre d'heures Number of hours</b>
<ol style="list-style-type: none"> <li>1. Sustainable wave</li> <li>2. What is a corporation? – history, purpose and corporate governance</li> <li>3. Financial perspective of corporate sustainability</li> <li>4. Social perspective of corporate sustainability</li> <li>5. Environmental risk/opportunity and “ecologization” of the company</li> <li>6. Sustainable Corporation and various aspects of shareholder value creation</li> </ol>				
<b>Bibliography – Author, title, year, publisher</b>				
<ul style="list-style-type: none"> <li>● Robert C. Higgins, <i>Analysis for Financial Management</i>, Irwin McGraw-Hill, 8th edition, 2007</li> <li>● Daniel C. Esty, Andrew S. Winston, <i>Green to Gold: How Smart Companies Use Environmental Strategy to Innovate, Create Value, and Build Competitive Advantage</i>, Yale University Press, 2009</li> <li>● Philip Kotler, Nancy Lee, <i>Corporate Social Responsibility: Doing the Most Good for Your Company and Your Cause</i>, Wiley, 2004</li> </ul>				
<b>Mini-CV of the lecturer</b>	<p>Justyna Przychodzen holds Master's degree in Finance and Doctorate degree in Economics. Currently she works as an Assistant Professor at Kozminski University in Warsaw. For her extraordinary achievements in research she has been granted by Sendzimir Foundation. She has been appointed Visiting Research Fellow at the Yale School of Management (US). In her research project there she addressed sustainability issues at the micro level by providing new way of corporate sustainability assessment as a combination of proper management of all major areas of firm's activities – financial, social and environmental – at the same time.</p> <p>She is an author of articles and research papers on greening of industry, connections between environment quality and economic growth and international environmental management. Justyna also served as a consultant for several Polish and European companies in the area of sustainable environmental strategies implementation, socially responsible investment and environmental risk planning.</p>			

<b>Course title</b>	<b>Brand management in the digital age</b>			
	Language	Hours	ECTS	Programme
	<b>English</b>	<b>24 hours</b>		<b>International Seminar</b>
<b>Name of the lecturer</b>	<b>P. REED</b>			
<b>Position / Employee</b>	Principal P W Reed & Associates			
<b>Aim of the course</b>	<p>The seminar objective is to provide participants with the basic skills of brand management and to understand the role that brands play within an overall business strategy.</p> <p>Specific objectives are to:</p> <ul style="list-style-type: none"> <li>▪ To provide an understanding of the brand concept</li> <li>▪ To provide an understanding of the role of traditional brand management and the way the role has changed due to Internet and the impact it has on the nature of consumer engagement</li> <li>▪ To learn the basic tools and techniques of contemporary brand management including</li> <li>▪ To provide participants with the tools to develop effective branding strategies</li> </ul>			
<b>Learning outcomes</b>	<p>At the conclusion of this seminar participants will:</p> <ul style="list-style-type: none"> <li>▪ Understand the driving economic, political sociological and technological forces that have underpinned the way marketing is conceptualised and practiced</li> <li>▪ Understand the role of branding, and therefore brand management, as a central part of an organization's business and marketing strategy</li> <li>▪ Understand the processes involved in developing branding strategies for a variety of different business types in a variety of industries and strategic situations</li> </ul>			
<b>Mini-CV of the lecturer</b>	<p>Dr Peter Reed is the former MBA Director at Monash University and Associate Professor of Marketing. His areas of expertise cover strategic marketing, marketing planning, brand positioning, integrated marketing communications and international marketing. He has extensive experience in the marketing field as a marketing practitioner, consultant and as an academic. Dr Reed is the author of <i>Strategic Marketing</i> (now in its 5<sup>th</sup> edition) published by Cengage and (co-author) of <i>Marketing Principles and Strategy</i> published by Harcourt Brace.</p> <p>Dr Reed was awarded the Monash University Faculty of Business &amp; Economics Dean's Teaching Award in 2004 and the University's Vice-Chancellor's Award for Distinguished Teaching in 2005. Under Dr Reed's leadership the Monash MBA became to be recognized as a world class program. In the 2009 <i>Economist</i> survey Monash was ranked #1 in the world in the area of personal development and educational experience.</p>			

<b>Course title</b>	<b>Interpersonal Skills Development through Games</b>			
	Language	Hours	ECTS	Programme
	<b>English</b>	<b>24</b>		<b>International seminar</b>
<b>Name of the lecturer</b>	<b>P. T. SRINIVASAN</b>			
<b>Position / Employee</b>	Professor-Department of Management Studies ,University of Madras, India			
<b>Aim of the course</b>	The success of managers, across verticals and functional domains, rest on their ability to work with people, this requires the development of interpersonal skills. This course, by taking a kaleidoscopic snap shot exposes the participants to understand a significant set of interpersonal skills. It aims to serve as a mirror for the participants to explore and assess their interpersonal skills and thereby pave the way for further development. The course adopts a training approach, using simulated group exercises, puzzles and games, with self-rating inventories to supplement the learning process The course blends education and entertainment, with the lecturer serving as a facilitator for the 'edu-tainment'.			
<b>Learning outcomes</b>	<b>On successful completion of this course student will:</b> <ul style="list-style-type: none"> <li>- Gain in self-awareness of their interpersonal behavior.</li> <li>- Be sensitized to enhance their interpersonal skills for effective practice of human relations</li> </ul>			
<b>Course content per session</b>				<b>Number of hours</b>
Interpersonal communication				4+1
Perception and Self awareness				3+1
Vales and Ethics				2+1
Motivation				2+1
Leadership and Team work				3+1
Creative problem solving				4+1
<b>Method of assessment</b> <i>What will the final grade be based on?</i>				
<b>Type of evaluation</b>			<b>Duration</b>	<b>% of final grade</b>
Log of learning and reflections from 1 <sup>st</sup> day(written submission)-45 mins				40 %
Log of learning and reflections from 2 <sup>nd</sup> day(written submission)-45 mins				40 %
Participation during the 3 day seminar				20 %
<b>Bibliography – Author, title, year, publisher</b>				
<ul style="list-style-type: none"> <li>● Suzanne C.de Janasz,Karen O.Dowd &amp; Berth Z.Schneider,Interpersonal skills in organisations, 2002, McGraw Hill Intl.</li> <li>● Stephen P Robbins &amp; Philip L Hunsaker,Training in Interpersonal skills:TIPS for Managing for people at work, 2011, Prentice Hall.</li> <li>● Richard West &amp; Lynn H Turner,Understanding Interpersonal Communication:Making Choices in Changing Times,2010,Wadsworth Publishing.</li> </ul>				
<b>Internet websites and other relevant information for the course</b>				
<ul style="list-style-type: none"> <li>● <a href="http://www.expressyourselftosuccess.com/dir/interpersonal-communicaton-skill/">http://www.expressyourselftosuccess.com/dir/interpersonal-communicaton-skill/</a></li> <li>● <a href="http://www.pals.co.uk/Publisher/Interpersonal-Skills/Managing-Oneself.asp?txtSearch=&amp;subjectid=909048452&amp;B1=Start+Search">http://www.pals.co.uk/Publisher/Interpersonal-Skills/Managing-Oneself.asp?txtSearch=&amp;subjectid=909048452&amp;B1=Start+Search</a></li> </ul>				
<b>Mini-CV of the lecturer</b>	<b>P.T. Srinivasan</b> is Professor and Head of the Department of Management Studies, University of Madras. He is a chemical engineer, holds an MBA degree and Ph.D. degree from the Indian Institute of Technology (IIT). His specialization is Organizational Behaviour and his interests include Consumer Behaviour. He has nearly thirty years of experience. He has served as a behavioral assessor for Pricewaterhouse & Coopers.He is a visiting faculty to the International Human Resource Management programme at the University of Angers, France. He has drawn on his expertise in conducting soft skills development and corporate training programme for executives to structure this seminar.			

**APRIL 26-27-28, 2012**

<b>Course title</b>	<b>Marketing Across Borders</b>			
	Language	Hours	ECTS	Programme
	<b>English</b>	<b>24</b>		<b>International Seminar</b>
<b>Name of the lecturer</b>	<b>M. L. BARRETTI</b>			
<b>Position / Employee</b>	Suffolk University, Boston, Massachusetts, USA Prof., Marketing/Director, Executive Education and Life-long Learning			
<b>Aim of the course</b>	This is an advanced, yet practical, marketing seminar that will address a variety of topics and activities pertinent to conducting marketing activities across borders and cultures. The objectives are: (1) to provide appropriate concepts, models and other tools used to make marketing decisions on an international/ global basis; (2) To help develop skills in planning and evaluating international marketing strategies; (3) To encourage students to take an active role in the learning process by demonstrating a grasp of the conceptual and practical aspects of the subject matter.			
<b>Learning outcomes</b>	Students will be introduced to concepts, practical applications and best practices to enable them to improve managerial decision-making, within an international marketing and corporate context, with a particular emphasis on understanding international marketing at the consumer level.			
<b>Mini-CV of the lecturer</b>	<b>Michael Barretti</b> , MBA, is a professor of marketing and the Director of the Institute for Executive Education at Suffolk University in Boston, which includes the Executive MBA Program. He has over 35 years of domestic and international business experience related to marketing, strategic planning, and new business development. He earned his Executive MBA in 1982 from Suffolk University and a BBA in 1967 from St. Johns University in New York. Professor Barretti maintains business interests in the life sciences industry, and is the holder of patents in the field of laser surgery. He currently serves on the board of directors of AdvanSource Biomaterials, a publicly traded corporation.			

<b>Course title</b>	<b>Strategic Thinking : a leadership mindset</b>			
	Language	Hours	ECTS	Programme
	<b>English</b>	<b>18</b>		<b>International Seminar</b>
<b>Name of the lecturer</b>	<b>A. CAMPBELL</b>			
<b>Position / Employee</b>	Associate Professor, Marketing, Schulich School of Business, York University			
<b>Aim of the course</b>	To teach students the thinking skills required for business leadership.			
<b>Learning outcomes</b>	<p><b>On successful completion of this course students will:</b></p> <ul style="list-style-type: none"> <li>- Improve their ability to apply analytic and critical thinking to complex business problems</li> <li>- Understand how to identify underlying assumptions in business problems and reframe them in order to drive to actionable outcomes</li> </ul>			

<b>Course content per session</b>	<b>Number of hours</b>
Coping with Complexity	3.5
Analytic Thinking	3.5
Critical Thinking (part 1)	3.5
Critical Thinking (part 2)	3.5
Corporate Social Responsibility as a Strategic Positioning Platform	4.0

**Method of assessment** *What will the final grade be based on?*

<b>Type of evaluation</b>	<b>Duration</b>	<b>% of final grade</b>
Student Presentations	20 min	100

<b>Mini-CV of the lecturer</b>	<p><b>Dr. Alexandra Campbell</b> has an industry background in consumer packaged goods where she worked for a number of leading manufacturers such as Reckitt &amp; Colman and Nestle. She has taught MBA and Phd courses in Marketing Strategy, Consumer Marketing, and Marketing Theory at the Schulich Business School, York University since 1992. Alexandra has won numerous teaching awards and was awarded the Educators Award in 2008 by the Canadian Direct Marketing Association for outstanding contribution to the field of marketing. Her research has been published in a number of leading academic journals such as the European Management Journal, the Journal of International Business Studies, the Journal of Business Research and the Journal of the Academy of Marketing Science.</p>
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<b>Course title</b>	<b>Conflict Resolution Tools for Managers</b>			
	Language	Hours	ECTS	Programme
	<b>ENGLISH</b>	<b>24</b>		<b>International seminar</b>
<b>Name of the lecturer</b>	<b>J. CAPODANO</b>			
<b>Position / Employee</b>	Independent Consultant, Trainer & Coach			
<b>Aim of the course</b>	Learn a combination of tools to improve your conflict resolution skills, with practical cases and simulations.			
<b>Learning outcomes</b>	<p><b>On successful completion of this course student will:</b></p> <ul style="list-style-type: none"> <li>- Discover his own conflict resolution style, what are his assets and what skills he might need to develop.</li> <li>- Learn about the causes of conflict, the influence of individual perceptions, the place of feelings and needs.</li> <li>- Explore several conflict resolution tools to resolve workplace conflicts in a constructive manner: active listening, non-violent communication, mediation.</li> <li>- Improve his skills with practical exercises.</li> </ul>			

<b>Course content per session</b>	<b>Number of hours</b>
<p><b>The process of conflict</b></p> <ul style="list-style-type: none"> <li>• The anatomy of conflict, the causes of conflict, how conflict escalates.</li> <li>• Conflict and communication, conflict and emotions.</li> <li>• The influence of individual perceptions in communication and in conflict.</li> </ul> <p><b>The conflict resolution styles</b></p> <ul style="list-style-type: none"> <li>• How do you usually deal with conflict ? The Thomas-Killman conflict management modes : personal and confidential testing, scoring and interpretation.</li> <li>• Different styles for different situations : examples, analysis and discussion .</li> </ul> <p><b>Improving your skills</b></p> <ul style="list-style-type: none"> <li>• Active listening : what it is, when to use it and with whom ; method and practical exercises.</li> <li>• Non-Violent Communication : how to express your feelings and needs in a constructive manner ; how to be “assertive” .</li> <li>• Mediation skills: how to help others resolve conflict with a 5-step method ; how to use mediation techniques as a manager to solve problems in teams.</li> </ul>	

**Method of assessment** *What will the final grade be based on?*

<b>Type of evaluation</b>	<b>Duration</b>	<b>% of final grade</b>
Assesment of skills and progress with a daily journal + summary on the last day.	2 hours total	50%
Involvement & participation during seminar	ongoing	50%

**Bibliography – Author, title, year, publisher**

FISHER R., URY W. And PATTON B., Getting to Yes : Negotiating Agreement Without Giving In, 1991, New York : Penguin.  
ROSENBERG Marshall, Nonviolent Communication: A Language of Life, 2003, Puddle Dancer Press  
CHARLTON R. & DEWDNEY M., The Mediator's Handbook. Skills and Strategies for Practitioners, 2004, LawBook Co

**Internet websites and other relevant information for the course**

- [www.mediate.com](http://www.mediate.com)
- [www.cnvc.org](http://www.cnvc.org)

<b>Mini-CV of the lecturer</b>	<b>Jeanne Capodano</b> is an independent Consultant, Trainer and Coach. She works in the field of Conflict Resolution for Business, Non Profit and Government organizations. She is a dual French and Canadian citizen and has lived most of her life abroad (Algeria, Spain, Belgium, Canada, USA). She holds a degree in Hotel Management (CERIA, Brussels), a DEA in International Law (University of Nice), an LLM (University of San Diego, Fulbright Scholar), and several Mediation Training Certificates from the Key Bridge Mediation Center in Washington DC.
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Course title	<b>Strategic Management of Innovation for Competitive Advantage</b>			
	Language <b>English</b>	Hours <b>24</b>	ECTS	Programme <b>International Seminar</b>
Name of the lecturer	<b>R. DEFILLIPPI</b>			
Position / Employee	Professor and Chair, Strategy and International Business; Director, Center for Innovation and Change Leadership, Sawyer Business School, Suffolk University, Boston, MA. USA.			
Aim of the course	<p><b>Module one</b> focuses on the concepts of <b>Sustaining and Disruptive Innovation</b> and associated tools and assessment frameworks in readings by Clay Christenson and Scott Anthony. The module examines these issues: How can your organization disrupt existing competition and how do you choose between three innovation approaches to create new growth businesses ?</p> <p><b>Module two</b> focuses on the <b>Business Model Innovation</b> concepts and frameworks of Mark Johnson and addresses issues such as: which business opportunities are adjacent to a business's existing business model and which opportunities require a company to operate in a fundamentally different way – with a different formula for making money, a new set of resources and processes, different expertise, and maybe a new way to coordinate and control activities? How do you assess these four key elements of a business model in existing firms? How can you design a business model based on a deep understanding of the jobs of the customer you are attempting to accomplish?</p> <p><b>Module three</b> is based on the writings of Henry Chesbrough on <b>Open Innovation</b> and examines the following issues: Why should you design a business model based on principles of open innovation? What five moves can your organization take to get the greatest value from your research initiatives? How can you rethink your business from a service perspective and foster open service innovation?</p>			
Learning outcomes	<ol style="list-style-type: none"> <li>1. Students will learn how to analyze an organization's competitive situation and develop innovative strategies and proposals that disrupt existing competition and create new business growth opportunities.</li> <li>2. Students will learn how to assess existing business models and design business models supportive of an overall innovation-based strategy offerings.</li> <li>3. Students will learn how to access and leverage external sources of innovative ideas through the processes of open innovation and develop a service-based business model of value creation.</li> </ol>			
Mini-CV of the lecturer	<p>Dr. DeFillippi is an international scholar in innovation and he has held visiting scholar appointments at Imperial College of London, Cass Business School (London), the Center for Research in Innovation Management at University of Sussex and Polytechnico di Milano. Dr. DeFillippi holds an MA, M.Phil. and Ph.D. from Yale University in Organization Studies. Dr. DeFillippi is currently the editor-in-chief of the book series <i>Business Innovation and Disruption</i> dedicated to understanding how disruptive innovations are reshaping industry boundaries and challenging conventional business models and business practices of organizations within a wide range of industries and institutional sectors worldwide. His research, teaching and consulting practice focuses on creative collaborations and knowledge-based perspectives on innovation. He is the author of over fifty scholarly journal publications and eight scholarly books and numerous book chapters and conference papers. He is currently Consulting Editor for the <i>International Journal of Management Reviews</i>, the official journal of the British Academy of Management and also serves on the Editorial Boards of the <i>Journal of Media Business Studies</i> and the online journal <i>Management and Organization</i>.</p>			

<b>Course title</b>	<b>Corporate Social Responsibility in an International Context</b>			
	Language	Hours	ECTS	Programme
	<b>English</b>	<b>24</b>		<b>International Seminar</b>
<b>Name of the lecturer</b>	<b>O. FURRER</b>			
<b>Position / Employee</b>	Radboud University Nijmegen, Nijmegen School of Management, The Netherlands			
<b>Aim of the course</b>	In a world of falling national boundaries, which factors (economic, institutional, or cultural) influence firms' social behavior, financial performance, and corporate reputations? In addition, is the influence of these factors diverging towards national corporate responsibility models or is it converging toward international standards in terms of corporate social responsibility and code of ethics? In such a context of multiple national environments, multiple stakeholders, and multiple responsibilities, how should firms respond to improve their performance and reputation?			
<b>Learning outcomes</b>	<p><b>On successful completion of this course student will:</b></p> <p>be able to understand the challenges raised by and critically discuss the following questions:</p> <ul style="list-style-type: none"> <li>• What are the corporate social and environmental responsibilities?</li> <li>• Toward which stakeholders are businesses responsible?</li> <li>• Which factors are shaping international differences in the importance of corporate social and environmental responsibilities?</li> <li>• How are businesses responding to changing societal expectations regarding their corporate responsibilities?</li> <li>• Are responsible businesses more profitable than less responsible businesses?</li> </ul>			
<b>Bibliography – Author, title, year, publisher</b>				
<ul style="list-style-type: none"> <li>• Furrer, O. et al. (2011), "Corporate Social and Environmental Responsibility Practices and Performance in Europe: The Role of Stakeholders and Institutions" Academy of Management Annual Meeting, San Antonio, Texas, USA, August 12-16, 2011.</li> <li>• Usunier, J.-C., Furrer, O., Furrer-Perrinjaquet, A. (2011), "The Perceived Trade-Off between Corporate Social and Economic Responsibilities: A Cross-National Study," <i>International Journal of Cross Cultural Management</i>, 11 (3), forthcoming.</li> <li>• Ralston, D.A. et al. (2011), "A Twenty-First Century Assessment of Values across the Global Workforce," <i>Journal of Business Ethics</i>, forthcoming.</li> <li>• Furrer, O. (2011), <i>Corporate Level Strategy: Theory and Applications</i>, Routledge, London and New York.</li> <li>• Bageac, D., Furrer, O. Reynaud, E. (2011), "Management Students Attitude toward Business Ethics: A Comparison between France and Romania," <i>Journal of Business Ethics</i>, 98 (3), 391-406.</li> <li>• Furrer, O. et al. (2010), "Attitudes towards Corporate Responsibilities in Western Europe and in Central and Eastern Europe," <i>Management International Review</i>, 50(3), 379-398.</li> </ul>				
<b>Mini-CV of the lecturer</b>	<p><b>Olivier FURRER</b> is Associate Professor of Strategic Management at the Nijmegen School of Management of the Radboud University Nijmegen, the Netherlands, where he is also the coordinator for the International Management Master specialization. He is also an adjunct Professor at the University of Lille, France. He received his Ph.D. from the University of Neuchâtel, Switzerland and held research and teaching positions at the University of Illinois at Urbana-Champaign, USA, the University of Birmingham, UK, the Universities of Neuchâtel and Lausanne, Switzerland. His main research focus is on cross-cultural issues in corporate social responsibility and response strategies in strategic alliance. His work has been published in the <i>Journal of International Business Studies</i>, <i>Management International Review</i>, <i>Journal of Cross-Cultural Psychology</i>, <i>Journal of International Management</i>, <i>International Journal of Management Reviews</i>, <i>Journal of Research in Personality</i>, <i>Management Decision</i>, <i>Journal of Service Research</i>, among others. He recently wrote a book titled: <i>Corporate Level Strategy: Theory and Applications</i> published by Rutledge.</p>			

<b>Course title</b>	<b>Negotiation workshop</b>			
	Language	Hours	ECTS	Programme
	<b>English</b>	<b>24</b>		<b>International Seminar</b>
<b>Name of the lecturer</b>	<b>T. GUEDJ</b>			
<b>Position / Employee</b>	Consultant & trainer, former attorney			
<b>Aim of the course</b>	This workshop aims at improving your interpersonal skills in negotiation situations. Beyond theories, how do you actually prepare, implement, and debrief a negotiation strategy in order to conclude a deal or to solve a conflict? Are you able to ask appropriate questions, or to present convincing arguments to a client, to a business partner or to lawyer? Are you creative in developing options which are rooted in criteria of legitimacy? How do you react to a question or to an argument from the other side? Are you able to overcome different obstacles to successful negotiations: cognitive, emotional, institutional, cultural, etc.? In other words, aware of how you really behave in negotiation contexts, should you behave the same way, or differently? How can you learn to be a better negotiator?			
<b>Learning outcomes</b>	<p><b>On successful completion of this course students :</b></p> <ul style="list-style-type: none"> <li>. will increase their awareness about negotiation complexity</li> <li>. will be better analysts of negotiation, theirs and others'</li> <li>. will deal efficiently with tensions, differences, and conflicts</li> <li>. will improve working relationships, with subordinates, peers, and superiors</li> <li>. will turn differences into mutual gain</li> <li>. will prepare negotiations through a structured 7-step method</li> <li>. will deal separately with issues of substance, relationship and process in a negotiation</li> <li>. will increase their interpersonal skills with proven communication techniques</li> <li>. will increase their ability to overcome cognitive biases during a negotiation</li> <li>. will learn in a fun and risk-free environment</li> </ul>			
<b>Bibliography – Author, title, year, publisher</b>				
Fisher, Roger, Ury, William & Patton, Bruce. <i>Getting to Yes</i> . Penguin, 1991.				
Axelrod, Robert. <i>The Evolution of Cooperation</i> . New York: Basic Books, 1984.				
Fisher, Roger & Ertel, Danny. <i>Getting Ready to Negotiate</i> . New York: Penguin, 1995.				
Lax, David & Sebenius, James. <i>The Manager as Negotiator</i> . New York: The Free Press, 1986.				
Mnookin, Robert; Peppet, Scott & Tulumello, Andrew. "The Tension between Empathy and Assertiveness" <i>Negotiation Journal</i> XII (1996) 3, 217-230.				
<b>Internet websites and other relevant information for the course</b>				
● <a href="http://www.mieux-negocier.com">www.mieux-negocier.com</a> - <a href="http://www.gymnego.com">www.gymnego.com</a>				
<b>Mini-CV of the lecturer</b>	<p><b>Thomas GUEDJ</b> is a consultant and a trainer in the fields of negotiation, mediation and alternative dispute resolution. His clients are mostly corporations and business schools. He is a former attorney at the New York and Paris Bars. Getting his LL.M. from Harvard (1989), he specialized in negotiation with Roger FISHER and Bruce PATTON. Thomas Guedj has taught negotiations at ESSEC Business School from 1998 to 2003 as a visiting professor and a lecturer and from 1998 to 2002 at Ecole Nationale d'Administration. Founding member of IRENE, an ESSEC-based research institute, he is a negotiation lecturer, namely at Collège de Polytechnique, Rouen Business School, at the University Paris II, INT Evry, ESCM, and Audencia. From 1998 to 2002, he was maître de conférence at the Ecole Nationale d'Administration. He produced many negotiation simulations and research papers; he also co-authored, with Jacques SALZER, a videotape on a mediation in a conflict between two companies.</p>			

<b>Course title</b>	<b>Integrated Branding : Build a 360 degree brand experience</b>			
	Language	Hours	ECTS	Programme
	<b>ENGLISH</b>	<b>24</b>		<b>International Seminar</b>
<b>Name of the lecturer</b>	<b>R. MODY-KAMDAR</b>			
<b>Position / Employee</b>	Mumbai Education Trust, Associate Professor			
<b>Aim of the course</b>	<ul style="list-style-type: none"> <li>To equip students to take a contemporary view of branding, demonstrating to the power of branding as a company wide action strategy</li> <li>To equip students to plan, strategise and implement integrated branding programs by means of live case studies</li> </ul>			
<b>Learning outcomes</b>	<p><b>On successful completion of this course student will:</b></p> <ul style="list-style-type: none"> <li>Understand the importance of research in building brand strategy</li> <li>Learn how to create and conceptualise brand strategy and action plans</li> <li>Appreciate the importance of multi-sensory design in creating an integrated brand experience</li> </ul>			

### Course content

Branding is the foundation of marketing and is inseparable from business strategy. Brands are the sum total of associations and promises offered to every stakeholder of the organization, whether he is the customer, employee, shareholder or channel partner. A brand's promise is the cornerstone for any business strategy in the same line as its vision, mission, culture and corporate thinking. This integrated approach puts the subject of branding at the very heart of corporate strategy where every decision of the organisation is steered and geared by the brand's principles, promises and values.

This seminar is designed to help you learn how to 'build an integrated brand' by addressing critical elements of brand research, brand strategy, brand design and brand engagement. This holistic approach to branding enables you to experiment with creating brands by learning best practices from the world's biggest and most successful organisations.

The seminar uses a 'workshop approach' where live case studies are provided to students to help them get a real world experience at building brands. The workshop uses several research and strategy tools and also gives them an experience at participating in a design laboratory to create prototypes of their brands. At the end of the workshop, a walk through exhibition of all the created brands will be demonstrated in the campus

**Method of assessment** *What will the final grade be based on?*

Type of evaluation	Duration	% of final grade
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### Bibliography – Author, title, year, publisher

- F. Joseph LePla and Lynn M. Parker; Integrated Branding: Becoming Brand Driven through Companywide Action; 1999; Praeger
- Martin Lindstrom; BRAND SENSE: Sensory Secrets behind the stuff we buy; Free Press, 2005
- Nicholas Ind; Living the Brand: How to transform every member of your organisation into a brand champion; Kogan Page Business Books, 2nd Edition, 2004

### Internet websites and other relevant information for the course

- [www.brandchannel.com](http://www.brandchannel.com)
- [www.martinlindstrom.com](http://www.martinlindstrom.com)

### Mini-CV of the lecturer

Rutu Mody-Kamdar is a PhD in Branding and Consumer Behaviour. She is brand consultant with various companies in India and also teaches, writes and speaks on branding in various forums in India and abroad. Rutu has worked with over 30 companies in multiple sectors in the Indian market, and believes that true business transformation goes hand in hand with integrated brand transformation. Apart from consulting, Rutu also teaches branding at various management institutes in India and France. Her teaching is in the form of workshops, where students experience the subject through interactive games and role play sessions. Rutu's research papers on branding have been published in various journals in India and have also been presented at conferences in India and abroad. For more information on research publications

<b>Course title</b>	<b>Integrated marketing with social media</b>			
	Language	Hours	ECTS	Programme
	<b>English</b>	<b>24</b>		<b>International Seminar</b>
<b>Name of the lecturer</b>	<b>K. KEREM</b>			
<b>Position / Employee</b>	Estonian Business School, Professor			
<b>Aim of the course</b>	<ul style="list-style-type: none"> <li>• To equip students with understanding of the essence of social media marketing and its role in the overall marketing strategy</li> <li>• To explain how to use social media tools in the benefit of brands, ideas, organizations, etc</li> <li>• To introduce best practice case studies from different fields and countries</li> <li>• To integrate and synthesise participants' personal experience with social media platforms to achieve synergetic learning</li> </ul>			
<b>Learning outcomes</b>	<b>On successful completion of this course student will:</b> <ul style="list-style-type: none"> <li>- Have a thorough knowledge of the business applications of social media</li> <li>- Be able to create social media strategies for personal and business use</li> </ul>			

<b>Course content per session</b>	<b>Number of hours</b>
Integrated marketing communication Audiences and marketing channels Customer behavior in different stages of a decision process. Contemporary media types: paid-owned-free system. Case study 1	7
What is social media? Social media channels and platforms (commercial applicability + personal branding) Case study analysis 2 Measurement Threats	7
Article discussion (What's Your Personal Social Media Strategy?) Discussing and drafting personal strategies	4

**Method of assessment** *What will the final grade be based on?*

<b>Type of evaluation</b>	<b>Duration</b>	<b>% of final grade</b>
Participation in seminar and class discussion	In class	100%

**Bibliography – Author, title, year, publisher**

- Dutta, S. Managing Yourself: What's Your Personal Social Media Strategy? 11/2010, Harvard Business Review

**Sites Internet et autres références utiles pour le cours**

**Internet websites and other relevant information for the course**

- Due to the fast changing nature of the subject further internet references will be provided in class

<b>Mini-CV of the lecturer</b>	<p><b>Katri Kerem</b> is a professor of marketing in the Estonian Business School. Before starting academic career she has worked as an advertising and PR manager for one of the largest Estonian wholesale companies and has several years of work experience from the international advertising agency Saatchi &amp; Saatchi. She has been teaching academic and executive education courses on varied marketing topics mainly related to advertising, internet marketing and e-business. Her research is related to consumer adoption of innovations, consumer behaviour in the internet environment and relationships in the social media. Katri Kerem runs her own small consultancy business which is focusing on consulting and teaching for a wide range of organizations – businesses, local governments, NGOs, etc.</p>
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<b>Course title</b>	<b>Delivering World-class Presentations</b>			
	Language	Hours	ECTS	Programme
	<b>English</b>	<b>24</b>		<b>International Seminar</b>
<b>Name of the lecturer</b>	<b>N. KLEINSCHMIT</b>			
<b>Position / Employee</b>	Founder & Director, Global'Ease			
<b>Aim of the course</b>	Empower participants to create and deliver compelling, world-class presentations for international audiences			
<b>Learning outcomes</b>	On successful completion of this course student will: <ul style="list-style-type: none"> <li>- Identify expectations of a culturally diverse audience</li> <li>- Acquire a framework and tools for building a relevant presentation</li> <li>- Overcome stage fright and face an audience with confidence</li> </ul>			

<b>Course content per session</b>	<b>Nombre d'heures Number of hours</b>
Building a world-class presentation: audience needs, global model framework	7
Speaking out: tuning the skills of giving speeches and making your voice heard	7
Managing audience interaction: answering questions and driving confidence	4

**Method of assessment** *What will the final grade be based on?*

<b>Type d'évaluation Type of evaluation</b>	<b>Durée Duration</b>	<b>% de la note finale % of final grade</b>
Completed plan using framework	1 hour	33
Ability to deliver a world-class presentation in front of the class	2 hours	67

**Bibliography – Author, title, year, publisher**

- Nathalie Kleinschmit, Borderless English, 2008, Global'Ease Inc. (tools for clear communication, optional reading)
- Mark Powell, Presenting in English: How to Give Successful Presentations, 1997, LTP (mainly for language skills, totally optional)

**Internet websites and other relevant information for the course**

- [http://www.global-ease.com/\\_pdf/reaching\\_your\\_full\\_potential.pdf](http://www.global-ease.com/_pdf/reaching_your_full_potential.pdf)
- [www.prezi.com](http://www.prezi.com)
- [www.ted.com](http://www.ted.com)

<b>Mini-CV of the lecturer</b>	<p><b>Nathalie Kleinschmit</b>, Born in Winnipeg, a German national and longtime Paris resident, it is not surprising that Nathalie has pursued a career in cross-cultural communication. Her interest for business has led her to explore ways multinational companies can develop the potential of their teams worldwide. Her works include a four-step international process leading to the « Full Potential Company » profile, the “Borderless English” approach, the “Family-Friendly” approach to international mobility. A member of SIETAR, she is currently exploring the impact of an international experience on a person’s sense of identity. She founded Global Ease in 1992. More than 15000 managers from 90+ countries have participated in Global Ease seminars, including the students from IAE Aix en Provence.</p>
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<b>Course title</b>	<b>The role of CFO in USA markets : control and cost management</b>			
	Language	Hours	ECTS	Programme
	<b>English</b>	<b>24</b>		<b>International Seminar</b>
<b>Name of the lecturer</b>	<b>B. R. NEUMANN</b>			
<b>Position / Employee</b>	Professor of Accounting and Health Care Financial Management , Business School, University of Colorado Denver, USA			
<b>Aim of the course</b>	<p>The seminar objective is to provide a straightforward and practical introduction to understanding the role of the CFO in using control processes in global business applications. More specifically, seminar participants will:</p> <ul style="list-style-type: none"> <li>• Understand why control processes are at the heart of every organization and how they might go wrong and lead to fraud and significant losses.</li> <li>• Acquire basic skills CFO's use to apply modern control tools and techniques, and to distinguish effective and ineffective management controls.</li> <li>• Learn why inadequate control processes may lead to fraud and loss.</li> <li>• Be able to assess management controls with sufficient checks and balances in place to effectively mitigate fraud risks.</li> <li>• Work in teams and prepare cases and evaluate case presentations by other participants.</li> <li>• Focus on Cost Management, Flexible Budgeting, Performance Evaluation, Financial Analysis, and Fraud Analysis.</li> </ul>			
<b>Learning outcomes</b>	<p>On successful completion of this course student will:</p> <ul style="list-style-type: none"> <li>- Be able to describe how the CFO role is evolving globally and in the USA.</li> <li>- Be able to understand how flexible budgets are related to management control systems, costing, and performance measurement tools.</li> </ul>			
<b>Course content per session</b>				<b>Number of hours</b>
Lecture, discussion, case analysis, role playing, and problem solving				8 hours per day
<b>Method of assessment</b>	<i>What will the final grade be based on? Summary of lessons learned.</i>			
<b>Type of evaluation</b>	<b>Duration</b>		<b>% of final grade</b>	
Assessment of oral discussions and written papers.			50% oral, 50% written	
<b>Bibliography – Author, title, year, publisher</b>				
<p>“<a href="#">Stakeholder value disclosures: anchoring on primacy and importance of financial and nonfinancial performance measures</a>,” co-author with M. Roberts and E. Cauvin, <i>Review of Managerial Science</i>, Vol. 4, 2010 (also published online, 11 November 2010, DOI 10.1007/s11846-010-0054-1), <a href="http://www.springerlink.com/content/r013060829122554/fulltext.pdf">http://www.springerlink.com/content/r013060829122554/fulltext.pdf</a> “Evaluation de la performance des managers: l'effet de l'ordre de Presentation et de l'importance relative des indicateurs financiers et non financiers,” (Effects of Primacy and Importance of Financial/Nonfinancial Performance Measures on Manager's Performance Evaluations), <i>Comptabilité-Contrôle-Audit</i> [Accounting-Control-Audit], co-author with E. Cauvin and M. Roberts, September, 2010, pp. 31-47. “Financial and Nonfinancial Performance Measures: Influences on How Managers are Evaluated,” co-author with M. Roberts and E. Cauvin, <i>Cost Management</i> [journal], Nov/Dec. 2008, pp. 5-13. “French Cost Accounting Methods: ABC and other Structural Similarities”, co-author with E. Cauvin, May/June, 2007, <i>Cost Management</i> [journal], Vol. 21, #3, pp. 35-41.</p>				
<b>Internet websites and other relevant information for the course</b>				
<ul style="list-style-type: none"> <li>• Materials will be distributed before and during the course.</li> </ul>				
<b>Mini-CV of the lecturer</b>	<p><b>Bruce R. Neumann</b>, has published two accounting texts, two texts in health care financial management, and over 100 articles. His Ph.D. is in Accounting (University of Illinois - USA). He has extensive international teaching experiences, especially at EDHEC Business School in Nice (France). He has also taught and conducted research studies in the UK, Australia, and New Zealand. His most recent publications are in journals such as <i>Cost Management</i>, <i>Comptabilité-Contrôle-Audit</i>, and <i>Strategic Finance</i>. Some of his articles will provide background for the seminar participants.</p>			

<b>Course title</b>	<b>M&amp;A strategy</b>			
	Language	Hours	ECTS	Programme
	<b>English</b>	<b>24</b>		<b>International Seminar</b>
<b>Name of the lecturer</b>	<b>Katsu Shimizu, Ph.D.</b>			
<b>Position / Employee</b>	Professor, Keio University (Japan)			
<b>Aim of the course</b>	<ul style="list-style-type: none"> <li>● Review the fundamental concepts and issues of M&amp;A strategy</li> <li>● Develop skills to apply course material/learning to improve thinking, problem solving, and decisions in the real world.</li> </ul>			
<b>Learning outcomes</b>	<p><b>On successful completion of this course student will:</b></p> <ul style="list-style-type: none"> <li>- Understand the important concepts in M&amp;A strategy fully so that students can apply such concepts in the real world</li> <li>- Understand the issues and remedies in M&amp;As in a global context</li> </ul>			
<b>Course content per session</b>				<b>Number of hours</b>
<u>Thursday:</u> <ul style="list-style-type: none"> <li>- Understanding basic concepts of M&amp;A strategy in a global context</li> <li>- Case: Havells India</li> </ul> <u>Friday:</u> <ul style="list-style-type: none"> <li>- Review of the concepts</li> <li>- Group project (Nissan 2002)</li> </ul> <u>Saturday:</u> <ul style="list-style-type: none"> <li>- Presentations + Final class discussions</li> </ul>				
<b>Method of assessment</b>	<i>What will the final grade be based on?</i>			
<b>Type of evaluation</b>	<b>Duration</b>		<b>% of final grade</b>	
Quality and quantity of class participation			35	
Mini-test of the concept			15	
Group project			50	
<b>Bibliography – Author, title, year, publisher</b>				
	<ul style="list-style-type: none"> <li>● Shimizu, K. 2011. <b><i>The Cores of Strategic Management</i></b>. Routledge Publishing, NY.</li> <li>● Havells India: The Sylvania acquisition decision (Ivey, 909M89) – will be used for the class discussion</li> <li>● Nissan Motor Co., Ltd., 2002 (Harvard Business School 9-303-042) – will be used for the group project</li> </ul>			
<b>Mini-CV of the lecturer</b>	<p>Katsuhiko (Katsu) Shimizu is a professor organization theory and strategic management at Graduate School of Business Administration, Keio University in Japan. Previously, he served University of Texas at San Antonio for ten years. He received his Ph.D. from Texas A&amp;M University and MBA from Tuck school at Dartmouth College. His research has been published in various top journals including <i>Academy of Management Journal</i>, <i>Strategic Management Journal</i>, <i>Organization Science</i>, <i>Journal of Management</i>, and <i>Journal of Management Studies</i>. He is serving the editorial review boards for <i>Academy of Management</i>, <i>Strategic Management Journal</i>, <i>Journal of Management Studies</i>, and <i>Journal of International Management</i>. With a ten-year strategic management consulting background, he has actively researched such topics as organizational capabilities of decision change and decision implementation under uncertainty; learning from mistakes, and managing challenges in international contexts including international mergers and acquisitions.</p>			

<b>Course title</b>	<b>Doing Business in Central Eastern and South Eastern Europe</b>			
	Language	Hours	ECTS	Programme
	<b>ENGLISH</b>	<b>24</b>		<b>International seminars</b>
<b>Name of the lecturer</b>	<b>D. STERNAD</b>			
<b>Position / Employee</b>	Lecturer for International Management and Program Director of the Master of Arts in International Business Management program at Carinthia University of Applied Sciences, School of Management (Austria)			
<b>Aim of the course</b>	The main objective of the seminar is to provide students with an understanding of the specific conditions and characteristics of doing business in Central Eastern European (CEE) and South Eastern European (CEE) countries, especially also acknowledging cultural differences, transition processes, and strategies of companies who either plan to enter or are already working in this rapidly developing region.			
<b>Learning outcomes</b>	<p><b>On successful completion of this course student will:</b></p> <ul style="list-style-type: none"> <li>- get an overview of market entry strategies as well as human resource management and marketing issues specific to the region;</li> <li>- learn about possibilities for organizing, managing and controlling CEE/SEE subsidiaries of multinational companies;</li> <li>- understand both “Western” and “local CEE/SEE” perspectives on management issues;</li> <li>- get a chance to improve their strategic analysis and presentation skills.</li> </ul>			
<b>Course content per session</b>				
<ul style="list-style-type: none"> <li>- Input: Personal learnings from doing business in South East Europe (experiences from the media business)</li> <li>- Discussions, Case studies, Poster presentation sessions (small teams)</li> </ul>				
<b>Method of assessment</b> <i>What will the final grade be based on?</i>				
<b>Type of evaluation</b>				
Class participation, particularly also in case discussions Poster presentation & discussion				
<b>Bibliography – Author, title, year, publisher</b>				
<ul style="list-style-type: none"> <li>• Brenner, B., Management Control in Central and Eastern European Subsidiaries, 2009, Palgrave Macmillan.</li> <li>• Marinov, M., Marketing in the Emerging Markets of Central and Eastern Europe, 2005, Palgrave Macmillan.</li> <li>• Sternad, D. and Döring, T. (eds.), Handbook of Doing Business in South East Europe, 2011, Palgrave Macmillan.</li> </ul>				
<b>Internet websites and other relevant information for the course</b>				
<ul style="list-style-type: none"> <li>• <a href="http://www.doingbusiness.org">www.doingbusiness.org</a> (World Bank Ease of Doing Business Report) – especially <a href="http://www.doingbusiness.org/?cid=FPD_DBAIertEN_P_EXT">http://www.doingbusiness.org/?cid=FPD_DBAIertEN_P_EXT</a> for the report on South East Europe</li> </ul>				
<b>Mini-CV of the lecturer</b>	<p><b>Dietmar STERNAD</b> is a Lecturer of International Management and the Program Director of the International Business Management Master’s program at Carinthia University of Applied Sciences, School of Management in Villach, Austria. He holds degrees from the University of Graz (Austria), the Open University (UK), and IEDC Bled School of Management (Slovenia) and is a graduate of the International Management Teachers Academy (IMTA). In his managerial career, he was the managing director and publisher of a leading Austrian and Croatian book publishing group, the founder of an Internet business in Austria, and the CEO of a media company based in Ljubljana, Slovenia, where he founded the country’s highest-circulation daily newspaper and leading newspaper portal. Dietmar Sternad is the editor of the “Handbook of Doing Business in South East Europe” (Palgrave Macmillan, 2011) and the author of the book “Strategic Adaptation” (Springer, forthcoming in 2011). In 2010, he received the award for the best case study (on a CSR initiative in a Central European mobile phone operator) in the international Emerald/CEEMAN Case Writing Competition.</p>			

<b>Course title</b>	<b>Dynamic Capabilities and Strategic Management</b>			
	Langue Language	Heures Hours	ECTS	Programme
	<b>English</b>	<b>24</b>		<b>International Seminar</b>
<b>Name of the lecturer</b>	<b>P. TIFFANY</b>			
<b>Position / Employee</b>	Senior Lecturer, Haas School, University of California, Berkeley			
<b>Aim of the course</b>	To enable students to understand the current problems in the academic approach to strategy formulation and to introduce them to the new concept of dynamic capabilities and strategic management.			
<b>Learning outcomes</b>	<p><b>On successful completion of this course student will:</b></p> <ul style="list-style-type: none"> <li>- Realize the deficiencies in current approaches to strategic thinking;</li> <li>- Understand the emerging new strategic concept of “dynamic capabilities” and how it improves upon current strategic management models.</li> <li>- Have studied cases of firms that demonstrate the concepts of the course</li> </ul>			
<b>Course content per session</b>				<b>Nombre d’heures Number of hours</b>
Lectures on relevant topics by the instructor				50%
Case study and discussion sessions by students				50%
<b>Method of assessment</b> <i>What will the final grade be based on?</i>				
<b>Type d’évaluation Type of evaluation</b>			<b>Durée Duration</b>	<b>% de la note finale % of final grade</b>
Quality and quantity of student participation in the course, Including attendance in class sessions.				100%
<b>Bibliography – Author, title, year, publisher</b>				
<ul style="list-style-type: none"> <li>• Teece, David, DYNAMIC CAPABILITIES AND STRATEGIC MANAGEMENT (OXFORD UNIVERSITY PRESS, 2009)</li> </ul>				
<b>Internet websites and other relevant information for the course</b>				
<ul style="list-style-type: none"> <li>• Readings and cases provided by the instructor in-class</li> </ul>				
<b>Mini-CV of the lecturer</b>	<p><b>Paul Tiffany</b> teaches at The Haas School of Business at the University of California, Berkeley ( since 1994). He is currently a visiting professor at AVT Business School in Denmark, SASIN Graduate Institute of Business in Bangkok, IOMBA at Universite of Geneve, and has previously taught at programs at Stanford Business School and INSEAD. He is the author of THE DECLINE OF AMERICAN STEEL (Oxford University Press) and BUSINESS PLANS FOR DUMMIES (John Wiley &amp; Sons). He holds an MBA from Harvard University and a Ph.D. from the University of California, Berkeley.</p>			

<b>Course title</b>	<b>Global Strategy &amp; Competitiveness- U S Perspective &amp; Experience</b>			
	Language	Hours	ECTS	Programme
	<b>ENGLISH</b>	<b>24</b>		<b>International Seminar</b>
<b>Name of the lecturer</b>	<b>C. R. TORRISI</b>			
<b>Position / Employee</b>	Sawyer Business School , Suffolk University Boston, Mass USA			
<b>Aim of the course</b>	To Analyze and Compare Global Strategy, Competitiveness and Performance of US Based Global Companies			
<b>Learning outcomes</b>	<p><b>On successful completion of this course student will:</b></p> <ul style="list-style-type: none"> <li>- Review and assess the validity of global strategy models and concepts to US firms</li> <li>- <b>Evaluate and compare the global performance of US based firms in current economic environment</b></li> </ul>			

<b>Course content per session</b>	<b>Number of hours</b>
Lectures, cases, videos and group discussion	24

**Method of assessment** *What will the final grade be based on?*

<b>Type of evaluation</b>	<b>Duration</b>	<b>% of final grade</b>
Team case analysis and presentation of global strategy of companies	30 minutes per team and paper	70%
Participation and Attendance		30%

**Bibliography – Author, title, year, publisher**

- Readings to be assigned
- Handouts for cases to be analyzed

**Internet websites and other relevant information for the course**

- As needed for each company

<b>Mini-CV of the lecturer</b>	<p><b>Dr Torrissi</b> received his B.A. in Economics from Boston College; his M.A. and PhD from Syracuse University in International Economics; and a Postdoctoral Certificate in International Business from New York University, Stern School of Business. Dr Torrissi is currently Professor of International Business in the Dept of Finance and the former Dean of Graduate Programs and Associate Dean of the Sawyer Business School at Suffolk University, Boston, Mass. For the academic year 2006-2007, he was a Fulbright Scholar, lecturing on International Business and Economics in Poland and in France.</p> <p>Prior to his current position, Dr Torrissi was Visiting Professor at New York University, Stern Graduate School of Business and Yale University Economic Growth Center. He has also taught M.A. and MBA students and Executives abroad as Visiting Faculty at the Jagiellonian University, Krakow University of Economics and Kozminski Business School in Poland; UHBS and EMLV Business Schools in Paris and IAE, Paul Cezanne University in Aix-En-Provence. He currently teaches undergraduates, MBA students, and Executive MBAs at Suffolk University, as well as visiting executives from China, England, Germany, and Poland.</p>
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<b>Course title</b>	<b>Introduction to Management Consulting</b>			
	Language	Hours	ECTS	Programme
	<b>English</b>	<b>24</b>		<b>International Seminar</b>
<b>Name of the lecturer</b>	<b>U. WASSMER</b>			
<b>Position / Employee</b>	Assistant Professor of Strategy /John Molson School of Business, Concordia University			
<b>Aim of the course</b>	The first stream of the course examines the consulting process, i.e. the five phases of a consulting project from entry to termination. The second stream focuses on core consulting skills, i.e. the skills required to operate and succeed as a management consultant. These skills are essential for any type of consulting engagement, whether one works as an external or internal consultant, and whether the client is a large, medium, or entrepreneurial company, public or non-profit sector organization. The course concludes by reflecting on the role of management consulting as a career choice.			
<b>Learning outcomes</b>	<p><b>On successful completion of this course student will:</b></p> <ul style="list-style-type: none"> <li>- Understand the profession and process of management consulting</li> <li>- Understanding of the various types of consulting approaches</li> <li>- Learn how to deal with consulting dilemmas effectively</li> <li>- Understand the five phases of the consulting process from building and managing the relationship with a client to the close out of the engagement</li> <li>- Build a core consulting skills toolbox that can be carried from consulting assignment to assignment</li> <li>- Understand how consulting skills can be useful in non-consulting jobs</li> <li>- Develop an idea of management consulting as a career choice</li> </ul>			
<b>Course content per session</b>				
What is management consulting? The consulting process (1) The consulting process (2) The consulting process (3) Consulting as a career and final assessment				
<b>Method of assessment</b> <i>What will the final grade be based on?</i>				
<b>Type of evaluation</b>	<b>Duration</b>		<b>% of final grade</b>	
Group presentation			100%	
<b>Bibliography – Author, title, year, publisher</b>				
<ul style="list-style-type: none"> <li>● Long, C. 1999. <i>To create value, first understand your client</i>. Journal of Management Consulting 10, N°4: 12-19</li> <li>● “<i>When consultants and clients clash</i>” Harvard Business Review Case Study, 1997</li> <li>● “<i>Maple Leaf Consumer Foods: Fixing hot dogs (A)</i>” Richard Ivey School of Business case study</li> <li>● “<i>A consultant’s comeuppance</i>” Harvard Business Review Case Study, February 1, 2003</li> <li>● “<i>Bain &amp; Co., Inc.: Making Partner</i>” (Harvard Business School Case 9-899-066)</li> </ul>				
<b>Mini-CV of the lecturer</b>	<p>Dr. Ulrich Wassmer is an Assistant Professor of Strategy at Concordia University’s John Molson School of Business in Montreal (Canada). He is an industrial engineer by training and holds an MBA from the Thunderbird School of Global Management. He received his Ph.D. in Strategy from ESADE Business School in Barcelona (Spain) where he also taught in the MBA and BBA programs. Ulrich researches and writes about how interorganizational collaboration affects competitive advantage. His research is currently funded by the Social Sciences and Humanities Research Council of Canada (SSHRC) and can be found in the Strategic Management Journal, Journal of Management, European Management Review, MIT Sloan Management Review, Journal of Air Transport Management, etc. Prior to moving into academic life, Ulrich was a senior consultant and engagement manager with Gemini Consulting in London (UK) where he worked with senior executives of multinational clients in the packaged goods, retail, pharmaceutical, industrial equipment, and automotive sector on performance improvement, value chain optimization, and business transformation programs. Before that Ulrich was an internal supply chain consultant for Hewlett-Packard in Germany.</p>			