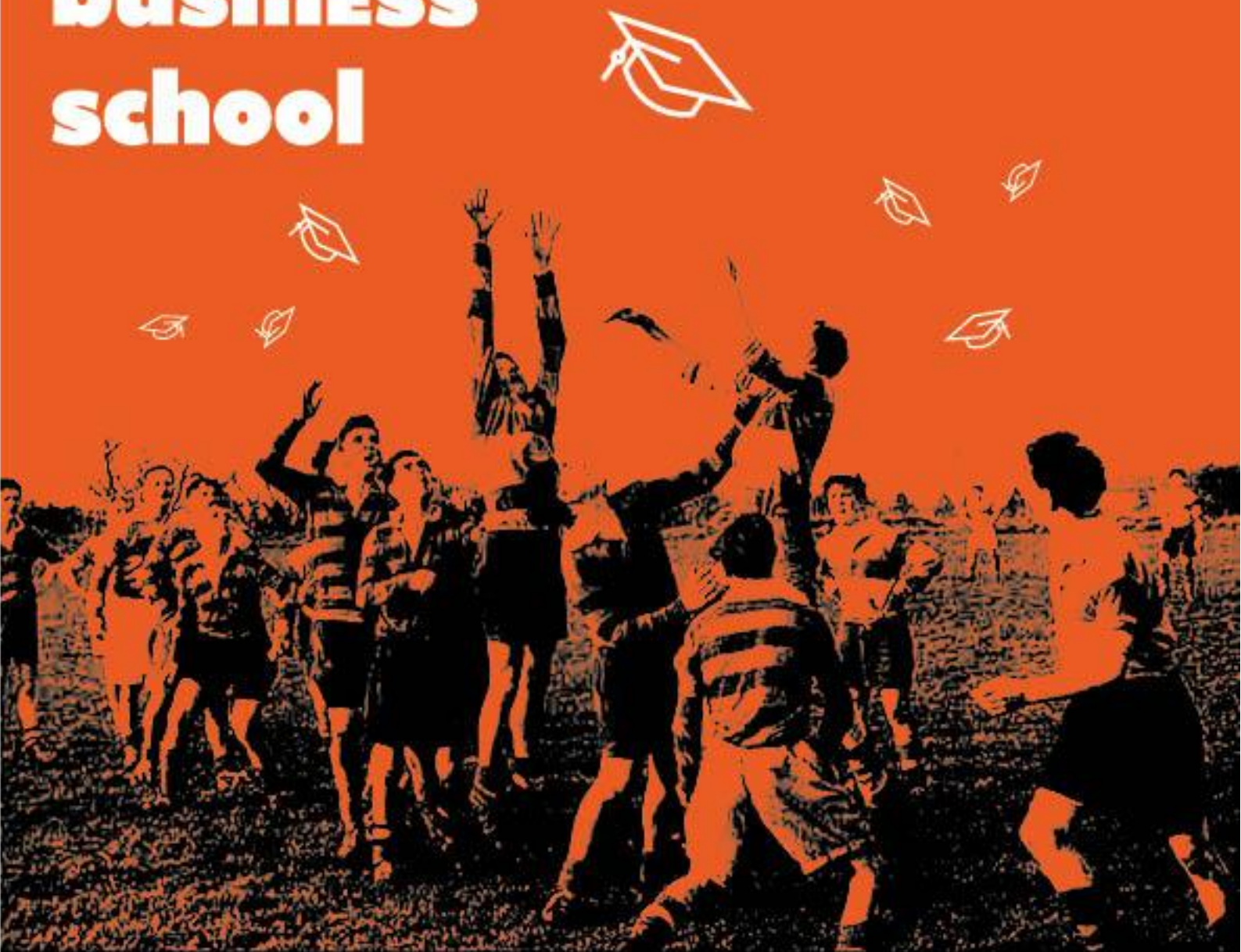


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13th INTERNATIONAL WEEK

COURSE guide - MARCH 12th TO 16th





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> Presentation

We have the pleasure of organizing for you the thirteenth annual « International Week » for the undergraduate program. This seminar will take place from March 12th – 16th, 2018. ICN Business School will host visiting professors coming from all over the world to teach Bachelor students from our Nancy, Metz, Nuremberg and Dakar campuses. This event has two objectives:

Educational objective

It will allow each student to learn in different languages and to discover different educational approaches and methods. This year, we are pleased to receive professors from abroad who will offer courses on subjects such as: Intercultural Management, International Economics, Luxury Marketing...

This international seminar will also give students, depending on their choice of courses, the opportunity to meet with other students from the Bachelor program since it is also offered to first, second and third-year ICN Bachelor students from various ICN's campuses. This international seminar should motivate you to discover more cultures and spend an academic stay abroad.

Strategic objective

Through this event, we wish to reinforce the international dimension and to contribute to the internationalization of the undergraduate program. This week allows us to maintain good relations with our partner universities and also to develop new partnerships. It gives us the opportunity to strengthen our bonds and to work together towards the improvement of current and new exchange programs.

This is why your presence, your respect of the professors, the schedules, and your active participation during class discussions will be essential in order to portray a positive image of the quality of our students.

The presence of international faculty coming from all over the world in ICN Business School's programs is essential and constitutes one of the main axes of our school's international strategy. The international positioning of the Bachelor program is essential for the accreditations.

You will find in this booklet the list of the participating professors and of their proposed seminars, the week's schedule of events, instructions on how to register, and the evaluation as well as the descriptions of the courses suggested.

Through our correspondence with them, the invited professors explicitly expressed their wish to work in restricted groups in order to optimize the interactivities within their classes. The various educational methods applied will cover everyone's preferences: lectures, discussions, case studies, etc. That reflects well the spirit of the " International Week ": a place for meetings and debates.

You are free to design your schedule as you wish to fulfill the requirement of 4 days of mandatory courses for 2nd and 3rd year students from Nancy, Metz and Nuremberg, 4 days of mandatory courses for students from Dakar (Monday-Thursday) or 2 days of mandatory classes if you are a 1st year student from the Nuremberg campus (Monday and Tuesday).

Monday, Tuesday, Wednesday & Thursday = 6 class hours: 9 – 12pm and 2 – 5pm

Reminder: 2nd year Bachelor students selected to study abroad in a Spanish-speaking country for the 2018-2019 academic year = you must register for courses held in Spanish.

Furthermore, we would like to remind you that this international seminar forms an integral part of your curriculum and each course will include an evaluation to receive credit.

We wish that you take the most advantage of this enriching event and that you will contribute to portray a positive image of our school in and outside the classroom.

Thank you in advance for your participation.

Frédérique BOUTIN
Head of International Relations

> Présentation

Nous avons le plaisir d'organiser pour vous la treizième «Semaine Internationale» du Pôle Undergraduate. Ce séminaire se déroule du 12 au 16 mars 2018. ICN Business School accueille des professeurs étrangers venant du monde entier durant une semaine pour enseigner aux étudiants du programme Bachelor des campus de Nancy, Metz, Nuremberg et Dakar. Cet évènement répond à un double objectif :

Un objectif pédagogique

Il permet à chacun de suivre des enseignements en langues étrangères et de découvrir des approches et des méthodes pédagogiques différentes. Cette année, nous avons le plaisir de recevoir des professeurs qui vont dispenser des cours dans des domaines variés tels que : le Management Interculturel, l'Economie Internationale, le Marketing du Luxe...

Ce séminaire international, c'est aussi l'occasion, selon vos choix de cours, de retrouver d'autres étudiants du programme Bachelor puisque celui-ci concerne les étudiants de première, deuxième et troisième année, de nos différents campus. Ce séminaire international doit vous donner envie d'aller effectuer un séjour académique à l'étranger, de vous ouvrir encore et toujours aux autres cultures.

Un objectif stratégique

A travers cet évènement, nous souhaitons renforcer la dimension internationale du programme Bachelor d'ICN Business School et contribuer à son internationalisation. Cette semaine permet également d'entretenir de bonnes relations avec nos universités partenaires et de négocier de nouveaux partenariats. Elle nous donne l'occasion de renforcer nos liens, de travailler ensemble sur des coopérations.

C'est pourquoi votre présence active, votre respect des invités et des horaires, et votre participation aux discussions lors de ces séminaires sont essentielles car elles donneront une image de la qualité de nos étudiants.

La présence de visiting professors est un élément important de la politique internationale d'ICN Business School. Le positionnement international du programme Bachelor est essentiel pour les accréditations.

Vous trouverez dans ce livret la liste des participants, la liste des séminaires proposés, le planning de la semaine, les modalités relatives aux inscriptions et à l'évaluation ainsi que les descriptifs des cours proposés.

À travers leurs courriers, les enseignants invités ont explicitement manifesté leur souhait de travailler dans des groupes restreints afin d'optimiser les interactivités au sein de leurs classes. Les méthodes pédagogiques mises en œuvre répondront aux goûts de chacun : cours, discussions, études de cas... Cela reflète bien l'esprit de la « Semaine internationale » : un lieu de rencontres et de débats.

Vous êtes libre de composer votre emploi du temps pour remplir vos 4 jours de cours obligatoires pour les étudiants de 2^{ème} et 3^{ème} année du campus Nancy, Metz ou Nuremberg, 4 jours de cours obligatoires pour les étudiants de Dakar ou 2 jours de cours obligatoires pour les étudiants de 1^{ère} année de Nuremberg.

Lundi, mardi, mercredi et jeudi = 6 heures de cours de 9h à 12h et 14h à 17h

Rappel aux étudiants de 2^{ème} année Bachelor étant sélectionnés pour un séjour d'études en zone hispanophone pour l'année académique 2018-2019 = vous devez obligatoirement vous inscrire aux cours enseignés en langue espagnole.

De plus, nous vous rappelons que ce séminaire international fait partie intégrante de votre cursus et que les cours suivis font tous l'objet d'une évaluation.

Nous souhaitons que vous profitiez au maximum de cet évènement enrichissant et que vous contribuiez à donner une image positive de votre diplôme durant les cours et en dehors des cours.

Par avance, merci pour votre implication personnelle.

Frédérique BOUTIN
Responsable des Relations Internationales

> Research Forum 5th Edition

The 5th edition of the International Week Research Forum will be held on:

Friday, March 16th 2018

9 :00am – 12 :00pm

Rooms 140 and 141

Professors participating in the 2018 International Week will share their recent or ongoing research with other international professors, ICN faculty, researchers and students.

**We count on your participation to contribute
to the success of this event!**

> Forum Recherche 5^{ème} Edition

La 5^{ème} édition du Forum Recherche aura lieu le :

Vendredi 16 mars 2018

9h00 – 12h00

Salles 140 et 141

Les professeurs invités à la semaine internationale partageront leurs dernières recherches face aux autres professeurs invités, le corps professoral d'ICN, des chercheurs et des étudiants.

**Nous comptons sur votre présence,
qui contribuera à la réussite de cet évènement !**



> Planning de la semaine / Schedule

Day Name	Monday March 12th 9am - 12pm / 2 - 5pm	Tuesday March 13th 9am - 12pm / 2 - 5pm	Wednesday March 14th 9am - 12pm / 2 - 5pm	Thursday March 15th 9am - 12pm / 2 - 5pm
ASH Steve	Leading Change	Improving Managerial Decision-Making	Leading Change	Improving Managerial Decision-Making
CANHILAL Kubra		Introduction to Text Mining for Management Students		Introduction to Text Mining for Management Students
CHATTERJEE Prabirendra	Marketing Strategy Seminar Syllabus		Digital Marketing Analytics Seminar	
DE LA FUENTE DEL MORAL Fátima	The process of internationalization of firms		International Financial Management and Reporting	
DESILUS Bendreff	Business Model Innovation		<i>Dinámica de los mercados emergentes (Spanish)</i>	
Bradley FINBARR	Workshop 1: Green Ventures		Place-Based Enterprises	
GARCIA DE MADARIAGA MIRANDA Jesús	International market research		Customer value management	
GUPTA Nitin	How Psychological & Sociological Factors Impact Consumers		International Marketing Focusing on Emerging Markets	
HALILEM Norrin	<i>L'innovation dans les pays émergents: la base de la pyramide économique 1 (French)</i>		<i>L'innovation dans les pays émergents: la base de la pyramide économique 2 (French)</i>	
HAYIBOR Sefa	Business Ethics: Principles and Application			
HUNTER Gary	Consuming Theories			Retailing: Turning Shoppers into Customers
KRISHNAN Krish	Social Cause Marketing – Influencing Human Behavior For Societal Good		Global Marketing Ethics	
MOSTAFAVI SHIRAZI Fatemeh	Integrated Marketing Communication		Cross-cultural Management	
OHN Jonathan	Select Topics in Investment and Corporate Finance			
PARK JungKun		Brand Management	Basic Marketing and Strategy	Brand Management
SUH Chang-Kyo		Managing the Information Systems		Managing Data Resources
TARASENKO Elvira	Luxury business	International marketing and cross-cultural marketing and management	An innovative approach to Hotel and Travel industry worldwide	
TOPALLI Margerita			Principles of Microeconomics	Emerging Market Economies
ZOUITEN Saïd		<i>La consultation en marketing, une science et un art (French)</i>		
SKORULSKA Karolina	Managerial Accounting			

> Liste des intervenants / List of Professors

Nom / Name	Université / University	Pays / Country
ASH Steve	The university of Akron	Etats-Unis / United States
CANHILAL Kubra	University of Lugano	Suisse / Switzerland
CHATTERJEE Prabirendra	School of Management, Sabanci Universi	Turquie / Turkey
DE LA FUENTE DEL MORAL Fàtima	Hochschule Neu-Ulm	Allemagne / Germany
DESILUS Bendreff	La Salle	Mexique / Mexico
Bradley FINBARR	UCD	Irlande / ireland
GARCIA DE MADARIAGA MIRANDA Jesús	Universidad Complutense de Madrid	Espagne / Spain
GUPTA Nitin	Institute of Management Technology - H	Inde / India
HALILEM Norrin	Université Laval	Canada / Canada
HAYIBOR Sefa	Carleton University	Canada / Canada
HUNTER Gary	Illinois State University	Etats-Unis / United States
KRISHNAN Krish	Indiana University of Pennsylvania	Etats-Unis / United States
MOSTAFAVI SHIRAZI Fatemeh	Lulea University of Technology	Suède / Sweden
OHN Jonathan	Bloomsburg University	Etats-Unis / United States
PARK JungKun	Hanyang University	Corée du Sud / South Korea
SUH Chang-Kyo	Kyungpook National University	Corée du Sud / South Korea
TARASENKO Elvira	Plekhanov University	Russie / Russia
TOPALLI Margerita	Bank of Albania	Albanie / Albania
ZOUITEN Saïd	Université du Québec à Trois Rivières	Canada / Canada
SKORULSKA Karolina	Kozminski University	Pologne / Poland



> Seminar Assessment

Each course of the International Week will have a final evaluation exam. This exam is mandatory for all students registered for the courses. The final grade for the seminar will be an average of all the grades received from each course chosen.

We would like to bring to your attention that this moduler is mandatory for the completion of your curriculum. Registering for a course means that you must attend all class meetings and pass the final examination. There will be no changes accepted once the seminar has begun and no absences will be tolerated.

Mandatory courses

ICN Bachelor 1st year, Nuremberg

2 days of mandatory courses: Monday and Tuesday. The International Week is a part of the Teaching Unit 8 “Sales and Marketing” and it will count for 1 ECTS credit.

ICN Bachelor 2nd year, Nancy and Metz

4 days of mandatory courses. The International Week is a part of the Teaching Unit 6 « Environnement économique et juridique de l'entreprise » and it will count for 2 ECTS credits.

ICN Bachelor 2nd year, Nuremberg

4 days of mandatory courses. The International Week is a part of the Teaching Unit 6 “Legal and Economic Corporate Environment 2” and it will count for 2 ECTS credits.

ICN Bachelor 3rd year French Track, Nancy

4 days of mandatory courses. The International week is part of the Teaching Unit 8 « Cross Cultural Creativity in Business Week » and it will count for 2 ECTS credits.



ICN Bachelor 3rd year English Track – BBA, Nancy

4 days of mandatory courses. The International Week is part of the Teaching Unit 6 “Management” and it will count for 2 ECTS credits.

International Bachelor and BBA Sup de Co, Dakar

4 days of mandatory courses: from Monday to Thursday and it will count for 1 ECTS credit.

AN ABSENCE UNEXCUSED FROM ANY COURSE (A DAY, HALF A DAY, OR ANY PART OF IT) WILL MEAN A GRADE OF 0/20 FOR THE SUBJECT MATTER. NO INTERNSHIP INTERVIEWS CAN BE SCHEDULED DURING THE INTERNATIONAL WEEK.

ANY INCORRECT BEHAVIOR TOWARDS THE VISITING PROFESSORS (TALKING DURING CLASS, SIGNING THE ATTENDANCE SHEET FOR OTHER STUDENTS, NOT RESPECTING THE SCHEDULE, INTERRUPTING, DISRESPECT, ETC.) WILL RESULT IN ACCORDANCE WITH THE VISITING PROFESSOR AND THE DISCIPLINARY BOARD IN EITHER A TEMPORARY OR PERMANENT EXPULSION OF THE STUDENT.

> Les modalités d'évaluation

Chaque cours de cette semaine internationale fait l'objet d'un examen. Cet examen est obligatoire pour tout étudiant du moment qu'il s'est inscrit au cours. La note finale prise en compte est constituée par la moyenne simple des notes obtenues aux différents cours que vous aurez choisis.

Nous portons votre attention sur le fait que ce module est obligatoire dans votre cursus. Toute inscription à un cours de votre choix vous oblige à le suivre entièrement et à passer l'examen. Aucune modification de cours pendant la semaine ne sera acceptée. Aucune absence ne sera tolérée.

Cours obligatoires

ICN Bachelor 1^{ère} année campus de Nuremberg

2 jours de cours obligatoires : Lundi et Mardi. Le CCCBW fait partie d'un événement international et vaut 1 crédit ECTS.

ICN Bachelor 2^{ème} année campus de Nancy et Metz

4 jours de cours obligatoires. Le Séminaire International est intégré dans l'UE 6 « Environnement économique et juridique de l'entreprise » et vaut 2 crédits ECTS.

ICN 2^{ème} année campus de Nuremberg

4 jours de cours obligatoires. Le Séminaire International est intégré dans UE 6 "Legal and Economic Corporate Environment 2" et vaut 2 crédits ECTS.

ICN Bachelor 3^{ième} année French Track campus de Nancy

4 jours de cours obligatoires. Le Séminaire International est intégré dans l'UE 8 « Cross Cultural Creativity in Business Week» et vaut 2 crédits ECTS.



ICN Bachelor 3^{ième} année English Track - BBA campus de Nancy

4 jours de cours obligatoires. Le Séminaire International est intégré dans l'UE 6 "Management" » et vaut 2 crédits ECTS.

International Bachelor and BBA Sup de Co, Dakar

4 jours de cours obligatoires : du lundi au jeudi et vaut 1 crédit ECTS.

TOUTE ABSENCE NON-JUSTIFIEE A UN COURS (UNE JOURNEE, UNE DEMI-JOURNEE OU AUTRE) ENTRAINE UNE NOTE DE 0/20 POUR LA MATIERE CONCERNEE. AUCUN ENTRETIEN DE STAGE NE DOIT ÊTRE PROGRAMMÉ AU COURS DE LA SEMAINE INTERNATIONALE.

TOUT COMPORTEMENT INCORRECT A L'EGARD DES PROFESSEURS INVITES (NON RESPECT DES HORAIRES, BAVARDAGE, SIGNATURE ABUSIVE POUR UN AUTRE ETUDIANT, IMPOLITESSE...) DONNERA LIEU EN ACCORD AVEC LE PROFESSEUR INVITE A LA SAISIE DU CONSEIL DE DISCIPLINE ET A UNE EXCLUSION TEMPORAIRE OU DEFINITIVE DE L'ETUDIANT.

> Online Registration

When to register?

 The registration website will stay open only during a limited time period:

Registration opens on

Monday, February 19th at 12:30PM

and will close on

Saturday, February 24th

How to register?

Please log on to the following link with your "MyICN" login and password:

<http://extranet.icn-artem.com/inscription/ibs/>

If you have any trouble:

You can come to the Bachelor Academic Office or email sophie.thireau@icn-artem.com

This the only way that you will be able to directly access the registration site

Reminder: You must register for 2 or 4 days of courses depending on your program (please see page 9)

2nd year Bachelor students selected for a study abroad period during the 2017-2018 academic year in a Spanish speaking country must register for courses taught in Spanish.

Please make sure that after you validate : 1) a new page opens confirming the registration and you will see the list with the chosen seminars. 2) You will also get a confirmation Email a few seconds later.

If you do not see steps 1 and 2 this means that your registration is not complete!

ATTENTION:

Once the registration process is closed, you won't be able to make any modification whatsoever. Students who fail to register during the allowed time period will be automatically assigned to courses. No changes will be made.



YOU MUST RESPECT THE REGISTRATION THAT YOU MAKE. ANY STUDENT THAT ADDS HIS/HER NAME TO THE ATTENDANCE SHEET WHO WASN'T REGISTERED BEFOREHAND WILL RECEIVE A GRADE OF 0/20 FOR THAT COURSE.

REMINDER: REGISTRATION IS ON A 1ST COME, 1ST SERVED BASIS

> Inscriptions en ligne

Quand s'inscrire?

 Le site d'inscriptions en ligne restera ouvert pendant une durée limitée :

Le site des inscriptions sera accessible

du lundi 19 février à 12 h 30

jusqu'au

samedi 24 février

Comment s'inscrire?

Connectez-vous sur le lien suivant à l'aide de votre login et mot de passe « MyICN » :

<http://extranet.icn-artem.com/inscription/ibs/>

Si vous rencontrez des problèmes :

Vous pouvez venir au bureau de la scolarité Bachelor ou envoyer un email à sophie.thireau@icn-artem.com

Ceci est le seul moyen de vous inscrire

Rappel : vous devez vous inscrire obligatoirement à 2 ou 4 jours de cours selon votre programme (voir page 10)

Les étudiants de 2ème année Bachelor sélectionnés pour un séjour d'études en zone hispanophone pour l'année académique 2017-2018 doivent obligatoirement s'inscrire aux cours enseignés en langue espagnole.

Après avoir validé votre inscription : **1)** une nouvelle page s'ouvre confirmant votre inscription avec la liste des cours choisis **2)** Vous recevez un mail de confirmation dans les secondes qui suivent.

Si vous ne voyez pas les étapes 1 et 2, cela veut dire que votre inscription n'a pas été prise en compte !

ATTENTION :

Une fois les inscriptions closes, vos choix de cours deviennent définitifs et ne pourront plus être modifiés sous aucun prétexte. Les étudiants qui ne s'inscrivent pas durant le délai imparti, seront affectés d'office. Il ne sera fait aucun changement.



VOUS AVEZ L'OBLIGATION DE RESPECTER LES INSCRIPTIONS ET LES LISTES D'EMARGEMENT. TOUT ETUDIANT QUI SE RAJOUTE A UN COURS ALORS QU'IL N'Y ETAIT PAS INSCRIT INITIALEMENT OBTIENDRA LA NOTE DE 0/20 POUR CE COURS.

POUR RAPPEL : 1ER INSCRIT, 1ER SERVI



> Descriptif des cours

> Course Descriptions



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Leading Change

Lecturer: ASH Steven
Language: English
Date: March 12 and March 14

Course description and content

This course is intended to help students understand how to become leaders that will help organizations adapt to change. No longer will historical models of business be sufficient for companies to thrive. Businesses must find ways to think and act differently. However, change is hard. In this course, we will explore the concepts of change, and the role that leaders need to take in order to help their businesses be successful in the future. We will discuss the different approaches to leadership and how each style has a different impact on change. This is not a course in change management, but rather a course in leadership and its application to change.

Teaching methods

We will use some lecture, discussion, videos, and exercises to illustrate the aspects of leadership that influence change. We may attempt some physical activities, so students should wear comfortable clothing and shoes.

Learning objectives addressed

- Understand the necessity of change for survival
- Be able to provide examples of factors that prevent organizations from changing
- Identify key leadership styles
- Recognize the attributes that leaders use to facilitate change
- Identify strategies to help organizations to change

Assessment methods

- In-class quiz
- Class presentation

Improving Managerial Decision-Making

Lecturer: ASH Steven
Language: English
Date: March 13 and March 15

Course description and content

This course is intended to help students understand how managers make decisions, and how to improve those decisions. We will discuss the advantages and disadvantages of group vs. individual decision-making, along with approaches that managers should consider. Cognitive science has informed us about many of the traps, biases, and weaknesses associated with decision-making. We will explore those problems, and then attempt to find methods that might be used to avoid, overcome, or minimize the problems associated with poor decision-making.

Teaching methods

We will use some lecture, discussion, videos, and exercises to illustrate the aspects of managerial decision-making. Be ready to speak up and participate in exercises and activities where we try out the issues related to good and bad decision-making. We will use a mixture of individual activities and group activities.

Learning objectives addressed

- Understand the rational decision-making model
- Understand the key biases that impact decisions
- Be able to suggestion on tools to enhance decision-making
- Demonstrate how decision enhancing tools could be used

Assessment methods

- In-class quiz
- Class presentation

Words? What to do when there is too many? Introduction to Text Mining for Management Students

Lecturer: Kubra CANHILAL
Language: English
Date: March 13 and March 15

> Course Description

This course is a basic introductory course for computational text-analysis for management students. Text information takes a major portion of online information. In this course, we will introduce basic text mining techniques such as *topic modelling*. Students with any background are welcome in this course. Text mining is widely used in digital marketing (analyzing online reviews) and human resource management (analyzing in-company texts).

What is Topic Modeling?

Topic modeling is a form of text mining, a way of identifying patterns in a corpus (a large body of text). You take your corpus and run it through a tool, which groups words across the corpus into 'topics'. It is a method for finding and tracing clusters of words (called "topics") in large bodies of texts.

> Course Learning Outcomes:

- Learn the basics of text mining and information retrieval from the web
- Analyze linguistic data by using one of the text mining techniques: topic modelling
- Demonstrate visually linguistic data summary
- Learn basics of R and R Studio Software

> Course Requirements

Students are required to have their **laptops in the classroom** with R and R Studio **installed** before. Basic knowledge of R is favorable but not prerequisite. The instructor will distribute the class **material (readings) and codes** from a **Dropbox** folder before the course starts.

Please download R

Windows:

<https://cran.r-project.org/bin/windows/base/>

Mac:

<https://cran.r-project.org/bin/macosx/>

Please download R Studio:

Mac and Windows:

<https://www.rstudio.com/products/rstudio/download/>

> Course Structure

9:00-12:00

How to retrieve text from the web: web crawling techniques

Basic introduction to text mining techniques

Topic Modelling: How does it work?

Introduction to R Software and how to use R Studio and how to read the codes

In-class demonstration by the instructor and visualization of the results

14:00-17:00

Students work on R Software with a given text and analyze the text using topic modelling.

Students present the visualization of the results.

Method of Evaluation: This course is a 3+3 =6 hours course where the first 3 hours will be course instruction and examples by the instructor and the last 3 hours will be hands-on experience of the students applying their knowledge.

Course Evaluations: The evaluation of the course will be based on the group work of the students in the last 3 hours of the course with a presentation of their work. At the end of the course, students will also evaluate the course.

Attendance Course Policy: This course requires absolute attendance.

The instructor reserves the right to revise, alter, or amend this syllabus as necessary. Students will be notified in writing / email of any such changes

Marketing Strategy Seminar

Lecturer: PRABIRENDRA CHATTERJEE
Language: English
Date: March 12 and March 13

> Course Objective:

In this course, you will learn how to solve marketing issues with tools that are readily available: Models of marketing problems, Excel spreadsheets, and your own intelligence in solving problems. Various marketing models, to which you will be exposed over the semester, have been developed over the years to deal with important marketing analysis and decision problems. Excel spreadsheets (developed with *MEXL software*) provide a consistent and useful format for implementation of the models. Finally, your interest and intelligence in problem solving allows you to use marketing models in Excel spreadsheets to deal effectively with important marketing problems. This is a course that emphasizes application. Lectures and case studies expose you to the marketing models, and, importantly, several case exercises have you apply the models to marketing situations. You are required to prepare and hand in written solutions to the case applications, and we will also discuss the case applications and their solutions in class.

> Learning Outcomes:

Upon successful completion of the course, the student should be able to:

1. Understand the role of analytical techniques and computer models and how they enhance marketing decision making in modern enterprises.
2. Improve his/her ability to view marketing processes and relationships systematically and analytically.
3. Be exposed to various examples that demonstrate the value of strategic marketing management in real managerial context.
4. Develop decision making skills necessary to deal with today's uncertain market environment.
5. Understand product management concepts and techniques to successfully market existing products and develop new products.
6. Discover sources of information in evaluating the competitive landscape and the product market.
7. Work effectively as a team.

> **List of Cases**

Case 1	Date: 12 th March Case: Flip Side of Segmentation Type: Digital Softcopy Subject: Segmentation and Targeting Teamwork?: Yes Grading: Team wise
Case 2	Date: 12 th March Case: Blackberry Pearl Type: Digital Softcopy Subject: Positioning Teamwork?: Yes Grading: Team wise
Case 3	Date: 13 th March Case: Forte Hotel Type: Digital Softcopy Subject: Conjoint Analysis Teamwork?: Yes Grading: Team wise
Case 4	Date: 13 th March Case: Kirin Type: Digital Softcopy Subject: New Product Development Teamwork?: Yes Grading: Team wise

> **Course Schedule:**

Class	Topics, Reading and Assignments
Lecture 1 (12 th of March)	<ul style="list-style-type: none"> Segmentation and Targeting Case study discussion – FLIP side of segmentation
Lecture 2 (12 th of March)	<ul style="list-style-type: none"> Positioning Case study discussion – Blackberry Pearl
Lecture 3 (13 th of March)	<ul style="list-style-type: none"> Conjoint Analysis Case study discussion – Forte Hotel
Lecture 4 (13 th of March)	<ul style="list-style-type: none"> New Product Development (STP and Conjoint) Case study assignment – Kirin

Digital Marketing Analytics Seminar

Lecturer: Prabirendra Chatterjee
Language: English
Date: March 14 and March 15

> Course Objective:

This course introduces you to the world of social media and search engine, with a particular focus on data analytics. Rather than just analyzing the data from social media and search marketing context, we will try to develop predictive models and discover data patterns – the main purpose would be to understand how intelligent firms would develop their business strategies in the digital age. We will use MS excel (advanced skill with MS Excel is not a pre-requisite) and varieties of free software tools for various analytics exercises including text mining, data analysis etc. This course also offers a strong grounding in the principles of social media and search engine marketing.

> Learning Outcomes:

- Upon completion of this course the students would have a basic understanding of:
 - The search engine advertising ecosystem and the pricing models for search engine advertising
 - Predictive experiment analytics
 - Economic value of textual information in the online market
 - Social media analytics

Besides the content-related objectives, the students will be able to:

- Develop teamwork, critical thinking and creative thinking
- Make actionable recommendations on firms' digital marketing efforts
- Learn and practice how to develop strong arguments.
- Apply the knowledge to real-life marketing phenomena.

> Course Schedule:

Class	Topics, Reading and Assignments
Lecture 1 (14 th of March)	<ul style="list-style-type: none">• Search Engine Advertising – theory and empirics (The students will use search advertising dataset developed by the search engine Bing)
Lecture 2 (14 th of March)	<ul style="list-style-type: none">• User generated content and social listening (The students will be introduced to text mining data)
Lecture 3 (15 th of March)	<ul style="list-style-type: none">• Predictive analysis with experiments (The students will be introduced to online advertising experiments)
Lecture 4 (15 th of March)	<ul style="list-style-type: none">• Social media analytics (Facebook/Twitter/Youtube analytics)

The process of internationalization of firms

Lecturer: M. Fátima de la Fuente del Moral
Language: English
Date: March 12 and March 13

Course description and content

With this course, our aim is to help future managers (financial and non-financial) to develop their abilities to cover risks related to the internationalization process (connected to fluctuations of Exchange Rates, with the Credit Risk Assessment of Syndicated Loans in the so called Euromarket or Country Risk, for example).

We will work taking into account that students will develop their abilities on an international environment, so that we will get into Finance from an international perspective.

In this sense, we will also make a reflection about what brings Globalization to our organisations, as well as the intervention of Global Institutions, such as the International Monetary Fund, the World Bank or the World Trade Organisation.

Additionally, students will be provided with knowledge of Financial Instruments that can help managers to cover risky positions when they operate in International Markets.

There will be discussions about money laundering, about the existence of tax havens or the convenience of asking rating agencies about their opinions.

We will not forget to mention what mistakes can take us to a global economic crisis with the idea to minimize the risks of our actions on an international environment as well as not to destabilize the world economy. The final idea is to make our international business grow at the same time that we protect the population of the effects of future global crisis.

Teaching methods

Presentation by the Professor + Class discussions + Case studies

Students' participation in class will be very important. In that sense, showing different opinions about the opportunities or risks that could appear by investing in a country or in another or how can affect to our business the decision of the multilateral institutions, for example, is key.

Learning objectives addressed

With this course, our aim is to help future managers (financial and non-financial) to develop their abilities to cover risks related to the internationalization process (connected to fluctuations of Exchange Rates, with the Credit Risk Assessment of Syndicated Loans in the so called Euromarket or Country Risk, for example).

Assessment methods

Presentations + Exam to be done in class

Lecturer: M. Fátima de la Fuente del Moral
Language: English
Date: March 14 and March 15

Course description and content

Finance is a very important area in any organisation, due to the fact that without an optimal use of it, there is no continuity for any firm. Because of that, it is fundamental for any manager to understand the financial structure of his or her firm. Especially, managers must be able to analyse the suitability of investments, according to the kind of sector in which the firm operates, as well as to assess the eligibility of the financial structure. All of it, without losing sight of the desired impact in the budget constraint of the firm, whatever it is.

Apart from that, we should not forget that we are getting out of a scenario of global economic crisis, what makes credit analysis fundamental.

Teaching methods

Presentation by the Professor + Class discussions + Case studies

Learning objectives addressed

With this course, our aim is to help future managers (financial and non-financial) to develop their abilities to understand and analyse financial statements from a critical point of view, as well as to select proper investments and to look for the financial structure that better suits different kinds of firms. Besides, we think that understanding financial statements is fundamental to be able to identify new trends in the own sector or to study the competitors.

Assessment methods

Presentations + Exam to be done in class + Case studies

Lecturer: Bendreff DESILUS
Language: English
Date: March 12 and March 13, 2018

Course description and content

1. Definition: Business Model
2. Features of Business Model
3. Change the game, rewrite the rules.
4. Creating value through the Business Model
5. The human factor in Innovation
6. Innovation as a key factor in international competitiveness
7. Technology: indispensable infrastructure
8. How innovation drives business activities
9. Porter's Diamond of national advantage

Teaching methods

All sessions will be face-to-face, developed through expositions by the professor, reinforced by the analysis and discussion of readings previously performed.

Learning objectives addressed

This course addresses the different scenarios that companies face both externally and internally to maximize profits. mainly, its objective is the theoretical and empirical analysis of how enterprises decide to satisfy customer's needs through the creation of value in combination with business innovation, new business models and technology.

This course will provide students a foundational understanding, knowledge about business strategy and innovation, including the role of innovation and entrepreneurship for growth and wealth creation.

Assessment methods

Students will have an exam combines in-class assessment, worth one third of the total mark, and a final written exam (0/20) worth two thirds of the total mark.

References

The course will be taught using a wide variety of formats, including lectures, case studies, classroom discussions. This course will be complemented by lecture notes along with complementary readings provided by the professor.

Lecturer: Bendreff DESILUS
Language: Spanish
Date: March 14 and March 15, 2018

Course description and content

10. Definiciones y características de los mercados emergentes
11. ¿Por qué los inversionistas se expanden hacia mercados extranjeros?
12. Ventajas competitivas y cooperativas en los mercados emergentes.
13. Innovación tecnológica en los mercados emergentes.
14. Estrategias que corresponden a los mercados de países con economías emergentes
15. La tasa de retorno de inversión en los mercados.
16. América Latina como receptor de inversión extranjera directa.
17. Desafíos y oportunidades de negocios en América Latina.
- 18.

➤ Teaching methods

Todas las sesiones serán cara a cara, desarrolladas a través de exposiciones del profesor, reforzadas por el análisis y la discusión de las lecturas realizadas anteriormente.

➤ Learning objectives addressed

Al término del curso, el alumno será capaz de:

- Entender la importancia de los países emergentes en cuanto a las oportunidades de negocios además del crecimiento económico que estos países han venido experimentando durante la última década
- Aplicar las estrategias más convenientes para que una empresa pueda incursionar en los mercados emergentes, a partir de una planeación estratégica que considere los ambientes interno y externo.
- Identificar las formas en que las empresas multinacionales controlan y evalúan sus estrategias de negocios en los mercados emergentes.

➤ Assessment methods

Los estudiantes tendrán un examen combinado de evaluación en clase, que vale un tercio de la calificación total, y un examen final escrito (0/20) que vale dos tercios de la calificación total.

➤ References

El curso se impartirá utilizando una amplia variedad de formatos, que incluyen conferencias, estudios de casos y debates en el aula. Este curso se complementará con notas de clase junto con lecturas complementarias proporcionadas por el profesor.

Lecturer: Bradley FINBARR
Language: English
Date: March 12 and March 13

Workshop 1: *Green Ventures* [12 hours = 2 days]

Summary: This workshop helps students understand how to initiate, manage and finance green start-up ventures. Factors that determine the real value of a firm such as its mission and purpose, how well it recognises limits and its long-term versus short-term orientation, are examined. Students learn to appreciate how shared value, both monetary and non-monetary, is created and waste reduced by exploring relationships between natural, financial, cultural and social capital. Issues such as regenerative innovation, eco-design, circular economy and natural capital are also covered.

Place-Based Enterprises

Lecturer: Bradley FINBARR
Language: English
Date: March 12 and March 13

Workshop 2: *Place-Based Enterprises* [12 hours = 2 days]

Summary: The resources of place-based enterprises are physically and emotionally embedded in distinctive places. Rooted in community, they generally combine local ownership with control, and possess an ethic of stewardship founded on heritage and tradition. This workshop helps students realise the critical role that belonging, identity, culture, community, rootedness and sense of place play in the development of such enterprises globally. Emphasis is on ventures in the arts, farming, food, tourism, craft, energy and media. We also look at how innovative 'slow' investment approaches, such as crowd-funding and direct public offerings, can help local enterprises flourish.

Lecturer: JESUS GARCIA DE MADARIAGA
Language: ENGLISH
Date: March 12 and March 13

➤ Course description and content

Market research is the activity that allows marketing actions to be tailored to consumer needs and characteristics. Therefore, marketing research plays an essential role in providing such accurate and useful information.

This subject reveals customer insights think and feel. For that purpose, we use research questions then design and apply multiple research methods (e.g. secondary, observation, interview, focus group, survey research and experiments). Exploratory, descriptive and causal approaches are implemented leading to the analysis, interpretation and presentation of results.

➤ Course Contents

1. The Nature and Scope of International Marketing Research
2. Planning of Marketing Research
3. Qualitative research and Observation
4. Quantitative Research: Survey, Panel and Experimentation
5. Sampling
6. Handling and Interpretation. Data Analysis and report

➤ Teaching methods

A mixed methodology of teaching and learning will be used in all educational activities with the aim of encouraging students to develop a collaborative and cooperative attitude in the pursuit of knowledge.

As part of the course, you are required to design, apply, interpret and present the results of an international market research study that addresses a managerial situation. You will assume that you are the marketing manager for any company or organization that serves the market (a real company),

The main idea is to apply this knowledge into a research project. Learn research by doing your own project! Students may develop a project to improve their understanding of the international marketing research methodology in an applied way. The aim is to develop presentation skills, confidence, logical thinking and influencing skills.

➤ Learning objectives addressed

By the end of the course the students are expected to be able to understand the concepts and principles underlying international marketing research, the application of those concepts and principles in a variety of situations, the role of marketing research in informing businesses.

➤ Assessment methods

There will be one final exam consisting of true or false questions (worth 40 percent) and multiple-choice questions (worth 60 per cent)

➤ References

- Malhotra, N. K. (2012): Basic Marketing Research. Approach, 4th Ed., Prentice Hall, USA
- Malhotra, N. K. (2010): Marketing Research. An applied orientation, 6th Ed., Prentice Hall, USA

Customer Value Management

How to Get Ahead in Marketing: Pitching the Right Product to the Right Customer at the Right Time

Lecturer: JESUS GARCIA DE MADARIAGA
Language: ENGLISH
Date: March 14 and March 15

➤ Course description and content

Companies constantly need to stay ahead of their customers and their competition to maintain the ability to meet customer expectations, improve customer relations, and maximize ROI. There are few major companies today who would not agree that understanding and managing customer experience is vital to survival. However, defining its essence is proving to be a difficult task. If we ask what does it mean Customer Relationship Management (CRM)?

To develop a relationship program, you still have to put individuals into groups, and develop products and strategies that will keep them loyal. That, in my opinion is where companies have the most difficulty. Even when you say to them, "I can help you to identify your key customer segments." They respond, "Well, great. But tell me, what to do with them once they are identified. How do I manage each segment?"

Marketers are not yet sophisticated enough to know what to do with the information. Deciding what to measure and how to link measures to incentives are the most important database marketing decisions As Reichheld says "Net present value of the customer base should be at the top of the measurement hierarchy"

The only way to maximize Customer LifeTime Value (CLV) is to earn the loyalty of the most profitable customers by giving them superior value.

Initially, the ability to make successful marketing decisions with an end goal of maximizing ROI relies on the company's ability to produce useful measures of customer value. Knowing how much each customer is worth is crucial when a company decides which (if any) marketing communications should be initiated with that customer.

Once a company has predicted the values of all of its customers at the individual level using different metrics, strategic marketing decisions can be made to achieve maximum ROI. These different strategies involve reaching the right customer at the right time with the right offer.

➤ Course Contents

1. Marketing, CRM, Customer Experience and Market Orientation: What does it mean thta a Company is market-oriented or customer-centric?
2. Customer Value Management: Knowing your market and recognizing your customers
3. Calculating customer selection metrics: customer lifetime value and customer referral value
4. Link between loyalty and profitability. Balancing customer acquisition and retention
5. Wrap-up: Customer Value Management Process

➤ Teaching methods

A mixed methodology of teaching and learning will be used in all educational activities with the aim of encouraging students to develop a collaborative and cooperative attitude in the pursuit of knowledge.

As part of the course, you are required to discuss few cases such as as Starbucks, Netflix, among others. The main idea is to apply this knowledge in an applied way into real companies. The aim is to develop presentation skills, confidence, logical thinking and influencing skills.

➤ **Learning objectives addressed**

By the end of the course the students are expected to be able to understand the concepts and principles underlying Customer Value Management, to compute Customer Lifetime Value metrics and the application of those Key Performance Indicator as the core of marketing strategy decisions. During these two sessions we analyze how successful companies use marketing intelligence to build models integrating data collected from marketing research activities and data mined from internal customer databases that predict buying behaviors of customers and determine overall effect on ROI.

One of the main goals of this presentation is to answer this question: how does a company develop this Customer Value Management model? How does a company balance customer acquisition and retention?

➤ **Assessment methods**

There will be one final exam consisting of 10 multiple-choice questions (worth 50 percent of the final exam), two short questions (worth 50 percent of the final exam).

➤ **References**

García-Madariaga, J., Valenzuela, L.M. and Blasco, F. (2006), "Evolución del Marketing hacia la Gestión Orientada al Valor del Cliente, Revisión and Análisis", *Theoria*, 15 (2), 99-105.

Kumar, V. (2013): *Profitable Customer engagement. Concept, metrics and strategies*, Sage, USA.

Palmatier, R.W., V. Kumar and Colleen M. Harmeling (Editors) (2018): *Customer Engagement Marketing*, Palgrave McMillan, Florida, USA.

Thomas, J.S., Reinartz, W. and Kumar, V. (2004), "Getting The Most Out of All Your Customers", *Harvard Business Review*, July-August, 116-123.

How Psychological & Sociological Factors Impact Consumers

Lecturer: Nitin GUPTA
Language: English
Date : March 12 and March 13, 2018

➤ Course Introduction and Objectives:

The course would enable the student to understand the influence of various external factors (the socio-cultural environment) as well as internal factors (the psychological factors) on the buying behavior of consumers. The students would learn about the consumer decision making process and would appreciate its application in varied consumer purchase situations. Specific learning goals which this course would aim to accomplish are:

1. Understand and appreciate various psychological and sociological factors which influence the consumer behavior.
2. Get insights into the consumer decision making process.
3. Attain ability to comprehend and apply theoretical concepts to the prevalent marketing environment.
4. Critically analyze and evaluate consumer behavior problems.
5. Suggest creative and innovative solutions for the extant consumer behavior problems.

➤ Course Outline:

The following topics will be covered in the course:

- Psychological Aspects Impacting Consumer Behavior
 - Motivation, Perception, Learning, Personality and Attitudes
- Sociological Aspects Impacting Consumer Behavior
 - Cultures, Reference Groups, Family, Social Influences, Opinion Leaders **Course**

➤ Structure/Schedule:

The coverage of the course requires 4 sessions of 3 hours each. The course schedule is given as follows:

- Day 1 – 1st Three-hour session: Understanding the psychological aspects impacting consumer behavior - Motivation, Perception, Learning, Personality and Attitudes - through various factual information, examples, cases and video clips.
- Day 1 – 2nd Three-hour session: Interactive exercises to understand the relevance and applicability of the concepts studied in pre-noon session
- Day 2 – 1st Three-hour session: Understanding the impact of sociological aspects impacting consumer behavior - Cultures, Reference Groups, Family, Social Influences, Opinion Leaders - through various factual information, examples, cases and video clips.
- Day 2 – 2nd Three-hour session: Case study/Situation analysis through presentation and group discussion analyzing the relevance and applicability of the concepts studied in pre-noon session.

➤ Course Evaluation:

The evaluation of the course will be done through case/assignment presentation and discussion

Lecturer: Nitin GUPTA
Language: English
Date : March 14 and March 15, 2018

➤ Course Introduction and Objectives:

In an increasingly globalized world, understanding the international aspects of a functional domain is no more an option but a necessity. Studying this course would provide a basic understanding to the students about pertinent dimensions of emerging markets and how to formulate marketing strategies for them. This course would enable the students to not only understand the application of marketing concepts in the international arena, but to also get acquainted with innumerable concepts pertinent to global business environment. Specific learning goals which this course would aim to accomplish are:

1. To make students aware of the various dimensions of emerging markets
2. Enable the students appreciate the unique characteristics of various regional groups of the emerging markets
3. Provide a relevant framework for analysis of business environment existing in emerging markets
4. Make students understand how relevant marketing strategies can be formulated for the emerging market under focus

➤ Course Outline:

The following topics will be covered in the course:

- Understanding emerging markets
- Understanding unique characteristics of various regional groups of the emerging markets
- Analyzing the prevalent business environment in emerging markets
- Developing the marketing strategies for emerging markets

➤ Course Structure/Schedule:

The coverage of the course requires 4 sessions of 3 hours each. The course schedule is given as follows:

- Day 1 – 1st Three-hour session: Understanding the emerging markets, unique characteristics of various regional groups of the emerging markets and prevalent business environment in emerging markets, through various factual information, examples, cases and video clips.
- Day 1 – 2nd Three-hour session: Interactive exercises to understand the relevance and applicability of the concepts studied in pre-noon session
- Day 2 – 1st Three-hour session: Understanding the various dimensions of marketing mix focusing on price, product, place and promotion for devising effective marketing strategies for various emerging markets by using various factual information, examples, cases and video clips.
- Day 2 – 2nd Three-hour session: Case study/Situation analysis through presentation and group discussion analyzing the relevance and applicability of the concepts studied in pre-noon session.

➤ Course Evaluation:

The evaluation of the course will be done through case/assignment presentation and discussion

L'innovation dans les pays émergents: la base de la pyramide économique 1, Comment lier valeurs économiques et sociales?

Lecturer: Norrin Halilem
Language: French
Date: 12 et 13 mars 2018

> *Course description and content*

Il y a environ 4 milliards de personnes dans le monde (plus de 55% de la population mondiale) qui vivent sous le seuil de pauvreté. Ces personnes constituent la base de la pyramide économique mondiale (BDP) en termes de distribution de richesses. Elles sont régulièrement les destinataires de programmes d'aides, mais elles représentent aussi la plus « grande opportunité du 21^{ème} siècle » pour le monde des affaires. Cependant, cette opportunité dépend largement de la capacité des entreprises à innover de manière à servir les besoins de ces personnes tout en générant du profit.

Les cours sur l'innovation à la BDP s'adressent aux étudiants qui s'intéressent : 1) à la recherche de nouveaux marchés avec un potentiel de croissance inexploité, 2) à l'application de l'innovation à un des contextes les plus complexes et/ou 3) à la situation des personnes les plus vulnérables.

Ce premier cours sur l'innovation à la base de la pyramide traitera de l'introduction du concept de BDP, afin de montrer les liens qui peuvent exister entre les valeurs économiques et sociales de la pratique des affaires. Il s'agira aussi d'introduire le concept d'innovation et de montrer comment son application, notamment par le biais de l'innovation du modèle d'affaires, peut s'adapter à l'un des contextes les plus complexes, celui des plus pauvres. Le cours permettra aussi d'explorer un cas illustratif des difficultés des plus pauvres en régions rurales.

> *Teaching methods*

Le cours est basé sur plusieurs combinaisons de méthodes qui vont des plus passives aux plus actives, c'est à dire de la présence à des cours magistraux, en passant par la lecture de documents, les discussions en classe sur des problématiques réelles et finalement les présentations en équipe sur des cas à l'étude. Puisqu'il n'est pas possible dans les circonstances (à Nancy) de visiter un bidonville, une *favela* ou un *township*, le professeur s'attèlera faire entrer la base de la pyramide dans la classe à l'aide de récits, de témoignages ou encore de vidéos.

> *Learning objectives addressed*

À la fin de ce cours, les étudiants devraient être en mesure :

- De différencier les niveaux de pauvreté et d'identifier les modèles dans les pays émergents;
- De comprendre l'innovation, plus particulièrement l'innovation du modèle d'affaires, qui permet notamment de servir les besoins des individus à la base de la pyramide;
- D'identifier les difficultés si significatives des affaires à la base de la pyramide en explorant un des contextes les moins accessibles, mais aussi les plus récurrents, celui des régions rurales.

> *Assessment methods*

La contribution des étudiants sera évaluée à travers: 1) la participation individuelle en classe (questions du professeur, discussion en classe, etc.), 2) des quiz individuels en classe sous forme de questions à choix multiples et 3) une présentation en équipe à la dernière séance.

> *References*

1. *Is the Bottom Of the Pyramid Really for You?*, par Ashish Karamchandani, Mike Kubzansky et Nishant Lalwan (2011), Harvard Business Review, Mars, 1-6.
2. *Reinventing your Business Model*, by Johnson, M.W., Christensen, C.M. and Kagermann, H. (2008), Harvard Business Review, December, 51-59.
3. *The Fortune at the Bottom of the Pyramid*, par Prahalad, C. K. and S. L. Hart; (2002), Strategy and Business: 54-54.
4. *Godrej Chotukool: A Cooling Solution for Mass Markets*, par Charles Dhanaraj , Balasubrahmanyam Suram , Prasad Vemuri (Ivey/ISB, 11 pages).

L'innovation dans les pays émergents: la base de la pyramide économique 2, comment attaquer les marchés des plus pauvres

Lecturer: Norrin Halilem
Language: French
Date: 14 et 15 mars 2018

Course description and content

Il y a environ 4 milliards de personnes dans le monde (plus de 55% de la population mondiale) qui vivent sous le seuil de pauvreté. Ces personnes constituent la base de la pyramide économique mondiale (BDP) en termes de distribution de richesses. Elles sont régulièrement les destinataires de programmes d'aides, mais elles représentent aussi la plus « grande opportunité du 21^{ème} siècle » pour le monde des affaires. Cependant, cette opportunité dépend largement de la capacité des entreprises à innover de manière à servir les besoins de ces personnes tout en générant du profit.

Les cours sur l'innovation à la BDP s'adressent aux étudiants qui s'intéressent : 1) à la recherche de nouveaux marchés avec un potentiel de croissance inexploité, 2) à l'application de l'innovation à un des contextes les plus complexes et/ou 3) à la situation des personnes les plus vulnérables.

Ce deuxième cours sur l'innovation à la base de la pyramide traitera des principes de l'innovation à la BDP, afin d'identifier les bonnes pratiques. Il s'agira ensuite d'explorer les opportunités et les marchés de la BDP, dans le domaine de la nutrition, mais aussi des banques et assurances ou encore de la santé. Le cours permettra aussi de différencier les modèles des affaires, tels que les BDP 1.0 ou encore BDP 2.0. Finalement, afin de traiter du thème de la BDP dans sa complexité, le cours explorera aussi les critiques et échecs à la BDP.

Teaching methods

Le cours est basé sur plusieurs combinaisons de méthodes qui vont des plus passives aux plus actives, c'est à dire de la présence à des cours magistraux, en passant par la lecture de documents, les discussions en classe sur des problématiques réelles et finalement les présentations en équipe sur des cas à l'étude. Puisqu'il n'est pas possible dans les circonstances (à Nancy) de visiter un bidonville, une *favela* ou un *township*, le professeur s'attèlera faire entrer la base de la pyramide dans la classe à l'aide de récits, de témoignages ou encore de vidéos.

Learning objectives addressed

À la fin de ce cours, les étudiants devraient être en mesure :

- D'identifier les principes de l'innovation à la BDP, ainsi que leur application dans des cas concrets;
- D'évaluer l'étendue des besoins des plus pauvres (opportunités et marchés), mais aussi des solutions existantes pour servir ces besoins;
- De critiquer la pratique des affaires à la BDP, afin d'en cerner les limites.

Assessment methods

La contribution des étudiants sera évaluée à travers: 1) la participation individuelle en classe (questions du professeur, discussion en classe, etc.), 2) des quiz individuels en classe sous forme de questions à choix multiples et 3) une présentation en équipe à la dernière séance.

References

1. *Le bac à sable de l'innovation*. Par C. K. Prahalad 2007. L'Express - Roularta | L'Expansion Management Review 124: 10-20.
2. *Better Vision for the Poor*. Par Aneel Karnani, Bernard Garrette, Jordan Kassalow et Moses Lee. 2011 Stanford Social Innovation Review Spring: 66-71.
3. *Romanticizing the Poor*. Par Aneel Karnani. 2009. Stanford Innovation Review, winter: 38-43.
4. *"Danimal in South Africa: Management Innovation at the Bottom of the Pyramid"*. Par Verity Hawarden et Helena Barnard. 2012. Ivey: London, Ontario, Canada.

Business Ethics: Principles and Application

Lecturer: Sefa HAYIBOR
Language: English
Date: March 12 and March 13

> Course description and content

The overall performance of an organization depends to a significant extent on the behaviour of its management with respect to ethical issues: failure to attend to such issues can produce very undesirable – even disastrous – consequences. As a result, business ethics has become a very salient subject to business practitioners and the general public in recent decades. We have all read or heard about many instances of unethical behaviour by businesspeople, and the negative implications of such behaviours for the firms where they work: ethically questionable activities of managers at a wide variety of organizations have had profound effects on companies, employees, shareholders, and a wide variety of other stakeholders. The vast majority of ethical issues in organizations, however, do not get discussed in the media. All of us, in our working lives, face ethical issues on a regular basis, whether or not we notice them. This course is designed to facilitate the recognition of ethical issues, and improve decision-making about such issues.

> Learning objectives addressed

In this two-day seminar, students will be introduced to theories and principles of ethics representative of typical contemporary approaches to thinking about ethics in business contexts. The seminar will involve lecture in order to establish the fundamentals of many of the concepts presented, though student participation in discussions of the concepts will be strongly encouraged. The goals of this seminar are to: 1) enhance the student's understanding of the importance of ethics in business; 2) enhance the student's ability to recognize and identify ethical issues; and 3) develop the student's ability to use ethical principles to reason toward satisfactory solutions to ethical dilemmas in business settings.

> Assessment methods

The "deliverable" for the course is a written report (approximately 10 pages) consisting of an ethical analysis of a real-world ethical issue faced by a business organization (chosen by the student). This report will be completed after the seminar (with the due date to be determined in consultation with the class). Ethical principles discussed in the seminar will be used to determine what the business should do, given the ethical issue it is faced with. The assignment will be completed either with a partner or in a small group, depending on the size of the class. Course grades will be based to a large extent on this assignment; however, the student's participation in discussions during the seminar will also be considered. To discourage free-riding, if the assignment is completed in a group, group members' evaluations of one another's performance will also be taken into account to a substantial extent.

Lecturer: Gary L. Hunter
Language: English
Date: March 12

This class examines the underlying bases of behaviors in a consumer context. The class uses discussion of consumer behavior theory to help students understand how to better market to consumers. Theories related to perception, information processing, attitudes, and learning are among those examined. The relevance of these theories for marketing practice is demonstrated through case discussion.

> **Teaching Methods:**

Discussion, Lecture

> **Objectives:**

The primary objective is to familiarize students with theories of consumer behavior, which can be used in developing and refining marketing strategy.

> **Content:**

Discussion of attitude theory
Discussion of information processing theory
Discussion of innovation adoption

> **Course Structure:**

>

9-10: Why do I want a (please insert your birthday wish here) for my birthday?

In this hour, we'll discuss the process by which consumers decide to adopt an innovation. Discussion of our wants will be used to discover factors influencing the adoption of innovations (relative advantage, trialability, compatibility, complexity, observability, prospect theory, endowment effect, status quo effect).

10-11: How do I compare two competing products?

In this section, we'll discuss information processing theory and how it explains consumer behavior. We'll use a discussion of our recent consumer behavior to discover the information processing strategies we use to compare products (e.g., weighted additive, simple additive, lexicographic, elimination by aspects, conjunctive).

11-12: How do I decide what to buy?

In this hour, we'll discuss attitude theory and its explanation of consumer behavior. We'll use a discussion of our recent consumer behavior to identify how attitude influences our purchase decisions (e.g., hierarchy of effects, multiattribute attitude model, uses of MAAM, theory of reasoned action).

12-2: Lunch

2-5: Group Oral Presentations

Course material:

The course material includes a set of PowerPoint slides.

> **Evaluation:**

Evaluation will use student group presentations. Students will be individually graded based on presentation content and style. Presentations will be based on a case that will be assigned to each group. Students will be expected to discuss creative ways of influencing the success of a product based on the three views of consumer behavior discussed in class.

Lecturer: Gary L. Hunter
Language: English
Date: March 15

This course provides an overview of retailing. Specifically, the class offers students tools for creatively persuading those consumers who are “just looking” to become buyers. The course includes discussions of retail strategy, retail consumer behavior, retail pricing, and store management. In examining the means that retailers use to persuade customers, a variety of current retailers and their practices are discussed.

> **Objectives:**

To help students develop an understanding of the complexities and issues involved in retailing to consumers.

> **Content:**

Discussion of retail strategy
Discussion of retail pricing
Discussion of retail location

> **Course Structure:**

9-10: How do retailers persuade consumers to buy?

This section provides an overview of retail strategy including its antecedents and consequences.

10-11: How should one price merchandise to persuade consumers to buy?

This section uses examples to examine how retailers use pricing to attract customers and make a profit.

11-12: Where should retailers locate?

In this hour, we'll examine different location strategies used by retailers. We'll use an example to determine retail location.

12-2: Lunch

2-5: Group Oral Presentations

> **Course material:**

The course material includes a set of PowerPoint slides.

> **Evaluation:**

Evaluation will use student group presentations. Students will be individually graded based on presentation content and style. Presentations will be based on a case that will be assigned to each group. Students will be expected to develop an overall retail strategy, including developing a price and choosing a location, as part of the case.

Social Cause Marketing – Influencing Human Behavior For Societal Good

Lecturer: Krish Krishnan
Language: English
Date: March 12 and March 13

> Objectives:

Social Cause Marketing deals with the application of traditional marketing theories/concepts/tools to influence target audience behavior that will benefit society, community and the individual herself/himself in the long run. Practical application range from ‘prevention of drug abuse’, ‘encourage more recycling’, ‘promoting healthy life-styles’, ‘reducing global warming’. In this seminar the practice of social cause marketing is introduced through a series of mini-case studies in which the students will apply their marketing skills to arrive at an integrated marketing plan to achieve the objectives of a social cause.

> Contents:

1. Introduction to the framework of “Social Cause Marketing”
2. Differences between traditional marketing and social cause marketing
3. Practical Case 1: Sustainable Malaria Prevention in Africa
4. Practical Case 2: Preventing Drunk Driving
5. Practical Case 3: Energy Conservation
6. Using Technology, Economics, Legal/Political Policy Making, and Education in a marketing framework to achieve Social Cause.
7. Social Media for Social Cause

> Bibliography:

Nancy Lee & Phillip Kotler, “**Social Marketing: Influencing Behaviors for Good,**” Sage Publications, 2015.

Phillip Kotler, David Hessekiel and Nancy Lee, “**Good Works! Marketing and Corporate Initiatives that build a Better World,**” Wiley, 2013.

> Teaching Method:

Lecture with class discussions and mini-cases.

> Evaluation:

Test with short answer questions at the end of the seminar

Lecturer: Krish Krishnan
Language: English
Date: March 14 and March 15

> **Objectives:**

This seminar presents ethical dilemmas faced by marketing managers when they make marketing decisions about product design, target market selection, pricing, advertising and distribution of their products and services. Examples range from marketing products to developing countries, marketing products to children, price discrimination and product safety. Ethics theories and practical case situations will be presented to participants to stimulate debate and develop ethical decision making skills.

> **Contents:**

1. Ethical and Societal Issues facing Marketing Managers
2. Frameworks of Marketing Ethics
3. Ethical Dilemmas in target market selections.
4. Marketing Research Ethics
5. Ethics in Pricing
6. Ethical Problems in Advertising
7. Ethical practice in product design and offerings
8. Environmental and Social Issues in Marketing
9. Ethical Marketing as competitive strategy

> **Bibliography:**

George G. Brenkert, “**Marketing Ethics**,” Wiley-Blackwell, 2015.
Patrick E. Murphy and Gene R. Laczniak, “**Ethics in Marketing**,” Routledge, 2013.

> **Teaching Method:**

Lecture with class discussions and mini-cases.

> **Evaluation:**

Test with short answer questions at the end of the seminar

Integrated Marketing Communication (IMC)

Lecturer: Seyedeh Fatemeh Mostafavi Shirazi

Language: English

Date: March 12th & 13th

> **Course description and content**

Students are taking this course to learn more about the integrated marketing communication (IMC) and its important role in highly competitive market.

> **Teaching methods**

- Lecturing
- Classroom discussion

> **Learning objectives addressed**

After passing this course, student should be able to:

- Explain the fundamental concepts on the subject of IMC
- Describe the importance of marketing communication
- Understand the function of IMC in competitive market
- Recognize key variables affecting IMC

> **Assessment methods**

Two methods would be used to assess students learning outcomes:

1. Exam: a combination of multiple choices and /or essay questions.
2. Coursework (either group-based or individual work).

> **References**

- Fill, C. (2009). Marketing Communications: interactivity, Communications and Content. Pearson Education.
- Shimp, T.A. (2010). Integrated Marketing Communication in Advertising and Promotion. South-Western, Cengage Learning.

Lecturer: Seyedeh Fatemeh Mostafavi Shirazi
Language: English
Date: 14th & 15th March

> **Course description and content**

Students are taking this course to learn more about the interactions and communications of individuals from different cultures in organizational context.

> **Teaching methods**

- Lecturing
- Classroom discussion

> **Learning objectives addressed**

After passing this course, student should be able to:

- Describe culture and its characteristics
- Explain cultural variation and its difficulties on the subject of international business.
- Understand fundamentals of cross-cultural interaction
- Explain the effect of culture variation in organizational behavior.
- Describe the key issues in global trade from cross-cultural perspective.

> **Assessment methods**

Two methods would be used to assess students learning outcomes:

1. Exam: a combination of multiple choices and /or essay questions.
2. Coursework (either group-based or individual work).

> **References**

Thomas, D.C. and Peterson, M.F. (2018). Cross-cultural Management: Essential Concepts. SAGE Publication, Inc.

Select Topics in Investment and Corporate Finance

Lecturer: Dr. Jonathan Ohn
Language: English
Date: March 12 and March 13

> Session Description:

This course provides a detailed discussion on interest rate behavior, risk and return, security valuation, and capital project evaluation.

> Session Objectives:

The principal goal is to develop a basic understanding of interest rate and bond valuation; risk and return and stock valuation; determination of cost of capital; capital budgeting process. The focus is on our understanding of the fundamental concepts and theories and their empirical applications in investment decision-making. By the end of the session, students should be able to master:

- 1) The determinants of interest rate;
- 2) The term structure of interest rate: theory and application;
- 3) Interest rate and bond valuation technique;
- 4) Investment risk and return, and its measurement;
- 5) Stock valuation process – based on dividend and cash flows;
- 6) Determination of cost of capital
- 7) Evaluation of capital projects - Capital budgeting
- 8) Capital Structure *if time left*

> Required Supplements:

Financial (Business) Calculator. A necessity in this session! Try hard to understand how to use a financial calculator before we start the class, although we will discuss how to use it in class. Make sure that your calculator has **bond valuation, net present value (NPV), and internal rate of return (IRR)** functions.

> Grading Strategy:

Chapter-end Take-Home Projects. After the session, take-home projects will be given on each topic we cover in class. You will submit them online by the deadline (March 18, midnight). *Submission due dates for the projects will be strictly observed* and no late assignment will be accepted.

Short Quiz in class. A short quiz in class may be also given after each session.

96.00 – 100 = A+;	93.00 – 95.99 = A;	90 - 92.99 = A-;
86.00 – 89.99 = B+;	83.00 – 85.99 = B;	80.00 – 82.99 = B-;
76.00 – 79.99 = C+;	73.00 – 75.99 = C;	70.00 – 72.99 = C-;
65.00 – 69.99 = D+;	60.00 – 64.99 = D;	Below 60 = F

COURSE OUTLINE: *The course outline covers the necessary and key topics for this course. However, topics covered may be subject to slight change. Any adjustment in the following outline will be announced in class during the course of the session, and students will be responsible for all announced changes.*

Session	Description of Content & Due Dates
March 12, 2018 Morning	1 – Determinants of Interest Rate 2 – Term Structure of Interest Rate: Theory and Application 3 – Bond Valuation
March 12, 2018 Afternoon	3 – Bond Valuation 4 – Risk and Return, and Measurement 5 – Stock Valuation
March 13, 2018 Morning	5 – Stock Valuation 6 – Cost of Capital
March 13, 2018 Morning	6 – Cost of Capital 7 – Capital Budgeting 8 – Capital Structure

> **The Learning Process:**

Corporate Finance and Investment are quite demanding and involves a great deal of quantitative analysis. To be successful in this course, students need to read the textbook (you have) and class materials posted (at least twice), work the problems we solve in class, and work the assigned take-home projects. You need not only to understand the finance concepts but also to practice the assigned problems to get a firm understanding of the topics.

Brand Management

Lecturer: Prof. JungKun Park
Language: English
Date: March 13 and March 15

> Course description and content

1. Students will develop understanding of the importance of brand, the need to differentiate products and services in the competitive business environment, which provide consumers with the power of choice.
 - Strong brand can have a dramatic impact on a purchasing decision.
 - Strong brands will transcend industries and provide an organization with one of the most valuable assets.
2. Students will be intellectually challenged to utilize marketing principles to create a strong brand and brand equity for corporate.
3. Students will learn to analyze business environment to identify a preferred identity/ image, to create a brand positioning strategy, and optimize marketing programs and activities to build brand equity.
4. Students will learn how to build and measure brand equity.

> Teaching methods

Lecture and Video case

> Learning objectives addressed

This course aims to improve student's marketing skills and understanding of specific marketing topics associated with brand equity. From this course, students will obtain insights into how profitable brand strategies can be created.

> Assessment methods

<i>Course grades will be determined by the following standards and requirements:</i>		
	Points	% of total grade
Mini Test	50	50%
Participation	50	50%
Total	100	100

Lecturer: Prof. JungKun Park
Language: English
Date: March14, 2018

> Course description and content

This is an introductory course to marketing which will offer an overview of various functional areas of the business enterprise and insight into both the analytical as well as operational aspects of marketing and sales decisions relevant to marketing mix. You will be introduced to basic aspects of marketing: 1) Marketing Strategy, 2) Promotion, 3) Market Planning, 4) Distribution, 5) Industrial Marketing, 6) Retailing and Wholesaling, 7) Target Marketing, 8) International Marketing, 9) Market Segmentation, 10) Services Marketing, and 11) Pricing.

> Teaching methods

Lecture and Video case

> Learning objectives addressed

The purpose of this course is to examine the role of marketing within the organization and in the society. Special emphasis will be placed the factors involved in making marketing decisions. The most basic objectives of the course are to provide you with a broad introduction to marketing concepts, the role of marketing, and the various factors that influence marketing decision making. Such factors include market analysis, consumer behavior, product planning, pricing, promotion, distribution, and international marketing. Upon completion of this course, students will have gained an understanding of marketing and how it fits into a real world situation. Also, students will be able to approach practical marketing issues with creative ideas.

> Assessment methods

<i>Course grades will be determined by the following standards and requirements:</i>		
	Points	% of total grade
Mini Test	50	50%
Participation	50	50%
Total	100	100

Managing the Information Systems

Lecturer: Chang-Kyo SUH
Language: English
Date: March 13, 2018

> Contents:

No information systems no business these days. Knowing the potential impact of information systems and having the adequate ability to put this knowledge to work can result in a successful personal career, organizations that reach their goals, and a society with a higher quality of life. The course is designed to provide opportunities to learn about the fundamental concepts and principles of information systems so that you can face your career challenges with solid understanding of IS discipline and prepare future IS professionals in the rapidly changing IS environment.

> Teaching Methods

The course uses a combination of lectures, class discussion, and exercise

> Learning Outcomes:

After the course the student should be able to:

- Identify information technology trend,
- Understand the impact of information systems on organization,
- Define and use models of value creation and competitive advantage with information systems,
- Answer how to achieve customer intimacy and operational excellence by using customer relationship management systems and supply chain management systems.

> Course Materials

Class slides, Case, and Exercises

> Evaluation

Students will be graded based on class participation, class exercises, and a small exam. The breakdown of points is:

- Class participation: 20
- Case study: 10
- Small exam: 30

> Academic Integrity

All students are expected to conform to a code of academic integrity. Equal participation by each group member is expected in all group work. Only individual effort is permitted in a small exam and class exercises designated for individual effort.

> Detailed Plan

March 16th	Lecture Topic	Case/Reading/Exercise	Assignment
9:00 AM to 10:15 AM	Why should I study information systems?		
10:30 AM to 11:45 AM	Information systems defined		
2:00 PM to 2:45 PM	Class discussion	Case	To be graded
2:45 PM to 4:30 PM	Competitive advantage with information systems Customer Relationship Management Systems Supply Chain Management Systems		
4:30 PM to 4:45 PM	Small exam		To be graded

Managing Data Resources

Lecturer: Chang-Kyo SUH
Language: English
Date: March 15, 2018

➤ **Contents:**

Data are a vital resource that need to be managed like other important business assets. A database is an organized collection of data. Databases help companies generate information to reduce costs, increase profits, track past business activities, and open new market opportunities. The course is designed to provide opportunities to learn about the essential database concepts, technology, and techniques so that you can create your own personal database and learn more on your own to participate as a team member in the development of larger databases.

➤ **Teaching Methods**

The course uses a combination of lectures, class discussion, and exercise

➤ **Learning Outcomes:**

After the course the student should be able to:

- Understand the reasons for using a database,
- Learn basic relational database model,
- Construct the Entity-Relationship(E-R) model, and
- Apply a process for normalizing relations.

➤ **Course Materials**

Class slides, Case, and Exercises

➤ **Evaluation**

Students will be graded based on class participation, class exercises, and a small exam. The breakdown of points is:

- Class participation: 20
- Case study: 10
- Small exam: 30

➤ **Academic Integrity**

All students are expected to conform to a code of academic integrity. Equal participation by each group member is expected in all group work. Only individual effort is permitted in a small exam and class exercises designated for individual effort.

➤ **Detailed Plan**

March 19th	Lecture Topic	Case/Reading/Exercise	Assignment
9:00 AM to 10:15 AM	Why use a database? Relational database		
10:30 AM to 11:45 AM	The Entity-Relationship(E-R) data model	Class exercise	To be graded
2:00 PM to 3:45 PM	Normalization	Class exercise	To be graded
4:00 PM to 4:50 PM	Wrap up Small exam		To be graded

Luxury business - successful sales and marketing strategies worldwide in different industries (fashion, retail, hospitality business etc)

Lecturer: Elvira Tarasenko
Language: English
Date: March 12, 2018

➤ Learning Objectives

Upon the completion of the course students will be able to

- understand the basics of luxury marketing and management
- increase the knowledge of entry market strategies, pricing techniques
- expand the knowledge of the luxury industry
- gain new experience and learn how to review and interpret different cases from the luxury industry
- learn how to think globally and act locally when it comes to the luxury market
- apply cross-cultural differences when it comes to luxury consumer behavior
- expand the theoretical knowledge of the fashion industry
- differentiate approaches towards luxury fashion marketing
- evaluate digital fashion techniques and be able to compare it with offline retail
- review different distribution channels in luxury retail
- understand the international interdependence in fashion.
- analyze what makes a travel destination a luxury one
- review models applied in international luxury hotel and tourism business

➤ Teaching Methods:

Interactive lecture, workshop

➤ Course Contents

1. New and old luxury concepts as applied to Russian and international consumers. Customer segmentation, lifestyle profiles.
2. Promotion of the luxury lifestyle via social networks, Internet as well as other media. Online strategies vs offline, is it possible to find a win-win solution for the luxury brand?
3. Online technologies as a new tool to promote the luxury business - development of online retail vs traditional customer oriented approach and direct sales. Luxury online retail in Russia – stories of success and failures.
4. Celebrity endorsement. Does it work for the promotion of luxury brands?
5. Company's brand and image advertising, should it be customized?

6. Different entry market strategies for luxury brands. Russian and local luxury brands, their competitive strategies and different strategies to enter the global and international markets.
7. Luxury services as opposed to luxury goods – different approaches to marketing and sales. Luxury services, hotels and travel industry, local and international brands dominating the world market.
8. Luxury fashion: international fashion brands, a review of sales techniques and approaches appealing to direct customers. Conflict solving and turning the customer into a loyal one. Pros and cons of the digital fashion and client events. Involvement of customer and co-creation of product and experience, examples from the industry
9. Dealing with difficult customers in luxury business, how to sell successfully, and turn failure into success.
10. Pricing strategies. Adaptation vs standardization when expanding internationally, examples from the industry.
11. Positive and negative scenarios of the luxury market development during the time of economic and political turmoil.

➤ **Course structure/schedule**

12 March. Lecture accompanied by power point and pdf presentations, video. Interaction with students – questions, open discussion

➤ **Evaluation**

Short essay on the designated subject to be handed over to lecture by the end of the ICN business week by e-mail

International marketing and cross-cultural marketing and management. Challenges and conflicts related to inter-cultural communication.

Lecturer: Elvira Tarasenko
Language: English
Date: March 13, 2018

> Learning Objectives

- Expand the knowledge of the international and cross-cultural marketing.
- Differentiate among the international marketing strategies
- Gain new knowledge about customer loyalty in different markets
- Review and learn how to apply the cross-cultural models in theory and practice
- Activate brainstorming skills in the class reviewing the cases and examples from the industry

> Teaching Methods:

Interactive lecture, workshop

> Course Contents

1. Definition of international marketing and cross-cultural marketing.
2. International marketing strategies and tactics
3. Image of the country and its influence on the international consumer behavior. Destination marketing, stories of success and failures. Global event marketing and its influence on the country's image in the world.
4. A move towards authentic goods and services as a new trend in marketing, and a way to change the old-fashioned image of the country on the global scene.
5. Consumer perception and consumer behavior, differences between the countries - "same, same but different" when it comes to the client's behavior
6. Different perception and approaches to customer loyalty due to cross-cultural differences
7. Cross-cultural conflicts and ways to solve them

> Course structure/schedule

13 March. Lecture accompanied by power point and pdf presentations, video. Interaction with students – questions, open discussion, work in small groups, brainstorming

> Evaluation

Case review in groups and individual short test will be provided in the end of the class

Lecturer: Elvira Tarasenko
Language: English
Date: March 14, 2018

> **Learning Objectives**

Upon the completion of the course students will be able to

- understand the basics of hotels and travel industry
- increase the knowledge of sales and marketing techniques in the international hospitality industry
- review the development of hotel chains, local and international, in Russia & CIS
- analyze the influence of destination marketing and events on the key operating indicators of hotel business
- learn how to think globally but act locally when it comes to hotel business
- understand the branding principles in the hotel business, luxury vs economy hotels
- learn basic key performance indicators in hotel business as related to sales and finance

> **Course Contents**

1. Hotel Business & Economics, the basics, main definitions and key operating indicators.
2. International branding strategies, soft brands and hard brands. Visual identity of hotel brands. Merges and acquisitions in the hospitality industry.
3. Luxury and economy hotels, difference in sales and marketing approach.
4. Local and international hotel brands in the global markets.
5. Hotel Business in Russia, trends and forecasts. International Hotel Chains: what makes them successful
6. Destination Marketing and Hotel Business, how the events contribute to the development of hotel business.
7. Cross-cultural approach in the hotel and travel as applied to local and global sales and marketing strategies.
8. Travel business, recent trends. Outbound vs inbound travel. Business travel and its influence on hotel business, how to measure the loyalty of customers in business travel.
9. New waves in online travel vs offline. What makes the life of hotels and travel agents complicated as compared to the one a decade ago.
10. New revenue tools, how revenue management is related to sales and finance.

> **Course structure/schedule**

14 March. Lecture accompanied by power point and pdf presentations, video. Interaction with students – questions, open discussion

> **Evaluation**

Case review will performed in groups in the end of the class and a short individual test (10 questions maximum) will be submitted

Lecturer: Dr. Margerita TOPALLI
Language: English
Date: March 14, 2018

➤ Course Summary

This course provides an introduction to the theory and practice of contemporary microeconomics. The primary focus of this course is on how individuals and societies deal with the fundamental economic problem of scarcity. The course begins with a discussion of the methodology of economics. This is followed by a discussion of several basic tools and concepts including:

- demand and supply analysis,
- the production possibilities frontier,
- marginal analysis, and
- the concept of opportunity cost.

Each of these introductory concepts are used to help illuminate the discussion of contemporary policy issues (e.g., the minimum wage, farm subsidies, and the economics of crime). The role of government in correcting for alternative types of market failure is also examined.

The next section of the course provides a more detailed discussion of the theory of consumer demand. In this portion of the course students examine the determinants (and the importance of) several measure of the elasticity of demand and supply. In particular, students examine how the price elasticity of demand can be used to predict the change in a firm's total revenue that results from a change in the price of its output. The determinants of individual and market demand are also examined in some depth.

After developing the theory of demand, the focus of the course turns to an examination of the theory of the firm under conditions of:

- Monopoly
- Monopolistic competition
- Oligopoly

➤ Course logistics

Lectures: there is a one-day (6 hours) lecture.
Attendance will be recorded and monitored.

➤ Course assessment

Assessment is in one part: an unseen examination (100%)

➤ Textbooks and Internet resources:

We will be referring to the following books but students are not required to buy them:

→ Mankiw, N. G. (2006). Principles of microeconomics (4th ed.)

Lecturer: Dr. Margerita TOPALLI
Language: English
Date: March 15, 2018

➤ Course Summary

Emerging Market Economies provides an overview of the key issues relating to the intertwined processes of institutional and economic change, with reference to the process of transition from central planning to a market economy and within the wider context of economic development. The course begins by examining the main operative features of a command economy and the key factors behind its eclipse. The main features of the transition process from a command to a market economy are then introduced: this includes some stylized facts about transition, the key ingredients of a transition package and a discussion of its implementation with reference to the experience of a number of post-communist countries, and with an emphasis on the interplay between policies and institutions, and the importance of social and political factors in the choice of a transition path. Specific components of the transition package will be examined in more details, including liberalization, stabilization and structural reforms (including privatization and financial sector reforms). This historical perspective on transition is complemented by a discussion of current or “pending” issues in transition economies and a discussion of the relevance of the transition experience to the wider issue of economic development and its contribution to recent advances in the economic literature.

The course will provide students with a basic understanding of the key economic issues involved in the transition from a command to a market economy and beyond. Students will acquire the ability to critically analyze the interaction between economic factors and institutional, political and social factors in the formulation and implementation of economic policies in emerging economies, including transition economies.

➤ Course logistics

Lectures: there is a one-day (6 hours) lecture.
Attendance will be recorded and monitored.

➤ Course assessment

Assessment is in one part: an unseen examination (100%)

➤ Textbooks and Internet resources:

We will be referring to the following books but students are not required to buy them:

- T. Mickiewicz “Economics of Institutional Change: Central and Eastern Europe” Revisited (Studies in Economic Transition), Palgrave 2010.
- G. Roland, “Transition and Economics”, Politics, Markets, and firms, MIT 2000

Lecturer: Saïd Zouiten,
Language: French
Date: March 13 and March 14, 2018

➤ Objectifs d'apprentissage

Si le métier de **consultant en marketing** ou de **responsable de l'analyse commerciale** vous intéresse, cette formation est pour vous. Elle vous permettra de :

- comprendre le rôle de l'information dans le processus décisionnel des responsables de marketing;
- vous familiariser avec la démarche permettant de poser un diagnostic juste des besoins d'une entreprise et de proposer un plan d'intervention;
- développer une habileté à extraire les informations pertinentes à partir d'une étude de marché;
- développer une habileté à présenter les résultats d'une étude de marché et les recommandations aux dirigeants d'entreprises.

➤ Description du cours

Le marketing est une vision de la gestion des entreprises qui s'est développée sur la base d'un concept très simple, celui de la reconnaissance et de la prédominance de l'information sur les consommateurs, sur les concurrents et sur tous les acteurs économiques ayant une influence significative sur les opérations des entreprises. Le succès d'une stratégie de marketing dépend donc en grande partie de la capacité des entreprises à collecter toutes les informations jugées pertinentes et à demeurer attentives aux différents signaux envoyés par leur environnement. En tant que consultant marketing ou responsable de l'analyse commerciale, vous serez appelés à saisir le besoin d'une entreprise, à identifier l'information pertinente et à la guider dans sa démarche permettant de collecter et d'analyser ces informations en vue d'élaborer un plan stratégique adapté.

➤ Formule pédagogique

Théorie, exercices, études de cas réels, discussions

➤ **Calendrier du cours**

Mardi 13 mars	De 9h00 à 12h00	Diagnostic de la problématique de l'entreprise
	De 14h00 à 17h00	Les domaines d'intervention et planification de la collecte des données pertinentes à la problématique de l'entreprise
Mercredi 14 mars	De 9h00 à 12h00 (salle d'ordinateurs)	Choix des techniques d'analyse des données et familiarisation avec le logiciel SPSS
	De 14h00 à 15h00 (salle d'ordinateurs)	Présenter les résultats et formuler les recommandations
	De 15h15 à 17h00	Évaluation

➤ **Évaluation**

L'évaluation prendra la forme d'une étude de cas individuelle, comportant des questions précises. Les étudiants ont droit à leurs notes de cours.

➤ **Références**

MALHOTRA, Naresh, DÉCAUDIN, Jean-Marc, BOUGUERRA, Afifa et BORIES, Denis, Études marketing avec SPSS, Pearson Education, 6^{ème} Édition, 2011.

BAILLARGEON, Gérald, Outils statistiques en études marketing, Les Éditions SMG, 2009

D'ASTOUS, Alain, Le projet de recherche en marketing, Les Éditions de la Chenelière Inc, 5e édition, Montréal, 2015.

BOULOCHER, Véronique et RUAUD Sabine, Analyse de marché, de la définition au diagnostic, Magnard-Vuibert, 5^e édition, Paris, 2017.

Managerial Accounting

Lecturer: Karolina Skorulska
Language: English
Date: March 12 and March 13

➤ Course description and content

Managerial accounting is concerned with providing information to managers – people inside the organization, who direct and control its operations. The course will equip candidates with profound knowledge and skills, of how to prepare and process basic cost and quantitative information in management accounting context in order to support decision-making.

➤ Teaching methods

- Lectures – introduction to the problems of subject by leading lecturer
- Discussion of case studies (short videos, descriptions)
- Making business decisions

Session	MODULE CONTENT	# Hrs.
1.	Management Accounting and the Business Environment <ul style="list-style-type: none"> ○ Nature and purpose of management accounting ○ Financial Vs Managerial accounting ○ Expanding and changing role of management accounting 	3
2.	Cost behavior; Analysis and Use <ul style="list-style-type: none"> ○ Variable and Fixed cost, and Mixed cost analysis ○ Methods for separating mixed costs into Fixed and Variable Components 	3
3.	Cost Volume Profit Analysis (CVP) <ul style="list-style-type: none"> ○ Break Even Analysis, and margin of safety ○ Operating Leverage, and Target Profit Analysis ○ Impact of Risk, uncertainty and changing variables of CVP ○ Limitations of CVP analysis 	3
4.	Profit Planning and the Role of Budgeting <ul style="list-style-type: none"> ○ Objective; Nature and purpose of budgeting ○ The basic framework of Budgeting ○ Types of Budget ○ Functional Budgets ○ Preparing the Master Budget ○ Quantitative analysis in budgeting 	1,5
5.	Case Study	1,5
Total		12

➤ Learning objectives addressed

On successful completion of this course student will:

- explain the critical role of management accounting in planning, making decisions and control to create value of the organization
- identify, classify and measure various costs
- calculate and interpret a breakeven point, relevant costs for materials, labor and overheads
- use budgeting for planning and controlling purposes

➤ **Assessment methods**

Open book Case Study : 90 minutes.

➤ **References**

Managerial Accounting for Managers, Eric Noreen and Peter Brewer and Ray Garrison, 11th edition



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