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## SYLLABI FOR THE MARKETING MANAGEMENT AND INTERNATIONAL BUSINESS PROGRAMME


<b>Study module name:</b>	<b>Business Enterprise</b>	
<b>Study module code:</b>	MMIB_BE 1	
<b>Lecturer:</b>	Clare Manning	
<b>Aim of the MBA study module:</b>		
To enable students to develop the appropriate skills and knowledge to contribute effectively to the creation of a small business with prospects for long-term survival and growth.		
<b>Content of the MBA study module:</b>		
<ul style="list-style-type: none"><li>• Identify and research business opportunities.</li><li>• Develop proposals that would have a high likelihood of acceptance by prospective investors.</li><li>• Identify the key success factors and resultant actions that would be required to make a sound business proposal operable.</li><li>• Identify and assess the possible contribution of forms of support for new business ventures.</li></ul>		
<b>Chapter 1:</b>		
Entrepreneurs and owner managers. What are the driving forces and traits? Looking at the motivations and character traits of entrepreneurs. What influences entrepreneurs? A look at culture, ethnicity and gender. Students will be able to start to look at and identify some of the factors that influence entrepreneurs.		
<b>Chapter 2:</b>		
Innovation and entrepreneurship. What is innovation and is it necessary? How can innovation lead to a competitive advantage? Innovation and entrepreneurship. Creativity and entrepreneurship. Innovation and location and size.		
<b>Chapter 3:</b>		
Evaluating the business idea. Personal attributes. Identification of customers. Knowing your competitors. Marketing strategies. Resources. Planning and evaluation.		



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<b>Chapter 4:</b>
Launching the business. Differentiation and pricing strategies. Developing customer focus. Marketing skills. Researching the market. Legal status of the business.
<b>Chapter 5:</b>
Financing and growing the business. Money and finance. Banking relationships. Venture capitalists. A framework for success. Strategy.
<b>Chapter 6:</b>
Developing the business plan. Why you need a business plan? The planning process.
<b>Mandatory literature:</b>
Online study materials prepared by the lecturer.
<b>Recommended literature and other sources:</b>
Burns, P. (2016). <i>Entrepreneurship and Small Business</i> . Basingstoke: Palgrave.

<b>Study module name:</b>	<b>Competition Policies for Business</b>	
<b>Study module code:</b>	MMIB_CP 1	
<b>Lecturer:</b>	Pietro Andrea Podda	
<b>Aim of the MBA study module:</b>		
<ul style="list-style-type: none"><li>• Understand competition policy and relevant concepts like i.e. competitor, relevant market, market power, restriction of competition.</li><li>• Study the applications of competition policies at an international business level.</li><li>• Understand and be able to define and critically analyse all main types of competition policy infringements (i.e. cartels, abuse of dominant position, state aids).</li><li>• Being able to apply Competition rules to real international business-life situations, avoiding behaviours which could bring the company under the lens of anti-competitive authorities.</li><li>• Being able to compare the main principles and practices in the European Union (EU), Russia (and other former Soviet Republics) and China.</li></ul>		



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<b>Content of the MBA study module:</b>
<p>This MBA course familiarizes students with the regulation of economic competition in the EU (whose rules apply also to the Czech Republic) and also in countries relatively new to regulating competition like Russia and China. Specific comparisons will be made also with competition policies in other former Soviet Republics (i.e. Ukraine). Students should acquire deep knowledge of the regulation of cartel agreements, abuse of dominant position, concentrations and state aids.</p> <p>Apply knowledge to real-business situations. This course will enable students to operate safely when working with large companies as well as when transacting with them, as clients, suppliers or partners.</p>
<b>Chapter 1:</b>
<p>Origins, developments and principles of protection of economic competition in Europe, Russia (and former Soviet Republics in general) and China. Goals of competition policies and their evolution in time. Distortion of competition and effect on trade. The concept of the Undertaking: what is a company?</p>
<b>Chapter 2:</b>
<p>The concept of the Relevant Market: who is Your competitor? How can You know who is Your competitor? Types of anti-competitive behaviour. The concepts of public interest and State-conferred monopoly. Exemption from competition rules. Analysis of Agreements and Concerted Practices. Horizontal, Vertical and Hard-Core Cartels. Comparing EU, Russian (and former Soviet Republics in general) and Chinese rules and practices.</p>
<b>Chapter 3:</b>
<p>Specific cases: supply alliances, strategic alliances, transfer of technologies within cartels. Distribution Agreements and Agencies. Rationale for exceptions. The "de minimis" doctrine. Controversial aspects of Competition Policy. Consequences for large companies and for small companies transacting with them.</p>
<b>Chapter 4:</b>
<p>The abuse of dominant position. A Comparison of EU, Russian (and former Soviet Republics in general) and Chinese rules and practices. Test for the existence of Dominance: when is a company a Dominant? Excessive Pricing: theory and practice. Application of Dissimilar Conditions for Equivalent Transactions. Tying (Bundling). Consequences for large companies and for small companies transacting with them.</p>
<b>Chapter 5:</b>
<p>Discount Policies. Transfer of technology and know-how within dominance. Analysis of Abuse of Dominance in specific sectors (i.e. Agriculture, Transport, Energy). Merger regulation. Discussion of the occurrence of an Acquisition: when can we say Control has shifted? What are the consequences for business operations?</p>
<b>Chapter 6:</b>
<p>State Aids. A Comparison of EU, Russian (and former Soviet Republics in general) and Chinese rules and practices. Aids to companies which are forbidden. Aids to companies which can be forbidden. Consequences for large and small companies. Lobbying and negotiations between State and regulating authorities. Extension of the comparative element so to include also countries (i.e. Vietnam) which are becoming important hubs for international business activities.</p>
<b>Mandatory literature:</b>
<p>Online study materials prepared by the lecturer.</p>
<b>Recommended literature and other sources:</b>
<p>All contents on: <a href="http://ec.europa.eu/competition/index_en.html">http://ec.europa.eu/competition/index_en.html</a></p>



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Wish R., & Bailey, D. (2012). <i>Competition Law</i> . Oxford: Oxford University Press.
Gerandin D., Layne-Farrar, A., & Petit, N. (2012). <i>EU Competition Law and Economics</i> . Oxford: Oxford University Press.
Chernyshov, G. (2012). <i>Spotlight on Moscow: Recent Developments in Russian Competition Law</i> . Moscow: White & Case.
Law of the People's Republic of China Against Unfair Competition [online]. In China.org.cn, c2011 [cit. 2017-03-14]. Available at WWW: < <a href="http://www.china.org.cn/china/LegislationsForm2001-2010/2011-02/14/content_21917135.htm">http://www.china.org.cn/china/LegislationsForm2001-2010/2011-02/14/content_21917135.htm</a> >

<b>Study module name:</b>	<b>Intercultural Communication</b>	
<b>Study module code:</b>	MMIB_IC 1	
<b>Lecturer:</b>	Ing. Jiří Matoušek	
<b>Aim of the MBA study module:</b>		
<p>The aim of this module is to learn about intercultural communication. In general, communication is the active relationship established between people through language, and intercultural means that this communicative relationship is between people of different cultures, where culture is the structured manifestation of human behaviour in social life within specific national and local contexts, e.g. political, linguistic, economic, institutional, and professional. The goal is to gain intercultural competence, meaning the active possession by individuals of qualities which contribute to effective intercultural communication and can be defined in terms of three primary attributes: knowledge, skills and attitudes. This module will deal with all of these three elements.</p>		
<b>Content of the MBA study module:</b>		
<p>This module will contain both theoretical and practical part; it will give not only general definitions but also share practical experience and examples.</p>		
<b>Chapter 1: Communication</b>		
<p>Definitions, dimensions, elements, roles, types of communication, Failures in communication, Improving communication skills – sender, receiver, transmission, active listening</p>		
<b>Chapter 2: Culture</b>		
<p>Definitions, Iceberg and Onion models, Layers of Culture</p>		
<b>Chapter 3: Five Dimensions of Cultural Core Values</b>		
<p>Hofstede's approach – Individualism vs. Collectivism, Power Distance, Uncertainty Avoidance, Femininity vs. Masculinity, Long Term vs. Short Term Life Orientation</p>		
<b>Chapter 4: Intercultural Communication</b>		
<p>Barriers, Value Orientation Theory, Culture and Gender, Comparison of different countries, Immigration and Acculturation, Citizenship Policies, Identity and Subgroups</p>		
<b>Chapter 5: Intercultural Communication in Working Teams</b>		
<p>Benefits and difficulties of working in international – intercultural teams, How to overcome intercultural difficulties, Teleconferencing, Building Relationships</p>		
<b>Chapter 6: Intercultural Environment From an Expatriate Perspective</b>		
<p>Intercultural awareness, knowledge, skills, Cross-cultural communication, Training, General tips, Common pitfalls, International business issues, Culture shock and how to overcome it, Conclusions</p>		



<b>Mandatory literature:</b>
Online study materials prepared by the lecturer.
<b>Recommended literature and other sources:</b>
Hofstede, G., Hofstede, G. J., & Minkov, M. (2010). <i>Cultures and Organizations - Software of the Mind: Intercultural Cooperation and Its Importance for Survival</i> . New York: McGraw Hill.
Jandt, F. E. (2013). <i>An Introduction to Intercultural Communication: Identities in a Global Economy</i> . California: SAGE Publications.
Liu, S., Volcic, Z., & Gallois, C. (2013). <i>Introducing Intercultural Communication: Global Cultures and Context</i> . California: SAGE Publications.
Schmidt, W. V., Conaway, R. N., Easton, S. S., & Wardrope, W. J. (2007). <i>Communicating Globally: Intercultural Communication and International Business</i> . California: SAGE Publications.

<b>Study module name:</b>	<b>International Marketing and Social Media</b>	
<b>Study module code:</b>	MMIB_IMS 1	
<b>Lecturer:</b>	Kester Osahenye, PhD., MMP	
<b>Aim of the MBA study module:</b>		
Industry overview and structural analysis of marketing as it relates to international and internationalizing. Examines the social media impact on the activities involved in delivering goods and services to the consumers through the various channels of social media. The trends of international marketing through digital media and intrusive new media channels and its attendant effects on marketing value chain/processes.		
<b>Content of the MBA study module:</b>		
Gaining leadership and executive calibre mind-set are inherent of doing an Executive MBA, this is because the student would absorb and demonstrate the knowledge of economics, business operations, corporate strategies, decision making, emotional intelligence, organizational development and other core competencies that senior business leaders need along with the expertise of marketing specialization and hands on knowledge on how to run successful marketing campaign and strategies through Case Studies.		
<b>Chapter 1:</b>		
Building memorable and intuitive corporate brands in forward looking multinationals and organizations.		
<b>Chapter 2:</b>		
Increasing your company's market penetration through social media platform. Overseeing the marketing process, from planning through execution in the new media ecosystem.		
<b>Chapter 3:</b>		
Creating added value for company shareholders through proactive deployment of digital media marketing.		
<b>Chapter 4:</b>		
Analysing market segmentation, targeting and positioning. Measuring marketing campaign results and return on investment. (Case Studies)		



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<b>Chapter 5:</b>
Trends in social media strategies for and their transformative effects on organizations.
<b>Chapter 6:</b>
Social Media and Co-Creation of Products and Services.
<b>Mandatory literature:</b>
Online study materials prepared by the lecturer.
<b>Recommended literature and other sources:</b>
Stoner, J. A. F., Freeman, R. E., & Gilbert, D. R. (1997). <i>Management</i> . New Jersey: Prentice Hall.
Drucker, P. F. (1993). <i>Management: Tasks, Responsibilities, Practices</i> . New York: Harper Collins Publishers.
Loudan, D. L., & Bitta, A. J. D. (1993). <i>Consumer Behavior: Concepts and Applications</i> . New York: McGraw Hill Education.
Belch, G. E., & Belch, M. A. (2015). <i>Advertising and Promotion: An Integrated Marketing Communications Perspective</i> . New York: McGraw Hill Education.

<b>Study module name:</b>	<b>Marketing Management</b>	
<b>Study module code:</b>	MMIB_MM 1	
<b>Lecturer:</b>	Joelle Bhullar	
<b>Aim of the MBA study module:</b>		
<p>This module is designed to give a broad understanding of how marketing professionals develop and implement marketing strategies to meet the needs of their customers while achieving their business objectives. This course will explore issues including consumers, customer segmentation, products and services, pricing strategies and managing new technology.</p>		
<b>Content of the MBA study module:</b>		
<p>The module exams issues related to basic marketing including:</p> <ul style="list-style-type: none"> <li>• Customer value</li> <li>• Satisfaction and relationships</li> <li>• Consumer behaviour</li> <li>• Segmentation and positioning</li> <li>• Products and services</li> <li>• Pricing Strategies</li> <li>• Distribution channels</li> </ul>		
<b>Chapter 1: The World of Marketing - pps 6-16</b>		
<p>This chapter defines the term marketing and discusses the difference between sales and market orientations. It also describes four marketing management philosophies of sales, production, market and societal marketing. An exploration of sales orientation uncovers a basis in aggressive techniques to gain high profits where production philosophy focuses on the capabilities of the firm. It is expressed that market orientation addresses customer decisions while customer value, customer satisfaction and building relationships relates to societal marketing.</p>		

**Chapter 2: Strategic Planning for Competitive Advantage - pps 36-43**

Here the class will explore the nature of strategic planning. It will define a marketing plan, why a plan is important and the elements it should contain. Defining the business mission will also be introduced. An explanation is provided on how to set marketing plan objectives by focusing on markets served and benefits sought by its customers. Lastly this part of the chapter will outline how to conduct a situation analysis and determine a company's competitive advantage.

**Chapter 3: Strategic Planning for Competitive Advantage Continued - pps 44-51**

This section explains strategic directions and alternatives through a portfolio matrix. Focus is on target market strategy and marketing mix. Product, place, promotion and pricing are introduced and implementation of the market strategy is explained. Additionally, the importance of continual attention in effective strategic planning is stressed.

**Chapter 4: Consumer Decision Making - pps 146-155**

An explanation of why market managers should understand consumer behaviour is presented. This includes need recognition, information search, evaluation of alternatives and purchase. The components of the consumer decision making process are analysed as well as the consumer's post purchase evaluation process. The continuum of routine response behaviour, limited decision making and extensive decision making encompass all types of consumer buying decisions. Additionally consumer involvement can be manipulated through a number of factors both physically and psychologically.

**Chapter 5: Segmenting and Targeting Markets - pps 212-234**

Focus is placed on the importance of market segmentation, the criteria for successful segmentation and bases for segmenting consumer markets. These bases include geography, demographics, psychographics, benefits and usage rate. Benefits of segmentation are discovered and the advantages and disadvantages of the three target marketing strategies are weighed. The chapter concludes with a discussion on one-to-one marketing and positioning where perceptual mapping is introduced.

**Chapter 6: Products and Services - pps 284-297**

This chapter defines the term product and classifies consumer products into either business or consumer. Products include convenience, shopping, specialty and unsought products. Because a company rarely sells a single product it is important to understand the difference between a product item, product line and product mix. These items can be adjusted to take advantage of new technical or product developments as well as changes in the environment. Adjustments can include product modification, repositioning, product line extensions or product line contractions. Lastly, branding will be explored including the benefits of branding, strategies, trademarks, labelling and packaging.

**Mandatory literature:**


Online study materials prepared by the lecturer.





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<b>Study module name:</b>	<b>Consumer Protection Policies for Business Companies</b>	
<b>Study module code:</b>	MMIB_CPP 2	
<b>Lecturer:</b>	Pietro Andrea Podda	
<b>Aim of the MBA study module:</b>		
<ul style="list-style-type: none"><li>• To explain what are the main rules affecting Consumer Protection in the European Union, in Russia (and in former Soviet Republic in general) and in other emerging economies like China.</li><li>• To provide students with an understanding of how this law affects market players and, in particular, business companies operating in the areas indicated (and also in neighbouring markets).</li><li>• To train students in consumer case-analysis in order to enable them to identify those consumer rights companies must consider when preparing their business plans.</li><li>• To allow students to understand the growing international applications of consumer protection policies and the gradual internationalization of consumer protection standards.</li></ul>		
<b>Content of the MBA study module:</b>		
<p>Students will become familiar with consumer protection provided by the European Union and by other economic realities like Russia (and other former Soviet Republics) and China. Topics include unfair terms in consumer contracts, deceptive and unfair commercial practices, product safety, consumers' claims and sales returns, liability of producers and sellers, and protection of consumers in specific transactions (time-sharing, distance selling, consumer credit etc.). All business operators must be aware of these policies in an economy oriented towards consumers. Consumers in specific transactions (time-sharing, distance selling, consumer credit etc.) Consumers' claims and sales returns, liability of producers and sellers, and protection of will be analysed using relevant statutes and case-law. Ship, of relevant rights and obligations of consumers and professionals will be thoroughly discussed.</p>		
<b>Chapter 1:</b>		
<p>Introduction to Consumer Protection Policy. The nature of Consumers: who is protected by Consumer Protection? The Company as a Consumer. The scope of protection of Consumers and the most important exceptions. The liability of the seller.</p>		
<b>Chapter 2:</b>		
<p>The rights of Consumers worth of protection. Protection of health and safety. Protection of economic interest. Pre-contractual rights. Right of withdrawal from the contract. Analysis of the refundable damage. Consequences for large and small companies.</p>		
<b>Chapter 3:</b>		
<p>Litigation as a mean to enforce rights. Role of Arbitration and Mediation in the solution of cases. Roles and Powers of Supervisory Bodies and Consumer Associations. Discussion of Product safety and labelling. Liability for defective products. Consequences for large and small companies.</p>		
<b>Chapter 4:</b>		
<p>Sale of consumer goods and associated guarantees. Distance and off-premises transactions and the right of withdrawal from them. Unfair terms in consumer contracts and unfair commercial practices. Misleading and comparative advertising. Right of Consumers as buyers of financial services. Consequences for large and small companies.</p>		





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<b>Chapter 5:</b>
Policy on consumer credit. Policy on time-sharing. Policy on denied-boarding. Mechanisms of enforcement of these types of policies. Consequences for large and small companies.
<b>Chapter 6:</b>
Analysis of private international aspects of Consumer Protection Policies. Incorporation of Consumer Protection in International Trade Contracts. Consequences for large and small companies.
<b>Mandatory literature:</b>
Online study materials prepared by the lecturer.
<b>Recommended literature and other sources:</b>
All content on: <a href="http://ec.europa.eu/consumers/index_en.htm">http://ec.europa.eu/consumers/index_en.htm</a>
Ramsay I. (2007). <i>Consumer Law and Policy: Text and Materials on Regulating Consumer Markets</i> . Oxford: Hart.
Cherstobitov A. (2001). Problems of Consumer Protection in Russia. <i>Juridica International</i> , 6, 53-57.
Hodges C., Benöhr, I., & Creutzfeldt, N. (2012). <i>Consumer ADR in Europe</i> . Oxford: Civil Justice Systems.

<b>Study module name:</b>	<b>International Business Strategy</b>	
<b>Study module code:</b>	MMIB_IBS 2	
<b>Lecturer:</b>	Prof. Guillaume Finck	
<b>Aim of the MBA study module:</b>		
<p>The MBA course is designed to give students the necessary keys to master business strategy by developing their understanding of their economic environment and the fundamental principles of strategy and tactics. It will then concentrate on the overall principles of rupture strategies, by describing the processes that some businesses may use to open new strategic spaces.</p>		
<b>Content of the MBA study module:</b>		
<ul style="list-style-type: none"> <li>• Understanding of the challenges and methods necessary for an industry analysis.</li> <li>• Develop a concrete and operational understanding of strategic and tactical options.</li> <li>• Be able, once the rules are mastered, to break them when necessary.</li> <li>• One of the international market entry modes available for a company pursuing an international development strategy.</li> <li>• Assess a company's export capabilities.</li> <li>• Build an export plan.</li> <li>• Research and select an international target market.</li> <li>• Understand the global influences in business such as currencies, oil, politics, etc...</li> </ul>		
<b>Chapter 1: Business Intelligence as step 1 of business strategy</b>		
<p>Through a study of the 100 years' war between Coke and Pepsi, the ability to adapt a company to its environment in real time will be demonstrated. Products which are not necessary and not technically specific may become actual symbols if properly marketed, and vast political, economic and cultural empires built. Business intelligence as a preliminary tool will then be described. Methods and concepts will then be clarified.</p>		
<b>Chapter 2: Information is your most important weapon</b>		
<p>How do we collect analyse and capitalize on information when business decisions are necessary? And more important, how do we chose the proper information we should use? This chapter will clarify</p>		



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the ways of eliminating improper data from our analysis process and resist manipulations.
<b>Chapter 3: The rules : the art of war applied to business strategy</b>
As a way to simplify complex strategic concepts, a study of warfare will be conducted. Once the teachings of Napoleon, Alexander, Attila, Cesar or Sun Tzu are understood, applying them to actual business decisions becomes self-evident. All major concepts of strategy are then clarified.
<b>Chapter 4: Simple tools for complex problems</b>
The understanding of the Diamond Analysis Process which separates the symptoms from the actual real issues we have to deal with is this chapter's first part. Part 2 demonstrates a second simple and efficient tool: the mapping process which enables us to produce a complex strategic development scenario. The example of Apple's current strategic position will be used in this course.
<b>Chapter 5: Know the rules</b>
A complete strategic analysis method in 13 points will be given to students. It may be used as a business guide for future managers. Internal and external analysis, Strategic Business Units, Key success factors, position matrix and scenario building will be clarified.
<b>Chapter 6: Break the rules</b>
In this chapter we learn how sometimes great results can be achieved using shortcuts and different thinking. Blue Ocean strategies, Soft strategies and the development of Freemium as an economic model will be studied. Surprising results will be demonstrated with minimum risk and investments, when proper ruptures are used.
<b>Mandatory literature:</b>
Online study materials prepared by the lecturer.
<b>Recommended literature and other sources:</b>
All courses and multimedia content provided on: <a href="http://finck.paris/">http://finck.paris/</a>
Porter, M. E. (1980). <i>Competitive Strategy: Techniques for Analysing Industries and Competitors</i> . New York: The Free Press.
Tzu, S. (2006). <i>The Art of War</i> . MN: Filiquarian Publishing.
Machiavelli, N. (2008). <i>The Prince</i> . New York: University Press.

<b>Study module name:</b>	<b>Managing Innovation</b>	
<b>Study module code:</b>	MMIB_MI 2	
<b>Lecturer:</b>	Clare Manning	
<b>Aim of the MBA study module:</b>		
<p>Upon successful completion of this module students should be able to:</p> <ul style="list-style-type: none"> <li>• Understand the significance and importance of innovation and change in relation to business enterprises and not-for-profit organisations of all kinds.</li> <li>• Critically appraise theories, tools and techniques appropriate to the management of innovation and change.</li> <li>• Employ appropriate terms, concepts and vocabulary when describing and analysing innovation and change.</li> <li>• Identify the components of successful strategies for innovation and change.</li> </ul>		



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<b>Content of the MBA study module:</b>
The module explores the importance of innovation and change. It discusses what we mean by 'innovation', its contribution to competitive advantage and its significance in an increasingly globalized and competitive world. The module focuses on those elements - leadership, organizational structures and processes, culture (national and organizational) and political systems – which shape, promote (or hinder) innovation.
<b>Chapter 1:</b>
Innovation is central to a market economy. There are different types of innovation – product, process, position and paradigm. Whatever the category of innovation, innovations can be anywhere on a spectrum ranging from the incremental to the radical/discontinuous. Henderson and Clark use 'knowledge of components' and 'knowledge of architecture' as a way of identifying different types of innovation – incremental, modular, architectural and radical. Innovation is central in a post-Fordist world where industrial structures are changing. Flexibility (based on organic rather than mechanistic organizational structures) is often seen as a vital to organizational innovation – hence adhocracies and skunk works.
<b>Chapter 2:</b>
Organisations can be conceptualized as 'systems' located in an environment from which it (the enterprise) receives inputs and to which it exports outputs. We can also employ a range of metaphors to capture different aspects of their complex nature. There are three organizational environments all of which are important vis-a-vis innovation and change – the temporal environment, the external environment and the internal one. Over time organisations move through phases and these shape the nature of the innovation and change. The external environment is the source of threats and opportunities – scanning is important to maintain an appropriate 'fit' with the environment. Different degrees of turbulence and challenge suggest different organizational structures, processes and pathways to change. The most important and all-embracing feature of the internal environment is an organization's culture. There are various typologies of organizational culture, the most well-known of which is probably Charles Handy's. Culture is deep-rooted and not easy to change.
<b>Chapter 3:</b>
The Resource Based View (RBV) of the firm emphasizes the importance of developing 'core competencies' (which are VRIN) to maintain competitive advantage. Organizational structures are important vis-a-vis innovation and change but there is no 'one best way' – the right structure is contingent on the context, the environment. Mechanistic structures can be innovative in their own way. Organic structures are heavily associated with rapid response times, creativity, and flexibility.
<b>Chapter 4:</b>
Definitions of what constitutes a National Innovation System (NIS) vary – important to separate the general from the particular. A NIS includes corporate, political and network governance and a range of institutions from four main arenas: industrial, financial, science and technology and educational. A NIS spans the local, national and supranational/intergovernmental levels NISs are the product of history and culture. Within these parameters NISs are shaped by the ideological preoccupations of their elected governments – Governments of the Left and Right will shape the structures, processes and policies of a NIS differently.



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<b>Chapter 5:</b>	
<p>Leadership is important in the innovative organization but it is best thought of not as something fixed in terms of traits but as contingent on the situation – horses for course. It is claimed that we can be divided into adaptors and innovators with managers fitting the former category (incremental change – doing things better) and leaders the second category (major change – doing things differently). However it's not an either/or situation: think of a leadership – adaptor spectrum. Tools and techniques can be deployed to promote creativity – thinking outside the box. Bricolage is a form of creativity very important in SMEs which don't do R &amp; D. It is little researched or understood. Effective leaders harness employees' creativity. Leadership is the top-down element in an innovative organization – employee participation is the bottom-up. The harnessing of employee 'energy' can be seen in the Kaizen system and the LO. However, these are extreme and highly developed examples. Any organization can take steps to enfranchise and empower its workforce R &amp; D is regarded as very important by policy-makers looking for an innovation magic bullet but it is not automatically linked to success. R &amp; D is spread unequally around the world – certain areas predominate and within these areas, certain countries. Patent statistics show the same pattern of distribution.</p>	
<b>Chapter 6:</b>	
<p>Innovation is a renewal process rejuvenating organisations. Without change organisations die. Innovation strategy is a process involving 'Search, Select, Implement, Capture'. Innovation strategy can lean towards the identification of 'market need' or developing and promoting technology ('core competences'). Innovation strategy has to be embedded in routines. We can talk in generic terms about the nature and content of innovation strategy but the detail, the routines, will vary from enterprise to enterprise. There are a variety of barriers to developing an innovation strategy. Two of the most important are having a partial view of what it is and who it 'belongs' to and the belief that innovation strategies can be copied without amendment and adaptation. Early thoughts on the origins of strategy were rooted in simple sequential models such as market pull or technology push have been changed to accommodate a widening group of internal and external actors and non-sequential linkages and feedback loops across boundaries - think networks and the breakdown of organisational boundaries.</p>	
<b>Mandatory literature:</b>	
Online study materials prepared by the lecturer.	
<b>Recommended literature and other sources:</b>	
Burnes B. (2014). <i>Managing Change (6<sup>th</sup> ed.)</i> . Harlow: Pearson.	
Carnall C. (2014). <i>Managing Change in Organisations (6<sup>th</sup> ed.)</i> . Harlow: Pearson.	
Tidd J., & Bessant J. (2009). <i>Managing Innovation: Integrating Technological, Market and Organisational Change (5<sup>th</sup> ed.)</i> . New York: Wiley.	

<b>Study module name:</b>	<b>Strategic Marketing &amp; Product Management</b>	
<b>Study module code:</b>	MMIB_MPM 2	
<b>Lecturer:</b>	Dr. Kester Osahenye	
<b>Aim of the MBA study module:</b>		
<p>Know the concepts associated with a new product development process, be able to make an argument about why such a process is important, understand what can cause deviations from this process, and anticipate the activities in each stage for different industries. Adopt marketing and product concept</p>		



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theories to generate creative new product concepts consistent with a new products strategy statement. Know the key questions to ask in evaluating a product concept and how to answer those questions. The course would help students gain skills and knowledge to plan for a product launch, Product management including persuasively arguing for a pricing strategy, identifying channels of distribution, and critiquing product names.

This MBA course that covers the principles and theory of new product development, in the context of marketing and marketing management. These principles and theory will then be used to address new product development opportunities in a variety of contexts. This class is extremely valuable for learning, understanding, and improving product development skills; the mastery of these skills is important and is applicable in virtually all professional settings. Students completing this course will have an understanding of the methods, procedures, and tools available for senior managers in building, sustaining and improving their product portfolios and the equity of their various brands. I would suggest that every student who takes this course will use knowledge gained from it every day of the rest of his/her life.

#### **Content of the MBA study module:**

The content focuses on both the theoretical and the practical. Strategic planning, development and launch of new products and the management of brands from a marketing manager's perspective are included in the material. The course content is marketing strategy, with emphasis on the role of products development in a firm's ability to achieve competitive advantage. The course would exhaustively discuss Product Strategies, Pricing Strategies, Distribution Strategies and Promotion Strategies. Upon completion of the course, the MBA students will have a working knowledge of the product development process (learning outcome = "describe, define, and identify new product development principles"), will understand the tools and skills involved in new product development (learning outcome = "demonstrate and apply these tools and skills"), and will be able to evaluate these development efforts (learning outcome = "assess and choose appropriate efforts").

#### **Chapter 1: Introduction - The New Product Development Process**

Course overview, The Role of the Product Manager, strategies for Product Management and Product Life Cycle.

#### **Chapter 2: Four Cs of product management**

Macro-environment - Customers, Competitors, Collaborators, Company.

#### **Chapter 3: Building a Strategy for a fast changing business Environment**

Short content of the chapter (usually 5-6 sentences): Setting a product Mission Statement that fits different markets and industry using Theoretical frameworks: PEST, Porters 5 Forces & SWOT.

#### **Chapter 4: Empirical Competitive Analysis**

Role of competition in strategy settings, Competing through Innovation, Introducing and Naming New Products and Brand Extensions.

#### **Chapter 5: 360 degrees of Products Management**

Cross or multi-functional management of products: R&D, Sales, Finance Department, CRM etc.

#### **Chapter 6: Customer Management for Senior Managers.**

Listening to the customers, Mapping the customers, Are customers' needs negotiable? Managing Products /Brands Over Geographical Boundaries and Market Segments.

#### **Mandatory literature:**

Online study materials prepared by the lecturer.



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Recommended literature and other sources:
Crawford, M., & Di Benedetto, A. (2015). <i>New Products Management (11<sup>th</sup> ed.)</i> . New York: McGraw-Hill Education.
Haines, S. (2014). <i>The Product Manager's Desk Reference (2<sup>nd</sup> ed.)</i> . New York: McGraw-Hill.
Mironov, R. (2008). <i>The Art Of Product Management: Lessons from a Silicon Valley Innovator</i> . North Charleston, South Carolina: Createspace Independent Pub.
Cagan, M. (2008). <i>Inspired: How to Create Products Customers Love</i> . CA: SVPG Press.
Kapferer, J., & Bastien, V. (2012). <i>The Luxury Strategy: Break the Rules of Marketing to Build the Luxury Brands (2<sup>nd</sup> ed.)</i> . NY: Kogan Page.

<b>Study module name:</b>	<b>Strategic Planning</b>	
<b>Study module code:</b>	MMIB_SP 2	
<b>Lecturer:</b>	Bc. Alvaro Aznar, MBA	
<b>Aim of the MBA study module:</b>		
<p>The subject will smoothly integrate its academic and practice objectives allowing the students to have a strong academic knowledge and, as well, clear guidelines and processes to put the content in practice in their existing or future companies. The tools strategic tools analysed will be presented as tools for thinking. The emphasis is focused on understanding when and how to use them. The students will not only learn a collection of strategic tools but, more importantly, how to integrate them in a corporate presentation to reinforce the strategic thinking of the student-manager and how to integrate in the strategic management process of the company.</p>		
<b>Content of the MBA study module:</b>		
<p>This MBA study module will cover the main schools of thought in strategic planning, the general objectives and stages of strategic management, the main strategic planning tools, and the challenges in the strategic implementation. Methodologically, pre-readings, slides and business cases will be provided to enable the students to gain a solid understanding of the subject and be able to actively participate on the active online sessions focused on connecting and discussing the material provided.</p>		
<b>Chapter 1: General objectives, stages and schools of thought</b>		
<p>Historic review of strategic planning making references to Taylor's scientific management and to Ansoff adaptation to Strategic Planning. Main schools of thought on strategic planning will be explained and supported by two pre-readings: Mintzberg, 1990; and Mc Kiernan, 1997. Explanation of the strategic planning definition and orientation supported by pre-reading and videos on Porter, M, 1996, What is strategic planning? Stages of strategic planning and keys for integration among them. The stages covered will be: market analysis, internal analysis, strategic formulation, deployment, communication, implementation, control and update.</p>		





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## **Chapter 2: Strategic planning tools and frameworks - Introduction and the external analysis**

Each student will be urged to select a company, individually or in groups, to illustrate and practice the following tools that will be explained in the slides and reviewed and commented on the session:

The following tools will be presented as to make a basic analysis of the selected company:

- SWOT analysis: Strengths, Weaknesses, Opportunities and Threats of the company will be stated and an analysis of how to operationalize them in strategic actions will be done.
- 5 forces: This analysis emphasizing how it serves to analyse the potential of a target market explaining how the market profits are distributed and what strategy could be taken as a result.
- Pest analysis: Analysis of the external environment of the company.

## **Chapter 3: Strategic planning tools and frameworks - The portfolio analysis on the internal analysis**

Each student will be urged to select a company, individually or in groups, to illustrate and practice the following tools that will be explained in the slides and reviewed and commented on the session:

The following tools will be presented as to make a basic analysis of the selected company:

- Growth-Share (BCG) matrix
- Directional Policy (or Mc Kinsey) Matrix
- Parental (Ashridge) Matrix:

For the sessions the students will have to review the slides. On the session the tools will be reviewed developing an open discussion on their use and how to integrate them.

## **Chapter 4: Strategic planning tools and frameworks - The internal analysis**

The same structure of the previous session will be followed including on this session more advanced tools as:

- Value chain: Analysis of how the processes of the company support the value proposition strategy.
- 3 generic strategies: Analysis of the basic 3 generic strategies: cost leadership, differentiation and niche or specialization. Discussion about how valid is still this analysis in today complex environment.
- Life cycle: Analysis of how the strategy should be adapted if approaching a new strategic stage.
- Ansoff matrix: Analysis of the combination of portfolio analysis and geographic expansion strategy.
- 7-s: Analysis of the complexity of the strategy by incorporating other elements not previously considered on the other tools as: systems, style, structure, shared vision and values etc.

## **Chapter 5: Innovation on Strategic Planning**

The Blue Ocean Strategy tools will be analysed to increase the strategic creativity to develop new value propositions for customers. The Canvas Business Model will be used to develop a complete Business Model from the value proposition developed with the Blue Ocean tools. The ASP Model will finally be explained as a tool to develop, operationalize and control the strategic business model. The theoretical analyses with the tools analysed will be followed by a case study to put the knowledge into practice.

## **Chapter 6: The strategic management process. Overall review and practice**

The last session will be a review of the whole module to achieve the maximum level of integration between the tools and between the tools and the strategic management stages. A final case study will be followed by a final wrap-up analyses and discussion with the students.

### **Mandatory literature:**

Online study materials prepared by the lecturer.





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**Recommended literature and other sources:**

De Wit, B., & Meyer, R. (2010). *Strategy: Process, Content, Context*. UK: Cengage learning.

Johnson, G., Scholes, K., & Whittington, R. (2008). *Exploring Corporate Strategy*. New Jersey: FT Prentice Hall.

Kim, W. C., & Mauborgne, R. (2005). *Blue Ocean Strategy: How to Create Uncontested Market Space and Make Competition Irrelevant*. Cambridge: Harvard Business School Publishing Corporation.

Lynch, R. (2006). *Corporate Strategy*. New Jersey: FT Prentice Hall.

McKiernan, P. (1997). Strategy past; Strategy futures. *Long Range Planning*, 30 (5), 790-798.

Mintzberg, H. (1990). Strategy formation: Schools of thought. *Perspectives on strategic management, 1968*, 105-235.

Osterwalder, A., & Pigneur, Y. (2010). *Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers*. New Jersey: Wiley & Sons.

Porter, M. E. (1996). What Is Strategy?. *Harvard Business Review*, 74 (6), 61–78.