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SYLLABI FOR THE GLOBAL BUSINESS LEADERSHIP PROGRAMME

Study module name:	Geopolitics and Perspectives	
Study module code:	GBL_GP 1	
Lecturer:	Prof. Guillaume Finck	
Aim of the MBA study module:		
<p>The MBA course is designed to give students the necessary keys to understand the current geopolitical issues, the conflicts, the challenges of resources acquisition, as well as the effects of the series of economics, financial social and political crisis than begun in 2007. We will then focus on a 2020 prospective vision of economic and political blocks: the Europe, North America, Asia, and Africa.</p>		
Content of the MBA study module:		
<p>After a complete historical perspective of the rise and fall of empires, and an extensive description and in depth analysis of the world's current geopolitical issues, this course will produce various scenarios, helping students to better position their professional and personal lives in the near future.</p>		
Chapter 1: How did we get here?		
<p>A synthetic description of world history with a focus on the nature, the development and the fall of empires, from Egypt to the United States. Students will understand how the current situation is the result of a series of historical events, and how by understanding them, possible solutions emerge in current complex problems.</p>		
Chapter 2: Definitions and concepts		
<p>From the concept of borders to the definition of the nature of conflicts, several of the current challenges will be described, and the science of geopolitics will be explained.</p>		
Chapter 3: The issue of resources		
<p>A global overview of the current availability of some of the world's most important resources will be shown. Potential for conflicts and solutions will be demonstrated.</p>		
Chapter 4: Economic perspectives		
<p>How tomorrow's consumers will behave is crucial for today's strategic options. We will study in this chapter how the very notions of ownership, payment and the nature of an offer are being shaken, and how entire economic models are threatened (Music and Automobile industry, television) and new ones emerge.</p>		
Chapter 5: Social perspectives		
<p>Demography and urbanisation are the focus of this chapter. Understanding how the world changes when Nigeria has a larger population than China, and how current centres of power are affected is at the heart of this demonstration.</p>		
Chapter 6: Political perspectives		
<p>The reshaping of the world political order, produced by an unprecedented shift in power will be explained. Its consequences and potential risks will be discussed hence showing alternative scenarios.</p>		
Mandatory literature:		
<p>Online study materials prepared by the lecturer.</p>		



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Recommended literature and other sources:

All courses and multimedia content provided on: <http://finck.paris/>

Card, O. S. (1997). *Pastwatch: The Redemption of Christopher Columbus*. New York: Tom Doherty Associates.

Darwin, C. (2008). *The Origin of Species*. New York: Bantam.

Durant, W., & Durant, A. (2014). *The Story of Civilization*. New York: Simon & Schuster.

Flint, C. (2016). *Introduction to Geopolitics*. London: Taylor & Francis.

Galbraith, K. (2009). *Globalisation: Making Sense of an Integrating World*. New Delhi: Viva Books.

Hawking, S. W. (1988). *A Brief History of Time: From the Big Bang to Black Holes*. New York: Bantam.

Huntington, S. P. (2011). *The Clash of Civilizations and the Remaking of World Order*. New York: Simon & Schuster.

Klare, M. T. (2009). *Rising Powers, Shrinking Planet: The New Geopolitics of Energy*. New York: Holt Paperbacks.

Stiglitz, J. E. (2002). *Globalization and Its Discontents*. New York: W. W. Norton & Company.

Study module name:	Global Policy and Strategy	
Study module code:	GBL_GPS 1	
Lecturer:	Isobel Cunningham, Ph.D., MSc.	
Aim of the MBA study module:		
<p>The primary aim of this MBA module is to develop an understanding of the strategic management of an enterprise engaged in international business. This includes understanding how the competitive position of a firm is devised based on analysing structure, country-based sources of advantage and their distinctive competencies. Further, translating strategy into organisation action requires understanding the advantages and disadvantages of the many organisational forms and processes that may be used to attain the desired competitive position. The secondary aims are to (1) develop an understanding of the international business that integrates specific functional activities comprising the firm and (2) provide the opportunity to further develop analytical skills and decision-making in situations characterized by uncertainty and complexity.</p>		
Content of the MBA study module:		
<p>On successful completion of this MBA module students will be able to:</p> <ul style="list-style-type: none">• Understand the catalysts for international expansion, including country, industry, and firm influences.• Understand unique management issues that confront international business units.• Analyse different competitive strategies in globalising industries.• Understand the process of international expansion generically.• Examine how changes in strategy create organisational tension, especially in headquarter-subsidary relations.• Analyse historical globalisation patterns in strategic industries.• Assess strategies needed to compete internationally.		



Chapter 1: Global Policy and Strategy – Module Overview

Learning Outcomes:

- Introduction to students, staff and module.
- Understand the teaching and assessment requirements to successfully complete the Global Policy and Strategy Module over the next 12 weeks.
- Reflect on your previous knowledge of business strategy.
- Consider what business strategy means in an international context.
- Identify a multinational corporation and review its corporate plan.

Chapter 2: Global Environment

Learning Outcomes:

- Explain the different political, economic and legal systems.
- Illustrate the implications of these systems for international business.
- Outline the determinants of economic development.
- Discuss the relationship between democracy and development.
- Explain the significance of national cultures and subcultures within nations.
- Evaluate the cultural role of religion and its influence on the practice of business.

Chapter 3: Global Strategy and Sources of Competitive Advantage

Learning Outcomes:

- Define the components of new trade theory.
- Describe the implication of new trade theory for business and government.
- Discuss and apply the theory of National competitive advantage.
- Explain the basis for strategic trade policy.

International Strategy Formulation:

Learning Outcomes:

- Understand the meaning of strategy for firms within an international context.
- Suggest the reasons why firms may decide to enter international business.
- Discuss the important of value creation within an international context.
- Identify the benefits from international strategies.
- Outline the basic strategies undertaken by MNEs, and specifically focus on how they relate to the needs for local responsiveness and cost minimization.

Chapter 4: Strategic Initiatives for Global Growth

Learning Outcomes

- Evaluate the criteria that firms use to select foreign markets for international growth.
- Outline the importance of timing of entry and scale of entry for the firm.
- Define and list the advantages and disadvantages of the six market entry modes.
- Define and describe the benefits and challenges associated with acquisitions versus Greenfield ventures.
- Analyse the benefits and challenges of strategic alliances.

Chapter 5: International Strategy Implementation

Learning Outcomes:

- Discuss the complexity and identify the challenges associated with strategy implementation.
- Understand the importance of staff communications in strategy implementation.
- Identify the linkages between strategy implementation and organisational structure.
- Evaluate four stages of corporate development.
- Explain the role of business re-engineering in strategy implementation.
- Analyse the implications for international business when implementing strategy.



Chapter 6: International Strategy for MNCs

Learning Outcomes:

- Discuss the selection of an optimal manufacturing location based on country factors, technological factors and product factors.
- Illustrate the advantages, disadvantages, and problems associated with coordinating a tightly linked global manufacturing system.
- Examine how some market segments transcend national borders, while in other situations the structure of market segments differs significantly across countries.
- Understand the factors that cause firms to alter the marketing mix across countries.
- Discuss issues related to the location of R&D facilities and linking marketing and R&D in new product development.
- Identify the issues and problems with expatriate staffing and highlight guidelines relating to the performance appraisal of expatriates.
- Suggest some actions for managerial training and development for international firms.

Mandatory literature:

Online study materials prepared by the lecturer.

Recommended literature and other sources:


Banalieva, E. R., & Dhanaraj, C. (2013). Home-region orientation in international expansion strategies. *Journal of International Business Studies*, 44, 89-116.

Ghoshal, S. (1987). Global Strategy: An Organising Framework. *Strategic Management Journal*, 8, (5), 425-440.

Hill, C. W. L. (2012). *International Business: Competing in the Global Marketplace (9th ed.)*. New York: McGraw-Hill Education.

Hunger, J. D., & Wheelen, T. L. (2010). *Essentials of Strategic Management (5th ed.)*. New Jersey: FT Prentice Hall.

Yu, T., Subramaniam, M. & Cannella, A. A. Jr. (2013). Competing globally, allying locally: Alliances between global rivals and host-country factors. *Journal of International Business Studies*, 44, 117-137.

Study module name:	Intercultural Communication	
Study module code:	GBL_IC 1	
Lecturer:	Ing. Jiří Matoušek	
Aim of the MBA study module:		
<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>		



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Content of the MBA study module:
This module will contain both theoretical and practical part; it will give not only general definitions but also share practical experience and examples.
Chapter 1: Communication
Definitions, dimensions, elements, roles, types of communication, Failures in communication, Improving communication skills – sender, receiver, transmission, active listening
Chapter 2: Culture
Definitions, Iceberg and Onion models, Layers of Culture
Chapter 3: Five Dimensions of Cultural Core Values
Hofstede's approach – Individualism vs. Collectivism, Power Distance, Uncertainty Avoidance, Femininity vs. Masculinity, Long Term vs. Short Term Life Orientation
Chapter 4: Intercultural Communication
Barriers, Value Orientation Theory, Culture and Gender, Comparison of different countries, Immigration and Acculturation, Citizenship Policies, Identity and Subgroups
Chapter 5: Intercultural Communication in Working Teams
Benefits and difficulties of working in international – intercultural teams, How to overcome intercultural difficulties, Teleconferencing, Building Relationships
Chapter 6: Intercultural Environment From an Expatriate Perspective
Intercultural awareness, knowledge, skills, Cross-cultural communication, Training, General tips, Common pitfalls, International business issues, Culture shock and how to overcome it, Conclusions
Mandatory literature:
Online study materials prepared by the lecturer.
Recommended literature and other sources:
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.



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Study module name:	Organization & Process Management	
Study module code:	GBL_OPM 1	
Lecturer:	Bc. Alvaro Aznar, MBA	
Aim of the MBA study module:		
<ul style="list-style-type: none">• In this module the students will learn and analyse how to link the organizational management, the process management and the strategic management developing an integrated management system among them all.• The main classic and innovative organizational forms will be analysed as to allow the student to choose the best fit for the each company depending on the context, the stage of the company and its strategy.• The process of implementing an organization & processes management system will be specified providing clear guidelines and using case studies to reinforce the learning process of the module.• This module highlights the interdependence of the strategic planning and the organization forms and processes providing the students clear guidelines to integrate the ideation of a strategy with its operationalization in organizational forms and processes.• 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.		
Content of the MBA study module:		
<p>This study module will cover the main organizational forms: functional, divisional and matrix developed in the industrial era and other new organizational forms as the cluster, net and platform. Once the different organizational forms have been analysed we will focus on how to operationalise a strategy and organizational design in a process structure studying the business process practices. The theoretical analyses will be followed by in-depth practice and exercises.</p>		
Chapter 1: Organizational trade-offs and challenges		
<p>The module begins with an analysis of the main organizational trade-offs: level of systematization, internalization vs. externalization and centralization vs. decentralization. These alternatives will be analysed using classic academic literature and real practice in business. Pre-readings plus cases will be used to deepen on the analyses of how these alternatives should be linked to the strategic challenges of the company.</p>		
Chapter 2: Organizational forms - Classic structures		
<p>The chapter 2 starts with the analyses of the criteria to choose among the different organizational forms. Once the criteria have been stated we will focus the attention on the explanation of the organizational forms created on the industrial era as the functional, divisional and matrix. The session will comprehend pre-readings, slides review and a case study.</p>		
Chapter 3: Organizational forms -Innovative structures		
<p>In this chapter we will explain and analyse innovative organizational forms that have been created in the last decades as the cluster, net or platform. The session will comprehend pre-readings, slides review and a case study.</p>		
Chapter 4: Process management		
<p>In this chapter we will analyse how to link the strategy and organizational form of the company with a process management approach to operationalize the company trade-offs. A step-by-step method will be studied and put into practice on a process management case study.</p>		



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Chapter 5: Change management
Once the different organizational forms and the basics of the process management have been analysed, we will study how to implement an organizational transformation. We will define the steps that have to be followed including practical suggestions based on practice experience. The chapter includes slides analyses and a case study.
Chapter 6: Integration between strategy and organization & process management
On the last chapter we will integrate the organizational forms with the process management using a two-by-two matrix where the management will state who does what in the organization. This organizational & process management matrix will be linked as well to the company strategy of the company to shape a comprehensive and integrated management system. A final case study will be made to put in practice the key-learnings of the module.
Mandatory literature:
Online study materials prepared by the lecturer.
Recommended literature and other sources:
Hammer, M., & Champy, J. (2006). <i>Reengineering the Corporation: A Manifesto for Business Revolution</i> . New York: Harper Business.
Hatch, M. J., & Cunliffe, A. L. (2013). <i>Organization Theory: Modern, Symbolic, and Postmodern Perspectives</i> . Oxford: Oxford University Press.
Lynch, R. (2006). <i>Corporate Strategy</i> . New Jersey: FT Prentice Hall.
Perez, C. (2010). Technological revolutions and techno-economic paradigms. <i>Cambridge Journal of Economics</i> , 34 (1), 185-202.
Stanford, N. (2015). <i>Guide to Organization Design: Creating high-performing and adaptable enterprises</i> . London: The economist.

Study module name:	Strategic Planning	
Study module code:	GBL_SP 1	
Lecturer:	Bc. Alvaro Aznar, MBA	
Aim of the MBA study module:		
<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>		
Content of the MBA study module:		
<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>		



Chapter 1: General objectives, stages and schools of thought

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.

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.



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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.

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.

Study module name:	Competition Policies for Business	
Study module code:	GBL_CP 2	
Lecturer:	Pietro Andrea Podda, PhD.	
Aim of the MBA study module:		
<ul style="list-style-type: none">• Understand competition policy and relevant concepts like i.e. competitor, relevant market, market power, restriction of competition.• Study the applications of competition policies at an international business level.• 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).• 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.• Being able to compare the main principles and practices in the European Union (EU), Russia (and other former Soviet Republics) and China.		



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Content of the MBA study module:
<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>
Chapter 1:
<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>
Chapter 2:
<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>
Chapter 3:
<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>
Chapter 4:
<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>
Chapter 5:
<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>
Chapter 6:
<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>
Mandatory literature:
<p>Online study materials prepared by the lecturer.</p>



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Recommended literature and other sources:

All contents on: http://ec.europa.eu/competition/index_en.html


Wish R., & Bailey, D. (2012). *Competition Law*. Oxford: Oxford University Press.

Gerandin, D., Layne-Farrar, A., & Petit, N. (2012). *EU Competition Law and Economics*. Oxford: Oxford University Press.

Chernyshov, G. (2012). *Spotlight on Moscow: Recent Developments in Russian Competition Law*. 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:

< http://www.china.org.cn/china/LegislationsForm2001-2010/2011-02/14/content_21917135.htm>

Study module name:	International Business Strategy	
Study module code:	GBL_IBS 2	
Lecturer:	Prof. Guillaume Finck	
Aim of the MBA study module:		
<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>		
Content of the MBA study module:		
<ul style="list-style-type: none">• Understanding of the challenges and methods necessary for an industry analysis.• Develop a concrete and operational understanding of strategic and tactical options.• Be able, once the rules are mastered, to break them when necessary.• One of the international market entry modes available for a company pursuing an international development strategy.• Assess a company's export capabilities.• Build an export plan.• Research and select an international target market.• Understand the global influences in business such as currencies, oil, politics, etc....		
Chapter 1: Business Intelligence as step 1 of business strategy		
<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>		
Chapter 2: Information is your most important weapon		
<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 the ways of eliminating improper data from our analysis process and resist manipulations.</p>		



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Chapter 3: The rules : the art of war applied to business strategy

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.

Chapter 4: Simple tools for complex problems

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.

Chapter 5: Know the rules

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.

Chapter 6: Break the rules

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.

Mandatory literature:

Online study materials prepared by the lecturer.


Recommended literature and other sources:

All courses and multimedia content provided on: <http://finck.paris/>

Porter, M. E. (1980). *Competitive Strategy: Techniques for Analysing Industries and Competitors*. New York: The Free Press.

Tzu, S. (2006). *The Art of War*. MN: Filiquarian Publishing.

Machiavelli, N. (2008). *The Prince*. New York: University Press.

Study module name:	International Corporate Finance	
Study module code:	GBL_ICF 2	
Lecturer:	Ed.D., Dr. Jonathan M. Hochberg, MBA	
Aim of the MBA study module:		
<p>This MBA course focuses on corporate financial management issues faced by managers operating in the global financial markets. Foreign operations and international financing possibilities entail additional opportunities, risks, and complexities that must be understood by both financial and strategic managers. The purpose of this course is to analyse the critical factors, risks, and decisions that relate to both the short-term and long-term financial position of the firm in a global setting and discussing strategies for dealing with these added complexities.</p>		

**Content of the MBA study module:****Student Learning Objectives/Outcomes:**

- Learn the evolution of the financial context of international business, including the development of foreign exchange markets.
- Gain knowledge of the exposures and risks faced by a firm doing business in multiple currency Environments.
- Learn how to hedge or mitigate those risks.
- Learn about funding options for international operations and how foreign investment decisions are made.
- Learn the ways in which international ventures create additional financial management demands on the firm.

Chapter 1: The International Monetary System

Learn the history of the International Monetary System, understand how the gold standard was created and abandoned, Learn about the role of Bretton Woods and the creation of the IMF and World Bank, Learn how currencies are fixed or float, and learn about currency markets and crises.

Chapter 2: Foreign Exchange (FX) Markets

Learn the what and how of FX Rate Determination, Understand what makes up the FX Markets, Learn about Purchasing Power Parity (PPP) and the Fisher Effect, Understand how currencies are valued against each other and the tool of the Economist's Burgernomics, Lean about spot/cash rates, forward quotations, direct/indirect quotes, points, and about forward exchange contracts and options.

Chapter 3: FX Exposure and Management

Learn how to hedge multi-currency transaction exposures. (Shipping products to Poland and then converting profits----i.e., zlotys-to-euros without the risk of a currency translation loss), Learn the pros and cons of a forward market hedge, an options market hedge, and a money market hedge, Learn ways to remedy operating exposure in the short-run, medium-run and the long-run, Learn about the use of a risk sharing clauses between seller and buyer of international products/services, and learn how multinational corporations (MNCs) use re-invoicing centres as a strategy to lower hedging costs and mitigate FX exposure.

Chapter 4: Financing the Global Firm

Understand the importance of and how to calculate the weighted average cost of capital (WAAC); and how to lower the cost of capital by accessing international debt and equity markets, Learn why overcoming market segmentation provides for a greater pool in which to access capital in the international markets, Learn how to diversify risk (beta) and about investors' expected returns using the capital asset pricing model (CAPM). Use the Nestles Corporation to illustrate the CAPM of both domestic and international investors' expectations, Learn the benefits of cross-listing shares on international stock exchanges, and learn the benefits of borrowing in the international capital markets.

Chapter 5: International Investment Decisions

Learn about how Foreign Direct Investment (FDI) in international projects has inherent financial and Political Risks, Learn about Multinational Capital Budgeting using NPV and the hurdle rate, Understand the complexity of analysing the variety of risks in an international project setting, and learn about project financing and how to adjust for risks associated with foreign ventures.



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Chapter 6: Managing Global Financial Crises and Thesis

Understand the complexities of a macroeconomic downturn in a region of the world, Learn how a global firm adapts and develops strategies to an economic crisis, Learn strategies for dealing with a liquidity crunch in global financial operations, and learn how financial decisions impact stakeholders and shareholders of a global firm. Student will write a thesis (topic approved by Lecturer) ca 12.000-20.000 characters (including spaces) elaborated in MS Word.

Mandatory literature:

Online study materials prepared by the lecturer.

Recommended literature and other sources:

Chandler, C. (2007). *The Great Wal-Mart of China*. In F. H. Maidment (Ed.), *International Business*. (14th ed. pp. 8.12) Dubuque, IA: McGraw-Hill Contemporary Learning Services.


Eiteman, D. K., Stonehill, A. I., & Moffett, M. H. (2013). *Multinational Business Finance: Global Edition - 13th Edition*. Harlow: Pearson Education Limited.

Hofstede, G. (1993). Cultural Constraints in Management Theories. *Academy of Management Executive*, 7 (1), 81-94.

Kumar, N., & Puranam, P. (2011). Have you Restructured for Global Success? *Harvard Business Review*, 89 (10), 123-128.

Moffett, M. (2000). The Far East Trading Company. *Thunderbird International Business Review*, 42 (1). 113-125.

Ricks, D. A. (2006). *Blunders in International Business* (4th ed.). Malden, MA: Blackwell Publishing.

Study module name:	International Entrepreneurship	
Study module code:	GBL_IE 2	
Lecturer:	Isobel Cunningham, Ph.D., MSc.	
Aim of the MBA study module:		
<p>The literature identifies three major barriers to the internationalisation of entrepreneurial firms: lack of foreign market knowledge, limited human and financial resources, and inherent weaknesses in management. Developing the entrepreneurial capabilities of firms and management teams is a significant public policy objective and fostering entrepreneurship among students is of vital importance.</p> <p>The aim of this MBA module is to provide students with the requisite knowledge and skills to develop more flexible attitudes to risk and stimulate entrepreneurial behaviour. As well as providing the theoretical underpinnings from the emerging stream of literature in the field, practical approaches involving on-line research, communication, presentation, teamwork and decision-making skills will be developed.</p>		



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Content of the MBA study module:

To focus on the following areas:

- Introduction to entrepreneurship and innovation and entrepreneurship behaviour theories;
- Overview of barriers to International Entrepreneurship;
- Analyse ethnicity, financing entrepreneurship, gender;
- Understand the various forms of entrepreneurs.

Chapter 1:

Provide an introduction to the area of entrepreneurship. Provide the students with an understanding of the characteristics of entrepreneurs. Provide the students with case studies of a variety of entrepreneurs.

Chapter 2:

Motivations and barriers to international entrepreneurship. Provide the students with an understanding of what encourages a person to become an entrepreneur and to internationalise. The impact technology has on this process. TO understand the various barriers that entrepreneurs face when both forming and growing a new venture. To understand the consequences of these barriers on the direction of the firm.

Chapter 3: Understanding the importance of the entrepreneurial team

Understand the formation of entrepreneurial teams: the formation process, the development process, the dynamics between team members, the changes that occur to the team and the reason for the changes to the team. Focus on the creative digital media industry and in particular the video game industry (it was the focus of my PhD research).

Chapter 4: The role of the entrepreneurial team on international entrepreneurship

Follow on from the previous chapter, this chapter focuses on the role of the team on the growth/ international entrepreneurship. Whether the team acts as a motivator to internationalisation. The influence of various team members on the growth pattern. The characteristics that the team display once they enter the global marketplace.

Chapter 5: Entrepreneurial decision making

Provide an understanding of the decision making process within entrepreneurs and entrepreneurial teams. Understand the importance of networks on the decision making process, both strong and weak ties.

Chapter 6:

Finance and international entrepreneurship. Aim is to understand the sources of financing in international ventures: Venture capitalists, corporate venture funds and business angels. To understand the barriers and benefits of utilising each of these sources. Provide practical examples and case studies of firms that use the various sources of finance.

Mandatory literature:

Online study materials prepared by the lecturer.

Recommended literature and other sources:

Carter, S., & Jones-Evans, D. (2012). *Enterprise and small business: principles, practice and policy - 3rd Edition*. Harlow: Pearson Education Limited.



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Forbes, D. P., Borchert, P. S., Zellmer-Bruhn, M. E. & Sapienza, H. J. (2006). Entrepreneurial Team Formation: An Exploration of New Member Addition. *Entrepreneurship Theory and Practice*, 30 (2). 225-248.

Hisrich, R. D. (2013). *International Entrepreneurship; starting, developing and managing a global venture - 2nd edition*. London: SAGE Publications, Inc.

Jorgensen, F., & Ulhoi, J. P. (2010) Enhancing innovation capacity in SMEs through early network relationships. *Creativity and Innovation Management*, 19 (4). 397-404.

Loane, S., Bell, J., & Cunningham, I. (2014). Entrepreneurial founding team exits in rapidly internationalising SMEs: A double edged sword. *International Business review*, 23 (2). 468-477.

Study module name:	Project Management	
Study module code:	GBL_PM 2	
Lecturer:	Fabiano Lima, Ph.D., PMP, PMI-RMP	
Aim of the MBA study module:		
To be able to initiate, plan, execute, monitor and close a project according to the best project management practices. The MBA students will practice all the concepts in classes based on some practical exercises which require project management software tools.		
Content of MBA the study module:		
Integration management, scope management, time management, cost management, risk management, quality management, communications management, stakeholder management, human resource management, procurement management, project management methodologies, project management tools.		
Chapter 1: Integration management and Scope management		
How to initiate a project, create project charter and project plan, direct and manage project work, perform integrated change control and close a project or phase. How to plan, collect requirements, define, create a WBS, validate and control project management scope. Exercises.		
Chapter 2: Time management and Cost Management		
How to plan, build and monitor project management schedules. How to plan, estimate costs, define budget and control project costs. Exercises.		
Chapter 3: Risk Management and Quality Management		
How to plan, identify, analyse, plan responses and control project risks. How to plan, assure and control product and project quality. Exercises.		
Chapter 4: Communications Management and Stakeholder management		
How to plan, manage and control communications. How to identify, plan, manage and control stakeholders. Exercises.		
Chapter 5: Human Resource Management and Procurement Management		
How to plan, acquire, develop and manage a project team. How to plan, conduct, control and close procurements. Exercises.		



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Chapter 6: Project Management Methodologies and Project Management Tools

Comparative between traditional and agile project management methodologies, such as: PRINCE2 and SCRUM. How to manage a project using Agile methodology. How to manage a project virtually. Project management tools: Wbs ChartPro, Pert Chart Expert, MS-Project, @Risk, Open source tools. Exercises.

Mandatory literature:

Online study materials prepared by the lecturer.

Recommended literature and other sources:

AXELOS. (2009). *Managing Successful Projects with PRINCE2®*. London: TSO.

Harold Kerzner. (2013). *Project Management: A Systems Approach to Planning, Scheduling, and Controlling* (11th ed.). New Jersey: John Wiley and Sons, Inc.

Project Management Institute. (2013). *A Guide to the Project Management Body of Knowledge (PMBOK Guide)* (5th ed.). Pennsylvania: Project Management Institute.

Schuyler, J. (2001). *Risk and Decision Analysis* (2nd ed.). PA: Project Management Institute.

www.pmi.org / www.ipma.ch / www.scrumalliance.org