

## 2023-2024 COURSE LIST AND DESCRIPTIONS FOR INCOMING STUDENTS

### I. COURSE LIST

Level	Course Title	Language of instruction	Semester	Hrs	ECTS (credits)	See
Undergraduate	Business Game 1	English	Fall	21	3	p.3
Undergraduate	Entrepreneurship 1 (Project Initiation)	English	Fall	21	3	p.4
Undergraduate	Financial Calculation Instruments	English	Fall	14	2	p.5
Undergraduate	Financial Management	English	Fall	28	4	p.6
Undergraduate	Understanding and Doing Business in Europe	English	Fall	15	2	p.11
Undergraduate	Understanding Markets and Business Models	English	Fall	21	3	p.11
Graduate	Business Communication 1	English	Fall	18	2	p.2
Graduate	Business Game 2	English	Fall	21	3	p.3
Graduate	Entrepreneurship & Innovation	English	Fall	21	3	p.5
Graduate	Financial Economics	English	Fall	21	3	p.6
Graduate	International Business Development	English	Fall	21	3	p.8
Graduate	International Project Management	English	Fall	21	3	p.8
Graduate	Marketing French Excellence	English	Fall	21	3	p.9
Graduate	Strategic Management	English	Fall	21	3	p.10
Graduate	Working & Doing Business Abroad	English	Fall	21	3	p.12
Beginner	French as a Foreign Language - Beginner	French	Fall	36	5	p.6
Intermediate	French as a Foreign Language - Intermediate	French	Fall	36	5	p.7
Undergraduate	Cross-Cultural Management	English	Spring	21	3	p.3
Undergraduate	Entrepreneurship 2 (Project Mode)	English	Spring	21	3	p.4
Undergraduate	International Economics	English	Spring	21	3	p.8
Undergraduate	Management Statistics 2	English	Spring	14	2	p.9
Undergraduate	Metaverse Seminar	English	Spring	14	2	p.9
Undergraduate	Understanding and Doing Business in Europe	English	Spring	15	2	p.1
Graduate	Business Communication 2	English	Spring	18	2	p.2
Graduate	Digital Projects	English	Spring	21	3	p.4
Graduate	Equity Valuation	English	Spring	21	3	p.5
Graduate	Geopolitics : European Business & Affairs	English	Spring	21	3	p.7
Graduate	HR Management & Leadership	English	Spring	21	3	p.7
Graduate	Marketing French Excellence	English	Spring	21	3	p.9
Graduate	Operations Management	English	Spring	21	3	p.9
Graduate	Purpose-Driven Business	English	Spring	21	3	p.10
Graduate	Sustainable Purchasing & Supply Chain Management	English	Spring	21	3	p.11
Beginner	French as a Foreign Language beginner	French	Spring	36	5	p.6
Intermediate	French as a Foreign Language intermediate	French	Spring	36	5	p.7

## II. COURSE DESCRIPTIONS

### EBS « Grande Ecole » Program General Objectives

The aim of the « Programme Grande Ecole » is to advance the mission of EBS by training innovative and entrepreneurial managers, sensitive to ethics and their social responsibility, and accustomed to working in a global, multicultural and digital environment.

#### ALL COURSES ARE LISTED BELOW IN ALPHABETICAL ORDER

- **Business Communication 1**

*Proper, clear, concise, appropriate and convincing communication is extremely important for any organization and within its formats: written, spoken and perceived. Thus, Business Communication I (of II) introduces and seeks to show students how to perfect the standard formats of communication used in business today: commonplace email etiquette, agendas, minutes, memos, recommendations, and personal professional documentation (cover letter, CV, LinkedIn, other such communication on oneself.) Such formats are also seen within the linguistic/rhetorical considerations of one's audience, one's relationship to the receiver of the message, and adjustments made for given contexts.*

*At the end of the course students will be able to:*

- Apply basic communication theories to basic contexts*
- Recognize and write documents in their basic, generally accepted formats*
- Organize a meeting from A to Z with all formal documentation needed and recommendations made to the Management.*

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- **Business Communication 2**

*Following the first semester course, Business Communication II delves into the more subtle and difficult aspects of communication, notably as regards public speaking and effective presentation skills, concision and the ability to summarize and simplify information, and persuasion in pitches, presentations, and within teams. Finally, cultural differences as concerns communication in general and business communication in particular will be discussed. Please note that Bus. Comm. I is not a prerequisite for Bus Comm. II.*

*At the end of the course students will be able to:*

- Improve upon his/her ability to speak in public through exercises and practice*
  - Make and deliver clear, succinct presentations paying attention to verbal and non-verbal communication and differing publics (intercultural comm.)*
  - Avoid communication problems which arise from cultural differences and varied perceptions.*
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- **Business Game 1**

*Using a business simulation, students (in groups and in competition with each other) will have to simulate the management of a company: they will have to make production, marketing and financing decisions.*

*At the end of the course students will be able to:*

- Understand the drivers of decision making and take into account the impact of these decisions*
  - Learn how to work efficiently in teams*
  - Know how to defend orally the decisions and the strategy.*
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- **Business Game 2**

*The CHOOSE Business Game places participants at the head of a fictitious company in the context of a business competition. The business game enables participants to put into practice various managerial techniques (management, marketing, strategy, negotiation, etc.) seen in previous lessons, in a market simulated using software whose algorithm integrates the decisions of each competing team. It gives participants the feeling of piloting a company, experiencing competitive competition and the vagaries of the economic climate, and lets them experiment with the interrelationships between different corporate functions (HR, marketing, sales, finance, production, etc.). Alongside the simulation, students are presented with various team challenges (communication, HR, financial forecasting).*

*At the end of the course students will be able to:*

- Understand the company and its environment through an interdisciplinary approach*
  - Work in teams: data analysis (marketing, production, management), synthesis of possible options, trade-offs between several paths, decision-making, internal group communication.*
  - Present in the form of a pitch or public presentation.*
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- **Cross-Cultural Management**

*This course takes the form of 14 linear sessions of 1h30 and a 15<sup>th</sup> session for the final exam. It aims to provide: an enhanced approach to the challenges of culture in organizational management / the knowledge and skills to adapt and to manage internationalized projects within companies / the ability to manage the challenges of cultural change and adapt to the interconnection and diversification of organizations / Ensuring business sustainability in a cross-cultural context. This course is organized into theoretical aspects (key concepts) and operational aspects (practical cases, visual representation)*

*At the end of this course students will be able to:*

- Understand the challenges of intercultural management in a globalized and diversified context*
  - Analyze and evaluate management, communication and negotiation practices... and acquire the managerial skills needed to manage projects in a context of cultural change and corporate transformation*
  - Learn how to manage cultural diversity within organizations to create an inclusive and collaborative corporate culture.*
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- **Digital Projects**

*Who can make business without taking the digital dimension into account, especially at an international level? Today: nobody. The digital revolution opens a lot of opportunities to create new products and services that enchant the customers. Meanwhile, all traditional companies have launched their digital transformation because they are so afraid of being “uberized” or worst: being downgraded in the value chain by the GAFAM. The objective of the course is not to train digital experts in 20 hours, but to give you the keys to handle these subjects. We will look at the challenges of the digital revolution for the corporate international strategy, the business modelling and the marketing and we will look at some key digital job positions.*

*The students will be aware of the challenges faced in projects and related to Sustainable Development, Social Responsibility and Ethics. This relates to the 4<sup>th</sup>, 7<sup>th</sup>, 8<sup>th</sup>, 9<sup>th</sup> and 11<sup>th</sup> Sustainable Development Goals of United Nations Development Program (SDGs).*

*At the end of the course students will have developed the following knowledge and skills:*

- To know the most common digital jobs they could hold or with whom they will have to work on an international basis.*
- Know how to create great an international digital service that customers will love: have a business model, develop a great product, use the digital marketing.*
- To know and understand the interactions between startups and big companies on an international basis.*

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- **Entrepreneurship 1 (Project Initiation)**

*The objective of this course is to launch an entrepreneurial project by going from 0 to 1.*

*The student will have to start from a problem to be solved or an opportunity for pleasure until the construction of a showcase site ready to sell. He will have to go through the stages of market research and competitive analysis, find his value proposition, identify the essential functions for the launch of a Minimum Viable Product. This course must stimulate the desire to undertake in the student, to remove all the obstacles to the creation of a business, and to make a project that must already be swarming in their head possible. The projects treated must take into account one of the UN's sustainable development objectives.*

*At the end of this course, the student will be able to:*

- Identify a market problem or opportunity.*
- Learn to formulate a value proposition.*
- Create a showcase site to sell a product or service.*

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- **Entrepreneurship 2 (Project Mode)**

*The objective of this course is to concretize his entrepreneurial project and understand the mechanics of developing his brand image and his turnover. The student will have to start by creating an audience concerned by his business project. Then work on your go to market and product market fit. Then comes the branding and everything related to the missions, vision, values of his company. The different acquisition channels will then be dealt with in order to create an efficient communication plan.*

*At the end of this course, the student will be able to:*

- Create an audience*
- Understand product market fit and go to market*
- Create a communication plan and know the 19 acquisition channels.*

- **Entrepreneurship & Innovation**

*The objective of this course is to understand the different models of innovation and to launch a fictional entrepreneurial or intrapreneurial project.*

*The student will have to start from a problem to be solved or an opportunity for pleasure until the construction of a showcase site ready to sell. He will have to go through the stages of market research and competitive analysis, find his value proposition, identify the essential functions for the launch of a Minimum Viable Product. This course should stimulate the student's desire to innovate and undertake. He will be able to risk the creation of a fictitious company without financial restrictions. The project can be carried by an existing company. The projects treated must take into account one of the UN's sustainable development objectives.*

*At the end of this course, the student will be able to:*

- Understand the different ways to innovate.*
  - Identify a market problem or opportunity.*
  - Create a showcase site to sell a product or service*
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- **Equity Valuation**

*Valuation models are used for a wide variety of applications, such as identifying stock mispricing, and analyzing corporate events and strategies. Therefore, analysts need a good understanding of the equity valuation tools that will allow them to recommend the appropriate investment strategy. The course is intended to provide students an introduction to key concepts and methods for firm valuation. It will start with a description of the concept of intrinsic value and then it will focus on valuation models. The presentation of each valuation model will include assumptions, methods and limits. The focus will be on listed companies. The accent is on the supervision and the support of students and is based on a mix of theoretical concepts and practical case studies.*

*At the end of the course students will be able to:*

- Understand the concept of intrinsic value and its uses*
  - Understand the main equity valuation methods*
  - Estimate the intrinsic value of a listed company.*
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- **Financial Calculation Instruments**

*In an international environment characterized by fast technological change and uneven growth, market integration is now questioned. The media is constantly talking about the reactions of central banks, bond market rates and stock market indices to political, economic and financial news. The future manager must know how to decrypt and take into account changes in the financial environment. This course aims to study the European financial system as a whole in a unified analysis framework, where the international dimension is integrated at each stage of the reasoning. The course highlights the roles and effectiveness of financial institutions.*

*At the end of the course students will be able to:*

- Master the fundamental formula of simple interest and compound interest rate*
  - Master the repayment formula of a loan and calculate the overall actual rate*
  - Draw up the amortisation table for a loan repaid with periodic constant annual installments or periodic*
  - Excel initiation: cell format, formula, diagrams, pivot tables.*
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- **Financial Economics**

*In an international environment characterized by fast technological change and uneven growth, market integration is now questioned. The media is constantly talking about the reactions of central banks, bond market rates and stock market indices to political, economic and financial news. The future manager must know how to decrypt and take into account changes in the financial environment. This course aims to study the European financial system as a whole in a unified analysis framework, where the international dimension is integrated at each stage of the reasoning. The course highlights the roles and effectiveness of financial institutions.*

*At the end of the course students will be able to:*

- Describe the structure of financial systems and the interactions between its components*
  - Understand interest rate developments*
  - Understand stock market developments*
  - Understand the evolution of the banking system*
  - Understand the instruments of and channels for transmission of monetary policy.*
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- **Financial Management**

*Any manager needs to understand the financial dimension of a company. He or she needs to be able to analyze the financial reports in order to be able to assess the financial position of a company, to identify its strengths and weaknesses and to apply an intertemporal and intercompany analysis for a better firm management, to translate in financial terms, the strategic decisions for the future of the company, in order to forecast the key elements of the financial statements that will allow the growth and the stability of the company in the short and long run. The course presents theoretical concepts but is also practice oriented. Moreover, the course emphasizes the role of financial institutions. The accent is on the supervision and the support of students, and is based on a mix of theoretical concepts and practical case studies. This course teaches students to act as managers able to take financial decisions and to implement price strategies and to adapt the product portfolio to market conditions.*

*At the end of the course students will be able to:*

- Understand the key concepts used to analyze the financial data from the annual reports and calculate the financial indicators and ratios used in the decision making process*
  - Prepare an analytical note by focusing on the strengths and weaknesses of the company and make recommendations in order to overcome the weaknesses of the company*
  - Understand the importance of investment decisions and master the tools to ensure the profitability of an investment project and ensure the balance between investments and financing.*
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- **French as Foreign Language - Beginner**

*The main objective of this course is to give the students the needed elements and the fundamental bases of the language in order to communicate in personal, social and academic contexts.*

*At the end of the course students will have developed the following knowledge and skills:*

- Greetings, introducing yourself, saying goodbye*
- Giving and asking for information*
- Talking about preferences, likes and dislikes*
- Giving directions*
- Talking about nationality*
- Describing family*

- g) *Expressing possession*
  - h) *Describing professions*
  - i) *Telling the time, giving instructions*
  - j) *Describing routine.*
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- **French as Foreign Language - Intermediate**

*As part of international exchanges and for optimized integration into a 5-year course, this course aims to improve the grammatical, lexical and phonetic skills of our students in French. Thus, they will deepen their knowledge and develop their French language skills.*

*At the end of the course students will have developed the following knowledge and skills:*

- a) *Compare the media of yesterday and today*
  - b) *Analyse the different media*
  - c) *Formulate questions (according to the 3 language registers)*
  - d) *Expressing and asking for nationality*
  - e) *Asking someone's identity*
  - f) *Briefly talk about his studies and his profession*
  - g) *Give and ask for a phone number*
  - h) *Understanding a route*
  - i) *Give indications to locate on a plan*
  - j) *Formulate and answer questions*
  - k) *Read a plan and its legend*
  - l) *Understand simple instructions / questions*
  - m) *Indicate the nature of a health problem to a professional*
  - n) *Suggest / accept / decline an appointment*
  - o) *Differentiate /compare types of eating habits / food*
  - p) *Express a quantity*
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- **Geopolitics: European Business and Affairs**

*This 21-hour course is taught in the form of three-hour seminars each of which is devoted to a significant aspect of Europe and the European common market with regard to geopolitics and their effect on business dealings and relations. Though a historic perspective is paramount to understanding Europe today, the course focuses on topical issues affecting Europe and Europeans. Through this approach, students will better grasp the challenges and opportunities of Europe in 2024 and beyond. Proposed sectors include business post-Brexit, the pharmaceuticals/medical market, the automobile market, the arms market, Ukraine and business dealings, energy in Europe, and finance in Europe.*

*At the end of the course students will be able to:*

- a) *Demonstrate how geopolitics affect at least one sector of Europe*
  - b) *Choose and ask the right questions and propose answers as to geopolitics affecting business*
  - c) *Analyze a geopolitical issue in order to create a strategy for a given sector in Europe.*
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- **HR Management & Leadership**

*This course takes the form of a seminar divided into 14 sessions of 1h30 and a 15<sup>th</sup> session for the final exam. It aims to enable you to: understand your motivational drivers, your emotional intelligence and your communication methods in*

*order to identify your leadership style / develop your skills and apply your leadership style in the effective coaching of your teams / understand the importance of human resources management in ensuring your company's performance / analyze HRM challenges such as diversity, sustainability and technology / acquire practical skills through case studies and group work.*

*At the end of this course students will be able to:*

- a) *Clarify the key concepts and fundamental principles of HR management and leadership*
- b) *Analyze operational challenges and problems related to HR and leadership, proposing appropriate solutions and strategies in an individual and collective context.*
- c) *Apply or adapt his/her leadership style to meet specific challenges*
- d) *Apply the methods and techniques taught as a future leader (self-assessments, 360° feedback...).*

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- **International Business Development**

*The course objective is to review the general implementation of company development in an international context, especially in emerging markets. Students will work on strategies of international growth of companies, as well as on international projects management cases. This is related to the 4<sup>th</sup>, 8<sup>th</sup>, 9<sup>th</sup>, 11<sup>th</sup> and 12<sup>th</sup> Sustainable Development Goals of United Nations Development Program (SDGs).*

*At the end of the course students will be able to:*

- a) *Understand the international companies' growth strategies in different continents*
- b) *Recommend new company opportunities, through innovative schemes*
- c) *Understand how to design and implement a corporate internationalization project.*

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- **International Economics**

*After introducing the issues related to the exchanges of goods and capital and their recording in the balance of payments, this course covers the functioning of the foreign exchange market and the formation of the exchange rates. It introduces the main tools and strategies used on the foreign exchange markets to hedge currency risks.*

*At the end of the course students will be able to:*

- a) *understand the general functioning of the foreign exchange markets*
- b) *master the terminology associated with monetary economics: foreign exchange market, futures market, and options*
- c) *comprehend the main hedging instruments and strategies used on the foreign exchange market.*

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- **International Project Management**

*This 21-hour course will take the form of seminars (or 14 sessions), and aims to provide students with the methodological elements and tools needed to successfully manage projects in an international context. Students will be expected to actively contribute during the sessions to integrate the methodology through case studies or examples. The course will cover the definition of the entrepreneurial, societal and environmental objectives of a project, its various phases, means of control, risks inherent in projects, the specific aspects linked to the resources to be deployed and the leadership required from project managers. Finally, compliance issues will be addressed, again illustrated by case studies.*

*At the end of this course, students will be able to:*



- a) *Structure the main steps of a project*
  - b) *Assess its feasibility, particularly including project's risks evaluation and management*
  - c) *Define and set up project resources and control systems, show leadership.*
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- **Management Statistics II**

*This course should enable students to master three themes of quantitative knowledge:*

- *Introduction to the normal law and its applications*
- *Two-character distributions: Statistical tables and characteristics*
- *Data analysis with EXCEL.*

*At the end of the course, students will be able to apply the methods developed to respond to different management situations and to facilitate decision-making.*

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- **Marketing French Excellence**

*The French luxury industry and its "art de vivre" are world famous. 5 French firms belong to the world's top 10 luxury groups, (LVMH, Kering, L'Oréal, Hermès, Chanel). This course presents the genesis, history and extraordinary development of this business sector, from Colbert to Bernard Arnault. Through the study of emblematic examples (Champagne, haute couture, perfume, jewelry, etc.), it presents the origins, strategy, key success factors and future prospects of the great names in French luxury, from Vuitton to Louboutin.*

*At the end of the course students will be able to:*

- a) *Know the history, background and key success factors of the French luxury industry*
  - b) *Understand the specific aspects of the French "Art de vivre"*
  - c) *Master the strategy and marketing actions of the main luxury brands.*
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- **Metaverse Seminar**

*This course takes the form of a 14-hour seminar and aims to introduce students to Web 3.0 and its tools: Metaverse, NFT, Blockchain. Students will learn about the Metaverse, its characteristics, and its potential for companies in different sectors. This course takes the form of a project. Students will be asked to choose a company that is not in the Metaverse, or that is only marginally in this universe across all sectors, and to establish its marketing strategy in the world of the Metaverse. A visual reconstruction of the digital universe of the chosen company in the Metaverse is required.*

*At the end of the course, students will be able to:*

- a) *Understand the world of Metaverse, its characteristics, tools, and potential.*
  - b) *Be able to develop a company's marketing strategy in Metaverse*
  - c) *Create a faithful reconstruction of the company in Metaverse, respecting its graphic charter, codes, and positioning.*
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- **Operations Management**

*This course provides participants with tools and analytical techniques to be able to work in export or in international operations.*

*At the end of this course students will handle the key elements required to manage international operations. The student will be given presentations, hands-on examples & cases in the B to B or in the B to C. International operations require knowledge & coherence between various domains such as sales, finance, means of payment & logistics, which all have been studied separately but which have to be used together. Students will be challenged to adopt a workflow approach (flow of goods, flow of finance, flow of information) instead of the academic “silo” approach where domains are reviewed separately. The idea is to give the students the basic notions and a toolbox to understand and cope with these international operations.*

*The students will be able to reconsider the international operations within principles of global sustainability development, business ethics, as well as of contributions to reduction of global warming. It relates to the 4<sup>th</sup>, 8<sup>th</sup>, 9<sup>th</sup>, 11<sup>th</sup>, 12<sup>th</sup>, and 13<sup>th</sup> Sustainable Development Goals of United Nations Development Program (SDGs).*

*At the end of the course students will be able to:*

- a) Identify & analyze the key components of operations*
- b) Understand how to manage a workflow (flow of goods, money, information)*
- c) Identify the main risks, propose solutions and the relevant choices.*

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- **Purpose-Driven Business**

*This course takes place in the form of a group seminar. It aims to show students how companies can initiate the change of their business model from within. This module follows the Responsible Marketing module. First, this course takes stock of the current practices of responsible companies and the distinction between greenwashing actions and actions that profoundly transform the BM. Then he discusses the levers on which companies can act to transform their business models. This seminar concludes with a reflection on the actions to be implemented to have a strong positive societal impact on society.*

*At the end of the course students will be able to:*

- a) Have a critical opinion on greenwashing practices and propose actions to engage the company in a coherent purpose that can be broken down into operational objectives*
- b) Propose CSR actions for a company from an environmental, social and societal point of view*
- c) Know how to manage a CSR deployment plan and know how to make the necessary adjustments for the company according to environmental and regulatory developments, etc.*

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- **Strategic Management**

*The aim of this course is to provide an understanding of strategic diagnosis and the strategic choices to be made in order to develop, formulate and implement a corporate strategy.*

*The aim is to learn how to interpret a strategic context, analyze a company's corporate strategy and business strategy, and draw up strategic recommendations.*

*At the end of the course students will be able to:*

- a) Understand strategic diagnosis and the strategic choices to be made*
  - b) Develop and formulate a corporate and business strategy*
  - c) Understand how to implement a corporate and business strategy.*
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- **Sustainable Purchasing & Supply Chain Management**

*The course is aimed at presenting the key elements to manage international procurement operations and to introduce the supply chain management. This course will be divided in 9 modules. The student will be given presentations, assigned readings, hands-on examples & business cases.*

*International purchase requires knowledge & coherence between various domains such as logistics, finance, production & IT, all elements which are also shared and part of the supply chain. Procurement is now incorporated in the supply chain approach and has turned from cost management into value chain management, and is viewed as a strategical component of business.*

*The students will be able to reconsider the supply chain methods and purchasing approaches within principles of global sustainability development, business ethics, as well as of contributions to reduction of global warming.*

*A focus on sustainability and the EU green deal will be given. The students will be able to reconsider the supply chain methods and purchasing approaches within principles of global sustainability development, business ethics, as well as of contributions to reduction of global warming.*

*At the end of the course students will be able to:*

- a) Understand perspectives on procurement and supply chain in business management.*
- b) Assess and manage a supplier*
- c) Analyse interdependencies of supply chain with other functions in the organization*
- d) Define consequences of AI and digitalization on supply chain*
- e) Develop a sustainable approach for procurement.*

*In today's turbulent supply markets, procurement professionals are expected to develop options that can help their organisations stay competitive.*

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- **Understanding and Doing Business in Europe**

*In this class, we will look at working in the labor market of the largest common market in the world: the European Union. As EBS students will more than likely be working outside of France though somewhere in Europe during their studies and/or after their studies, it is important to know about the workings of the common market, one's rights within the EU, how the Euro facilitates trade (while also consolidating markets into bigger corporations), and the advantages and disadvantages that the Union and various E.U. countries offer. Beyond the strictly economic context, we will look at the legal structure of trade, laws in place and policies changing business, as well as certain, marked cultural differences.*

*At the end of the course students will be able to:*

- a) Compare certain countries according to their markets, industries, etc.*
- b) Identify absolute advantages and challenges inherent to Europe as per Work*
- c) Clearly explain the different aspects of mobility within the E.U.*

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- **Understanding Markets and Business Models**

*The first objective of the course is to understand and develop the business model of a company using management tools. The second objective is then to analyze from an economic point of view the functioning of a company and that of the markets. The course has been tailor-made on a mathematical and empirical basis. For this reason, the course focuses on the practical and intuitive aspects of business creation and economic analysis.*

*At the end of the course students will be able to:*

- a) *Understand Models Canvas and the functioning of firms, develop the business model of a firm in teams and pitch it.*
  - b) *Understand the functioning of firms and markets from an economic standpoint.*
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- **Working & Doing Business Abroad**

*This course takes the form of seven 3-hour sessions designed to familiarise students with the necessary knowledge, tools and methodologies to embrace an international career. Through the study of the key factors that influence working and doing business abroad, the programme combines lectures, personal research and case studies. Students learn how to understand the business and interpersonal dynamics in a multinational environment in order to maximise the outcome of strategic development options. Through the process, they learn of to proceed through the key decision steps of a business leader using quantitative and qualitative data.*

*At the end of the course students will be able to:*

- a) *Analyse the success factors of an international development project*
  - b) *Understand the major differences in working and doing business internationally*
  - c) *Anticipate the difficulties and risks of an international business strategy.*
-