

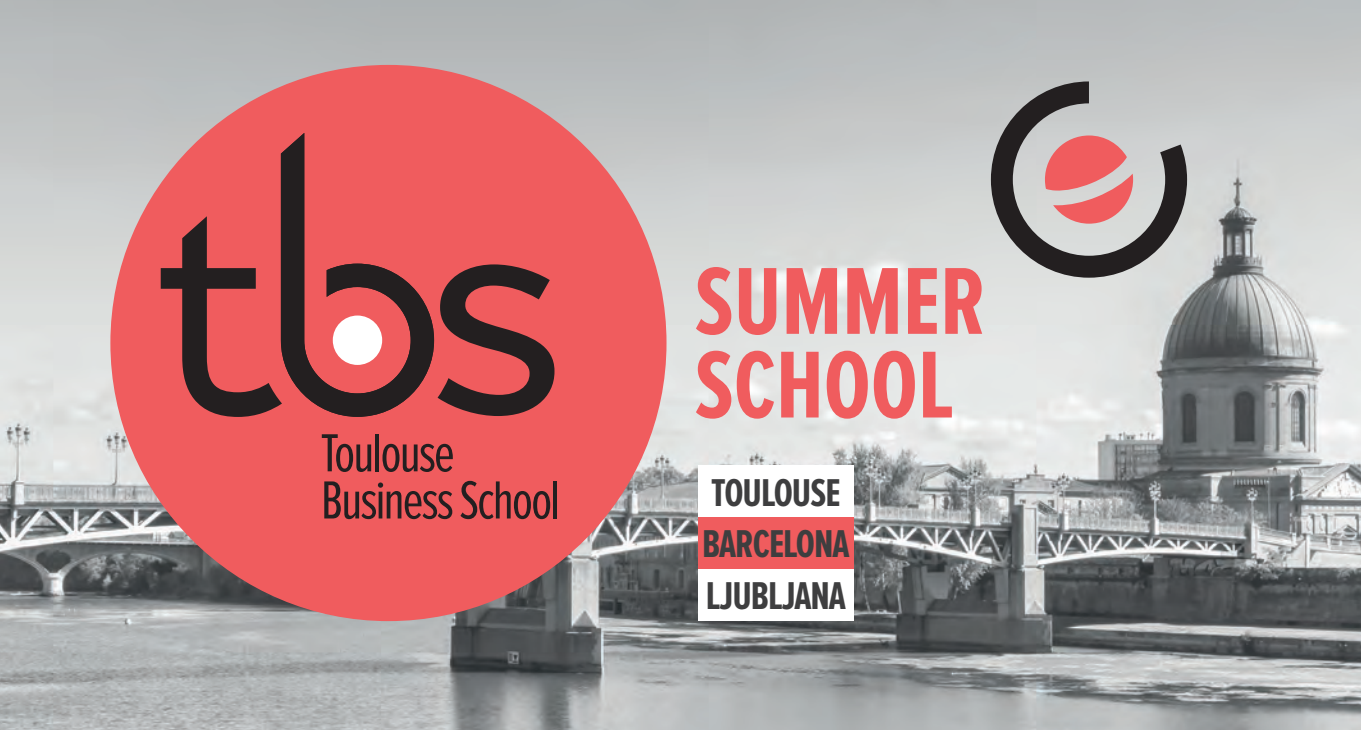


Toulouse Business School



SUMMER SCHOOL

TOULOUSE
BARCELONA
LJUBLJANA



think & create
multicultural new experiences



University of Ljubljana

3 INTERNATIONAL ACCREDITATIONS



FACULTY OF ECONOMICS

5 GOOD REASONS TO JOIN OUR SUMMER SCHOOL PROGRAMS

- 1 Earn up to 26 ECTS credits whilst discovering Europe
- 2 Learn about the European business environment
- 3 Live a unique, multicultural experience
- 4 Enjoy company visits as well as fun and interesting cultural and social activities
- 5 Study in top ranking, internationally accredited European business schools



TESTIMONIES

What have past students thought of TBS's Summer School programs?

- Watch our video! -



Bryan RAMIREZ GALINDO - Colombia

"The TBS Summer School programs opened my eyes to new cultures and ways of doing things. I can say that it was the most amazing experience of my life. I got to learn with the classes, I got to travel around Europe, I made new awesome friends from all around the world, and I came back to my home country filled with new ideas to implement as a business project."



**Zaina BOUMAZGUIDA
Morocco**

"I chose TBS because of the diversity of the courses, the people, and the staff made me feel comfortable. You not only get an academic experience (and credits) but you get to know people coming from all over the world, discover new horizons, new cultures and make international friends."



**Mila RACE
Canada**

"The TBS Summer School programs provided me with an opportunity to see two amazing countries and many beautiful cities. TBS also had amazing included and optional activities to participate in throughout the exchange."



BARCELONA (SPAIN)

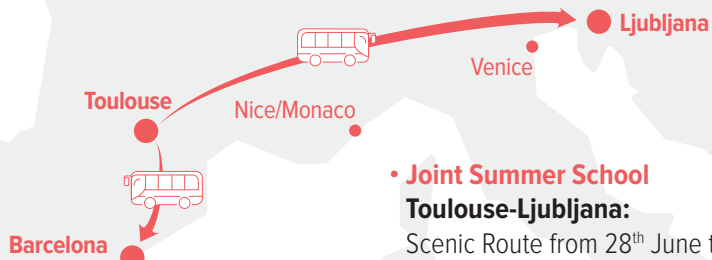
Barcelona is a dynamic European business centre and one of the world's most popular cosmopolitan destinations. Its excellent geographical location by the sea, combined with its reputation as an international trade hub, and status as an innovative, artistic melting pot, attracts a wealth of talent and is home to Spain's second largest student population.

TOULOUSE (FRANCE)

Toulouse is an enterprising business, cultural and educational centre in the south-west of France. As well as being the hub of Europe's Aerospace Sector, Toulouse has been named the European City of Science for 2018, is regularly voted one of the most popular student cities in France, and offers a unique learning environment in a vibrant, cosmopolitan city.

LJUBLJANA (SLOVENIA)

Ljubljana is the political and cultural heart of Slovenia, offering all the facilities of a modern capital city whilst keeping its traditional beauty and charm. Situated between the Alps and the Adriatic Sea, Ljubljana is surrounded by diverse beauty.



- **Joint Summer School**

- **Toulouse-Ljubljana:**

- Scenic Route from 28th June to 1st July. See our website for more details.

- **Joint Summer School**

- **Toulouse-Barcelona:**

- Journey by bus on 28th June

WHY CHOOSE TBS & FELU?

- Triple international accreditation: EQUIS, AMBA & AACSB
- Extensive network of partner universities worldwide
- International faculty from a multitude of professional sectors
- Diverse student body



An international business school reputed worldwide, TBS offers academic excellence through its professional training across 5 campuses: Barcelona, Casablanca, London, Paris and Toulouse.

University of Ljubljana

FACULTY OF ECONOMICS

The Faculty of Economics, University of Ljubljana is the leading institution in business and economics in Slovenia with programmes in English on all levels. It offers an international study environment with cross-cultural learning experiences and partnerships with institutions from all around the world.



PROGRAM FEES

Toulouse Single Summer School

Early Bird Tuition Fees: **1 200€**
Standard Tuition Fees: **1 500€**

Accommodation Packages
from **495€**

Barcelona Single Summer School

Early Bird Tuition Fees: **1 200€**
Standard Tuition Fees: **1 500€**

Accommodation Packages
from **800€**

Toulouse & Barcelona Joint Summer School

Early Bird Tuition Fees: **2 400€**
Standard Tuition Fees: **2 700€**

Accommodation Packages
from **1 295€**

Toulouse & Ljubljana Single Summer School

Early Bird Tuition Fees: **2 100€**
Standard Tuition Fees: **2 550€**

Accommodation Packages
from **865€**

**Discount for participants coming from TBS partner universities - Single Summer Schools: 100€ / Joint Summer Schools: 200€
Joint Summer School Scenic Route from Toulouse to Ljubljana: 520€ (including accommodation)*

PRE-REQUISITES

- Undergraduate & Master students ideally in Business
- English Proficiency

APPLICATION DEADLINES

Early Bird Application Deadline:

Toulouse Single & Joint Options: 25th March 2018
Barcelona Single Option: 30th April 2018

Final Application Deadline:

Toulouse Single & Joint Options: 20th April 2018
Barcelona Single Option: 31st May 2018

APPLY ONLINE

<http://www.tbs-education.fr/en/summer-school>

To complete your application you'll need:

- CV / Resume
- Cover Letter
- Latest Grade Transcript
- Proof of English for non-native speakers (IELTS level 6 or TOEFL 70)
- Copy of Passport



*Academic excellence, European experience, international networking...
a summer adventure which will last a lifetime.*

ACADEMIC CONTENT

Students may choose from a variety of business courses taught in English offered by TBS Toulouse and Barcelona and Ljubljana Faculty of Economics. At TBS we offer 4 Summer School Programs:

**7th - 27th
June** 3 weeks

Single Summer School
Toulouse

**2nd - 20th
July** 3 weeks

Single Summer School
Barcelona

**7th June -
20th July**
6 weeks

Joint Summer School
Toulouse & Barcelona

- OR -

**7th June -
20th July**
6 weeks

Single Summer School
Toulouse & Ljubljana

Module subjects include:

- Marketing
- Business Innovation
- International & Cross Cultural Management
- International Human Resources Management
- Corporate Governance
- Business Strategy
- Finance

- **Each module represents** 6/7 ECTS credits and 25 contact hours. Students should take 2 courses per destination.
- A final exam or presentation will be used as the main form of evaluation.
- **On completion of the Summer School**, a certificate of attendance and an official grade transcript will be issued to each Summer School participant.
- **Optional foreign language classes** will be offered in Toulouse & Barcelona.
- **In Toulouse & Ljubljana** our academic courses will be offered at Undergraduate & Masters level.
- **In Barcelona** only Undergraduate level will be offered.
See our website for more details



CULTURAL & SOCIAL EVENTS

*TBS's Summer School is not all about academics – there's more!
A diverse selection of cultural and social activities is organized during all our Summer School programs for students to get to know each other, to discover the local area, to learn about local business and to enjoy themselves!*

Activities include guided tours, company visits, team-building events, weekend trips, themed evenings, and the Opening and Closing ceremonies.



PRACTICAL INFORMATION

VENUE

All courses are held at Toulouse Business School (Toulouse and Barcelona campuses) and the University of Ljubljana's Faculty of Economics, in large, modern, well-equipped lecture rooms. All campuses are situated in safe, central areas and close to public transport options.

FACILITIES

Access to computer facilities, library and wireless internet is provided. Students are welcome to bring their own laptop.

VISAS

It is the student's responsibility to enquire about the particular visa requirement according to his/her country of origin. For further information about travel requirements to France, Spain or Slovenia, please contact your nearest French, Spanish or Slovenian Embassy or Consulate. In the case of France you can also contact the nearest Campus France office. Upon final registration and payment, Toulouse Business School will issue an official letter of acceptance which will help you to obtain a valid visa.

INSURANCE

We highly recommend that all Summer School participants buy an appropriate health insurance to cover them during their stay in Europe and for travel purposes.

ACCOMMODATION

Comfortable accommodation packages are available in student residences for the duration of the Summer School.

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Toulouse

1, Place Alphonse Jourdain
31068 Cedex 7 Toulouse - France
Phone: +33 561 294 990
summer.school@tbs-education.fr
www.tbs-education.com

Barcelona

C/ Trafalgar, 10
08010 Barcelona - Spain
Phone : +34 933 100 111
admission@tbs-education.es
www.tbs-education.es/en

For further information about Toulouse Business School

www.tbs-education.fr/en/summer-school



Head Office

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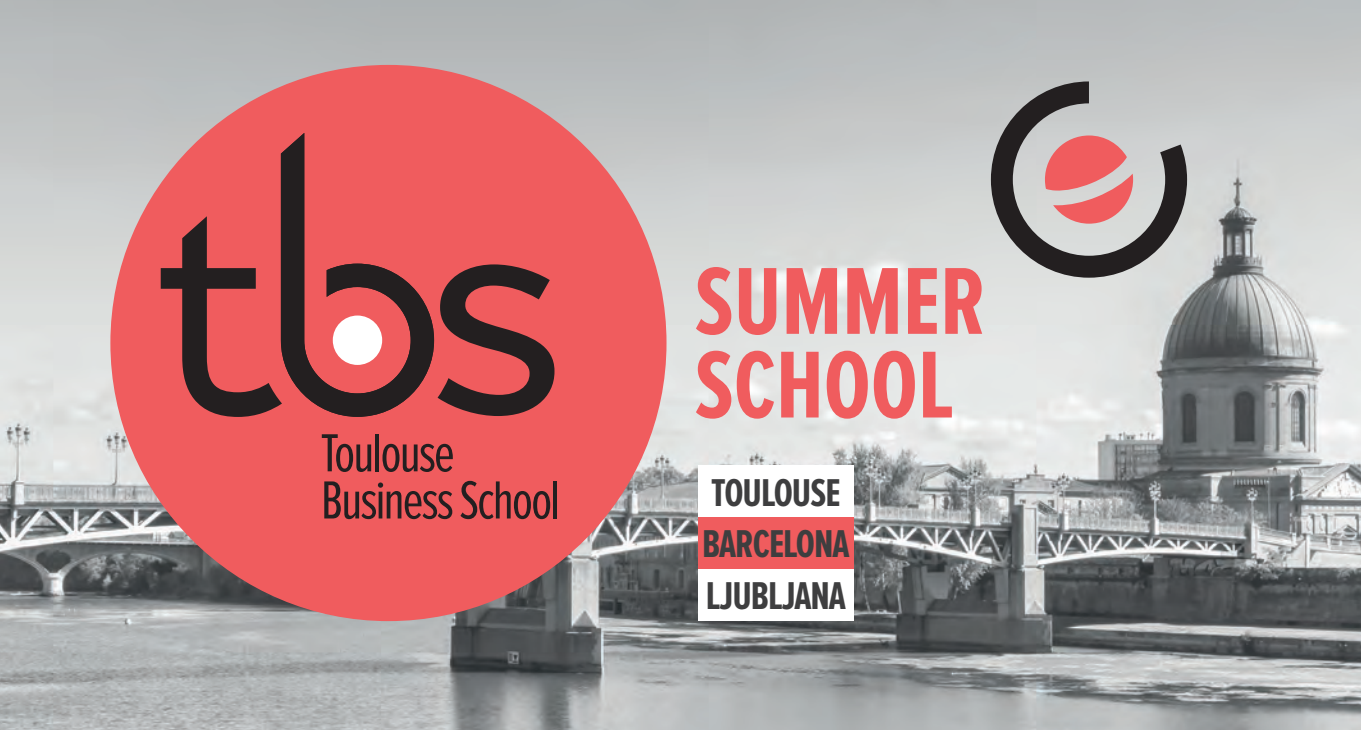


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FACULTY OF ECONOMICS

TBS Summer School Syllabus 2018

Managing Innovation

Lecturers : Alain Faivre – Assistant Professor at Toulouse Business School
Cécile Rochette - Partner Consultant in Marketing & Innovation

ECTS credits : 6

Total Contact Hours : 25 + 20 hours study time + group work

Pre-requisites:

This course is appropriate for undergraduate and pre-experience Master students with foundation in management and economics principles.

Evaluation :

- Oral presentation or report 40%
- In class Case Study 40%
- Class engagement/participation: Bonus points and penalty points 20%

FINAL COURSE GRADE :

16/20 - 20/20	(Excellent)	A
14/20 - 15/20	(Very Good)	B
12/20 - 13/20	(Good)	C
10/20 – 11/20	(Satisfactory)	D
< 10/20	(Fail)	F

AIMS OF THE COURSE

One of the challenges of European firms is that European products are more expensive than those made in developing countries. In order to survive, European firms have to implement strategies where the objective is to develop new products where price tends to be secondary for customers. If they do not select this strategic option European firms are going to progressively lose their market shares.

Price is usually secondary for new products such as new smartphones, hybrid cars, new medicines, coffee capsules, mobile apps, service software's etc. Put differently, innovation is one of the main strategies for European firms to compete with firms from developing countries.

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In this course participants will receive the core body of knowledge to understand innovation management. In particular, participants will learn the basic principles of innovation management and marketing. We will discuss some popular innovation strategies (open innovation, first mover advantage, etc.). Participants will also learn how to develop and market new products.

SKILLS AND LEARNING OUTCOMES

On completion of this course participants will have the ability to participate in the development and the commercialization of new products. Thanks to the framework presented in this course, participants will also be able to understand innovation strategies, implement them in their future companies and contribute efficiently to these strategies.

COURSE SYLLABUS

- Creative Destruction and Cannibalization
- Creativity
- Two development strategies
- Development stages
- Disruptive Innovations, Incremental Innovations and Obstacles to Innovation
- Marketing of Innovation
- Diffusion of Innovation and Chasm
- Lean Innovation and Blue Ocean Strategy

TEACHING METHODS

Class sessions will consist of lectures and activities (oral presentation, case studies, discussions, exercises). The activities will be based on different types of materials (videos, readings). Students will be required to research information to make an oral presentation of two European innovations. The professor will provide extensive guidance for this work during the class sessions.

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SUMMER
SCHOOL

BIBLIOGRAPHY

- Bruton, G. D., & White, M. A. (2011). *Strategic Management of Technology and Innovation*. South-Western Cengage Learning.
- Burgelman, R. A., Maidique, M. A., & Wheelwright, S. C. (2001). *Strategic management of technology and innovation*. McGraw-Hill/Irwin.
- Chesbrough, H. W. (2003). *Open innovation: The new imperative for creating and profiting from technology*. Harvard Business Press.
- Dodgson, M., Gann, D. M., & Salter, A. (2008). *The Management of Technological Innovation: Strategy and Practice*. Oxford: Oxford University Press.
- Nagard-Assayag, E. L., & Manceau, D. (2011). *Le marketing de l'innovation - De la création au lancement de nouveaux produits (2e édition.)*. Dunod.
- Rogers, E. M. (2003). *Diffusion of innovations (5th ed.)*. New York: Free press.
- Tidd, J., & Bessant, J. (2009). *Managing innovation: integrating technological, market and organizational change*. Chichester: Wiley.
- Trott, P. (2012). *Innovation management and new product development (5th ed., p. 648)*. New York: Pearson.

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TBS Summer School Syllabus 2018

STRATEGIC MARKETING - LUXURY MARKETING AND BRANDING TRENDS IN FRANCE AND EUROPE

Lecturer:

1. Lindsay Walker – (Independent Trainer and TBS Affiliate Professor)
2. Lisa Evans – Babinet – (Independent Trainer and Personal Development Coach, TBS Affiliate Professor)

ECTS credits: 6

Total Hours : 45 including **25 Contact Hours**

Pre-requisites:

Appropriate for undergraduates with foundation knowledge of marketing principles.

Evaluation:

Participation:	40%
Final presentation:	40%
Written Case Study:	20% 3/2

FINAL COURSE GRADE:

16/20 - 20/20 (Excellent)	A
14/20 - 15/20 (Very Good)	B
12/20 - 13/20 (Good)	C
10/20 – 11/20 (Satisfactory)	D
< 10/20 (Fail)	F

AIMS OF THE COURSE

An analytical and practical approach to create awareness of the different approaches of the Luxury Marketing Industry and practices in France and Europe, with particular highlight on 'The French Touch' and the global success therein.

Analysis and discussion on the importance of Luxury Branding and the Management of the evolution of brands with special attention to Luxury brand extensions and the management of brand portfolios.



SKILLS AND LEARNING OUTCOMES

Understanding cultural differences in the marketing planning process and Brand Management. Students will understand the particularities of the French and European market environment and their relevance to marketing and brand management in general.

Finally, they will concretely explore and learn the techniques to getting across their Marketing message, and practically use these skills in a final creative Team exercise.

COURSE SYLLABUS

1. **COURSE INTRO/TEAMWORK** - LEB Introduction. Your chance to get to know each other, and express yourself within a Team, in a fun but ultimately communication driven environment. Develop the essential soft skills needed in the International Marketing World.
2. **THE FRENCH CONSUMER WITH PRACTICAL APPLICATION AND FACT FINDING** - LEB Understanding the French Market and the French Consumer. Standardization or Adaptation vis-a vis home market. A look at 'home' and abroad and the global differences based on **your** experience.3.
3. **POSITIONING: MAIN DECISION IN STRATEGIC MARKETING** - LW Why is positioning so important and how can it be achieved?
4. **SPOTLIGHT ON LUXURY BRANDS AND LUXURY MARKETING** - LW the design, creation and lifecycle of a luxury brand, the different types of luxury positioning and also brand portfolios. Case Study LMVH
5. **Ethics and the Luxury Industry.** Time for change? LEB
6. **IMMERSE YOURSELF IN LUXURY** - LEB Why are some of the biggest names in Luxury Brands French? The influence of Culture in Marketing.
7. **DISTRIBUTION STRATEGIES FOR LUXURY BRANDS** - LW Case studies and explanations on the "exclusive" element of luxury market
8. **ADVERTISING AND PROMOTION** LW Brand Identity and how this is created and maintained through luxury advertising and promotion. The changes with social media and the future of creating a brand experience online and offline.



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9. **SALES PITCH and PRESENTATION TRAINING** - LEB How do we make a message 'stick', so our customers connect and remember it? Effective marketing communication in 6 steps. The power of effective communication and persuasion in marketing.
10. **FINAL PREPARATION** LEB Preparation of a marketing pitch, working on ALL your communication skills.
11. **EXAM DAY: PROFESSIONAL PRESENTATIONS LW/LEB** Using your acquired knowledge, your Team will make a strategic marketing pitch to launch a luxury brand extension into the French Market. Produce a Marketing Plan which reflects the topics covered, the ideas discussed and the brand objective.

TEACHING METHODS

Oral presentation, exercises, cases and discussions Handouts Articles and readings from major European journals might be proposed

BIBLIOGRAPHY

Simon Silvester Think French Bain and Company

(2014) Luxury Goods Worldwide Market, Bains and Company PDF, online Deloitte (2014)

Global Powers of Luxury Goods, Deloitte PDF, online Hungate, M (2009)

Luxury World, Kogan Page Kotler, P. and Armstrong, G. (2013)

Principles of Marketing, Englewood Cliffs, NJ Prentice Hall (15th Edition). Keller, K. L. (2012) Strategic

Brand Management, Englewood Cliffs, NJ: Prentice Hall Kapferer, J-N. (2012)

The Luxury Strategy: Kogan Page (2nd Edition).

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TBS Summer School Syllabus 2018

Cross Cultural Management & Leadership for International Business

Lecturers: Shahla Ameri de Rinaldi (TBS Affiliate Professor and International Coach),
Professor Cordula Barzantny (TBS)

ECTS credits : 6

Total Hours : 45 including **25 Contact Hours**

Pre-requisites:

This course is appropriate for undergraduate students with a foundation knowledge of economics, human resource management or international relations.

Evaluation :

Student performance in the course will be assessed with oral and written assignments during the course and a final team project. Class involvement and participation is also valued and students are required to work in teams.

The final examination will consist of an essay-type style exam covering the course content (lectures and readings) while expecting a critical reflection in the context of international business.

Case homework assignments (2 assignments each worth 10 points) = 20 %

Written team project report = 30 %

Oral presentation of the team project = 20 %

Class engagement/participation (points per class session) = 10 %

Final exam = 20 %

Assessment:

There is continuous assessment during all class sessions with group work but also individual contributions. Lectures will work on case studies, will assess individual and group participation and presentations (50% of the final grade).

There is a team project that expects the students to work in teams to elaborate a written research study report (2,500 words; 30% of the final grade) and to present the findings to the class.

The final written exam comprises an essay-type written work to be performed at the last day of class (20% of the final grade). The participant shall be able to write down her/his own reflection on a topic dealt with during the module, enhanced by various activities dealt prior within the course, but also adding theoretical perspectives, readings and own personal experiences enlightening and explaining the choice and arguments.



The assessment criteria will include:

- Insightful and realistic appreciation of the French, European and International (business) environment
- Coherent argument for the perspective taken
- Appropriate use of evidence to support the argument and your choice
- Appropriate use of pre-existing theory to generate insights into behaviours and the context of Managing in France, Europe and the French and European business perspective
- Active theorizing to make insights useful in practice
- Realism and reality assessment with regards to the practical implications of your argument and choice.

FINAL COURSE GRADE :

FINAL COURSE GRADE*

16/20 - 20/20 (Excellent)	A
14/20 - 15/20 (Very Good)	B
12/20 - 13/20 (Good)	C
10/20 – 11/20 (Satisfactory)	D
< 10/20 (Fail)	F

AIMS OF THE COURSE

This module offers a comprehensive analysis of cross-cultural contact and leadership for International Business with emphasis on Europe and France in the national, European, but also global context. Furthermore, it will accentuate intercultural relations, cross-cultural management and leadership in the high variety of cultures on European soil and beyond.

This course wants to sensitize students to the skills involved in managing across cultural differences and to understand the importance of European cultural influences in business with links to history, society, economics, and the political life.

An international awareness is necessary to meet the challenges in the workplaces of the future. The module is designed to equip participants with a core body of knowledge necessary to understand European diversity and International Business with respect to, among other things, a deeper understanding of France and the European Union as well as general cross-cultural management aspects in the more global context. Participants will be introduced to the history and geopolitical context of Europe (EU) and beyond plus France more particularly.

SKILLS AND LEARNING OUTCOMES

Participants develop the ability to adapt to different cultural environments and to manage effectively in an intercultural European as well as global context.

The practical outcome of the class focuses on understanding the relationship between culture, language perception and communication supporting the ability to adapt to different cultural environments and to manage effectively in an intercultural French, European as well as global context. These skills are decisive for leading in the International Business environment and participants shall sharpen their capabilities through this highly interactive course.



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The students shall understand the fact and fiction of the European Union and important issues of European Unity and Diversity including the challenges with regards to enlargement of EU and the integration developments of Central and Eastern European Members.

With regards to the International Business and leadership context, participants shall develop understanding for issues confronting the HRM process in Europe and the challenges of increasing labour mobility extended to include Eastern Europe and beyond.

COURSE SYLLABUS

Week 1 *EUROPE and France in the global business context*

The Making of Europe and the European Union (EU)

Functioning of the EU: institutions, power and politics

The New EU: Central & Eastern Europe and Enlargement

The Future of Europe: the Challenge for Unity in Diversity (- migrations, conflicts and global challenges)

The socio-economic and geopolitical history of France

France, Europe, the European Union and the World

Week 2 *Cross-cultural Management, communication & leadership*

What is Culture?

France and French culture today

France and the question of leadership

Why cultural differences?

Communication across cultures

The management of diversity

Week 3 *Managing in Europe and beyond*

How national culture influences business conduct and management styles

Intercultural Communication

Global Mindset and intercultural leadership

Leadership in Europe

International Leadership models

TEACHING METHODS

Students are expected to read assigned articles or readings prior to class sessions. Class sessions will consist of lectures and discussions around some cases and readings. Students will be required to research topics to present to the class as a way of highlighting specific case examples.

Class sessions will be interactive with students playing an important active role. Students are expected to contribute to discussions, case work and simulations, and to offer insights into the course material from their personal and professional experience. Students will often work in groups to review cases and simulations and present their findings to the class.

Furthermore, the team project will be elaborated in (virtual & real) teams and presented with critical discussion in class.

3 INTERNATIONAL ACCREDITATIONS





BIBLIOGRAPHY

Indicative Reading

- **Terrence R. Guay (2014) *The Business Environment of Europe. Firms, Governments, and Institutions*. Cambridge, UK: Cambridge University Press.**
ISBN 978-0-521-69416-2 Paperback.
- Javidan, M., Dorfman, P. W., M. Sully de Luque, and House, R. J. (2006) In the Eye of the Beholder: Cross Cultural Lessons in Leadership from Project GLOBE, *Academy of Management Perspectives*, Vol. 20(1): 67-90.

Recommended Reading

- **Farrell, M., Fella, S. & Newmann, M. (Eds.) (2002) *European Integration in the Twenty-first Century. Unity in Diversity?* London: Sage.**
- **Gannon, M. J. and Pillai, R. K. (2013) - *Understanding Global Cultures. Metaphorical Journeys Through 31 Nations. Clusters of Nations, Continents, and Diversity*. 5th edition. Thousand Oaks and London: Sage.**
- **Lewis, R.D. (2009) - *When Cultures Collide. Managing successfully across cultures*, 3rd revised edition, London: Nicholas Brealey. [1996]**
- **Marginson, P. and Sisson, K. (2006) - *European Integration and Industrial Relations*, Houndmills Basingstoke: Palgrave MacMillan.**
- **Perkins, S.J. and Shortland, S.M. (2006) *Strategic International Human Resource Management*. 2nd edition. London & Philadelphia: Kogan Page. [1999]**
- **Scholz, C. and Böhm, H. (Eds.) (2008) *Human Resource Management in Europe. Comparative analysis and contextual understanding*, London and New York: Routledge.**
- **Schneider, S. C. and Barsoux, J.-L. (2003) - *Managing across Cultures*, 2nd edition. London: Prentice Hall.**

Supplementary Reading :

- Fenby, J. (1999) - *France on the Brink*. New York: Arcade Publishing.
- Gundling, E. (2003) *Working GlobeSmart. 12 people skills for doing business across borders*. Alto, CA: Davies-Black Publishing.
- House, R.J., Hanges, P.J., Javidan, M., Dorfman, P.W. and Gupta, V. (Eds.) (2004) *Culture, Leadership and Organizations: The GLOBE Study of 62 Societies*, Thousand Oaks, CA: Sage.
- Hofstede, G. (2001) *Culture's Consequences. Comparing values, behaviours, institutions, and organizations across nations*, 2nd edition, London: Sage. [1980]
- Morrow, T. with Loans, S, Bell, J. and Wheeler, C. (Eds.) (2005) *International Business in an Enlarging Europe*. Houndmills, Basingstoke, Hampshire and New York: Palgrave Macmillan.



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- Mor Barak, M.E. (2013) *Managing Diversity: toward a worldwide inclusive workplace*, 3rd revised Edition, Thousand Oaks: Sage. [2005]
- Schreyögg, G. with Oechsler, W.A. and Waechter, H. (1995) – *Managing in a European Context*, Wiesbaden: Gabler.
- Zeldin, T. (1988) - *The French*. London: Harvill, Harper Collins.

COURSE INSTRUCTORS

SHAHLA AMERI DE RINALDI

INTERNATIONAL CONSULTANT

PROFESSEUR AFFILIÉ TBS

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MMD EURO-ARAB MANAGEMENT SCHOOL, GRANADA.

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TBS Summer School Syllabus 2018

International Banking & Finance

Lecturer: Dr. Jean-François VERDIE, Professor, Head of Department of Economics and Finance

ECTS credits : 6

Total Contact Hours : 25

Pre-requisites: This course is appropriate for undergraduate students with a basic knowledge of economics, mathematics and statistics.

Evaluation : 100% written examination - 2 hour exam

FINAL COURSE GRADE :

16/20 - 20/20 (Excellent)	A
14/20 - 15/20 (Very Good)	B
12/20 - 13/20 (Good)	C
10/20 – 11/20 (Satisfactory)	D
< 10/20 (Fail)	F

AIMS OF THE COURSE

This course aims to cover the main dimensions of International Finance from the Banking point of view. Banks are facing a new situation in terms of risks and regulations of financial markets. The objective is to clearly understand how Banks use the financial markets and manage their own risks.

SKILLS AND LEARNING OUTCOMES

A working practical knowledge of financial tools used in International Business and Risk Management in the banking sector.

A working practical knowledge of the various financial markets in Europe.

A clear understanding of the international economic situation (European Monetary Union, BREXIT).

Students should leave the course with a clear understanding of the nature and operations of European banking and, on a wider scale, international financial markets.

Students will understand the strategies of major European firms and banks, and the nature of international financial risks.



COURSE SYLLABUS

1. Financial Implications of European Monetary Integration.
2. Basel Regulations for the Banking Industry.
3. Foreign Exchange Markets and Foreign Exchange Rates.
4. Managing the Foreign Exchange Risk: treatment of foreign exchange risk and exposure.
5. Money Markets.
6. Managing the fluctuations of interest rates and Money Market Operations
7. Financial markets in Europe: overview and perspectives

TEACHING METHODS

A rigorous method for analysing economic and financial problems will be developed, based on a study of the theoretical foundations of modern finance. To renounce theory would be to renounce explaining the workings of capital markets.

The theoretical knowledge acquired by the student will, however, continually be called upon to solve practical financial problems. Student performance in the course will be assessed with a final examination that will consist of multiple choice questions.

Extensive handouts of articles and texts from major European journals and newspapers will be provided on the spot, prior to the beginning of the module.

BIBLIOGRAPHY (Prerequisites in bold)

BREALY/MYERS *Principles of Corporate Finance*, McGraw-Hill, chapters 27 & 28;

COPELAND *Exchange Rates and International Finance*, Addison Wesley, 1994, chapter 10

DUFHEY/GIDDY *Cases in International Finance*, Addison Wesley;

EITEMAN/STONEHILL/MOFFETT, *Multinational Business Finance*, Addison Wesley, 11th edition.

SERCU/UPPAL *International Financial Markets and the Firm*, Chapman and Hall Editors, 2008;

Extensive handouts of articles and readings from major European journals and newspapers will be provided on the spot, prior to the beginning of the module.

TBS Summer School Syllabus 2018

International Marketing : Focus on Europe & France

Lecturers : Gilles Nakhle - International Lecturer, Course Director and Brand Consultant

ECTS credits : 6

Total Contact Hours : 25 + 20 hours study time + group work

Pre-requisites:

This course is appropriate for Undergraduate students with basics in Marketing Management.

Evaluation :

Lab Search
Oral Presentation

FINAL COURSE GRADE :

16/20 - 20/20	(Excellent)	A
14/20 - 15/20	(Very Good)	B
12/20 - 13/20	(Good)	C
10/20 – 11/20	(Satisfactory)	D
< 10/20	(Fail)	F

AIMS OF THE COURSE

- The main objective is to give the students increased understanding of international marketing and the important role it plays in companies' strategies.
- This course addresses global issues and describes concepts relevant to all international marketers, regardless of the extent of their international involvement.
- Emphasis is on the strategic implications of the competition in the markets of different countries. An environmental /cultural approach to international marketing permits a truly global orientation.
- Focus of this course is on European and French supporting examples.

SKILLS AND LEARNING OUTCOMES

By the end of the course the students will be able to understand and develop various management practices of companies, large and small, seeking marketing opportunities outside their home country and to raise the students' consciousness about the importance of viewing the international marketing management strategies from a global perspective and mostly from a European perspective.

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COURSE SYLLABUS

Day 1

- Introduction to the strongest global brands
- What is the globalisation of markets
- The scope and challenge of global business
- Assignment: European Organisations /corporations

Day 2

- Oral Presentations of European Organisations /corporations

Day 3

- International Marketing definitions
- International Marketing task
- European applications
- EPRG Framework of Business activities

Day 4

- Lab Search

Day 5

- Impact of culture on marketing in Europe
- History and geography: the foundations of a culture
- Cultural dynamics in assessing global culture
- Social institutions and cultural elements
- Culture and management

Day 6

- Assessing marketing opportunities
- Marketing research challenges
- International strategic planning
- Alternative market-entry strategies

Day 7

- Lab Search: Analysis of two giant leaders in Europe

Day 8

- Globalisation and localisation of products
- Products and services for consumers
- Products and culture
- Strategic brand management



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Day 9

- International marketing communications
- Benetton case study
- IMC & International advertising
- Advertising and culture
- Advertising challenges: Focus on Europe and France

Day 10

- International Marketing quiz

TEACHING METHODS

- Lectures
- Quiz
- Teamwork
- Discussions
- Lab search

BIBLIOGRAPHY

- INTERNATIONAL MARKETING – PHILIP CATEORA, MARY GILLY & JOHN GRAHAM – 15th EDITION – MCGRAW HILL – 2011
- GLOBAL MARKETING – SVEN HOLLESEN – 4th EDITION – PRENTICE HALL – 2007
- CASE STUDIES AND READINGS

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TBS Summer School Syllabus 2018

International Human Resources Management

Lecturers:

1) Dr. Laurent GIRAUD,

Associate Professor, TSM Toulouse School of Management - Toulouse 1 Capitole University
Associate Researcher at the ESSEC Chair of Change management
Former Recruiter in the Automotive Industry

2) Pauline LABATTE,

HR consultant, Professional trainer and facilitator
Former HR Change project leader & Human Resources Business partner in the Aeronautical industry
(AIRBUS)

ECTS credits : 6

Total Hours : 45 including **25 Contact Hours**

Pre-requisites: Basics of Humans Resources

Evaluation :

- **Multiple Choice Questionnaire : 25%**
- **Continuous Assessment : 25%**
- **Oral Presentation Case Study in groups : 25%**
- **Final Exam: 25%**

FINAL COURSE GRADE :

16/20 - 20/20	(Excellent)	A
14/20 - 15/20	(Very Good)	B
12/20 - 13/20	(Good)	C
10/20 – 11/20	(Satisfactory)	D
< 10/20	(Fail)	F

AIMS OF THE COURSE

To address the main issues of Human Resource Management (HRM) and Organizational Change Management (OCM) from an international and practical perspective and to provide students with an overview of different HRM practices in Europe and the institutional constraints that shape them.

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COURSE DESCRIPTION

Key issues in International Human Resource Management (IHRM) are introduced to the participants, with a focus on the practical dimension. As companies are to go worldwide to achieve high performance (Schwens et al., 2017), managing the human resources and change on the international level becomes a priority. This course aims at presenting accurate and appropriate IHRM concepts and operational tools in order to understand the means by which a company can achieve high performance through a higher human capital and a better managed workforce. In an environment where companies are strongly impacted by the digitalisation, this course will also aim at presenting how HR has to adapt and evolve to cope with this digital evolution.

If being able to lead transformations is mainly about the human factor, the participants will be trained to the techniques of Organizational Change Management as well, so that their company manages to implement changes required by the international competition. In a competitive and rapidly changing environment, organizational dynamics have become high on companies' agendas. This course therefore also aims at presenting appropriate operational tools in order to understand the means by which a company can become agile and lead successful transformations worldwide.

SKILLS AND LEARNING OUTCOMES

Through successful completion of this course, participants should be able to:

- show a basic understanding and knowledge of IHRM & OCM concepts,
- demonstrate skills and tools enabling the concrete application of this knowledge to real issues of concern to companies,
- gain experience in applying IHRM & OCM knowledge to issues relevant to international context,
- develop their ability to critically analyze, assess and deal with the managerial and organizational implications of IHRM & OCM issues, at different levels of analysis,
- use IHRM & OCM tools and adapt them to the international and cultural context,
- anchor the HR policy in the long-run and follow-up its implementation,
- experiment, share and adapt best practices in terms of IHRM & OCM.

COURSE SYLLABUS

International Human Resource Management

I/ TRENDS AND ISSUES IN INTERNATIONAL HUMAN RESOURCE MANAGEMENT

- 1.1 What is Human Resources Management?
- 1.2 Comparative studies about Human Resources Practices
- 1.3 Issues of Cultural Diversity

II/ HR and Digitalisation

- 2.1 Main facts and trends
- 2.2 Reshaping of HR processes
- 2.3 HRIS and Big Data
- 2.4 New ways of working and Change management



III/ IHRM – Part 3

- 1) Managing in Asia & Generations in the workplace
- 2) Expatriation Management
- 3) Job interview simulations (bring your own updated CV)

IV/ Organizational Change Management

- 4) Introduction to change management
- 5) Tools for change management
- 6) Examples from North America
- 7) Stage-models of managing change
- 8) Harvard change management simulation

TEACHING METHODS

- Lectures
- Active engagement
- Teamwork
- Discussions
- Projects

BIBLIOGRAPHY

International Human Resource Management

- Markoulli, M., Lee, C. I. S. G., Byington, E., & Felps, W. A. (2017). Mapping Human Resource Management: Reviewing the field and charting future directions. *Human Resource Management Review*, 27(3), 367-396.
- Nankervis, A., Rowley, C., & Salleh, N. (2016). *Asia Pacific Human Resource Management and Organisational Effectiveness: Impacts on Practice*. USA: Chandos Publishing.
- Rees, G., & Smith, P. (Eds.). (2017). *Strategic Human Resource Management: An International Perspective*. USA: SAGE.
- Schwens, C., Zapkau, F. B., Bierwerth, M., Isidor, R., Knight, G., & Kabst, R. (2017). *International Entrepreneurship: A Meta-Analysis on the Internationalization and Performance Relationship*. *Entrepreneurship Theory and Practice*.

Organizational Change Management

- Burke, W. W. (2017). *Organization Change: Theory and Practice* (5th ed.). SAGE Publications.
- Orridge, M. (2017). *Change Leadership: Developing a Change-Adept Organization*. USA: Routledge.
- Thurman, P. W. (Ed.). (2017). *Leadership*

TBS Summer School Syllabus 2018

Business Strategy in Europe

Lecturers :

Hanna Dohlen Opsahl Lecturer and Researcher in Strategic Management, Toulouse Business School

Jonas Viklund Lecturer and Researcher in Strategic Management, Toulouse Business School

Professor in charge of course development: Yuliya Snihur - Resident Professor at TBS

ECTS credits: 6

Total Hours : 45 including **25 Contact Hours**

Pre-requisites:

This course is appropriate for undergraduate students with foundation knowledge of economics.

Evaluation :

Group case homework assignments (2 assignments each worth 20 %) = 40 %

Class participation (2 points per class session) = 20 %

2 Quizzes during class = 20 % each (or 40 % for both)

FINAL COURSE GRADE :

FINAL COURSE GRADE

16/20 - 20/20	(Excellent)	A
14/20 - 15/20	(Very Good)	B
12/20 - 13/20	(Good)	C
10/20 – 11/20	(Satisfactory)	D
< 10/20	(Fail)	F

AIMS OF THE COURSE

This module is designed to introduce participants to dealing with strategic issues in the firm. Strategy involves the coordination and integration of the efforts within the different functional areas of an organization for dealing with an uncertain future. This comprises formulating a business strategy for each individual unit of the firm, formulating a corporate strategy, and implementing these strategies while at the same time being cognizant of competitor reactions. Strategy formulation involves understanding the business the firm is in, determining how to position the firm within its business environment, and developing the capabilities to compete, but also to cooperate, in this environment.

SKILLS AND LEARNING OUTCOMES

The module will help participants to understand the nature of strategic competitiveness and develop the ability to analyze the competitive environment facing the firm, assess the attractiveness of the industry, and isolate potential sources of competitive advantage and disadvantage. The focus will be

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put on explaining the specific strategic tools, such as Porter's five forces, PESTEL, VRIN analysis, as well as analyzing dynamic interactions firms face in their industries. In particular, participants will be encouraged to consider the actions of competitors and how those might impact a firm's ability to reach strategic goals. If time permits, we will analyze additional topics, such as firm growth, internationalization, and innovation.

Thinking strategically is a difficult skill to master. The objective of this course is to push students to think strategically in different situations. The course introduces the students to a coherent framework of value creation and value capture and develops related concepts that are used to analyze the competitive environment of a firm and its internal strengths and weaknesses. We expect the students to be able to deal with the basic strategy concepts introduced. The ultimate objective is to be able to formulate but also to critically analyze various business strategies.

COURSE SYLLABUS

Week 1 – Introduction, industry value chain, building blocks of a business strategy

We will focus on becoming familiar with a number of strategy concepts. We will examine how the industry and the environment affect the performance of individual businesses. Understanding the pressures of industry characteristics is a first step in formulating a strategy. We will then consider the building blocks of a strategy, such as defining competitive positions, analysing activities and capabilities of a firm, and discussing the sustainability of a firm's competitive advantage.

Week 2 – Competitive dynamics

We will take a dynamic look at strategy, specifically analysing competitive interactions. Understanding competitors' moves and reacting appropriately is important. Making strategic decisions and anticipating competitors' reactions is crucial for the viability of a business. We will use tools from game theory to conduct dynamic competitor analysis.

Week 3 – Contemporary challenges in business strategy

Change and uncertainty are always present when formulating a business strategy. We will explicitly discuss how some current challenges such as new technologies, innovation, and internationalization affect the formulation of a business strategy.

TEACHING METHODS

The course presents the strategy frameworks and concepts through the analysis of concrete business situations in recent cases, practical exercises, and readings from academic journals and business press. Students are expected to read assigned articles and cases prior to class sessions. Class sessions will consist of lectures and discussions around the cases and other readings.

Students are expected to contribute to discussions and to offer insights into the course material from their personal and professional experience. Students will often work in groups to analyze strategic situations and to present their findings to the class. Strategic thinking is best learned through practice and use of strategic concepts. The cases we will study are about specific business situations; they are an opportunity to both apply the concepts we discuss in class as well as further develop our ability to think about competitive strategy. Discussions are an important part of the course, which makes it imperative that everyone attempts to regularly contribute to class discussions.



**SUMMER
SCHOOL**

BIBLIOGRAPHY

- Grant, R.M. Contemporary Strategy Analysis, 6th Edition, Blackwell Publishing, 2008.
- Ghemawat, P. Strategy and the business landscape, 3d edition, Prentice Hall, 2009
- Besanko, David, David Dranove, Mark Shanley and Scott Schaefer: Economics of Strategy (5th edition), Willey&Sons, 2009.
- Porter, M. Competitive advantage of nations: creating and sustaining superior performance. Simon and Schuster, 2011.
- Porter, M. Competitive advantage, the Free Press, 1985
- Porter, M. Competitive strategy, The Free Press, 1980

Additional academic and practitioner articles will be posted for each particular session for students to read on the topics discussed in class.

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TBS Summer School Syllabus 2018

Big Data & Marketing Analytics

Lecturers : Associate Professor Kevin Carillo, PhD (TBS)
Sam Hee Lazare (Continental)

ECTS credits : 6

Total Contact Hours : 25 + 20 hours study time + group work

Pre-requisites:

None

(installation of Tableau software on the students' laptop – Instructions will be provided).

Evaluation :

- Case study (50%)
- Group: Data visualization project (50%)

FINAL COURSE GRADE :

16/20 - 20/20	(Excellent)	A
14/20 - 15/20	(Very Good)	B
12/20 - 13/20	(Good)	C
10/20 – 11/20	(Satisfactory)	D
< 10/20	(Fail)	F

AIMS OF THE COURSE

The explosive growth in the amount of data created in the world by humans and machines continues to accelerate. This data deluge coupled with a societal awareness of the strategic value of data, has engendered a global business paradigm shift: the advent of the data-driven business era. In this new data-driven business world, marketers need to incorporate data into their decision-making processes in order to gain a competitive edge by: interacting with customers in a more personalized and efficient manner, by designing products and services that perfectly match customers' fast-changing needs and desires, but also by managing marketing and communication campaigns in real-time.

In other words, the data revolution goes way beyond the boundaries of a mere technological evolution, marketing professionals must get used to evolving in a volatile and fast changing business environment, and thus acquire new forms of expertise and skills that are at the junction of digital marketing innovation and analytics.

This course aims at sensitizing students to the transformation of marketing induced by the big data revolution. Moreover, students will be confronted to the specificities of data-driven marketing decisions with an emphasis on the use of data visualization techniques in marketing.

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SKILLS AND LEARNING OUTCOMES

Students will:

- Understand the business reality that hides behind the term big data.
- Understand the specificities of the data-driven business era as well as data-driven marketing
- Acquire skills at developing data-driven business models.
- Be able to identify and analyze big data marketing applications
- Gain knowledge and skills in the domain of data visualization
- Understand and implement a marketing data-driven decision process
- Be able to answer a marketing problem using a (big) data visualization tool

COURSE SYLLABUS

This course is composed of two complementary parts:

1. Data-driven business models & marketing applications
 - a. Introduction to big data
 - b. Impact of big data on customer knowledge:
 - c. Enriching customer profiles through simplified data collection information
 - d. Customer micro-segmentation
 - e. Impact of big data on customer relationship management and communication
 - f. Customer relationship management Web 2.0
 - g. Using big data to design customer communication
 - h. Big data and marketing strategy
 - i. Impact on product design
 - ii. Impact on business and sales strategies
 - iii. Impact on brand management
2. Data-driven marketing and data visualization
 - a. From marketing to data-driven marketing
 - b. The science behind data visualization
 - c. Group project: using data visualization in data-driven marketing

TEACHING METHODS

- Interactive Lectures
- Group discussions
- Case studies
- Group project (using a data visualization tool)

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BIBLIOGRAPHY

Introductory readings:

- Henke, N., Bughin, J., Chui, M., Manyika, J., Saleh, T., Wiseman, B., & Sethupathy, G. (2016). The age of analytics: Competing in a data-driven world. McKinsey Global Institute, 4.
<https://www.mckinsey.com/business-functions/mckinsey-analytics/our-insights/the-age-of-analytics-competing-in-a-data-driven-world>
- Umesh, U. N., & Kagan, M. (2015). Data Visualization in Marketing. Journal of Marketing Management, 3(2), 39-46.
- Principles of Data Visualization - What We See in a Visual. FusionCharts.
<https://www.fusioncharts.com/whitepapers/downloads/Principles-of-Data-Visualization.pdf>

TBS Summer School Syllabus 2018

Digital Marketing Integrating Social Media

Lecturers : Gilles Nakhle - International Lecturer, Course Director and Brand Consultant

ECTS credits : **6**

Total Contact Hours : **25 + 20** hours study time + group work

Pre-requisites:

This course is appropriate for Master students with basics in Marketing Management.

Evaluation :

Lab Search
Oral Presentation

FINAL COURSE GRADE :

16/20 - 20/20 (Excellent)	A
14/20 - 15/20 (Very Good)	B
12/20 - 13/20 (Good)	C
10/20 – 11/20 (Satisfactory)	D
< 10/20 (Fail)	F

AIMS OF THE COURSE

- The main objective is to broaden the student's understanding of the European opportunities available in digital and social media to all businesses and organisations regardless of capitalisation.
- Focus is on the French case studies and successful campaigns.
- In essence, social media is about human connections, interactions, and stories that add value and have a positive outcome.

SKILLS AND LEARNING OUTCOMES

- By the end of the course you will be transformed by the cases and examples that will be treated.
- You will be able to evaluate digital and social media campaigns as well as websites and blogs.
- You will be able to understand and learn more about social media, its jargon.
- You will view things from a professional perspective after being a consumer.

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COURSE SYLLABUS

Day 1

- Introduction to the digital world
 - Definitions
 - Success and failures
- Online exercise

Day 2

- What is Online marketing?
- What are its 5 key components?
- How does it work?
- Distinctions of online marketing
- Case study

Assignment: Impact of Digital revolution on different industries

Day 3

Oral presentations of Digital Strategies

Day 4

- Intro to social media
- Intro and definitions
- Social media objectives
- How it serves supports growth
- How to apply it to organisations
- Social Media Strategy: Three Vs
- Major campaigns on Social Media

Homeworks

Day 5

- The big players
- Facebook - Google -Instagram -LinkedIn- Pinterest - Snapchat -Blogs
- Social Media worldwide
- Social Media in France
- Social media in China

Oral Presentations by the teams

Day 6

- Real-time marketing
- What is Real-time?
- A real challenge for companies
- Evaluation of digital/social media tactics and tools
- Sample strategies
- Evaluation criteria

Day 7

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- Web Analytics
- Setting up
- The Art of Web analytics
- Tracking Tools
- Search Engine Optimisation (SEO)

Day 8

Online Lab search Project/Evaluation of a Website/Blog

Day 9

Building a blog

First decisions

The 7 planning steps

Digital and media jargon through all sessions Day 10

Final Blog presentation

TEACHING METHODS

- Lectures
- Active engagement
- Teamwork
- Discussions
- Projects
- Digital and media jargon through all sessions

BIBLIOGRAPHY

- THE SOCIAL MEDIA SURVIVAL GUIDE – DELTINA HAY – QUILL DRIVER BOOKS- 2011
- THE POWER OF REAL-TIME SOCIAL MEDIA MARKETING – BEVERLY MACY & TERI THOMPSON – MCGRAW-HILL- 2010
- ONLINE MARKETING – LORRIE THOMAS – MCGRAW-HILL 36-HOUR COURSE– 2011
CASE STUDIES

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TBS Summer School Syllabus 2018

Corporate Leadership and Governance: A pragmatic interdisciplinary perspective

Lecturers: Emilia Bunea and Dr. David Stolin

Emilia Bunea, MBA, CFA is a corporate leader with nearly two decades of board and C- level experience at multinational firms, most recently as CEO of a company with 800 staff and 2 million clients. She is a Chartered Financial Analyst and is currently pursuing a PhD in Leadership at Vrije Universiteit in The Netherlands.

Dr. David Stolin is a Professor of Finance at Toulouse Business School. He holds a PhD in Finance from London Business School and his research on corporate governance has been published in such leading outlets as Management Science and Journal of Business, and profiled in The Financial Times and Le Monde.

ECTS credits : 6

Total Hours : 45 including 25 Contact Hours

Pre-requisites: Undergraduate-level coursework in business/management

Evaluation :

Class participation: 33%

Presentations: 33%

2h30 Final Exam: 33%

FINAL COURSE GRADE :

16/20 - 20/20 (Excellent)	A
14/20 - 15/20 (Very Good)	B
12/20 - 13/20 (Good)	C
10/20 – 11/20 (Satisfactory)	D
< 10/20 (Fail)	F

AIMS OF THE COURSE

What makes a corporation work? The answer lies in a combination of good governance and good leadership. Despite being tightly interrelated in practice, the topics of governance (the rules and processes through which a corporation is managed) and leadership (the ability to stir others to action) are typically researched and taught separately. This course is an exception: it is co-taught by an academic expert on governance jointly with a top-level business leader who is also a leadership scholar. In this course, we will survey major issues in the functioning of a modern corporation from

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both governance and leadership perspectives. In addition, we will be continually seeking to reconcile academic and practical viewpoints on the topics we analyze, drawing on examples from around the globe. The course is intended for any student seeking to enter the corporate world and aspiring to become a corporate leader in future.

SKILLS AND LEARNING OUTCOMES

By the end of the course, students will:

1. Understand what it means to be a good leader – and a good follower – in the corporate context.
2. Understand the constraints placed by a corporation's organization and governance on its leaders.
3. Appreciate the challenge and importance of influencing without power.
4. Understand the ethical grounding of authentic leadership and its importance for corporate governance.
5. Explain how governance mechanisms seek to address conflicts of interest inherent to corporate realities.
6. Analyze key corporate governance mechanisms and their interplay with how the organization is led.
7. Analyze the roles of governance and leadership in corporate transformations.
8. Assess the characteristics and performance of a board of directors in light of the firm's objectives.

COURSE SYLLABUS

The course will be both rigorous and highly interactive, consisting of lectures, class discussions, case studies, student presentations and simulations of corporate decision-making. The classes will cover the following topics:

1. The theory and practice of corporate leadership and governance: An overview
2. Corporate politics: formal and informal power
3. Away from the limelight: Leading in a matrix organization
4. Proxy voting: the (mal)functioning of corporate democracies
5. Managerial incentives: Inside and outside perspectives
6. Corporate boards: A look inside the black box
7. Corporate transformations 1: Leading an IPO
8. Corporate transformations 2: Leading a merger
9. Corporate transformations 3: Leading a restructuring
10. Crisis management and corporate scandals



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TEACHING METHODS

The course will be taught through a combination of formal lectures, class discussions, case studies, and student presentations.

BIBLIOGRAPHY

Sample readings:

Goffee, Rob and Gareth Jones, 2000, Why should anyone be led by you?, *Harvard Business Review* 78(5), 62-70.

Financial Reporting Council, 2016, The UK Corporate Governance Code.

Pye, Annie, 2002, Corporate directing: Governing, strategizing and leading in action, *Corporate Directing* 10(3), 153-162.

Schwartz-Ziv, Miriam, and Michael Weisbach, 2013, What do boards really do? Evidence from minutes of board meetings, *Journal of Financial Economics* 108, 349-366.

Welch, Ivo, 2016, *Corporate Finance*, Chapter 24: Corporate Governance.

White, Roderick E., Paul W. Beamish, and Andreas Schotter, 2007, ING Insurance Asia/Pacific, Case Study, Ivey Publishing.

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TBS Summer School Syllabus 2018

Corporate Finance

Lecturers : **Professor** Deborah Meloso - Resident Professor at Toulouse Business School
Professor Jean-François Verdié - Resident Professor at Toulouse Business School

ECTS credits : **6**

Total Contact Hours : **25 + 20** hours study time + group work

Pre-requisites:

This course is appropriate for Master students with a basic knowledge of economics, mathematics and statistics.

Evaluation :

Final Exam: 100 %

FINAL COURSE GRADE :

16/20 - 20/20 (Excellent)	A
14/20 - 15/20 (Very Good)	B
12/20 - 13/20 (Good)	C
10/20 – 11/20 (Satisfactory)	D
< 10/20 (Fail)	F

AIMS OF THE COURSE

This module aims to provide students with both a fundamental and an operational grounding in corporate finance. A rigorous method for selecting investment projects will be presented and practiced. Students will learn the various modes of financing and their real cost.

SKILLS AND LEARNING OUTCOMES

Academic Skills developed in the course: Assimilate the concepts of Discounted Cash Flows, Net Present Value, Internal Rate of Return, Risky Investments and Diversification. Understand the equilibrium relationship between risk and return. Students must master all the concepts and tools discussed in the course, i.e. compute the risk and return of an asset and a portfolio, determine the efficient frontier and the cost of capital of a company and an individual project. They must also be able to study the profitability of an investment under uncertainty.



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Professional Skills developed in the course: The objective is to learn how to make an optimal investment decision in real world situations when there is uncertainty about the projects' Cash Flows and risk. The course proposes methodologies to evaluate a company and processes to make a capital budgeting decision in practice.

COURSE SYLLABUS

The course is divided into four parts.

Session 1&2. Basic Concept: The Net Present Value Rule / Financial Calculus
Session 3&4. Capital Budgeting/ Fixed Asset Investment Decisions

Session 5&6. Risk and Return: an introduction

Session 7&8. The Capital Asset Pricing Model (CAPM) and the Cost of capital

TEACHING METHODS

A rigorous method for analysing economic and financial problems will be developed, based on a study of the theoretical foundations of modern finance. To renounce theory would be to renounce explaining the working of capital markets. The theoretical knowledge acquired by the student will, however, continually be called upon to solve practical financial problems. Student performance in the course will be assessed with a final examination that will consist of multiple choice questions.

BIBLIOGRAPHY

1. Berk, J. and DeMarzo, P. (2011) *Corporate Finance*, London: Pearson (2nd edition).
2. Welch, I. (2008) *Corporate Finance: An Introduction*, available online at <http://book.ivo-welch.info/>
3. Brealey, R., Myers, S. and Allen, F. (2006 and later) *Principles of Corporate Finance*, New York, NY: McGraw-Hill.

3 INTERNATIONAL ACCREDITATIONS



TBS Summer School Syllabus 2018

European and International Business Strategies

Lecturer:

Leandro De Sa – Associate Professor at Toulouse Business School

Associate Professor at Toulouse School of Management

Founder of LDS - Lean Development Structure, a management consulting and training company for executives focusing on the operational efficiency and the financial performance of complex enterprises in various industrial settings.

Chairman of GrowthPhases LLC, a global company focused on inorganic growth and Lean for corporations.

He is the President of the European American Chamber of Commerce in Southwest France.

ECTS credits : **6**

Total Hours : 45 including **25 Contact Hours**

Pre-requisites: This course is appropriate for Master students with a basic knowledge of economics.

Evaluation :

Oral group presentations on case studies presentation	60%
Individual participation	40%

Group case studies: you will be divided into groups.

Each group works on all of the case studies. For each case, attendees need to prepare a power point presentation (10-15 min.), addressing the case-specific questions listed hereafter.

FINAL COURSE GRADE :

16/20 - 20/20 (Excellent)	A
14/20 - 15/20 (Very Good)	B
12/20 - 13/20 (Good)	C
10/20 – 11/20 (Satisfactory)	D
< 10/20 (Fail)	F



AIMS OF THE COURSE

After this course, students should be able to:

- Comprehend issues of European business strategy
- Understand and analyze advantages and challenges of intra and extra European trade, Eurozone and TTIP
- Understand contracting, resources, financing strategies, stakes and outcomes in global terms
- Understand and acknowledge future developments and challenges for European businesses going global or for global business developing in Europe

SKILLS AND LEARNING OUTCOMES

Through successful completion of this course, participants should be able to:

- Master fundamentals in management science
- Attendees will master management skills in scientific and technological environments and acquire knowledge of specific aerospace functions and/or sub-sectors.
- Attendees will develop problem-solving techniques and be able to analyze and solve business problems.
- Attendees will have the decision-making skills to propose solutions to transverse issues
- Attendees will have a global perspective, including international and European issues, and global economics.

COURSE SYLLABUS

This course aims to give students a broad perspective on the major challenges European business strategies. On completion of this module, students will be able to understand the effects of European current trends, challenges and key transitions in Economic growth and member-State development. We will analyze different models and scenario in different industry sectors and suggest upcoming scenarii and evolutions in the midterm future.

#	Date	Title	Content	Methods
1	8/6/2017	The value of the European Union	<ul style="list-style-type: none"> • The Economic value sources and impact on GDP • The engines of growth in Europe 	Academic review misc sources Europe integration case
2	11/6/2017	Innovation in the European Union	<ul style="list-style-type: none"> • The strength of clusters • Entrepreneurship and startappers • Innovation patterns and early-stage financing 	Background material Guest entrepreneur and VC (TBC) US vs EU comparisons

3 INTERNATIONAL ACCREDITATIONS





3	12/6/2017	Taxonomy of businesses in Europe	<ul style="list-style-type: none"> • Business profiles and distribution • Competitive advantage • Organizational structures 	Business review material
4	13/6/2017	Tensions in Europe	<ul style="list-style-type: none"> • Security and defence • Impacts of the refugee crisis • Immigration in Europe • The Brexit 	Cases HBSP Review videos
5	14/6/2017	European integration through businesses	<ul style="list-style-type: none"> • The case of Airbus • Strategic integrative industry sectors in Europe 	Case study Airbus
6	18/6/2017	Trade and competition	<ul style="list-style-type: none"> • Cases of failed and succeeded mergers in Europe • The M&A landscape • TTIP negotiations 	TTIP Case Hermes case Background material
7	19/6/2017	Education, culture and businesses	<ul style="list-style-type: none"> • The education systems in Europe and their business impact • Legal, negotiation 	Background material Simulation games
8	20/6/2017	Fiscal issues	<ul style="list-style-type: none"> • Fiscal arbitration in Europe • Cash repatriation in the USA 	Case studies Apple, Google, Amazon, Starbucks
9	21/6/2017	Stability and resilience of the Eurozone	<ul style="list-style-type: none"> • The PIIGS crisis • The role of the ECB vs the Fed • The single currency 	Case study Background material
10	25/6/2017	Cooperation and large projects	<ul style="list-style-type: none"> • Large cooperation projects and their history • A nearly-global financial sector 	Case examples PE guest

TEACHING METHODS

- Lectures
- Active engagement
- Case Studies
- Simulations
- Teamwork
- Discussions
- Projects

3 INTERNATIONAL ACCREDITATIONS





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