

THE AMERICAN  
BUSINESS SCHOOL

PARIS

# The American Business School

## Course Catalog

**2017-2018**

### Graduate Studies Program (MBA)

AMERICAN BUSINESS SCHOOL PARIS  
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The **American Business School of Paris (ABS Paris)** is an undergraduate and graduate level business school affiliated with a number of American educational institutions (see the most current list of partner schools in the school brochure and on the website). The ABS Paris programs are international in scope and are open to students from around the world who seek to add an international dimension to their business studies. Located in France's capital city, The American Business School of Paris has built its reputation on high academic standards as well as on the dual European and American perspective it offers to its students.

The ABS Paris programs are comprehensive in nature and offer a varied curriculum that enables students to fulfill requirements in both business and non-business fields. At ABS Paris, all courses are taught in English by highly qualified and experienced instructors. Based on the American model of higher education, ABS Paris students benefit from the quality of an American business education in a diverse, multicultural and international setting.

In September 2012, ABS Paris became as a member of **The Association to Advance Collegiate Schools of Business (AACSB, [www.aacsb.edu](http://www.aacsb.edu))**. The BBA and MBA programs are also fully accredited by the **International Association for Business Education (IACBE, [www.iacbe.org](http://www.iacbe.org))**. Additionally, the BBA program was certified by the French Ministry of Labor in 2012 as "Niveau II Manager à l'International, option Marketing/Vente ou Gestion/Finance" (decree of November 27<sup>th</sup>, 2012 – JO December 9<sup>th</sup>, 2012- Code NSF 310m). The Bachelor's in Fashion & Luxury Retail Management was certified French Ministry of Labor in 2013 "Niveau II Responsable du Développement Commercial et Marketing" as well (Decree of November 19<sup>th</sup>, 2013, JO November 29<sup>th</sup>, 2013, code NSF 310m). As a result, students completing their BBA & Bachelor in Fashion & Luxury Retail Management programs at ABS Paris benefit by receiving **dual degrees** at the conclusion of their studies.

In partnership with ESAM (IGS Group French Business School), the students enrolled in the MBA program, concentration in Entrepreneurship & International Business Development, are eligible for a French grade delivered by ESAM: Titre certifié Leve I by the French Government, Entrepreneur & Dirigeant (Decree of August 10<sup>th</sup> 2012, JO August 22<sup>nd</sup> 2012, Code NSF 310n).

## MISSION STATEMENT

The **American Business School of Paris** aims to train its students to become future business leaders who think internationally, take initiatives and can work on multicultural teams. The school will continuously improve its academic standards and at the same time instill in the students respect and tolerance for diversity, as well as a sense of social responsibility. The school will also encourage the students to apply ethical standards in all personal and professional decisions.

## MBA Curriculum (42 Credits)

### CORE COURSES:

Code	Course Name	Credits	Term
MGMT510	MANAGEMENT OF INNOVATION	3	Fall
MGRH570	INTERNATIONAL HUMAN RESOURCE MANAGEMENT	3	Fall
BLAW511	INTERNATIONAL BUSINESS LAW & ETHICS	3	Fall
ECON530	INTERNATIONAL ECONOMICS & MICRO MARKETS	3	Fall
MKTG577	STRATEGIC MARKETING & BRANDING	3	Fall
MKTG510	GLOBAL & E-MARKETING	3	Spring
MGMT500	INTERCULTURAL MGMT & INTL NEGOTIATION	3	Spring
MGMT690	PROJECT MANAGEMENT	3	Spring

### CONCENTRATION COURSES:

#### ENTREPRENEURSHIP & INTERNATIONAL BUSINESS DEVELOPMENT:

FINC500	INTERNATIONAL BUSINESS FINANCE	3	Fall
FINC621	INTERNATIONAL PARTNERSHIPS & M&A	3	Spring
MGMT600	ADVANCED BUSINESS PLANNING	3	Spring
MGMT601	BUSINESS PLAN JURY PRESENTATIONS	2	Spring

#### GEOPOLITICS & INTERNATIONAL BUSINESS:

FINC500	INTERNATIONAL BUSINESS FINANCE	3	Fall
FINC621	INTERNATIONAL PARTNERSHIPS & M&A	3	Spring
BUSI500	GEOPOLITICS & BUSINESS DEVELOPMENT	3	Spring
POLS500	INTERNATIONAL ORG & GEOPOLITICAL ISSUES	2	Spring

#### COMMUNICATIONS & PROJECT MANAGEMENT (IN PARTNERSHIP WITH ISCPA-PARIS):

PSCO524	FROM CORPORATE STRATEGY TO COMMS STRATEGY	3	Spring
PSCO526	PR CORPORATE COMMUNICATIONS: CASE STUDY	3	Spring
PSCO510	ONLINE COMMUNICATIONS & SOCIAL MEDIA	2	Fall
COMM555	LUXURY BRAND CONTENT	3	Spring

### BUSINESS GAMES:

APCE510	BUSINESS MANAGEMENT SIMULATION	2	Fall
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### MBA TOUR (SILICON VALLEY-USA)

BUSI570	EXPLORING INNOVATION IN USA	2	Spring
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### END OF STUDY PRACTICUM:

BUSI550	INTERNSHIP & INTERNSHIP REPORT & DEFENSE	3	6 months
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#### OPTION FOR ENTREPRENEURSHIP STUDENTS ONLY:

BUSI551	PHASE 1 BUSINESS INCUBATION (by approval only)	3	6 months
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# **MBA END-OF-STUDY PRACTICUM GUIDELINES**

## **BUSI550 - Internship, with an approved mission**

- Work experience within an industry and company that is compatible with academic goals
- ABS Paris may make introductions and create opportunities for networking and job search
- Student must follow-up, interview, and be offered the position directly
- Job description must be pre-approved by ABS Paris before the contract begins
- With the support of their ABS Paris tutor, students will develop a 50-60 page in-depth industry, market, and company analysis to be presented to company tutor and ABS
- An evaluation by the company tutor and/or manager at the end of the contract
- Presentation of insights and learnings to ABS Paris jury

## **BUSI551 - Phase 1: Business Incubation**

*Option for Entrepreneurship students, with committee approval*

- To further develop an active business idea beyond what was worked on during class
- Must have earned at least a B grade in MGMT600 & MGMT601
- Must submit a 1-page proposal to the jury for consideration
- Only students with projects approved by the jury will be allowed to do BUSI551. If rejected, students must complete a BUSI550 to fulfill their graduation requirements
- With the support of their ABS Paris tutor, students will produce an expanded business plan to include in-depth analysis, hands-on market, competitive, and industry research, a developed board of advisors, a hiring plan, commitments from investors, a financial plan, and a detailed long-term action plan. Alternatively, a report and in-depth analysis with research, evidence, and conclusions as to why the business is not viable
- Presentation of insights, learnings, and conclusions to ABS Paris jury

## **Academic Tutor**

All students will be assigned an academic tutor selected from the professorial staff at ABS Paris with relevant knowledge and experience to support the student. Academic tutors will dedicate 6 hours over the course of 6 months to providing hands-on support and guidance to the student. Schedules and timelines will be determined between the tutor and the student.

Students are expected to maintain regular contact with the Academic Tutor and send updates and interim status reports during the entire internship. Some tutors may require additional reporting and communication as well as company visits.

The Academic Tutor will grade the report and inform the jury of the student's readiness to finalize their project and present their insights and recommendations.

## FACULTY ROSTER

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Morene ACH	Bachelor of Journalism, Carleton University, Canada TESL Certificate, Vancouver, Canada
Peter BARNET	BA, Yale University, USA
Gerard GARCIA	BA, American University of Paris, France JD, Interamerican University of Puerto Rico, School of Law, Puerto Rico, USA Executive MBA, HEC, France
Bernd GIBSON	Diplôme d'Etat in Traduction et interprétariat, Fachhochschule Koln-Germany, (English, German, Spanish) Certificate of Teaching English as a Foreign Language to Adults, Cambridge-UK
Roman KRYS	BA in Political Science, Fairleigh Dickinson Univ., Teaneck, NJ, USA MA in International Affairs, Columbia Univ., New York, NY, USA
Muhamad Baber MIRZA	Bachelor of Business and Information Systems, Curtin University, Australia MBA-Marketing Major, Institute of Business Management, Pakistan
Palena NEALE	Bachelor of Commerce, University of Manitoba, Canada MA, Gender and International Relations, University of Hull, UK PhD, Gender and International Politics, University of Wales, UK
Jimmy PARC	BA, Fashion Design, BA French Language & Literature, SungKyunKwan University, South Korea MA, International Studies, Seoul National University, South Korea PhD International Studies, Seoul National University, South Korea PhD, Modern Economic History, Paris Sorbonne
Danny RUKAVINA	BA in Political Science, University of Melbourne, Australia Maîtrise in Sociology, University of Paris 1
Nuno SANTOS	BBA, Instituto Superior da Maia, Portugal MBA, Hospitality, Glion Institute of Higher Education, Switzerland MAS, Hospitality Management, Les Roches-Gruyere, Switzerland
Richard THOMPSON	BS in Mechanical Engineering, Cornell University, NY, USA MBA INSEAD, Fontainebleau, France
Catharina WULF	BA, York University, Toronto, Canada MA McGill University, Montreal, Canada PhD, Communication, University of Burgundy, France

## ADMINISTRATIVE STAFF

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## GRADING SCALE

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The final grade in a course is a letter grade, at times followed by a + or - sign. Each letter grade has a point value, and ABS uses the following scale:

ABS Grade	ECTS Grade	ABS Grade	ECTS Grade
A	4.00	A	D
A-	3.67	B	E
B+	3.33	B	F
B	3.00	C	F
B-	2.67	C	F
C+	2.33	D	F
		F	F
		I	Incomplete
		W	Withdraw

The American Business School of Paris grades in the A range are excellent, in the B range good, in the C range fair, and in the C- / D range poor. Any grade **under C** is considered a failure.

Students who earn a cumulative GPA of less than 2.00 will be under probation.

Students who earn a cumulative GPA of 3.33 or higher, will be mentioned on the Dean's List

**1 teaching hour is the equivalent of 60 consecutive minutes. 3 hours are the equivalent of 180 minutes.**

**Thus, a 36-hour course at 60 min per hour is the equivalent of a 45-hour course at 50 min per hour.**

### Percentage grades:

ABS Paris uses the following scale to convert the grades into letter grades:

100 - 93	A	72- 69	C-
92 - 89	A-	68 - 66	D+
88 - 86	B+	65- 63	D
85 - 83	B	62 - 60	D-
82 - 79	B-	< 60	F
78 - 76	C+		
75- 73	C		

### Retake classes:

Any student receiving an ABS Paris letter grade below C in a required course will have to pay to retake that course again, regardless of his/her GPA.

**COURSE LIST**

<b>Code</b>	<b>Course Title</b>	<b>Page</b>
BLAW 511	INTERNATIONAL BUSINESS LAW & ETHICS	9
BUSI 500	GEOPOLITICS & BUSINESS DEVELOPMENT	10
ACPE 510	BUSINESS GAMES	11
BUSI 570	EXPLORING INNOVATION IN USA	12
COMM 555	LUXURY BRAND CONTENT	13
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FINC 500	INTERNATIONAL BUSINESS FINANCE	15
FINC 621	INTERNATIONAL PARTNERSHIPS & MERGERS & ACQUISITIONS	16
MGMT 500	INTERCULTURAL MANAGEMENT & INTL NEGOTIATION	17
MGMT 510	MANAGEMENT OF INNOVATION	18
MGMT 600	ADVANCED BUSINESS PLANNING	19
MGMT 601	BUSINESS PLAN JURY PRESENTATIONS & EVALUATIONS	20
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**COURSE TITLE: INTERNATIONAL BUSINESS LAW & ETHICS**

COURSE NUMBER: BLAW 511

CREDITS: 3

PREREQUISITE:

ECTS CREDITS: 6

OFFERED: FALL

SEMESTER HOURS: 45

**COURSE DESCRIPTION :**

This course focuses on those areas of law most likely to be encountered in the practice of International Business, namely, contracts and international sales, dispute resolution mechanisms, intellectual property and recent developments in Ethics and corporate criminal liability.

We will explore and debate ethics in business concentrating on Anti-Corruption, the protection of the Environment, Safety (Rana Plaza in Bangladesh, Bhopal...) and health issues (eg. the Obesity debate in the food industry).

The use of real cases involving well known multinationals (eg. McDonalds, Walmart, Alstom) will be used, particularly in our look at ethics and corporate social responsibility to ensure that theory is to the maximum extent possible placed within the context of business life.

**COURSE OBJECTIVES :**

- 1) Be familiar with the diversity of the world's major legal traditions and their effect on international business
- 2) Understand the basic differences between Civil and Common Law procedures and contracts
- 3) Obtain a sufficient knowledge of key aspects of the international law of sales contracts to permit successful contract negotiations
- 4) Appreciate the role played by legal professionals in business, in particular, in-house legal counsel to ensure effective collaboration
- 5) Analyze and evaluate the need for balancing conflicting interests on difficult legal issues impacting business internationally, eg. Extraterritoriality, Corporate Governance, Comparative criminal procedure
- 6) Demonstrate ability to interact effectively in a Team to facilitate debate, persuade and influence and develop solutions
- 7) Identify Legal issues, balance law and business and critically analyze transactions
- 8) Integrate Ethical considerations into business operations
- 9) Research and prepare clear reports on legal subjects of particular individual interest

**COURSE TITLE: GEOPOLITICS & BUSINESS DEVELOPMENT**

COURSE NUMBER: BUSI 500

CREDITS: 3

PREREQUISITE: POLS 210

ECTS CREDITS: 6

OFFERED: SPRING

SEMESTER HOURS: 45

COURSE DESCRIPTION :

This course examines the interconnectedness of geographical, historical, political, economic, social, and cultural factors that affect international business. By focusing on globalization and the links between the “international” and the “domestic,” the course provides geopolitical analyses of business opportunities and challenges deriving from such factors as global and regional trade agreements, global and national security, and the interdependence of national economies. The course explores the implications for international businesses of current geopolitical issues, including energy, the rise of new economic powers, wars, terrorism, civil unrest, and environmental issues.

COURSE OBJECTIVES :

After completing the course, the student should be able:

- To analyze the political and economic systems around the globe and interpret the current geopolitical situation;
- To examine how domestic and international economic environments impact business development and opportunities in international trade and foreign investment;
- To analyze how businesses influence host and home countries;
- To analyze how countries build and maintain their national competitive advantages; and
- To apply critical thinking to media in order to examine current geopolitical issues and future trends that affect global business development.

COURSE TITLE: **BUSINESS GAMES**

COURSE NUMBER: APCE 510

CREDITS: 2

PREREQUISITES: Marketing Strategy and Tactics  
Financial and Strategic Management

ECTS CREDITS: 4

OFFERED: FALL

SEMESTER HOURS: 24

COURSE DESCRIPTION :

The participants will have the opportunity to run a “real company” in a virtual world, competing against “real” competitors. This is a one time opportunity for many student to practice all the theoretical knowledge (marketing, marcom, management, sales, finance, logistics, e-commerce and work in teams) they have gathered during their studies.

In the Strategic Management simulation, students start a new company that enters the microcomputer industry. They deal with **Marketing, Product Development, Accounting, Finance and Manufacturing Fundamentals, Financial Analysis, Business Partner Negotiations, Human Resource Management and e-Commerce.**

COURSE OBJECTIVES & INSTRUCTIONAL METHODOLOGY :

As the executive team, students are provided the seed capital (investment money) to start their business. They can use this money to build a factory, open sales offices and/or a web site, and design brands. They invest 2 million in the first quarter and another 1 million in each of the next two quarters. An additional 4 million becomes available in quarter 4 from venture capitalists, for a total of 8 million.

The executive team has a year and a half (6 quarters or decision periods) to get their company off the ground. Within this time frame, they should become a self-sufficient firm, earning substantial profits from their operations.

Students play against their peers.

Briefings, debriefs after every game quarter. Follow per team during the simulation. Final debrief. Students work in teams and need to take care of the organization of their team.

COURSE TITLE: **EXPLORING INNOVATION IN USA (MBA TOUR in SILICON VALLEY)**

COURSE NUMBER: BUSI 570

CREDITS: 3

PREREQUISITE:

ECTS CREDITS: 6

OFFERED: SPRING

SEMESTER HOURS: 45

COURSE DESCRIPTION :

This one-week MBA Tour program focuses on getting an overview of the Unique Business Spirit of the Silicon Valley, the world's most innovative region

This program includes:

- **Morning Workshops:** Startup creation, Pitching, Elevator speech, Fund Raising, Marketing and Big Data taught by Professionals from the area.
- **Iconic Company Visits:** You will be visiting multi-national companies, accelerators and startups.
- **Evening networking events:** In order to meet professionals and make great work connections.

COURSE OBJECTIVES :

Interact with the positive work attitude of this region.

Understand the key points of success.

Be surrounded by professional from the region to make future connections.

Learn about storytelling, pitching your education and professional background with an Elevator speech, Entrepreneurship in a fast pace environment.

Understand the process of creating and working in a startup.



**COURSE TITLE: LUXURY BRAND CONTENT**

**COURSE NUMBER: COMM555**

**CREDITS : 3**

**PREREQUISITE:**

**ECTS CREDITS: 6**

**OFFERED: SPRING**

**SEMESTER HOURS: 45**

**COURSE DESCRIPTION:**

Brand campaigns and developing a brand content platform. Portfolio of brands, including famous and emblematic luxury and heritage brands.

**COURSE OBJECTIVES:**

**COURSE TITLE: INTERNATIONAL ECONOMICS & MICRO MARKETS**

COURSE NUMBER: ECON 530

CREDITS : 3

PREREQUISITE: FINC 215

ECTS CREDITS: 6

OFFERED: FALL

SEMESTER HOURS: 45

**COURSE DESCRIPTION:**

The course will drive students through the most influential, as well as the most recent advances in theoretical and empirical research in international economics and international finance. While the students will learn the most important historical innovations and ideas in these fields, they will also be exposed to the more recent work with the explosion in international financial instruments as well as globalization, its impact on economies pre and post crisis.

The focus of the course will be to get a good grasp on this research on an intuitive level, and then to apply them to the real world to understand how the business world has changed over time, and to be able to analyse possible future changes. This will be done through case studies on a country-level as well as a micro, company-level.

**COURSE OBJECTIVES:**

At the end of the course, through theoretical and empirical research as well as precise case-studies, students will be able to answer the following questions:

- How has globalization impacted countries? Has our understanding of the cost-benefit analysis of globalization changed after the crisis?
- How have recent changes in the international economic and financial system impacted developed countries as well as emerging markets?
- Can developed countries compete with developing countries in manufacturing and how can theory help the business world make better decisions in this regard?
- How do changes in exchange rates impact countries and businesses?
- How does central banking influence market and business conditions?
- Can developing countries decouple from developed countries?
- Is financial internationalisation a force for good, or will it simply lead to more crises?

**COURSE TITLE: INTERNATIONAL BUSINESS FINANCE**

COURSE NUMBER: FINC 500

CREDITS : 3

PREREQUISITE: FINC 215

ECTS CREDITS: 6

OFFERED: FALL

SEMESTER HOURS: 45

COURSE DESCRIPTION:

The course is applied financial planning and modeling coupled with project finance. Students will cover the three financial statements: income statement, cash flow statement and balance sheet as well as the links between the statements. Students will then identify business metrics and integrate them into a financial model. The course includes sensitivity analysis and risk management. It also covers the project company, project agreements and investor and partner negotiations. It includes start-up financing, financial risk management, foreign direct investment, and mergers and acquisitions. The course is taught on a case study basis alongside the course textbook. Students will use extensively Excel spreadsheets.

INSTRUCTIONAL METHODOLOGY :

The course is based on lectures, case studies and student projects. Students will be expected to read course related articles from the press. Subjects covered in class:

- Income statements, balance sheets, cash flow
- Costing and investments
- Business metrics
- Sensitivity analysis and risk management
- Legal structure
- Partner search and negotiation
- Basic Excel programming

**COURSE TITLE: INTERNATIONAL PARTNERSHIPS & M&A**

COURSE NUMBER: FINC 621

CREDITS : 3

PREREQUISITE: NONE

ECTS CREDITS: 6

OFFERED: SPRING

SEMESTER HOURS: 45

COURSE DESCRIPTION:

Students are to link the concepts learned in management, marketing and finance courses. In project teams students will build a business model and basic business plan while forecasting on a short and medium term horizon. They will then define different scenarios and model the business input and output needs developing an appreciation of the sensitivity of the business to risk.

COURSE OBJECTIVES :

Upon completion of this course students should be able to:

- Develop a business plan based on a business opportunity
- Forecast in the short and medium term using benchmarking
- Use basic statistics and forecasting tools such as Monte Carlo simulation for modeling
- Understand business risk and how to integrate it into business forecasting
- Determine financial needs of a business venture.



**COURSE TITLE: INTERCULTURAL MANAGEMENT AND INTERNATIONAL NEGOTIATION**

COURSE NUMBER: MGMT 500

CREDITS: 3

PREREQUISITE: NONE

ECTS CREDITS: 6

OFFERED: FALL

SEMESTER HOURS: 45

COURSE DESCRIPTION:

Develop a theoretical and practical understanding of negotiation and the art of negotiating. Build the appropriate skill set to become a good negotiator.

COURSE OBJECTIVES:

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

- Prepare for a negotiation – needs analysis, research and analysis of the situation and the people involved in the process, design and develop a negotiation strategy and tactics, create a communication structure among the participants, define logistical needs, etc.
- Develop the skills to manage a negotiation – identify and manage the intercultural and interpersonal factors associated with the negotiation, manage a meeting, express your needs and interests, listen, synthesize, present a demand and formulate a positive proposal, analyse the links between the goals, negotiate, and decide
- Analyze a negotiation process

**COURSE TITLE: MANAGEMENT OF INNOVATION**

COURSE NUMBER: MGMT 510

CREDITS: 3

PREREQUISITE: NONE

ECTS CREDITS: 6

OFFERED: FALL

SEMESTER HOURS: 45

**COURSE DESCRIPTION :**

Management of innovation provides students with a conceptual framework to managing innovation in the corporate and start-up environments. The course explores creativity, ideation, problem solving, technology diffusion, disruptive innovation, collaborative innovation models and intellectual property. The course also describes the unique role of public policy in promoting innovation especially regarding regulation and patents.

**INSTRUCTIONAL METHODOLOGY :**

The course is based on lectures, case studies and student projects. Students will be expected to read course related articles from the press. Subjects covered in class:

- The R&D process
- Idea creation and problem solving
- Rogers and Bass diffusion models
- Innovation diffusion through network software
- Disruptive innovation theories
- Open and closed innovation
- Intellectual property

**COURSE TITLE: ADVANCED BUSINESS PLANNING**

COURSE NUMBER: MGMT 600

CREDITS: 3

PREREQUISITE: BUSI 320

ECTS CREDITS: 6

OFFERED: SPRING

SEMESTER HOURS: 45

COURSE DESCRIPTION:

The course is an applied approach to entrepreneurship where students alone or in teams develop their own business. Students follow a step by step process which starts with market gaps and opportunities. Then they build business models followed by market research. Students will construct a sales and marketing plan, operations and personnel plan and a financial plan which brought together will be their final business plan. Students propose their own business concept. The course is to be taken with Coaching and Quality Control.

INSTRUCTIONAL METHODOLOGY:

The course is based on lectures, case studies and student projects. Students will be expected to read course related articles from the press. Subjects covered in class:

- Ideas, opportunities, problem solving
- Industry, competitor, segment analysis and targeting
- Business models
- Sales and marketing plans
- Operations and personnel plans
- Financial plans
- Business launch

**COURSE TITLE: BUSINESS PLAN JURY PRESENTATIONS & EVALUATIONS**

COURSE NUMBER: MGMT 601

CREDITS: 2

PREREQUISITE: BUSI 320

ECTS CREDITS: 4

OFFERED: SPRING

SEMESTER HOURS: 30

COURSE DESCRIPTION:

Students act as advisors, sounding boards, juries, and potential future investors in this interactive setting that challenges students to present their progress to-date to their peers, their colleagues, and a jury of professionals and educators.

COURSE OBJECTIVES:

At the end of this course, students will:

- Have tested the viability of their business idea against in-depth research, analysis, and against a panel of their peers and colleagues
- Become a sounding board and advisor to their colleagues and peers
- Learn how to determine the viability of new business ideas through watching and listening their peers, and share constructive criticism to support new business development

**COURSE TITLE: PROJECT MANAGEMENT**

COURSE NUMBER: MGMT 690

CREDITS: 3

PREREQUISITE: BUSI 410

ECTS CREDITS: 6

OFFERED: SPRING

SEMESTER HOURS: 45

COURSE DESCRIPTION :

Project Management examines the organization, planning, and controlling of projects and provides practical knowledge on managing project scope, schedule and resources. Topics include project life cycle, work breakdown structure and Gantt charts, network diagrams, scheduling techniques, and resource allocation decisions. Concepts are applied through team projects and tutorials using project management software.

The second half of the course focuses on financing projects. It includes the key concepts of project finance such as the cash flow determination, the project company, project agreements and public procurement. The course also addresses specific issues such as share capital, guarantees and insurance, political and commercial risk, and international financing institutions.

COURSE OBJECTIVES :

Upon completion of this course, students should be able to:

- Define basic terms and concepts used in project management
- Work with stakeholders to define a project and its scope
- Identify and mitigate project risk
- Plan and schedule projects using project management software
- Build and motivate project teams
- Execute and monitor a planned project
- Construct a project company
- Participate in public procurement tenders
- Understand and mitigate political and commercial risk

**COURSE TITLE: INTERNATIONAL HUMAN RESOURCES**

**COURSE NUMBER: MGRH 570**

**CREDITS: 2**

**PREREQUISITE: NONE**

**ECTS CREDITS: 4**

**OFFERED: FALL**

**SEMESTER HOURS: 30**

**COURSE DESCRIPTION :**

The objective of this course is to lay the foundation for students to develop analytical and professional skills in the context of International Human Resource Management. This course develops required skill, knowledge and strategies for effective functioning in the global HR scenario. This course provides an insight to explore international aspects of the IHRM practices. Topics will include the concepts & practices of IHRM, impact of national culture on organizational culture, effective recruitment, selection and developing human resources in modern organizations, training & development, expatriate management, cultural differences and its impact.

**INSTRUCTIONAL METHODOLOGY :**

By the end of this module, students will better understand the role of HR in:

- international, multinational and global organizations
- the organization and management of international mobility
- the role of national and corporate culture
- international mergers and acquisitions
- modern forms of international co-operation such as virtual teams

**COURSE TITLE: GLOBAL & E-MARKETING**

COURSE NUMBER: MKTG 510

CREDITS: 3

PREREQUISITE: MKTG 210

ECTS CREDITS: 6

OFFERED: SPRING

SEMESTER HOURS: 45

COURSE DESCRIPTION :

A series of lectures and workshops focusing on the impact of globalization with respect to e-commerce activities and how organizations, commercial, governmental, or otherwise can profit from the knowledge of culture, economics, marketing and PR, and research. The series of lectures will focus on various topics such as global marketing, digital marketing, legal and political issues of e-marketing, supply chain disintermediation and re-intermediation, mobile marketing in developing nations, and e-education.

INSTRUCTIONAL METHODOLOGY :

Students are expected to thoroughly read the provided materials before class and participate in class discussion, workshops, and focus groups. The methodology will include certain references to subjects such as multi-cultural communication, international economics, marketing observations, business strategy, pricing, and management. This will be done in order to display the scope of global and e-marketing touches on various disciplines and how any organization can benefit from an understanding of these subject matters. Furthermore, the methodology can be presented by keeping a strict balance of academia and creativity on both the students' and lecturer's part. Hence, the focus groups and workshops will encourage students to be creative and up to date on areas of:

1. Marketing management
2. International affairs
3. E-commerce terminologies and market players.

In order to keep the pace of the course and allow students to be engaged in the course, a personal method of Observation, Input and Creativity will be used. Through case studies, research assignments, or through personal experiences, students would be told to give their input while juxtaposing their answer to the academia. The feedback from this method will ensure that the students are on track with the proposed course outline.

**COURSE TITLE: STRATEGIC MARKETING & BRANDING**

COURSE NUMBER: MKTG 577

CREDITS: 3

PREREQUISITE: MKTG 210

ECTS CREDITS: 6

OFFERED: FALL

SEMESTER HOURS: 45

COURSE DESCRIPTION :

Brands, their creation, their identity and their management derive from a set of disciplines and principles developed over the past sixty years. These disciplines are the architectural underpinnings for successful brand management and they apply equally across categories of products and services and geographically across countries. The approach to strategically branding a local dry cleaner is no different than the approach that built MacDonal'd's Iphone, Nike and CocaCola as powerhouse global brands.

Strategic Marketing and Branding will instruct students in these disciplines and principles and ask students to apply them to the creation of a new international brand in a category of their choice. Students will analyze a chosen category, create a new brand proposition for it as well as its executional guidelines They will also create a marketing strategy and rationale for success.

INSTRUCTIONAL METHODOLOGY :

Upon completion of this course, students should be able to:

- Use a respected research model to understand and effectively analyze how brands are built.
- Develop a competitive strategy and articulate its rationale
- Apply a psychographic model to understand and analyze brand targeting strategies.
- Apply the strategic tools of positioning, benefit ladders, values, etc. to understand a brand's identity, logo and advertising.
- Analyze a brand's strategic architecture, the brand organization models employed and the principles of brand extension.
- Analyze and create enhanced integrated marketing communications programs for specific brands by applying both strategic principles and their own creative thinking.
- Employ strategic marketing thinking and develop an IMC solution to a marketplace challenge.
- Use the discipline of power point and succinct business writing to communicate in a short, concise and complete manner.
- Master the disciplines of effective power point development, public speaking and team selling to make effective oral presentations.
- Apply video, music, images and graphics to bring their presentations alive.



**COURSE TITLE: INTERNATIONAL ORGANIZATIONS AND GEOPOLITICAL ISSUES**

COURSE NUMBER: POLS 500

CREDITS: 2

PREREQUISITE: POLS 210

ECTS CREDITS: 4

OFFERED: SPRING

SEMESTER HOURS: 30

COURSE DESCRIPTION :

The aim of this course is to explore the geneology of formal geopolitical discourses as they have developed over time by critically examining the practices associated with those discourse. To this end, students will be presented classic geopolitic themes informed by political realism and critical geopolitical thought (informed by post-modern, post-structuralist, and feminist thought). The course will not only focus on mainstream geopolitical structures, but also minor geopolitical traditions as a way to offer students a wider context within which to understand the significance of geopolitics as both theory and as praxis.

COURSE OBJECTIVES :

Upon completion of this course, students should be able to think critically and develop their own understanding of geopolitics which will challenge the simple geopolitical explanations that are provided by governments, politically motivated commentors, the media, and popular culture.



**COURSE TITLE: ONLINE COMUNICATIONS & SOCIAL MEDIA**

**COURSE NUMBER: PSCO510**

**CREDITS : 2**

**PREREQUISITE:**

**ECTS CREDITS: 4**

**OFFERED: FALL**

**SEMESTER HOURS: 45**

**COURSE DESCRIPTION:**

A key element in digital strategy. Expertise in branding strategy and visual communications in social networks.

**COURSE OBJECTIVES:**

**COURSE TITLE: FROM CORPORATE STRATEGY TO COMMUNICATION STRATEGY**

COURSE NUMBER: PSCO524

CREDITS : 3

PREREQUISITE:

ECTS CREDITS: 6

OFFERED: SPRING

SEMESTER HOURS: 45

COURSE DESCRIPTION:

A marketing and communications plan is linked to the strategic vision of the organization.  
Developing the appropriate communications plan and tools with performance indicators and keys.

COURSE OBJECTIVES:

**COURSE TITLE: PR CORPORATE COMMUNICATION: CASE STUDY**

COURSE NUMBER: PSCO526

CREDITS : 3

PREREQUISITE:

ECTS CREDITS: 6

OFFERED: SPRING

SEMESTER HOURS: 45

COURSE DESCRIPTION:

Developing closer relationships with partners and institutions including the new obligation of transparency in financial relationships between public authorities and public enterprises. Interest, commitment and action among potential stakeholders.

COURSE OBJECTIVES: