

The American Business School of Paris

MBA PROGRAM

2019 - 2020
Course Catalog





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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 a member of The Association to Advance Collegiate Schools of Business (AACSB, www.aacsb.edu). The BBA and MBA programs are fully accredited by the International Association for Business Education (IACBE, 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 27th, 2012 – JO December 9th, 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 19th, 2013, JO November 29th, 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.

The American Business School of Paris insures full recognition of work completed by students doing a study abroad semester (s) or an internship abroad by granting credits (ECTS or equivalent) and will include the totality of their results in a final transcript at the end of their engagement.

VISION STATEMENT

The American Business School of Paris brings together students and its community from all over the world to create a multicultural, diverse and innovative learning environment preparing graduates to assume leadership positions and build successful careers in their home countries and abroad.

MISSION STATEMENT

The mission of The American Business School of Paris is to educate and empower future international business leaders to acquire the necessary skillset to think independently and creatively, to address complex business issues, and to successfully collaborate in multicultural teams. We continuously develop our academic standards to ensure a relevant and innovative curriculum that instills respect and tolerance for diversity together with high ethical standards. Across all our programs, we collaborate closely with our corporate community to ensure inspiring and varied opportunities for the professional development of our students.

PROFESSIONAL DEVELOPMENT AT ABS PARIS

Workshops

Each year, students are required to attend a Career Management Program (CMP) workshop that is designed as a step-by-step approach to preparing students to enter the workplace. Each step builds on the previous one and provides students with a cumulative portfolio to support them throughout their career development. From developing a CV and learning how to identify their unique skills and strengths, to further delving in self-awareness to prepare themselves to pitch themselves during networking events, to reflecting on professional pathways and goals, and networking opportunities, students are guided through a pathway of career development.

Corporate Talks

Throughout the year, students are invited to participate in corporate talks, debates, panel presentations, and more. Corporate partners and business groups, such as the Franco-British Chamber of Commerce, present business issues that they currently face around marketing, finance, or international business themes such as Big Data, Diversity in Hiring Practices, Women in Finance, and more.

ABS Paris Company Case Challenge

Each year, corporate partners are invited to present a specific challenge that they are currently facing to a group of students. The group, led by an ABS Paris tutor, work on the problem over the course of two months present a recommended set of solutions back to the company. Challenges range from issues around workplace diversity, marketing to a wider customer base, understanding competitive challenges and finding creative ways to respond, and more. Student groups are motivated by the real life questions that are brought into the classroom, and corporate partners are inspired by the creative responses received from the students.

Networking & Job Fairs

Throughout the year, students are invited to thematic and global network activities and job fairs. Students have the opportunity to perfect their pitch in front of live recruiters and other professionals who have expressed an interest in recruiting well qualified students who are prepared for the workplace.

Work Experience

The Career Development office maintains relationships with hundreds of companies with internship and part-time job opportunities. Students are provided with the skillset to successfully solicit for these jobs, and at the same time earn valuable hands-on work experience putting theory into practice.

International Professional Development

A program specifically designed for study abroad students looking to capitalize on their exposure to a multicultural diverse student environment and the international workplaces that Paris has to offer. The program includes language courses focused on business situations and terminology, career management workshops, corporate talks, visits to industry events and companies, language and culture workshops, and unique networking opportunities.

MBA CURRICULA (42 CREDITS)

SPECIALIZATION: ENTREPRENEURSHIP & INTERNATIONAL BUSINESS DEVELOPMENT

CORE COURSES:

Code	Course Name	Credits	Term
MGMT510	MANAGEMENT OF INNOVATION	3	Fall
MGMT570	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
MKTG578	GLOBAL & E-MARKETING	3	Spring
MGMT500	INTERCULTURAL MGMT & INTL NEGOTIATION	3	Spring
MGMT690	PROJECT MANAGEMENT	3	Spring

CONCENTRATION COURSES:

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

SPECIALIZATION: COMMUNICATIONS & PROJECT MANAGEMENT

CORE COURSES:

Code	Course Name	Credits	Term
MGMT510	MANAGEMENT OF INNOVATION	3	Fall
MGMT570	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
MKTG578	GLOBAL & E-MARKETING	3	Spring
MGMT500	INTERCULTURAL MGMT & INTL NEGOTIATION	3	Spring
MGMT690	PROJECT MANAGEMENT	3	Spring

CONCENTRATION COURSES:

COMM520	PROJECT MANAGEMENT FOR COMMUNICATIONS	3	Fall
COMM550	DIGITAL COMMUNICATIONS AND SOCIAL MEDIA	3	Spring
COMM560	STRATEGIC CORPORATE COMMUNICATIONS	3	Spring
COMM580	REPUTATION MANAGEMENT AND INFLUENCE	2	Spring

SPECIALIZATION: HOSPITALITY MARKETING AND DEVELOPMENT

CORE COURSES:

Code	Course Name	Credits	Term
MGMT510	MANAGEMENT OF INNOVATION	3	Fall
MGMT570	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
MKTG578	GLOBAL & E-MARKETING	3	Spring
MGMT500	INTERCULTURAL MGMT & INTL NEGOTIATION	3	Spring
MGMT690	PROJECT MANAGEMENT	3	Spring

CONCENTRATION COURSES:

FINC510	REVENUE AND FINANCIAL MGMT IN HOSPITALITY	3	Fall
MGMT622	HOSPITALITY, ENTREPRENEURSHIP AND INNOVATION	2	Spring
MGMT624	SERVICE QUALITY AND EVENTS MANAGEMENT	3	Spring
MGMT635	SUSTAINABLE STRATEGIC DEVELOPMENT FOR HOSP	3	Spring

SPECIALIZATION: INTERNATIONAL REAL ESTATE MANAGEMENT

CORE COURSES:

Code	Course Name	Credits	Term
FINC500	INTERNATIONAL BUSINESS FINANCE	3	Fall
MGMT560	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
MGMT500	INTERCULTURAL MGMT & INTL NEGOTIATION	3	Fall
MGMT690	PROJECT MANAGEMENT	3	Spring
FINC621	INTERNATIONAL PARTNERSHIPS & M&A	3	Spring

CONCENTRATION COURSES:

DRTI530	INTERNATIONAL REAL ESTATE LAW	3	Spring
PSMI555	CORPORATE REAL ESTATE MANAGEMENT	3	Spring
FING530	BUSINESS & INVESTMENT FINANCE FOR REAL ESTATE	2	Spring
FING555	CASE STUDIES IN MANAGEMENT, ACQUISITION, SALES	3	Spring

SPECIALIZATION: TECHNOLOGY AND DATA MANAGEMENT

CORE COURSES:

Code	Course Name	Credits	Term
FINC500	INTERNATIONAL BUSINESS FINANCE	3	Fall
MGMT560	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
MGMT500	INTERCULTURAL MGMT & INTL NEGOTIATION	3	Fall

CONCENTRATION COURSES:

MDW270	ENTERPRISE STRATEGY	2 days	14 hours	Spring
TID030	BUSINESS INTELLIGENCE	1 day	7 hours	Spring
TID010	DATA WAREHOUSING AND DATA MINING	1 day	7 hours	Spring
TID020	BIG DATA ARCHITECTURE AND MONETIZATION	2 days	14 hours	Spring
USI010	MASTER PLANNING	3 days	21 hours	Spring
INF070	FUNDAMENTALS OF CYBER SECURITY	2 days	14 hours	Spring
MDW400	PROJECT MGMT METHODOLOGY FRAMEWORKS	5 days	35 hours	Spring
DTI010	DESIGN THINKING FOR IT INNOVATION	1 day	7 hours	Spring
IN0010	INNOVATION AND EMERGING TECHNOLOGIES	2 days	14 hours	Spring
OOS010	OUTSOURCING AND OFF-SHORING DATA AND IT	2 days	14 hours	Spring
IRM010	IT RISK MANAGEMENT	2 days	14 hours	Spring
DIT010	DIGITAL TRANSFORMATION	2 days	14 hours	Spring
DIT020	DIGITAL STRATEGY & IT GOVERNANCE	4 days	28 hours	Spring

SPECIALIZATION: LEADERSHIP (ONLINE)

CORE COURSES:

Code	Course Name	Credits
MGMT501	BUSINESS COMMUNICATIONS	3
MGMT502	BUSINESS MANAGEMENT	3
MGMT503	ACCOUNTING, FINANCE AND CAPITAL MARKETS	3
MGMT504	ECONOMICS FOR BUSINESS	3
MGMT505	STRATEGIC MARKETING	3
MGMT506	GLOBAL BUSINESS	3
MGMT601	RESEARCH METHODS & STATISTICS	3
BUSI501	COACHING & PRESENTATION PLANNING	3
HUMA501	WEEK IN PARIS & CMP WORKSHOPS	4

CONCENTRATION COURSES:

MGMT511	ENTREPRENEURISM & FAMILY BUSINESS	3
MGMT512	ORGANIZATIONAL LEADERSHIP	3
MGMT513	STRATEGIC LEADERSHIP	3

ADDITIONAL REQUIREMENTS – ALL SPECIALIZATIONS

BUSINESS GAMES*

APCE510	BUSINESS MANAGEMENT SIMULATION	2	Fall
BUSI390	COMPANY CASE CHALLENGE	2	Spring

* required for all MBA specializations except Leadership (online)

MBA TOUR*

BUSI570	EXPLORING INNOVATION	2	Spring
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* required for all MBA specializations except Leadership (online)

END OF STUDY PRACTICUM:

BUSI550	INTERNSHIP & INTERNSHIP REPORT & DEFENSE	3*	6 months
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* 6 credits for MBA Leadership (online)

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

Catherine BERASATEGUI	BA, Economics, Montpellier Business School, France MA, Marketing & Communications, Montpellier Business School, France
Cassie HAGUE	BA, American Studies, University of Hull, UK MA, Political Science, University of Victoria, Canada PhD, Political Theory, University of Exeter, UK
Roman KRYS	BA in Political Science, Fairleigh Dickinson Univ., Teaneck, NJ, USA MA in International Affairs, Columbia Univ., New York, NY, USA
Frederic LANIECE	Bachelor, Global Communications Studies, CESACOM, France
Vincent MARTIN	DUT GEA, Human Resources MBA, University of Liverpool, UK
Muhamad Baber MIRZA	Bachelor of Business and Information Systems, Curtin University, Australia MBA-Marketing Major, Institute of Business Management, Pakistan
Emmanuel PARISOT	MBA, IAE, La Rochelle, France Executive Education, HEC, France BBA, Marketing & International Trade, Ecoles de Cadres, France BA, English, University of Cambridge
Charlotte RIEGER	BA, European History, University of Sydney, Australia Bachelor, Law, University of Sydney, Australia Master, Law, University of Sydney, Australia
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

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GRADING SCALE

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
		<i>I</i>	<i>Incomplete</i>
		<i>W</i>	<i>Withdraw</i>

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.

ACADEMIC CALENDAR



2019 FALL SEMESTER							
	M	T	W	TH	F	S	
SEP	2	3	4	5	6	7	3 Sep: Faculty Meeting; 4-6 Sep: Intl Student Orientation 9 Sep: Orientation Fall BBA & BLUX 16 Sep: Orientation Fall MBA
	10	11	12	13	14	15	
	16	17	18	19	20	21	
	23	24	25	26	27	28	
OCT	30	1	2	3	4	5	3 Oct: IGS Language Classes Start 16 Oct: IGS Integration Day @ Parc Asterix
	7	8	9	10	11	12	
	14	15	16	17	18	19	
	21	22	23	24	25	26	
NOV	28	29	30	31	1	2	1 Nov: All Saints (Toussaint) 11 Nov: #absweekinParis 18 Nov HEP 27-29 Nov: Business Games
	4	5	6	7	8	9	
	11	12	13	14	15	16	
	18	19	20	21	22	23	
DEC	25	26	27	28	29	30	3 Dec: Journee d'Enterprise (JE) 13 Dec: End of Fall Semester
	2	3	4	5	6	7	
	9	10	11	12	13	14	
<i>Red Saturdays = students must be available for classes</i>							
2020 WINTER TERM & SPRING SEMESTER							
	M	T	W	TH	F	S	
JAN	1	2	3	4	5	6	6 Jan: Start of Winter 21 Jan: Faculty Meeting 22-24 Jan: Int'l Student Orientation; 24 Jan: End of Winter
	7	8	9	10	11	12	
	13	14	15	16	17	18	
	20	21	22	23	24	25	
FEB	26	27	28	29	30	31	27 Jan: Orientation Spring ALL 13 Feb: Launch CC; 14 Feb: CC Meetings
	3	4	5	6	7	8	
	10	11	12	13	14	15	
	17	18	19	20	21	22	
MAR	24	25	26	27	28	29	16-20 Mar: Spring Break 23-24 Mar: CC Rehearsals, 28-Mar: Graduation
	2	3	4	5	6	7	
	9	10	11	12	13	14	
	16	17	18	19	20	21	
APR	23	24	25	26	27	28	9 Apr: Company Case Finals 13 Apr: Easter Monday
	30	31	1	2	3	4	
	6	7	8	9	10	11	
	13	14	15	16	17	18	
MAY	20	21	22	23	24	25	1-May: Labor Day 8-May: V Day 11-15 May MBA Tour, 15 May: End of Spring Semester
	27	28	29	30	1	2	
	4	5	6	7	8	9	
	11	12	13	14	15	16	
<i>Red Saturdays = students must be available for classes</i>							
2020 SUMMER TERM & SUMMER ACADEMY							
	M	T	W	TH	F	S	
MAY	1	2	3	4	5	6	25 May: Start of Summer
JUN	7	8	9	10	11	12	1 Jun: Pentecost
	15	16	17	18	19	20	
	22	23	24	25	26	27	
	29	30	1	2	3	4	
JUL	5	6	7	8	9	10	3 Jul: End of Summer 6 Jul: Start of Summer Academy; 13&14 Jul: Bastille Day; 17 Jul: End of Summer Academy
	13	14	15	16	17	18	

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APCE 510: BUSINESS GAMES

COURSE NUMBER: APCE 510

CREDITS : 2

PREREQUISITE: Marketing Strategy, Financial Management,
Strategic Management

ECTS CREDITS : 4

OFFERED: FALL

SEMESTER HOURS : 36

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.

BLAW511: INTERNATIONAL BUSINESS LAW & ETHICS

COURSE NUMBER: BLAW511	CREDITS : 3
PREREQUISITE: NONE	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



BUSI390: THE COMPANY CASE CHALLENGE

COURSE NUMBER: BUSI 390	CREDITS : 2
PREREQUISITE: FINC 215, MKTG 210	ECTS CREDITS : 4
OFFERED: SPRING	SEMESTER HOURS : 36

COURSE DESCRIPTION:

This capstone activity is designed to bring students into the real world in partnership with local companies. Company partners submit questions (“challenges”) for students to work on in groups over 8 weeks. Students must develop solutions to the challenge based on hands-on research, interviews with company representatives, and creative business thinking. Students deliver a 15-minute video explaining their solutions directly to the company representatives at the end of the exercise.

COURSE OBJECTIVES:

The primary objective is to put students in front of real companies, facing real challenges. Students must pull from their academic learnings, company interviews, and on-the-ground research to develop solutions to real world problems. Their deliverable must be brief, directed, and based in facts and objective research. Companies give constructive criticism back to the students focusing on the relevance of the suggested solutions and the professional behavior of the students.

EXPECTED LEARNING OUTCOMES:

Upon completion of this course students will be able to:

- Understand how their academic learnings drive them to be productive future employees
- Focus on real world problems and use innovative thinking to develop solutions
- Have access to a partner company’s inner workings, with face-to-face interviews and behind-the-scenes access to key players
- Develop their professional behavior in front of potential future employers

BUSI570: EXPLORING INNOVATION (SILICON VALLEY)

COURSE NUMBER: BUSI 570	CREDITS : 2
PREREQUISITE: NONE	ECTS CREDITS : 4
OFFERED: SPRING	SEMESTER HOURS : 36

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.

COMM520: PROJECT MANAGEMENT FOR COMMUNICATIONS

COURSE NUMBER: COMM 520

CREDITS : 3

PREREQUISITE:

ECTS CREDITS : 6

OFFERED: FALL

SEMESTER HOURS : 45

COURSE DESCRIPTION:

This is a course in Project Management tools that can be used in communication projects. This course introduces you to different management techniques that can be used in the context of communications

COURSE OBJECTIVES:

In this course the students will develop their understanding of a variety of tools such as Six Sigma, SCRUM, marketing campaign development and development of a needs analysis. Various organizational skills related to organization and presentation are evaluated as well as the ability to work as a team. Student are encouraged to participate in order to increase their grades in the activity "in class work"

EXPECTED LEARNING OUTCOMES:

Upon completion of this course students should be able to:

- Understand the Basic concepts of six sigma
- Understand the basic concepts of SCRUM
- Know how to develop a marketing plan
- Know how to perform a need analysis

COMM550: DIGITAL COMMUNICATIONS & SOCIAL MEDIA

COURSE NUMBER: COMM550	CREDITS : 3
PREREQUISITE: NONE	ECTS CREDITS : 6
OFFERED: SPRING	SEMESTER HOURS : 36

COURSE DESCRIPTION:

Since 2016, brands have been spending more on digital advertising than any other traditional media. As the internet has now established its deep and ever-growing impact on our society, advertisers must follow this new path and use every digital mean necessary to achieve a strong and effective digital presence.

Thus, this class will be a “how-to” course: we will focus on strategies and tools over the different channels in order to develop a practical sense of digital marketing and integrate good practices regarding online reputation and user engagement.

COURSE OBJECTIVES:

- To understand the different digital marketing channels, strategies, key questions and solutions.
- To analyze social media management strategies and understand the stakes of user engagement.
- To discover and practice several popular digital marketing tools.
- To make the students’ approach and practical sense of digital marketing more professional.

EXPECTED LEARNING OUTCOMES:

Upon completion of this course students should be able to:

- Understand, select and combine solution, strategies and online channels
- Acquire digital marketing reflexes and good practices, along with an ability to translate and focus on objectives, performance and ROI.
- Organize the use of and understand how to put forward tools and medias

COMM560: STRATEGIC CORPORATION COMMUNICATIONS

COURSE NUMBER: COMM560	CREDITS : 3
PREREQUISITE: NONE	ECTS CREDITS : 6
OFFERED: SPRING	SEMESTER HOURS : 45

COURSE DESCRIPTION:

This course is structured around two main themes: Corporate Strategy and Corporate Communication. During this class students will work on two main subjects: in-depth understanding of construction of Corporate Strategy and development of Corporate Communication according to given Corporate Strategy. Students will analyze Corporate Strategy and will develop Corporate Communication Strategy for a company of their choice. Work will be done in a group of 4-5 students.

The class is centered on 3 main parts:

1. Understanding company's strategic position, choices and directions
2. Analysis of Corporate Communication Strategies in different sectors
3. Main techniques of alignment between Corporate Strategy and Corporate Communication

COURSE OBJECTIVES:

This course deepens students' knowledge in understanding the processes of building Corporate Communication Strategies that are aligned with global Corporate Strategies. During the class students will be presented with various cases and will be asked to carry out analysis. Students are expected to use critical thinking in order to analyze chosen Corporate Strategy and develop Corporate Communication Strategy according to the methodology.

EXPECTED LEARNING OUTCOMES:

On successful completion of this module students are expected to:

1. Be able to analyze and see through the complex processes of creating corporate strategies, englobing strategic position, strategic choices and strategy actions of the given company in the given environment.
2. Be able to understand the principles of company's identity creation and alignment between company's identity and company's brand.
3. Master the principles of performing company's reputation audit and aligning it with company's strategic purpose.
4. Be able to analyze and evaluate Corporate communication strategies coherent to the company's strategic purpose needs. Propose corporate communication strategies accordingly.
5. Be able to apply communication assessment methodology for companies in any sector.

COMM580: REPUTATION MANAGEMENT AND INFLUENCE

COURSE NUMBER: COMM580	CREDITS : 3
PREREQUISITE: NONE	ECTS CREDITS : 6
OFFERED: SPRING	SEMESTER HOURS : 45

COURSE DESCRIPTION:

To expose the students to a blend of time-proven fundamentals of sales, marketing, branding and persuasion practices needed to build a successful reputation and career in today's workplace environment. Students will learn how to cope with new forces shaping the world of personal branding and reputation management. Throughout the course: students will learn how to conduct research and investigation, identify their strengths and weaknesses, and build their reputation.

COURSE OBJECTIVES:

It is hoped that the students will:

- Understand the importance of personal branding on reputation and career success
- Understand how personality and cultural differences influence reputation and influence
- Develop skills and strategies to effectively communicate, negotiate, and brand yourself in the workplace

EXPECTED LEARNING OUTCOMES:

Upon completion of this course students should be able to:

1. Identify & Predict Future Trends: Understand how humanity and the work force is evolving and how to prepare for it
2. Understand the foundational elements positively correlated to success and be able to identify individual strengths, weaknesses, opportunities, and threats to reputation
3. Conduct informational interviewing and learn how to approach 'top talent' and integrate yourself into their network
4. How to use storytelling to your advantage
5. Presentation & Meeting Management: Understand and apply diverse presentation styles
6. Communication Management: Apply communication strategies to improve persuasion & reduce misunderstanding due to personality & cultural differences, etc...
7. Persuasion vs Manipulation: Assess personality and cultural differences with regard to communication, differentiate communication styles, differentiate persuasion from manipulation, strategically manage manipulative people
8. Ethics of influence: Understand professional codes of conduct and ethical communication
9. Cognitive Biases & Heuristics: How to identify and manage errors in decision-making
10. Negotiation, Mediation & Conflict Management: Understand the elements and strategy of persuasion, and how to apply them to negotiation scenarios

ECON530: INTERNATIONAL ECONOMICS & MICRO MARKETS

COURSE NUMBER: ECON 530	CREDITS : 3
PREREQUISITE: Business Finance	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?

FINC500: INTERNATIONAL BUSINESS FINANCE

COURSE NUMBER: FINC 500	CREDITS : 3
PREREQUISITE: Business Finance	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

FINC621: 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.

FINC625: REVENUE AND FINANCIAL MANAGEMENT IN HOSPITALITY

COURSE NUMBER: FINC 625	CREDITS : 3
PREREQUISITE: NONE	ECTS CREDITS : 6
OFFERED: FALL	SEMESTER HOURS : 45

COURSE DESCRIPTION:

To do revenue & financial management in Hospitality, one needs to master:

- Section 1 - Global Worldwide occupancy levels (i.e.: Zoom on N°1 market: France)
- Section 2 - All distribution channels as off today – History of evolution. Market Compression
- Section 3 - Hotel's expectation of distribution
- Section 4 - How hotels do their Revenue management
- Section 5 - IT systems that links partners. HTML vs. XML basic knowledge.
- Section 6 - Hotel's global financial structures.
- Section 7 - OLTA's expectation of distribution
- Section 8 - OLTA's Business Models
- Section 9 - OLTA's revenue management technics
- Section 10 - Hotel pricing strategy. Vertical financials vs. horizontal financials. Reach Break Even earlier
- Section 11 - How to manage Big Data issued from ERP or CRM
- Section 12 - How to do an operational strategic action plan / revenue Strategy
- Section 13 - How to create aggregates issued from core criterion – Cross analysis / Pace vs Accurals
- Section 14 - How to present the action plan / revenue strategy

EXPECTED LEARNING OUTCOMES:

This course will help the students understand the key aspects of distribution in hospitality, use this knowledge to build SMART business strategies and be able to shape them and present them in a convincing way.

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

- Know the major actors of distribution B2C & B2B and their Business Model.
- Understand key processes of revenue management for both hotels and OLTAs
- Be able to build an action plan with cross analysis encompassing business pace
- Be able to write and present a strategic action plan for a hotel or OLTA
- Be able to use key formulas of excel and create cross analysis aggregates

MGMT500: INTERCULTURAL MGMT & INTERNATIONAL NEGOTIATION

COURSE NUMBER: MGMT 500

CREDITS : 3

PREREQUISITE: NONE

ECTS CREDITS : 6

OFFERED: SPRING

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

MGMT510: MANAGEMENT OF INNOVATION

COURSE NUMBER: MGMT510	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

MGMT560: INTERNATIONAL HUMAN RESOURCES

COURSE NUMBER: MGRH570

CREDITS : 3

PREREQUISITE: NONE

ECTS CREDITS : 6

OFFERED: FALL

SEMESTER HOURS : 45

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

MGMT600: ADVANCED BUSINESS PLANNING

COURSE NUMBER: MGMT600	CREDITS : 3
PREREQUISITE: Entrepreneurship	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

MGMT601: BUSINESS PLAN JURY PRESENTATIONS

COURSE NUMBER: MGMT601

CREDITS : 2

PREREQUISITE: Entrepreneurship

ECTS CREDITS : 4

OFFERED: SPRING

SEMESTER HOURS : 36

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

MGMT690: PROJECT MANAGEMENT

COURSE NUMBER: MGMT 690	CREDITS : 3
PREREQUISITE: Strategic Management	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

MKTG577: STRATEGIC MARKETING & BRANDING

COURSE NUMBER: BUSI 390	CREDITS : 3
PREREQUISITE: Principles of Marketing	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 MacDonald'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.

MKTG578: GLOBAL AND E-MARKETING

COURSE NUMBER: MKTG578	CREDITS : 3
PREREQUISITE: Principles of Marketing	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.