

Exchange Program

Incoming Students

Bachelor

Academic Year 2024/2025

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2. Application Instructions

2.1 Deadline

Fall Semester: April 30th

Spring Semester: October 30th

2.2 Application process

STEP 1:

The home institution will nominate students on IUM Mobility online platform.

Once the nomination is completed students will receive a link. They will have to click on the link to register: enter their date of birth, then create a login (username) and a password using **8 characters** (at least one upper case and one digit)

Students will then receive a confirmation email with a login link to proceed to their application.

STEP 2:

Students have to:

Complete the following information on Mobility-Online:

- Personal data
- Emergency information

Upload the following documents as .pdf or .jpg or .doc:

- Passport or ID card for EU citizens
- Resume (CV)
- Cover letter
- **A formal proof of English level B2** (Common European Framework of Reference for Languages): A variety of official tests (*testing reading, writing, listening and speaking skills*) can be accepted such as: TOEFL, IELTS, Cambridge exams, Duolingo, to mention the most common ones, or an official confirmation letter of language proficiency from the students' home institution if all courses are taught in English.
- Latest Transcript of Records (in English)
- Full-face photo (passport-size)
- Insurance acknowledgment
- IUM Regulation documents (to be downloaded, read, and uploaded)

The application will not be successfully submitted unless all the mandatory information is filled in correctly and the **documents** are **uploaded** online successfully.

STEP 3:

Once the students' data and documentation are approved by IUM International Relations Office (*usually a few days before or after the deadline*), students will be able to:

- Choose their programme on Mobility-Online by downloading the course information (IUM application & Course information)
- download the learning agreement on Mobility online
- In the Application and course information students have to go to the Fall or Spring semesters to choose their program and select a track or specialization option

Please note:

- ✓ it is not possible to mix modules from different options.
 - ✓ There is no minimum credit required to enroll in the Exchange/Study Abroad program at IUM. However, **you need to check in advance with your home institution study abroad advisor how many credits you need to stay on track for graduation.**
 - ✓ Every change requested after the first approval must also be confirmed by the coordinator from Home Institution.
 - ✓ IUM reserves the right to change courses in each module.
 - ✓ Courses will be open if sufficient number of enrollments is attained.
- Complete their Learning Agreement

STEP 4

Students will be able to download their Letter of Acceptance.

3. Module offering

3.1 Fall 2024:

- choice of 2 options (15 US credits, equivalent to 30 ECTS)
- in each option, choice of a track or a specialization module

OPTION 1	
GLOBAL ENVIRONMENT (15 US credits)	
COMPULSORY MODULES (11 US credits):	
Business Evolution and Revolution Module (6 US credits) <i>weight</i>	
The Next Economy	2
Consumer Behavior	4
Sustainable Business	4
A Changing World, a different Perspective (<i>SHIFT B2, selection of topics</i>)	1
Developing Global Responsible Managers Module (5 US credits) <i>weight</i>	
Business Ethics	1
Critical Thinking	1
Corporate Finance	2
Managing across Cultures	1
OPTIONS OF TRACK MODULES (4 US credits):	
Business Management Track Module (4 US credits) <i>weight</i>	
Sales and Negotiations	1
Legal Environment of Business	1
OR	
Marketing & Communication Track Module (4 US credits) <i>weight</i>	
InDesign and the Printing Industry	1
Social Network Strategies	1
OR	
Digital Business Development (4 US credits) * <i>weight</i>	
Design Thinking	1
Introduction to Data Management	1

**Digital Business Development: Please check with us that you meet the prerequisites.*

OR

OPTION 2

STRATEGIC THINKING AND SPECIALIZATION (15 US credits)

COMPULSORY MODULE (9 US credits):

Strategy and Global Development Module	<i>weight</i>
Global Business Strategy	2
Business Simulation	2
Leadership	2
Managerial Accounting	1
Innovation and Entrepreneurship	2

OPTIONAL SPECIALIZATION MODULES (6 US credits):

	Global Business Module	<i>weight</i>
	International Marketing	1
	Brand Management	1
	Doing Business in Foreign Markets	1
OR		
	Communication & Event Management Module	<i>weight</i>
	Creative Writing in Communication	1
	Brand Management	1
	Event Management	1
OR		
	Luxury Marketing, Sales and Services Module	<i>weight</i>
	Luxury Overview & Monaco Luxury Industries	1
	Digital Media in Luxury & CRM	1
	Retail and Distribution	1
OR		
	Sport Business Management Module	<i>weight</i>
	Overview of the Sport Entertainment Industry	1
	Sport Event Management	1
	Sport Economy and Governance	1
OR		
	International Finance Module	<i>weight</i>
	Financial Markets	1
	Introduction to Financial Pricing	1
	Wealth Management Planning	1
OR		
	Luxury Tourism and Hospitality	<i>weight</i>
	Luxury Overview & Monaco Luxury Industries	1
	Event Management	1
	Fundamentals of Luxury and Sustainable Tourism	1

3.2 SPRING 2025:

- 1 option
- choice of track modules

GLOBAL ENVIRONMENT	
COMPULSORY MODULES (11 US credits):	
Business Evolution and Revolution Module (6 US credits)	
The Next Economy	<i>weight</i> 1
Consumer Behavior	2
Sustainable Development	2
A Changing World, a different Perspective (<i>SHIFT B2, selection of topics</i>)	1
Developing Global Responsible Managers Module (5 US credits)	
Business Ethics	1
Critical Thinking	1
Corporate Finance	2
Managing across Cultures	1
OPTIONS OF TRACK MODULES (4 US credits):	
Business Management Track Module (4 US credits)	
Sales and Negotiations	<i>weight</i> 1
Legal Environment of Business	1
OR	
Marketing & Communication Track Module (4 US credits)	
InDesign and the Printing Industry	<i>weight</i> 1
Social Network Strategies	1
OR	
Digital Business Development (4 US credits) *	
Design Thinking	<i>weight</i> 1
Introduction to Data Management	1

*Digital Business Development: Please check with us that you meet the prerequisites.

OR

OPTION 2 – INTERNATIONAL MODULE	
COMPULSORY MODULE (15 US credits):	weight
The European Union	1
Web design	1
Law of Information and Internet	1
Logistics and Operations	1
Operational Marketing	1

Language course

IUM offers the optional opportunity to enroll in a language course. This non-credit course is subject to availability.

Languages available: French, Italian, Russian, Spanish & Mandarin.

4. Course Descriptions by modules

4.1 GLOBAL ENVIRONMENT

Total credits: 15

Semesters: Fall & Spring

Module: Business Evolution and Revolution Module

Credits: 6

4 Courses:

<u>COURSE TITLE</u>	<u>CONTACT HOURS</u>	<u>COURSE DESCRIPTION</u>	<u>COURSE LEARNING OUTCOMES</u>
			Upon successful completion, students will be able to:
THE NEXT ECONOMY	15	<p>This course will give a descriptive overview of today economic revolution linked to digitalization. The topics covered will include:</p> <ul style="list-style-type: none"> - Disruptive economic model - New and disruptive Actors (GAFA, NATU,BATX) - How the evolution and revolution of the economic models will redesign tomorrow's consumption world - The digitalization of the economy actors: IA, Fin-tech, crowd funding, cryptocurrencies, ICO, streaming... - How this will Globally impact tomorrow society - Emergence of state company 	<ul style="list-style-type: none"> - Understand the key changes of traditional industries. - Understand the key challenges faced by the new actors. - Understand what is digital. - Understand the ethical and sustainability perspectives of the business evolution.

<p>CONSUMER BEHAVIOR</p>	<p>30</p>	<p>The general topic of this course is how consumers make their purchase choices. Their behavior is hard to predict, they sometimes behave irrationally, but above all emotionally. Still, the current approaches stress business practices, not only marketing-aiming at understanding consumers and adopting a consumer focus. The knowledge of consumer behavior is drawn from multidisciplinary research like psychology, economics, anthropology and sociology. Based on this research, several consumer-behavior models and theories have been developed that can help managers and marketing practitioners to achieve the organization's results.</p>	<ul style="list-style-type: none"> - Understand the behaviors of consumers in the marketplace - Explain how consumers take their decision to buy - Define how consumers see the world and themselves - Analyze consumers and the impact of their social groups - Evaluate the impact consumer psychology constructs on purchase intention
<p>SUSTAINABLE DEVELOPMENT</p>	<p>30</p>	<p>This course provides students with insight into the rapidly changing world of global environmental policy and sustainable development. Students will explore the challenges of managing the environment and securing sustainable development from an international perspective, within the framework of the Sustainable Development Goals.</p>	<ul style="list-style-type: none"> - Demonstrate a good understanding of the Sustainable Development goals. - Analyze the individual and national challenges related to achieving sustainable development. - Explain the major issues related to managing sustainability. - Identify and discuss the sustainability and ethical issues facing businesses today. - Explore sustainable business frameworks like the circular economy.
<p>A CHANGING WORLD, A DIFFERENT PERSPECTIVE: ONE MODULE TO CHOOSE AMONG FOUR</p>	<p>15</p>	<ol style="list-style-type: none"> 1. GEOPOLITICAL STAKES, TOWARDS A NEW INTERNATIONAL ORDER Through this course, students will discover the stakes of an international order, how it is built through history and institutions that allow to regulate this international order. Students will decipher the stakes for a new international order through the examples of Russia and China. They will thus have all the keys needed to better understand the new geostrategic stakes. 2. INTRODUCTION TO DATA MANAGEMENT In this course, students will dive into history of technologies and the acceleration of the digital era, both of which have played a fundamental role in the development of data and the creation of AI, Big Data and machine learning. Students will discover the life cycle of data, the jobs related to data management and how any company function can be concerned by data management. 3. INTRODUCTION TO DESIGN THINKING In this course students will discover how to become an innovative thinker by using the Design thinking process and its different techniques and tools. 	<ul style="list-style-type: none"> - Understand the changing world order and the goals and objectives of the countries involved. - Understand from the geopolitical perspective what transition means for them and why it does seem simple. - Apply critical thinking to the political and ethical issues involved. - Understand the challenges of data. - Be able to discuss and exchange with different actors around data for the implementation of projects. - Have a global view of "no code" solutions for data processing / analysis. - Understand the mindsets of Design Thinking - Define the Design Thinking methodology and its phases - Apply the Design Thinking methodology to a given theme

4. NEW FORMS OF RESPONSIBLE ECONOMY

In this course students will discover why we need a responsible economy, what the different forms of a social solidarity economy are and what a mission-driven company is.

- Understand the new forms of a responsible economy and how they respond to global changes and challenges to maintain the well-being of our society and planet.
- Identify the reasons why businesses need to reinvent themselves.
- Analyze the conception of a “mission-driven” enterprise and its objectives.
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Module: Developing Global Responsible Managers

Credits: 5

4 Courses:

<u>COURSE TITLE</u>	<u>CONTACT HOURS</u>	<u>COURSE DESCRIPTION</u>	<u>COURSE LEARNING OUTCOMES</u>
BUSINESS ETHICS	15	<p>The general topic of this course is an introduction to ethical theories and moral traditions covering a broad range of moral dilemmas facing society and the world today. It is designed to give each student the opportunity to stimulate his /her moral imagination while wrestling with the problems of applied ethics whether personal or professional in a post covid world that requires thorough changes of ethical values to cope with our current crises.</p> <p>The course covers leadership theories and describes leadership development through the process of self-actualization. It emphasizes the importance of ethical leadership and builds a parallel between strong ethical leadership and robust financial achievements understanding that life is a serial of life dilemmas. It will address ethical leadership and leadership empowerment but also global ethical issues sustainability and ecology for a radical transformation of ethics in today's damaging neoliberal world</p>	<p>Upon successful completion, students will be able to:</p> <ul style="list-style-type: none"> - Demonstrate the knowledge of ethical principals in practice, the code of strong business ethics. - Comprehend the main ethical theories and approaches and its integration into business management. - Apply ethical norms and values in resolving ethical business dilemmas. - Understand the connecting of ethical business culture and the long-term performance of a company.
CRITICAL THINKING	15	<p>The general topic of this course is to address the stakes of our times and its respective crises in a critical perspective that 'radically' tackles them, that is at their roots. Therefore, it will discuss the different alternatives that we are facing in order to approach our present and future based on the different ethical and economic models that exist. As some theories have proved to be obsolete since the Covid crisis, the seminar will attempt to provide some analytical and critical skills/keys to approach the moral dilemmas that our societies, environment and nature are confronted to.</p>	<ul style="list-style-type: none"> - Demonstrate the knowledge of alterity. - Comprehend how ethics and values are at the basis of any theory in social sciences, management, and business management. - Apply critical alternative values in resolving ethical business dilemmas. - Understand how making profit is not antinomic with being ethical and sustainable within the post-covid and environmental climate change era.
CORPORATE FINANCE	30	<p>This course introduces the theory, the methods, and the concerns of corporate finance. The main topics include the time value of money and capital budgeting techniques; uncertainty and the trade-off between risk and return; security market efficiency; optimal capital structure; dividend policy decisions.</p>	<ul style="list-style-type: none"> - Apply and comprehend the concept to time value of money. - Comprehend the theory and practice of valuation, and portfolio management. - Demonstrate an understanding of corporate strategies related to dividends and capital structure.

<p>MANAGING ACROSS CULTURES</p>	<p>15</p>	<p>This course is designed to prepare undergraduate students for careers in international environment, by focusing on developing synergy to Manage across different functions of the enterprise. Missed communication can be a source of project failures and additional cost.</p> <p>The class focuses on learning general principles of universal dimensions of culture, rather than just giving specific single country information such as “working with the French”. The course will involve some theory and proven models but will focus on their practical application, using case studies and student’s personal international experience as material.</p> <p>Classes are based on interactive teaching style with intensive student participation. The teaching methodology mixes lectures with various types of activities such as group discussions, case analysis, role-play sessions and student presentations.</p>	<ul style="list-style-type: none"> - Appreciate the ethical concerns regarding the corporate financial management strategies. - Reflect critically on their personal International and Intercultural sensitivity. - Demonstrate understanding of the theoretical framework aimed at identifying, defining, and recognizing cultural differences. - Overall, students will develop empathy towards cultural diversity and improve their capacity to communicate with individuals belonging to a different group – starting with their classmates.
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Track 1: Business Management Track

Credits: 4

2 courses:

<u>COURSE TITLE</u>	<u>CONTACT HOURS</u>	<u>COURSE DESCRIPTION</u>	<u>COURSE LEARNING OUTCOMES</u>
			Upon successful completion, students will be able to:
SALES AND NEGOTIATIONS	30	<p>This course is designed for students who have interest in professional selling, sales management and the negotiation process, namely at the international level in a B2B environment. The international aspect of selling and negotiating will be addressed as well as the cultural component of the communication process.</p> <p>This course also stresses that negotiation skills are necessary for all business functions. As selling is a high relational process, the course will have to be highly interactive with an important focus on oral presentations and discussions.</p>	<ul style="list-style-type: none"> - Examine the skills and characteristics that contribute to increased sales effectiveness in relationship selling - Identify and apply prospecting techniques and sale closure techniques. - Define the salespersons' role in advertising, and other forms of promotion - How to get to “yes” in the negotiation game - Demonstrate the ability to make effective presentations and negotiation
LEGAL ENVIRONMENT OF BUSINESS	30	<p>This course introduces into the role of law in society and to the legal systems within which business organizations operate. The course focuses on Anglo-American law in comparison with Continental law. Specific topics include sources and classifications of law from comparative perspective, intentional torts, negligence, product liability, contracts, internet law, property incl. intellectual property, corporations, and other forms of business organization. Students will learn ways to differentiate various organizational models that legal constraints impose and develop an understanding of the critical importance of the legal environment when conducting business – especially in the global context.</p>	<ul style="list-style-type: none"> - Understand problems and methods of business law and comparative law - Explore ethical and legal foundations of business activities - Clarify the interrelationship of international public and private law - Develop successful corporate structures - Comprehend relevant legal topics of commercial transactions: contracts, unfair competition, product liability and international litigation

Track 2: Marketing & Communication Track

Credits: 4

2 courses

<u>COURSE TITLE</u>	<u>CONTACT HOURS</u>	<u>COURSE DESCRIPTION</u>	<u>COURSE LEARNING OUTCOMES</u>
			Upon successful completion, students will be able to:
INDESIGN AND THE PRINTING INDUSTRY	30	<p>In a world always more connected to the internet, surprisingly, offline communication is still present and even growing up. However, online and offline communication are linked and complementary.</p> <p>Computer-aided design and printing, good comprehension skills of the tools and the mastering of the production processes are necessary to evolve independently and professionally in the world of offline communication.</p> <p>During this class, students will learn to use InDesign, a mandatory tool for offline communication, and the basics of technical vocabulary and production methods. This course is designed around a complete project, from the idea to production linked with the social media course in the same module.</p>	<ul style="list-style-type: none"> - Demonstrate understand basics of offline communication - Demonstrate understand printing processes and constraints - Speak the graphic designer's language - Master the rules of document creation - Create a set of documents using Adobe InDesign
SOCIAL NETWORK STRATEGIES	30	<p>Through this course, students will acquire the necessary theoretical bases to critically analyse the use and the content shared on social media platforms and to professionally use them for communication and marketing purposes. The course is structured with a communication and marketing approach, but in order to give a full perspective, it will also cover content from the media, sociology and psychology fields, this will allow students to get familiar with concepts such as collective intelligence and online identity. In the practical part, students will learn to use a set of monitoring platforms to analyse social media content and users and will be able to prepare marketing or communication strategies.</p>	<ul style="list-style-type: none"> - Explain how social media platforms function, from the social and business point of view. - Tactically use social media to create professional communication or marketing strategies. - Create branded content for social media campaigns.

Track 3: Digital Business Development Track

Credits: 4

2 courses:

<u>COURSE TITLE</u>	<u>CONTACT HOURS</u>	<u>COURSE DESCRIPTION</u>	<u>COURSE LEARNING OUTCOMES</u>
DESIGN THINKING	30	This course will provide skills on how to apply the design thinking principles in business challenges and how to use tools in the problem-solving procedures.	<p>Upon successful completion, students will be able to:</p> <ul style="list-style-type: none"> - Develop strategic innovation tools for business challenges. - Study design techniques. - Understand the user experience and the user research. - Prototype and Map.
INTRODUCTION TO DATA MANAGEMENT	30	<p>This course will provide skills on how to manage and organize the lifecycle of data. The lifecycle can be divided in different phases:</p> <ul style="list-style-type: none"> - Collect data - Manage data - Use data - Store data - Share data 	<ul style="list-style-type: none"> - Know how to store documents and files. - Know how to organize your computer. - Know how to build a database with queries. - Know how to use a reference for citations. - Know how to back up data. - Work on Data Management project.

4.2 STRATEGIC THINKING AND SPECIALIZATION

Total credits: 15

Semester: Fall

Module: Strategy and Global Development

Credits: 9

5 Courses:

<u>COURSE TITLE</u>	<u>CONTACT HOURS</u>	<u>COURSE DESCRIPTION</u>	<u>COURSE LEARNING OUTCOMES</u>
			Upon successful completion, students will be able to:
GLOBAL BUSINESS STRATEGY	30	Today's globalized-business environment often requires companies to cross national borders to pursue their business objectives, often in nations that are exceptionally diverse from one another. An understanding of the global marketplace and its inherent challenges factor into the success of engaging in business abroad. Firms are increasingly in need competent leaders that can create and implement global policies, manage strategic operations, and know how to identify emerging trends that match with internal resources to create a competitive advantage. The course introduces future managers to basic frameworks that can be applied to make difficult international business decisions, to properly analyse international business information, and to design global competitive strategies.	<ul style="list-style-type: none"> - Understand the role of strategy in business and international contexts. - Develop an approach to diagnosing strategic issues. - Learn frameworks and concepts that are useful in strategy. - Apply strategic thinking in range of industries, countries and company contexts. - Identify strategy issues from real-world data. - Exchange ideas in substantive debates with your peers.
BUSINESS SIMULATION	30	The general topic of this course is corporate strategy. It exposes students to the key tools used by financial managers and investors in analysis and decision making. This simulation provides a sustained immersion in the complex intertwining of business, international commerce, human differences, and ethics. The simulation also provides valuable insights into the cycle of organizational change in this context, and develops both intellectual and behavioral skills to facilitate a more nuanced understanding – and successful management of - change in such a setting.	<ul style="list-style-type: none"> - learn to make managerial decisions based on available data; - develop an understanding of the time, infrastructure, and human resources constraints that impact these decisions; - understand how to compete in a dynamic market.

<p>LEADERSHIP</p>		<p>In today's globalized context, the purpose of this class is to introduce, define, describe what 'makes' leaders and leadership, with identification of the main competencies and characteristics of a leader. Using different concepts to make sense of the different facets and perspectives. Class is based on cases, press articles, concept and theories on leadership. Additionally, students will examine their own self-awareness about their leadership, aspiration, style and competencies.</p>	<ul style="list-style-type: none"> - to summarize the conclusions of three main theories of leadership. - describe how leaders create ethical organizations. - identify main challenges to understanding what is leadership. - gain self-knowledge about one's own awareness and leadership profile and competencies.
<p>MANAGERIAL ACCOUNTING</p>	<p>15</p>	<p>This course will provide students with a full understanding of the principles of managerial accounting. Throughout the course students will deal with companies' managerial accounting reports, understand why and how these documents are prepared and implemented.</p> <p>Concepts relating to Job Order Costing, Responsibility Accounting and Standard Costs Systems are explored. Students will also become familiar with CVP analysis, and the ABC method.</p> <p>Students will familiarize themselves with budgeting processes, through master budgets and flexible budgets; they will understand the specificities of capital budgeting.</p> <p>Concepts of business ethics in managerial accounting will be also reviewed.</p>	<ul style="list-style-type: none"> - Understand the fundamental concepts underlying the construction of managerial accounting reports. - Be able to perform CVP analysis or use the ABC method to allocate overhead. - Use responsibility accounting for business decision. - Become familiar with standard cost systems and variance analysis. - Get a good overview of budgeting processes.
<p>INNOVATION AND ENTREPRENEURSHIP</p>	<p>30</p>	<p>Organizations – new entrepreneurial ventures, large corporations, and non-profit endeavours – need individuals who can identify problems, develop, and implement creative solutions, find new opportunities and markets, and manage in ways that enhance others' creativity. This requires founders who think and behave as creative entrepreneurs. This course will help you understand the importance of entrepreneurial creativity and innovation, teach you to identify opportunities and provide you with techniques for coming up with creative ideas and solutions to problems. You will learn about and assess yourself in order to determine whether you want to become an entrepreneur or an intrapreneur (an entrepreneur working within a corporation).</p>	<ul style="list-style-type: none"> - Understand what entrepreneurship is about and why it is important. - Use a business plan to structure an idea. - Reason set of qualitative and quantitative assumptions of business models (i.e. budgets) to stakeholders. - Refine presentation and negotiation skills.

Specialization 1: Global Business

Credits: 6

3 courses:

<u>COURSE TITLE</u>	<u>CONTACT HOURS</u>	<u>COURSE DESCRIPTION</u>	<u>COURSE LEARNING OUTCOMES</u>
			Upon successful completion, students will be able to:
INTERNATIONAL MARKETING	30	The general topic of this course is marketing in the global economy. Emphasis is placed on the development of strategies for markets in diverse cultural, political, and economic situations. It focuses on foreign market analysis, target market identification, product planning, promotion, and channels of distribution. It also discusses the complex aspects of exporting and foreign market entry-mode.	<ul style="list-style-type: none"> - Understand how the basic principles of marketing are applied in a variety of diverse cultural, political, legal, and economic environments. - Analyze foreign markets to determine their overall business potential, the degree of commitment required, and the associated levels of risk. - Identify key sources of foreign market information including primary and secondary research approaches. - Apply the concepts of product life cycle and classification of goods and their importance for foreign market acceptance, product adaptation, and marketing strategy. - Develop pricing and distribution strategies for goods sold abroad. - Formulate advertising and promotional strategies for global markets
BRAND MANAGEMENT	30	The general topic of this course is the importance of branding as a highly effective tool to sustain corporate's performances. It provides insights into how to create profitable brand strategies by building, measuring, and managing brand equity. Multiple industries will be analyzed (consumer, service, luxury) in order to provide a large spectrum of applications for the brand management tools in a way to cover most of the critical and most relevant aspects of the branding activity.	<ul style="list-style-type: none"> - Fully understand the role of brand. - Apply the concept of brand equity to the building of a strong brand - Recognize the advantages of creating strong brands - Manage the tools to build, position, and reposition brands
DOING BUSINESS IN FOREIGN MARKETS	30	<p>In this class, we will discuss the challenges, complexities, and opportunities of effectively doing business in foreign markets.</p> <p>This begins with the understanding the historical context of foreign companies doing business in each region. Followed by the current market situation. Identifying some companies currently doing business in each market, analyzing both successes and failures. Finally, looking from a macro perspective to identify opportunities and areas of concern for business newly arriving into each market.</p> <p>This class will look primarily be held in an open-discussion format, requiring the participation of all students. There are often no right or wrong answers, though the insights gained will help prepare you for entry into the workforce.</p>	<ul style="list-style-type: none"> - Understand the positive and negative impacts of globalization - Analyze the five countries/regions of study in the context of foreign business - Discuss ideas and apply critical thinking to regional market pressures and opportunities

Specialization 2: Communication & Event Management

Credits: 6

3 courses:

<u>COURSE TITLE</u>	<u>CONTACT HOURS</u>	<u>COURSE DESCRIPTION</u>	<u>COURSE LEARNING OUTCOMES</u>
CREATIVE WRITING IN COMMUNICATION	30	The general topic of this course explores the creative process in writing and allows the students to get involved in reading and giving constructive criticism from a communication perspective.	<p>Upon successful completion, students will be able to:</p> <ul style="list-style-type: none"> - Learn how to write creatively from a communication perspective. - Define and assess new types of writing as a business/ communication writer. - Analyze varied techniques of fiction and non-fiction. - Evaluate how to critique constructively.
BRAND MANAGEMENT	30	The general topic of this course is the importance of branding as a highly effective tool to sustain corporate's performances. It provides insights into how to create profitable brand strategies by building, measuring, and managing brand equity. Multiple industries will be analyzed (consumer, service, luxury) in order to provide a large spectrum of applications for the brand management tools in a way to cover most of the critical and most relevant aspects of the branding activity.	<ul style="list-style-type: none"> - Fully understand the role of brand. - Apply the concept of brand equity to the building of a strong brand. - Recognize the advantages of creating strong brands. - Manage the tools to build, position, and reposition brands.
EVENT MANAGEMENT	30	The course introduces the theory and practice of the event management of international companies and/or of small private/public organizations. Emphasis is placed on the fundamentals of event organization in different contexts and for various targets. Students will be able to conceive, manage and present a short business event plan for a specific target audience in a given context.	<ul style="list-style-type: none"> - Master the fundamental concepts and skills needed in business event management. - Be able to work collaboratively in a multicultural environment to conceive an event. - Conceive –individually- a virtual event. - Produce an informative event plan through professional quality documents (PPT & Word).

Specialization 3: Luxury Marketing, Sales, and Services specialization module

Credits: 6

3 courses:

<u>COURSE TITLE</u>	<u>CONTACT HOURS</u>	<u>COURSE DESCRIPTION</u>	<u>COURSE LEARNING OUTCOMES</u>
LUXURY OVERVIEW & MONACO LUXURY INDUSTRIES	30	This course introduces students to the luxury sector through the analysis of the Principality of Monaco as a luxury destination. Students will discover the characteristics of some luxury industries operating in the Principality thanks to a series of lectures, workshops, and guest lectures held by junior and more experienced professionals. Topics include Monaco as luxury destination, guest speakers/workshop in hospitality, gambling, events, and yachting. One part of the course is dedicated to the understanding of the soft skills needed to work in the luxury industry.	<p>Upon successful completion, students will be able to:</p> <ul style="list-style-type: none"> - Acquire a general knowledge of the luxury industries operating in Monaco and its characteristics; - Understanding of the skills needed to work in the luxury industry; - Understand how to set up feasible career objectives in the luxury industry; - Understand the importance of grooming, networking, etiquette, cross-culture and protocol and how to apply the knowledge in professional situations.
DIGITAL MEDIA IN LUXURY & CRM	30	<p>This course introduces the students to e-business and CRM development strategies of international luxury brands, from market maturity to Internet adoption, new purchasing behaviors that disrupt the luxury industry and the new rising hyper-connected consumer profiles.</p> <p>A thorough study of the sales channels including E-commerce, M-commerce, T-commerce and an analysis of the thirty levers of digital marketing as vectors of traffic on the main websites of luxury brands, give a complementary outlook of the necessary consideration of this new digital marketing tool and this new sales channel for the luxury industry.</p> <p>A prospective analysis of the new technologies of tomorrow applied to the luxury sector sheds additional light on the main technological trends to come. Numerous examples and a constantly participative reflection come to punctuate and animate this course.</p>	<ul style="list-style-type: none"> - Understand the importance of the Internet in the luxury sector and the changing consumer behaviour through online. - Master best digital media practices through traffic acquisition tools applied to CRM & Clienteling programs. - Understand the key challenges and opportunities associated with this new sales channel and analyze the successes and failures of current sites with CRM programs. - Anticipate the new trends of tomorrow (3D printing, holography, IOT, VR, AR, AI ...). - Get a comprehensive overview of the Luxury CRM & Clienteling roots and be aware of its various facets.

**RETAIL &
DISTRIBUTION**

30

This course provides students with foundational knowledge in fashion merchandising and Luxury retail marketing and serves as a complement to related areas of study in retail marketing and merchandising.

Students will analyze the principles governing the fashion Luxury industry. These include the origins, history and evolution of trade in fashion; the economics of selling style; the behavioral characteristics and social psychology of fashion consumers; the techniques of retail market segmentation, targeting and positioning successful visual merchandising strategies requirements; the structure and organization of fashion industry players; merchandising and retail marketing techniques specific to fashion; the nature of setting and profiting from fashion trends.

The course includes some experiential learnings (Session 10) through study excursions to flagship fashion stores, and to local fashion Luxury designer houses and retail stores, students will experience, analyze and evaluate the role and function of day-to-day industry professionals.

- Comprehend the key concepts of fashion retail merchandising: product cycles, fashion movements, fashion leaders, fashion trends, fashion acceptance
- Acquire insights into the world of luxury by becoming knowledgeable about its history and of its contemporary impact
- Critically analyze the retail environment of fashion luxury influencing the industry, with their ability to question, discuss, and argue about current fashion business distribution issues
- Apply basic retail merchandising research skills, tools & methodologies to fashion luxury sectors to reveal how the key principles and theories of fashion marketing and retail merchandising are manifested in the fashion world of Paris and Monaco.

Specialization 4: Sport Business Management specialization module

Credits: 6

3 courses:

<u>COURSE TITLE</u>	<u>CONTACT HOURS</u>	<u>COURSE DESCRIPTION</u>	<u>COURSE LEARNING OUTCOMES</u>
OVERVIEW OF THE SPORT ENTERTAINMENT INDUSTRY	30	<p>The general topic of this course is to introduce students why a sport & entertainment specialized industry exists and how a sport & entertainment agency operates in terms of internal structure and operations. This course is designed to provide students a study of all major actors of the sector and forthcoming trends with an outline of the entertainment industry and the growing synergy between sports and entertainment, becoming two intertwined industries.</p> <p>Throughout this course, students will develop Thought Leadership, analytical and practical skills in sports marketing and business decisions. Students will be exposed to both theory and practice.</p>	<p>Upon successful completion, students will be able to:</p> <ul style="list-style-type: none"> - Be able to understand the market Insights of the Sport & entertainment Industry. - Be able to understand basic S&E Industry Methodologies and how a Sport & Entertainment Agency operates on a daily basis using M&C Saatchi and other agencies real case studies campaigns. - Be able to understand the importance of KPIs and Campaign ROI measurements, using as reference M&C Saatchi and other agencies real case studies campaigns. - Be able to work on a project/assessment with same methodology of a professional Sport & Entertainment Agency. - Understanding of Sport & Entertainment new business trends - Understanding of Sport & Entertainment Agency Commercial Process
SPORT EVENT MANAGEMENT	30	<p>Students will explore the different areas of the sports industry such as the management of athletes and organizations in amateur and professional sports, and the different professions and activities linked to these areas.</p> <p>Students will consider the industry through the following perspectives: Athletes, Teams / Sports Organizations, Events, Venues, Sponsoring, Media and Governance and international bodies.</p>	<ul style="list-style-type: none"> - Identify the different actors in the world of sports management. - Understand the relations between them towards running a sporting event. - Understand the characteristics of the general industry.

**SPORT ECONOMY
AND
GOVERNANCE**

30

The general topic of this course is an in-depth look at the developments, challenges and issues related to the principles of governance in sports. This course focuses on the structures, processes and ethical considerations involved in governing local and international sports, as well as associated financial and economical components. Other topics covered in the course to encourage additional critical thinking, include anti-doping, parasports, and e-sports.

- Demonstrate knowledge of the fundamental concepts and processes of sports governance.
- Understand the sources and distribution of funds in local and international sports organizations.
- Explain clearly the integrity issues and challenges in sport in the current global environment.
- Think critically about the structure of sporting organizations and analyze ethical issues from various perspectives.

Specialization 5: International Finance specialization module

Credits: 6

3 courses:

<u>COURSE TITLE</u>	<u>CONTACT HOURS</u>	<u>COURSE DESCRIPTION</u>	<u>COURSE LEARNING OUTCOMES</u>
FINANCIAL MARKETS	30	The main purpose of this course is to explain how financial markets and financial intermediaries interact in the context of a dynamic global macroeconomic and regulatory environment. Concurrently, there will also be some applications to personal finance (stocks & bonds trading, investing, residential mortgages). Several classes will be devoted to the stock markets, the government and corporate fixed income markets, the money market and the derivatives market, in particular credit default swaps and residential mortgage-backed securities. Among the institutions studied in detail are investment banks, commercial banks, brokers and market makers, investment companies and central banks.	<p>Upon successful completion, students will be able to:</p> <ul style="list-style-type: none"> - Understand the role of financial institutions. - Understand the role of central banks and monetary policy. - Understand the functioning of primary and secondary markets . - Understand the functioning of financial markets for common stocks, bonds, derivatives and foreign exchange.
INTRODUCTION TO FINANCIAL PRICING	30	This course aims to provide an understanding of fundamental financial mechanisms. The concepts of time value of money, discounting and capitalization, risk and return, cash flows, market efficiency are presented as well as their concrete application to the most common instruments (Interest rates, bonds, stocks)	<ul style="list-style-type: none"> - analyze financial data, including common financial asset prices - identify underlying dynamics and risks - apply basic financial principles to price the most common financial instruments (bonds - stocks)
WEALTH PLANNING MANAGEMENT	30	The course is designed to provide a broad understanding of the principles of Wealth Management Planning within the context of the current regulatory environment and identify the key players and various structures. Particular emphasis will be placed on the different entities such as Trusts, Onshore and Offshore Holdings. The course will also provide an overview of various life events such as obtaining residency, citizenship, marriage, divorce and International Estate Planning with an overview of the pertinent income tax implications of estates and trusts.	<ul style="list-style-type: none"> - identify the key professions and general set-ups in Wealth Management Planning. - understand the purpose of WPM in Monaco. - understand the purpose of corporate entities and their components. - explain the objectives that trusts can accomplish for high-net-worth individuals. - list Trustee's rights and obligations. - appreciate the requirement for Compliance and strict regulatory frameworks surrounding WPM. - identify key life events which would trigger tax implications.

Specialization 6: Luxury Tourism and Hospitality

Credits: 6

3 courses:

<u>COURSE TITLE</u>	<u>CONTACT HOURS</u>	<u>COURSE DESCRIPTION</u>	<u>COURSE LEARNING OUTCOMES</u>
LUXURY OVERVIEW & MONACO LUXURY INDUSTRIES	30	This course introduces students to the luxury sector through the analysis of the Principality of Monaco as a luxury destination. Students will discover the characteristics of some luxury industries operating in the Principality thanks to a series of lectures, workshops, and guest lectures held by junior and more experienced professionals. Topics include Monaco as luxury destination, guest speakers/workshop in hospitality, gambling, events, and yachting. One part of the course is dedicated to the understanding of the soft skills needed to work in the luxury industry.	<p>Upon successful completion, students will be able to:</p> <ul style="list-style-type: none"> - Acquire a general knowledge of the luxury industries operating in Monaco and its characteristics; - Understanding of the skills needed to work in the luxury industry; - Understand how to set up feasible career objectives in the luxury industry; - Understand the importance of grooming, networking, etiquette, cross-culture and protocol and how to apply the knowledge in professional situations.
EVENT MANAGEMENT	30	The course introduces the theory and practice of the event management of international companies and/or of small private/public organizations. Emphasis is placed on the fundamentals of event organization in different contexts and for various targets. Students will be able to conceive, manage and present a short business event plan for a specific target audience in a given context.	<ul style="list-style-type: none"> - Master the fundamental concepts and skills needed in business event management. - Be able to work collaboratively in a multicultural environment to conceive an event. - Conceive –individually- a virtual event . - Produce an informative event plan through professional quality documents (PPT & Word).
FUNDAMENTALS OF LUXURY AND SUSTAINABLE TOURISM		This course provides insights on how a luxury destination and hospitality companies can stay competitive in the market, how to strategically manage the firms and create a good image of a luxury destination. Thus, the course provides conceptual and practical tools to manage hospitality industry and luxury destinations in the high end of the market and to develop luxury touristic products. During the course, students will analyze the tourism system as a whole and the importance of commercial synergies.	<ul style="list-style-type: none"> - Acquire a general knowledge for the management of tourism and hospitality firms. - Understand the variables of a luxury destination, how to define luxury for hospitality and tourism industry and the concepts and factors related to it. - Understand the value of luxury destinations and luxury hospitality. - Identify the needs of customers in tourism and hospitality.

5. Additional fee

Administrative fee

Each student will have to pay an Administrative fee at arrival on-campus: 87.50€ per semester.

This is not part of tuition fees.