



COURSE DESCRIPTIONS

1. DIGITAL TRANSFORMATION

Peter Trkman
University of Ljubljana (Slovenia)

June 5 – June 16
(6:00 pm – 9:00 pm)
Saturdays June 9, June 16
(9:00 am – 12:00 m)



Today companies need to continually digitally transform its operations. Digital transformation brings new coordination and communication within and across companies, enables new business models and changes the information environment underlying the business. The course addresses issues concerning the design of an electronic business strategy in the company, customer relationship management, direct links with suppliers in its supply chain, changes in the nature of products and services in conjunction with digital and interactive services and the role of governmental e-services. Successful efforts at digitization have to keep both technological and managerial perspectives in mind. Using a mix of case studies and practical experience, the aim of the course is to prepare the students for the challenges that the quickly changing digital landscape along with new technologies (e.g. internet-of-things or driverless cars) and increased competition will bring. As they say: go digital or die.

Peter Trkman is Associate Professor at the University of Ljubljana, in Slovenia, and holds a PhD from the University of Ljubljana (2008). His research interests encompass various aspects of business models, business process, supply chain and operations management as well as technology adoption and e-government. He has published over 80 papers that are widely cited: his work has been cited over 2800 times with an h-index of 24. He runs a well-read blog on various topics connected to digital transformation and has won several awards for his research. Five of his papers (on business analytics, business process management, business models and supply chain risk management) are among the 1% most cited papers in Scopus.

2. DIGITAL & SOCIAL MEDIA MARKETING

Raffaele Filieri
Audencia Business School (France)

June 5 – June 16
(6:00 pm – 9:00 pm)
Saturdays June 9, June 16
(9:00 am – 12:00 m)



The digital & social media marketing module is developed to appreciate the importance of the ever-evolving digital landscape, and for understanding how to develop skills to improve digital marketing effectiveness. Social media and new mobile technologies are now ubiquitous, having infiltrated every aspect of our life. Digital technologies should be considered as part of a paradigm shift, with an increasing emphasis on social interaction with consumers enabling co-creation, cooperation and collaboration. Digital Marketing is about a cultural change in the marketing manager's way of viewing consumers and of applying marketing strategies and tools with the new technologies being developed. This module provides awareness of the nature of the challenges and opportunities within the digital environment and outlines the skills and tools required to support and enhance marketing activities.

Raffaele Filieri is Professor in Digital Marketing at Audencia Business School in France. He obtained his PhD in Business Engineering (Complexity Science) from the Università Roma Tre, in Italy (2008). Among his main research interests he focuses on Digital & Social Media Marketing, adoption and continuance intention of technology, and inter-organizational knowledge transfer and innovation. He has won several awards such as the Best paper in track award at the Academy of Marketing Conference 2014 in Bournemouth, England, and the Best conference paper award at the Academy of Marketing Conference 2012 in Southampton, England. He has also worked as a consultant for medium-sized and large organizations.

3. POSITIVE LEADERSHIP AND ORGANIZATION

Miguel Pina e Cunha

Nova School of Business and Economics (Portugal)

June 5 – June 16

(6:00 pm – 9:00 pm)

Saturdays June 9, June 16

(9:00 am – 12:00 m)



The main purpose of this course is to evaluate an advanced approach to organizational behavior through the light of recent developments in the field of Positive Organization Scholarship. The course offers behavioral clues on how to develop positive practices at the individual, relational, team, and organizational levels. It explores the characteristics and nature of positive teams and organizations and how leaders and organizational members can contribute to their creation. The course will consider the impact of the positive approach on effectiveness at the various levels of the organization. It is recommended to those with an interest in the human side of organizing.

Miguel Pina e Cunha is Full Professor at Nova School of Business and Economics, in Lisbon, Portugal. He holds a PhD in Management from Tilburg University (1998) and has published more than 150 papers in international journals. He has served as a member of the International Editorial Board of the *International Encyclopedia of Organizations Studies* (Sage, 2008) and worked with several companies on leadership and change management processes. Two of his latest books are "The virtues of leadership" (with Arménio Rego and Stewart Clegg, Oxford University Press, 2012) and is currently preparing "Positive Organizational Behavior" (Routledge). In 2016, he received the European Management Review best paper award.

4. BUSINESS MODELS – THE NEW FRONTIER OF STRATEGY

Claude Chailan

EM Strasbourg Business School (France)

June 5 – June 16

(9:00 am – 12:00 m)

Saturdays June 9, June 16

(9:00 am – 12:00 m)



Business modeling involves the allocation of critical resources and competences in a competitive environment over relatively long periods of time in the pursuit of the creation of value for customers and the capture of the value thus created. Business models are influenced by many factors such as the resources available to management, the industry and the competitive conditions, and of course the firm's internal structure, systems, and culture. Participants will learn to assess why and how new and emerging business models develop in a variety of contexts (industries, countries). They will learn how to use methods to explore and exploit breakthrough business models. The course addresses topics such as two-sided markets, free to fee businesses, ecosystems, network externalities, and servicization.

Claude Chailan is currently Professor and Program Director at EM Strasbourg Business School. He holds a PhD in Management from the University of Nice Sophia-Antipolis in France (2005). Prior to joining the academia, Dr. Chailan was actively involved in the development of international companies, such as L'Oréal, in several countries. Among his research interests, he focuses on the links between marketing and strategy in the fields of Luxury Goods and Services Management, Business Models, Revenue Management, and International Business. His work has been widely published in leading academic journals including *The Journal of Marketing Management*, *The Journal of Product and Brand Management*, *Euromed Journal of Business*, among others.

Morning Course

5. MANAGEMENT OF BANKING AND FINANCIAL INSTITUTIONS AND THE CHALLENGES FACED BY REGULATION

Nathalie Janson

NEOMA Business School (France)

June 5 – June 16

(6:00 pm – 9:00 pm)

Saturdays June 9, June 16

(9:00 am – 12:00 m)



This course aims at providing an understanding of the recent banking crises as of the consequences on the new banking regulation and supervision environment. This is a very complex topic since banking and financial system greatly influences the state of the economy – as the slow economic recovery of the major industrial countries proves - and companies' financing strategy. Financial intermediation underwent through major changes over the past 30 years because of financial deregulation and globalization. Financial intermediaries were nationally-based and heavily protected by their government indirectly (anglo-saxon style) or directly (many Europeans banks were still state-owned until recently). Despite deregulation and disintermediation financial institutions still represent a fair share of the economic activity, their traditional business having shifted over the years from loans provider to financial services providers that might have been at the root of the current crisis.

Nathalie Janson is Associate Professor of Economics at NEOMA Business School since 2001. She earned her PhD in Economics at the University of La Sorbonne, Paris (2000). Her experience in teaching undergraduates, graduates and continuing education focuses in the following subject areas: Financial Intermediation, Management of Financial and Banking Institutions, Banking Regulation, Money and Banking. She is also a consultant for AC Finance training on the job managers in banks on the implementation of Basel III. Professor Janson publishes in peer-reviewed journals on the question of regulation and monetary policy issues and has taken an active part in the debate on the Greek crisis and on unconventional monetary policy in the press and media since 2015.

6. REAL ESTATE FINANCE

Jaime Sabal

ESADE Business School (Spain)

June 18 – June 29

(6:00 pm – 9:00 pm)



Real Estate is one of the most important assets, as well as a key resource in the economy. Most institutional and individual investors hold a significant proportion of their wealth in property. This course fills a frequent vacuum existing in most business schools in this area by helping students gain an understanding of this important and special business. By the end of the course, participants should be able to analyze, assess and evaluate real estate investment and financing proposals and be prepared to join one of the many professional fields in this line of business.

Jaime Sabal is Associate Professor in the Department of Economics, Finance and Accounting at ESADE. He holds a PhD in Finance from the Wharton School at the University of Pennsylvania (1986). He has been Visiting Professor at different universities such as the Stern School of Business at NYU and Instituto Tecnológico de Monterrey (EGADE), among others. He was vice-president of the US consultancy company A.T. Kearney (1995 - 1998) and founder and director of a consultancy firm with broad experience in financial advice projects (1989-1995). His research interests include corporate finance with an emphasis on emerging markets and real estate finance.

7. ECONOMIC PSYCHOLOGY

Marcel Zeelenberg
Tilburg University (The Netherlands)

June 18 – June 29
(9:00 am – 12:00 m)



This course investigates the psychological and economic processes underlying individual and social decision-making. We will develop an understanding of the differences between major theories and research practices in economics and psychology. We will learn when and why economic theories fail descriptively, and what alternative theories of decision-making have been proposed. Finally, we will address how the findings from psychology and economics can be applied to improve public policy and real-life decision-making.

Marcel Zeelenberg is Full Professor of Economic Psychology at Tilburg University. He holds a PhD in Social Psychology from the University of Amsterdam (1996), and studied Cognitive Psychology at Leiden University. Prior to enrolling at Tilburg University, he was a Postdoctoral Research Fellow at the Eindhoven University of Technology and the University of Sussex (1996-1998). He was an Assistant Professor of Marketing at Tilburg University (1998-2000) and was appointed Full Professor of Social Psychology in 2000. He was also the Head of the Social Psychology Department at Tilburg University (2010-2012). His research interests include social and economic psychology, negotiation, consumer behavior and marketing communications.

Morning Course

8. INNOVATION, CREATIVITY AND *YOUR* BRAIN

Daniella Laureiro-Martínez
ETH Zurich (Switzerland)

June 18 – June 29
(6:00 pm – 9:00 pm)



Innovation relies on creativity, and creativity is composed by different abilities that rely on plastic brain circuits, and therefore that we can improve upon. Students will perform neuro-scientific tests and will receive a detailed and confidential report on their abilities to get to know their own strengths and weaknesses. We will discuss and use the latest scientific findings on the abilities that underlie creativity and innovation. This course will use highly interactive student-centered methods and the latest research to answer questions around how individuals can improve at solving problems creatively to foster their careers, and the performance of their organization.

Daniella Laureiro-Martínez is Assistant Professor at ETH Zurich, Switzerland. She obtained her PhD in Management at the Bocconi University, Milan, Italy (2011). She studies the cognitive and neuropsychological antecedents of strategy and innovation and combines neurosciences and psychology to understand creativity, decision-making, organizational learning and problem solving in managers, entrepreneurs and innovative leaders. Her publications have appeared in the *Strategic Management Journal*, *Organization Science*, *Journal of Business Venturing Insights*, among others. She is Representative at Large for the Behavioral Strategy Interest Group of the Strategic Management Society and for the Technology and Innovation Management at the Academy of Management. She is also part of the Editorial Board of the *Strategic Management Journal*.

9. SOURCES & USES OF POWER

Fernando Roxas
Asian Institute of Management
(Philippines)

June 18 – June 29
(6:00 pm – 9:00 pm)



The course explores the relationship between sources and the nature of influencing factors on the behavior of people in varying social, economic, cultural and organizational contexts. Putting emphasis on applying and explaining why people react the way they do to stimuli, the course relies on understanding systemic structures to explain people's behavior and reactions. It is designed as an applied systems thinking course and takes a look at sources of power in different contexts such as crisis, governance, social justice, transport systems and renewable energy, among others.

Fernando Roxas is Full Professor at the Asian Institute of Management in the Philippines, delivering courses in Service Management, Systems Thinking, Sources and Uses of Power and Operations Management. He holds a PhD in Business Administration from De La Salle University in Philippines (1998) and has published in several recognized journals such as *World Journal of Science, Technology and Sustainable Development*, *Energy Policy* and *Business & Economics Review*. Professor Roxas is member of the Editorial Review Board for the *World Journal of Entrepreneurship, Management, and Sustainable Development* since 2014.

10. FINANCE FOR SUSTAINABILITY

Luca Taschini
London School of Economics
and Political Science (LSE) (UK)

July 3 – July 13
(6:00 pm – 9:00 pm)
Saturday July 7
(9:00 am – 12:00 m)



The economic analysis of how to design government policies to deal with climate change, be it through market for permits or taxes, is vast. In contrast, the analysis of the role of regulation and public finance in supporting a low-carbon transition and the role of capital markets in potentially mitigating the risks brought on or exacerbated by climate change is rather limited. This course aims to provide students/participants with the knowledge and understanding of how to quantify the scale of the challenge in terms of the capital flows to be mobilized, the value of assets at risk and the levels of alignment with climate and sustainability goals, the challenges in integrating climate risk into existing financial supervisory frameworks, and the role of the public sector in mobilizing and supervising private sector finance. The course will also demonstrate how to translate sustainability into financial culture in terms of purpose, skills, operational techniques and incentives.

Luca Taschini is an Associate Professorial Research Fellow at the Grantham Research Institute at the London School of Economics. He is also an Assistant Professor at the Department of Economics at the University of Verona. Professor Taschini obtained his PhD in Finance at the University of Zurich, Switzerland (2009). He is a member of the CESifo Energy and Climate Economics Research Group in Munich, Germany, and Visiting Scholar at the Research Center for Sustainability Science at Ritsumeikan University, Japan. His research is in the field of environmental economics, industrial organization and finance, with a focus on applied work. Luca has provided regular advice on climate policy and energy to governments and regulatory bodies (the European Commission, World Bank Group, Asian Development Bank, NORAD and UK BEIS).

11. MARKETING AND MANAGEMENT IN THE FOOD INDUSTRY

Miguel Gómez
Cornell University (USA)

July 3 – July 13
(6:00 pm – 9:00 pm)
Saturday July 7
(9:00 am – 1:00 pm)



Cornell University

The objective of the course is to reflect on the fundamental principles of marketing and its application to private and public problems typical of the food chain, and to train students in the identification of successful marketing strategies in the food industry. The course addresses a variety of topics, including recent food industry trends in Colombia, Latin America and the world; internationalization of food supply chains; role of customer satisfaction in food retailing; impact of private labels in the food industry; corporate social responsibility; and policies affecting the food industry, among others. The course combines lectures, discussion of case studies, and guest speakers.

Miguel Gómez is an Associate Professor in the Dyson School of Applied Economics and Management at Cornell University. He holds a PhD in Agricultural and Consumer Economics from the University of Illinois (1999). His areas of expertise include food distribution and marketing, food value chains, pricing and price analysis, and quantitative methods. Prior to joining Cornell University, he was Assistant Professor in the Department of Agricultural and Consumer Economics at the University of Illinois (2007-2008). He has obtained several awards, including the Ruth and William Morgan Assistant Professor in Applied Economics and Management.

12. BEHAVIORAL INSIGHTS FOR BUSINESS AND FINANCE

Alexander Coutts
Nova School of Business and Economics (Portugal)

July 3 – July 13
(6:00 pm – 9:00 pm)
Saturday July 7
(9:00 am – 12:00 m)



This course studies biases in decision making, drawing on research in behavioral economics and psychology, and develops insights for business and financial market contexts. Examples of topics covered include studying links between overconfidence and optimism in entrepreneurship as well as financial markets; understanding price bubbles and whether they are driven by irrational consumers; and how are new forms of financing such as crowd-funding susceptible to behavioral biases? The primary objectives of this course are to introduce to students the concepts in behavioral economics that are most relevant to business and financial markets, and to study applications of these concepts in the actual business world.

Alexander Coutts is Assistant Professor of Economics at Nova School of Business and Economics. He holds a Ph.D. in Economics from New York University, USA (2015). During his studies he was a researcher at New York University's Center for Technology and Economic Development, based in Abu Dhabi. His research fields are Behavioral Economics, Development Economics, and Experimental Economics. His interests center on applying insights from behavioral economics to questions in development economics. He uses laboratory and field experiments to understand the interaction between information, beliefs, and behavior.

13. ENTREPRENEURSHIP IN THE ARTS AND CULTURAL SECTORS: THEORIES, STRATEGIES AND TOOLS

Marilena Vecco
Burgundy School of Business (France)

July 3 – July 13
(9:00 am – 12:00 m)
Saturday July 7
(9:00 am – 12:00 m)



This course assists students in gaining an appreciation of the special qualities characterizing a cultural entrepreneur, and to gain an understanding of the practices involved. The course aims are (i) to provide students with the knowledge to understand what cultural entrepreneurship is, what business model is, how it works and why “business model development” is important for companies, public sector organizations, social enterprises and charities; and (ii) to equip students with the skills, tools and models to support the development or re--design of a business venture. Through the use of various self-evaluation tests, students will develop their sense of self-awareness, which will include the understanding of personal strengths, weaknesses and competences. They will learn about and develop skills that are required in the world of business, with a special focus on emotional intelligence, creativity and team work. In order to achieve these goals students will work on special requirements of the business model of cultural and artistic activities. They will acquaint themselves with the literature that exists on these subjects and will apply their theoretical knowledge to actual cases. They will build up a repertoire of best practices.

Marilena Vecco is Associate professor in Entrepreneurship at Burgundy School of Business at the Université Bourgogne Franche-Comté, in France. She holds a PhD in Economic Sciences at the University of Paris 1, Panthéon Sorbonne (2005), and a PhD in Economics of Institutions and Creativity at the University of Turin (I) (2005). Her research focuses on cultural entrepreneurship and management with a special focus on cultural heritage (tangible and intangible) and art markets. She has researched and consulted for several public and private organizations, including OECD, Centre for Entrepreneurship, SMEs and Local Development, World Bank, and The European Commission. She has published on different journals such as the Journal of Cultural Heritage, Journal of Cultural Economics, Creativity and Innovation Management, etc. She is board member of ENCATEC (European network on cultural management and policy).

Morning Course