

# Courses Offered | Exchange Students

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Students are strongly encouraged to select courses that fulfil their home university program's requirements, never forgetting their personal interest.

Please note that the enrollment is processed on a first-come, first-served basis.  
All courses are lectured in English. A course will only be offered if at least 12 students enrol for it.

## Courses Offered 2022-2023

[Expand All](#) 0

1st Semester	0
1st Trimester	0
2nd Trimester	0
2nd Semester	0

Available in the 1st Semester 2022-2023

3rd Trimester	0
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Available in the 1st Semester 2022-2023

4th Trimester	0
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Available in the 1st Semester 2022-2023

## Courses Offered 2021-2022

Expand All 0

1st Semester	0
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2nd Trimester	0
2nd Semester	0

### Business Research Methods (B)

(/course/business-research-methods-2nd-semester-2021-22-351622)

**ECTS:** 7

**Prerequisites:** Yes (see syllabus)

This course introduces quantitative methods used to extract information from data with the ultimate goal of improving managerial decisions. The course's approach is twofold. First, it develops concepts and methods which are useful in the current data-oriented business environment: from data collection to statistical models of data interpretation. Second, it introduces software tools to carry analyses of real-world datasets and to report results.

### Health Economics

(/course/health-economics-2nd-semester-2021-22-351050)

**ECTS:** 6

**Prerequisites:** Yes (see syllabus)

The course begins with an overview of health and the health sector based on international statistical data and on a historical perspective, after which it turns to measures of health-related quality of life and an introduction to cost-benefit analysis. The study of the demand for health care follows, including health care rationing, the relevance of uncertainty and insurance mechanisms, and the consequences of information asymmetries. The next step is a study of health care supply, with an emphasis on costs, resources, and the role of technology in health and the functioning of health facilities, from primary care to hospitals. In the final phase of the course, we will cover a sample of diverse topics, including the pharmaceutical industry.

**Lean Entrepreneurship Project** (/course/lean-entrepreneurship-project-2nd-semester-2021-22-351436)

**ECTS:** 7

**Prerequisites:** None

This course is based on 12 challenges requiring interaction between the team and future clients or customers. The different challenges will help you understand what a good business idea is and how to get from the idea to a structured business. This process will be based on the Lean methodology to mitigate some risks and have more chances to succeed. During this course, students will apply to a business idea the concepts of Lean Startup (developed by Eric Ries), Business Model Design (created by Alex Osterwalder and Yves Pigneur), Customer Development (proposed by Steve Blank and Bob Dorf), and many other practical skills needed to get a business started.

**Social Entrepreneurship: Building Impact Ventures** (/course/social-entrepreneurship-building-impact-ventures-2nd-semester-2021-22-351694)

**Ventures** (/course/social-entrepreneurship-building-impact-ventures-2nd-semester-2021-22-351694)

**ECTS:** 7

**Prerequisites:** None

Social entrepreneurs are a driving force for societal change and business innovation, creating compelling ventures that align both profit and impact. What do social entrepreneurs do that is unique, and why do they succeed in addressing profound societal problems in areas where governments, markets, and charities fail? How are impact ventures built? This course will place you in a social entrepreneur's role and help you learn in teams how to design and launch an impact venture.

**Strategic Management Consulting Project**

(/course/strategic-management-consulting-project-2nd-semester-2021-22-351312)

**ECTS:** 7

**Prerequisites:** Yes (see syllabus)

The Strategic Management Consulting Project (SMCP) is a project-oriented course in which students work as teams of consultants to solve a given client's real business challenge. Groups of five students work together on a given project for the whole duration of the course, in direct contact with the client organization and pursuing their own project.

## 3rd Trimester

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**Applied Economics** (/course/applied-economics-3rd-trimester-2021-22-351935)

**ECTS:** 4.5

**Prerequisites:** Yes (see syllabus)

The course shows how analytical tools and data can be used by economists to address economic issues, including poverty, inequality, and economic growth. Students will learn how to use advanced economic analysis to reach reasoned conclusions about the drivers of these issues and the keys to anticipating, preventing, and managing disruptions. The course will explore how economics is used in professional, policy, and research settings. It will help students analyse economic data at a much deeper level while also forming their own opinions on economic issues and policy responses.

**Brand Management**

(/course/brand-management-3rd-trimester-2021-22-351213)

**ECTS:** 3.5

**Prerequisites:** None

The purpose of this course is to teach you how to build, manage, and leverage world-class brands. The broad learning of this course are: 1) to increase your understanding of the important issues in planning and evaluating brand strategies; 2) to present relevant theories, conceptual models, and other tools and principles to make more effective branding decisions; and 3) to provide a forum for you to apply these principles. Particular emphasis is placed in the course on understanding psychological principles at the consumer level that will improve managerial decision-making with respect to brands.

**Business Model Innovation**

(/course/business-model-innovation-3rd-trimester-2021-22-351695)

**ECTS:** 3.5

**Prerequisites:** None

During the course, students get to know frameworks and practices on how to create new digital ventures. The course is ideal for students that plan to work in business development, strategy, consulting, or start their own company. You strengthen your digital mind-set and learn how to think strategically about the ideation, market, product, business model, go-to-market, and organizational and financial setup for a chosen digital product. This research-based and impact focused methodology has been tested by companies (e.g. Grundfos), accelerators (e.g. MIT Design X) and graduate programs (e.g. Digital Transformation courses). It complements strategy, entrepreneurship and innovation courses.

**Competitive Intelligence**

(/course/competitive-intelligence-3rd-trimester-2021-22-351850)

**ECTS:** 3.5

**Prerequisites:** Yes (see syllabus)

This course highly contributes to an understanding of competitive intelligence and the intelligence environment overall. In a highly competitive and innovative environment, companies depend on their external knowledge acquisition capabilities, and this is true for large as well as for small companies; this is also especially true for start-ups. Companies should thus develop an intelligent attitude at all levels. This course thus proposes participants apply a set of the most advanced and relevant competitive intelligence methodologies in an integrated manner.

**Development Economics**

(/course/development-economics-3rd-trimester-2021-22-351830)

**ECTS:** 3.5

**Prerequisites:** Yes (see syllabus)

This course explores the causes and consequences of economic (under)development. It focuses on 5 themes: (1) the current state of development and inequality across the world and its evolution; (2) some approaches used to account for these facts, including capital accumulation, institutions and culture; (3) micro topics: investments in human capital through health and education, behavioural economics insights, gender gaps and corruption; (4) macro topics: globalization and economic shocks and crisis; (5) critical reflection on the field of development economics.

**Digital Marketing**

(/course/digital-marketing-3rd-trimester-2021-22-351417)

**ECTS:** 3.5

**Prerequisites:** Yes (see syllabus)

At the end of this course, students will be able to critically understand the impact of digital on distribution channels and brand communications. Moreover, they will be equipped for developing a digital brand communications plan, linking the dots from the brand strategy to the appropriate selection and monitoring of digital tools.

**Digital Product Management**

(/course/digital-product-management-3rd-trimester-2021-22-351790)

**ECTS:** 3.5**Prerequisites:** None

What do Apple, Instagram and Netflix have in common? Technological products used by millions of users around the planet. Behind their success are product managers, maestros of the technology world, working amongst engineers, designers and data scientists making sure companies are building what users want. This course dives into the fundamentals of building and managing digital products as well as the practices that led companies like Google, Amazon and Facebook into building technology used by billions of people every single day. The course is structured to provide an in-depth view of the digital product management discipline, currently practiced at startups and large software companies.

E (/course/economic-globalization-3rd-trimester-2021-22-351422)

**conomic Globalization**

(/course/economic-globalization-3rd-trimester-2021-22-351422)

**ECTS:** 3.5**Prerequisites:** Yes (see syllabus)

Understanding of the globalization/protectionism debate with the economist lens. The myths and economic theory. Competitiveness and Productivity. Learning globalization through history. The past, the beginning of this century, the present, and the future. The hyperspecialization. The distribution of the gains of globalization. Global value chains: efficiency and fragility. Understanding the current debate: U.S. and China and the lessons from the Pandemics.

**Economics of Business and Markets**

(/course/economics-business-and-markets-3rd-trimester-2021-22-351220)

**ECTS:** 3.5**Prerequisites:** Yes (see syllabus)

This course develops an understanding of firms' strategic behavior and how they can influence the market structure. We will use game theoretic reasoning to analyze issues related to pricing, entry into new markets or exit from established businesses, changing the perceptions of competitors, level of product differentiation and product proliferation competition and its impact on market competition, and strategies aimed at alleviating price competition among firms. In the last topic the course will give insights on the public policy perspective, in terms of economic regulation and antitrust.

**Financial Modeling**

(/course/financial-modeling-3rd-trimester-2021-22-351328)

**ECTS:** 3.5**Prerequisites:** Yes (see syllabus)

Many training courses in the modelling area put their emphasis either on Excel functionality, or on financial theory, or on mathematical models, but seldom address the modelling process. This course aims to cover the modelling issues that are relevant to facilitate the construction of robust and readily understandable models.

**FinTech** (/course/fintech-3rd-trimester-2021-22-351655)**ECTS:** 3.5**Prerequisites:** None

This course is designed for students who plan to get involved with the disruption of the financial sector. Banks and insurance companies are facing one of the most pressured moments of industry history. After a financial and credibility crisis, the drivers of this pressure are not only clients seeking innovation and convenience, but also regulators. Artificial intelligence, blockchain, cloud computing and the rise of a mobile-first generation are some of the enablers but also drivers of a new reality that is already unbundling the financial sector as we know it.

**Game Theory**

(/course/game-theory-3rd-trimester-2021-22-351261)

**ECTS:** 3.5

**Prerequisites:** Yes (see syllabus)

This course offers an intermediate/advanced approach to game theory using the appropriate mathematical tools, with applications to relevant economic topics. The course is intended for master students who wish to develop a solid background in this area.

**Healthcare Transformation**

(/course/healthcare-transformation-3rd-trimester-2021-22-351853)

**ECTS:** 3.5

**Prerequisites:** Yes (see syllabus)

Health is the most valuable human asset. The current pandemic has shown how all of the economy and management depend on good societal health and effective health services. Often healthcare is not delivering up to aging population needs or everyday modern society consumption and service expectations. Healthcare can be transformed utilizing technologies both digital and social. This course provides basic sectorial knowledge, language, and culture pointers to make you a credible partner in a consulting or otherwise related healthcare transformation project and/or the beginning of work in an organization related to any parts of the complex healthcare supply chain much in need of young dynamic change agents.

**Industrial Organization**

(/course/industrial-organization-3rd-trimester-2021-22-351468)

**ECTS:** 3.5

**Prerequisites:** Yes (see syllabus)

Industrial Organization is the field of Economics that studies the behavior of firms in imperfectly competitive markets as well as the performance of such markets. Building on the standard oligopoly models covered in the Imperfect Markets/Microeconomics courses, Industrial Organization introduces additional instruments, strategic decisions, and market dynamics. The course is structured around twelve sessions (one hour and a half each) that include both theory and problem solving. The main goal of the course is to extend students' knowledge about firm behavior and the functioning of imperfectly competitive markets, exposing them to some of the most widespread topics and models considered in Industrial Organization.

**International Finance**

(/unidade-curricular/international-finance-3rd-trimester-2021-22-351228)

**ECTS:** 3.5

**Prerequisites:** Yes (see syllabus)

In an increasingly globalized world, investors and executives have to understand how fluctuations of exchange rates create risks and rewards for multinational corporations. The course explains international risk factors and discusses several recent developments in the international financial markets. Thereby the course combines theory with real-world examples, data analysis, and practical case discussions. The analysis is focused on the perspective of the corporation concerned with managing the risk that arises from its international operations. In addition, the course studies international foreign exchange markets especially in connection with theories of exchange rate determination and the evidence on forecasting models of exchange rates.

**International Financial Reporting Standards**

(/course/international-financial-reporting-standards-3rd-trimester-2021-22-351229)

**ECTS:** 3.5

**Prerequisites:** Yes (see syllabus)

Investments, mergers, acquisitions decisions require a clear understanding and a careful examination of a company's performance in the context of its industry and economic environment. This course is designed to provide an in-depth examination of some of the most economically significant international financial reporting topics and their impact on financial statements and in decision making. We will analyze when, and by how much, is Revenue recognized, the Asset valuation measurement alternatives, the recognition or not of Intangible assets, and the huge impact of brands, people, research, and development. We will look at Fraudulent reporting cases, their justifications, and the manipulation techniques used and, finally, we will study economic groups and how they report their performance and financial position.

**Management Accounting****ECTS:** 3.5

Available soon

**Prerequisites:** TBC**Management of Digital Transformation & Disruption**

(/course/management-digital-transformation-disruption-3rd-trimester-2021-22-351883)

**ECTS:** 3.5**Prerequisites:** Yes (see syllabus)

This course highly contributes to an understanding of Digital Transformation, Digital Disruption using information systems & technology (IS/IT), and information management in organizations. The Digital Transformation & Disruption course broaches the mainstream Information Systems and technologies that managers may deploy in the Information Era for digital innovation, focusing on value creation, strategy, and profitability. The course presents the subject with an organizational and strategic flavour avoiding pure technological discussions. In this regard, Information Systems are always considered a management tool to drive value in the context of business models. IS management is also broached in this course so that future managers can deal with the most correct value creation strategy using digital technologies, necessary to deploy strategic projects.

**Managerial Economics**

(/course/managerial-economics-3rd-trimester-2021-22-351484)

**ECTS:** 3.5**Prerequisites:** None

The course is an introduction, or a refresher, to the basic concepts and models of the microeconomic analysis of the firm and markets. The focus is on firms' conduct under different market structures. Market structures covered are competition, monopoly, and oligopoly. Firms' strategies in oligopolies are discussed using conjectural variations models and the basic concepts of game theory.

**Managing Organizations**

(/course/managing-organizations-3rd-trimester-2021-22-351387)

**ECTS:** 3.5**Prerequisites:** None

The main objective of this course is to help students understand several core topics relating to organizational dynamics such as organizational structure, culture, learning, communication, and change. Through cases, class activities, lectures, and assignments, the course will engage students to reflect and apply organizational behavior concepts, theories, and practices to a variety of real-life organizational settings.

**Marketing Communication**

(/course/marketing-communication-3rd-trimester-2021-22-351236)

**ECTS:** 3.5**Prerequisites:** Yes (see syllabus)

This course will provide you a chance to learn, discuss and participate in the full breadth of the integrated marketing communications process. The work we will do intends to give you the necessary insight and knowledge to use the main Marketing Communication tools in your future business role. By the end of the course you can expect to be able to: Understand how the consumer reacts to brands communication; understand the advertising/communication process; develop a communication insight; understand and use the different available communication tools; plan, develop, execute and measure an integrated marketing communication program.

### **Monetary Policy and Optimal Taxation**

(/course/monetary-policy-and-optimal-taxation-3rd-trimester-2021-22-351941)

**ECTS:** 3.5

**Prerequisites:** Yes (see syllabus)

This is an introductory course on optimal fiscal and monetary policy. It covers principles of optimal fiscal policy and long-run monetary policy. Main objectives: understanding of the long-run relationship between money, inflation, and interest rates; understanding of the main principles of optimal taxation of goods, labor, money and capital; handling of closed-economy dynamic macro models with capital.

### **Predictive Analytics**

(/course/predictive-analytics-3rd-trimester-2021-22-351897)

**ECTS:** 3.5

**Prerequisites:** Yes (see syllabus)

Knowledge and Understanding: Master the concepts, Data Science, and Data Driven Decision Making; Have hands-on experience with data analytics for supporting management situations. Subject-Specific Skills: Build predictive models for classification and regression; Evaluate model fit and generalizability; Learn about bias variance decomposition of predictive models. General Skills: Be able to think systematically about how and when data can improve decision-making in contexts of management; Be able to understand and discuss topics of data analysis for business intelligence. In particular, know basic principles and algorithms of data mining to interact with data analytics professionals.

### **Project Management**

(/course/project-management-3rd-trimester-2021-22-351242)

**ECTS:** 3.5

**Prerequisites:** None

The Project Management course aims to develop the specific project management related competencies of the students, by presenting and discussing world-class project management practices and concepts in the business context. In addition, it aims to apply Project Management tools to a practical case on a strategic approach.

### **Responsible Business**

(/sa-msc-responsible-business-3trim-2021)

**ECTS:** 3.5

**Prerequisites:** None

The need to act as a Responsible Business (RB) is now a key element of most strategic agendas of Corporations and has now passed a point of no return. RB is certainly not a Fad, but an unstoppable Macro Trend, and Corporations can no longer avoid the fact that their actions (and omissions) will have a scrutinized impact in markets where they operate, and relevant stakeholders will hold them responsible for it. Factors like globalization, communication technology, rising awareness of consumers, citizens, local communities, high profile breaches of Corporate Ethics, have all led to a place where leaders can no longer act without taking into consideration a holistic approach to Responsible Business (that includes economic, environmental and social sustainability).

### **Risk Management**

(/course/risk-management-3rd-trimester-2021-22-351244)

**ECTS:** 3.5

**Prerequisites:** Yes (see syllabus)

In this course, we will analyze different sources of risk for firms and discuss in detail the tools available to managers to mitigate those risks. Most of our analysis will be focused on risk management in financial institutions for two interrelated reasons. First, these institutions are more exposed to financial risks than non-financial firms, due to the nature of their activities. Second, the importance of adequately managing these risks fosters the permanent creation of new tools to address them.



**Services Marketing**

(/course/services-marketing-3rd-trimester-2021-22-351245)

**ECTS:** 3.5

**Prerequisites:** Yes (see syllabus)

This course aims to outline the importance of services management. Services dominate the majority of the economic transactions and are becoming critical for competitive advantage of companies across the globe and in all industry sectors. Even organizations that typically positioned their business as product manufacturers are increasingly changing its positioning, focusing in the offer of services as a differentiating factor. It is therefore of great importance to study services marketing as a separate field of marketing, analyzing in detail the specific characteristics of services and focusing in strategies that allow the overall quality improvement of services offered by organizations.

**Social Doctrine of the**

**Church** (/course/social-doctrine-church-3rd-trimester-2021-22-351476)

**ECTS:** 3.5

**Prerequisites:** None

The present course attempts a presentation of the doctrine of the Catholic Church on social issues, with special attention to the economic topics, describing themes, documents, and proposals. Its purpose is to allow the students to have an axiological evaluation of the social, and in particular economic questions, based on the Christian values and commandments. In the end, the participants must know the position of the Catholic Church on the great social topics and the main documents, which define it.

**Supply Chain Management**

(/course/supply-chain-management-3rd-trimester-2021-22-351250)

**ECTS:** 3.5

**Prerequisites:** None

The Supply Chain Management (SCM) elective will introduce you to effective strategies for managing complex distribution networks and logistics operations. You will develop technical and practical skills to manage a coordinated system of suppliers, customers, and other business partners. You will learn how to identify supply chain risks, design mitigation strategies, and learn about daily operational decision rules. Among others, the class tackles how companies may integrate their supply chains (both vertically and horizontally), sourcing strategies (such as offshoring versus onshoring), transportation, and inventory management. You'll learn about important supply chain metrics, the link with finance, and be exposed to practical tools to increase service levels and reduce costs.

## 4th Trimester

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**Advanced Fixed Income**

(/course/advanced-fixed-income-4th-trimester-2021-22-351787)

**ECTS:** 3.5

**Prerequisites:** Yes (see syllabus)

The aim of the course is to provide a general overview of the new products available for fixed income investors, mainly at the credit front via securitization. Most of them allow investors to reap the benefits of yield pick-up and diversification versus the traditional market offers. The understanding of the economics behind ABS/CMBS will be crucial to analyze more complex securities like CDOs/CLOs.

**Business to Business Marketing Strategy** (/course/b2b-marketing-strategy-4th-trimester-2021-22-351624)

**ECTS:** 3.5

**Prerequisites:** None

Most companies of any dimension do not sell their products and services to consumers but to other companies. The buyers are organizations with a decision-making process that is complex and different from those of a final buyer of consumer goods. This is especially relevant for small and medium enterprises. The marketing and sales challenges faced in business-to-business markets must be addressed based on the fundamentals of marketing but applied in a radically different way. The focus, levers and processes of the marketing and sales efforts are different, and strategy, marketing and communication must adapt. This course addresses the core parts of business-to-business or "B2B": strategy, marketing and sales.

**Banking and Finance** (/course/banking-and-finance-4th-trimester-2021-22-351731)

**ECTS:** 3.5

**Prerequisites:** Yes (see syllabus)

Banks receive money from depositors and other investors and channel these funds to firms, households, and governments in the form of loans. In this course, you will be introduced to the main theoretical concepts on banking as well as related empirical evidence and policy questions.

**Brand Activation** (/course/brand-activation-4th-trimester-2021-22-351878)

**ECTS:** 3.5

**Prerequisites:** Yes (see syllabus)

After Brand Development, including its Purpose, Character, Positioning, and Campaign Idea, Brand Activation is fundamental to set in place the defined strategy and bring it to life! Knowing to whom you should activate your Brand or product as well as how and where to deliver it is fundamental to a successful consumer engagement and proximity with the brand. Materialize brand values, develop brand activations that allow brands to 'Walk the Talk' and amplify them to deliver as much return as possible.

**Business Cycles and Stabilization Policy** (/course/business-cycles-and-stabilization-policy-4th-trimester-2021-22-351939)

**ECTS:** 3.5

**Prerequisites:** Yes (see syllabus)

This is a course on economic fluctuations and optimal stabilization policy. It is a follow up course to Monetary Policy and Optimal Taxation. Main objectives: Knowledge of the empirical regularities of short-run economic fluctuations. Handling of the standard dynamic macro model, the neoclassical growth model, with uncertainty. Understanding of: the basics of asset pricing in general equilibrium; main principles of optimal taxation of goods, labor and money; the relation between money, inflation, interest rates and economic activity, in the long and short run; the connection between fiscal and monetary policy; main principles of optimal stabilization policy; the role of the zero bound on interest rates for monetary policy; the role of an interest rate rule for implementation of monetary policy

**Consumer Behavior** (/course/consumer-behavior-4th-trimester-2021-22-351215)

**ECTS:** 3.5

**Prerequisites:** TBC

Understanding consumers is important to every business. However, consumers' minds are not always easy to understand. This course provides an overview of theories that best explain how consumers arrive at their judgments and choices. The course will review important theories in economics and psychology that provide the foundation for behavioral marketing. This course will then apply these theories and principles to real-world marketing problems.

**Corporate Governance: an International Perspective**

(/course/corporate-governance-international-perspective-4th-trimester-2021-22-351792)

**ECTS:** 3.5

**Prerequisites:** None

Corporate Governance – An International Perspective is an introductory course in corporate governance (CG) that offers a view on practices and regulations in governance across continents. This course starts by making clear how CG developed in the last decade in the aftermath of the financial and economic crises and how important it is for building trust in today's capital markets. The economic, legal, and managerial foundations of CG are discussed with a view to understanding how shareholders' and other stakeholders' rights are protected and accounted for. As a consequence, the implementation of sound and internationally acceptable CG practices is discussed in light of the functioning of the Board and its role in monitoring management. The course also discusses how CG can serve society, through a Corporate Responsibility approach that allows governance to reach out to a company's other stakeholders.

**Cross-Cultural Management**

(/course/cross-cultural-management-4th-trimester-2021-22-351437)

**ECTS:** 3.5

**Prerequisites:** Yes (see syllabus)

The world is becoming increasingly more global. From the emergence of multinational organizations and global markets to the rising numbers of international workers, new challenges and opportunities emerge for entrepreneurs, managers, and employees. These challenges and opportunities can be best understood if cross-cultural factors are taken into consideration. This course aims to deepen your understanding of the context-specific nature of management and to provide you with knowledge and skills helpful to navigate the increasingly global nature of contemporary work. To that aim, we will start by exploring the fundamentals of culture and cross-cultural differences. Subsequently, we will examine some critical aspects of working and managing in a global environment; including issues related to communication, leadership, motivation, teamwork, negotiation, and the management of expatriates and international careers.

**Digital Product Management**

(/course/digital-product-management-4th-trimester-2021-22-351790)

**ECTS:** 3.5

**Prerequisites:** None

What do Apple, Instagram and Netflix have in common? Technological products used by millions of users around the planet. Behind their success are product managers, maestros of the technology world, working amongst engineers, designers and data scientists making sure companies are building what users want. This course dives into the fundamentals of building and managing digital products as well as the practices that led companies like Google, Amazon and Facebook into building technology used by billions of people every single day. The course is structured to provide an in-depth view of the digital product management discipline, currently practiced at startups and large software companies.

**Digital Transformation**

(/course/digital-transformation-4th-trimester-2021-22-351631)

**ECTS:** 3.5

**Prerequisites:** Yes (see syllabus)

Can you imagine remote work from anywhere in the world? Just two years ago in most industries, this would not have been possible. During the COVID pandemic companies accelerated the adoption of digital tools and irreversibly leaped forward into a new digital normal. There is no going back from this Digital Transformation (DT). To lead or integrate a DT Team you need to learn how to do a digital diagnostic (analysing digital maturity, digital infrastructure, organization, and customer insights), determine the digital ambition and identify digital initiatives. Next, you need to know how to execute them. In this course you will learn how to use several frameworks to help in the diagnosis stage and then put everything right into practice, as you apply what you learned to a real-world DT case. The course ends with a prototype of the DT initiative you developed along the way.

**Economic Growth** (/sa-msc-economic-growth-4trim-2021)

**ECTS:** 3.5

**Prerequisites:** Yes (see syllabus)

Introduction to the main facts and theories of economic growth. Understanding the importance of Growth for Development. Introduction to the basic questions of economic growth and development. Theories: strengths and weaknesses.

**eContent** (/course/econtent-4th-trimester-2021-22-351620)

**ECTS:** 3.5

**Prerequisites:** None

Throughout this course you will dive into some of the best kept secrets on what makes content work will amaze and enrich your skills background, a true added value on today's market demand. You will also be part of a challenge – a true brand will share a tough task to be solved only by the best: groups will be formed to share their creative vision, ideas and content strategy for that brand so as to beat their competitors on digital field.

**Environmental Economics** (/course/environmental-economics-4th-trimester-2021-22-351940)

**ECTS:** 3.5

**Prerequisites:** Yes (see, syllabus)

This course aims to introduce the broad topic of environmental and resource economics through a simple approach to concrete problems. The political debate around the preservation of biodiversity, mitigation of climate change, management of fisheries resources... Asks, more than ever, to have a notion of environmental and resource economics to understand clearly what is at stake and how environmental policy is designed. This course is constructed as an introduction to this topic with a simple theoretical approach followed by its application to very simple but relevant and contemporaneous cases. At the end of this 18h course, the objective is that every student who has attended this course can analyze major environmental problems with simple tools.

**Equity Reports** (/course/equity-reports-4th-trimester-2021-22-351732)

**ECTS:** 3.5

**Prerequisites:** Yes (see syllabus)

This course is about the value of a company, how we can measure it, and which variables have a strong impact on it. The course is based on a practical case about the valuation of a listed company that has to be solved by students as if they are working for an investment bank, so a practical approach is used – the applied project. Students should gather all the information about the target company they have chosen, prepare a detailed model to make the valuation, solve it, and present it as if they were working for an investment bank.

**Ethics for Finance** (/course/ethics-finance-4th-trimester-2021-22-351832)

**ECTS:** 3.5

**Prerequisites:** None

The purpose of this unit is to introduce the students to the ethical reasoning in financial decisions. Participants must be able to identify ethical reasoning, as separate from a scientific or judicial approach. This approach is then applied to specific decisions in several aspects of the financial area. Several dimensions of the financial activity will be analysed, from the markets to specific services and corporate financial management.

### **Financial Decision-Making in a Business Context**

(/course/financial-decision-making-business-context-4th-trimester-2021-22-351221)

**ECTS:** 3.5

**Prerequisites:** Yes  
(see syllabus)

Two questions are at the core of any study relating to corporate financial decision-making (and more broadly Corporate Finance): - How do firms optimally choose their investment projects? - How do they decide among the pool of financing options for these projects? Answering these two questions and understanding the issues involved will be the focus of this course.

### **Forecasting**

(/course/forecasting-4th-trimester-2021-22-351905)

**ECTS:** 3.5

**Prerequisites:** Yes (see syllabus)

To provide students with the basic tools to describe, model and specially forecast time series data.

### **Go to Market Strategy**

(/course/go-market-strategy-4th-trimester-2021-22-351938)

**ECTS:** 3.5

**Prerequisites:** Yes (see syllabus)

The course's main goal is to provide students with the necessary mindset and fundamental tools that will enable them to take an innovative idea and successfully launch and grow a new business - be it an actual startup, a new product/service in a corporate context, or even as a consultant working with innovation. By the end of term, students will know: a) how to turn a new technology, product, or service into a new business that has the potential to be profitable; b) how to develop customers for that new venture; c) how to acquire the first customers and how that is different from selling at a later scaling phase, as well as d) the most current tools to use to enter any given market.

### **Group and Team**

**Processes** (/course/group-and-team-processes-4th-trimester-2021-22-351491)

**ECTS:** 3.5

**Prerequisites:** None

Many modern organizations are structured in work teams, and those teams are considered their building blocks (e.g., Campion, Medsker, & Higgs, 1993). Consequently, understanding what may enhance the ability of teams to be effective must be a serious concern for researchers and practitioners. This course provides an overview of the fundamental dynamics of teams and teamwork, focusing on the interactions between team members that contribute to team performance and team members' satisfaction. The main goal of this course is to provide you with a better understanding of how you can contribute, as a member of a work team or as a team leader, to its success.

### **Impact Investing**

(/course/impact-investing-4th-trimester-2021-22-351492)

**ECTS:** 3.5

**Prerequisites:** None

The goal of this course is to introduce participants to the growing global phenomenon of Impact Investing, broadly defined as the purposeful allocation of financial resources to entrepreneurial projects or ventures that generate sustainable impact. Participants will be able to understand the value proposition of impact investment, for both investors and entrepreneurs, and how this new sector is positioned in the emergent impact economy, which lies at the intersection of the commercial, social and public sectors. Each session of the course focuses on an innovative financing mechanism that aims to generate impact. Each session will bring the latest trends, guest speakers from the investment and/or entrepreneurial sides, and lives cases for discussion.

**Information and  
Uncertainty**

(/course/information-and-  
uncertainty-4th-trimester-  
2021-22-351262)

**ECTS:** 3.5

This course covers advanced topics related to decisions under uncertainty and optimal contracts with asymmetric information. After taking the course, students should be able to understand and derive models with uncertainty and asymmetric information.

**Prerequisites:** Yes (see  
syllabus)

**International Industry  
Analysis**

(/course/international-  
industry-analysis-4th-  
trimester-2021-22-351230)

**ECTS:** 3.5

Business leaders and strategy consultants must fully understand industries before developing corporate strategies. Therefore, the International Industry Analysis course will enhance the students' strategic competencies to research and analyse specific industries on a global level.

**Prerequisites:** Yes (see  
syllabus)

**International Market  
Segmentation**

(/course/international-  
market-segmentation-4th-  
trimester-2021-22-351231)

**ECTS:** 3.5

Segmentation has been defined as the cornerstone of modern marketing. However, as competitive pressures on companies grow, short term implementation replaces the conceptual frameworks and analysis inherent in segmentation analysis and strategies. Simultaneously, most companies are facing increasing pressures to internationalize. As such, country segmentation becomes the first naïve approach to segment international markets, as a natural first step in the internationalization process. This course is designed to provide a conceptual and analytical platform to deal with both conceptual and practical issues related to the segmentation of international markets. In particular, students will learn to use some statistical techniques to segment international markets.

**Prerequisites:** None

**International Negotiation**

(/course/international-  
negotiation-4th-trimester-  
2021-22-351493)

**ECTS:** 3.5

Negotiation is a decision-making process in which two or more parties with non-identical preferences seek to reach an agreement about how to allocate resources (Bazerman & Carroll, 1987; Falcão, 2012). Students will learn a variety of frameworks in order to understand the process of negotiation and will have at least one face-to-face negotiation exercise per class in order to practice and develop skills. International and cross-cultural aspects of negotiation will also be explored.

**Prerequisites:** None

**Intrapreneurship**

(/course/intrapreneurship-4th-trimester-2021-22-351791)

**ECTS:** 3.5

**Prerequisites:** None

Intrapreneurs are highly valued by firms and the broader business culture. Intrapreneurship, or corporate entrepreneurship as it is also known, entails acting like an entrepreneur within a larger organization. Intrapreneurship in firm strategy allows companies to innovate from within to become more competitive, and also helps incumbent firms address the so-called “innovator’s dilemma” where established entities are displaced by upstarts. Corporate entrepreneurship encompasses a broad array of practice areas ranging from creating new products or business lines, to expanding into new territories, joint ventures, and spin-offs. But it is more than this. Ultimately, any situation when a firm is dealing with uncertainty or moving into non-core areas requires intrapreneurial strategies. Proposing and implementing intrapreneurial innovation implicates acting within structural and behavioral constraints. Moreover, intrapreneurship also helps mitigate the so-called “problem of work” where employees experience disillusionment and consider work pointless.

**Labor Economics**

(/course/labor-economics-4th-trimester-2021-22-351867)

**ECTS:** 3.5

**Prerequisites:** Yes (see syllabus)

This course is based on a course given by Pierre Cahuc. This course introduces the latest theoretical, methodological, and empirical developments in labor economics. It presents empirical methods (relevant for the policy makers) using contributions that have proved to be milestones in labor economics. Besides this knowledge the students are supposed to learn how to analyse public policy. The analysis of public policy and the information available to policy makers, on such topics as discrimination, globalization, income redistribution, employment protection, and the minimum wage or labor market programs for the unemployed will allow to fulfill the learning goals.

**Lean Entrepreneurship**

(/course/lean-entrepreneurship-4th-trimester-2021-22-351390)

**ECTS:** 3.5

**Prerequisites:** None

In this course, students will learn about how to find a business idea, transform the idea into a business model, define critical hypothesis, achieve product-market fit and plan the go-to-market strateg. The course includes short talks, in-class exercises, experienced guest speakers, useful readings, videos about entrepreneurial topics, and practical individual and group homework.

**Luxury Strategy**

(/course/luxury-strategy-4th-trimester-2021-22-351882)

**ECTS:** 3.5

**Prerequisites:** Yes (see syllabus)

The Course is a dive into the luxury industry, with a focus on strategy, innovation, sustainability, internationalization and on the marketing mix elements that shape luxury’s unique business model. It is structured to provide students with the distinctive principles for effective management of luxury brands, products, and services. The Course explores how the luxury industry and its different subsectors have been successful, what challenges they are currently facing and how they try to face them, and what other businesses could learn from them while selectively applying luxury business model principles.

**Managing People**

(/course/managing-people-4th-trimester-2021-22-351489)

**ECTS:** 3.5

**Prerequisites:** None

Managing People is designed to provide you with a better understanding of individual perception and interpersonal behavior in organizations, and how these influence personal and organizational performance. The course focuses on how you, as an organizational member and manager, can experience, understand, and manage yourself, as well as other individuals, in organizations.

**Market Regulation**

(/course/market-regulation-4th-trimester-2021-22-351470)

**ECTS:** 3.5

**Prerequisites:** Yes (see syllabus)

This course provides a theoretical and empirical analysis of regulation in market economies. The problem is introduced with a discussion of the origins of regulation, according to the economic theories of regulation, both normative, based on the public interest approach, and positive, based on the influence of private interests in public decision making. Analysis of current regulation in Europe is the core of the course. The main areas of regulation to be discussed are related to monopoly regulation and liberalization of network industries, consumer protection, regulation of digital multisided platforms and financial markets regulation. The analysis is extended to a discussion of the impact of globalization on regulation concerning the privatization of regulation (standardization) and the development of transnational regulatory institutions (civil aviation, internet).

**Marketing Analytics**

(/course/marketing-analytics-4th-trimester-2021-22-351494)

**ECTS:** 3.5

**Prerequisites:** Yes (see syllabus)

Today's marketing managers must be aware of the immense value of data and what it can reveal about consumer behavior and the likely effects of marketing actions. This course provides students with skills to improve marketing decision making by applying appropriate statistical analysis and optimization methods to market and consumer data. Using Excel as the basic tool, you will learn a set of useful methods for modelling consumer demand, forecasting sales, making pricing and advertising decisions, aligning product design with consumer preferences and managing customers.

**Microeconometrics**

(/course/microeconometrics-4th-trimester-2021-22-351447)

**ECTS:** 4.5

**Prerequisites:** Yes (see syllabus)

The goal of this course is to provide students with a thorough understanding of a variety of econometric models that economists use for empirical microeconomic research. Special emphasis will be given to the application of these models to economic data in recent empirical research, in order to illustrate how they can be employed to answer empirical questions in different fields, labor or health economics, or finance research questions. Put particular emphasis on the interpretation of the results and on learning to use the econometric software "STATA".

**Operations Management**

(/course/operations-management-4th-trimester-2021-22-351240)

**ECTS:** 3.5

**Prerequisites:** None

Operations Management is (OM) is concerned with the management of resources and activities that produce and deliver goods and services to customers. The major activities of OM are planning, operating, controlling and improving processes within organizations. Efficient and effective operations can provide an organization with major competitive advantages since the ability to respond to customer and market requirements quickly, at a low cost, and with high quality, is vital to attaining profitability and growth through increased market share. This course provides a basic comprehension of the OM within an organization. Operations are analysed from a strategic and operational perspective, focusing on the competitive advantage that they can create in organizations. Thus, students are provided with concepts, techniques and tools to design, analyse and improve operational capabilities of an organization.



**Political Economy of European Integration**

(/course/political-economy-european-integration-4th-trimester-2021-22-351849)

**ECTS:** 3.5

**Prerequisites:** Yes (see syllabus)

The course takes a political economy approach to analysing the process of European integration. It discusses the evolution of European integration in terms of its various stages/levels, with emphasis on its regulatory character, notably the single market and EMU, and examines the question of an optimal size of the Union (incl. Brexit). It also looks at the creation of EU institutions, notably the building-up of EMU and economic governance. Departing from the global and Eurozone crises, it assesses the various possible paths for completing and sustaining EMU and discusses the sustainability of the European Union in economic, financial and political terms.

**Retail and Business Model**

**Analytics** (/course/retail-and-business-model-analytics-4th-trimester-2021-22-351884)

**ECTS:** 3.5

**Prerequisites:** Yes (see syllabus)

The way we think about shopping has been completely transformed by the advent of online retail. Nowadays, customers are able to use, in addition to traditional physical stores, online shopping giants such as Amazon and Alibaba, and omnichannel services allowing them to pick their ordered items up in store. By doing so, customers leave a tremendous amount of data in the hands of their favoured retailers. Through Internet of Things (IoT), Beacons, Videos, or your mobile phone, these shopkeepers can find out at the click of a button what you have been browsing, which items you have reviewed, which ones you bought and your current location.

**Retailing**

**ECTS:** 3.5

**Prerequisites:** TBC

Available soon

**Robotic Process Automation**

(/course/robotic-process-automation-4th-trimester-2021-22-351885)

**ECTS:** 3.5

**Prerequisites:** Yes (see syllabus)

Automation technologies are reshaping the business world, freeing people from repetitive uninteresting work for new value creation tasks, helping companies to become more competitive and resilient. As a result, Robotic Process Automation (RPA) is now the second top emerging job in USA with a 40% annual growth, according to LinkedIn. RPA is centered in the definition, revision, automation and optimization of business processes. The goal of this course is to equip our students with the skills necessary to analyze and model existing processes within the frame of the organization's business model, and understand how to optimize and automate them. The course has a strong hands-on practice, so that upon completion students will be able to actually implement software robots to automatically execute processes within an organization.

**Strategic Change & Dynamic Capabilities**

(/course/strategic-change-dynamic-capabilities-4th-trimester-2021-22-351360)

**ECTS:** 3.5

**Prerequisites:** None

This SC & DC course intends to provide an advanced understanding of how firms can create value in changing environments. Past dominant theories in the Strategy field were particularly concerned about explaining how firms can achieve sustainable competitive advantage. However, a number of recent studies began to show that sustainable competitive advantage is rare and declining in its duration. As environments become more dynamic, unpredictable, uncertain, and ambiguous (that is, when exogenous and endogenous shocks are more common), firms struggle not only to achieve a competitive advantage but often just to survive. Thus, a challenging question arises: How can firms successfully cope with such environments? The SC & DC course will attempt to address this question by providing an integrated analysis of three major topics: first, the main, traditional perspectives on strategy; second, the strategic change phenomenon; third, the dynamic capabilities view.

**Strategic Management Consulting** (/sa-msc-strategic-management-consulting-4trim-2021)

**ECTS:** 3.5

**Prerequisites:** Yes (see syllabus)

The global market for strategic management consulting (SMC) was worth >36 Bn USD in 2020, with a ~4,6% CAGR over the last 6 years. It is one of the most popular career choices for business students, and the vast majority of mid-to-large sized companies resorts to SMC often – hence, chances are every business student will participate in consulting projects, to some extent, in the very near future. The objective of this course is to introduce students to the fundamentals of SMC, equipping them with its relevant knowledge and insights, and a reference binder on the industry and its practices. This will enable students to more quickly become better career consultants (external or internal) or consulting ‘consumers’.

**Sustainable Finance**  
(/course/sustainable-finance-4th-trimester-2021-22-351854)

**ECTS:** 3.5

**Prerequisites:** Yes (see syllabus)

The goal of this course is to equip students with the tools necessary to develop a deep understanding of how to reach and finance the transition towards a net zero economy by 2050, in line with the Sustainable Development Goals. Throughout the trimester, students will be exposed to the most relevant and recent developments in Sustainable Finance and will also be able to engage with several c-level guest speakers who will share their experience and knowledge with the class. Hence, active participation and a curious attitude is encouraged. Demonstrating critical thinking about the topics under analysis will be highly valued.