

# tbs

Toulouse  
Business School



## SUMMER SCHOOL

TOULOUSE  
BARCELONA  
LJUBLJANA



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think & create  
multicultural new experiences



## SYLLABUS 2017

University of Ljubljana

3 international accreditations



FACULTY OF  
ECONOMICS



The key characteristic of the Summer School being offered by Toulouse Business School is its emphasis on understanding Europe in a global context.

The curriculum addresses what distinguishes Europe from the other major world trading areas as well as the institutional and cultural diversity exhibited by the 28 EU Member States.

The **6 Bachelor level modules**, and **4 Master level modules** share an approach based on leading-edge international comparative research by resident and visiting faculty.

Two modules will enable participants to acquire **12 ECTS credits**, and combining with another two modules by joining the **Joint Summer School** in either Barcelona or Ljubljana offers the potential of **24 ECTS credits**.

An optional module in **Business French** is offered to enable participants to develop useful language skills.

## BACHELOR/UNDERGRADUATE LEVEL MODULES:

**Cross-Cultural Awareness in Communication, Management and Marketing** situates France in a national, EU and global context emphasizing on inter-cultural relations and cross-cultural management.

**Luxury Marketing and Branding Trends in France and Europe** deals with the particularities of marketing in Europe with a specific focus on analyzing and discussing the importance of Luxury Branding and the Management of the evolution of brands, as well as highlighting "The French Touch" and its global success.

**International Banking & Finance** covers the main dimensions of International Finance from a Banking point of view, focusing on the risks and regulations of financial markets.

**Managing Innovation** explores how European firms are using leading-edge innovation to maintain market share in the face of global competition.

**International Human Resource Management** introduces the main HR practices and presents international comparative analyses, with a focus on HR planning, compensation, recruitment, skills management, and expatriation.

**Business Strategy in Europe** will introduce core concepts of strategy through case studies exploring the business strategies of leading European companies.

## MASTER/GRADUATE LEVEL MODULES:

**Strategic Marketing - Marketing Innovation** investigates how firms create value and growth through innovation across different markets. Workshops in creativity and core messaging will provide students with a skill-set that they will be able to apply practically in their future career.

**Brand Management** provides students with a comprehensive understanding of brands, brand equity and brand marketing strategies.

**Corporate Finance in Europe** provides a fundamental and operational grounding in corporate finance, with a focus on investment projects.

**Business Strategy in Europe** will develop students' knowledge in regards to dealing with strategic issues in companies.

# ACADEMIC PROGRAM TOULOUSE BUSINESS SCHOOL SUMMER SCHOOL



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## MANAGEMENT EXPERIENCE: Bachelor / Undergraduate level

- Module UG1:**      **MARKETING:** Cross Cultural Awareness in Communication, Management & Marketing
- Module UG2:**      **MARKETING:** Strategic Marketing - Luxury Marketing and Branding Trends in France and Europe
- Module UG3:**      **FINANCE:** International Banking & Finance
- Module UG4:**      **INTERNATIONAL MANAGEMENT:** Managing Innovation, a European Approach
- Module UG5:**      **HUMAN RESOURCES:** International Human Resources Management
- Module UG6:**      **BUSINESS STRATEGY:** Business Strategy in Europe

## MANAGEMENT EXPERTISE: Master / Graduate level

- Module G1:**      **MARKETING:** Strategic Marketing - Marketing Innovation
- Module G2:**      **MARKETING:** Brand Management
- Module G3:**      **FINANCE:** Corporate Finance in Europe
- Module G4:**      **BUSINESS STRATEGY:** Business Strategy in Europe

*During registration, students must rank their course choices in order of preference. We will do our best to accommodate students' first choice.*

	Dates	8.30 am - 10.00 am	10.00 am - 12.30 pm	2.00pm - 4.30 pm	5.00pm - 6.30 pm	Evening	
<b>WEEK 1</b> Thursday 8 - Friday 9 June	<b>Monday - 5 June</b>		Recommended arrival in <b>Toulouse</b>				
	<b>Tuesday - 6 June</b>						
	<b>Wednesday - 7 June</b>						
	<b>Thursday - 8 June</b>	<b>Opening Ceremony:</b> 10.00am-12.00pm	<b>Picnic Lunch:</b> 12.00-2.00pm	<b>Guided Tour of Toulouse:</b> 2.00-4.00pm			
	<b>Friday - 9 June</b>		<b>Modules:</b> UG1,2,4 & G3,4	<b>Modules:</b> UG3,5,6 & G1,2		Social activity (optional)	
	<b>Saturday 10 June Team Building Day : 12.00-6.00pm / Sunday 11th June Free Day</b>						
<b>WEEK 2</b> Monday 12 - Friday 16 June	<b>Monday - 12 June</b>	<b>French:</b> Beginner	<b>Modules:</b> UG1,2,4 & G3,4	<b>Modules:</b> UG3,5,6 & G1,2	<b>French:</b> Intermediate		
	<b>Tuesday - 13 June</b>	<b>French:</b> Beginner	<b>Modules:</b> UG1,2,4 & G3,4	<b>Modules:</b> UG3,5,6 & G1,2	<b>French:</b> Intermediate	Social activity (optional)	
	<b>Wednesday - 14 June</b>	<b>French:</b> Beginner	<b>Modules:</b> UG1,2,4 & G3,4	<b>Modules:</b> UG3,5,6 & G1,2	<b>French:</b> Intermediate		
	<b>Thursday - 15 June</b>	<b>French:</b> Beginner	<b>Modules:</b> UG1,2,4 & G3,4	<b>Modules:</b> UG3,5,6 & G1,2	<b>French:</b> Intermediate	Social activity (optional)	
	<b>Friday - 16 June</b>	<b>Group 1:</b> Airbus Visit / <b>Group 2:</b> Museum Visit		<b>Group 1:</b> Museum Visit / <b>Group 2:</b> Airbus Visit			
	<b>Saturday 17 &amp; Sunday 18 June Weekend Trip to Bordeaux (Optional)</b>						
<b>WEEK 3</b> Monday 19 - Friday 23 June	<b>Monday - 19 June</b>	<b>French:</b> Beginner	<b>Modules:</b> UG1,2,4 & G3,4	<b>Modules:</b> UG3,5,6 & G1,2	<b>French:</b> Intermediate		
	<b>Tuesday - 20 June</b>	<b>French:</b> Beginner	<b>Modules:</b> UG1,2,4 & G3,4	<b>Modules:</b> UG3,5,6 & G1,2	<b>French:</b> Intermediate	Social activity (optional)	
	<b>Wednesday - 21 June</b>	<b>French:</b> Beginner	<b>Modules:</b> UG1,2,4 & G3,4	<b>Modules:</b> UG3,5,6 & G1,2	<b>French:</b> Intermediate		
	<b>Thursday - 22 June</b>	<b>French:</b> Beginner	<b>Modules:</b> UG1,2,4 & G3,4	<b>Modules:</b> UG3,5,6 & G1,2	<b>French:</b> Intermediate	Social activity (optional)	
	<b>Friday - 23 June</b>	<b>Day Trip:</b> Carcassonne					
	<b>Saturday &amp; Sunday - 24 &amp; 25 June</b>			<b>Free time</b>			
<b>WEEK 4</b> Monday 26 - Thursday 29 June	<b>Monday - 26 June</b>		<b>Modules:</b> UG1,2,4 & G3,4	<b>Modules:</b> UG3,5,6 & G1,2		Social activity (optional)	
	<b>Tuesday - 27 June</b>	<b>Study day in preparation for Final Exams</b>					
	<b>Wednesday - 28 June</b>	<b>Final Exams</b>			<b>Closing Ceremony</b>		
	<b>Thursday - 29 June</b>	Departure / Participants of Joint Summer Schools will leave for Barcelona or Ljubljana					
	<b>Friday - 30 June</b>						

# CROSS-CULTURAL AWARENESS

## IN COMMUNICATION, MANAGEMENT AND MARKETING

Module reference: **UG1**

### LEVEL: Management Experience (Undergraduate)

**Lecturer: Professor Shahla Ameri de Rinaldi**  
Affiliate TBS Professor and International Consultant

ECTS credits: **6**

Total Hours: **45** including **25** contact hours

#### Evaluation:

There is continuous assessment during all class sessions with both group work and individual contributions. The lecturer will assess individual and group participation. During a final presentation, students will be required to prepare and present a short topic to the class.

**30% continuous assessment**

**70 % final presentation**

The assessment criteria will include:

- Content of the contributions
- Active participation in class
- Communication
- Time Management
- Team Work

### FINAL COURSE GRADE

16/20 - 20/20	(Excellent)	A
14/20 - 15.9/20	(Very Good)	B
12/20 - 13.9/20	(Good)	C
10/20 - 11.9/20	(Satisfactory)	D
< 10/20	(Fail)	F

### TEACHING METHODS

Students are expected to read assigned articles or readings prior to class sessions. Class sessions will consist of lectures and discussions around some cases and readings. Students will be required to research topics to present to the class as a way of highlighting specific case examples.

Class sessions will be interactive, with students playing an active role.

Students are expected to contribute to discussions, case work and simulations, and to offer insights into the course material from their personal and professional experience. Student will often work in groups to review cases and simulations and present their findings to the class.

### AIMS OF THE COURSE

This module is designed to help students understand the complexity of a multicultural world and make them sensitive to the cultural differences in communication, management and marketing in their countries, in Europe, and within a global context.

An international awareness is necessary to meet the challenges in the workplace, therefore this module will focus on intercultural relations in France and the high variety of countries and cultures around the world. The module is designed to equip participants with a core body of knowledge necessary to understand European diversity especially France and deeper understanding of Cross-Cultural Management around the world.

The practical outcome of the class focuses on understanding the relationship between culture, language perception and communication supporting the ability to adapt to different cultural environments and to manage effectively. Students will be introduced to cultural differences in communication, management and marketing and how they can adapt their culture to advertising and communications in the global context.

### COURSE SYLLABUS

#### Week 1

- The importance of the subject
- Communication across cultures, culture competency
- Perception
- Characteristics and elements of culture
- Business manners and styles across cultures
- France vs. USA and other countries

#### Week 2

- Verbal and non-verbal languages
- Managerial dimensions of national cultures
- Cultural analysis

#### Week 3

- Cross-cultural marketing and cultural differences
- Standardization vs. adaptations

# CROSS-CULTURAL AWARENESS

## IN COMMUNICATION, MANAGEMENT AND MARKETING

### BIBLIOGRAPHY

- Schneider, S. C. and Barsoux, J.-L. (2003) - *Managing Across Cultures*, 2<sup>nd</sup> edition. London: Prentice Hall.

- Recent research on Culture ( online)

- Javidan, M., Dorfman, P. W., M. Sully de Luque, and House, R. J. (2006) *In the Eye of the Beholder: Cross Cultural Lessons in Leadership from Project GLOBE*, Academy of Management Perspectives, Vol. 20(1): 67-90

#### Recommended Reading

- Scholz, C. and Böhm, H. (Eds.) (2008) *Human Resource Management in Europe. Comparative analysis and contextual understanding*, London and New York: Routledge.

- Perkins, S.J. and Shortland, S.M. (2006) *Strategic International Human Resource Management*. 2nd edition. London & Philadelphia: Kogan Page. [1999]

- Marginson, P. and Sisson, K. (2006) - *European Integration and Industrial Relations*, Houndmills Basingstoke: Palgrave MacMillan.

- Wallerstein, I. (1991) - *Geopolitics and Geoculture*, Cambridge University Press/Editions de la maison des sciences de l'homme, Cambridge - Paris

- Roger, J - *The Return of European Geopolitics, all roads lead through London*, on line, www.tandfonline

- Lamonty, M. (1992) - *Money, Morals and Manners. The Culture of the French and the American Upper-Middle Class*, Univ. Chicago Press

#### Supplementary Reading

- Fenby, J. (1999) - *France on the Brink*. New York: Arcade Publishing.

- Gundling, E. (2003) *Working GlobeSmart. 12 people skills for doing business across borders*. Alto, CA: Davies-Black Publishing.

- House, R.J., Hanges, P.J., Javidan, M., Dorfman, P.W. and Gupta, V. (Eds.) (2004) *Culture, Leadership and Organizations: The GLOBE Study of 62 Societies*, Thousand Oaks, CA: Sage.

- Hofstede, G. (2001) *Culture's Consequences. Comparing values, behaviours, institutions, and organizations across nations*, 2<sup>nd</sup> edition, London: Sage. [1980]

- Lewis, R.D. (2000) - *When Cultures Collide. Managing successfully across cultures*, 2<sup>nd</sup> revised edition, London: Nicholas Brealey. [1996]

- Morrow, T. with Loans, S, Bell, J. and Wheeler, C. (Eds.) (2005) *International Business in an Enlarging Europe*. Houndmills, Basingstoke, Hampshire and New York: Palgrave Macmillan.

- Michàl Mor Barak (2013) *Managing Diversity: toward a world-wide inclusive workplace*, 3<sup>rd</sup> Edition, Thousand Oaks: Sage.

- Schreyögg, G. with Oechsler, W.A. and Waechter, H. (1995) - *Managing in a European Context*, Wiesbaden:Gabler.

- Zeldin, T. (1988) - *The French*. London: Harvill, Harper Collins.



# LUXURY MARKETING AND BRANDING TRENDS IN FRANCE AND EUROPE

Module reference: **UG2**

## LEVEL: Management Experience (Undergraduate)

### Lecturers:

**Lindsay Walker** Independent Trainer, TBS Affiliate Professor

**Lisa Evans-Babinet** Independent Trainer & Personal Development Coach, TBS Affiliate Professor

ECTS credits: **6**

Total Hours: **45** including **25** contact hours

### Prerequisites:

Appropriate for undergraduate and pre-experience Master students with foundation knowledge of marketing principles.

### Evaluation:

Participation : 40%

Final presentation: 40%

Written Case Study: 20%

### Teaching methods:

Oral presentation, exercises, cases and discussions, handouts, articles and readings from major European journals might be proposed.

## COURSE SYLLABUS

### 1. Course introduction/teamwork

Introduction to the course with aims and outcomes. Initial breakdown session including exercises on teamwork and communication, two essential competences to acquire and perfect when working on an international marketing project.

### 2. The French consumer with practical application and fact finding

Understanding the French Market and the French Consumer. Standardization or Adaptation vis-a vis homemarket. Practical tour of brand outlets and shops to compare and contrast the similarities and differences in branded offerings.

### 3. Positioning: decisions in strategic marketing

Why is positioning so important and how can it be achieved?

### 4. Spotlight on luxury brands and luxury marketing

The design, creation and lifecycle of a luxury brand, the different types of luxury positioning and also brand portfolios. Case Study LMVH.

### 5. Practical application/ immerse yourself in luxury

Why are some of the biggest names in Luxury Brands French? How can this be applied to other areas of mainstream marketing? The influence of culture on marketing.

### 6. Distribution strategies for luxury brands

Case studies and explanations on the "exclusive" element of the luxury market.

### 7. Advertising and Promotion

Brand Identity and how this is created and maintained through luxury advertising and promotion. The changes with social media and the future of creating a brand experience online and offline.

### 8. Sales Pitch and Presentation Training

What elements are needed to get your message across effectively? Effective marketing communication using context, environment and story-telling messages. The power of effective communication and persuasion in marketing.

### 9. Final preparation

Preparation both internally and externally to deliver a marketing pitch.

### 10. Professional presentations

Making a strategic marketing pitch to launch a luxury brand extension into the French market. Produce a marketing plan which reflects the topics covered, the ideas discussed and the brand objective.

## AIMS OF THE COURSE

An analytical and practical approach to create awareness of the different approaches of the Luxury Marketing Industry and practices in France and Europe, with a particular highlight on "The French Touch" and the global success therein.

Analysis and discussion on the importance of Luxury Branding and the Management of the evolution of brands with special attention to luxury brand extensions and the management of brand portfolios.

## SKILLS AND LEARNING OUTCOMES

On completion of the course students will understand cultural differences in the marketing planning process and Brand Management. Students will understand the particularities of the French and European market environment and their relevance to marketing and brand management in general. Finally, they will concretely explore and apply the techniques for getting across their Marketing message, and have the opportunity to practically use and develop these skills in a final creative Marketing and Team exercise.

## FINAL COURSE GRADE

16/20 - 20/20 (Excellent)	A
14/20 - 15.9/20 (Very Good)	B
12/20 - 13.9/20 (Good)	C
10/20 - 11.9/20 (Satisfactory)	D
< 10/20 (Fail)	F

## BIBLIOGRAPHY

### Books and Articles

- Simon Silvester *Think French*
- Bain and Company (2014) *Luxury Goods Worldwide Market*, Bains and Company PDF, online
- Deloitte (2014) *Global Powers of Luxury Goods*, Deloitte PDF, online
- Hungate, M (2009) *Luxury World*, Kogan Page
- Kotler, P. and Armstrong, G. (2013) *Principles of Marketing*, Englewood Cliffs, NJ Prentice Hall (15th Edition).
- Keller, K. L. (2012) *Strategic Brand Management*, Englewood Cliffs, NJ: Prentice Hall
- Kapferer, J-N. (2012) *The Luxury Strategy*, Kogan Page (2nd Edition).

# INTERNATIONAL BANKING & FINANCE

Module Reference: **UG3**

## LEVEL: Management Experience (Undergraduate)

### Lecturers:

**Professor Jean-Francois Verdié** *Module leader*

Resident TBS Professor - Economics, Finance and Law Department; Head of MSc in Banking & International Finance; Head of Banking & Corporate Finance options, Master in Management program

**Professor Philippe Pessant**

Affiliate TBS Professor; V.P. AXA Investment Management

ECTS credits: **6**

Total Hours: **45** including **25** contact hours

### Prerequisites:

This course is appropriate for undergraduate and pre-experience master students with basic knowledge of economics, mathematics and statistics.

### Evaluation:

100% Final Exam

## FINAL COURSE GRADE

16/20 - 20/20 (Excellent)	A
14/20 - 15.9/20 (Very Good)	B
12/20 - 13.9/20 (Good)	C
10/20 - 11.9/20 (Satisfactory)	D
< 10/20 (Fail)	F

## TEACHING METHODS

A rigorous method for analysing economic and financial problems will be developed, based on a study of the theoretical foundations of modern finance. To renounce theory would be to renounce explaining the workings of capital markets. The theoretical knowledge acquired by the student will, however, continually be called upon to solve practical financial problems. Student performance in the course will be assessed with a final examination that will consist of multiple choice questions.

Extensive handouts of articles and texts from major European journals and newspapers will be provided on the spot, prior to the beginning of the module.

Some lectures will be taught in the TBS Trading Room (using the Bloomberg system).

## AIMS OF THE COURSE

This course aims to cover the main dimensions of International Finance from the banking point of view. Banks are facing a new situation in terms of risks and regulations of financial markets. The objective is to clearly understand how banks use the financial markets and manage their own risks.

## SKILLS AND LEARNING OUTCOMES

A working practical knowledge of financial tools used in International Business and Risk Management in the banking sector.

A working practical knowledge of the various financial markets in Europe.

A clear understanding of the international economic situation (European Monetary Union, BREXIT).

Students should finish the course with a clear understanding of the nature and operations of European banking and, on a wider scale, international financial markets.

Students will understand the strategies of major European firms and banks, and the nature of international financial risks.

## COURSE SYLLABUS

1. Financial Implications of European Monetary Integration
2. Basel Regulations for the Banking Industry
3. Foreign Exchange Markets
4. Managing the Foreign Exchange Risk: treatment of foreign exchange risk and exposure
5. Money Markets
6. Managing the fluctuations of interest rates and Money Market Operations
7. Stock Markets in Europe

## BIBLIOGRAPHY

- **Prerequisite:** BREALY, R., MYERS, S. *Principles of Corporate Finance*, New York, NY: McGraw-Hill - chapters 27 & 28
- **Prerequisite:** COPELAND *Exchange Rates and International Finance*, Addison Wesley, 1994 - chapter 10
- DUFÉY/GIDDY *Cases in International Finance*, Addison Wesley
- EITEMAN/STONEHILL/MOFFETT *Multinational Business Finance*, Addison Wesley, 11th edition
- SERCU/UPPAL *International Financial Markets and the Firm*, Chapman and Hall Editors, 2008

Module Reference: **UG4**

## LEVEL: Management Experience (Undergraduate)

### Lecturers:

**Professor Victor Dos Santos Paulino**

Resident TBS Professor - Strategy, Entrepreneurship and Innovation Department

**Professor Alain Faivre-Dupaigre**

Resident TBS Professor - Marketing and International Business Department

ECTS credits: **6**

Total Hours: **45** including **25** contact hours

### Prerequisites :

This course is appropriate for undergraduate and pre-experience Master students with foundation in management and economics principles.

### Evaluation:

Oral presentation or report

Class Case Study

Class engagement/participation: bonus/penalty points

## FINAL COURSE GRADE

16/20 - 20/20 (Excellent)	A
14/20 - 15.9/20 (Very Good)	B
12/20 - 13.9/20 (Good)	C
10/20 - 11.9/20 (Satisfactory)	D
< 10/20 (Fail)	F

## BIBLIOGRAPHY

- Bruton, G.D., & White, M.A. (2011). *Strategic Management of Technology and Innovation*. South-Western Cengage Learning.
- Burgelman, R. A., Maidique, M. A., & Wheelwright, S.C. (2001). *Strategic management of technology and innovation*. McGraw-Hill/Irwin.
- Chesbrough, H.W. (2003). *Open innovation: The new imperative for creating and profiting from technology*. Harvard Business Press.
- Dodgson, M., Gann, D.M., & Salter, A. (2008). *The Management of Technological Innovation: Strategy and Practice*. Oxford: Oxford University Press.
- Nagard-Assayag, E.L., & Manceau, D. (2011). *Le marketing de l'innovation - De la création au lancement de nouveaux produits* (2<sup>e</sup> édition.). Dunod.
- Rogers, E.M. (2003). *Diffusion of innovations* (5<sup>th</sup> ed.). New York: Free press.
- Tidd, J. & Bessant, J. (2009). *Managing Innovation: integrating technological, market and organizational change*. Chichester: Wiley
- Trott, P. (2012). *Innovation management and new product development* (5<sup>th</sup> ed., p. 648). New York: Pearson.

## AIMS OF THE COURSE

One of the arguments to explain the current difficulties of European firms is that European products are more expensive than those made in developing countries. In order to survive, European firms need to implement strategies where the objective is to develop products where price tends to be secondary for customers. If they do not select this strategic option, European firms are going to progressively lose their market shares.

Price is usually secondary for new products such as new smartphones, hybrid cars, new medicines, coffee capsules and new washing powders. Put differently, innovation is one of the main strategies for European firms to compete with firms from developing countries.

In this course participants will receive the core body of knowledge to understand innovation management. In particular, participants will learn the basic principles of innovation management. We will discuss some popular innovation strategies (open innovation, first mover advantage, etc.). Participants will also learn how to develop and commercialize new products.

## SKILLS AND LEARNING OUTCOMES

On completion of this course participants will have the ability to participate in the development and the commercialization of new products. Thanks to the framework presented in this course participants will also be able to understand the innovation strategies to implement in their future company and contribute efficiently to these strategies.

## COURSE SYLLABUS

- Creative destruction and cannibalization
- Creativity
- Two development strategies
- Development stages
- Disruptive innovations, incremental innovations and obstacles to innovation
- Marketing of innovation
- Diffusion of innovation and Chasm
- Lean innovation and blue ocean strategy

## TEACHING METHODS

Class sessions will consist of lectures and activities (oral presentation, case studies, discussion, exercises). The activities will be based on different types of materials (videos, readings). Students will be required to research information to prepare for an oral presentation of two European innovations. The professor will provide extensive guidance for this work during the class sessions.



# HUMAN RESOURCES

## INTERNATIONAL HUMAN RESOURCE MANAGEMENT

### MODULE REFERENCE: UG5

## LEVEL: Management Experience (Undergraduate)

#### Lecturers:

##### Professor Sylvie Guerrero

Resident Professor, University of Quebec (Canada) - Organization and Human Resources Department; Visiting Professor at TBS

##### Professor Akram Al Ariss

Resident TBS Professor - Responsible Organization and Human Resources Department

ECTS credits: 6

Total Hours: 25

#### Prerequisites:

This course is appropriate for undergraduate students with foundation knowledge of human resources management.

#### Evaluation:

For the first part of the course, student performance will be assessed through oral and written assignments during the course and a final examination. The final examination will consist of case studies, open questions and multiple choice questions drawn from the course content.

**Business cases, role play and simulations:** 30%

**Class engagement/participation:** 10%

**Final exam regarding the first part of the course:** 50%

For the second part of the course, students will be assessed based on a group presentation.

**Business cases:** 10%

**TOTAL:** 100%

## FINAL COURSE GRADE

16/20 - 20/20 (Excellent)	A
14/20 - 15.9/20 (Very Good)	B
12/20 - 13.9/20 (Good)	C
10/20 - 11.9/20 (Satisfactory)	D
< 10/20 (Fail)	F

## TEACHING METHODS

Class sessions will consist of lectures, discussions and presentations around the material provided during the course (case studies, exercises, simulations).

Class sessions will be interactive with students playing an active role. Students are expected to contribute to discussions and to offer insights into the course material from their personal and professional experience. Students will often work in pairs or groups to present their findings to the class.

## AIMS OF THE COURSE

The first part of the course introduces the main Human Resource Practices and presents international comparative analyses regarding the use of these practices in HR planning, compensation, recruitment, skills management, talent management and expatriation. The module will also address issues regarding workforce diversity and multicultural working environments.

The second part of the course concentrates on IHRM concepts and expatriation.

## SKILLS AND LEARNING OUTCOMES

Each participant will be equipped with a core body of knowledge necessary to understand the principles related to HRM practices and the skills required to successfully navigate in a culturally diverse environment. The course will also help the attendants develop communication skills and analytical skills.

## COURSE SYLLABUS

### First part:

#### I - Trends and issues in International Human Resource Management

- 1.1 What is Human Resource Management?
- 1.2 Comparative studies about Human Resource Practices
- 1.3 Issues of cultural diversity

#### II - Challenges of Workforce Cultural Diversity

- 2.1 Stereotypes and prejudices
- 2.2 Cultural differentiations applied to business

#### III - Managing a diverse Workforce

- 3.1 HR planning, staffing and selection
- 3.2 Compensation and benefits
- 3.3 Performance evaluation
- 3.4 Training and talent management

### Second part:

#### IV - IHRM and Global Talent Management (GTM)

- 4.1 IHRM configurations and GTM concepts
- 4.2 Country examples

#### V - Expatriation

- 5.1 Expatriation processes, forms, and challenges



### MODULE REFERENCE: UG6

## LEVEL: Management Experience (Undergraduate)

#### Lecturers:

**Professor Yuliya Snihur** *Module leader*

Assistant TBS Professor - Strategy and Entrepreneurship  
Department ; SCANCOR Visiting Scholar, Stanford  
University

**Jonas Wiklund**

TBS Lecturer - Strategy

**Hanna Dohlen Opsahl**

TBS Lecturer - Strategy

ECTS credits: **6**

#### Prerequisites:

This course is appropriate for undergraduate students with a foundation knowledge of economics.

#### Evaluation:

##### Group case homework assignments

(2 assignments each worth 20 points) = 40%

##### Class participation

(2 points per class session) = 20%

**2 Quizzes during class** = 20 % each (or 40% for both)

**TOTAL = 100%**

## FINAL COURSE GRADE

16/20 - 20/20 (Excellent)	A
14/20 - 15.9/20 (Very Good)	B
12/20 - 13.9/20 (Good)	C
10/20 - 11.9/20 (Satisfactory)	D
< 10/20 (Fail)	F

## COURSE SYLLABUS

### Week 1 - Introduction, industry value chain, building blocks of a business strategy

We will focus on becoming familiar with a number of strategy concepts. We will examine how the industry and the environment affect the performance of individual businesses. Understanding the pressures of industry characteristics is a first step in formulating a strategy. We will then consider the building blocks of a strategy, such as defining competitive positions, analysing the activities and capabilities of a firm, and discussing the sustainability of a firm's competitive advantage.

### Week 2 - Competitive dynamics

We will take a dynamic look at strategy, specifically analysing competitive interactions. Understanding competitors' moves and reacting appropriately is important. Making strategic decisions and anticipating competitors' reactions is crucial for the viability of a business. We will use tools from game theory to conduct dynamic competitor analysis.

### Week 3 - Contemporary challenges in business strategy

Change and uncertainty are always present when formulating a business strategy. We will explicitly discuss how some current challenges such as new technologies, innovation, and internationalization affect the formulation of a business strategy.

## AIMS OF THE COURSE

This module is designed to introduce participants to dealing with strategic issues in the firm. Strategy involves the coordination and integration of the efforts within the different functional areas of an organization for dealing with an uncertain future. This comprises formulating a business strategy for each individual unit of the firm, formulating a corporate strategy, and implementing these strategies while at the same time being cognizant of competitor reactions. Strategy formulation involves understanding the business the firm is in, determining how to position the firm within its business environment, and developing the capabilities to compete, but also to cooperate, in this environment.

## SKILLS AND LEARNING OUTCOMES

The module will help participants to understand the nature of strategic competitiveness and develop the ability to analyze the competitive environment facing the firm, assess the attractiveness of the industry, and isolate potential sources of competitive advantage and disadvantage. The focus will be put on explaining the specific strategic tools, such as Porter's five forces, PESTEL, VRIN analysis, as well as analyzing dynamic interactions firms face in their industries. In particular, participants will be encouraged to consider the actions of competitors and how those might impact a firm's ability to reach strategic goals. Finally, we will analyze additional topics, such as firm growth, internationalization, and innovation.

Thinking strategically is a difficult skill to master. The objective of this course is to push students to think strategically in different situations. The course introduces the students to a coherent framework of value creation and value capture and develops related concepts that are used to analyze the competitive environment of a firm and its internal strengths and weaknesses. We expect the students to be able to deal with the basic strategy concepts introduced. The ultimate objective is to be able to formulate but also to critically analyze various business strategies.

## TEACHING METHODS

The course presents the strategy frameworks and concepts through the analysis of concrete business situations in recent cases, practical exercises, and readings from academic journals and the business press. The course will provide a great deal of material and will require that students process the material. Students are expected to read assigned articles and cases prior to class sessions.

Class sessions will consist of lectures and discussions around the cases and other readings. Students are expected to contribute to discussions and to offer insights into the course material from their personal and professional experience. Students will often work in groups to analyse strategic situations and to present their findings to the class. Strategic thinking is best learned through the practice and use of strategic concepts.

The cases we will study are about specific business situations; they are an opportunity to both apply the concepts we discuss in class as well as further develop our ability to think about competitive strategy. Discussions are an important part of the course, which makes it imperative that everyone attempts to contribute to class discussions regularly.

## BIBLIOGRAPHY

- Grant, R.M. *Contemporary Strategy Analysis*, 6th Edition, Blackwell Publishing, 2008.
- Ghemawat, P. *Strategy and the business landscape*, 3rd edition, Prentice Hall, 2009
- Besanko, David, David Dranove, Mark Shanley and Scott Schaefer: *Economics of Strategy* (5th edition), Willey&Sons, 2009.
- Porter, M. *Competitive advantage of nations: creating and sustaining superior performance*. Simon and Schuster, 2011.
- Porter, M. *Competitive advantage*, the Free Press, 1985
- Porter, M. *Competitive strategy*, The Free Press, 1980

Additional academic and practitioner articles will be posted for each particular session for students to read on the topics discussed in class.



Module reference: **G1**

## LEVEL: Management Expertise (Graduate)

### Lecturers:

#### Lindsay Walker

Independent Trainer; Affiliate TBS Professor

#### Lisa Evans-Babinet

Independent Trainer and Personal Development Coach;

TBS Affiliate Professor

ECTS credits: 6

Total Hours: 45 including 25 contact hours

**Prerequisites:** Appropriate for graduates with a solid knowledge of marketing principles and strategy.

### Evaluation:

Participation: 40%

Final presentation: 40%

Written Case Study: 20%

## TEACHING METHODS

Oral presentation, exercises, cases and discussions

Handouts

Articles and readings from major European journals might be proposed

## COURSE SYLLABUS

### 1. Course introduction/Teamwork

Introduction to the course with aims and outcomes. Initial breakdown session including exercises on teamwork and communication, two essential competences to acquire and perfect when working on any international marketing project.

### 2. The French Consumer with Practical Application and Fact Finding

Understanding the French Market and the French Consumer. Standardisation or Adaptation vis-a-vis the home market. Practical tour of brand outlets and shops to compare and contrast the similarities and differences in branded offerings.

### 3. Innovation in Marketing

The difference between invention and innovation. How companies find and develop new products.

### 4. Spotlight on New Product Development

The design and creation of a new product, the strategic process of new product development.

### 5. Creativity Workshop

Is everyone creative? Can you teach creativity? Exercises to explore your own creativity and how to apply these techniques in a practical way.

### 6. Project Introduction

Application of the theory. Investigation and validation in class of appropriate areas of research.

### 7. Disruptive Innovation

Brand identity and how this is created and maintained through advertising and promotion. The disruptive changes with social media and the future of creating a brand experience online and offline.

### 8. Sales Pitch and Presentation Training

What elements are needed to get your message across effectively? Effective marketing communication using context, environment and story telling messages. The power of effective communication and persuasion in marketing.

### 9. Final Preparation

Preparation both internally and externally to deliver a marketing pitch.

### 10. Professional Presentations

Application of the theory. Investigation and validation in class of appropriate areas of research.

## AIMS OF THE COURSE

This course will aim to investigate how firms create value and growth through innovation across different markets. Students will learn about the main drivers of innovation. They will also experience workshops in creativity and core messaging which will result in a tool box of skills that they will be able to apply practically in their future career.

Students will learn about the process of new product development and the importance of product life cycles to the marketing strategy. The course will be taught using interactive workshop methods and techniques throughout. They will then learn and practice these techniques so that they can apply them routinely throughout their graduate experience and beyond.

## SKILLS AND LEARNING OUTCOMES

On completion of the course students will understand the importance of innovation within modern marketing strategy. Students will also understand the particularities of the French and European market environment and their relevance to marketing and brand management in general. Finally, they will concretely explore and apply the techniques for pitching and presenting their innovative ideas, and have the opportunity to practically use and develop these skills in a final creative Marketing and Team exercise.

## BIBLIOGRAPHY

### Books and Articles

Simon Silvester *Think French*

Hooley, G., Percy, N. and Nicoulaud B. *Marketing Strategy and Competitive Positioning* FT Prentice Hall 5th Edition 2012

Trott, P. *Innovation Management and New Product Development* 5th Edition 2013

Kotler, P. and Armstrong, G. *Principles of Marketing*, Englewood Cliffs, NJ Prentice Hall 15th Edition 2013

Keller, K.L. *Strategic Brand Management*, Englewood Cliffs, NJ Prentice Hall

## FINAL COURSE GRADE

16/20 - 20/20 (Excellent)	A
14/20 - 15.9/20 (Very Good)	B
12/20 - 13.9/20 (Good)	C
10/20 - 11.9/20 (Satisfactory)	D
< 10/20 (Fail)	F

Module Reference: **G2**

## LEVEL: Management Expertise (Graduate)

### Lecturer:

**Gilles Nakhle**

Course Director, INSEEC; Lecturer, Ecole Supérieure de Publicité; Brand Consultant

ECTS credits: **6**

Total hours: **25** contact hours

### Prerequisites:

Basics of Marketing and Advertising

### Evaluation:

Teamwork report on French brands/Presentation: 50%

Final Exam: 50%

## FINAL COURSE GRADE

16/20 - 20/20 (Excellent)	A
14/20 - 15.9/20 (Very Good)	B
12/20 - 13.9/20 (Good)	C
10/20 - 11.9/20 (Satisfactory)	D
< 10/20 (Fail)	F

## COURSE SYLLABUS

### DAY 1: 9 JUNE

Team Project Brief

Branding Knowledge Quiz

#### 1. Introduction to Brand Management

- What is a Brand?
- What is a Product?
- 5 levels of meaning for a product
- The difference between a Brand and a Product

### DAY 2: 12 JUNE

- Branding Case: Coca-Cola

- Branding Case: Debeers

- What can be branded?
- Why brands are so important?
- What are the branding challenges & opportunities?

### DAY 3: 13 JUNE

#### 2. Brand Equity

- Origin of the Brand Equity
- Basic principles of branding & brand equity
- Customer Based Brand Equity (CBBE)
- Sources of Brand Equity
- Brand awareness
- Brand image
- Mental map
- Core Brand Values and Brand Mantra

### DAY 4: 14 JUNE

- How to build a strong brand
- Keller's CBBE Pyramid

### DAY 5: 15 JUNE

#### 3. Brand Positioning

- Target market
- Nature of Competition
- Points of parity & points of difference
- Strategies to reconcile attributes and benefits
- Brand Mapping

### DAY 6: 19 JUNE

Brief & Blind Taste Test

### DAY 7: 20 JUNE

Team Working Session

### DAY 8: 21 JUNE

Team Work Presentations

## BIBLIOGRAPHY

- *Strategic Brand Management* - Kevin Lane Keller, Prentice Hall, 4th Edition 2012
- Branding cases: Coca Cola - IBM - Amazon.com - Hallmark - MTV - Pepsi - Nike - Disney - Absolut - McDonalds - Abercrombie & Fitch and more...

## AIMS OF THE COURSE

The main objective is to provide students with a comprehensive and up-to-date treatment of the subjects of brands, brand equity and brand marketing strategies.

This course deals with brands, why they are important, what they represent to consumers and what should be done by firms to manage them properly.

The students will learn about the brand equity concept which can provide marketers with a valuable perspective to interpret the potential effects of various strategies for their brands. It stresses the importance of the role of the brand in marketing strategies.

## SKILLS AND LEARNING OUTCOMES

By the end of the course the students will be able to understand the role of brands, the concept of brand equity and the advantages of creating strong brands. The students will be able to use the three main ways to build brand equity by properly choosing brand elements and designing supporting marketing programs.

## TEACHING METHODS

Lectures, case studies, teamwork, discussions, readings

### DAY 9: 22 JUNE

#### 4. Choosing Brand Elements to Build Brand Equity

- Criteria for choosing brand elements
- Brand names guidelines
- Options and tactics for brand elements
- URLs, logos & symbols, characters, logos & jingles
- Packaging influence
- Putting it all together

#### 5. Developing Marketing Campaigns to Build Brand Equity

- New perspectives on marketing
- Product strategy
- Pricing strategy
- Channel strategy

### DAY 10: 26 JUNE

#### 6. Integrating Marketing Communications to Build Brand Equity

- New media
- Overview of marketing communication options
- Developing integrating marketing communications campaigns
- Channel strategy
- Blind Taste Test Results

Module Reference: **G3**

## LEVEL: Management Expertise (Graduate)

### Lecturers:

**Professor Jean-Francois Verdié** *Module leader*

Resident TBS Professor - Economics, Finance and Law Department; Head of MSc in Banking & International Finance; Head of Banking & Corporate Finance options, Master in Management program

**Professor Deborah Meloso**

Resident TBS Professor - Economics, Finance and Law Department

ECTS credits: **6**

Total Hours: **45** including **25** contact hours

### Prerequisites:

This course is appropriate for pre-experience master students with a good knowledge of economics, mathematics and statistics.

### Evaluation:

100% Final Exam

Student performance in the course will be assessed with a final examination that will consist of multiple choice questions.

## FINAL COURSE GRADE

16/20 - 20/20	(Excellent)	A
14/20 - 15.9/20	(Very Good)	B
12/20 - 13.9/20	(Good)	C
10/20 - 11.9/20	(Satisfactory)	D
< 10/20	(Fail)	F

## TEACHING METHODS

A rigorous method for analysing economic and financial problems will be developed, based on a detailed study of the theoretical foundations of modern finance. The theoretical knowledge acquired by the student will, however, continually be called upon to solve practical financial problems.

## AIMS OF THE COURSE

This module aims to provide students with both a fundamental and an operational grounding in corporate finance. A rigorous method for selecting investment projects will be presented and practiced. Students will learn the various modes of financing and their real cost.

## SKILLS AND LEARNING OUTCOMES

### Academic skills developed in the course:

Assimilate the concepts of Discounted Cash Flows, Net Present Value, Internal Rate of Return, Risky Investments and Diversification. Understand the equilibrium relationship between risk and return. Students must master all the concepts and tools discussed in the course, i.e. compute the risk and return of an asset and a portfolio, determine the efficient frontier and the cost of capital of a company and an individual project. They must also be able to study the profitability of an investment under uncertainty.

### Professional skills developed in the course:

The objective is to learn how to make an optimal investment decision in real world situations when there is uncertainty about the projects' Cash Flows and Risk. The course proposes methodologies to evaluate a company and processes to make a capital budgeting decision in practice.

## COURSE SYLLABUS

The course is divided into four parts:

### Session 1 & 2:

Basic concept: The Net Present Value Rule / Financial Calculus

### Session 3 & 4:

Capital Budgeting / Fixed Asset Investment Decisions

### Session 5 & 6:

Risk and Return: an Introduction

### Session 7 & 8:

The Capital Asset Pricing Model (CAPM) and the Cost of Capital

## BIBLIOGRAPHY

- Berk, J. and DeMarzo, P. *Corporate Finance*, London: Pearson (2nd edition) 2011
- Welch, I. *Corporate Finance: An Introduction*, available online at <http://book.ivo-welch.info/>
- Brealey, R., Myers, S. and Allen, F. *Principles of Corporate Finance*, New York, NY: McGraw-Hill, 2006 and later



### MODULE REFERENCE: G4

## LEVEL: Management Expertise (Graduate)

#### Lecturers:

**Professor Yuliya Snihur** *Module leader*

Assistant TBS Professor - Strategy and Entrepreneurship  
Department ; SCANCOR Visiting Scholar, Stanford University

**Jonas Wiklund**

TBS Lecturer - Strategy

**Hanna Dohlen Opsahl**

TBS Lecturer - Strategy

ECTS credits: **6**

#### Prerequisites:

This course is appropriate for undergraduate and graduate students with at least a foundation knowledge of economics.

#### Evaluation:

##### Group case homework assignments

(2 assignments each worth 20 points) = 40%

##### Class participation

(2 points per class session) = 20%

**2 Quizzes during class** = 20 % each (or 40% for both)

**TOTAL = 100%**

## FINAL COURSE GRADE

16/20 - 20/20 (Excellent)	A
14/20 - 15.9/20 (Very Good)	B
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## COURSE SYLLABUS

### Week 1 - Introduction, industry value chain, building blocks of a business strategy

We will focus on becoming familiar with a number of strategy concepts. We will examine how the industry and the environment affect the performance of individual businesses. Understanding the pressures of industry characteristics is a first step in formulating a strategy. We will then consider the building blocks of a strategy, such as defining competitive positions, analysing the activities and capabilities of a firm, and discussing the sustainability of a firm's competitive advantage.

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## AIMS OF THE COURSE

This module is designed to introduce participants to dealing with strategic issues in the firm. Strategy involves the coordination and integration of the efforts within the different functional areas of an organization for dealing with an uncertain future. This comprises formulating a business strategy for each individual unit of the firm, formulating a corporate strategy, and implementing these strategies while at the same time being cognizant of competitor reactions. Strategy formulation involves understanding the business the firm is in, determining how to position the firm within its business environment, and developing the capabilities to compete, but also to cooperate, in this environment.

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### TEACHING METHODS

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Additional academic and practitioner articles will be posted for each particular session for students to read on the topics discussed in class.

# BUSINESS FRENCH

OPTIONAL FRENCH LANGUAGE COURSE

Cost: 160 euros

## FOR BEGINNER AND INTERMEDIATE LEVELS

### Teacher:

Claire Barthelet

University: **Toulouse Business School**

Contact Hours: **10**

Cost: **160 Euros**

Claire Barthelet has 14 years' experience of teaching French as a foreign language, including ten years teaching French in England. Her lessons will be both dynamic and interactive and you will be invited to contribute to the class. Speaking skills will be particularly focused on.

### COURSE DESCRIPTION: Beginner Level

Through role plays, group work and pair work, we'll develop the following skills:

- introducing yourself
- talking about your career and studies
- answering the phone
- leaving a message
- making an appointment

### COURSE DESCRIPTION: Intermediate Level

Through role plays, group work and pair work, we'll develop the following skills:

- taking part in a meeting
- writing and answering emails
- talking in public

Each student's level will be assessed at the beginning of the course.



## ADDITIONAL INFORMATION

### SOCIAL & CULTURAL EVENTS - COMPANY VISITS

Company and cultural visits are organized throughout the Summer School and are included in the cost of the Summer School. Fridays are dedicated to company and cultural visits.

All other activities marked as OPTIONAL are organized by TBS, but are paying activities and all costs must be paid by the student.

### VENUE AND FACILITIES

All courses are held at Toulouse Business School in large, modern, well-equipped and air-conditioned lecture rooms. Access to computer facilities and wireless internet is provided. Students are welcome to bring their own laptop. The campus is located in a safe, central area and close to public transport options.

### VISAS

Students are expected to enquire about the particular visa requirement according to his/her country of origin. For further information about travel requirements to France please contact the nearest French embassy, consulate or Campus France office. Upon final registration, our office will issue an official letter of acceptance which will help you obtain a valid visa.

### INSURANCE

We highly recommend all Summer School participants to take an appropriate health insurance to cover them during their stay in Europe and for travel purposes.

**Application Deadline: 30 April 2017**

**Early Bird: 31 March 2017**

## TRIPLE ACCREDITATION



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### For further information

[www.tbs-education.com](http://www.tbs-education.com)  
[summer.school@tbs-education.fr](mailto:summer.school@tbs-education.fr)

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Website:  
Direct access - Summer School page  
[www.tbs-education.fr/en/summer-school](http://www.tbs-education.fr/en/summer-school)

## SOCIAL NETWORKS

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