

Objectives

The EU remains despite the different crisis one of the world leading actors for its economic as well as political importance. The course will be structured around two complementary modules:

- 1 **EU GEOPOLITICS AND POLICIES (Session 1 & 2)**. This module will explore the geographical, historical, political, religious and cultural diversity of the EU so as to explain the origins and the evolution of its institutional framework. It will look also to the kind of macro-policy area for which the EU is responsible alone or in cooperation with its Member States. The module will also address the major challenges the EU is facing in terms of its external action in a globalized world.
- 2 **EU NEGOTIATION IN PRACTICE (Session 3 & 4)** This module will help students to gain an intellectual understanding of negotiators' behavior and of central concepts in negotiation as they apply in the European Union institutional context; they will improve their ability to analyze the negotiation situation and learn how to develop a toolkit of useful negotiation skills, strategies, and approaches adapted to work in the European institutional context;

Teaching and learning methods

The course will be based on a series of negotiation simulation and exercises. These are framed and analyzed in terms of readings, lectures, and in-depth class discussions.

The course will follow a three step sequential approach:

1. **Experiential Learning through Simulations:** students will engage in an exercise-simulation pertaining to a key aspect of negotiation in the EU.
2. **Debriefing, Feedback & Self-Examination:** The instructor will lead a discussion that involves analyzing students' performance so that the class can analyze the relationship between different negotiation strategies and outcomes and learn from everyone's experiences.
3. **Lectures and discussions:** The instructor will discuss with students the results of academic research that are connected with the seminar key learning points and the specific EU negotiation situation analyzed.

Content

SESSION 1 The EU as a political system: origins and institutions

Lecture and discussion:

- From differences to integration
- The EU institutional framework

Readings:

Meerts P.W. and Cede, F. (2004) *Negotiating European Union*, Houndmills, Basingstoke, Hampshire; New York, N.Y., Palgrave Macmillan.

SESSION 2 The EU role and policies in a global perspective

Lecture and discussion:

- The internal and external policies of the EU
- The strategic role of the EU in a global perspective

Readings:

Tallberg, J. (2008) "Bargaining Power in the European Council", *Journal of Common Market Studies*, Volume 46, Issue 3, June 2008, pp. 685-708.

SESSION 3 Preparing and conducting a negotiation

Simulation: THE NORKET DISTRICT – A team negotiation over the crossing border conditions and access between two neighborhood countries.

Lecture and synthesis:

- Three dimension of negotiation: people, substance, process
- Cooperation Vs. Competitive strategies,
- Consistency Vs. Pragmatism,
- Assertiveness Vs. Empathy,
- Principal Vs. Agent;

Readings:

Lempereur A. , Colson A. (2010) *The First Move*, Wiley, West Sussex (Ch. 2 & 3)

Brunazzo M. & P. Settembri (2012) *Experiencing the European Union. Learning how EU negotiation work through simulation games*, Rubbettino Editore, Soveria Mannelli (Ch. 2)

SESSION 4 The EU multilateral complexity in practice

SIMULATION: The election of the EU President – Multilateral negotiation over the election of a new president of the European Council.

Lecture & synthesis:

- Multilateral negotiations and their complexity
- The different phases and the structure of the process
- The coalition dynamics
- The different formats
- The role of the Chair

Readings:

Lewis, Jeffrey (2010) 'How institutional environments facilitate co-operative negotiation styles in EU decision-making', *Journal of European Public Policy*, 2010, 17: 5, 648 — 664

Zartman W. (1994) "Introduction: Two's a Company more's a Crowd: the Complexities of Multilateral Negotiations", in Zartman W. (Ed) *International Multilateral Negotiation: Approaches to the Management of Complexity*, Jossey-Bass: San Francisco;

Further Readings

Dupont, C. (1994) *La Négociation. Conduite, théorie, applications*. Paris : Dalloz

Elgström, O. (1994) "National Culture and International Negotiations" *Cooperation and Conflict* 1994; 29, pp. 289-301

Jabko, N. (2005) « Comment la France définit ses intérêts dans l'Union européenne » *Revue française de science politique* 2005/2 (Vol. 55) pages 221 à 242

Meerts P.W. and Cede, F. (2004) *Negotiating European Union*, Houndmills, Basingstoke, Hampshire; New York, N.Y., Palgrave Macmillan.

Pfetsch, F. (1998) "Negotiating the European Union" *International Negotiation*, vol.3: n°3, pp 289-514

Tallberg, J. (2008) "Bargaining Power in the European Council", *Journal of Common Market Studies*, Volume 46, Issue 3, June 2008, pp. 685-708.

Tallberg, J. (2004) "The Power of the Presidency: Brokerage, Efficiency and Distribution in EU Negotiations", *Journal of Common Market Studies*, Volume 42, Issue 5, December 2004, pp. 999-1022.

Zartman (I.W.) & Berman (M.) *The Practical Negotiator*. New Haven : Yale University Press,1992.

Zartman W. (1994) "Introduction: Two's a Company more's a Crowd: the Complexities of Multilateral Negotiations", in Zartman W. (Ed) *International Multilateral Negotiation: Approaches to the Management of Complexity*, Jossey-Bass: San Francisco;

EUROPE AND THE GLOBAL ECONOMY

Prof. Estefania SANTACREU-VASUT

Motivation

Part I : Global imbalances and the EURO crisis

- Global imbalances
- The EURO Crisis
- The future of the EURO

Part II: Macroeconomic policies in a European context

- Fiscal policy
- Debt sustainability
- Monetary policy
- Labor market policies

Short overview of the lecture:

The lecture introduces students to the key elements of macroeconomic analysis of global imbalances, with the illustration of the EURO crisis, and of the key economic policies such as fiscal, monetary and labor market policies in a European context.

E-BUSINESS – THE CHALLENGE OF BEING EUROPEAN

Peter O'CONNOR

Course Outline:

The growth of the online channels as a consumer information and transaction media has had a huge impact on the management and operations of most business in the early 21st century. Overnight, having not just a customer focused transactional website but also an effective mobile and social media presence has become a necessity for practically every company, and many companies now exist solely in the online space as “pure-play” electronic businesses.

Adopting a managerial rather than a technical approach, this module provides participants with the knowledge needed to participate in and manage the development of E-Business websites, particularly in the European context. Its aim is not to teach coding or other technical skills, but to help participants understand the processes involved and give them the knowledge and competencies to be able to interact effectively with development professionals and sector participants.

Upon completion, participants should understand:

- i) The revenue models that can be used to fund e-business companies;
- ii) The website development process;

- iii) How to successfully drive customers to websites using electronic marketing techniques;
- iv) Current trends and issues in the electronic marketplace, with a particular focus on Europe.

Suggested Readings (Books):

For those who want to go further, a general e-business text with a strong international component:

Jelassi, T, Enders, A and Martinez-Lopez (2014) Strategies for e-Business: Creating value through electronic and mobile commerce: Concepts and Cases. Pearsons, 780 pages.

INTERCULTURAL MANAGEMENT

Prof. Junko TAKAGI

Course Outline:

One of the impacts of the current vision of globalization of markets and firms and the internationalization of interactions has been the increasing attention paid to the concept of culture as a key element to be understood and managed, leading to the term 'cross-cultural management'. In this context, culture is used as an explanation for national differences in management structure and practices, and is often perceived to be the culprit when difficulties arise in managing diverse workforces. There are various schools of research concerning culture and management, but we find a strong tendency to uncritically use stable, dispositional cultural traits à la Hofstede to explain the impact and implications of culture on management. In this six hour session, we examine complementary approaches to thinking about culture and management particularly in the European context in which it is necessary to take into account not only national differences and its impact on European projects, but also identity issues and immigration.

The goals of the course are to:

- 1) Identify situations in which culture needs to be considered in a European context
- 2) Apply various theoretical frameworks to understand current European trends in cultural issues

MANAGING ONESELF AND LEADING OTHERS: MANAGING DIVERSITY AND INCLUSION IN EUROPE

Prof. Stefan GRÖSCHL

Course Outline:

- Discussion of self-analytical and developmental aspects
- The diversity of diversity – a brief glance at the complexity and different meanings of the term diversity
- A closer look at the key arguments for managing diversity and inclusion – in particular aspects of discrimination and inequality
- Examples of demographic changes as one of the key causes of increased workforce diversity in Europe
- An exploration of key challenges affecting greater diversity and inclusion in Europe's workforce
- Discussion of best practices and processes including the development of alternative or unusual employee and manager profiles to challenge current business models and business as usual thinking

LEADING IN A RESPONSIBLE AND RESPONSIVE WAY: TOWARD GREATER SUSTAINABLE BUSINESS PRACTICES IN EUROPE

Prof. Stefan GRÖSCHL

Course Outline:

- Understand current socio-economic, environmental, and organizational global challenges, their interconnectedness, complexities, and impact on the future of Europe and beyond
- Identifying and discussing challenges for greater responsible leadership and sustainable business practices
- Identify core competencies of responsible leadership, and explore alternative business models, positioning, and strategies toward greater responsible business practices
- Understand the role of key decision makers and business leaders in this transformative process towards organizational sustainability and responsibility.

- Exploring current changes and practices toward responsible leadership and sustainability business practices in Europe.
- An exploration of key challenges affecting (the management of) Europe's workforce diversity
- Discussion of best practices and processes

CULTURAL FOUNDATIONS OF LUXURY BRAND MANAGEMENT

Prof. Simon NYECK

Course Outline:

Branding has become a hot topic. Many companies realize that they need to understand the value of their corporate brand and its products; manage brands strategically; and deliver implementations to customers that are relevant, differentiated and powerful to build an emotional bond and loyalty.

For luxury brands, the challenge is to keep the aspirational aspects of the brand and products alive while allowing more and more accessibility. Extending the brand, Offering unique products that range from the entry level to the exclusive club in the mind of consumers, defining mature retailing concepts and focusing on service quality allow luxury brands to remain exclusive and highly desirable for consumers. Consumers, especially those who are wealthy, culturally sensitive and/or trend leaders, want customization, something special and unique.

The objective of this course is to discuss the key success factors of luxury brand management and best practices in terms of experiential branding, allowing consumers to dream. To understand this complex process, we will be exposed to perspectives from marketing, semiotics (the study of symbolism), sociology, anthropology.

This course will familiarize you with the best practices in luxury branding and show how to build strong and powerful brand. From Hermès, Chanel, Vuitton, and the rebirth of Dior to successful branding initiatives in champagne like Krug, Dom Perignon, and watches. It shows how strategic management of Dream Factor and Accessibility, combined to differentiated and consistent implementations that are relevant to customers, help developing powerful brands and creating emotional bond with consumers and loyalty.

We will focus on 2 topics: Cultural dimensions of dream factor; brand identity integrity management of luxury brands. You will be exposed to lots of cases of successful — and some unsuccessful — branding campaigns so that you learn what to do and what not to do in your own job. You will learn about concepts

and be equipped with tools to manage a branding project you could apply in mass brands. You will learn how to combine analytical and strategic thinking with creative development of ideas.

Morning session: Managing the dream factor and brand desirability

- Cultural dimensions of dream factor
- Understanding luxury brand identity

Illustration: Identity Models of French Fashion Houses

Afternoon session: Managing brand experience and leveraging the brand value

- Managing brand consistency and market extension

Case study Audemars Piguet: Brand extension in the Female Watch market

Objectives:

1. Understanding the Cultural dimensions of Luxury brands
2. Explain Brand Identity fundamentals
3. Explain how luxury brands manage accessibility and the dream factors
4. Discuss the brand extension and brand architecture
5. Describe patterns of luxury consumption
6. Discuss Key learnings for mass brands

Suggested Readings (Books):

1- If interested in Luxury brands only:

- Uche Okonkwo (2007), *LUXURY FASHION BRANDING, Trends, Tactics Techniques*, Palgrave Macmillan

2- Consider one of the following books if interested in understanding the general concept of branding:

- Leslie de Chernatony (2006), *From Brand Vision to Brand Evaluation: 2nd ed.* Elsevier

A textbook authored by Kapferer Jean-Noel, *The New Strategic Brand Management: Creating and sustaining Brand equity long term*, 2004: Koogan Page

LUXURY BRAND STRATEGIC MANAGEMENT AND INTERNATIONAL DISTRIBUTION STRATEGIES MANAGEMENT

Prof. Denis MORISSET

Course Outline:

Most luxury and premium brands have focused in the past 30 years on integrating their distribution by developing a mix of directly operated retail stores and branded wholesale agreements with selected partners.

In the recent years, this integrated retail strategy has been disrupted by the digital revolution and the development of E-commerce, mobile and social commerce and further more disrupted by the 4th industrial revolution (IOT, AI, AR, VR etc.)

This course, which benefits from the most recent research on the development of OMNI retail channel mindset and the impact of the 4th industrial revolution on luxury brands, will revisit the most important success factors of luxury retail management at the age of internet and how luxury and premium brands should secure their investments in retail and stay relevant to connected consumers.

DAY 1: Implications of the Digital Revolution on Traditional Off-line Luxury Retail

Morning program: Revisiting Traditional Pillars of Luxury Retail Management

- Convey DNA & Codes through location, store concept, decoration, and merchandising
- Evolving facets of luxury experience and luxury service
- Selling skills and leadership

Afternoon program: Impact of Internet Revolution and Consumer's Empowerment

- Understanding the implications of consumers' empowerment
- Impact of E, M & S commerce on location concept
- Understanding Omni channel impact on luxury retailing

DAY 2: Preparing the Future of Luxury Retailing in the digital age

Morning program: CRM and Consumer's Engagement at the Digital Age

- On-line and on -line consumer's touch points are complementary
- Understanding the different consumer's journeys

- Impact of the IOT: tech driven commerce, wearable devices and connected goods
- Impact of the AI, Chatbots, AR and VR on luxury shopping experience and luxury service

Afternoon program: Consequences of Digital Age on Retail Sales Organizations and Skills

- From empowered consumers to empowered sales associates
- Removing the silos between off -line and on-line retail organizations
- The real challenges of Omni retail in terms of supply chain and inventory management
- Turning sales associates from cashiers to concierge with the right use of technology