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# VIRTUAL SUMMER SCHOOL 2021

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## SYLLABUS

Academic year 2020/2021



# Virtual Summer School

5 to 16 July 2021

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## Teaching delivery

Online, synchronously (Zoom)

## Time zones

Two sessions are available to accommodate international learners.

Depending on your location, please select a course which is available at and suitable with your time zone.

“Sunrise” sessions from 8:00 AM to 11:30 AM CEST time (Paris) = UTC+2

- Cross-Cultural Management & Intercultural Competences – 6 ECTS
- Cross-Cultural Negotiation Skills & Leadership – 6 ECTS
- Experiential Marketing – 6 ECTS
- Fashion & Luxury Brand Management – 6 ECTS
- Marketing Analytics – 6 ECTS

“Sunset” sessions from 4:00 PM to 7:30 PM CEST time (Paris) = UTC+2

- Cross-Cultural Management & Intercultural Competences – 6 ECTS
- Cross-Cultural Negotiation Skills & Leadership – 6 ECTS
- Fashion & Luxury Brand Management – 6 ECTS
- Marketing Analytics – 6 ECTS

## Course Syllabi

For details, please refer to the indicated pages:

Page 5-6      Cross-Cultural Management & Intercultural Competences

Page 7-8      Cross-Cultural Negotiation Skills & Leadership

Page 9        Experiential Marketing

Page 10-11   Fashion & Luxury Brand Management

Page 12-13   Marketing Analytics

## Academic and language requirements

Courses are open to Undergraduate and Graduate students providing that applicants have the **pre-requisites** specified in the course’s syllabus.

Courses are taught and assessed in English. For non-native speakers of English, B2 (CEFR) or equivalent (TOEFL IBT 72, IELTS 5.0, TOEIC 750) is highly recommended.



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### "French touch" virtual cultural immersion

More than just online classes, our Virtual Summer School combines academics with a selection of cultural and social activities.

#### Online gatherings:

- Welcome event: Get to know lecturers and other students
- Farewell event: Reflect on what you learned and share your favorite moments

#### French business, culture and language through virtual contents:

- Learn and practice French at your own level and rhythm
- Discover famous French companies and brands
- Explore major sites of Normandy and France via virtual visits
- Know more about France's National Holiday on 14 July

### Schedule

APPLY FOR	"Sunrise" session from 8:00 to 11:30 AM CEST time (Paris) = UTC+2	OR/AND	"Sunset" session from 4:00 to 7:30 PM CEST time (Paris) = UTC+2
Mo. 5 July	8:00-8:45 AM Welcome event 9:00-11:30 AM Class session 1		4:00-4:45 PM Welcome event 5:00-7:30 PM Class session 1
Tu. 6 July	Class session 2		Class session 2
We. 7 July	Class session 3		Class session 3
Th. 8 July	Class session 4		Class session 4
Fr. 9 July	Class session 5		Class session 5
10-11 July	FREE TIME for self-study and "French Touch" virtual cultural immersion		
Mo. 12 July	Class session 6		Class session 6
Tu. 13 July	Class session 7		Class session 7
We. 14 July	FREE TIME for self-study and "French Touch" virtual cultural immersion		
Th. 15 July	Class session 8		Class session 8
Fr. 16 July	8:00-11:00 AM Class session 9 - EXAM 11:15-11:30 AM Farewell event		4:00-7:00 PM Class session 9 - EXAM 7:15-7:30 PM Farewell event



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### **Additional information**

For details about study programmes offered by EM Normandie please contact:

Séverine GROULT, International Development Manager – Europe & Short-Term Programmes  
[short-term@em-normandie.fr](mailto:short-term@em-normandie.fr)

Laurence BOITEUX, Deputy Director of International Affairs  
[lboiteux@em-normandie.fr](mailto:lboiteux@em-normandie.fr)



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COURSE TITLE	CROSS-CULTURAL MANAGEMENT AND INTERCULTURAL COMPETENCES	
Available session(s)	Sunrise 8:00 to 11:30 AM <b>OR</b> Sunset 4:00 to 7:30 PM CEST time (Paris) = UTC+2	
Teaching delivery	Online, synchronously	
Workload (1h = 60 min)	30 class-hours + Independent learning hours	ECTS credits 6
Professors	Raya Nunez Mahdi M.A, <a href="mailto:rayanunez@ziggo.nl">rayanunez@ziggo.nl</a> Carlos Vicente Nunez M.Sc., <a href="mailto:cvnunez@ziggo.nl">cvnunez@ziggo.nl</a> Visiting professors at EM Normandie Business School	
Pre-requisite(s) for attending the course	N/A	
Learning goal(s)	<ul style="list-style-type: none"> <li>▪ To be entrepreneurially-minded</li> <li>▪ To be open to cross-cultural perspectives</li> <li>✓ Cultural self-awareness and cultural competence</li> <li>✓ Intercultural Sensitivity</li> <li>✓ Competence in managing diversity and inclusiveness.</li> </ul>	
Learning objective(s)	<ul style="list-style-type: none"> <li>▪ To develop open-mindedness</li> <li>▪ To demonstrate the ability to collaborate effectively</li> <li>▪ To work in a cross-cultural environment</li> </ul> <p>By the end of this course, participants are able to:</p> <ul style="list-style-type: none"> <li>✓ recognise the impact of culture on communication and management in highly diverse teams,</li> <li>✓ describe cultural concepts and dimensions non-evaluatively,</li> <li>✓ identify their own cultural norms and values, and realise that they are not universal,</li> <li>✓ demonstrate curiosity about other cultural norms and values,</li> <li>✓ embrace the advantage of diversity,</li> <li>✓ switch perspectives when analysing an event (Practice "frame-of-reference-shifting")</li> <li>✓ formulate and implement action plans for managing highly effective multicultural and diverse teams.</li> </ul>	
Learning outcome(s)	<ul style="list-style-type: none"> <li>▪ To be open to others</li> <li>▪ To solicit and integrate diverse viewpoints</li> <li>▪ To avoid the effects of rough stereotypes in his/her description of an interaction with people of other cultures</li> <li>▪ To display interest in his/her counterpart's culture</li> </ul> <p>By the end of this course, participants are able to:</p> <ul style="list-style-type: none"> <li>✓ High CQ - Cultural Intelligence.</li> <li>✓ Excellence in intercultural knowledge, skills, attitudes and behaviour.</li> </ul>	
Course description	<p><b>Contents:</b>            Definitions of culture            Cultural Key Concepts by Hall            Variations in Cultural Values by Kluckhohn &amp; Strodtbeck            Six Dimension Model by Hofstede            How to achieve Cultural Synergy in diverse teams            Intercultural Sensitivity Model by J. and M. Bennet</p>	



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	<b>Methods:</b> Short interactive lectures, class discussions, hands-on workshops, assignments, films, students' presentations.
<b>Teaching Material</b>	Nunez, C., Nunez Mahdi, R., Popma, L. (2017) Intercultural Sensitivity. Van Gorcum Publishers, Assen, the Netherlands - Chapters 1,2,3,4,5,6 and 7.
<b>Evaluation criteria</b>	<b>Continuous assessment: 50%</b> <ul style="list-style-type: none"><li>- Individual cultural awareness assignment</li><li>- Individual Culture-shock assignment</li></ul> <b>Final assessment:50%</b> <ul style="list-style-type: none"><li>- Cultural Basic Assumptions group assignment</li><li>- Cultural synergy group assignment</li><li>- Intercultural Sensitivity (pass-fail)</li></ul>
<b>Recommended readings</b>	See teaching materials and <a href="https://geerthofstede.com/landing-page/">https://geerthofstede.com/landing-page/</a> <a href="https://www.hofstede-insights.com/product/compare-countries/">https://www.hofstede-insights.com/product/compare-countries/</a> <a href="https://www.youtube.com/watch?v=6vKRFH2Wm6Y">https://www.youtube.com/watch?v=6vKRFH2Wm6Y</a>

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COURSE TITLE	CROSS-CULTURAL NEGOTIATION SKILLS AND LEADERSHIP	
Available session(s)	Sunrise 8:00 to 11:30 AM <u>OR</u> Sunset 4:00 to 7:30 PM CEST time (Paris) = UTC+2	
Teaching delivery	Online, synchronously	
Workload (1h = 60 min)	30 class-hours + Independent learning hours	ECTS credits 6
Professor	Maurice Langlois, MBA Insead, DEA Dauphine, <a href="mailto:mlanglois@em-normandie.fr">mlanglois@em-normandie.fr</a> Visiting professor at EM Normandie Business School Consultant AKTEOS (Cross Cultural training Cy)	
Pre-requisite(s) for attending the course	HOFSTEDE G. (2001), <i>Culture's consequences: comparing values, behaviours, institutions and organizations across nations</i> , Sage Publishing. TROMPENAARS F. HAMPDEN-TURNER C. (1998), <i>Riding the waves of culture: understanding cultural diversity in global business</i> , Mc Graw Hill. HALL E.T. and HALL M.R. (1990), <i>Understanding cultural differences: keys to success in West Germany, France, and the United States</i> , Intercultural Press	
Learning goal(s)	<ul style="list-style-type: none"> <li>▪ To be equipped with efficient business skills</li> <li>▪ To be entrepreneurially-minded</li> <li>▪ To be open to cross-cultural perspectives</li> </ul> <ul style="list-style-type: none"> <li>✓ Develop students' personal skills in negotiation and communication in cross-cultural situations</li> <li>✓ Present students with the current state of the art technologies that support negotiations online.</li> <li>✓ Give the students the ability to evaluate the strategic leadership of top managers.</li> </ul>	
Learning objective(s)	<ul style="list-style-type: none"> <li>▪ To apply knowledge in order to meet the expectations of the professional world</li> <li>▪ To demonstrate the ability to collaborate effectively</li> <li>▪ To improve leadership skills</li> <li>▪ To work in a cross-cultural environment</li> </ul> <ul style="list-style-type: none"> <li>✓ Equip students with the theoretical and practical knowledge of what is implied during a negotiation in a cross-cultural context</li> <li>✓ Apply critical thinking, analysis, interpretation, and reflection to assess, analyze, and gain the negotiating skills necessary to meet the challenges facing today's executives.</li> <li>✓ Gain a better understanding of bargaining and conflict relationships—and to learn (through class and self-assessment) about the student's own individual bargaining style.</li> </ul>	
Learning outcome(s)	<ul style="list-style-type: none"> <li>▪ To solve in a team an advanced professional issue</li> <li>▪ To solicit and integrate diverse viewpoints</li> <li>▪ To display personal emotional intelligence</li> <li>▪ To avoid the effects of rough stereotypes in his/her description of an interaction with people of other cultures</li> </ul> <p>After completing of this module, students should...</p> <ul style="list-style-type: none"> <li>✓ Understand the fundamental nature of conflict and negotiation, to identify the factors that distinguish international from domestic negotiations, and to identify the challenges that are inherent in international negotiation.</li> <li>✓ Have and develop an awareness of the pervasive and hidden influence of culture on behaviour, particularly with respect to management philosophies and managerial practices</li> <li>✓ Appreciate different strategies of negotiation in cross-cultural situations</li> </ul>	

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	<ul style="list-style-type: none"> <li>✓ Master the techniques and have developed his/her control of his/her written, oral and non-verbal language during negotiation</li> <li>✓ Understand online cultures and communication styles</li> </ul>		
<b>Course description</b>	<p><b>Negotiating Globally</b></p> <p><u>Lectures &amp; discussions:</u></p> <ul style="list-style-type: none"> <li>- Golden rules of a negotiation: basic principles</li> <li>- Key points of a negotiation (Behaviour models, Styles, Tactics)</li> <li>- Negotiation and Management styles and traits (USA versus China)</li> </ul> <p><u>Teamwork &amp; presentations:</u></p> <ul style="list-style-type: none"> <li>- Global negotiations in diverse countries to select</li> <li>- Application of cross-cultural negotiations (Business negotiations)</li> </ul> <p><u>Role plays:</u></p> <ul style="list-style-type: none"> <li>- Business cases in teams &amp; Final Simulation game (specific instructions sent to students few days before for a group preparation paper and the face to face negotiation – an individual debrief paper is requested few days after)</li> </ul> <p><b>Leadership</b></p> <p>After a short presentation of the case "D-Day invasion" you will be invited in little groups of 3/4 students to discuss and evaluate the strategic leadership of the General Eisenhower. The document called "Strategic leadership skills" from HBR (Harvard Business Review) will be the support for the discussion and the debate.</p>		
<b>Teaching Material</b>	<p>Interactive lectures, class discussion, simulation games, case studies, handouts</p> <p>The lecturing methods are based on a maximum amount of practice and a minimum of externally developed knowledge. The course has to be very dynamic and offer as many possibilities as possible to students to apply their way of negotiating. Comments and professional experience of the lecturer will help students to develop self-opinion and critical sense.</p> <ul style="list-style-type: none"> <li>- Analysis of practical case studies: group presentation, analysis and debate.</li> <li>- Stimulation of interactivity between lecturer and students; multinational backgrounds represent a further valuable benefit.</li> <li>- Lectures</li> <li>- Role play</li> </ul>		
<b>Evaluation criteria</b>	<table border="0"> <tr> <td style="vertical-align: top;"> <p><b>Continuous assessment:</b> 40 %</p> <p>Type: Participation &amp; Quality of presentations</p> </td> <td style="vertical-align: top;"> <p><b>Final assessment:</b> 60%</p> <p>Type: Group preparation paper, Result of the Role play &amp; individual debrief paper</p> </td> </tr> </table>	<p><b>Continuous assessment:</b> 40 %</p> <p>Type: Participation &amp; Quality of presentations</p>	<p><b>Final assessment:</b> 60%</p> <p>Type: Group preparation paper, Result of the Role play &amp; individual debrief paper</p>
<p><b>Continuous assessment:</b> 40 %</p> <p>Type: Participation &amp; Quality of presentations</p>	<p><b>Final assessment:</b> 60%</p> <p>Type: Group preparation paper, Result of the Role play &amp; individual debrief paper</p>		
<b>Recommended readings</b>	<p>J.M. BRETT – Negotiating Globally, Jossey-Bass – New edition - 2007</p> <p>R. FISHER &amp; W.URY – Getting to Yes – Random House Business Books</p> <p>STEVE GATES – The Negotiation book - 2<sup>nd</sup> edition – Capstone 2016</p> <p>LOTHAR KATZ - Negotiating International Business – 2008</p> <p>HARVARD BUSINESS REVIEW: Strategic leadership skills (2013) and case "D Day Invasion"</p> <p>All additional readings will be done through class handouts from the instructor in the form of professional journal articles, academic narratives and case studies</p> <p>Additional online resources will be identified during the lectures.</p>		



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COURSE TITLE	EXPERIENTIAL MARKETING		
Available session(s)	Sunrise 8:00 to 11:30 AM CEST time (Paris) = UTC+2		
Teaching delivery	Online, synchronously		
Workload (1h = 60 min)	30 class-hours + Independent learning hours	ECTS credits	6
Professor	<b>MaxMikael Wilde Björling</b> <a href="mailto:maxmikael.bjorling@lnu.se">maxmikael.bjorling@lnu.se</a> Senior Lecturer at Linnaeus University, Linnaeus School of Business and Economics Visiting professor at EM Normandie Business School		
Pre-requisite(s) for attending the course	N/A		
Learning goal(s)	<ul style="list-style-type: none"> <li>To be equipped with efficient business skills</li> <li>To be entrepreneurially-minded</li> </ul>		
Learning objective(s)	<ul style="list-style-type: none"> <li>To define and analyse a marketing plan</li> <li>To use information technology tools</li> <li>To apply knowledge in order to meet the expectations of the professional world</li> <li>To make relevant strategic recommendations</li> </ul>		
Learning outcome(s)	<ul style="list-style-type: none"> <li>To define a marketing strategy</li> <li>To solve in a team an advanced professional issue</li> <li>To analyse one's company's positioning within its environment</li> <li>To be aware of the importance of ethic elements in decision making</li> </ul>		
Course description	<p>The course is divided into three main parts – 1) the origins and rise of customer experience in marketing, 2) the new experiential marketing mix and its 7Es and 3) future challenges in the experiential marketing and the customer experience field.</p> <p>In the first part the key elements of experiential marketing are defined, i.e. Touchpoints and customer journey, and ends up in a new framework for customer experience marketing. This framework is based on a process that highlights experience markers, drivers and outcomes.</p> <p>The second part of the course presents the new marketing mix, 7Es – Experience, Exchange, Extension, Emphasis, Empathy capital, emotional touchpoints and emic/ethic process.</p> <p>In the final part of the course future challenges are discussed, i.e. the rise of phygital consumers, storytelling and storyliving and research techniques relevant for experiential marketing.</p>		
Teaching Material	Case studies, journal articles and papers...		
Evaluation criteria	<b>Continuous assessment:</b> 50 % Type: Project report	<b>Final assessment:</b> 50% Type: Written Exam	
Recommended readings	Batat, Wided (2019), Experiential Marketing – Consumer Behaviour, Customer Experience and the 7Es, Routledge, New York. Grönroos, C, Voima, P. (2013), Critical Service Logic: Making sense of value creation and co-creation. Journal of the Academy of Marketing Science.		



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COURSE TITLE	FASHION AND LUXURY BRAND MANAGEMENT		
Available session(s)	Sunrise 8:00 to 11:30 AM <u>OR</u> Sunset 4:00 to 7:30 PM CEST time (Paris) = UTC+2		
Teaching delivery	Online, synchronously		
Workload (1h = 60 min)	30 class-hours + Independent learning hours	ECTS credits	6
Professor	<p><b>Sébastien Girard</b>            MBA of Institut Français de la Mode (IFM), MBA from ESSEC, a PGCERT (Post Graduate Certificate) in Higher Education, Master Black Belt Six Sigma certification            Consultant, lecturer in Executive MBA/Masters/Bachelor programmes in Fashion and Business Schools, expert in Instagram and Iconic matter            Creator of Icon-Icon* and of the webzine www.icon-icon.com et @iconiconmedia focused on iconic matter, author of #INSTAGRAMMING, L'Art de développer une Marque de Luxe sur Instagram</p>		
Pre-requisite(s) for attending the course	Pre-reading(s) listed hereafter – Please do the pre-reading(s) prior to attending this course and consult/start reading the recommended ones.		
Learning goal(s)	<ul style="list-style-type: none"> <li>▪ To be equipped with efficient business skills</li> <li>▪ To be a project manager with a strategic overview</li> </ul>		
Learning objective(s)	<ul style="list-style-type: none"> <li>▪ To define and analyse a marketing plan</li> <li>▪ To use information technology tools</li> <li>▪ To do a global analysis of the firm and its environment</li> <li>▪ To make relevant strategic recommendations</li> </ul> <ul style="list-style-type: none"> <li>✓ Understand what is a brand identity (aesthetics/codes, narratives, values).</li> <li>✓ Explain what is a creative director in the fashion luxury sector, a designer in watches &amp; jewelry, "nez", chef de cave, etc.</li> <li>✓ Understand why these different types of creators are so important in the luxury industry.</li> <li>✓ Explain how these creators create value for a fashion brand (branding &amp; 4P's).</li> <li>✓ Distinguish the role of a creator creating ex-nihilo a brand versus perpetuating a brand.</li> <li>✓ Understand brand architecture &amp; notions of line and brand extensions.</li> <li>✓ Understand management of 4P's in luxury inc; 360° experience based marketing</li> </ul>		
Learning outcome(s)	<ul style="list-style-type: none"> <li>▪ To define a marketing strategy</li> <li>▪ To master oral and written presentation tools</li> <li>▪ To analyse one's company's positioning within its environment</li> <li>▪ To know the advantages, limits and impacts of the different corporate strategies &amp; choose the most appropriate one</li> </ul> <p><b>Knowledge</b></p> <ul style="list-style-type: none"> <li>✓ Understand the key levers of fashion and luxury brand management.</li> <li>✓ Analyse fashion and luxury brand identity.</li> <li>✓ Understand brand architecture concept and line/brand extensions.</li> <li>✓ Review management of fashion and luxury brand management, both at identity and 4P's level.</li> <li>✓ Understand 360° consumer touch points &amp; luxury experience-based marketing.</li> <li>✓ Understand the importance of digital in luxury.</li> <li>✓ Ability to implement ideas to reinvent an iconic product.</li> <li>✓ Ability to implement promotion ideas for an iconic product.</li> <li>✓ Elaborate ideas connecting to brand identity to fashion and luxury brand management imperatives.</li> </ul>		



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	<b>Skills</b> <ul style="list-style-type: none"> <li>✓ Attention to detail: critical observation.</li> <li>✓ Problem solving: analysis.</li> <li>✓ Interpersonal skills: positive reinforcement, empathy.</li> <li>✓ Communication: clarity, verbal communication.</li> <li>✓ Creativity: divergent thinking, innovation.</li> </ul>	
<b>Course description</b>	<p>This course is focusing on understanding fashion &amp; luxury brand management. Starting from brand identity, brand codes in particular as well as brand narratives and brand values, we will embark on a journey to understand how artistic directors / designers / leaders create and/or reinforce brand identity as well as creating and managing key products.</p> <p>It also explains how artistic directors, designers, "nez", etc. manage brand and value creation with product, price, place and promotion.</p> <p>Students will be exposed to key levers of fashion and luxury brand management to critically evaluate &amp; recommend a reinvention of an iconic product whether it is in Fashion, Accessories, Perfumes, Beauty, Watches, Jewelry, Wines &amp; Spirits and Palaces.</p> <p>This course will also touch on how social medias, Instagram in particular, are redefining brand &amp; marketing mix communication in a luxury brand context.</p> <p>Brands discussed will include Chanel, Gucci, Dior, Vuitton, Hermès, YSL, Chloé, Jacquemus, Omega, Rolex, Valentino, Guerlain, Veuve Clicquot, Dom Pérignon, Chateau Yquem, Hôtel Ritz Paris, Hôtel Crillon, Plaza Athénée, etc.</p>	
<b>Teaching Material</b>	<p><u>Pre-reading</u>: The Luxury Strategy: Break the Rules of Marketing to Build Luxury Brands by Jean-Noel Kapferer and Vincent Bastien (2012) Second Edition, Kogan Page</p> <p>Fashion articles (sep 2019) from <a href="http://www.vogue.com">www.vogue.com</a>, <a href="http://www.madamefigaro.fr">www.madamefigaro.fr</a>, <a href="http://www.icon-icon.com">www.icon-icon.com</a></p> <p>Iconostories on @sebastienxicon</p>	
<b>Evaluation criteria</b>	<p><b>Continuous assessment</b>: 40%</p> <p>Case studies</p>	<p><b>Final assessment</b>: 60%</p> <p>Group work and presentation</p>
<b>Recommended readings</b>	<p>The New Strategic Brand Management: Advanced Insights and Strategic Thinking (New Strategic Brand Management: Creating &amp; Sustaining Brand Equity) by Jean-Noel Kapferer (2012) Fifth Edition edition, Kogan Page</p> <p>J. JIM, The Experience Effect : Engage Your Customers with a Consistent and Memorable Brand Experience. Auteur: Joseph, Jim. Editeur: Amacom (2010)</p> <p>Aaker, D.A. (2011). Building strong brands, Simon &amp; Schuster UK Ltd</p> <p>Chevalier, M. and Mazzalovo, G. (2012) Luxury brand management. A world of privilege. Singapore: Wiley</p> <p><a href="http://www.forbes.com/sites/kimwinser/2013/07/09/why-do-luxury-brands-need-high-profile-creative-directors/">http://www.forbes.com/sites/kimwinser/2013/07/09/why-do-luxury-brands-need-high-profile-creative-directors/</a></p>	

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COURSE TITLE	MARKETING ANALYTICS		
Available session(s)	Sunrise 8:00 to 11:30 AM <b>OR</b> Sunset 4:00 to 7:30 PM CEST time (Paris) = UTC+2		
Teaching delivery	Online, synchronously		
Workload (1h = 60 min)	30 class-hours + Independent learning hours	ECTS credits	6
Professor	Radu Cocean (PhD) <a href="mailto:radu.cocean02@em-normandie.fr">radu.cocean02@em-normandie.fr</a> Visiting Lecturer at EM Normandie Business School PhD Lecturer Radu Cocean		
Pre-requisite(s) for attending the course	To facilitate understanding, students should have basic notions of marketing, statistics and Excel©. No programming knowledge is required.		
Learning goal(s)	<ul style="list-style-type: none"> <li>▪ To be equipped with efficient business skills</li> <li>▪ To be entrepreneurially-minded</li> <li>▪ To be a project manager with a strategic overview</li> </ul>		
Learning objective(s)	<ul style="list-style-type: none"> <li>▪ To define and analyse a marketing plan</li> <li>▪ To identify the appropriate methodology to solve a problem</li> <li>▪ To understand the environment of a company whatever the activity sector</li> <li>▪ To do a global analysis of the firm and its environment</li> </ul>		
Learning outcome(s)	<ul style="list-style-type: none"> <li>▪ To define a marketing strategy</li> <li>▪ To know how to use Excel© Spreadsheet</li> <li>▪ To select the methodological approach and data processing</li> <li>▪ To analyse one's company's positioning within its environment</li> </ul>		
Course description	<p><b>1: An overview of data, analytics and insights</b> - This module focuses on the following topics:</p> <ul style="list-style-type: none"> <li>• The main differences between data, analytics and insights</li> <li>• Gathering, storing and integrating raw marketing data</li> <li>• Processing raw data and generating marketing analytics</li> <li>• Interpreting analytics and generating marketing insights</li> <li>• Reporting marketing insights to management</li> <li>• Using marketing insights to make strategic and tactical decisions</li> </ul> <p><b>2: An in-depth look into gathering data</b> - This module focuses on the following topics:</p> <ul style="list-style-type: none"> <li>• Gathering data through the Marketing Information System</li> <li>• The Internal Reports Sub-System</li> <li>• The Marketing Intelligence Sub-System</li> <li>• The Marketing Research Sub-System</li> <li>• High quality data</li> <li>• Big data</li> </ul> <p><b>3: An in-depth look into storing &amp; integrating data</b> - This module focuses on the following topics:</p> <ul style="list-style-type: none"> <li>• Data automation</li> <li>• Data integration</li> <li>• Data retrieval</li> <li>• Data accessibility &amp; GDPR</li> <li>• Data storage &amp; security</li> <li>• CRM solutions to implement marketing data integration</li> </ul>		



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	<p><b>4: An in-depth look into analyzing data, interpreting analytics and reporting insights</b> – This module focuses on the following topics:</p> <ul style="list-style-type: none"> <li>• Data visualization tools</li> <li>• Data analysis techniques</li> <li>• Marketing metrics</li> <li>• Predictive analytics</li> <li>• AI &amp; marketing insights</li> <li>• Marketing reports &amp; the Marketing Decision Support Sub-system</li> </ul> <p>Each module will use the following types of activities and teaching methods:</p> <ul style="list-style-type: none"> <li>• Interactive presentations with reflection points and discussions</li> <li>• Tutorials and team exercises in using analytical tools in Excel©</li> <li>• Case study / best practice analysis and debriefing</li> <li>• Tutorial and team exercises in using marketing dashboards</li> </ul>	
<p><b>Teaching Material</b></p>	<p>Teaching materials - students will receive:</p> <ul style="list-style-type: none"> <li>• a concise course outline (40 pages long) providing an overview of the main theoretical concepts and tools discussed in class;</li> <li>• a toolkit providing Excel© templates, flow-charts and infographics, to be used for marketing business analytics work;</li> <li>• work-in-class materials (case studies, best practices and team &amp; individual exercises);</li> <li>• a bibliographical list of references, mainly to online articles that can be accessed freely, which support and enhance the learning process.</li> </ul>	
<p><b>Evaluation criteria</b></p>	<p><b>Continuous assessment:</b> 40%</p> <p>Type: work in class (case study discussions, team &amp; individual exercises, best practice analysis)</p>	<p><b>Final assessment:</b> 60%</p> <p>Type: open book case study analysis, with requirements similar to those discussed in class</p>
<p><b>Recommended readings</b></p>	<p>Books (in alphabetical order):</p> <ul style="list-style-type: none"> <li>• Baran, R., Galka, R. – Customer Relationship Management – The Foundation of Contemporary Marketing Strategy – 2nd Edition – Routledge, 2017</li> <li>• Nussbaumer Knaflic, C. - Storytelling with Data: A Data Visualization Guide for Business Professionals – 2015</li> <li>• Pauwels, K. - It's Not the Size of the Data -- It's How You Use It: Smarter Marketing with Analytics and Dashboards - 2014</li> <li>• Siegel, E. - Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die - 2016</li> <li>• Sorger, S. - Marketing Analytics: Strategic Models and Metrics - 2013</li> <li>• Winston, W. L. - Marketing Analytics: Data-Driven Techniques with Microsoft Excel – 2014</li> </ul> <p>Consulting reports and articles from resources available online, such as:</p> <ul style="list-style-type: none"> <li>• McKinsey &amp; Company - <a href="https://www.mckinsey.com/">https://www.mckinsey.com/</a></li> <li>• Harvard Business Review - <a href="https://hbr.org/">https://hbr.org/</a></li> </ul> <p>A full list of recommended articles, reports and white papers is included in the course materials.</p>	