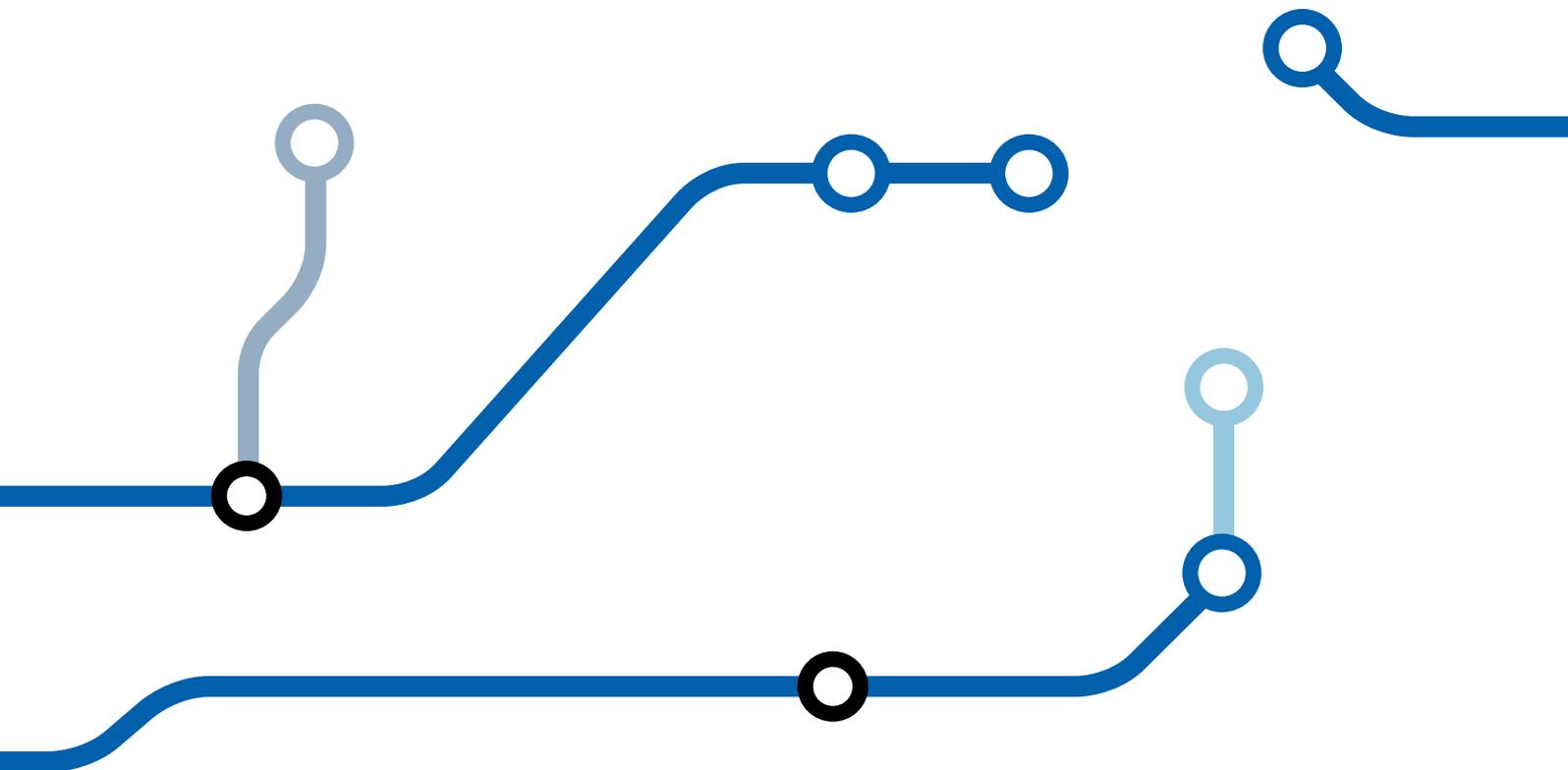




BUSINESS SCHOOL

INTERNATIONAL BUSINESS PROGRAMME

Module by module one step ahead: Being successful abroad



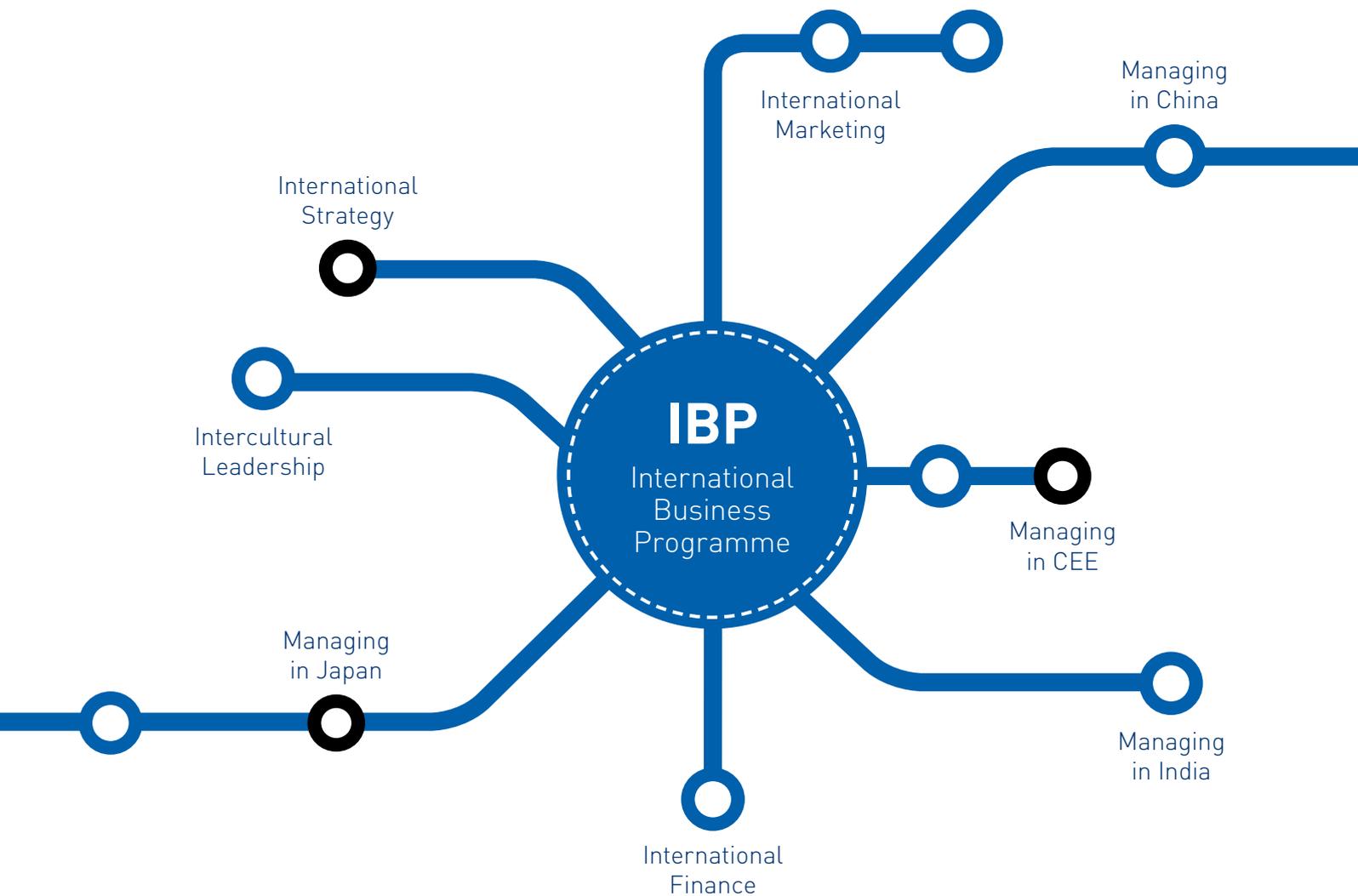
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EUROPEAN IDENTITY
GLOBAL PERSPECTIVE

The World's First Business School (est. 1819)

INTERNATIONAL BUSINESS PROGRAMME



ENGLISH-LANGUAGE management programme

ONE STEP AHEAD:

Knowledge- and skills-focused modules will enhance your career development

All activities take place at ESCP Europe's **BERLIN CAMPUS**

BOOK all modules as an entire programme

Or **CHOOSE** each module separately

LEARN essentials, **CONNECT** to equals and **BUILD** your network

CERTIFICATE awarded by ESCP Europe, The World's First Business School

BUSINESS MODULES: International Strategy,
Intercultural Leadership, International
Finance and International Marketing

Module length:
ONE AND A HALF DAYS per module



“MANAGING IN ...” MODULES:

Managing in India, Managing in Central and
Eastern Europe (CEE), Managing in China and
Managing in Japan

Module length:
ONE DAY per module

Are you working with colleagues, customers or suppliers from other countries? Are you preparing for an international career? Our modules, taught by a team of experienced professors, will provide you with excellent learning and development opportunities for the management across borders.

Our **International Business Programme** is an English-language Executive Education programme. It is structured in two parts. The first part concentrates on the major challenges of internationalisation. Four modules cover all fundamental questions of going and operating abroad: International Strategy, Intercultural Leadership, International Finance and International Marketing.

Internationalisation takes place in specific countries or regions. In the second part of our International Business Programme, you can acquire knowledge and skills relevant for doing business in specific countries or regions. We offer you a broad range of specialisations: Managing in India, Managing in Central and Eastern Europe (CEE), Managing in China and Managing in Japan.

In addition, credits from our International Business Programme can be transferred to other Executive Education programmes such as the Executive MBA or the General Management Programme.



INTERNATIONAL STRATEGY

If you want to expand internationally, this module is a “must have”. Taught by one of the leading experts in the field, the module is both conceptually insightful and practically helpful.

Before and when going international, one of the major questions is whether the competitive advantage found in the home country can be transferred to other markets. Companies have to develop an appropriate strategy for their business abroad. Which countries are the best choices? What market entry options do exist? When is the right moment to go abroad? Will products and services be offered identically or in a differentiated way? The International Strategy module provides you with an exhaustive framework to answer questions of the highest relevance in today’s globalised world. You will gain profound knowledge and receive input in the form of checklists and tools, helping you to better make and/or understand decisions relating to internationalisation.

“I highly appreciated Professor Schmid’s passion for the topic and his ability to transmit his knowledge and experience to the class.”



Professor

Prof. Dr. Stefan Schmid
Chair of International Management
and Strategic Management

KEY TOPICS

- › Various options for being an international firm
- › Objectives of the international firm
- › The strategy of the international firm – an overview
- › Strategic analysis in an international firm
- › Market entry strategies for international firms
- › Target market strategies for international firms
- › Timing strategies for international firms
- › Allocation strategies for international firms
- › Coordination strategies for international firms
- › Towards a modern perspective for international firms

KEY TAKE-AWAYS

This module:

- › Extends and deepens your knowledge on strategy by focusing on the international dimension
- › Provides you with practical and applicable key frameworks and concepts of international strategy
- › Shows you that international strategy is multi-faceted
- › Helps you to make and understand internationalisation decisions
- › Gives you many examples of firms from different industries and countries

KEY FACTS

Teaching Method

- › Interactive teaching
- › Exercises, debates
- › Individual work, group work and discussions
- › Case studies

Length: **1.5 days**

Language: **English**

Costs and dates: **see overview**

INTERCULTURAL LEADERSHIP

The globalisation of business requires intercultural competence and global leadership capabilities. This module provides participants with the essential know-how and experience which is the indispensable basis for any successful career in an international context.

The dynamic global environment is the context of organisations which are no longer defined by national boundaries. Intercultural interactions have now become a common feature of business life. Understanding and managing these situations is crucial not only for international business, but also for the global careers of individual managers. This module will introduce future managers to the particular challenges of working, managing and leading in a multicultural environment.

KEY TOPICS

- › Introduction to Intercultural Leadership
- › Culture and management
- › Communicating across cultures
- › Cultural synergy, intercultural competence
- › Motivation in an intercultural context
- › Teams in an intercultural context
- › Global leadership and global mindset
- › Key success factors for global careers

KEY TAKE-AWAYS

- › You will understand and discuss cultural values and their impact on management practices
- › You will understand and develop intercultural competence
- › You will understand the basic principles of motivation, leadership, careers and team dynamics in an intercultural environment
- › Finally you will combine all this knowledge and experience for the development of global leadership capabilities

“It was a good approach, aligning theory with individual practice. One of the best courses! Thank you!”

KEY FACTS

Teaching Method

- › Lectures
- › Case discussion
- › Individual and collective presentations, debates, exercises
- › Role play
- › Films



Professor

Prof. Dr. Marion Festing
Chair of Human Resource Management
and Intercultural Leadership

Length: **1.5 days**

Language: **English**

Costs and dates: **see overview**

INTERNATIONAL FINANCE

This module helps participants to develop a first understanding of international finance and is thus beneficial for every manager in a firm with international exposure, not only for financial managers. This module contrasts operational hedges and financial hedging strategies used in managing foreign exchange risk.

Fluctuating exchange rates can affect the competitive position of firms. Companies that export a significant part of their products or services bear the risk of an increasing value of the domestic currency, whereas importers are afraid of decreasing rates. Currency risks, however, not only affect firms that are engaged directly in international trade, but also purely domestic firms (e.g. suppliers). Furthermore, the search for financial funds no longer stops at the water's edge. Consequently, this module seeks to provide a conceptual framework within which the key financial functions of the multinational corporation can be analysed.

“The professors made a difficult subject very interesting – they got the class involved.”



Professors

Prof. Dr. Ulrich Pape
Chair of Finance



Prof. Dr. Houdou Basse Mama
International Financial Markets

KEY TOPICS

- › Foundations of international financial management – rise of the multinational corporation, internationalisation of financial markets and financial management
- › Multinational capital budgeting – capital structure and the cost of capital, international capital budgeting
- › Measuring and managing foreign exchange exposure – forwards, futures, options and swaps

KEY TAKE-AWAYS

- › You will understand the meaning of international financial markets for corporate decision-making in a globalised world
- › You will be able to make international capital budgeting and financing decisions by accounting for political and country risk factors
- › You will understand the economic intuition behind changes in exchange rates through the interplay of interest rates, inflation levels and exchange rates
- › You will be able to discuss the conceptual and managerial analysis of economic exchange exposure

KEY FACTS

Teaching Method

- › Lectures
- › Examples
- › Cases
- › Active discussions with other participants
- › Small exercises in cooperative learning teams

Length: **1.5 days**

Language: **English**

Costs and dates: **see overview**

INTERNATIONAL MARKETING

State-of-the-art insights taken from research and best practice on international marketing helps the marketing decision-maker to acknowledge and harness fully a number of new marketing realities. Consequently, this module provides the current or future marketing manager with the essential skills and knowledge base needed for international marketing success.

Globalisation has developed from a trend into a fact. For marketing in particular, plenty of new opportunities and new challenges have emerged. How are international customers different, what is the best strategic approach to entering new markets and can we continue with our proven marketing practices or do we need to adapt?

KEY TOPICS

- › Marketing realities on a global scale
- › Cultural diversity and its impact on buying and marketing
- › Coordination of marketing activities across country markets
- › Product standardisation vs. price discrimination
- › Best practice insights from a global marketing champion

KEY TAKE-AWAYS

- › You will learn to appreciate opportunities and understand the pitfalls of international marketing
- › You will be able to frame and structure the challenges of and approaches to international marketing
- › You will understand what drives the success of global marketing champions
- › You will be able to define marketing strategies for a global arena
- › You will be able to apply tools to prepare and implement marketing actions across country markets

“Congratulations to Professors Jacob and Wilken! They were great, and the time we spent with them was very interesting. We covered a lot of material and they had a very good teaching approach regarding cases etc.”

KEY FACTS



Professors

Prof. Dr. Frank Jacob
Chair of Marketing



Prof. Dr. Robert Wilken
Chair of International Marketing

Teaching Method

- › Lectures
- › Discussions
- › Case studies
- › Concluding workshop

Length: **1.5 days**

Language: **English**

Costs and dates: **see overview**

MANAGING IN INDIA

This compact one-day module, co-delivered in part by a German and an Indian lecturer, both with working experience in India, will help to make sense of the often contradictory Indian experience and enable you to navigate successfully your way through interactions with Indians.

India is a nation with lots of diversity, and it is vibrant, argumentative and self-confident. In terms of information technology, India is already amongst the best in the world, so the country has therefore become a primary destination for outsourcing services. Strategically, India is seen as a counterweight to China for many industries. Few can dispute its strategic importance, growing middle class and market potential amongst the emerging markets just after China. Whilst linguistically India is thought to be easier to access, its culture is very different from any other and follows its own inner and complex logic.

KEY TOPICS

- › Recent developments in the Indian business context and their implications for European companies
- › Understanding Indian value and belief systems and their impact on business interactions
- › Understanding Indian communication styles and behaviours
- › Building relationships in India
- › Collaborating with Indian partners
- › Leading Indian employees and teams
- › Managing the outsourcing relationship

KEY TAKE-AWAYS

- › Increases your awareness of challenges and opportunities in the Indian business environment
- › Provides you with an understanding of the key aspects of Indian culture and their business implications
- › Gives you a framework with which to interpret Indian communication and behaviours and to avoid traps
- › Shows you practical solutions that help to communicate and interact effectively and get things done
- › You will improve your ability to interact as a leader, colleague or partner
- › You will reflect on the implications for your own role and involvement

“It was an intense learning experience for all the participants and your session, in particular, received very positive feedback. We are sure that your contribution will go a long way towards enriching the wisdom of our participants.”



Professor

Dipl.-Kffr. Claudia Müller
Managing Director of cim consulting

Mrs. Claudia Müller will be joined by
Mrs. Sujata Banerjee for part of the day.

KEY FACTS

Teaching Method

- › Interactive teaching
- › Discussion
- › Exercises and cases
- › Short film sequences
- › Real-life examples from personal experience

Length: **1 day**

Language: **English**

Costs and dates: **see overview**

MANAGING IN CEE

Since 1989 we have witnessed the unification of Europe on the principles of democracy and a market economy. This process is far from its end, and differences between the old EU-15, newcomers and other Central and Eastern Europe countries (CEE) are significant. This module has been designed to understand these differences and to contribute to crafting the right strategy for these markets.

CEE is a target destination for many multinational companies headquartered in Western Europe, USA, Asia, etc. In order to succeed in this region, managers need to understand local specifics originating from different historic, economic and cultural backgrounds. They also need to understand that knowledge transfer from Western countries to CEE has been so successful that CEE has become a cradle of many fast-growing companies, serious competitors and even champions on the global business stage.

KEY TOPICS

- › Economic environment and privatisation in CEE
- › Political, legal and cultural environment in the region
- › Motives for and types of investments in CEE
- › Strategies of foreign investors
- › Main marketing and management challenges for MNCs in the region
- › Impact of the crisis on doing business in the region
- › Case study of an MNC investing in the region (manufacturing and service sector)
- › Case study of a successful local company going global

KEY TAKE-AWAYS

- › Helps you to understand the historical, political and economic development of CEE countries and the consequences of doing business in CEE
- › You will analyse and gain key information on the business environment in the region
- › You will discuss the motivations, strategies and challenges of multinational corporations operating in the region
- › You will learn how to deal with management issues in joint ventures and mergers and acquisitions in CEE

“...more than satisfactory – the professor was very good. It was a great experience to understand the economic progress made by CEE... very different from developed markets like Germany. Prof. Sonia’s welcome and hospitality were very warm. “

KEY FACTS

Teaching Method

- › Lecture
- › Discussion
- › Case study analysis
- › Group work and discussion



Professor

Prof. Dr. Sonia Ferencikova
International Business and Management

Length: **1 day**

Language: **English**

Costs and dates: **see overview**

MANAGING IN JAPAN

A deeper understanding of the Japanese management system helps us to understand that management is culturally rooted and that there is more than one road to success.

Is Japan in, or is Japan out? What is the truth? Is there anything which the Western managers can learn from Japan? Let's face the facts. Japan's economy belongs to the most sophisticated economies in the world. Its global competitiveness has recently deteriorated slightly, but it is still ranked among the Top 10 countries in the world. If we look at the economic performance of Japan since World War II, the rise of its economy has been breathtaking and has been considered a miracle. Part of this success has been due to the specific Japanese management system, which is substantially different from the rest of the world.

“Prof. Dr. Sonnenborn's rich experience, his profound knowledge and the variety of practical examples made the course a highlight in the curriculum.”

KEY TOPICS

- › Cultural diversity in Japan and the interconnection between management and culture
- › The Japanese value system
- › Comparison of management systems
- › Selection of management concepts (Total Quality Management, Kaizen)
- › Competitive conduct of Japanese companies

KEY TAKE-AWAYS

- › You will learn to question different management systems
- › You will understand the cultural context of different management approaches
- › You will be able to evaluate different managerial procedures
- › You will experience that each management culture offers specific advantages for its economic success
- › You will be helped to decide which strategies and tools are appropriate for successful management in this country



Professor

Prof. Dr. Hans-Peter Sonnenborn
International Management

KEY FACTS

Teaching Method

- › Lecture
- › Discussion
- › Group work
- › Presentation

Length: **1 day**

Language: **English**

Costs and dates: **see overview**

MANAGING IN CHINA

This module will provide you with an understanding of key aspects of Chinese culture and their business implications, and it will also help you to interact effectively and get things done.

China has become one of the major strategic development markets worldwide. Nowadays it is more important than ever to work closely with Chinese collaborators, in order to attract and retain local talent and to understand customers intimately in order to further access and to develop market potential. These objectives require a high degree of intercultural competence, for everybody in the organisation who interacts in some way with Chinese colleagues and partners.

KEY TOPICS

- › Recent developments in the Chinese business context and implications for European companies
- › How do the Chinese tick? Value system and manifestations in business
- › Understanding Chinese communication styles and behaviours
- › Building “guanxi” in China
- › Collaborating with Chinese partners
- › Communicating virtually
- › Collaborating with Chinese colleagues: how to get your message across and obtain results
- › Leading Chinese employees: how to generate engagement and performance
- › Building the local organisation: how to align global and local practices

KEY TAKE-AWAYS

- › Increases your awareness of challenges and opportunities in the Chinese business environment
- › Provides you with an understanding of the key aspects of Chinese culture and their business implications
- › Gives you a framework with which to interpret Chinese communication and behaviours and to avoid traps
- › Shows you practical solutions to communicating and interacting effectively and getting things done
- › You will improve your ability to interact as a leader, colleague or partner

“The workshop was extremely informative yet entertaining and tended very well to my individual needs. Mrs. Müller provided lots of personal experience and made the subjects come to life. I came away with very concrete ideas on how to communicate and interact in my future job in China and Hong Kong.”

KEY FACTS

Teaching Method

- › Interactive teaching
- › Discussion
- › Exercises and cases
- › Short film sequences
- › Real-life examples from personal experience



Professor

Dipl.-Kffr. Claudia Müller
Managing Director of cim consulting

Length: **1 day**

Language: **English**

Costs and dates: **see overview**



INTERNATIONAL BUSINESS PROGRAMME

BERLIN

Heubnerweg 8-10
14059 Berlin
Deutschland
T: + 49 30 320 07-0
F: + 49 30 320 07-111
info.de@escpeurope.eu



CONTACT

Laurence Schwer

Manager Executive Education &
Business Development
T: + 49 30 320 07-214
lschwer@escpeurope.eu



Anne Ulbricht

Manager Executive Education
EMBA/GMP/Open Enrolment
T: + 49 30 320 07-176
aulbricht@escpeurope.eu

