

iscte

BUSINESS
SCHOOL



LISBON SUMMER SCHOOL 2021

Table of contents

1. Why Lisbon Summer School?	3
2. About ISCTE Business School	4
3. Provisional Courses for Summer 2021	5
3.1. June Edition	5
3.2. Mid-June Edition	5
3.3. July Edition	5
3.4. Mid-July Edition	5
4. Provisional Schedules.....	6
4.1. June	6
4.2. Mid-June	6
4.3. July	7
4.4. Mid-July.....	7
5. Applications and Fees	8
5.1. Applications.....	8
5.2 Fees	8
6. Accommodation.....	10
7. Courses Syllabus.....	12
7.1. EUROPEAN CROSS-CULTURAL MANAGEMENT (SE01) – JUNE EDITION.....	12
7.2. INNOVATIVE BUSINESS MODELLING (SE02) – MID-JUNE EDITION	14
7.3. CORPORATE NEGOTIATION AND INFLUENCE (SE03) – MID-JUNE	16
7.4. TRENDS IN DIGITAL MARKETING (SE04) – MID-JUNE	18
7.5. HUMANITARIAN ACTION (SE05) – JULY	20
7.6. ETHICS, STRATEGIC CSR AND SUSTAINABLE FINANCE (SE06) - JULY	23
7.7. LEADERSHIP AND STRATEGIC KNOWLEDGE (SE07) - JULY.....	26
7.8. BRAND MANAGEMENT AND MARKETING COMMUNICATIONS (SE08) - JULY.....	29

7.9. ENERGY AND ENVIRONMENTAL ECONOMICS (SE09) - JULY	31
7.10. FIXED INCOME MARKETS (SE10) - JULY	33
7.11. INTERNATIONAL BUSINESS (SE11) – MID-JULY	35
7.12. FINANCIAL RISK MANAGEMENT (SE12) – MID-JULY.....	38
7.13. INNOVATION AND CREATIVITY IN MARKETING (SE13) – MID-JULY	40
7.14. CROSS CULTURAL COMMUNICATION AND NEGOTIATION (SE14) – MID-JULY.....	43
8. Contacts	45

1. Why Lisbon Summer School?

The Summer School Lisbon at ISCTE Business School provides an excellent opportunity to expand and develop your skills whilst getting to know Portuguese History and Culture at the same time.

The programmes are challenging, interesting, of high academic and professional value and are taught by ISCTE Business School highly regarded faculty, supported by visiting professors from top-class universities and the global business community.

In addition to the excellent educational opportunities, you will have the opportunity to discover Portugal's Capital city, its countryside and get in touch with a language that is spoken across four continents.

We will do our best to offer you a wonderful experience.

Message from Director of Summer Schools



"In the world we live, adopting a global perspective, particularly in the fields of Management and Business, has become an absolute necessity. ISCTE Business School wants to play an active role by offering programmes aimed at an international audience and by promoting the exchange of students and staff. We believe that this exchange contributes to the personal, cultural and professional enrichment of the ones involved, leads to a more capable university and also, through the increased mutual understanding, to a better world... to live in.

I wish you a fantastic summer school experience!"

António Robalo

2. About ISCTE Business School

ISCTE Business School traces its origins back to the earlier department of management sciences, created in 1972. The school is recognized for its excellence in learning and research, international and multicultural environment, and the solid connection to the business world that it offers our exceptional graduates, leadership entrepreneurship and innovation.

IBS has approximately 170 teachers (134.98 FTE) distributed throughout its six Departments: Accounting, Economics, Finance, Marketing, Operations and Management, Quantitative Methods for Management and Economics, and Human Resources and Organizational Behavior.

IBS currently has about 8% of foreign students enrolled in Undergraduate Programmes and 16% enrolled in the Masters Programmes. It has the largest exchange programme in Portugal, receiving annually about 280 students and sending 200 students to study abroad. Under the summer school programmes, IBS welcomes more than 250 students from 35 countries.

More than 3,200 students are currently enrolled in the 7 Undergraduate Programmes and 17 Masters Programmes offered by the school.

IBS is one of four schools that constitute University ISCTE-IUL, along with the School of Sociology and Public Policy, School of Social Sciences and Humanities and the School of Technology and Architecture.

3. Provisional Courses for Summer 2021

3.1. June Edition

From May 30th to June 10th

- SE01 - EUROPEAN CROSS-CULTURAL MANAGEMENT

3.2. Mid-June Edition

From June 13th to July 3rd

- SE02 - INNOVATIVE BUSINESS MODELLING
- SE03 - CORPORATE NEGOTIATION AND INFLUENCE
- SE04 - TRENDS IN DIGITAL MARKETING

3.3. July Edition

From July 4th to July 24th

- SE05 - HUMANITARIAN ACTION
- SE06 - ETHICS, STRATEGIC CSR AND SUSTAINABLE FINANCE
- SE07 - LEADERSHIP AND STRATEGIC KNOWLEDGE
- SE08 - BRAND MANAGEMENT AND MARKETING COMMUNICATIONS
- SE09 - ENERGY AND ENVIRONMENTAL ECONOMICS
- SE10 - FIXED INCOME MARKETS

3.4. Mid-July Edition

From July 25th to August 12th

- SE11 - INTERNATIONAL BUSINESS
- SE12 - FINANCIAL RISK MANAGEMENT
- SE13 - INNOVATION AND CREATIVITY IN MARKETING
- SE14 - CROSS CULTURAL COMMUNICATION AND NEGOTIATION

Note: All courses are worth 6 ECTS credits (except European Cross-Cultural Management which is worth 3 ECTS).

Note 2: For 2021, it will be possible for the students to choose to attend the course on campus or online. Due to the times of uncertainty that we are still living, the campus mode will be confirmed later on.

4. Provisional Schedules

4.1. June

Hour/Day	June							
	May 31 Monday	June 1 Tuesday	June 2 Wednesday	June 3 Thursday	June 4 Friday	June 5 Saturday	June 6 Sunday	
09:30 - 10:50	Welcome Session + Welcome Lunch	SE01	SE01	Holiday	SE01	Weekend		
11:10 - 12.30								
13:30 - 14:30	SE01							
14:15 - 15:30								
Hour/Day	June							
	June 7 Monday	June 8 Tuesday	June 9 Wednesday	June 10 Thursday				
09:30 - 10:50	SE01	SE01	SE01	Departure				
11:10 - 12.30								
20:00 - 23:00			Farewell Dinner					

Arrival day: May 30th

4.2. Mid-June

Hour/Day	June							
	14 Monday	15 Tuesday	16 Wednesday	17 Thursday	18 Friday	19 Saturday	20 Sunday	
09:30 - 10:50	Welcome Session + Welcome Lunch	SE02 & SE03	SE02 & SE03	SE02 & SE03	SE02 & SE03	Weekend		
11:10 - 12.30								
13:30 - 14:50	PT History and Culture	SE04	SE04	SE04	SE04			
15:10 - 16:30								PT Language Course
Hour/Day	June							
	21 Monday	22 Tuesday	23 Wednesday	24 Thursday	25 Friday	26 Saturday	27 Sunday	
09:30 - 10:50	SE02 & SE03	SE02 & SE03	SE02 & SE03	SE02 & SE03	Long Weekend			
11:10 - 12.30								
13:30 - 14:50	SE04	SE04	SE04	SE04				
15:10 - 16:30								
Hour/Day	June			July				
	28 Monday	29 Tuesday	30 Wednesday	1 Thursday	2 Friday	3 Saturday		
09:30 - 10:50	SE02 & SE03	SE02 & SE03	SE02 & SE03	SE02 & SE03	Company Visit	Departure		
11:10 - 12.30								
13:30 - 14:50	SE04	SE04	SE04	SE04				
15:10 - 16:30								
20:00 - 23:00					Farewell Dinner			

Arrival day: June 13th

4.3. July

Hour/Day	July						
	5 Monday	6 Tuesday	7 Wednesday	8 Thursday	9 Friday	10 Saturday	11 Sunday
09:30 - 10:50	Welcome Session + Welcome Lunch	SE05, SE06, SE07 & SE08	Belém	Sintra			
11:10 - 12:30							
13:30 - 14:50	PT History and Culture	SE09 & SE10	SE09 & SE10	SE09 & SE10	SE09 & SE10		
15:10 - 16:30	PT Language Course						
Hour/Day	July						
	12 Monday	13 Tuesday	14 Wednesday	15 Thursday	16 Friday	17 Saturday	18 Sunday
09:30 - 10:50	SE05, SE06, SE07 & SE08	SE05, SE06, SE07 & SE08	SE05, SE06, SE07 & SE08	SE05, SE06, SE07 & SE08	Long Weekend		
11:10 - 12:30							
13:30 - 14:50	SE09 & SE10	SE09 & SE10	SE09 & SE10	SE09 & SE10			
15:10 - 16:30							
Hour/Day	July						
	19 Monday	20 Tuesday	21 Wednesday	22 Thursday	23 Friday	24 Saturday	25 Sunday
09:30 - 10:50	SE05, SE06, SE07 & SE08	SE05, SE06, SE07 & SE08	SE05, SE06, SE07 & SE08	SE05, SE06, SE07 & SE08	Company Visit	✈️ Departure	
11:10 - 12:30							
13:30 - 14:50	SE09 & SE10	SE09 & SE10	SE09 & SE10	SE09 & SE10			
15:10 - 16:30							
20:00 - 23:00					Farewell Dinner		

Arrival day: July 4th

4.4. Mid-July

Hour/Day	July						August
	26 Monday	27 Tuesday	28 Wednesday	29 Thursday	30 Friday	31 Saturday	1 Sunday
09:30 - 10:50	Welcome Session + Welcome Lunch	SE11, SE12 & SE13	SE11, SE12 & SE13	SE11, SE12 & SE13	SE11, SE12 & SE13 (ends at 12:30)	Weekend	
11:10 - 13:00							
13:30 - 14:50	PT History and Culture	SE14	SE14	SE14	SE14 (ends at 16:30)		
15:10 - 17:00	PT Language Course						
Hour/Day	August						
	2 Monday	3 Tuesday	4 Wednesday	5 Thursday	6 Friday	7 Saturday	8 Sunday
09:30 - 10:50	SE11, SE12 & SE13 (ends at 12:30)	Classes (ends at 13:00)	Classes (ends at 13:00)	Classes (ends at 13:00)	SE11, SE12 & SE13 (ends at 12:30)	Weekend	
11:10 - 13:00							
13:30 - 14:50	SE14 (ends at 16:30)	SE14	SE14	SE14	SE14 (ends at 16:30)		
15:10 - 17:00							
Hour/Day	August						
	9 Monday	10 Tuesday	11 Wednesday	12 Thursday			
09:30 - 10:50	SE11, SE12 & SE13	SE11, SE12 & SE13	Company Visit	✈️ Departure			
11:10 - 12:30							
13:30 - 14:50	SE14	SE14					
15:10 - 16:30							
20:00 - 23:00			Farewell Dinner				

Arrival day: July 25th

5. Applications and Fees

5.1. Applications

1st Phase: Application through the [online form](#). This phase will end in April.

2nd Phase: Formal registration in the university's platform [Fénix](#) and the course payment fee. This phase will start in May.

Each course has a limited number of places available, so it is advisable to apply as soon as possible.

After applying you will get an answer with the provisional acceptance.

Note: If the 1st phase is already closed, please send us an e-mail to short-terms.ibs@iscte-iul.pt requesting the *Application Guidebook*.

5.2 Fees

6 ECTS Courses

	On campus	Online
Students from Iscte partner universities	1 000€	700 €
Students from non-partner universities (outside Portugal)	1 150€	700 €

3 ECTS Courses

	On campus	Online
Students from Iscte partner universities	450 €	350 €
Students from non-partner universities (outside Portugal)	550€	350 €

The programme on campus fee includes:

- Tuition;
- Course materials;
- Team-building event;
- Use of the library, PC labs and Iscte facilities;
- Public transportation card in Lisbon;
- Airport pick-up service (using public transportation);
- Welcome lunch and farewell session,
- Transcript of Records or Certificate of attendance (in case the student does not complete the course with success).

Leisure activities, such as visits to museums and trips outside Lisbon, are not included in this fee and are paid upon arrival in Lisbon.

The programme online fee includes:

- Tuition;
- Course Materials;
- Transcript of Records or Certificate of attendance
- Welcome Session (virtual).

5.2.1. Payment

After being accepted, during the **2nd phase**, the total amount (tuition fee and lodging if arranged by us) has to be transferred within the specified deadline.

Please note any bank fees charged within the bank transfer will be borne by the student.

5.2.2. Cancellation Policy

In case of dropping out after the payment has been done, we apply the following policy:

- Cancellation until the beginning of the course - 200€ will be retained by Iscte
- Cancellation after the beginning of the course - no reimbursement

Any bank fees charged within the reimbursement will be borne by the student.

6. Accommodation

The University Residence Professor José Pinto Peixoto is located at Pátio das Comendadeiras – Calçada da Cruz da Pedra, at Mosteiro de Santos-o-Novo.

This area is served by buses that pass by the central areas of Lisbon, such as Terreiro do Paço, Marquês de Pombal, Rato and Saldanha.

In the vicinity of the Residence, there are also two supermarkets (LIDL and Pingo Doce) and two pharmacies (LIDL and Santa Apolónia).

Room type: Triple room with private WC – 250€ (due to the covid-19 pandemic, currently the rooms are being occupied only by two persons)

Common areas and services: The Residence has a laundry room, a lounge area with a TV, a game room, a kitchen, a dining room, a study room and Internet available in all the rooms.

Functioning: The Residence operates during all 12 months of the year. Cleaning service is offered only in the common areas.

Students may enter and exit the Residence at any time.



Applications for Accommodation

When applying in the fénix platform (**2nd phase**) you have the option of choosing a room in a University dormitory.

Subject to availability of places, the request is accepted on a first-come first-served basis.

Note: In case of no availability of places in a student's dormitory or if you choose to arrange accommodation by yourself, we can help with information about lodging in Lisbon.

7. Courses Syllabus

7.1. EUROPEAN CROSS-CULTURAL MANAGEMENT (SE01) – JUNE EDITION

Lectures:



Professor António Robalo

- Full professor at Iscte Business School;
- Associate Dean for International Affairs;
- Extensive experience lecturing topics of cross-cultural management in many different countries of the world.

Course Structure:

Target: Bachelor and Master students

ECTS: 3

Pre- requisites: None

Objectives:

Improve the cultural intelligence of students and enhance their understanding of the high variety of European cultures.

The learning goals are:

- To understand key influences of culture in management and organizational behaviour;
- To enhance students intercultural competence to efficiently interact and communicate across Europe.

Programme:

1. The importance of Culture.
2. Dimensions of national culture. Hofstede and Globe Project
3. Cultures of Europe. Clustering
4. Communication and negotiation in Europe

Assessment:

The evaluation is based on the following components and respective weights:

- Class participation and attendance 20%
- Assignments 30%
- Individual test: 50%

This global grading system requires a rate of attendance to classes of at least 80%. If inferior to 80%, the student will fail the course.

Teaching Method:

The learning-teaching methodologies combine expositional and participative components.

The class format is interactive, and students are expected to prepare and work out the assignments and, in addition, do the required readings.

The active participation of students is much appreciated in order to create an exciting class environment. The sharing of own experiences, ideas, knowledge and thoughtful comments is the finest ingredient for an interesting learning experience.

References:

The students will be provided at the beginning of the Summer School with a **Course Reading Packet** consisting of articles, various texts and case studies.

Recommend references:

- Sakwa, Richard and Stevens, Anne - Contemporary Europe, Palgrave Foundations, 2006
- Hofstede, Geert, Hofstede, Gert, Minkov, Michael - Cultures and Organizations: Software of the Mind, McGraw-Hill, 2010 (3rd Ed)
- Gesteland, Richard - Cross-Cultural Business Behaviour Copenhagen Business School Press, 2005 (4th Ed)
- House et al - Understanding cultures and implicit leadership theories across the globe: an introduction to project GLOBE - Journal of World Business, 2002 V.37 p. 3-10

7.2. INNOVATIVE BUSINESS MODELLING (SE02) – MID-JUNE EDITION

Lectures:



Professor Renato Pereira

- PhD Management Science, Université Paris Dauphine;
- Extensive Professional experience teaching this subject;
- Guest professor of Management at ISCTE Business School;
- Specialization area in Innovation & Entrepreneurship.

Course Structure:

Target: Bachelor and Master students

ECTS: 6

Pre- requisites: None

Objectives:

Through the use of the most robust and updated techniques, and in an interactive, dynamic, and creative environment, participants will be challenged to:

- identify a business opportunity;
- design an innovative business model for it;
- highlight the strategic change generated by the business model;
- conduct a straight-forward financial valuation of the foreseen innovation;
- pitch their outcome to colleagues and guest specialists.

Programme:

1. Identifying Business Opportunities
2. Designing Tools for Innovative Business Models
3. Using Business Modelling to Create Strategic Change
4. Emerging Technologies and Innovative Business Models
5. Fundamentals of Financial Valuation of an Innovation

Assessment:

The evaluation is based on the following components and respective weights:

- Group presentation – 40%
- Individual written test – 40%
- Class participation – 20%

This global grading system requires a rate of attendance to classes of at least 80%. If inferior to 80%, the student will fail the course.

Teaching Method:

Understanding the concept and learn how to correctly use business modelling techniques is a complex process. A structured approach to present this, combined with in-depth practical application, can be invaluable to assist students to learn and benefit from classes.

References:

The students will be provided at the beginning of the Summer School with a **Course Reading Packet** consisting of articles, various texts and case studies.

Recommend references:

- Afuah, A. 2014. Business Model Innovation: Concepts, Analysis, and Cases. Routledge.
- Kaplan, S. 2012. The Business Model Innovation Factory: How to Stay Relevant When The World is Changing. Willey and Sons, Inc.
- Osterwalder, A. Pigneur, Y. 2010. Business Model Generation: A Handbook for Visionaries, Gamechangers, and Challengers. Willey and Sons, Inc. - www.strategyzer.com

7.3. CORPORATE NEGOTIATION AND INFLUENCE (SE03) – MID-JUNE

Lectures:



Professor Pedro Falcão

- PhD in Management (Negotiation), ISCTE-IUL;
- MBA Harvard University Specialization area: Negotiation.

Course Structure:

Target: Bachelor students

ECTS: 6

Pre- requisites: None

Objectives:

The main purpose of this course is to enable students to better understand and use negotiation and influence to achieve goals in corporate contexts.

At the end of the course, the participants will manage the concepts and basic elements of negotiation and influence in intra-organizational and inter-organizational contexts; identify and know how to manage the negotiation steps in a win-win perspective To acknowledge and explore corporate cooperation opportunities; and to identify and use negotiation and influence tactics.

Programme:

1. Negotiation and influence: main concepts and elements;
2. Strategic Approaches to Negotiation;
3. Negotiation main win-win steps;
4. Negotiation and influence impacts on corporate strategy;
5. Co-opetition and corporate cooperation opportunities;
6. Negotiation and Influence tactics.

Assessment:

The evaluation is based on the following components and respective weights:

- Group project – 50%
- Exam – 40%
- Class participation and attendance – 10%

This global grading system requires a rate of attendance to classes of at least 80%. If inferior to 80%, the student will fail the course.

Teaching Method:

This programme will be based on very participative classes in order to infuse reality into the classroom experience and give students practice in sharing their own views.

References:

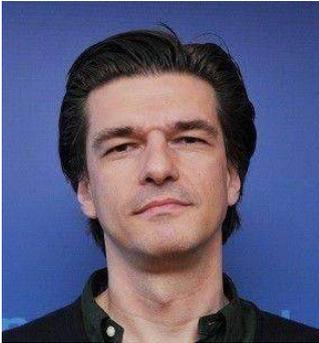
- Slides from classes
- Papers and articles (supplied before the classes)

Recommend references:

- Brandenburger, A., Nalebuff, B (2009). Right Game: Use Game Theory to Shape Strategy. Harvard Business Press.
- Thompson, L. (2014). The Mind and Heart of the Negotiator, Global Edition. Pearson

7.4. TRENDS IN DIGITAL MARKETING (SE04) – MID-JUNE

Lectures:



Professor João Faria Gomes

- Guest professor at Iscte Business School;
- MA in Management at Universidade Católica, Lisboa.



Professor Daniela Langaro

- Guest professor in marketing at Iscte;
- Professor at Vlerick Business School;
- PHD in Marketing (Iscte Business School/Portugal);
- MA in Business Administration (FGV-SP/Brazil).

Course Structure:

Target: Bachelor and Master students

ECTS: 6

Pre- requisites: None

Objectives:

At the end of this course, students should:

- Understand scope of Digital Marketing;
- Understand how to co-ordinate Business Strategy with Digital Marketing;
- Understand the available digital marketing tools and how to use them in a creative way.

Programme:

PC1 – Digital marketing overview:

Brand management fundamental concepts

Co-ordination between brand strategy and digital marketing

Types of strategies

PC2 – Strategies and Digital marketing tools applied to:

Communities

Publishing and advertising

Entertainment

Commerce

PC3 – Final project

Assessment:

The evaluation is based on the following components and respective weights:

- Final project – 45%
- Individual Project – 40%
- Class participation – 15%

This global grading system requires a rate of attendance to classes of at least 80%. If inferior to 80%, the student will fail the course.

Teaching Method:

Classes have a theoretical and practical content.

Most subjects are presented through small cases and short exercises, some of these cases are solved using Excel spreadsheets.

References:

- Chaffey, D and Ellis-Chadwick, F. (2012) Digital Marketing: Strategy, Implementation and Practice, Pearsons, 5ª Edição.
- Tuten, T. and Solomon, M.R. (2015) Social Media Marketing. Sage Publications.
- Laudon, K.C. and Traver, C.G. (2014). E-commerce Essentials. Prentice Hall.

7.5. HUMANITARIAN ACTION (SE05) – JULY

Coordinators:



Professor Ana Lúcia Martins

- PhD in Management, with specialisation in Operations Management



Professor Annelien Groten

- PhD researcher in Anthropology with emphasis on Humanitarianism;
- Specialists will teach this course in each of the different topics covered.

Course Structure:

Target: Bachelor and Master students

ECTS: 6

Pre- requisites: None

Objectives:

This course seeks to provide its participants with general knowledge about action in situations of humanitarian support, with special focus on the capacity for reflection and identification of techniques and methods that are applicable in a humanitarian context. This curricular unit seeks to enable students to have an inclusive and multidisciplinary vision of the challenges of humanitarian action. It is intended that this module work with the direct and active involvement of the participants.

Programme:

1. Introduction to Humanitarianism: fundamentals and challenges
2. Human Rights and Legal Dimensions in Humanitarian Action
3. Social Sciences and Humanitarian Action
4. International Politics and Geopolitics
5. Migrations and Refugees
6. Management in Humanitarian Action
7. Information Systems in Humanitarian Action

Assessment:

The evaluation is based on the following components and respective weights:

- Final Exam – 70%
- Class participation – 30%

This global grading system requires a rate of attendance to classes of at least 80%. If inferior to 80%, the student will fail the course.

Teaching Method:

The course is composed of several speciality topics, each taught by a specialist in the area, either from ISCTE or from the field. Classes are composed of a brief presentation of topics, followed by a discussion of cases or exercises.

References:

The students will be provided at the beginning of the Summer School with a **Course Reading Packet** consisting of articles, various texts and case studies.

Recommended readings:

- Agier, M. (2011). *Managing the Undesirables: Refugee Camps and Humanitarian Government*. Polity Press.
- Agier, M. (2008). *On the Margins of the World: The Refugee Experience Today*. Cambridge, Polity Press.

- Giustiniani, F.Z., Sommaro, E. (2018). Routledge Handbook of Human Rights and Disasters. Routledge.
- MacGinty, R. & Peterson, J. H. (2015). The Routledge companion to humanitarian action. Routledge.
- Mackintosh, K. (2000). The Principles of Humanitarian Action in International Law. Humanitarian Policy Group.
- OECD (2009). Better Aid Managing Aid Practices of DAC Member Countries: practices of DAC Member Countries. OECD Publishing
- Ahmad, A., Smith, J. (2018). Humanitarian Action and Ethics. Zed Books.
- Fassin, D. (2011). Humanitarian Reason: a moral history of the present. University of California Press.
- OCHA (ND). OCHA on message: humanitarian principles. OCHA.
- United Nations (1992). Resolution 46/182. available at: <http://www.un.org/documents/ga/res/46/a46r182.htm>

7.6. ETHICS, STRATEGIC CSR AND SUSTAINABLE FINANCE (SE06) - JULY

Lectures:



Professor Ana Simaens

- Assistant Professor at Iscte Business School;
- Academic and research interests: Sustainability, Ethics and Social responsibility, Strategy, Social economy.



Professor Dieter Vanwalleghem

- Assistant Professor at Rennes School of Business;
- Academic and research interests: Social Finance, Social Entrepreneurship, Impact investing, Corporate social responsibility, and Social economics.

Course Structure:

Target: Master students

ECTS: 6

Pre- requisites: None

Objectives:

This course seeks to train students with general knowledge in ethics, strategic corporate social responsibility (CSR) and sustainability, focussing in particular on finance and the challenges that companies face at local and global levels. Financial markets play a role of unprecedented importance in today's globalized economy. Not only are the highest ethical standards therefore required from finance professionals but by considering environmental and social impact in investment analysis, finance has the capacity to allocate financial resources to more environmentally and socially sustainable products and services. The aim is also to enable students to know and be able to discuss the main perspectives and their evolution of the concepts addressed, to critically evaluate and comment on specific problems and cases, while seeking creative solutions related to these crucial issues today.

At the end of this course, students should:

- Identify and rationally debate ethical issues in management in general and in finance in particular
- Demonstrate an understanding of the scope of strategic CSR and sustainability issues
- Recognize that multiple, often conflicting, viewpoints and trade-offs exist around strategic CSR and sustainability issues
- Critically analyze ethical and sustainable finance
- Analyzing environmental and social impact and its integration in investment analysis
- Develop a critical and sophisticated understanding of the complex issues confronting global and local leaders.

Programme:

1. Basic Terminology
2. Philosophy of ethics, psychological underpinnings of ethical decision making
3. Sustainability, Circular Economy and the Sustainable Development Goals
4. Strategic Corporate Social Responsibility
5. Ethical and sustainable finance and impact investing
6. The Future: our role and commitment

Assessment:

The evaluation is based on the following components and respective weights:

- Group Assignment – 50%
- Exam – 50%

This global grading system requires a rate of attendance to classes of at least 80%. If inferior to 80%, the student will fail the course.

Teaching Method:

The pedagogical method emphasizes active and interactive learning, including a play-based methodology where learning will be made through playing tools and methods. This will help creating self-awareness, engaging students, and stimulating creativity. The teaching learning

methodologies aim at the development of the students, promoting autonomy in the search for solutions to identified problems.

References:

Basics:

- Chandler, David (2016). Strategic Corporate Social Responsibility, 4th, Sage
- Schoenmaker, D., & Schramade, W. (2018). Principles of Sustainable Finance. Oxford University Press.

Additional:

- Bansal, P., & Song, H. (2017). Similar But Not the Same: Differentiating Corporate Sustainability from Corporate Responsibility. *Academy of Management Annals* (11)1, pp. 105-149
- Engert, S., Rauter, R., & Baumgartner, R. J. (2016). Exploring the integration of corporate sustainability into strategic management: a literature review. *Journal of Cleaner Production*, 112, 2833-2850.
- Geissdoerfer, M., Savaget, P., Bocken, N.M.P., & Hultink, E.J. (2017). The Circular Economy e A new sustainability paradigm? *Journal of Cleaner Production* (143) pp. 757-768
- Giovannoni, E., & Fabietti, G. (2013). What Is Sustainability? A Review of the Concept and Its Applications. In C. Busco, M. L. Frigo, A. Riccaboni & P. Quattrone (Eds.), *Integrated Reporting* (pp. 21-40): Springer International Publishing
- Korhonen, J., Honkasalo, A., Seppälä, J. (2018). Circular Economy: The Concept and its Limitations. *Ecological Economics* (143) pp. 37-46
- Schramade, W. (2016). Bridging sustainability and finance: The value driver adjustment approach. *Journal of Applied Corporate Finance*, 28(2), 17-28.
- Steffen, W., Richardson, K., Rockström, J., Cornell, S. E., Fetzer, I., Bennett, E. M., ... & Folke, C. (2015). Planetary boundaries: Guiding human development on a changing planet. *Science*, 347(6223).

7.7. LEADERSHIP AND STRATEGIC KNOWLEDGE (SE07) - JULY

Lectures:



Professor Alexandra Fernandes

- PhD in Management, Iscte
- Assistant professor at Iscte
- Specialization in Knowledge Management and Health Management.



Professor António Vieira da Silva

- International Business Advisor;
- Invited Associate Professor at Iscte
- Academic background in Business Administration, at Universidade Católica, Portugal.

Course Structure:

Target: Bachelor and Master students

ECTS: 6

Pre- requisites: None

Objectives:

This programme focuses on how students become effective knowledge agents by addressing the importance of leadership, knowledge management and innovation.

At the end students are expected to:

- Discuss the knowledge society and economy
- Understand the concept and the nature of organizational knowledge
- Learn about Knowledge Management
- Discuss the relationship between strategic knowledge management and innovation
- Understand The case for change – Aspiration; Anticipation; Desperation

- Differentiate Leadership Theories (Traits Theory; Great Events Theory; Situational Leadership; Transactional Leadership; Transformational Leadership)
- The Leadership Styles (Daniel Goleman) - Leadership that gets results (how to use the different styles for effective leadership)
- The eight-stage process of creating major change (Phillip Kotler)

Programme:

1. Knowledge in the global world
2. Nature of organizational knowledge
3. Nonaka's Model
4. Closed and open innovation
5. The case for change
6. Personal leadership
7. Process to create major change
8. Leading Change in organizations

Assessment:

The evaluation is based on the following components and respective weights:

- Attendance and participation – 40%
- Final test (closed book for topic 1 and open book for topic 2) – 60%

This global grading system requires a rate of attendance to classes of at least 80%. If inferior to 80%, the student will fail the course.

Teaching Method:

This programme will be based on very participative classes in order to infuse reality into the classroom experience and give students practice in sharing their own views.

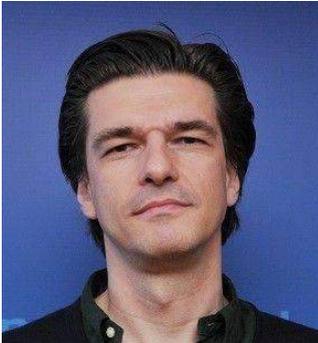
References:

The students will be provided at the beginning of the Summer School with a **Course Reading Packet** consisting of articles and papers.

- Blanchard, K. Zigarmi, P. and Zigarmi D. (1986) Leadership and the One Minute Manager: Increasing Effectiveness through Situational Leadership. New York: Marrow
- Chesbrough, H., (2003). Open Innovation - The new imperative for creating and profiting from technology. MA: Harvard Business School Press
- Covey, Stephen R. (1989) The Seven Habits of Highly Effective People. Free Press
- Davenport, T.; Prusak, L. (2000). Working Knowledge. Cambridge, MA: Harvard Business School Press.
- Geler, J. and Downe, S. (2007) A Salute to Universal DISC Behavioral Model. Persolog.
- Goleman, Daniel (2000) Leadership That Gets Results. Harvard Business Review March/April Edition pg.2-17
- Hackman, J. and Wageman R. (2005) A Theory of Team Coaching. Academy of Management Review Vol.30, n.º2, pg.269-287
- Hersey, P. (1984) The Situational Leader. Escondido, CA: Center for Leadership Studies
- Nonaka, I., and Takeuchi, H. (1995). The Knowledge Creating Company: How Japanese Companies Create the Dynamics of Innovation . Oxford: Oxford University Press.
- Tichy, Noel M. with Eli Cohen (2002) The Leadership Engine. HarperBusiness Essentials.

7.8. BRAND MANAGEMENT AND MARKETING COMMUNICATIONS (SE08) - JULY

Lectures:



Professor João Faria Gomes

- Guest professor at Iscte Business School;
- MA in Management at Universidade Católica, Lisboa.

Course Structure:

Target: Bachelor and Master students

ECTS: 6

Pre- requisites: None

Objectives:

This course aims to combine a perspective of brand management and marketing communications with a strong practical focus, reflected on an extensive scrutiny of contemporary cases, across a variety of sectors and geographies.

At the end of the course, students should be able to:

- Understand brand fundamentals, brand management scope and identify characteristics of leading brands
- Understand and develop brand strategy elements, co-ordinated with business strategy
- Understand how to co-ordinate brand strategy with brand expression, marketing communications, applications development and implementation.

Programme:

1. Brand Fundamentals
2. Brand Management – strategy:
 - Stage 1 – Understanding
 - Stage 2 – Brand Idea

Stage 3 – Expression

3. Brand Management – operational:

Stage 4 – Applications

Stage 5 – Implementation

Marketing Communication

4. Project

Assessment:

The evaluation is based on the following components and respective weights:

- Final Group Project 50%
- Individual Project 30%
- Participation 20%

This global grading system requires a rate of attendance to classes of at least 80%. If inferior to 80%, the student will fail the course.

Teaching Method:

Classes have a theoretical and practical content.

Most subjects are presented through small cases and short exercises, some of these cases are solved using Excel spreadsheets.

References:

- Fill, Chris (2002) Marketing Communications – Contexts, Strategies and Applications. Essex, Prentice Hall.
- Olins, Wally (2008) Wally Olins: The Brand Handbook Thames & Hudson.
- Tannenbaum, S. and Lauterborn, R. (1994) The New Marketing Paradigm – Integrated Marketing Communications.

7.9. ENERGY AND ENVIRONMENTAL ECONOMICS (SE09) - JULY

Lectures:



Professor Mónica Meireles

- PhD in Economics, FEP – Faculty of Economics of the University of Porto, Portugal.
- Position at Iscte: Assistant Professor, Vice-Director of the Department of Economics at Iscte Business School
- Co-founder member of APEEN – the Portuguese Association of IAEE.
- Specialization area: Energy and Environmental Economics.

Course Structure:

Target: Bachelor and Master students

ECTS: 6

Pre- requisites: Microeconomics and Basic Concepts of Finance

Objectives:

The main purpose of this course is to provide students with theoretical and empirical knowledge on energy and environmental economics that will enable them to understand and take action.

At the end of the course, students should be able to:

- Develop a comprehensive overview of the main challenges facing the energy sector, together with a detailed analysis of the main policy issues.
- Review worldwide relevant regulatory experiences in the energy sector, including recent competition policy cases.
- Provide a deep understanding of the main recent concepts and tools regarding the performance of energy markets.
- Recognize the role of energy financial markets and learn with experts in the field.
- Understand the role and challenges of renewable energy sources for sustainable development.

Programme:

1. Energy and Environmental Economics

2. Renewable Energy
3. Fossil Fuels and other energy sources
4. Energy Finance and Markets
5. Regulation and Competition in Energy Markets
6. Energy and Sustainability
7. Electric Mobility

Assessment:

The evaluation is based on the following components and respective weights:

- Class participation and attendance: 10%
- Group project: 40%
- Exam: 50%

This global grading system requires a rate of attendance to classes of at least 80%. If inferior to 80%, the student will fail the course.

Teaching Method:

Students are encouraged to participate actively in class discussions. The teaching methodology includes (a) lectures, (b) discussions, (c) case studies, (d) experts seminars and (e) participation in class. Students will have the opportunity to meet regulatory institutions in Portugal, visit energy facilities and talk with experts in the financial trading market.

References:

- Bhattacharyya, Subhes C. (2011), Energy Economics: Concepts, Issues, Markets and Governance, Springer-Verlag, London Limited.
- Jorgenson, Dale W. (1998). Energy, the Environment and Economic Growth. Cambridge: MIT Press.
- Schwarz, Peter M. (2018), Energy Economics, Routledge, 406 pages | 71 B/W Illus.
- Tietenberg, Tom and Lewis, Lynne (2018), Environmental and Natural Resource Economics, 11th Edition, Routledge, 558 pages | 58 B/W Illus.
- Benth, Fred Espen, Kholodnyi, Valery A., Laurence, Peter (Eds.) (2014), Quantitative Energy Finance: Modeling, Pricing and Hedging in Energy and Commodity Markets, Springer.

7.10. FIXED INCOME MARKETS (SE10) - JULY

Lectures:



Professor João Sobral do Rosário

- Department of Finance at Iscte;
- PHD in Economics, University of California Santa Barbara

Course Structure:

Target: Bachelor and Master students

ECTS: 6

Pre- requisites: None

Objectives:

The main purpose of this course is to enable students to understand the mechanisms of the bond markets, use immunization strategies and use curve fitting techniques.

At the end of the course, the students will be able to:

- Value and formulate a trading decision for a bond
- Compute the rate of return of an investment in the bond market.
- Implement immunization strategies.
- Estimate and interpret a yield curve.

Programme:

1. The bond market: Concepts and characteristics.
2. Spot rates, forward rates, and discount factors.
3. Fair value and trading rules: Fixed versus floating rate bonds.
4. Rates of return: Yield to maturity and realized rate of return.
5. Rating and credit risk.
6. Volatility, duration and convexity.
7. Immunization: Single period immunization; Multi-period immunization.

8. Estimation of the yield curve: Bootstrap in the Money-Market; Nelson-Siegel.**Assessment:**

The evaluation is based on the following components and respective weights:

- Group Project: 30%;
- Final Exam: 70%

This global grading system requires a rate of attendance to classes of at least 80%. If inferior to 80%, the student will fail the course.

Teaching Method:

- Lecture Slides
- Other papers and news articles (supplied before classes)

References:

- Fabozzi, F. J. (2015), Bond Markets, Analysis and Strategies, 9th edition, Pearson.
- Martellini, L., Priaulet, P. e Priaulet, S. (2003), Fixed-Income Securities: Valuation, Risk Management and Portfolio Strategies, John Wiley & Sons.
- Saunders, A. e Cornett, M. M. (2008), Financial Institutions Management: A Risk Management Approach, 6th edition, Irwin/McGraw-Hill, Chapters 7, 8, 9 and 24.
- Tuckman, B. (2002), Fixed Income Securities: Tools for Today`s Markets, 2nd edition, John Wiley & Sons.

7.11. INTERNATIONAL BUSINESS (SE11) – MID-JULY

Lectures:



Professor José Paulo Esperança

- Full professor at Iscte;
- President of AUDAX.

Course Structure:

Target: Bachelor and Master students

ECTS: 6

Pre- requisites: None

Objectives:

These are challenging times for international business. Barriers to trade and FDI are on the rise. However, the benefits for corporations.

In this course, the students must learn how to identify the main opportunities and risks brought by foreign markets entry, both in the framework of decision making and search for research topics in this field.

Programme:

1. Globalization (diplomatic, political and security view).
2. Transaction costs and International Business. Types of MNEs.
3. The environment and specificity of international business.
4. Internationalization strategies: configuration versus coordination. Control and coordination in International Business.
5. Entry modes –design of entry strategies: exporting, licensing, cooperation and strategic alliances.
6. Evaluation of innovation and internationalization in SMEs. Born globals
7. Foreign direct investment: international joint ventures, acquisitions, greenfield investments. Feasibility study. The importance of location.

8. Host country evaluation, Industry structure analysis, Company resources and capabilities as sources of competitive advantage.
9. The internationalization plan: key tool for doing business abroad.
10. New trends in IB. New versus traditional MNEs. Retreat versus adaptation.

Assessment:

The evaluation is based on the following components and respective weights:

- Tests 75%
- Class Participation 25%;

This global grading system requires a rate of attendance to classes of at least 80%. If inferior to 80%, the student will fail the course.

Teaching Method:

The course is based on an overview of the main theoretical foundations of international business and of globalization trends, coupled with illustrations and examples of successful internalization strategies. To contribute to the acquisition of these skills, the following learning methodologies will be used:

1. Expository, including the presentation of theoretical references, studies and business situations.
2. Participative, requiring a regular contribution to the class topics.
3. Active, including the autonomous study and group interaction for the discussion of course topics.

References:

- BARTLETT, C. and GHOSHAL, S. (2000) "Transnational Management", Addison Wesley.
- BERGEILK, P.A.G.V. (2009). ECONOMIC DIPLOMACY AND THE GEOGRAPHY OF INTERNATIONAL TRADE. EE EDITIONS - EDWARD ELGAR PUBLISHING LIMITED, UK.
- BUCKLEY, P. AND M. CASSON (1998) "ANALYZING FOREIGN MARKET ENTRY STRATEGIES: EXTENDING THE INTERNALIZATION APPROACH", JOURNAL OF INTERNATIONAL BUSINESS STUDIES, VOL. 29, NO. 3, PP. 539-61.

- GHEMAWAT, P. 2001. DISTANCE STILL MATTERS. THE HARD REALITY OF GLOBAL EXPANSION. HARVARD BUSINESS REVIEW, 79(8): 137.
- GUILLÉN M. AND E. GARCÍA-CANAL (2009) "THE AMERICAN MODEL OF THE MULTINATIONAL FIRM AND THE "NEW" MULTATIONALS FROM EMERGING ECONOMIES", ACADEMY OF MANAGEMENT PERSPECTIVES, PP. 23-35.
- HEIJMANS, N.O. (2011). CONCEPTUALIZING ECONOMIC DIPLOMACY: THE CROSSROADS OF INTERNATIONAL RELATIONS, ECONOMICS, IPE AND DIPLOMATIC STUDIES, THE HAGUE JOURNAL OF DIPLOMACY, VOL.6, NO.1, PP.7-36.
- HENNART J.F. (1991) "CONTROL IN MNES: THE ROLE AND PRICE OF HIERARCHY", MANAGEMENT INTERNATIONAL REVIEW, PP. 71-96.
- HILL, C.W.L., AND JAIN, A.K. (2007). INTERNATIONAL BUSINESS: COMPETING IN THE GLOBAL MARKETPLACE. WWW.ISE.VIRGINIA.EDU
- HITT, M. A.; IRELAND, R. D.; HOSKISSON, R. E. STRATEGIC MANAGEMENT: COMPETITIVENESS AND GLOBALIZATION. MASON: SOUTH-WESTERN, 2011.
- MALHOTRA, R., AND HININGS, C.R. (2010). AN ORGANIZATIONAL MODEL FOR UNDERSTANDING INTERNATIONALIZATION PROCESSES, JOURNAL OF INTERNATIONAL BUSINESS STUDIES, VOL.41, PP.330-349.
- REUBER, A.R., KNIGHT, G.A., LIESCH, P.W. (2018) INTERNATIONAL ENTREPRENEURSHIP: THE PURSUIT OF ENTREPRENEURIAL OPPORTUNITIES ACROSS NATIONAL BORDERS, JOURNAL OF INTERNATIONAL BUSINESS STUDIES (2018) 49: 395.
- DE LA TORRE, J., J. ESPERANÇA AND J. MARTINEZ (2011) ORGANIZATIONAL RESPONSES TO REGIONAL INTEGRATION AMONG MNES IN LATIN AMERICA, MANAGEMENT INTERNATIONAL REVIEW: VOLUME 51, ISSUE 2 (2011), PAGE 241.

7.12. FINANCIAL RISK MANAGEMENT (SE12) – MID-JULY

Lectures:



Professor Paulo Viegas de Carvalho

- Department of Finance at Iscte
- PhD in Finance, Iscte
- Advisor on Financial Risk Modelling and Management

Course Structure:

Target: Bachelor and Master students

ECTS: 6

Pre- requisites: Basic Concepts of Finance and Statistics

Objectives:

This course aims to provide theoretical and applied knowledge on the most relevant issues and methods required for a sound financial risk management.

At the end of the course, students will be able to:

- Understand and identify the main sources of financial risk
- Be acquainted with the implementation of integrated risk management systems in the organizations
- Be able to apply the most accurate methods of risk assessment within each risk category
- Be able to evaluate the risk of a single asset and a portfolio of assets
- Identify the main differences between regulatory and economic capital
- Understand the basics underlying the process of financial institutions supervision and the minimum capital requirements determination

Programme:

1. Introduction to financial risks
2. Operational risk
3. Market risk
4. Interest rate risk

5. Credit risk
6. Risk adjusted performance

Assessment:

The evaluation is based on the following components and respective weights:

- Quizzes, homework, class participation, group presentations: 30%
- Final Exam: 70%

This global grading system requires a rate of attendance to classes of at least 80%. If inferior to 80%, the student will fail the course.

Teaching Method:

Besides the presentation and discussion of concepts, learning activities will include role-plays and the analysis of practical examples. Students will be required to actively participate in class discussion and problem solving.

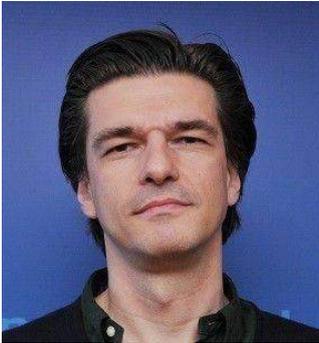
References:

The students will be provided at the beginning of the Summer School with a **Course Reading Packet** consisting of articles and papers.

- Alexander, Carol, 2008, Market Risk Analysis -Vol. IV -Value-At-Risk Models, Wiley
- Allen, Steven, 2013, Financial Risk Management: A Practitioner’s Guide to Managing Market and Credit Risk, 2ndEd., Wiley
- Coleman, Thomas, 2011, A Practical Guide to Risk Management, Research Foundation of CFA Institute.
- Dowd, Kevin, 2007, Measuring Market Risk, 2ndEd., Wiley
- Hull, John C., 2018, Risk Management and Financial Institutions, 5thEd., Wiley
- Jorion, Philippe, 2007, Value at Risk: The New Benchmark for Managing Financial Risk, 3rdEd., McGrawHill Companies
- Jorion, Philippe, 2011, Financial Risk Manager Handbook, 6thEd., Wiley

7.13. INNOVATION AND CREATIVITY IN MARKETING (SE13) – MID-JULY

Lectures:



Professor João Faria Gomes

- Guest professor at Iscte Business School;
- MA in Management at Universidade Católica, Lisboa.



Professor Daniela Langaro

- Guest professor in marketing at Iscte;
- Professor at Vlerick Business School;
- PHD in Marketing (Iscte Business School/Portugal);
- MA in Business Administration (FGV-SP/Brazil).

Course Structure:

Target: Bachelor and Master students

ECTS: 6

Pre- requisites: None

Objectives:

Along 3 weeks students will deep dive in the world of innovation and creativity in marketing. They will be asked to create and propose an innovation project based on three real life challenges that they will experience.

At the end of this course, students should:

- understand de innovation scope,
- co-ordinate innovation with business strategy and
- be able to manage the innovation cycle.

Programme:

- Innovation: fundamentals and scope
- P2 –Stage 1 –Innovation Strategy
- P3 –Stage 2 –Opportunity
- P4 –Stage 3 –Idea
- P5 –Stage 4 –Development
- P6 –Stage 5 –Testing
- P7 –Stage 6 –Introduction
- P8 –Final project

Assessment:

The evaluation is based on the following components and respective weights:

- Participation in class (15%);
- Final Project: (45%);
- Exam (40%)

This global grading system requires a rate of attendance to classes of at least 80%. If inferior to 80%, the student will fail the course.

Teaching Method:

Lectures, Case Study Analysis & Group Work

References:Basic:

- Paul Trott ,“Innovation Management and New Product Development”, FT-Prentice Hall.
- Freire, Adriano; “Inovação –Novos Produtos, Serviços e Negócios para Portugal“; Editorial Verbo.

Extra:

- Kim, W. C. and Mauborgne, R., “Value Innovation”, Harvard Business Review, July/August, 172-180

- Sawhney, Mohanbir and Verona, Gianmario and Prandelli, Emanuela. Collaborating to create: The Internet as a platform for customer engagement in product innovation. *Journal of interactive marketing*, 19(4): 4-17.
- Charitou C.D. and Markides, C.C., "Responses to disruptive strategic innovation", *MIT Sloan Management Review*, Winter, 55-63.
- Christensen et al., "Finding the right job for your product", *MIT Sloan Management Review*, Spring, 38-47.
- Gilmore, J. H. and Pine II, B. J., "The four faces of mass customization", *Harvard Business Review*, Jan/Feb, 91-101.

7.14. CROSS CULTURAL COMMUNICATION AND NEGOTIATION (SE14) – MID-JULY

Lectures:



Professor Álvaro Rosa

- Assistant Professor at Iscte Business School;
- His academic and research interests are all sort of soft skills for Management, Strategy and Quality Management.

Course Structure:

Target: Bachelor and Master students

ECTS: 6

Pre- requisites: None

Objectives:

This programme is designed to introduce the participants to the management of cross-cultural differences and leadership in the globalized world by being effective in communication and negotiation.

Therefore, this programme learning goals are:

- To understand key influences of culture in human behavior, in the work place and at the individual relationship level, and also in international setting;
- To enhance individual intercultural competence to efficiently interact – communicate and negotiate – with people from diverse cultural backgrounds;
- To develop critical thinking ability and problem-solving skills through experiential classes.

Programme:

1. Cultures and societies:

Culture and management; Cross cultural dimension; Organizational culture and diversity

2. Cross-Cultural communication and negotiation - The process of communication:

Relationships in face-to-face communication; Basic concepts and negotiation techniques; Negotiating a relationship. Finding common ground in cross-cultural settings.

3. Development of cross cultural competences:

Cross cultural competences: overview and process ; Regional culture specificities

Assessment:

The evaluation is based on the following components and respective weights:

- Class participation and attendance 40%
- Written tests: 60%

This global grading system requires a rate of attendance to classes of at least 80%. If inferior to 80%, the student will fail the course.

Teaching Method:

The class format is interactive, with outdoor activities and role play. Students are expected to come to the class, to prepare and work out the assignments (i.e. case studies) and, in addition, do the required readings.

The active participation of students is much appreciated in order to create an exciting class environment. The sharing of own experiences, ideas, knowledge and thoughtful comments is the finest ingredient for an interesting learning experience.

References:

The students will be provided at the beginning of the Summer School with a **Course Reading Packet** consisting of articles, chapters from various texts and the case studies.

For those who are interested to start with, we recommend the following basic literature:

- Moran, R., P. Harris & S. Moran (2010) *Managing Cultural Differences*, Elsevier.
- Thompson, L. (2012). *The mind and heart of the negotiator*, Pearson.

8. Contacts

If you have any questions, please contact us:

Short-terms.ibs@iscte-iul.pt

Tel.: (+351) 210 464 257



Patrícia Pinheiro

Short-term Programmes Manager

ISCTE Business School is waiting for you!