

## MODULES AND SUBJECTS

### MASTER IN INTERNATIONAL MANAGEMENT (MÁSTER UNIVERSITARIO EN GESTIÓN EMPRESARIAL)

<b>MODULE NAME:</b>	<b>INTERNATIONAL WEEKS</b>				
<b>SEMESTER</b>	2	<b>TYPE</b>	ELECTIVES	<b>ECTS</b>	2
<b>FACULTY</b>	The International Weeks Seminars are provided by Visiting Professors and Guest Lecturers from academic institutions and top companies from around the world. See the list for seminars provided in 2019/20.				

### SKILL PROFILE

BASIC SKILLS		TRANSVERSAL SKILLS		GENERAL SKILLS		SPECIFIC SKILLS	
<b>CB 6</b>		<b>CT 1</b>	X	<b>CG 1</b>		<b>CE 1</b>	X
<b>CB 7</b>	X	<b>CT 2</b>		<b>CG 2</b>	X	<b>CE 2</b>	X
<b>CB 8</b>	X	<b>CT 3</b>	X	<b>CG 3</b>	X	<b>CE 3</b>	X
<b>CB 9</b>	X	<b>CT 4</b>	X	<b>CG 4</b>		<b>CE 4</b>	
<b>CB 10</b>		<b>CT 5</b>	X	<b>CG 5</b>	X	<b>CE 5</b>	
		<b>CT 6</b>		<b>CG 6</b>	X	<b>CE 6</b>	X
		<b>CT 7</b>		<b>CG 7</b>	X	<b>CE 7</b>	
				<b>CG 8</b>		<b>CE 8</b>	X
				<b>CG 9</b>	X	<b>CE 9</b>	X
				<b>CG 10</b>	X	<b>CE 10</b>	
						<b>CE 11</b>	
						<b>CE 12</b>	X

The list of seminars attached corresponds to those that were offered in 2019/20. Although most of these will be available in 2020/21, EADA reserves the right to make small changes to adapt to the circumstances.

## ELECTIVE 1

# Ethics and Effectiveness. The Challenges of Good Leadership

Dr. Ferran Velasco



### Professor's Bio

Ferran Velasco is an industrial engineer with 23 years of experience in managerial positions in both multinational and family business environments. The main roles to be highlighted are Business Unit leader, global director of Product Management and Sales & Marketing Director. He holds a masters in marketing (ESIC), has completed two leadership development programmes (Wharton School of Business & ESADE), and holds a doctoral degree in management sciences. His areas of expertise are leadership, competency development, 360-degree feedback, emotional intelligence and goal setting.

### Course Abstract

Corporate social responsibility is increasingly causing managers to simultaneously address a wider range of diverging but interrelated concerns for the natural environment, social welfare and economic prosperity. Being effective in meeting economic and financial results and being ethical by addressing social and environmental concerns sometimes generates conflicting goals. In this course we will first learn about different leadership styles and their effectiveness, and explore what ethical leadership involves and why it is so common that managers engage in unethical behaviours. We will discuss and work on some of the challenges that good leadership involves, such as how to manage conflicting goals and complex decision making to reconcile ethics and effectiveness, and how to ensure that, not only us as future leaders, but also our teams engage in ethical behaviours.

### Key benefits/ Learning objectives

- To learn what leadership styles are most effective and what competencies predict superior (higher than average) performance.
- To learn key ethical concepts and understand how they apply to leadership.
- To become aware of some triggers of unethical behaviours and learn how to avoid them.
- To learn how to deal with more complex decision-making processes.
- To learn how leaders can foster ethical behaviours in their organizations
- To increase your self-awareness regarding your "good leadership" skills.

### Who should attend?

- Students who are curious to know about the challenges they will face when they become managers of teams or of organizations, and want to know ways of dealing with those challenges.
- Students who are interest in leadership in general and want to continue to develop their leadership competencies.

## ELECTIVE 2

# Digital Innovation as a Driver for Sustainable Economies

Mr. Richard Ferraro and Mr. Olivier Buigues



### Professor's Bio

**Richard Ferraro** is a Business Development Consultant for Enterprise Software Sales, SaaS and new technology including Artificial Intelligence. He is also Associate Professor at Barcelona Technology School (BTS) and Universidad Internacional de Catalunya (UIC) lecturing on Digital Entrepreneurship, Innovation and Mobile Technology. He founded the Digital Sapiens event and training network in 2018 to help boost Barcelona's positioning as a global start-up hub. He is currently Chief Commercial Officer at Factic Inc, helping the business establish itself as the AI SaaS of choice within Food & Beverages. Prior to that he led business development at start-ups including ShareMy3d, Catchoom and Golden Gekko (now DMI Inc) where he spearheaded global business development growth within a \$200m+ business vertical. Richard wrote a book on mobile apps called «Location-Aware Applications» (ISBN 9781935182337) published by Manning Publications (USA) in July 2011 and holds an MBA from EADA Business School. He is a trained CIMA management accountant and graduated with a BSc from the University of Sheffield.

**Olivier Buigues** is an Entrepreneur and a Digital Marketing & Sales Consultant. He is also Associate Professor at Toulouse Business School (TBS) and Universidad Internacional de Catalunya (UIC) lecturing on Entrepreneurship & Digital Marketing. Olivier is currently CEO of a Telecommunication company he founded in 2009 called Losali. He is also helping Crisalix, a B2B SAAS company for Plastic Surgeons on their Digital Marketing transformation. After a career in Sony in Amsterdam, Barcelona and Miami, Olivier worked in the Global Marketing Management team at Philips. He holds a Masters degree in Management from ESCP and a BA in Economics from the ULB.

### Course Abstract

The course will cover current digital trends to provide an overview of the current mobile and AI-first technology landscape. It will illustrate how technology can and has changed mindsets and behaviours with useful lessons on how this can drive positive change in terms of new sustainable economic models. We will cover the disruptive nature of eCommerce, how Augmented and Virtual Reality can reduce the need for physical goods and the power of Artificial Intelligence in optimising use of resources in a wide range of industries, from food to energy management.

**Key benefits/ Learning objectives**

- Develop an awareness of current technological trends and the impact these may have on sustainability goals
- Learn how to analyse tech-based Harvard Business School practical case studies and present conclusions from them effectively
- Understand new technology-based business models and business frameworks like the Lean Cycle and how they are becoming increasingly relevant in the corporate world
- Obtain a glimpse into the entrepreneurial mindset and the unique dynamics present in the start-up environment
- Understand the nature of digital disruption and debate whether this holds the key for achieving sustainability goals in the 2020's decade

**Who should attend?**

- This short course is for technophiles who are curious as to the role that technology has in shaping the future of resource utilisation and who are keen to explore how future advances in new technologies like Artificial Intelligence can help optimise how, when and where scarce commodities are consumed.
- It is also ideally suited to those with an entrepreneurial streak, as the course will draw from recent examples and hard-earned lessons from start-ups and tech disruptors.
- The methodology will include class-based discussion, analysis and presentation of practical business case studies from real companies to illustrate key trends and the frameworks taught.

### **ELECTIVE 3**

## **Sustainable Fashion: Challenges, Strategies and Future Scenarios**

**Dr. Julia Wolny**



### **Professor's Bio**

Dr Julia Wolny is a professor (EADA, Goldsmiths University London, Southampton University) and consultant in Digital Marketing and Responsible Customer Experience Design. With a PhD on Personalisation of Digital Customer Experience (Salford University, UK) and formative years in the design and fashion sector in London, she brings together the commercial and creative elements of innovation. She holds a Postgraduate qualification in Education from the University of the Arts London, Online Tutoring Diploma from Oxford Brookes University and graduate in Fashion Management from University of Arts London. During her time as Director of Fashion Business Studio at London College of Fashion Julia had an opportunity to work on responsible projects in fashion retail (e.g. for Harrods) and education (UK, Dubai, Sri Lanka, Italy). She continues to collaborate with high end fashion and beauty brands on designing responsible marketing practices. Julia is fascinated by the impact of technology on fashion consumers and published on the topics such as wearables, ethical luxury and eWOM in fashion, in top journals (e.g. Journal of Marketing Management) and books (e.g. Routledge Handbook of Consumer Behaviour). She is the Founder & Director of New Way Smart Things – a thinking and doing lab providing marketing services for responsible innovators in creative, fashion, cultural and tech sectors.

### **Course Abstract**

Fashion has long been considered a barometer of contemporary culture, society, and values. Perhaps this is why the fashion industry today, and especially its most commercially successful strategy – fast fashion - is characterised by globalisation, speed and endless selection, leading to economic growth for some but resource depletion and social inequality for others.

We will begin the course by exploring the challenges facing the fashion sector to achieve sustainability. From overproduction aimed at satisfying individual desires, to supply chain practices and material flows, you will be able to appreciate the environmental and social impact of the clothes we wear.

We will then move out of the classrooms to visit Barcelona's sustainable brands and shops. This way you will be able to learn about some of the emerging sustainable and conscious initiatives first hand. Live cases and examples will allow us to further discuss the sustainable responses at consumer level, brand level and industry level. The circular economy model is proposed as one solution that considers material reuse, re-cycling and re-resign, thus giving the fashion industry a more sustainable future.

To culminate the course, we will engage in futurising and employ a methodology known as future scenario planning to re-imagine, based on 4 distinct scenarios, how the fashion industry can be more sustainable and what actions should be taken now by consumers, industry and policy-makers to prepare for a sustainable fashion future.

Unique features of the course:

- Barcelona Sustainable Fashion tour that will take us out of the classroom
- Direct contact with fashion collections and / or designers
- Future Fashion 2030 - for your project, you will use scenario planning methodology to re-imagine what is possible

### **Key benefits/ Learning objectives**

During the week long course, we will address a number of topics which lead to a better understanding of the challenges, strategies and future scenarios facing the fashion industry. Specifically, you will be able to better understand the following aspects:

- What are the predominant business models in fashion
- How is the fashion industry contributing to environmental and social problems
- What is the consumer appetite for sustainable fashion
- What are the different facets of sustainability in fashion
- What are some of the emerging solutions from well-known and lesser known brands
- What are some of the systemic solutions that are being proposed, e.g. the circular economy model
- How can technology and material innovation help achieve sustainability and other future scenarios

### **Who should attend?**

This innovative course, which is based on the professor's fashion industry knowhow and research, has been developed to benefit business school students. Conversely, up till now most sustainable fashion courses are aimed at designers and are taught in design schools. This course will help shape a responsible outlook in future business owners, leaders, marketers, strategists and consultants as they move into fashion, retail and related sectors. It is directed at those who may be in a position to introduce more sustainable initiatives in fashion, as entrepreneurs or professionals, or those who are looking to inform their own individual values and behaviours.

## ELECTIVE 4

# Sustainability and Strategy in Latin America: Balancing Multiple Challenges

Dr. Fabrizio Noboa



### Professor's Bio

Fabrizio is the most respected strategy scholar in his natal Ecuador. He obtained his PhD in 2004 at IESE Business School. He has taught strategy for more than 15 years in internationally accredited business schools in Ecuador, Peru and Mexico. His cases have been published by Tecnológico de Monterrey (Mexico) and Harvard Business School under the CLADEA-BALAS consortia and Thunderbird School of Global Management. His most recent publication was accepted by the Journal of Business Research and deals with social network inappropriateness. He also accumulates more than ten years of experience in consulting, both directing internal strategic discussions, as well as acting as external advisor in Ecuadorian companies. These firms include NGO's and public and private enterprises. His students love his passion to teach and to promote the growth of private firms. He likes to dance salsa and bachata and manufactures with his wife a line of handcrafted molded-filled bonbons with the finest cocoa beans from Ecuador.

### Course Abstract

Due to the diverse ecosystems found in the region, Latin America is home to unique biodiversity and a quarter of the world's forests. Unfortunately, economic activity on the continent is heavily focused on the extraction and export of natural resources and raw material. This has increased the region's vulnerability to climate change. On the positive note, different environmental innovations have been implemented through novel business models designed by local entrepreneurs. They have the challenge to achieve efficient scale in a region where access to capital and managerial skills is limited. Through the analysis of different case studies, this course helps participants to combine their strategic thinking abilities with the challenges that firms addressing sustainability face in Latin America.

### Key benefits/ Learning objectives

After completing the course, students should be able to:

- Identify opportunities for strategic value creation through a sustainable use of natural and human resources.
- Design strategies for sustainability at different levels of the organization.
- Learn to analyze the potential impact and value of different sustainability strategies.

**Who should attend?**

This course is designed for people who have to deal with sustainability challenges in Latin America, such as:

- Participants interested in working for companies that operate or will operate in the near future in Latin America and have a commitment with sustainability goals through strategic value creation.
- Future professionals who want to prove the value of sustainability in business through specific strategic actions.
- Participants interested in working for NGOs or governmental offices that promote sustainability in Latin America.

## ELECTIVE 5

# The Effect of Corporate Innovative Entrepreneurship on the Sustainability Businesses

Mr. Felipe Jánica



### Professor's Bio

Felipe is global partner of EY (Ernst & Young). He leads the Financial Accounting Advisory Services (FAAS) and Climate Change and Sustainability Services (CcaSS) in LATAM.

Felipe's professional experience of more than 23 years has been primarily with industrial and service entities within the retail, manufacturing and mining sectors in LATAM Countries, United States, Spain, UK, Germany, Switzerland. Felipe is a member of the EY IFRS global team with a seat in London and New York. Additionally, he is part of the IFRS 1 first-time adoption global team. Felipe has been working for United Nations (ISAR and UNCTAD) in the preparation of case studies related to sustainability. He has been responsible for consulting in IPO (Initial Public Offerings in the U.S.A.) services, audit and specific reviews, under IFRS and US GAAP, and of important economic groups in Colombia and Latin America. He is a renowned professional in accounting technical matters as well as in economics and finance. For several years, Felipe has been working tirelessly with the Colombian Government and regulators to advance IFRS adoption in Colombia and giving economics advice to the Central Bank. Felipe is a professor of the executive MBA at the Universidad de los Andes, CESA y Universidad del Rosario and professor of MS and specialization in finance and accounting at Pontificia Universidad Javeriana, Universidad EAFIT and Universidad del Norte. Felipe is an invited professor at EADA and a published journalist.

Felipe is a PhD (C) from Pontificia Universidad Católica de Perú. Doctor of Business Administration (C) and Master of Philosophy from Maastricht School of Management. MBA and MIL from Eada. Global MBA from Pontificia Universidad Católica de Perú. Felipe is Certified Public Accountant in Colombia and certified by ICAEW and CIPFA and specialist in finance..

### Course Abstract

The largest and most successful companies in the world today have not always been that way and all of them have faced countless challenges in order to get where they are today. At the same time, many other companies have not been able to maintain their success, even to the point of becoming bankrupt and disappearing altogether. Determining the effect of Innovation and Corporate Entrepreneurship (I & CE) on business failures, considering the environment of each, allows for the development of an important course for EADA Master participants.

The concept of innovation is associated with entrepreneurship and, therefore, corporate entrepreneurship. Industries in which a culture of creativity is developed generate better sources of innovation and, thus, contribute to the potential for innovation in the economy and to the generation of new products and services (Marinova & Borza, 2015). For its part, Corporate Entrepreneurship (CE) has been well established and has sometimes been regarded as its own discipline in business management literature (Ackermann & Kern, 2013). Although there are

sufficient academic examples related to I & CE, there is no conceptual framework based on I & CE developed for preventing business failures. Based on this conceptual framework global businesses and regulatory entities around the world could develop a close monitoring methodology based on I & CE for the prevention of business failures and driving long term sustainable growth, both economically speaking and in terms of the ecosystem.

**Key benefits/ Learning objectives**

With this course, the students will be able to understand the conceptual framework of I & CE in which global businesses and regulatory entities around the world could work together for the prevention of business failures and for driving long term sustainable growth, both economically and in terms of the ecosystem.

**Who should attend?**

You should choose this course if you're an entrepreneur and passionate about learning, disciplined in managing your time and committed to further developing your leadership skills. This course will help you to find better ways to enhance the I&CE spirit or even discover it.

## ELECTIVE 6

# Financing Climate Change

Dr. Christian Schmaltz



### Professor's Bio

Christian is an adjunct professor at EADA and a consultant to financial entities advising them on risk management, carbon accounting, sustainability and regulation. Christian holds a master in business engineering, one in macroeconomics and a PhD in Finance. Before being affiliated to EADA, Christian has worked for almost 10 years as associate professor in Denmark on bank management, risk measurement and regulation. Christian's advisory portfolio includes large banks, corporates in Europe, Middle East, and South Africa. Christian has advised his clients on identifying, measuring, managing, pricing, and disclosing their risks. More recently, he has developed and industry-tested a sustainability framework for banks covering all elements from sustainability vision, sustainable products, CO<sub>2</sub> – management framework, to disclosure. Christian lives in Barcelona and is fluent in German (native), English, French, and Spanish.

### Course Abstract

In a capitalist system, money is key for allocating resources and thus for deciding which projects will go ahead and which won't. Many projects require funding from the financial sector, i.e. from banks, investment funds and insurance companies. Acknowledging that the financial sector is part of the problem of global warming, is acknowledging that it can also be part of the solution. The course's objective is to show how financial actors (can) play that pivotal role in the transition towards a low carbon economy and which compromises, products and mechanisms are required for it. In our discussions we will assess which firms are just doing climate marketing and which entities take their climate role seriously.

### Key benefits/ Learning objectives

- Understand why the financial sector is key for climate change.
- Measure the (indirect) climate impact of financial entities.
- Explore the business change of financial firms to finance climate change.
- Understanding how a financial firm can make shareholders and climate happy.
- Being able to advise financial firms in their climate change strategy

### Who should attend?

- Students that believe that climate change must be aligned to monetary incentives, but don't know how.
- Students that think that climate change can be done without the financial sector to change.
- Students that think Finance is boring ☺.

## **ELECTIVE 7**

# **Making a Social Impact at the Bottom of the Pyramid through Marketing**

**Dr. Harvinder Singh**



### **Professor's Bio**

Dr Harvinder Singh is a Professor in Marketing with IMT Ghaziabad (India). He is the Chairperson of Marketing area at the institute. He holds a Doctorate in Management. His teaching interests include core course in Marketing, Marketing to the bottom of the Pyramid, Retail Management and Geopolitics & Business. He has published research articles in journals of international repute. His case studies are registered with Richard Ivey case repository and are available on Harvard Business School Publishing Portal.

### **Course Abstract**

Developed economies contributing two-third of the world's GDP are facing a prolonged economic recession. It is difficult for companies to grow business beyond a certain limit in these markets. Emerging markets, on the other hand present a vast untapped opportunity. People in these markets need a wider range of products and services to improve their quality of life. During last few years these countries have opened up to international companies and brands to get these products. They have available human resources, accommodative policy framework, reasonably healthy growth rates and gradually increasing purchasing power. Owing to the large population size, these countries also offer tremendous aggregate potential.

The potential inherent in emerging markets is largely untapped because of radically different dynamics of these markets. A large proportion of people in these markets comprise of what is commonly termed as "Bottom of the Pyramid". Companies fail to appreciate the differences in consumer/market dynamics and design their market offering and marketing strategies in isolation of realities of the marketplace. By carefully designing their offers, the companies not only make profits but also make social impact by improving the quality of life of people.

The course discusses the strategies used by companies in context of India for growing their business and also making a positive social impact.

### **Key benefits/ Learning objectives**

After completing the course, students should be able to do the following:

- Being aware of the difference between developed and developing markets.
- Develop an understanding about the bottom and top of the pyramid in the developing

- markets, especially India.
- Develop sensitivity towards sensing the distinct needs of the bottom of the pyramid customers.
  - Impart skills for developing products and services compatible with the life of customers at the bottom of the pyramid.
  - Establish the belief that company profits and social welfare can go hand-in-hand.

**Who should attend?**

The course is beneficial for participants who intend to carve a career in marketing products and services to the emerging markets. The course is equally useful for participants who aspire to be managers or entrepreneurs in these markets.

## ELECTIVE 8

# Managing Humanitarian Emergencies

Dr. Nines Lima and Ms. Núria Salse



### Professors' Bio

**Nines Lima** is a Medical Doctor and Family Physician Specialized doctor. She holds a Master in International Health and Tropical Medicine. Nines has 17 years working experience in humanitarian aid with Médecins Sans Frontiers - MSF (Doctors Without Borders) different positions from Field Doctor to Mission Responsible & Emergency Coordinator. For the last nine years she has been working as Tropical Diseases Advisor in the medical department at MSF Spanish Section. She holds field experience in more than twelve countries (mostly African, but also Asia and Latin-American countries), managing emergencies related to conflict, major epidemics and nutritional crisis. Since December 2016, she joined and co-funded La Cooperativa Humanitaria, a non-profit cooperative society composed by professional humanitarian workers that provide different trainings, sensitization activities in different settings, not only for humanitarian workers for different NGOs but also in different schools, high schools, international masters, post-graduates, and a wide variety of universities, business schools and institutions.

**Núria Salse** is a nurse. She holds a Master in Tropical Diseases and a Master in Primary Health Care by the UAB, she has also undertaken many complementary training courses related to international cooperation, nutrition and epidemiology. With more than 15 years of experience in nutrition in developing countries such as Angola, Algeria, Mali, Niger, Ethiopia or Bangladesh among many others, she works for 8 years in Action Against Hunger, where she is in charge of the Department of Nutrition and Health from 2005 to 2009. After that, she works as an independent nutrition consultant, conducting external evaluations, research studies and technical support to various humanitarian agencies such as Merlin, ACF International Network, Emergency Nutrition Network, UNICEF, UNHCR, WFP or MSF-Spain. Since 2011 and for 6 years, Núria has been the Nutrition technical referent for MSF in Barcelona, supporting the organization in the development of projects, policies and strategies to respond to nutrition related issues. She has also participated as principal researcher on nutrition studies in resource-limited settings. In May 2017 she joins La Cooperativa Humanitaria as associated member where she contributes to the design and implementation of medical trainings and activities, especially those related to nutrition and epidemiology.

### Course Abstract

Humanitarian Action (response to humanitarian crisis) is a major field for working and personal opportunities and challenges for all types of professional backgrounds.

In this seminar, we will introduce participants to the main components required to respond to humanitarian emergencies. How major humanitarian organizations achieve positive results reducing mortality, morbidity and suffering of population in precarious situations. At the end of the training, based on case studies, participants will be able to plan a comprehensive response to a refugee population, by designing, planning and deploying key activities in a refugee camp.

This will serve us to present the bigger picture. What are the challenges, opportunities and

constraints in humanitarian aid?

We will tackle this approaching the politics and economics behind the work in the field.

We will also gain tools, specific knowledge, and learn about different ways of managing teams highly independent, focused on achieving results, extremely operative and much identified with the principles and policies of the organisation.

In a global world and economy, individuals and corporations hold different levels of responsibility. Elements to build a solid Social Corporate Responsibility dossier will be introduced.

The private sector has long been a major contributor to humanitarian action and are increasingly at the forefront of humanitarian response, whether as a partner, donor or producer of goods and services for people in need. There is a long road ahead to be explored and consolidated in this collaboration.

**NOTE: Session on Friday the 3<sup>rd</sup> April will finish around 15.00h.**

### **Key benefits/ Learning objectives**

- To address challenges ahead of humanitarian response. The politics and economy in humanitarian aid. Access and security.
- To present management and operational systems used by major INGOs to achieve positive results in crisis situations. Facing and enduring critical contexts.
- To introduce main components of humanitarian response, useful to participants to explore professional and personal opportunities as well as to gain knowledge to build a comprehensive Social Corporate Responsibility (SCR) dossier.
- To present current roles and potential fields of collaboration between humanitarian sector and the private business.

### **Who should attend?**

This is a strategic and operational oriented course aimed for any person with interest in working at the humanitarian scope that will be involved in the management of emergency situations as part of an emergency team.

## ELECTIVE 9

# Sustainability and Competitive Advantage

Dr. Paolo Taticchi



### Professor's Bio

Professor Paolo Taticchi is Professorial Teaching Fellow in Management & Sustainability and Executive Director of Global Student Experience at Imperial College Business School. He teaches modules on sustainability and competitive advantage, strategy, global operations and projects, and the future of cities. Paolo formerly served as Director of the school's top-ranked MSc Management and Global Online MBA. Alongside his work at Imperial, Paolo is regularly invited to teach on international MBA and EMBA programs in Europe, Africa, Asia, and the Americas, and teaches as an Adjunct Professor at NYU in the US and a Visiting Professor at ESAN Business School in Peru. He has teaching experience in 14 countries in total. Paolo's research on performance measurement and management, business networks, and corporate sustainability is internationally recognised. He has authored over 50 published academic journal articles, and edited and co-authored the books *Business Performance Measurement and Management: New Contexts, Themes and Challenges* and *Corporate Sustainability* (over 90,000 chapter downloads), published by Springer. He is regularly invited to give keynote talks at academic, governmental, and industry conferences. Outside of the academy, Paolo has significant consultancy experience in the fields of strategy, operations, and sustainability. He has worked in this capacity for firms of various sizes, and in a range of different industries including cement, chemical, construction, education, energy, food, health care, industrial supply, information technologies, manufacturing, textile, and waste. Today, he serves in the advisory board of influential organisations such as Mercato Metropolitano (which is revolutionising public markets) and Global Futures Group (a worldwide network of experts who guide both public and private clients in creating smart cities).

Paolo is also active in the entrepreneurial space, co-founding two firms in the fields of engineering and consultancy, and serving as an advisor to tech start-ups in the UK and a social venture in India. Between 2009 and 2014, Paolo successfully co-founded and directed six New York-based international summer schools associated with prestigious universities, and is co-founder and co-organizer of the Taiwan-Italy International Internship Program. He has received numerous awards for the impact of his projects, which have been covered by influential newspapers in the UK and Italy. These include *The Financial Times*, *Forbes*, *The Telegraph*, *Semana Sostenible*, *La Repubblica*, *Inspire*, *Sole 24 Ore*, *La Nazione*, *Corriere della Sera*, *La Stampa*. In 2018, Paolo was chosen as one of Poets & Quants' top 40 business school professors under the age of 40, after being nominated by 100 staff and students at Imperial. In the same year, Paolo received the title of Knight of the Order of Merit of the Italian Republic. In 2019, Paolo received the "Talented Young Italian Award" from the Italian Chamber of Commerce and Industry in the UK.

Paolo holds a BEng and MEng in Mechanical Engineering (*cum laude*), and a PhD in Industrial Engineering with a focus on operations management from the University of Perugia; and an MBA with a focus on innovation from the University of Perugia and the Bradford School of Management. He has also completed Harvard Business School's High Potentials Leadership Program. Prior to

joining Imperial, Paolo was an Associate Professor and Director of MBA Programmes at the University of East London's Royal Docks Business School; Director of Studies of the Bradford-Perugia MBA; and an Assistant Professor in Business and Management Engineering at the University of Perugia.

### **Course Abstract**

Sustainability is one of the key issues of today society as confirmed by increasing attention of governments, media, academics and industry.

A quoted definition of sustainability and sustainable development is that of the Brundtland Commission of the United Nations: "*Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs*". Such a definition leads directly to the three pillars of sustainability, that are the economical, social and environmental dimensions. The concept of sustainability is therefore close to the concept of "quality of life".

In the context of sustainable development, businesses that are often referred as part of the problem, can be part of the solution. As a consequence of that, policy makers, industry leaders, society and academics with different backgrounds are today dealing with sustainability trying to understand how this affects traditional way of doing business, and, as well, how traditional businesses are affected by sustainability. *How to develop a sustainable competitive advantage is a key challenge in today's agendas of global executives.*

*This module will address the topic of sustainability from a strategic perspective, with a particular emphasis on decision-making and trade-offs.* Topics covered include: the drivers of the sustainability debate; the business case for sustainability; sustainability and competitive advantage; sustainable strategies; sustainable business models; sustainable value creation; sustainable investing; sustainable operations; sustainable supply chains.

The class will be involved in an engaging debate that will cover different perspectives of the topics discussed, including the economic, the environmental and the social one. Participants at the end will have a comprehensive understanding of sustainability issues, the relevance for policy makers, the role of corporations and the implications for decision-making.

In this module we'll make large use of case studies.

### **Key benefits/ Learning objectives**

This module is designed to:

- Develop your understanding of strategic challenges faced by modern organisations in today global business environment;
- Develop your ability to take decisions that create economic (business), environmental and social value;
- Develop an appreciation of the business case for sustainability in different industries;
- Develop an appreciation of value creation processes and the role sustainability can play in developing a competitive advantage in industry;
- Develop your ability to analyse companies, apply theoretical frameworks and MSc knowledge.

### **Who should attend?**

This course is for MSc students.

**ELECTIVE 10**

**AI and IoT for Circular Economy and Impact**

**Mr. Saman Sarbazvatan**



**Professor's Bio**

Prof. Saman Sarbazvatan works on Technology, Economy, and Design for Environmental, Social, and Economic Inclusion, Welfare, and Prosperity solutions, from policy, strategy, process, intelligence, innovation, inclusion and impact perspectives.

Working with academia, institutions, and industries since 2000, Saman founded his consulting firm in Paris in 2010 as a parallel activity, providing advisory and consultancy services in business administration, intelligence strategy, and innovation, working with a handful of industries in research, development and execution of small and medium sized projects (€1-5M), internationally. In 2017 he started working with Ecole des Ponts Business School of Ecole des Ponts ParisTech (ENPC) as the Director of Programs and Instructional Design. He teaches Technology for Impact courses at Ecole des Ponts ParisTech, and he's the lead faculty of Digital Transformation and Technology Management for Innovation and Impact tracks at Ecole des Ponts Business School. As a guest faculty, Saman collaborates with and teaches in multiple universities, schools, organizations and companies, globally.

Saman works on Circular Economy, IoT, DLTs, Intelligent Assets, and New Ventures for Smart and Ideal Cities RISE project under European Union's Horizon2020 program as a Research Associate and Senior Technical Advisor at Circular Economy Research Center (CERC) of Ecole des Ponts. As a research Associate under Center for Policy and Competitiveness (CPC-Paris), Saman works on Distributed Ledger Technologies, AI and Blockchain for Tokenized Business Modeling and Competitiveness Strategies, Digital Economy and Parallel Markets.

**Course Abstract**

This course is designed to level up the understanding of participants on Circular Economy principles and the Technical Perspectives, Applications and Implications of Artificial Intelligence and Internet of Things in New Ventures and Business Modeling for Sustainability and Impact.

Following the United Nations Sustainable Development Goals (SDGs) and Circular Economy principles, after studying and understanding the status quo, participants work on innovative solutions to leverage on combinatorial evolution of technologies empowered by AI and IoT, and will work on ideation, conceptualization, design and application of their projects in workshop mode, and will present their final projects in groups on the last day, getting feedback from the professor and participants.

**Key benefits/ Learning objectives**

After taking this course, working in groups, and going through the course materials and recommended readings, participants would:

- Gain a fair amount of understanding on technical and application perspectives of AI, IoT, SDGs, and Circular Economy,
- Learn about the current trends of AI and IoT, developments and applications, and how they target SDGs, CE, and Sustainability and Impact Solutions,
- Understand the implications of AI and IoT in the context of Circular Economy, Impact and Sustainability, from design, application, and policy perspectives,
- Be able to analyze solutions and participate in discussions around AI, IoT, SDGs, and CE, and study how they link to different contexts, industries, and use cases,
- Understand the role of technology and design in Economy, Impact, Inclusion, Innovation, and Sustainability.

**Who should attend?**

- This course is designed for those who're interested in understanding the principles and studying the combination and convergence of AI and IoT in Circular Economy and SDGs, from Innovation, Impact and Sustainability perspectives, regardless of their academic and professional background.
- Those who're curious about Leveraging on Enabling Technologies for Innovation, Business Modeling and Designing Solutions around Impact and Sustainability would enjoy the course, discussions, groupworks, cases, readings, and projects.

## **ELECTIVE 11**

# **Activist Shareholders and Corporate Sustainability Agendas: The Controversial Dilemma for Food Staples**

**Mr. Ivan Cuesta**



### **Professor's Bio**

Ivan is a passionate entrepreneur. He is currently heading up Global Operations and the Pharmaceuticals division of DMK Baby and founded the Baby Food Brand Biologix in France. Ivan is deeply skilled at architecting impactful business stories for his people. While known for his results, he is equally known for his way of getting results—putting the focus on learning and creating impact from a much broader business perspective. Ivan is not your typical academic either. He brings his unique perspectives for running a value-driven business into the classroom at Cedep (Insead), Bocconi Business School and Politecnico in Milan. As a professor he is known for disrupting traditional thinking associated with conventional topics, turning them into dynamic topics that require students to expand their own pathways of thinking which in turn, expand their possibilities for action.

Ivan is currently completing a DBA on Activist Shareholders at the Ecole des Ponts Business School in Paris. Ivan is a deeply curious researcher and disciplined practitioner connecting ideological concepts and business tools to the phenomenon of being activist shareholders. He bridges sound academic thinking into real world contexts.

### **Course Abstract**

"Activist investors, or shareholders, are defined as investment-management firms— most often hedge funds— that have acquired beneficial ownership of a company and led a form 13D1 indicating the intent to influence a management team" (Cyriac, De Backer, Sanders 2014).

The practice of activist shareholders is an increasing phenomenon. Historically based in the USA, it has been extending, over the past years, its perimeter to Europe and Japan. Relevant shareholder activist firms can be identified such as Carl Icahn, Third Point, ValueAct Capital and Trian Partners etc.

In the Consumer Staples industry, they often converge to the same target companies, such as Danone, P&G or Nestle, and influence each other on a peer to peer to level, creating a new industry environment and benchmark. These target companies, due to consumer and NGOs pressure or company culture, have built over the years strong commitments in terms of Sustainability agendas, from social and societal angles, as well as from ecological dimensions.

When an activist shareholder enters the capital of these target companies, the perception of the stakeholders, and external observers is that two worlds collide: sustainable and long-term agendas against financial short-term ones.

The course will allow us to deep dive into the interaction of activist shareholders and target companies which are running Sustainability agendas, and to understand how supposed antagonist interests are living together.

## **Key benefits/ Learning objectives**

### Objectives

- Getting introduced to the world of activist shareholders within the examples of the consumer staples
- Looking at the influence of activist shareholders on the Sustainability agendas
- Leveraging facts and perceptions of activist shareholders' impacts to strengthen sustainable agendas

### Key Learnings

- Acknowledging the dynamics of activist shareholders within the consumer staples
- Understanding the interactions of Sustainability and financial driven agendas
- Leveraging financial and management learnings to optimize sustainability in a context of activist shareholders.

## **Who should attend?**

This course is addressed to participants with financial background and/or interests, who feel curious about the activist shareholders' context in companies and who wonder how Sustainability and Hedge Funds can potentially live together.

## ELECTIVE 12

# Doing Business as Unusual

Dr. Stefan Gröschl



### Professor's Bio

Stefan Gröschl is Professor at the ESSEC Business, Paris, France. Stefan is widely known for his expertise in responsible leadership, sustainability, diversity management, international human resources management, and organizational behavior. He has shared this expertise in a wide range of academic and public arenas, and has published numerous books. His research has also been published in numerous book chapters and articles in both the international trade and academic press. His research and teachings have brought Stefan to assignments in a wide range of academic institutions around the world. He is an editorial board member and reviewer for numerous international academic management journals. Stefan has worked with governmental organizations and companies in the private sector, and has developed and conducted company training programs for firms in France and internationally.

### Course Abstract

In this course students explore individual and organizational responsibilities, and the changes needed toward greater responsible and sustainable actions that address today's complex and pressing socio-economic and environmental challenges. As the title suggests, the course is separated into interrelated parts at an individual and organizational level. Students will be provided with a framework for greater self-reflection and self-awareness as a starting point for becoming responsible leaders. Students explore theoretical and practical aspects related to the organizational changes required to move from business as usual thinking to a business as unusual paradigm that fosters sustainable business practices and processes.

### Key benefits/ Learning objectives

- Explore personal values, beliefs, and purpose
- Understand core leadership and responsible leadership competencies
- Identify the challenges and current organizational practices geared toward greater sustainability
- Understand the role of key decision makers and business leaders in this transformative process towards organizational sustainability and responsibility.
- Explore and understand why and how organizations introduce and implement sustainable business practices and processes

### Who should attend?

Students with the courage to challenge the status quo of how businesses and decision makers have been operating, and with the curiosity to explore how to move to a more business as unusual paradigm.

## ELECTIVE 13

# Social Enterprise Business Model Design

Dr. Yuwei Shi



### Professor's Bio

Dr. Yuwei Shi is Professor of Strategic Management at Middlebury Institute in Monterey, California. He serves as academic director for the award-winning Frontier Market Scouts Fellowship Program and the Blue Pioneers Program, focusing on social innovation, wicked problem solving, and impact investing. Dr. Shi has taught graduate and executive management programs across a dozen countries and won two teaching awards. He has authored 17 peer-reviewed journal articles, seven books and book chapters, over two dozens of peer-reviewed conference papers, and numerous articles for mass media in the areas of strategic management and management education, among them the field of business model design and innovation. Dr. Shi has had two decades of experience building successful products, programs and companies as startup founder, management consultant, and dean of graduate school. He currently serves on boards of two organizations adopting hybrid business models and legal forms in order to maximize their positive impact. Dr. Shi was born and raised in Shanghai, China, educated in China and the US, and lives in the San Francisco Bay Area with his wife and two grown sons.

### Course Abstract

This course is a workshop to help students build a foundation of knowledge and skills in business model design and development for the purpose of scaling innovations that hold the potential for solving some pressing social and environmental problems. It introduces a stack of business model design frameworks based on the fundamental tenets of human-centered design thinking, ecosystem thinking, and strategic management. The interdisciplinary and cross-sector knowledge base finds relevant applications more often in social enterprises than profit-maximizing businesses, within complex ecosystem than under simple stakeholder environment.

### Key benefits/ Learning objectives

The course is designed for students to learn the fundamental elements of a stakeholder-based business model, the business model sketches using exchange network concept and business model canvas, and the design thinking approach for generating low-resolution, innovative social enterprise business models. Students will also strengthen their understanding of the strategic logics underlying a superior business model based on the time-tested principles of strategic management. They will accomplish these learning objectives through a real-world, real-time social enterprise design challenge.

### Who should attend?

Anyone interested in social entrepreneurship, impact investing, sustainability innovation and business, or complex problem solving with a market-based approach.