

**2223\_S02\_STP\_X\_MKT\_0001\_E\_B\_MRS**

**Strategic Management & Advanced Marketing for Sport Organizations**

**Semester 2, 2022 – 2023**

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<b>CLASSROOM(S)</b>	Kedge Luminy Campus : A 403
<b>COURSE HOURS</b>	See Course Timetable

<b>COURSE DELIVERABLE</b>	<b>DUE DATE</b>	<b>WEIGHT ON FINAL GRADE</b>
Exercises and class participation on FFT/RPM New Business Model	Throughout the Course	40 %
Final Exam: Business Plan Case study	Session 8	60 %

**Kedge Business School and its professors, encourage you to use your Pro-Acts, company projects and internships as privileged opportunities to apply the reflexions, theories, concepts and tools presented during this course**

**KEDGE BUSINESS SCHOOL**

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## CONTRIBUTIONS

### Course Purpose & Objectives

This course presents a strategic model for sports events using a Resource-Based View approach. After the identification of strategic assets (sponsoring, reputation, relational and physical resources) and specific dynamic capabilities, various case analyses are discussed in the context of international sports events. The main goal of this course is to give a “sense making” approach to create, develop and maintain sustainable performance in sports event organizations.

*« There is no separation between sports and entertainment... merge them together and create something unique ». Robert Johnson (Owner Charlotte Bobcats)*

This course is designed to provide students with systematic means to analyze and develop strategies using concepts and theories of marketing in a sports business context. More specifically, by the end of this course students will:

- (1) Develop an understanding of the strategic role of marketing in sports business firms and the importance of appropriate decision making
- (2) Develop skills necessary to utilize the course’s tools and frameworks, designed to identify revenue opportunities and make strategic sports marketing decisions.
- (3) Develop responsible leadership and strategic skills in the sports marketing business context.

The course consists of lectures, exercises, article discussions, group work, presentations, and a brand project. The course content has relevance to students

pursuing different career goals in virtually any type of organization linked to sports or leisure activities with a strong sport dimension.

### **Courses contribution to program objectives – Learning Goals**

Develop and practice sense for innovation, entrepreneurship and creativity in the specific industrial sector or function of specialization.

With a focus on strategic management, the students will work on business plans and models for sport organizations to innovate and construct strong commercial brands. Marketing decisions on sports events and communication supports deployment will be at the heart of entrepreneurial choices to create sustainable performance for professional sport organizations.

### **Contribution to Sustainable Development Goals**

The Sustainable Development Goals (SDGs) define 17 priorities for socially equitable, environmentally safe, economically prosperous, inclusive and predictable development by 2030. They were adopted in September 2015 by the UN as part of the framework of the 2030 Agenda.

In the context of sport ecosystems, we will follow 17 sport (co-founded by Fabien Paget (KedgeBS Alumni)) platform on DOING GOOD AND DOING WELL:

[www.17-sport.com](http://www.17-sport.com).

Humanity is demanding more. A new generation calls for more from government and business, urging them to come together and build a more just and sustainable society.

Consumers are educated, motivated and savvy. They demand that leaders take meaningful action - and data shows they will reward those that do and punish those that don't.

This course, like all Kedge courses, meets Sustainable Development Goal 4 (Quality Education). It can also meet other inclusive and sustainable objectives such as:

- **17. Partnerships to achieve the Goal**
- **12. Responsible Consumption and Production**
- **11. Sustainable Cities and Communities**

**How advanced is the integration of Sustainability and Inclusivity into this course? (see matrix appendix 1)**

- BASIC

**Courses contribution to strategic axis Technology, Humanities and Entrepreneurship**

Marketing and strategy – Business Model – Business Plan – Technologic innovation

## INTRODUCTION AND OBJECTIVES

### Course description

This course will use a variety of teaching methods including lectures, readings, exercises, and presentations. Lectures will be highly interactive, demanding the participation of individuals in group work, discussions, and workshops.

As the course is both conceptual and applied to a given business context (Sport Industries), interactivity and sharing work results and experiences are key dimensions in this course. The instructor will provide concepts, theories, measurement tools and models around strategic management, public relations, sponsorship activation, reputation, and brand management. All these materials need to be applied to various sport industries (manufacturers, events, sport teams) and this will essentially be done through the work of participants.

Participants should be prepared to share their results and to learn from each other.

There will be presentations of articles by the participants as part of the exercises, sharing knowledge and ideas during class.

This list of recommended articles and articles to be presented is given below. The required readings for the class will be made available to participants at the beginning of the course. A copy of the slides presented in class will be made available to participants.

## Course objectives

This course presents a strategic model for sports events using a Resource-Based View approach. After the identification of strategic assets (sponsoring, reputation, relational and physical resources) and specific dynamic capabilities, various case analyses are discussed in the context of international sports events. The main goal of this course is to give a “sense making” approach to create, develop, and maintain sustainable performance in sports event organizations.

## Which jobs this course prepare students to

Strategic planner – sport business manager – sport business consultant

## Advices to well learn from this course

*Required course materials will be provided to the students during the course*

\*\*\* Maltese, Lionel et Danglede, Jean-Philippe, Marketing du sport et événementiel sportif, Dunod, 226 pages, Juin 2014. Prix 2015 Académie des Sciences

Commerciaux

## ***Exhaustive Bibliography***

\*\* : advised reading

\* : specific references

\* BEECH, John, CHADWICK, Simon, *The Business of Sport Management*, Prentice Hall – Financial Times, Pearson education, 2004.

\* BOWDIN, Glenn A.J., ALLEN Johnny, O'TOOLE William, HARRIS Robert, McDonnell Ian, *Events Management*, Broché, 2006.

\*CHALIP Laurence and MCGUIRTY Johanne, "Bundling sport events with the host destination", *Journal of Sport Tourism*, 9(3), pp.267-282, 2004.

\*\*CORNWELL, T. Bettina, MAIGNAN, Isabelle, "An International Review of Sponsorship Research", *Journal of Advertising*, 27 : 1, pp. 1-21, 1998.

\*\*COVELL Daniel, WALKER Shari Anne and SICILIANO Julie, *Managing Sport Organizations : Responsibility for Performance*, Broché, Eds 2, 2007.

\*FAHY, John, FARRELLY, Francis John, QUESTER, Pascale G., "Competitive advantage through sponsorship: A conceptual model and research propositions", *European Journal of Marketing*, 38 : 8, pp. 1013-1030, 2004.

\*FOMBRUN, Charles J., *Reputation. Realizing Value from the Corporate Image*, Harvard Business School Press, Boston, 1996.

\*\*FOMBRUN, Charles J., VAN RIEL, Cees B. M., "The Reputational Landscape", *Corporate Reputation Review*, 1 : 1-2, pp. 5-13, 1997.

\*\*FOMBRUN, Charles J., VAN RIEL, Cees B. M., *Fame Fortune. How Successful Companies Build Winning Reputations*, Prentice Hall, New York, 2003.

\*FOSTER, William M., MAUWS, Michael K., "One thing money can't buy : A resource-based view of the National Hockey League (NHL)", *Presentation for North American Society for Sport Management (NASSM), Colorado Springs, June 2000.*

\*GERRARD Bill, "A Resource-Utilization Model of Organizational Efficiency in Professional Sports Teams", *Journal of Sport Management*, 19:2, pp.143-169, 2005.

\*GETZ Donald, *Event Management & Event Tourism*, Cognizant Communication Corp-Broché, 1997.

\*\*HOWARD Dennis R. and CROMPTON John L., "Tactics used by sports organizations in the United States to increase ticket sales", *Managing Leisure*, 9, 87-98, April 2004.

\*\*KESENNE Stefan and PAUWELS Wilfried, "Club objectives and ticket pricing in professional team sports", *Eastern Economic Journal*, Vol32, N°3, Summer 2006

\*\*Maltese, Lionel and Prevot, Frédéric, "Importing Sport Organisation Reputation in China : the Case of Olympique Lyonnais Football Club", *Reputation Institute's 12th International Conference on Corporate Reputation, Brand, Identity and Competitiveness*, Beijing, 26 May - 1 Jun 2008.



\*\*Maltese, Lionel, "Managing assets in the field of sports special events : Proposal for a new methodological and analytical approach", *International Journal of Sport Management and Marketing (IJSMM)*, Special Issue on: "Strategic Issues in the Management of Sport Firms and Organizations: Opportunities and Challenges" , 5 : 3, pp. 310-329, 2009.

\*MASTERMAN Guy, *Strategic Sports Event Management An International Approach*, Elsevier, 2004

\*RISHE Patrick and Michael MONDELLO, "Ticket Price Determination in Professional Sports : An Empirical Analysis of the NBA, NFL, NHL, and Major League Baseball", *Sport Marketing Quarterly*, 13, pp. 104-112, 2004.

\*SUPOVITZ Frank, *The Sports Event Management and Marketing Playbook*, John Wiley & Sons, 2004.

**Tags for this course**

Strategic management – business model – reputation – public relation – fan relationship management – asset management – strategic roadmap

## COURSE CONTENTS AND TIMETABLE

*Course session at the Kedge Campus of Luminy 05 June.*

Session	Date	Time	Topic	Preliminary Readings	Additional Readings
1	05/06/2023	10:00 13:00	<b>Course presentation : Sport organizations (focus on events) – Strategic Management Approaches &amp; the Sport Business Ecosystem</b>	Holcomb T.R., Holmes, R.M.Jr. et Connelly B.L. (2009), "Making The Most Of What You Have: Managerial Ability as a Source of Resource Value Creation", <i>Strategic Management Journal</i> , 30, 457-485.	Video XERFI/CANAL World sports franchise business
2	06/06/2023	9:30 12:30	<b>Business Plan &amp; Business Model Implementation for Sport Events Organizations</b>	Maltese L. & Veran L. "Managing and Modeling the Combination of Resources in Professional Sporting Events." in Butenko S., J. Gil-LA Fuente, and P.M. Pardalos (Eds.), <i>Optimal Strategies in Sports</i>	Case Studies : ➤ ATP World Tour ➤ Open13 Case ➤ BNP Paribas Masters

				<i>Economics and Management</i> , pgs. 61-86. Springer, 2010.	
3	07/06/2023	9:30 12:30  13:30 16:30	<b>Managing Your Relational Assets (Public Relations, Networking, Individual Relationships)</b>	COVA B. & MALTESE L. "Rituals for Managing Extra business Relationships in International Sports Marketing : The Case Of Open13 Tennis Tournament", <i>IMP Conference</i> , Sept 2010, Budapest  Erickson G.S., Kushner R.J. (1999), "Public Event Networks: an Application of Marketing Theory to Sporting Events", <i>European Journal of Marketing</i> , 33, 348-359.	Public and Private extra business case studies: ➤ BNP Paribas ➤ World Cup Hospitality ➤ Commercial Activations
				McGaughey S.L., Liesch P.W. (2002),	

4	12/06/2023	9:30 12:30	<p><b>The Key For Success: Managing Your Reputation</b></p>	<p>“The Global Sports-Media Nexus : Reflections on The “Super League Saga” in Australia”, <i>Journal of Management Studies</i>, 39 : 3, pp.383-416.</p> <p>Parent Milena M. (2007), Foreman Peter O., “Organizational Image and Identity Management in Large-Scale Sporting Events, <i>Journal of Sport Management</i>, 21, 15-40.</p> <p>Maltese, Lionel and Prevot, Frédéric, “Importing Sport Organisation Reputation in China : the Case of Olympique Lyonnais Football Club”, <i>Reputation Institute's 12th</i></p>	<p>Case Studies</p> <ul style="list-style-type: none"> <li>➤ Olympique Lyonnais in China</li> <li>➤ French Soccer Team in South Africa</li> <li>➤ Roland Garros and Tour de France</li> <li>➤ Visit Stade Velodrome and OM case study</li> </ul>
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				<i>International Conference on Corporate Reputation, Brand, Identity and Competitiveness, Beijing, 26 May - 1 Jun 2008.</i>	
5	12/06/2023	13:30 16:30	<b>Rolex Paris Masters Case Study</b>	Amis J. (2003), "Good Things Come to Those Wait : The Strategic Management of Image and Reputation at Guinness", <i>European Sport Management Quarterly</i> , 3 : 3, pp.189-214.	➤ ATP World Tour / actor games
6	13/06/2023	9:30 12:30	<b>Don't Forget Your Public : Entertainment and Communication Strategies (Part 1)</b>	Babiak K., Wolfe R, (2006), "More than just a game. Corporate Social responsibility and Super Bowl XL", <i>Sport Marketing Quarterly</i> , 15, 214-222.	Case Studies ➤ BNP Paribas Masters ➤ NBA NFL Bundesliga – ➤ Oreca

				Apostolpoulou A., Clark J., Gladden J. M., (2006), " From H-Town to Mo-Town : The Importance of Super Bowl Entertainment," <i>Sport Marketing Quarterly</i> , 15, 223-231.	
7	14/06/2023	9:30 12:30	<b>Don't Forget Your Public : Entertainment and Communication Strategies (Part 2)</b>  <b>Exam preparation</b>	Maltese, Lionel (2008), "Managing assets in the field of sports special events: Proposal for a new methodological and analytical approach", <i>International Journal of Sport Management and Marketing (IJSMM)</i> , Special Issue on: "Strategic Issues in the Management of Sport Firms and Organizations: Opportunities and Challenges" , 5 : 3, pp. 310-329.	Case Studies  ➤ BNP Paribas Masters  ➤ NBA NFL Bundesliga –  ➤ Exam préparation on business model

8	15/06/2023	9:30 12:30	<b>Business Plan Project Presentations and Questions to Implement Event Marketing Tools</b>	Oral Presentations
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## EVALUATIONS

### *A Word of Advice*

Students are advised to carefully prepare each session to be able to discuss and acquire the required competences.

### *Organization of the sessions*

Professors present the session's material and provide in-depth and practical explanation of the main concepts of the course content presented here above.

## EVALUATION OF STUDENT PERFORMANCE

DELIVERABLE	WEIGHT ON FINAL GRADE
Exercises and class participation on Rebranding RPM	40%
Final Exam: Business Plan Case study	60%

**Presentations (40 %):** Exercises and class participation on sponsorship activation.

Throughout the course, the students will break out into group sessions and will be monitored by the Professor. Group presentations will also be given and evaluated collectively. Combined, the group activity represents 40% of the student's overall grade for the course.

### *Evaluation grid: Methods Used to Evaluate Student Performance*

Evaluation Grid : Criteria	Marks
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Form (presentation – slides – time management)	3
Assets identification	2
Assets evaluation with the VRIO framework	2
Macro and Micro environment diagnostic	2
Linkages between resources and competences	2
Modelling resources combinations	2
Business model analysis and explanation	2
Senses-making in final marketing choices and innovation	5
Mark	/20

**Exam (60 %):** Case Study and essay on creation or development of sports organizations: Business Plan and Model.

The case study will be given during the final course session and will be evaluated on an individual basis using the following rubric.

**INDIVIDUAL ASSESSMENT RUBRIC**

	<b>Criteria 1</b>	<b>Criteria 2</b>	<b>Criteria 3</b>	<b>Criteria 4</b>
	<i><b>Identify strategic assets</b></i>	<i><b>Evaluate resources and competence potential</b></i>	<i><b>Implement asset combinations to create sustainable performance</b></i>	<i><b>Sport marketing recommendations demonstrating innovation</b></i>
<b>Superior</b>	Very good identification of the strategic assets	Very good evaluation of resources and competence potential	Very good reporting in implementing asset combinations	Very good sensemaking and fit with the global analysis with the proposition of sport marketing recommendations
<b>Good enough</b>	Correct identification of the strategic assets	Correct evaluation of resources and competence potential	Good reporting in implementing asset combinations	Correct sensemaking; global analysis fits the given proposition
<b>Not good enough</b>	Some mistakes or oversights in	A misunderstanding or incorrect	Incomplete or false reporting of the	No demonstration of sensemaking. Overall analysis

	the identification of the strategic assets	evaluation of resources and competence potential	implementation of asset combinations	does not match the proposition
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### EVALUATION OF STUDENT PERFORMANCE

<b>COURSE DELIVERABLE</b>	<b>DUE DATE</b>	<b>WEIGHT ON FINAL GRADE</b>
Exercises and class participation on FFT/RPM New Business Model	Throughout the Course	40 %
Final Exam: Business Plan Case study	Session 8	60 %

## Lionel Maltese



Professor Lionel Maltese holds a PhD in Management Science from IAE Aix-en-Provence, Aix Marseille University (2004). He has been an Associate Professor at Kedge Business School, teaching and conducting research in Sport Event Management and Marketing since 2006.

He is also an Assistant Professor (Maître de Conférences) at Aix Marseille University – IUT Marseille, teaching in Strategic Management and Organizational Behaviour. He has been Head of the Professional Bachelor in New Technologies of Information and Communication since 2005 and DUT GEA2.

His research focus is on Strategic Management and resource-based approaches, Reputation Management, Sponsorship Activation, Event Management, Sport Marketing and Management.

He is a consulting expert for BNP Paribas (Hospitality Business Marketing), and for French tennis ATP tournaments (Open13 Marseille – Open Nice Côte d’Azur - BNP Paribas master’s Paris FFT – WTA Brussels Open), advising on issues including:

- Event Organization
- Strategic Asset Management and Planning
- Entertainment & New Technologies Management
- Ticketing Strategy and Hospitality Management
- Sponsorship activations

- Cause Related Marketing

He has also worked as a Consulting expert for the professional football clubs, PSG, working on the Fan Experience and Marketing Strategy, and Olympic of Marseille, working on Business Marketing Assets.

Website: [lionelmaltese.fr](http://lionelmaltese.fr)

## ACADEMIC FRAUD

### *Definition*

Academic fraud is a breach of ethics.

“Is achieved using unfair means or deception, to obtain material or undue moral advantage, or with the intent to avoid the enforcement of laws”. (Translated from the original source: Dictionnaire Juridique des Lois, 2010, available at: [www.dictionnaire-juridique.com/definition/fraude/php](http://www.dictionnaire-juridique.com/definition/fraude/php))

Plagiarism consists of attributing authorship by (partial or total) copying, imitation or misappropriation.

The act of fraud is committed by one or more students/participants when they:

- appropriate written or oral work to themselves when they are not the author (in whole or in part) of the work, by omitting any references or quotations to the author or to the owner of the work;
- present any data that has been falsified or invented in any way;
- use the identity of the author, attributing the contents of and/or a resource to him/her, but without explicitly mentioning that they are not the author;
- appropriate the creative work of someone else and present it as their own;
- acquire excerpts of texts, images, results etc. from external sources by including them in their own work without mentioning the origins of the excerpts;
- summarise the original idea of an author by expressing it in their own words but omit quoting the source;
- cheat in an academic evaluation.

Plagiarism can occur in:

- an academic article or book;
- an exercise or a case study;

- a study or a report;
- a dissertation or a thesis;
- any document of which the student/participant is not, but purports to be the author.

### **Sanctions**

Any student/participant having committed academic fraud, or having participated in it, will be sanctioned by the professor in charge of the course. The professor can apply 1<sup>st</sup> and 2<sup>nd</sup> level sanctions (detailed below). The professor will send a copy of the sanction to the student's/participant's programme. The student/participant will be informed/and or convoked by the programme director (or his/her representative) to a hearing prior to the possible convening of the Kedge Business School Disciplinary Council. In the case of a hearing of the Disciplinary Council, they can decide to apply 3<sup>rd</sup> and 4<sup>th</sup> level of sanctions.

Any student/participant guilty of academic fraud will receive one of the following sanctions:

- Applied by the professor in charge of the course, Kedge Business School faculty member (1<sup>st</sup> and 2<sup>nd</sup> level):
  - A grade of zero for the work concerned and a formal warning;
  - A grade of zero for the course or module concerned and a formal warning.
- Applied by Kedge Business School's Disciplinary Council (3<sup>rd</sup> and 4<sup>th</sup> level):
  - Suspension from the programme for one or two semesters;
  - Exclusion from the programme.

N.B.: Plagiarism within a partner institution can result in these sanctions being applied by Kedge Business School, notwithstanding partner's decision.

**ANNEX**

**1. Matrix of the integration of sustainability**

COUNTER PRODUCTIVE	WEAK	BASIC	PROMISING	HIGH	IMPRESSIVE
<i>Students are prompted to act or think in ways that have a negative impact on sustainability transitions.</i>	<i>Students are able to perceive some links between the subject taught and few societal issues.</i>	<i>Students are able to identify few SDGs directly impacted by discipline / subject taught.</i>	<i>Students are able to:</i> <ul style="list-style-type: none"> <li><i>Understand the positive and negative impacts of the course (tools, usual techniques and subjects) on one or more SDGs</i></li> <li><i>Understand the (potential) impacts of sustainability challenges on the discipline / subject taught</i></li> <li><i>Apply the knowledge acquired during the course to act on one or more SDGs.</i></li> </ul>	<i>Students are able to:</i> <ul style="list-style-type: none"> <li><i>Understand the positive and negative impacts of the course (tools, usual techniques and subjects) on the 17 SDGs</i></li> <li><i>Understand the (potential) impacts of sustainability challenges on the discipline / subject taught</i></li> <li><i>Apply the knowledge acquired during the course to act on several SDGs and some of their interlinkages.</i></li> </ul>	<i>(High) + Students are able to:</i> <ul style="list-style-type: none"> <li><i>Link the achievements of this course with those of other subjects and teaching experiences and are able to think and implement in a systemic way.</i></li> <li><i>Understand the impact of <u>mindset</u> in the transition needed</i></li> </ul>

Table 1 Matrix of the integration of sustainability

**2. Strategical axis:**

Technology EN	Humanities EN	Entrepreneurship EN
Programming	Inclusiveness	Ideation
Digital Communication	Disability	Creativity
Digital Security	Gender	Innovation
Artificial Intelligence	LGBTQIA+	Project
Business Analytics	Religion	Finance
Industry X.0	Ageism	HR and Law
Technologic Innovation	Ethnic groups	Marketing and Strategy
Digital Economy	Violence	Business Model
FinTech	Multidiscrimination	Business Plan
Law and Tech	Digital inclusiveness	Alternatives



### 3. Learning Goals

PROGRAM	Code LG program	LEARNING GOALS 2018-19
KEDGE Bachelor	KBA1	Understand and Integrate Management Foundations and Techniques
KEDGE Bachelor	KBA2	Develop Business Communication, Teamwork and Leadership Skills
KEDGE Bachelor	KBA3	Enhance Knowledge of Self and Personal Development
KEDGE Bachelor	KBA4	Develop a Sense for Responsible Management
KEDGE Bachelor	KBA5	Integrate Diversity and Globalization in the Practice of Management
KEDGE Bachelor	KBA6	Apply Managerial Concepts, Techniques and Tools in a chosen area of specialization
IBBA	IBBA1	Understand and Integrate Management Foundations and Techniques
IBBA	IBBA2	Develop Business Communication, Teamwork and Leadership Skills
IBBA	IBBA3	Enhance Knowledge of Self and Personal Development
IBBA	IBBA4	Develop a Sense for Responsible Management
IBBA	IBBA5	Integrate multicultural approaches and behaviours
IBBA	IBBA6	Operationalize Managerial Concepts, Techniques and Tools in a chosen international area
EBP International	EBP1	Understand and Integrate Management Foundations and Techniques
EBP International	EBP2	Develop Business Communication, Teamwork and Leadership Skills
EBP International	EBP3	Enhance Knowledge of Self and Personal Development
EBP International	EBP4	Develop a Sense for Responsible Management
EBP International	EBP5	Integrate Diversity and Globalization in the Practice of Management
EBP International	EBP6	Develop an Expertise of the Concepts, Methods and Techniques in a chosen Area of Specialization
EBP International	EBP7	Provide Value to the Business Community in a chosen Area of Specialization
"Grande Ecole" Master in Management	PGE1	Understand and Integrate Core Management Disciplines
"Grande Ecole" Master in Management	PGE2	Demonstrate Communication, Interpersonal and Leadership Skills
"Grande Ecole" Master in Management	PGE3	Develop a Strategic Perspective
"Grande Ecole" Master in Management	PGE4	Apply high standards of Integrity, Ethics and Social Responsibility
"Grande Ecole" Master in Management	PGE5	Demonstrate Critical Thinking and the Ability to Perform in a Culturally Diverse environment
"Grande Ecole" Master in Management	PGE6	Develop and Practice a sense for Innovation, Entrepreneurship and Creativity
"Grande Ecole" Master in Management	PGE7	Provide value to the business community in a chosen area of specialization
"Grande Ecole" Master in Management	PGE8	Pursue Self-development and exhibit a commitment to Lifelong Learning
Specialized Masters	MSC1	Develop a Strategic Perspective based on a solid Understanding of Management Foundations and Techniques
Specialized Masters	MSC2	Demonstrate Business Communication, Teamwork and Leadership Skills
Specialized Masters	MSC3	Implement Responsible Management in the specific industrial sector or function of specialization
Specialized Masters	MSC4	Demonstrate Critical Thinking in the specific industrial or function of specialization and the Ability to Excel in a Culturally Diverse environment
Specialized Masters	MSC5	Develop and Practice a sense for Innovation, Entrepreneurship and Creativity in the Specific Industrial Sector or Function of Specialization
Specialized Masters	MSC6	Develop a deep understanding and a Key Expertise of the Concepts, Methods and Techniques in the Specific Industrial Sector or Function of Specialization
MBA (GLOBAL MBA & Blended MBA)	MBA1	Understand and Integrate Management Foundations and Techniques
MBA (GLOBAL MBA & Blended MBA)	MBA2	Develop a Strategic Perspective
MBA (GLOBAL MBA & Blended MBA)	MBA3	Demonstrate Business Communication, Teamwork and Leadership skills
MBA (GLOBAL MBA & Blended MBA)	MBA4	Develop and Implement Responsible Management
MBA (GLOBAL MBA & Blended MBA)	MBA5	Demonstrate Critical Thinking and the ability to perform in a Culturally Diverse environment
MBA (GLOBAL MBA & Blended MBA)	MBA6	Develop and Practice a sense for Innovation, Entrepreneurship and Creativity.
PMG Program (Executive Education)	PMG1	Understand and Integrate Management Foundations and Techniques
PMG Program (Executive Education)	PMG2	Develop Leadership, Communication and Team Management Skills
PMG Program (Executive Education)	PMG3	Develop a Strategic Perspective
PMG Program (Executive Education)	PMG4	Implement Managerial Concepts, Techniques and Tools in the field
PMG Program (Executive Education)	PMG5	Manage every aspect of a Profit Center