Sports and Events Management

Côte cour:

Semester 2, *2025 – 2026*

COORDINATOR	**Lionel MALTESE**
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COURSE HOURS	See Course Timetable

COURSE DELIVERABLE	**DUE DATE**	**WEIGHT ON FINAL GRADE**
Exercises and class participation on FFT/ORECA/ARENASNew Business Model	Throughout the Course	40 %
Final Exam: Event RoadMap 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

COURSE CONTRIBUTIONS

Course Purpose and Objectives

This course presents a **strategic framework for sports and entertainment events** grounded in the **Resource-Based View (RBV)** of the firm. It focuses on the identification, evaluation, and orchestration of **strategic assets**—including sponsorship, reputation, relational, and physical resources—along with the development of **specific dynamic capabilities**.

Through the analysis of **international sport and entertainment event case studies**, the course provides students with a **sense-making approach** to understanding how sustainable performance is created, developed, and maintained in sports event organizations.

The course is designed to equip students with **systematic analytical tools** to assess and develop strategies using **marketing and strategic management theories** in a sports and event business context.

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

1. **Understand the strategic role of event marketing** in sports and entertainment organizations and recognize the importance of informed and coherent managerial decision-making.
2. **Apply strategic frameworks and analytical tools** to identify revenue opportunities and support effective sports marketing and event strategy decisions.
3. **Develop responsible leadership and strategic thinking skills** within the sports and entertainment business environment.

The course combines **lectures, applied exercises, academic article discussions, group work, presentations, and a brand-based project**. Its content is relevant to students pursuing careers in **sports, entertainment, leisure, and event-driven organizations**, across both commercial and institutional contexts.

Contribution to Program Learning Goals

Innovation, Entrepreneurship, and Creativity

With a strong emphasis on **strategic management and entrepreneurship**, students will work on **business roadmaps and business models** for sports and event organizations, focusing on innovation and the construction of **strong and sustainable commercial brands**.

Marketing decisions related to **sports and entertainment events**, including communication strategies and activation mechanisms, will be central to entrepreneurial choices aimed at achieving **long-term organizational performance** in professional event contexts.

Contribution to Sustainable Development Goals (SDGs)

The **Sustainable Development Goals (SDGs)** define 17 global priorities for achieving socially equitable, environmentally responsible, and economically sustainable development by 2030. These goals were adopted by the United Nations in September 2015 as part of the **2030 Agenda for Sustainable Development**.

Within the context of **sport ecosystems**, this course draws on insights from the **17 Sport platform** (co-founded by Fabien Paget, KEDGE Business School alumnus), which promotes the principle of **"Doing Good and Doing Well"**:
👉 www.17-sport.com

Today's stakeholders—fans, consumers, sponsors, and citizens—expect more from organizations. A new generation demands that **business and public actors take meaningful responsibility** in building a more just and sustainable society. Evidence shows that organizations are increasingly **rewarded or sanctioned** based on their social and environmental commitments.

This course directly contributes to **SDG 4 – Quality Education**, and also supports the following goals:

- **SDG 17**: Partnerships for the Goals
- **SDG 12**: Responsible Consumption and Production
- **SDG 11**: Sustainable Cities and Communities

Level of Integration of Sustainability and Inclusivity

Basic

Contribution to Strategic Axes: Technology, Humanities, and Entrepreneurship

- Marketing and Strategy
- Business Models and Strategic Design
- Technological Innovation in Sports and Events

INTRODUCTION AND TEACHING APPROACH

Course Description

This course employs a variety of teaching methods, including **lectures, academic readings, applied exercises, workshops, and student presentations**. Classes are designed to be **highly interactive**, requiring active participation through group work, discussions, and collaborative problem-solving.

As the course combines **conceptual foundations with applied business contexts** in the sports and event industries, interaction and peer learning are central pedagogical components. The instructor will introduce **theoretical frameworks, measurement tools, and managerial models** related to strategic management, public relations, sponsorship activation, reputation, and brand management.

These concepts will be applied across multiple sport industry settings, including **sport events, professional teams, and equipment manufacturers**, primarily through participant-led projects and analyses.

Students are expected to actively share their work, present insights, and learn from one another. Academic articles will be presented and discussed by students as part of the learning process. Required readings and course materials will be made available at the beginning of the course, and lecture slides will be shared throughout the program.

Course Objectives

This course develops a **strategic understanding of sports and entertainment events** through a **Resource-Based View approach**. By identifying strategic assets and dynamic capabilities, and by analyzing international case studies, students will gain the ability to **design, manage, and sustain performance** in sports event organizations.

Career Preparation

This course prepares students for roles such as:

- Strategic Planner
- Event Business Manager
- Sports and Entertainment Consultant

Recommendations for Success in This Course

All required course materials will be provided during the program. Active participation, engagement with case studies, and collaborative work are essential to fully benefit from the course.

*** Maltese, Lionel et Danglade, Jean-Philippe, Marketing du sport et événementiel sportif,

Dunod, 226 pages, Juin 2014. Prix 2015 Académie des Sciences Commercials.

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

Note: The first course session (05 June) will be held at the Kedge La Joliette Campus in central Marseille. All other course sessions will be held at the Kedge Business School Luminy Campus, Room A 418

Session	Date	Time	Topic	Preliminary Readings	Additional Readings
1			**Course presentation: Sport and events organizations (focus on events) – Strategic Management Approaches & the Sport Business Ecosystem**	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”, *Strategic Management Journal*, 30, 457-485.	Video XERFI/CANAL World sports franchise business
2			**Business Model Implementation for Sport Events Organizations**	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.), *Optimal Strategies in Sports Economics and Management*, pgs. 61-86. Springer, 2010.	Case Studies: ➢ ATP World Tour ➢ Open13 Case ➢ BNP Paribas Masters ➢ Live Nation (Coldplay Concert) ➢ LDLC Arena ➢ Sandiago Bernabeu Stadium

3			**Managing Your Relational Assets (Public Relations, Networking, Individual Relationships)**	COVA B. & MALTESE L. "Rituals for Managing Extra business Relationships in International Sports Marketing: The Case of Open13 Tennis Tournament", *IMP Conference*, Sept 2010, Budapest Erickson G.S., Kushner R.J. (1999), "Public Event Networks: An Application of Marketing Theory to Sporting Events", *European Journal of Marketing*, 33, 348-359.	Public and Private extra business case studies: ➢ BNP Paribas ➢ World Cup Hospitality ➢ Commercial Activations
4			**The Key for Success: Managing Your Reputation**	McGaughey S.L., Liesch P.W. (2002), "The Global Sports-Media Nexus: Reflections on the "Super League Saga" in Australia", *Journal of Management Studies*, 39: 3, pp.383-416. Parent Milena M. (2007), Foreman Peter O., "Organizational Image and Identity Management in Large-Scale Sporting Events, *Journal of Sport Management*, 21, 15-40.	Case Studies ➢ French Soccer Team in South Africa ➢ Roland Garros and Tour de France ➢ Aix Arena & Entertainmenyt

				Maltese, Lionel and Prevot, Frédéric, "Importing Sport Organisations 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.	
5			**Rolex Paris Masters Case Study**	Amis J. (2003), "Good Things Come to Those Wait: The Strategic Management of Image and Reputation at Guiness", European Sport Management Quarterly, 3: 3, pp.189-214.	➢ ATP World Tour / actor games ➢ La Defense Arena Entertainment Event
6			**Don't Forget Your Public: Entertainment and Communication Strategies (Part 1)**	Babiak K., Wolfe R, (2006), *"*More than just a game. Corporate Social responsibility and Super Bowl XL*", Sport Marketing Quarterly,* 15, 214-222. Apostolpulou A., Clark J., Gladden J. M., (2006), "From H-Town to Mo-Town: The Importance of Super Bowl Entertainment," *Sport Marketing*	Case Studies ➢ NBA NFL Bundesliga – ➢ Oreca Events

				Quarterly, 15, 223-231.	
7			**Don’t Forget Your Public: Entertainment and Communication Strategies (Part 2)** **Exam preparation**	Maltese, Lionel (2008), “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.	➢ Exam préparation on business model
8			**Business Plan Project Presentations and Questions to Implement Event Marketing Tools**		Oral Presentations

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 event management	40%
Final Exam: Strategic Event Rodman Audit or Creation 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**
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

	Criteria 1	**Criteria 2**	**Criteria 3**	**Criteria 4**
	Identify strategic assets	***Evaluate resources and competence potential***	***Implement asset combinations to create sustainable performance***	***Sport marketing recommendations demonstrating innovation***
Superior	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
Good enough	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

Not good enough	Some mistakes or oversights in the identification of the strategic assets	A misunderstanding or incorrect evaluation of resources and competence potential	Incomplete or false reporting of the implementation of asset combinations	No demonstration of sensemaking. Overall analysis does not match the proposition

EVALUATION OF STUDENT PERFORMANCE

COURSE DELIVERABLE	DUE DATE	WEIGHT ON FINAL GRADE
Exercises and class participation	Throughout the Course	40 %
Final Exam: Event Strategic Roadmap Case study	Session 8	60 %

BIOGRAPHY

Lionel Maltese

Professor Lionel Maltese

Professor Lionel Maltese holds a **PhD in Management Sciences** from **IAE Aix-en-Provence, Aix-Marseille University** (2004). He has been an **Associate Professor at KEDGE Business School** since 2006, where he teaches and conducts research in **Sport Event Management and Sport Marketing**.

He is also an **Associate Professor (Maître de Conférences)** at **Aix-Marseille University – IUT Marseille**, teaching **Strategic Management** and **Organizational Behaviour**. He served as **Head of the Professional Bachelor in Information and Communication Technologies** and **DUT GEA (Business and Administration Management)** from 2005 onward. Since **2024**, he has been **Head of the Bachelor in Business and Administration Management (GEA)**, overseeing **420 students and 80 faculty members**.

Professor Maltese is a member of the **CERGAM Research Laboratory** (Aix-Marseille University) and is affiliated with the **Sport Management Observatory at Université Laval (Québec)**, where he acts as a **PhD advisor and associate researcher**.

Research Interests

His research focuses on:

- **Strategic Management and Resource-Based Approaches**
- **Reputation and Brand Management**
- **Sponsorship Activation**
- **Event and Sport Management**
- **Sport Marketing and Fan Experience**

Professional and Consulting Activities

Professor Maltese acts as a **consulting expert for BNP Paribas**, specializing in **Hospitality Business Marketing**, and advises several major **international professional tennis tournaments**, including:

- **Grand Prix Auvergne-Rhône-Alpes (ATP 250, LDLC Arena – ALL IN Groupe)**
- **Open 13 Provence (Marseille)**
- **Open Nice Côte d'Azur**
- **BNP Paribas Masters Paris (FFT)**
- **WTA Brussels Open**

His consulting expertise covers:

- Event Organization and Governance
- Strategic Asset Management and Planning
- Entertainment and New Technology Integration
- Ticketing Strategy and Hospitality Management
- Sponsorship Activation Strategies
- Cause-Related Marketing

He has also worked as a **consulting expert for professional football clubs**, including **Paris Saint-Germain (PSG)** on **fan experience and marketing strategy**, and **Olympique de Marseille**, advising on **business and marketing asset development**.

From **2017 to 2020**, he served as a member of the **Executive Committee of Roland-Garros (FFT)**, where he was responsible for **economic development and circular economy initiatives**.

Since **2023**, he has been a **consultant for ORECA Group**, supporting its diversification strategy in **FIBA 3x3 basketball events (3xFestival)**, with responsibilities including **business development, media exposure, and strategic brand activation**.

🔗 **Website**:
http://lionelmaltese.fr/?page_id=56

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

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 exerts of texts, images, results etc. from external sources by including them in their own work without mentioning the origins of the exerts;
- 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 1st and 2nd 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 3rd and 4th 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 (1st and 2nd 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 (3rd and 4th 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
Student are prompted to act or think in ways that have a negative impact on sustainability transitions.	*Students are able to perceive some links between the subject taught and few societal issues.*	*Students are able to identify few SDGs directly impacted by discipline / subject taught.*	*Students are able to:* • *Understand the positive and negative impacts of the course (tools, usual techniques and subjects) on one or more SDGs* • *Understand the (potential) impacts of sustainability challenges on the discipline / subject taught* • *Apply the knowledge acquired during the course to act on one or more SDGs.*	*Students are able to:* • *Understand the positive and negative impacts of the course (tools, usual techniques and subjects) on the 17 SDGs* • *Understand the (potential) impacts of sustainability challenges on the discipline / subject taught* • *Apply the knowledge acquired during the course to act on several SDGs and some of their interlinkages.*	*(High) +* *Students are able to:* • *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.* • *Understand the impact of mindset in the transition needed*

Table 1Matrix 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 muticultural 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-developement 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
MBAs (GLOBAL MBA & Blended MBA)	MBA1	Understand and Integrate Management Foundations and Techniques
MBAs (GLOBAL MBA & Blended MBA)	MBA2	Develop a Strategic Perspective
MBAs (GLOBAL MBA & Blended MBA)	MBA3	Demonstrate Business Communication, Teamwork and Leadership skills
MBAs (GLOBAL MBA & Blended MBA)	MBA4	Develop and Implement Responsible Management
MBAs (GLOBAL MBA & Blended MBA)	MBA5	Demonstrate Critical Thinking and the ability to perform in a Culturally Diverse environment
MBAs (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