Swiss School of Business and Management Geneva
(SSBM Geneva)

SSBM Geneva Program Outline

Executive Dual DBA in International Business

Method: Online

Duration of Program: 24 months

Total number of ECTS: 140 ECTS

Avenue des Morgines 12, 1213 Genève

Switzerland

www.ssbm.ch

1. Enrollment criteria

Admission to DBA studies is granted to people who fulfil the following requirements:

- Hold MBA (or equivalent qualification) from a recognized higher education institution;

or

- Hold Master's degree in management (or associated discipline);

or

– Hold a Master's degree in a field other than management (or related discipline) but with a minimum of 5 years professional work experience.

- English requirements:

- TOEFL, IELTS or Cambridge
- Intensive English Program certificate
- Previous education in English speaking or Bilingual school with an official certificate
- Test/Interview with SSBM member staff (75 EUR cost which will be deducted from tuition fees upon enrolment).
- If a candidate is not from a majority English-speaking country, then an evidence of English language competency is required.

2. Credit Transfer and Recognition of Prior Learning

Credit Transfer and Recognition of Prior Learning are described in the "Recognition of Prior Learning (RPL) Policy" of SSBM Geneva.

3. Graduation Requirements

To successfully complete the DBA program, students must:

- Complete all program courses with a passing grade
- Complete and defend the final dissertation with a passing grade
- Have no outstanding financial obligations towards SSBM or PSM

Upon successful completion of the Executive Dual Degree DBA program, students will be awarded two diplomas: a Degree of Doctor of Business Administration issued by the Swiss School of Business and Management Geneva (SSBM Geneva) and a Degree of Doctor of Business Administration issued by the Paris School of Management (PSM).

Summa Cum Laude

"Summa cum laude" is an honorary title to signify a DBA that was earned "with the highest distinction". It is awarded to students for exceptional DBA Dissertation which was awarded the highest grade of 100 with innovative and original contribution to the field of research.

4. Teaching Method and Learning Materials

DBA program is delivered online through the SSBM Online Learning Portal used by Harvard and MIT and by remote online mentor supervision.

All learning materials for this program are made accessible through the SSBM or PSM Online Learning Portal.

Access to S-Connect is provided to all students. S-Connect is an online platform to socialize / exchange / engage and communicate with current students, alumni, professors and industry partners.

Access to e-Library and ESBCO (largest provider of research databases, e-journals, magazine subscriptions, e-books and discovery service) is provided to all students. The librarian is available to all students to further advance their access to literature.

5. Program Outcomes

Learning Outcomes for DBA programs

- DBA students will demonstrate fundamental knowledge of the functional areas of research
- DBA students will demonstrate effective research skills including formulation of research problem, building of an appropriate literature review, using and designing a research study, ability to conduct data analysis and summarize and present the results
- DBA students will understand the importance of ethical obligations and responsibilities
- DBA students will be able to apply different frameworks into business context
- DBA students will acquire academic mindset and be able to scientifically analyze, approach and implement solutions to business problems

6. Core Program Curriculum

Course ID	Course	Lecturer	ECTS
26649	Research Methodology I (RM01)	SSBM Supervisor	5
26650	Research Methodology II (RM02)	SSBM Supervisor	5
26654	Research Proposal (RP01)	SSBM Supervisor	20
26655	DBA Dissertation	SSBM Supervisor	90
37119	Foundations of Agentic AI	Kathrin Gabriele Kind-Trüller	5
37100	International Management and Business diplomacy	Olivier Naray	9
37091	Applied Artificial Intelligence in Business	Mario Silic	6
		TOTAL:	**140**

Course Descriptors

RESEARCH METHODOLOGY I

Course Description

The focus of this DBA level course is on social science research, in particular, research methods. We address different methodological perspectives including experimental type research as well as research in the applied context. Students will get a full understanding of basic statistical concepts and qualitative/quantitative analysis techniques. At the end of course, students would have developed the capacity to frame research questions, derive appropriate experimental research designs, and analyze the data collected from these designs. They would also acquire proficiency in the use of software for analyzing experimental data

Course objectives

The course is designed to acquaint researchers with the principles of experimental design, basic research designs used in social science research including qualitative and quantitative research design methods.

Course Learning Outcomes

After this course, students will be able to:

- Develop the capacity to frame research questions and identify suitable experimental research designs.
- Demonstrate an understanding of basic statistical concepts and qualitative/quantitative analysis techniques.
- Analyze different methodological perspectives, including experimental and applied research contexts.
- Acquire proficiency in the use of software for analyzing experimental data.
- Understand and comply with ethical considerations in research, including academic integrity and avoiding plagiarism.
- Prepare a research concept paper following academic standards and guidelines provided by the course

Assignment Overview: Concept Paper

Your task is the following one:

- You have to submit to your mentor 4-5 pages document (including citations and the first page) where you will write about the topic you would like to study. You have to strictly follow the CONCEPT PAPER template that you can find on the DBA info course or you can request it from your mentor.
- You should structure your short research talk in the following way:

1) Introduction
2) Literature review
3) Discussion
4) Conclusion

- For the Introduction part you should briefly introduce the topic of your study (e.g., why your topic is important? why you would like to study it?

why is it novel? what is so new with your topic? what you will bring to the management/business world by studying that particular topic? etc...)

- For the Literature review: at this stage you can use Google Scholar as the main database and you should query it with some keywords related to your topic (e.g., if your topic is "Business challenges related to Bitcoin introduction"
- Then you should enter some keywords in google scholar such as "business challenge bitcoin" or "organization challenge bitcoin". etc. Once done, you need to briefly review what for example top 20 papers said about that topic (you need at least to read the abstract of those papers).
- Finally, once you analyze the first 20 or 30 papers, you should do the critical review of that literature and say what will be your work contribution and how you will fill the gap with your work. You do not need to go too much in details but just to indicate and cite past papers in this literature review section.
- For example: According to Pelletier 2017), business challenge related to bitcoin is largely underestimated and further research is needed to deep dive in this topic. Indeed, Mancure et al. (2013) argue that bitcoin is still in the nascent stages and....
- Citation style: Harvard style
- For the discussion part: you need to briefly discuss what you have found and how the findings from other studies will related to your research.
- Finally, in the conclusion, you should briefly say what your paper on this literature review dealt with and what you have found.

Overview of student workload

Learning activities	Number of Hours	ECTS Allocation
Researching subject and reading literature	110	4.4
Supervision meetings	2	0.1
Writing Concept Paper	12.5	0.5

Course materials and textbooks

Saunders, Lewis and Thornhill, *Research Methods for Business Students*, 5th Edition, © Mark Saunders, Philip Lewis and Adrian Thornhill 2009

RECOMMENDED REFERENCES:

Keppel, G., & Wickens, T. D. (2004) Design and analysis: A researcher's handbook (4th ed.). Pearson, Prentice Hall.
Kirk, R. E. (1995). Experimental design: Procedures for the behavioral sciences. Brooks/Cole Publishing Company.
Shadish, W. R., Cook, T. D., & Campbell, D. T. (2001). Experimental and quasi-experimental designs for generalized causal inference. Houghton Mifflin Company.
Tabachnick, B. G., & Fidell, L. S. (2007). Experimental designs using ANOVA. Duxbury.
Alan Agresti (2007) An Introduction to Categorical Data Analysis (Wiley Series in

Probability and Statistics), Publisher: Wiley-Interscience; 2 edition
On SPSS: George, D. & Mallery, P. (2005). SPSS for windows step-by-step: A simple guide and reference, update (6th Ed.). Allyn & Bacon.

SSBM web platform

Presentations, seminars and additional materials for class participation

Web

Different web sites will be mentioned during the lectures. The students are fully advised to consult such web pages in advance of lectures so that they can be prepared to better understand different chapters.

RESEARCH METHODOLOGY II

Course Description

The focus of this DBA level course Research Methodology II is on providing high level overview of the research process that includes data collection, literature review, ethical guidelines, research proposal, research design and several other research related tips.

Course objectives

The course is designed to acquaint researchers with the principles of the research process that includes literature review, research design and research methodology.

Course Learning Outcomes

- Develop proficiency in conducting literature reviews, including identifying relevant sources, critically evaluating existing research, and synthesizing findings.
- Gain an understanding of ethical guidelines and considerations in research, including issues related to data collection, participant consent, and research integrity.
- Acquire skills in formulating research proposals, including defining research questions, selecting appropriate methodologies, and outlining research objectives.
- Demonstrate competence in research design, encompassing the selection of appropriate methods, procedures, and analytical techniques for investigating research questions.
- Enhance knowledge of different research methodologies, including qualitative, quantitative, and mixed-method approaches, and their applications in various research contexts.
- Develop the ability to apply research methods learned in the course to address practical research challenges and contribute to the advancement of knowledge in the field.
- Practice academic writing skills, including adhering to citation conventions, structuring literature reviews, and presenting research findings effectively.

- Foster critical thinking and analytical skills necessary for evaluating research literature, identifying research gaps, and formulating research questions.
- Understand the importance of academic integrity and ethical conduct in research, including avoiding plagiarism and adhering to ethical guidelines throughout the research process.
- Prepare a comprehensive literature review following academic standards and guidelines provided by the course.

Assignment Overview: Literature Review

Your task is the following one:

- You have to submit to your mentor a literature review (including citations and the first page) where you will review the topic you would like to study
- You should structure your literature review as per instructions provided on the learning portal.

Overview of student workload

Learning activities	Number of Hours	ECTS Allocation
Researching subject and reading literature	110	4.4
Supervision meetings	2	0.1
Writing Literature Review	12.5	0.5

Course materials and textbooks

Saunders, Lewis and Thornhill, *Research Methods for Business Students*, 5th Edition, © Mark Saunders, Philip Lewis and Adrian Thornhill 2009

RECOMMENDED REFERENCES:

Keppel, G., & Wickens, T. D. (2004) Design and analysis: A researcher's handbook (4th ed.). Pearson, Prentice Hall.
Kirk, R. E. (1995). Experimental design: Procedures for the behavioral sciences. Brooks/Cole Publishing Company.
Shadish, W. R., Cook, T. D., & Campbell, D. T. (2001). Experimental and quasi-experimental designs for generalized causal inference. Houghton Mifflin Company.
Tabachnick, B. G., & Fidell, L. S. (2007). Experimental designs using ANOVA. Duxbury.
Alan Agresti (2007) An Introduction to Categorical Data Analysis (Wiley Series in Probability and Statistics), Publisher: Wiley-Interscience; 2 edition
On SPSS: George, D. & Mallery, P. (2005). SPSS for windows step-by-step: A simple guide and reference, update (6th Ed.). Allyn & Bacon.

SSBM web platform

Presentations, seminars and additional materials for class participation

Web

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RESEARCH PROPOSAL

Course Description

The Research Proposal course guides students in developing a comprehensive research proposal that serves as the foundation for their final thesis. Building on the Concept Paper and Literature Review, students refine their research problem, research questions, theoretical framework, and methodology while demonstrating academic rigor and critical thinking.

Course Objectives

The objective of this course is to equip students with the knowledge and skills necessary to design a coherent, academically rigorous, and feasible research proposal. Students will strengthen their ability to critically evaluate scholarly literature, formulate meaningful research questions or hypotheses, select appropriate research methods, and justify their methodological decisions.

Course Learning Outcomes

Upon successful completion of this course, students will be able to:

- Define and critically evaluate a research problem, establishing its significance, relevance, and contribution to the field.
- Formulate clear research objectives, research questions, and hypotheses or propositions aligned with the identified research problem.
- Conduct a comprehensive and critical literature review to identify research gaps and develop an appropriate theoretical or conceptual framework.
- Design and justify a suitable research methodology, including research approach, sampling strategy, data collection methods, and analytical techniques.
- Evaluate the reliability, validity, ethical considerations, and feasibility of the proposed research design.
- Integrate theoretical knowledge, scholarly evidence, and methodological decisions into a coherent and academically rigorous research proposal.
- Prepare and present a structured research proposal that meets academic writing standards and provides a clear blueprint for the final thesis.

Assignment Overview: Research Proposal

Students are required to develop a comprehensive Research Proposal based on their previously completed Concept Paper and Literature Review. The assignment should clearly define the research problem, objectives, and research questions; provide a critical and sufficiently developed literature review; and present a detailed methodology explaining the research design, sampling approach, data collection procedures, data analysis techniques, and relevant ethical considerations.

The proposal should normally be **10–12 pages long and must not exceed 30 pages**. Unless otherwise approved by the Mentor, it must include a title page, table of contents, Chapter 1: Introduction, Chapter 2: Review of Literature, Chapter 3: Methodology, references, and appendices where appropriate.

The proposal must be written in a formal academic style, demonstrate critical analysis and independent research skills, use appropriate scholarly references and consistent citation formatting, and present a logical connection between the research problem, literature, and methodology.
The completed Research Proposal should provide a clear, feasible, and academically sound foundation for conducting the research and writing the final thesis. Once approved, it serves as the guiding framework for subsequent thesis development, with any significant changes subject to agreement with the Mentor.

Overview of student workload

Learning Activities	**Hours**	**ECTS**
Research problem and objectives development	50	2
Literature review and synthesis	125	5
Theoretical framework and hypotheses	50	2
Research methodology development	100	4
Research validity, reliability, and ethics	25	1
Research proposal writing	75	3
Mentor consultations and feedback	25	1
Revision and final submission	50	2
Total	**500**	**20**

DISSERTATION

Course Description

The Dissertation course represents the final stage of the doctoral research process, during which students independently conduct and complete an original research study based on an approved Research Proposal. Students collect and analyze data, critically interpret their findings, develop evidence-based conclusions, and demonstrate their ability to contribute to academic knowledge and professional practice through a comprehensive doctoral dissertation.

Course Objectives

The objective of this course is to enable students to conduct independent, academically rigorous research and produce a doctoral dissertation that demonstrates advanced research competencies, critical thinking, and methodological expertise. Students will strengthen their ability to apply appropriate research methods, systematically analyze empirical evidence, evaluate findings in relation to existing literature, and formulate meaningful theoretical and practical contributions.

Course Learning Outcomes

Upon successful completion of this course, students will be able to:

1. Conduct independent research by implementing an approved research design and addressing clearly defined research questions, objectives, and hypotheses or propositions.
2. Critically evaluate and synthesize scholarly literature to establish the theoretical foundations of the study and demonstrate its contribution to existing knowledge.
3. Apply advanced research methodologies by selecting and implementing appropriate sampling, data collection, and analytical techniques.
4. Demonstrate research rigor and ethical responsibility by ensuring appropriate reliability, validity, transparency, and adherence to ethical research standards.
5. Systematically analyze and present research findings using suitable quantitative, qualitative, or mixed-methods approaches.
6. Critically interpret and evaluate research results in relation to the research questions, theoretical framework, and existing scholarly literature.
7. Develop evidence-based conclusions and recommendations that demonstrate theoretical contributions, practical implications, and opportunities for future research.
8. Produce a comprehensive doctoral dissertation that demonstrates independent scholarship, academic integrity, critical analysis, and advanced academic writing skills.

Assignment Overview: Dissertation

Students are required to complete an independent doctoral dissertation based on their previously approved Research Proposal. The dissertation must demonstrate the student's ability to conduct original research, apply appropriate research methodologies, collect and systematically analyze data, critically evaluate findings, and develop well-supported conclusions and recommendations. The research must demonstrate academic rigor, methodological transparency, and a meaningful contribution to scholarly knowledge and/or professional practice.

The dissertation must contain 120–200 pages of main text, excluding photographs, images, tables, and similar visual elements. Unless otherwise agreed with the Mentor, the dissertation should include a title page, signature page, table of contents, lists of tables and figures, abstract, Chapter 1:

Introduction, Chapter 2: Review of the Literature, Chapter 3: Methodology, Chapter 4: Results, Chapter 5: Discussion, Conclusions, and Implications, references, and appendices. The dissertation must follow the Harvard referencing style and the official SSBM dissertation templates provided by SSBM or the Mentor.

The completed dissertation must demonstrate independent scholarly work, critical engagement with relevant literature, appropriate data collection and analysis, and objective interpretation of research findings. Students are expected to revise previously developed chapters as necessary, incorporate Mentor feedback, and ensure that the final document meets the highest standards of academic quality, coherence, research ethics, and professional presentation.

Overview of student workload

Learning Activities	**Hours**	**ECTS**
Research planning	125	5
Literature review	250	10
Methodology development	250	10
Data collection	500	20
Data analysis	375	15
Results and discussion	250	10
Conclusions and recommendations	125	5
Mentor consultations	125	5
Revision and submission	250	10
Total	**2,250**	**90**

FOUNDATIONS OF AGENTIC AI

Course Description

This intensive course delves into the burgeoning "agentic era" of Artificial Intelligence and its profound impact on the business landscape. We will explore how generative and agentic AI are not merely incremental improvements but represent a fundamental shift, capable of propelling entrepreneurial ventures, unlocking unprecedented business insights, automating routine tasks, and enabling a highly skilled workforce to focus on strategic, creative endeavours. Through a blend of theoretical understanding, practical application, and real-world case studies, participants will gain a comprehensive grasp of how to leverage these cutting-edge technologies to drive innovation and achieve sustainable growth.

Course objectives

Upon successful completion of this course, participants will be equipped to:

- Establish a Foundational Understanding: Cultivate a thorough appreciation of the agentic AI era, distinguish between traditional, generative, and agentic AI, and understand the profound implications for business.
- Analyze AI Architectures: Deconstruct what it takes to build agentic AI by

understanding its core components—including memory, planning, and tools—and the role of developmental frameworks in creating applications.
- Drive Innovation and Entrepreneurship: Develop a discerning eye for identifying and evaluating entrepreneurial opportunities through the strategic and rapid deployment of generative AI tools.
- Extract Actionable Intelligence: Gain practical mastery in applying agentic AI tools and techniques to automate analysis and extract meaningful insights from complex business datasets.
- Formulate Advanced Business Strategies: Develop sophisticated strategies for achieving hyperpersonalization in customer experiences and automating business tasks using agentic AI methodologies.
- Appraise Ethical and Societal Impact: Engage in a considered and critical appraisal of the ethical and societal ramifications that arise from the increasing adoption of AI in the business landscape.
- Conceptualize Novel AI Solutions: Conceptualize and articulate innovative business solutions that effectively harness the transformative power of both generative and agentic AI.

Course Learning Outcomes

Upon successful completion of this course, students will be able to:

- Differentiate Key AI Concepts: Define and differentiate between traditional, generative, and agentic AI, and explain the essential concepts of generative models and their architectures
- Analyze Agentic Components: Describe the core components and frameworks necessary for building agentic AI systems, such as planning, memory, and tools like AutoGen.
- Evaluate Entrepreneurial Opportunities: Identify and evaluate opportunities to leverage generative AI for new entrepreneurial ventures, enabled by the democratization and faster deployment of AI/ML tools.
- Apply AI for Data Insight: Apply agentic AI tools and techniques to automate data analysis and extract valuable, actionable insights from diverse business data.
- Develop Hyper-Personalization Strategies: Develop concrete strategies for achieving hyper-personalization and automating tasks using agentic AI to improve business efficiency and customer engagement.
- Critically Assess AI's Role in Business: Critically assess the ethical, intellectual property, and societal implications of widespread AI adoption in business contexts.
- Formulate Innovative Solutions aligned to business strategy and operations: Formulate and propose innovative business solutions that leverage the unique capabilities of generative and agentic AI to solve real-world problems.

Overview of student workload

Learning activities	Number of Hours	ECTS Allocation
Lectures – Video materials	4.5	0.2
Preparations for the lectures	25.5	1

Reading part (literature and pre-reading links)	35	1.4
Learning for quizzes + time for solving	25	1
Learning for final assignment + time for solving	35	1.4

Course Materials

Foundational Concepts

Weng, L. (2023) AutoGPT and the rise of agentic AI. OpenAI. Available at: https://lilianweng.github.io/posts/2023-06-23-agent/

Andreessen Horowitz (2023) What is agentic AI? A16Z. Available at: https://a16z.com/2023/04/26/agentic-ai/

Yao, S. et al. (2022) ReAct: Synergizing reasoning and acting in language models. Stanford/Google. Available at: https://arxiv.org/abs/2210.03629

Architectures & Mechanisms

Russell, S. and Norvig, P. (2009) Artificial Intelligence: A modern approach. Excerpt from The principles of autonomous agents.

Microsoft Autonomous Agents Team (n.d.) Beyond prompting: Building LLM agents. Microsoft. Available at: https://github.com/microsoft/autogen

Sapkota, R., Roumeliotis, K. I., & Karkee, M. (2025). AI Agents vs. Agentic AI: A Conceptual Taxonomy, Applications and Challenges. arXiv. Available at: https://arxiv.org/abs/2505.10468

Ethics & Implications

Christian, B. (2020) The alignment problem. Book excerpt or summary.

Future of Life Institute (n.d.) AI agents: Promise and peril. Available at: https://futureoflife.org/ai-risk/

Additional Materials & Video Resources

The Ingredients of Agentic AI A breakdown of the components required to build agentic systems, including memory, planning, and tools. Available at: Lilian Weng's Blog https://bing.com/search?q=The+Ingredients+of+Agentic+AI+Lilian+Weng+Blog

Building Autonomous AI Agents Microsoft's framework for building LLM-based agents using AutoGen. Available at: AutoGen Docs https://bing.com/search?q=Building+Autonomous+AI+Agents+AutoGen+Docs

Planning and Memory in Language Agents A Stanford paper exploring how memory and task planning improve LLM performance in multi-step environments. Available at: arXiv https://arxiv.org/abs/2503.0957

Tools, APIs, and Plug-ins: Supercharging Agentic Systems Discussion of integrating tools, retrieval systems, and APIs into LLMs to extend their functionality. Available at: OpenAI Plugins Blog https://bing.com/search?q=Tools%2c+APIs%2c+and+Plugins%3a+Supercharging+Agentic+Systems+OpenAI+Plugins+Blog

Understanding Generative AI: A Beginner's Guide Gain insights into the basics of Generative AI, its mechanisms, and realworld applications. Available at YouTube: https://www.youtube.com/watch?v=k7HaeJs-N-o

Generative AI in Practice: Use Cases and Implications Explore various use cases of Generative AI and its implications across different sectors. Available at: YouTube https://www.youtube.com/watch?v=NRmAXDWJVnU

The Future of Generative AI: Opportunities and Challenges Understand the potential future developments in Generative AI and the challenges that lie ahead. Available at: YouTube https://www.youtube.com/watch?v=yWMzBGiYp9s

In addition to the core readings, students are encouraged to explore supplementary online resources, including research papers, articles, and video materials relevant to each chapter

INTERNATIONAL MANAGEMENT AND BUSINESS DIPLOMACY

Course Description

This course tackles the efforts of diplomacy undertaken by private business organizations, known as business diplomacy, focusing on external stakeholder management and stakeholder relations. Accordingly, the course will also tackle International Organisations including soft-law and agreements impacting business. It also addresses international business strategies, including market entry and the process of business internationalisation.

Course objectives

Students will learn the rationale behind and the practice of business diplomacy from a management perspective. The course will also consider the economic context of digital transformation, the technology sector, and reflect on the future of business diplomacy. Additionally, it will cover strategic approaches to international business, including market entry, decision-making regarding location, export, investments, and the practical implications for businesses at the management level.

Course Learning Outcomes

Upon successful completion of this course, students will be able to:

- Understand and plan/ perform the activities by business diplomacy/lobbying vis-à-vis their stakeholders such as governments, parliaments, NGOs, media, science and research, competitors.

- Understand and react to the drivers and motivations of actors in terms of BtoG (business-government), BtoC (business to customer/consumer), BtoNGO and other external actors
- Understand and categorise clearly actors and stakeholders by their nature and interests to interact with them as appropriate.
- Apply the theories, related to international markets. and use the online tools -digital resources that provide insights into international markets.
- Assess the international business environment considering relevant trade agreements, rules, and public policy.
- Demonstrate the ability to make strategic decisions during the internationalization phases of business development.

Overview of student workload

Learning activities	Number of Hours	ECTS Allocation
Lectures	5.5	0.22
Solving exercise, quizzes and essays	30	1.2
Preparation for the lectures	30	1.2
Preparation for the practical work	30	1.2
Individual study for additional activities	31.5	1.26
Learning for final assignment + time for solving	98	3.92

Course Materials

1. Online Sources and Professional Resources

1. International Chamber of Commerce (ICC). Available at: https://iccwbo.org/

2. Chief Executive Group. Available at: https://chiefexecutive.net/

3. Public Affairs Council. Available at: https://pac.org/

4. Centre for Corporate Public Affairs. Available at: https://www.accpa.com.au/

5. European Centre for Public Affairs. Available at: https://theecpa.eu/

6. Clingendael Institute. Available at: https://www.clingendael.org/

7. Market Access Map (MacMap). Available at: https://www.macmap.org/

8. International Trade Centre – Export Potential Map. Available at: https://exportpotential.intracen.org/en/

9. European Commission – EU Trade Relationships by Country and Region. Available at: https://policy.trade.ec.europa.eu/eu-trade-relationships-country-and-region_en

10. State Secretariat for Economic Affairs (SECO) – Switzerland's External Economic Policy. Available at: https://www.seco.admin.ch/seco/en/home/Aussenwirtschaftspolitik_Wirtschaftliche_Zusammenarbeit.html

11. World Trade Organization (WTO) – International Trade Statistics. Available at: https://www.wto.org/english/res_e/statis_e/its2011_e/its_understand_its_e.pdf

12. International Trade Centre – Academic and Trade Resources. Available at: https://intracen.org/academia

13. Unpaywall – Open Access Scholarly Articles Database. Available at: https://unpaywall.org/

14. Scribendi – Free Online Journal and Research Databases. Available at: https://www.scribendi.com/advice/free_online_journal_and_research_databases.en.html

2. Indicative Reading

1. Alix, T. (2015) 'Corporate diplomacy – Building reputations and relationships with external stakeholders', Revue Française de Gestion, pp. 189–196. Available at: https://search.proquest.com/docview/1734314533?accountid=37942

2. Amann, W., Khan, S., Salzmann, O., Steger, U. and Ionescu-Somers, A. (2007) 'Managing external pressures through corporate diplomacy', Journal of General Management, 33(1), pp. 33–49.

3. Amdam, R.P. and Benito, G.R.G. (2022) 'Opening the black box of international strategy formation: How Harvard Business School became a multinational enterprise', Academy of Management Learning & Education, 21(2), pp. 167–187. https://doi.org/10.5465/amle.2020.0028

4. Bolewski, W. (2018) 'Corporate diplomacy as global management', International Journal of Diplomacy and Economy, 4(2), pp. 107–138.

5. Bolewski, W. (2021) 'Compass for public/private management in turbulent times: Corporate diplomacy', International Journal of Diplomacy and Economy, 7(1), pp. 4–18.

6. Friedman, T.L. (2007) The World Is Flat: The Globalized World in the Twenty-First Century. Penguin.

7. Henisz, W.J. (2016) Corporate Diplomacy: Building Reputations and Relationships with External Stakeholders. Sheffield: Greenleaf Publishing.

8. Hill, C.W.L. (2011) International Business: Competing in the Global Marketplace. 8th edn. McGraw-Hill.

9. Hitt, M.A., Ireland, R.D. and Hoskisson, R.E. (2021) Strategic Management: Concepts and Cases: Competitiveness and Globalization. 13th edn. Cengage Learning.

10. Jiang, S., Teng, W., Huang, Y. and Zhang, X. (2024) 'Corporate diplomacy: The dimensional structure and outcomes', Cross Cultural & Strategic Management, 31(2), pp. 335–355. Available at: https://www.emerald.com/insight/content/doi/10.1108/CCSM-07-2023-0126/full/html

11. Kelly, P. (2009) International Business and Management. London: Cengage Learning.

12. Kestelyn, J., Riordan, S. and Ruël, H.J.M. (2014) 'Introduction: Business diplomacy', The Hague Journal of Diplomacy, 9, pp. 303–309.

13. Kostecki, M. (2006) Business Advocacy and Trade Policymaking in Developing Countries. Cahier de recherche en marketing & management 03.06. Université de Neuchâtel.

14. Li, J., Shapiro, D., Peng, M.W. and Ufimtseva, A. (2022) 'Corporate diplomacy in the age of U.S.–China rivalry', Academy of Management Perspectives, 36(4). Available at: https://search.library.wisc.edu/article/cdi_proquest_journals_2736343174

15. Meneses, R. and Monteiro, R. (2013) 'Determinants of business diplomacy relevance in foreign management operations', paper presented at the EIBA Conference, Bremen, 2014.

16. Ordeix-Rigo, E. and Duarte, J. (2009) 'From public diplomacy to corporate diplomacy: Increasing corporations' legitimacy and influence', American Behavioral Scientist, 53(4), pp. 549–564.

17. Pacheco, L.M. and Matos, A.P. (2022) 'Foreign presence and export performance: The role of Portuguese commercial diplomacy', The International Trade Journal, 36(2), pp. 147–169.

18. Peng, M.W. (2020) Global Strategy. 4th edn. Cengage Learning.

19. Peng, M.W. and Meyer, K. (2011) International Business. Cengage Learning.

20. Ruël, H. (2013) Diplomacy Means Business. Windesheim Reeks Kennis en Onderzoek, 46, p. 22.

21. Ruël, H.J.M., Wolters, T. and Loohuis, R. (2013) 'Business diplomacy in MNCs: An exploratory study', paper presented at the Academy of International Business Meeting, Istanbul, Turkey.

22. Sinurat, D.A.J., Fauzi, M.R. and Ariana, Z. (2023) 'The Oxford Handbook of International Business Strategy, edited by Kamel Mellahi, Klaus Meyer, Rajneesh Narula, Irina Surdu, and Alain Verbeke', Journal of Business & Finance Librarianship, 28(1), pp. 90–93. https://doi.org/10.1080/08963568.2022.2150803

3. Research Guides and Academic Databases

1. Google Scholar – https://scholar.google.com/
2. EBSCO – https://www.ebsco.com/

3. JSTOR – https://www.jstor.org/
4. ScienceDirect – https://www.sciencedirect.com/
5. Emerald Insight – https://www.emerald.com/insight/
6. ResearchGate – https://www.researchgate.net/
7. Other academic databases covering international relations, economics, international management, and international business.

APPLIED AI IN BUSINESS

Course Description

In today's rapidly evolving digital landscape, artificial intelligence (AI) is not just a buzzword but a transformative force shaping industries across the globe. This course is designed to equip managers and business leaders with the essential knowledge and strategic insights needed to harness the power of AI effectively.

Course objectives

The course aims to develop students' understanding of artificial intelligence (AI) and its transformative impact on modern business operations and strategic decision-making. Students will acquire knowledge of machine learning, data-driven decision-making, and AI project implementation while exploring practical applications in business environments. The course also emphasizes ethical considerations, responsible AI deployment, and the development of strategies to enhance organizational efficiency, innovation, and competitive advantage.

Course Learning Outcomes

Upon successful completion of this course, students will be able to:

- Explain fundamental artificial intelligence (AI) concepts, technologies, and their impact on business operations and organizational performance.
- Analyze different machine learning algorithms and evaluate their practical applications in business environments.
- Apply AI-driven approaches and data analytics techniques to support strategic decision-making and business problem-solving.
- Evaluate the role of data in AI applications and assess the effectiveness of data-driven business strategies.
- Develop strategies for planning, implementing, and managing AI projects while addressing organizational challenges and best practices.
- Assess ethical considerations, risks, and challenges associated with AI deployment and propose responsible AI practices.
- Identify opportunities for integrating AI technologies into business processes to enhance efficiency, innovation, and competitive advantage.

Overview of student workload

Learning activities	Number of Hours	ECTS Allocation
Lectures – Video materials	6.5	0.3
Readings – literature, reading assignment	70	2.8
Video tutorials	2	0.1
Individual study	21.5	0.8
Learning for final assignment + time for solving	50	2.0

Course Materials

1. "Prediction Machines: The Simple Economics of Artificial Intelligence" by Ajay Agrawal, Joshua Gans, and Avi Goldfarb - Explores the economic implications of AI and how it affects business decisions.

2. "Artificial Intelligence: A Guide for Thinking Humans" by Melanie Mitchell - Provides a comprehensive introduction to AI concepts and their practical implications.

3. "The AI Advantage: How to Put the Artificial Intelligence Revolution to Work" by Thomas H. Davenport - Focuses on practical strategies for leveraging AI in business.

4. "Applied Artificial Intelligence: A Handbook For Business Leaders" by Mariya Yao, Adelyn Zhou, and Marlene Jia - Offers insights into applying AI technologies across different industries.

5. "AI Superpowers: China, Silicon Valley, and the New World Order" by Kai-Fu Lee - Discusses the global AI landscape and its impact on businesses worldwide