



INSPIRING EDUCATION INSPIRING LIFE

Management in a European Context

WASEDA University, School of Commerce

22nd February - 07th March 2026

TBS

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Établissement d'Enseignement
Supérieur Consulaire
au capital de 8 013 639 €
RCS de Toulouse
SIRET : 817 517 394 00018
APE : 8542Z
OF : 76 31 08492 31

COURSE DESCRIPTION

TITLE: Management in a European Context

CREDITS: 2 credits at Waseda

OBJECTIVES:

In a world of continuous change and uncertainties, students must be able to navigate in an intercultural, European, and global environment. The seminar aims to sensitize students to the basic understanding of European business practices and cross-cultural management as well as insights on key sectors through a European perspective. This is done by including lecture on cross cultural aspects such as communication and emerging leadership styles adopted for global & digital transformation.

TOPICS COVERED AND LEARNING OUTCOMES:

1. Cross-Cultural Management
 - Understand different HRM practices in Europe, according to the institutional and cultural constraints that shape them.
 - Adopt an approach to thrive in a multicultural environment and integrate into a multicultural team.
2. Marketing in European Context
 - Examine how European companies effectively reposition and regenerate damaged brands towards being competitive and ethical high luxury brands that can succeed in leading markets
 - Identify how luxury strategy principles can be applied across almost any industry to add value to brand equity.
3. Business Models and Strategies of European Companies
 - Explore and evaluate emerging business models and strategies as well as their responses to changes in Europe's evolving business environment

CLASS SYLLABUS (25.5 Hours):

- Pre-departure webinar (1.5 Hours, Online)
- 14h00 – 17h00: Cross-Cultural Management 1: French Business Culture 1

- 14h00 – 17h00: Cross-Cultural Management 2: French Business Culture 2
- 09h30 – 12h30: Marketing in European Context 1: Luxury Brand Management
- 09h30 – 12h30: Marketing in European Context 2: Marketing Strategies in Europe
- 09h30 – 12h30: Cross-Cultural Management 3: Diversity in European Leadership Cross-Cultural Management
- 09h30 – 12h30: Business Models and Strategies of European Companies 1: Aerospace Industry & Innovations
- 09h30 – 12h30: Business Models and Strategies of European Companies 2: Key developments in European Management
- 09h30 – 12h30: Business Models and Strategies of European Companies 3: Emerging Technologies and Responsible Business Paradigms

ASSESSMENT

Class projects (class assignments, project work)	50 %
Participation & Group presentations	50 %

LECTURERS:

Shahla RINALDI
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