



**Ramon Llull University, IQS School of Management, Barcelona**  
**University of New York in Prague (UNYP)**  
Summit Global Education Program

## **Course Syllabus**

### **BUS 328: International Business**

#### **Purpose:**

- This course is designed for undergraduate students with a focus on international business, and for other majors looking for an understanding of the important opportunities and challenges that exist today globally and especially in the European Union.

#### **Introduction:**

- A conceptual and operational understanding of current topics in the international business arena is critical to an organization's success. The scope and content of international business issues have been fast evolving due to the deregulation of markets, changing consumer preferences, product and system innovations, and technological advancements. As the world becomes more integrated, a solid understanding of international business concepts and their associated implications has become essential for corporate decision-making. Profiting from the multinational and multicultural nature of the program, students will be able to acquire a hands-on perspective on international business issues, with a particular emphasis on the European Union.

#### **Course Description:**

- This course presents a systematic overview of international business. There will be an integrated progression of topics ranging from understanding the political, economic, and cultural influences on international trade and investment flows, to the analysis of the strategic and operational alternatives when conducting international business. Through practical case-studies, team projects and visits to leading European companies and organizations, the students will be exposed to the actual implementation of the topics covered in class on real-life companies.

## **Course Objectives:**

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

1. Develop a solid understanding of the foundations of international business and the cultural context for managing in diverse international environments;
2. Assess the causes and consequences of accelerated globalization;
3. Describe the relationship between financial institutions and the global economic crisis;
4. Develop an understanding of the global monetary framework in which international business transactions are conducted and the importance of foreign exchange markets;
5. Implement the strategies and structures that firms adopt in order to compete effectively in the international business arena;
6. Assess the policies and practices of multinational corporations regarding ethics, social responsibility and the environment;
7. Explain the causes and consequences of the current crisis in the Eurozone; and
8. Understand the past, present and future of the European Union and the numerous opportunities it offers for international business.

## **Students:**

- All majors are welcome! UNDERGRADUATE or GRADUATE level students are welcome to apply.

## **Prerequisites:**

- This course assumes that students have a desire to work with people across cultures. It is not required, however, for students to take any prerequisite courses before taking this class.

## **Course Requirements:**

- The course requires active student participation. Students are expected to read the assigned textbook chapters, cases and articles before every class. There will be a midterm exam, a final exam, case studies and a team project. Students are required to attend professional visits.

## **Teaching Procedures and Methodology:**

- Teaching methods used in this course include lectures, case discussions, team assignments, and professional visits. Learning in this course requires the student's constructive participation and active involvement in both class discussions and small group discussions. Small group discussions, in particular, are a key mechanism for facilitating learning from other team members. Thus, it is essential to attend all group activities inside and outside classes. The corporate visits will expose the participants to different aspects of the class and will highlight the practical relevance of the concepts learned. The visits will be accompanied by individual or group assignments.

## **Readings:**

- "International Business", by Mike W. Peng, Klaus Meyer, Cengage Learning EMEA, 28 Mar 2011, ISBN-10: 1408019566
- Estimated daily reading: 5-10 pages

## **Recommended Reading:**

- "Understanding the European Union", by John McCormick, Palgrave Macmillan, 5th Ed., 2011
- "Cultural Intelligence: Living and Working Globally", by David Thomas and Kerr Inkson, Berrett-Koehler Publishers, 2009
- Additional readings will be assigned by the professor. These readings are designed to acquaint students with core paradigms in Europe, as well as some of the most well known or well done

empirical studies. Additional recommended readings and websites each week will supplement the required readings.

### **Term Paper Project (Market Entry):**

- This team project is designed to provide you with a sound understanding of how companies that engage in international business apply the concepts discussed in class to make real-life business decisions. Your team assumes the role of consultants that will advise the chosen company on some critical issues related to expanding into a new market. Teams will be made up of 1-3 students each. The project deliverables are outlined below. The project must include the following sections:

#### I. Product and Company Selection

- Students will select a product or service that exists in your home country, and advise on a market entry strategy for entering another country. For this international business course, the selection of product or service should have more than 2-3 years experience in your home market. To make the project easier, we suggest that you select a product that at least one members of the team has a specific knowledge about and is currently marketed in his/her home country.
- Describe the product, the manufacturer, and the international business orientation of the firm.

#### II. Market Analysis - Europe

- During this course, students should look at entering the European market with their startup product or service. Elaborate a market analysis in which you examine the competitive, economical and political environment that will impact the future success of your product and company there. Focus on the aspects of these environments that are most relevant to your company and product.

#### III. Market Entry Strategy

- After selecting a product and analyzing the target market, evaluate and compare the different market entry strategies available. Assume that the company does not merely want to export its product to the given market, but has plans to develop a more strategic approach to entering this market.

#### IV. Location

- As part of your analysis in part III, make sure to suggest one or more particular cities or regions that will play a role in your proposed strategy. Describe the advantages of the proposed locations in terms of operations and distribution among others.

### **Term Paper Project - Deliverables:**

- The team members are required to provide the instructor with regular and frequent updates on the progress of their project. The instructor will consequently provide on-going feedback to each team. Throughout their time abroad, students will be working on their team project. The following is a list of assignments that students will need to turn in for this project:
  1. Proposal: A brief 1-2 pages (typed, double-spaced, 12 point font) proposal specifying the company/ product/ service and target market selected. Also required is a concise description of your rationale for your decision. Should the initial proposal by the group require significant changes, the revised draft will have to be handed-in within one week of the initial presentation to the instructor.
  2. Project updates: Each group has to submit a total of two project updates in order to demonstrate their progress. The instructor will provide timely feedback to ensure that each group is on target.

3. **Written Report:** The report should be 6-8 pages in length (single-sided, typed, double-spaced, in 11-12 point font), excluding the cover page, table of contents, list of references, and appendices. In addition to the main content, all written reports must include a cover page, a table of contents, page numbers, a list of current references (minimum of 10), and an appendix of key figures, charts, and the like. References should be written in American Psychological Association (APA) or Harvard Reference format. If you are not familiar with these formats, consult manuals in the library or Internet.
4. **Presentation:** In the last week of class, each team will hold a 10 minute concise, informative and creative presentation, highlighting the key points of their project report. The required scenario for the presentation is that the group is presenting their plan to potential investors (the audience) for consideration. Creativity is strongly encouraged in all presentations.
5. **Peer review:** At the end of the project, students will be asked to submit a peer-review; grading their fellow teammates with regards to their participation. Individual grades will be adjusted based upon these reviews.

#### **Presentations:**

- While in Barcelona at the IQS School of Management, students will complete two presentations in class, along with accompanying research done out-of-class as homework. The two reports will be done in small groups of 2-3 students each.
- **IMPORT/EXPORT BUSINESS REPORT:** Students will choose two countries, and will learn to use market research tools and databases to analyze international business potential. In addition students will turn in an 5-8 page paper outlining their PESTLE country analysis
- **BUSINESS CASE STUDY REPORTS:** Students will be given business case studies based on two local businesses in Barcelona, and will be asked to look at their international business strategy. The two companies analyzed last year by students were: Puig and Eurofragance
- For each report, the deliverables are as follows:
  - 20 slides (PowerPoint presentation)
  - Duration: 25 minutes (equally distributed between all the members of the group)
  - 1 paper copy of the slides will be delivered to the teacher just before the presentation. 4 slides per sheet, horizontal, in black and white
  - A group grade (except if big differences are observed between the group members)
  - Save the file on a USB device and send it to your mail (just in case...)

#### **Homework - Introduction to the European Union (Module):**

- In addition to assignments and readings given in class by professors, the following assignments are due from all students attending the Summit Global Education summer programs in Europe:
- **LECTURES:** All students must attend all "Introduction to the European Union" sessions organized by Summit Global Education. The purpose of these lectures is to ensure that all students understand the European context within which their course is based. This module might include daily lectures on EU related topics, as well as Summit organized cultural or professional visits.
- **PROFESSIONAL / CULTURAL VISITS: 3-Questions:** Before each professional / cultural visit organized by Summit Global Education, students should think about 3 questions that they would ask (if they had a chance to sit down with an executive from the organization). Submit 3-questions via Google Drive folder prior to the visit. **1-page summary:** After each professional / cultural visit, students should submit a 1-page summary paper of the visit, highlighting any lessons learned which

might relate to the Summit Global Education courses, or the introduction to European Union module.

- **EACH NEW CITY/COUNTRY: Pre-Arrival:** Prior to traveling to a the new country on the Summit program, students should submit a 1 page paper about the country they are about to visit. This brief paper should outline 2-3 of the main issues currently ongoing in the country or city which we are about to visit. What are the main issues? Is there an ongoing crisis? Election upcoming? Most importantly: The student should indicate what they hope to learn about this issue while visiting the country or region. **Before Leaving:** Before traveling to leave each city on the Summit program, students should submit a 1 page paper about the country they just visited. This brief paper should outline 2-3 things that surprised them about the city (country, culture, people) that they just visited. What was unexpected (in either a good or bad way)?

#### **Components of Final Grade:**

- Exam #1 15%
- Exam #2 25%
- Presentations 15%
- Term project 20%
- Class participation 10%
- Introduction to the EU (professional visits, papers and participation) 15%

#### **Grading Scale:**

- A 93 - 100%
- A- 90 - 92.9%
- B+ 87 - 89.9%
- B 83 - 86.9%
- B- 80 - 82.9%
- C+ 77 - 79.9%
- C 73 - 76.9%
- C- 70 - 72.9%
- D+ 67 - 69.9%
- D 63 - 66.9%
- D- 60 - 62.9%
- F Below 60%

#### **Useful Websites:**

- IMF database: <https://www.imf.org/external/data.htm>
- World Fact Book: <http://www.cia.gov/cia/publications/factbook>
- World Bank database: <http://data.worldbank.org/>
- European Union: <http://www.europa.eu.int>
- World Export-Import Bank: <http://www.exim.gov>
- OECD: <http://www.oecd.org>
- BBC World News: [www.bbc.com](http://www.bbc.com)
- The Economist: <http://www.economist.com>
- Wall Street Journal: <http://online.wsj.com/public/us>
- Financial Times: <http://www.ft.com>
- Business Week: <http://www.businessweek.com>
- Latin Trade: <http://latintrade.net>

- International Trade Association: <http://www.ita.doc.gov>
- Global Edge: <http://globoledge.msu.edu>

**Credit Transfer:**

- Courses are designed in order to facilitate the acceptance of credits by U.S. based and international universities.
- Our courses are designed to be 300-level courses, adequate for undergraduate students, upper division level (The courses are designed to be specific and in-depth, and would usually be taken in the last two years of a traditional four year degree program). Each of the courses is worth 3.0 U.S. semester credit hours (6.0 ECTS and Australian credits). Each 3.0 credit course will include 48 academic hours, composed of in-class instruction and technical visits to local companies and organizations.

**Host University (School of Record):**

- Global Summit Barcelona: [IQS School of Management](#) is a century-old university center, founded by the Jesuits, with great tradition and prestige in the industrial and business world. IQS is a founding member of the Ramon Llull University. The IQS School of Management is recognized as one of the best undergraduate schools for Business Administration in Spain, and stands out for its specific Masters' programs, and for the integral education of its graduates and their capacity to manage industrial and technological organizations. It has been recognized by the AACSB (Association to Advance Collegiate Schools of Business, USA) for its undergraduate, masters, and doctorate programs in Business Administration.
- Global Summit Prague: University of New York in Prague (UNYP) in cooperation with State University of New York/Empire State College is an accredited private higher education institution in Prague. Since 1998, UNYP has been offering English-language higher education in Central Europe, with a focus on Business Administration, Communications, Finance, IT Management, Marketing, International Economic Relations, and more. UNYP is the largest and leading English language higher education institution in the Czech Republic. UNYP offers accredited Bachelor's, Master's, MBA, and PhD programs in English as an officially recognized higher education institution in the Czech Republic, and in partnership with prestigious international universities in the United States and Europe.

**Academic Integrity:**

- Both IQS and UNYP place a high value on the integrity, good conduct and academic honesty of all students. Students are expected to maintain high standards of academic integrity at all times. Any instance of academic dishonesty, including plagiarism, will result in a grade of F for the course.

**Language:**

- This course is taught 100% in English.
- English proficiency is required.

**Schedule of Classes and Professional Visits:**

- The detailed schedule of classes and professional visits for each session is available online at [www.SummitStudyAbroad.com](http://www.SummitStudyAbroad.com)

## Course Content:

- All of our courses are designed with a modular format. Students should expect to cover at least 80% of the content per module, depending upon the Session selected.

## Key Concepts:

- Globalization - Waves I, II, III
- Innovation, reverse innovation (can come from anywhere)
- Emerging markets an international business strategy
- European Union - countries, trends, risks
- Motivations behind internationalization of business : natural resources (agriculture, oil, gas, etc...), limited domestic consumption, skilled labor, manufacturing, market size, business opportunities, middle class expansion, technological challenges, company's strategic positioning, competitive advantage, government policies and taxes depending on different sectors
- Overview of the main economies in the world due to their relevance for International business in general as well as a "shift" in global economic power. International businesses may be dispersed in Global Value Chains depending on where companies operate from and-or where they come from ; companies and assemblies may be in different countries and sometimes continents ;
- Regional integration after the 1990s right after the Berlin Wall fall and the collapse of the Soviet Union. New countries (from former Soviet Union or the iron curtain) which were encountering social, political and economic issues had to look for new trading partners and had to be more integrated to the regional economy. Briefly talk about the Maastricht Treaty (92-93) that entered into force contributed to this integration. Furthermore, after the establishment of the WTO (1995), the trading system and its specific rules became more relevance to foster this integration, and therefore international business as well
- Market Entry Strategies: Main kind of strategies that can change depending on the country's context and risks, market attractiveness, competitive advantage, government policies and taxes. Companies strategies - wholly owned subsidiaries, acquisition, Joint Ventures, franchises, licensing agreements, exports, procurement, office representative
- Issues: role of intermediaries; distribution chain/ build client base / Marketing - 4Ps / marketing strategy in terms of diversification (segments, niches, sectors), adaptability to local marketing due to management and cultural issues / - margins and cost --> pricing ; price positioning / - brand reputation ; right target and customers / - importance of team formation - local + international - RH management due to international business' challenges ; team's commitment / compatibility of values in acquisitions and JVs
- Cultural aspects that matter in international negotiations (comparison between UK vs. US - "managing across cultures and negotiating across cultures)
- Global Value Chain (OECD video and basic concepts) ; production, R&D, cost management, shipping, Sales, Logistics, assembling in Germany as opposed to dismantling to shipping to other countries, such as Brazil (it implies costs, tariffs, strategic decisions, legislation, etc..). Negotiations across culture - Germans vs USA / - culture perceptions while in Germany

## Module 1

Introduction, key terms and the fundamentals of international business

- The mandate for internationalization of firms
- The scope and challenge of international business

- International business and you: why does it matter?
- Dimensions and drivers of market globalization
- The evolution of the European Union
- Economic, social and environmental consequences of globalization
- Globalization and US firms: Opportunities and challenges
- Sustainability and key environmental issues
- International trade theory: the fundamentals of international business
- In Focus: The current economic crisis – roots and consequence

## **Module 2**

The Environment of International Business: issues

- The cultural environment of International Business
- The effect of globalization on culture: are cultures converging?
- Types and scope of ethical dilemmas in international business
- Corruption and international business: Indicators, legislation and reality
- Theories of international trade and investment
- Navigating the political and legal minefields in international business
- Regional Economic integration: leading blocks, success factors and challenges
- Emerging markets and developing economies: a risk-opportunity assessment
- The international monetary and financial environment of international business
- Discussion: Gaining cultural IQ to compete in the international business arena
- Focus Europe: International business in Europe

## **Module 3**

Strategy and Opportunity Assessment

- Strategy and organization in the international firm
- Organizational structures for international operations
- Assessing global market opportunities
- Global production, outsourcing, and logistics

## **Module 4**

Entering and Operating in International Markets

- Entry strategies and strategic alliances in international business
- Exporting and Countertrade
- Licensing, Franchising and other contractual Strategies
- Foreign Direct Investment flows and rationale and collaborative ventures
- Global Sourcing
- Scenario: The end of the Euro

## **Module - Introduction to the European Union**

- Students will visit European companies and organizations and will engage in cultural visits. These visits will be integrated back into the classroom during our daily "debrief" sessions called "Introduction to the EU". Topics to discuss may include: Regional differences within Europe, Immigration, History of the European Union and the Eurozone, Key European Institutions, and the ongoing economic and political crises in Europe

## **COURSE DESIGN:**

- Global Summit BARCELONA: Students begin in Barcelona, with approximately 2 ½ weeks of in-class content completed in class at the IQS School of Management. Samples of course materials (slides, etc) available upon request
- Then, students are led on a journey across Europe to visit companies and organizations. During this time students will have: VISITS: cultural and professional visits designed to enhance the course material; ASSIGNMENTS: Students have daily reading and writing assignments related to the visits and lectures; READINGS: Daily reading assignment from assigned textbook: "International Business", by Mike W. Peng, Klaus Meyer, Cengage Learning EMEA, 28 Mar 2011
- Samples of course materials (slides, etc) available upon request

## **ITINERARY (Tentative):**

- Planned class days (and professional visits) are listed below
- Note: This schedule is subject to change. The actual schedule will be given to students at a later date, and is subject to changes without prior notice.

### **BARCELONA, Thursday, June 9th, 2016**

- IQS School of Management, Barcelona
- Opening Session
- Introductions
- Barcelona, Safety, Orientation

### **BARCELONA, Friday, June 10th, 2016**

- IQS School of Management, Barcelona
- 9:30-10:00 Introduction to EU module
- 10:00-14:00 International Business course with Dr. Carlos Moslares
- Walking tour of Barcelona old town

### **BARCELONA, Monday, June 13th, 2016**

- Professional visit to Torres Winery
- Assignments uploaded to google drive: (3 questions + 1 page summary)

### **BARCELONA, Tuesday, June 14th, 2016**

- IQS School of Management, Barcelona
- Morning walking tour of Gaudi Barcelona
- 14:00-15:00 Introduction to EU module with Professor Carlos Moslares discussion about Barcelona, Catalonia and the EU
- 15:00-17:00 International Business course with Dr. Carlos Moslares

### **BARCELONA, Wednesday, June 15th, 2016**

- Professional visit to Barcelona Activa
- Cultural visit to Barcelona City Hall
- Assignments uploaded to google drive: (3 questions + 1 page summary)

BARCELONA, Thursday, June 16th, 2016

- IQS School of Management, Barcelona
- 14:30-15:00 Introduction to EU module
- 15:00-17:00 International Business course with Dr. Carlos Moslares

BARCELONA, Friday, June 17th, 2016

- IQS School of Management, Barcelona
- 9:30-10:00 Introduction to EU module
- 10:00-14:00 International Business course with Dr. Carlos Moslares

BARCELONA, Monday, June 20th, 2016

- IQS School of Management, Barcelona
- 11:30-12:30 Introduction to EU module
- 12:30-14:30 International Business course with Dr. Carlos Moslares

BARCELONA, Tuesday, June 21st, 2016

- IQS School of Management, Barcelona
- 9:30-10:00 Introduction to EU module
- 10:00-14:00 International Business course with Dr. Carlos Moslares

BARCELONA, Wednesday, June 22nd, 2016

- IQS School of Management, Barcelona
- 9:30-10:00 Introduction to EU module
- 10:00-14:00 International Business course with Dr. Carlos Moslares

BARCELONA, Thursday, June 23rd, 2016

- Professional visit TV3
- Assignments uploaded to google drive: (3 questions + 1 page summary)

BARCELONA, Friday, June 24th, 2016

- Holiday

BARCELONA, Monday, June 27th, 2016

- IQS School of Management, Barcelona
- 10:00-12:00 EXAM - International Business course with Dr. Carlos Moslares
- 16:30 --->> TRAIN TO PARIS

PARIS, Monday, June 27th, 2016

- Arrive in Paris in the evening

PARIS, Tuesday June 28th, 2016

- Walking tour of central Paris

PARIS, Wednesday, June 29th, 2016

- 14:00-18:00 IESEG School of Management, Paris

- Optional picnic in evening by River Seine

PARIS, Thursday, June 30th, 2016

- 9:00-11:30 IESEG School of Management, Paris
- Professional and Cultural Visits organized by Summit in the afternoon: La Maison du Pastel, and Opera Garnier backstage tour
- Assignments uploaded to google drive: (3 questions + 1 page summary)

PARIS, Friday, July 1st, 2016

- 9:30 leave Paris --->> TRAIN TO LONDON
- 14:00-16:00 - Welcome to UK event

LONDON, Friday, July 1st, 2016

- Arrive in London in the afternoon
- 14:00-16:00 - Welcome to UK event

LONDON, Saturday, July 2nd, 2016

- BBC professional visit in the morning
- Assignments uploaded to google drive: (3 questions + 1 page summary)

LONDON, Monday, July 4th, 2016

- 9:00-13:00 Middlesex University, London
- Optional afternoon visit to the Tower Garden

LONDON, Tuesday, July 5th, 2016

- 9:00-13:00 Middlesex University, London

LONDON, Wednesday, July 6th, 2016

- FLY HOME: Students from Session BCN 01
- Other students: 9:30 leave London --->> FLIGHT TO BERLIN
- 14:00-16:00 - Welcome to GERMANY lecture

BERLIN, Wednesday, July 6th, 2016

- Arrive in Berlin early afternoon
- 14:00-16:00 - Welcome to GERMANY lecture

BERLIN, Thursday, July 7th, 2016

- 10:00-10:45 - lecture at hotel conference center, Berlin

BERLIN, Friday, July 8th, 2016

- 10:00-10:45 - lecture at hotel conference center, Berlin
- 14:00-18:00 - visit to BMW motorcycle plant
- Assignments uploaded to google drive: (3 questions + 1 page summary)

BERLIN, Saturday, July 9th, 2016

- 9:00-13:00 - visit to German Parliament Bundestag
- Assignments uploaded to google drive: (3 questions + 1 page summary)

BERLIN, Monday, July 11th, 2016

- FLY HOME: Students from Session BCN 02
- Other students: 9:30 leave Berlin --->> TRAIN TO PRAGUE
- 14:00 - Welcome to Czech Republic lecture at the University of New York in Prague

PRAGUE, Monday, July 11th, 2016

- 9:30 --->> TRAIN TO PRAGUE
- 14:00 - Welcome to Czech Republic lecture at the University of New York in Prague

PRAGUE, Tuesday, July 12th, 2016

- 11:30-12:30 lecture at the University of New York in Prague

PRAGUE, Wednesday, July 13th, 2016

- Afternoon: **Professional Visit** to Skoda (automobile manufacturing)
- Assignments uploaded to google drive: (3 questions + 1 page summary)

PRAGUE, Thursday, July 14th, 2016

- 11:30-12:30 lecture at the University of New York in Prague

PRAGUE, Friday, July 15th, 2016

- 11:30-12:30 lecture at the University of New York in Prague

PRAGUE, Monday, July 18th, 2016

- 11:30-12:30 lecture at the University of New York in Prague

PRAGUE, Tuesday, July 19th, 2016

- 11:30-12:30 lecture at the University of New York in Prague

PRAGUE, Wednesday, July 20th, 2016

- Afternoon: **Professional Visit** to Pilsner Urquell (beer company)
- Assignments uploaded to google drive: (3 questions + 1 page summary)

PRAGUE, Thursday, July 21st, 2016

- 11:30-12:30 lecture at the University of New York in Prague

PRAGUE, Friday, July 22nd, 2016

- 11:30-12:30 lecture at the University of New York in Prague

PRAGUE, Saturday, July 23rd, 2016

- FLY HOME: Students from Session BCN 03
- Other students: free weekend

PRAGUE, Monday, July 25th, 2016

- 11:30-12:30 lecture at the University of New York in Prague

PRAGUE, Tuesday, July 26th, 2016

- 11:30-12:30 lecture at the University of New York in Prague
- EXAMS

PRAGUE, Wednesday, July 27th, 2016

- FLY HOME: Students from Session BCN-PRA 01
- Other students: 7:30 leave Prague --->> BUS TO VIENNA, BUDAPEST

VIENNA, Wednesday, July 27th, 2016

- On the journey to Budapest, we will stop for a few hours in Vienna.

BUDAPEST, Wednesday, July 27th, 2016

- Arrive in Budapest in the evening

BUDAPEST, Thursday, July 28th, 2016

- 9:30-11:30 Corvinus University, Budapest
- Walking tour of Budapest afternoon

BUDAPEST, Friday, July 29th, 2016

- 9:30-11:30 Corvinus University, Budapest

BUDAPEST, Monday, August 1st, 2016

- EXAMS
- FINAL CLOSING CEREMONY

BUDAPEST, Tuesday, August 2nd, 2016

- FLY HOME: Students from Session BCN-PRA 02, and Session BCN 04

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*Note: Courses and Programs (itinerary, courses, professors, prices and more) are subject to change without prior notice. The information provided in this document is supplied for purposes of planning only. Actual course materials may be modified based on the professor's preference or on itinerary changes.*