Audencia

SUMMER TERM
COURSES

Short Programs   *2023→24*

Audencia Summer Term
2024 EDITION

This intensive program is designed for students who need additional credits or want to experience studying at Audencia before committing to a full-time schedule. Our summer term is ideal for students who want to broaden their knowledge and deepen their understanding of the European market and management practices. The program is based on a combination of course work and group projects. Students may complete the entire 8-week program or select weeks that fit their needs and interests. Each week, students may choose **one** of the courses being offered.

Each module is worth **4 ECTS credits** and taught in English. **French courses** and **company visits** are also offered throughout the program for students who wish to participate.

COURSE SCHEDULE

WEEK	DATES	MODULES
1	**May 21 – May 24, 2024**	▪ International Finance: the Role of Risk ▪ International Economics ▪ International Human Resources Management
2	**May 27 – May 31, 2024**	▪ Psychology of Money & Consumer Behavior ▪ Digital Economy & Marketing Technologies for a New Consumer ▪ Discovering the Amazon Rainforest: Innovative Sustainable Business Models for a Better Planet
3	**June 3 – June 7, 2024**	▪ Business environment in Latin America ▪ Entrepreneurship : New Venture Creation ▪ Managing Cyber Risk in Organizations
4	**June 10 – June 14, 2024**	▪ Drivers for Sustainability Transition in Business ▪ Digital Economy & Marketing Technologies for a New Consumer ONLINE ▪ Boost Your Self Confidence & Self Esteem
5	**June 17 – June 21, 2024**	▪ International Trade Essentials ▪ Measuring Marketing Effectiveness ▪ Human Resource Management
6	**June 24 – June 28, 2024**	▪ Cross Cultural Management ▪ International Organizational Behavior
7	**July 1 – July 5, 2024**	▪ Esports Management: The Worldwide Game Changer ▪ Marketing Research: A Focus On Qualitative Research ▪ Strategic Marketing
8	**July 8 – July 12, 2024**	▪ Data Science for Marketing ▪ European Politics & Business: Study Trip to Brussels, Belgium ▪ European Productivity ▪ Boost Your Self Confidence & Self Esteem

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SUM01	INTERNATIONAL FINANCE: THE ROLE OF RISK
Course Leader	**Dr. Fergal O'Brien**, visiting professor from the University of Limerick, Ireland
Course Description	This course offers an overview of the role of risk in finance. It covers the valuation of risky projects and related risk assessment tools. Financial assets are introduced and examined from a risk-return perspective. Risk management techniques, such as futures and options, are introduced in a non-technical manner. Finally, real options which allow financial managers to add value to projects are examined.
Course Objectives	Upon completion of the module, you should have: an excellent understanding of the role of risk in finance a strong foundation in project valuation and capital budgeting techniques a strong foundation in risk management techniques an appreciation of the role of real options in modern finance
Tackled Concepts	Risk and Return Project Appraisal Financial Asset Pricing Risk Management Techniques Real Options
Learning Methods / Teaching Procedures	Lectures, in class exercises and an MCQ exam
Evaluation	Final exam: 100%
Bibliography / Course Material	Audencia will provide a handout.
Number of Credits	4 ECTS; 2 US
Schedule	8 x 3hr sessions. **Session Description** 1. Introduction to Corporate Finance and Risk 2. Valuation of Risky Projects 3. What-If Analysis 4. Risk and Financial Assets 5. Risk Management Techniques 6. Real Options 7. Review, Summary and Discussion 8. Assessment

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AUDENCIA SUMMER TERM COURSE CATALOGUE | **2**

SUM02	INTERNATIONAL ECONOMICS
Course Leader	**Dònal Palcic**, visiting professor from the University of Limerick. (Ireland)
Course Description	This course introduces some of the main concepts and methods of international economics and illustrates them with applications drawn from the real world. The first half of the course deals with international trade and policy and looks at the history and economics of EU integration, as well as recent trade issues raised by Brexit. It also focuses on how contemporary global events (e.g. climate change) are impacting on globalisation and trade. The second half of the course covers international macroeconomics issues. This part of the course starts with an overview of fiscal policy and how governments can stabilise economies and the issue of sovereign debt dynamics. We then focus on monetary policy and the role central banks play in stabilising economies and financial markets. We finish with an overview of the various forms of exchange rate regimes, as well as the theory of optimum currency areas and whether the Euro area fits this criteria.
Course Objectives	Upon completion of the module, you should be able to: • Describe the various stages of European economic integration • Understand how fiscal and monetary policy can be used to stabilise economies • Understand sovereign debt dynamics post global financial crisis and post-Covid • Understand the concept of optimum currency areas and the design flaws in the Euro area
Tackled Concepts	• Economic integration and globalisation • Fiscal and monetary policy • Exchange rate regimes • Optimum currency areas
Learning Methods / Teaching Procedures	Lectures, group assignments and an exam
Evaluation	Group Assignments x 2 (50%) Final exam: 50%
Bibliography / Course Material	Krugman, P., Obstfeld, M. and M. Melitz (2018) *International Economics: Theory and Policy*, Pearson, 11th ed. De Grauwe, P. (2020) *Economics of the Monetary Union*, Oxford University Press, 13th ed.
Number of Credits	4 ECTS; 2 US
Schedule	6 sessions. Lectures and case studies **Session Description** 1. World trade: an overview • Who trades with whom? • The changing pattern of world trade 2. Economics of integration • Different forms of economic integration • The EU's single market and Brexit 3. Fiscal policy and AD-AS • How can we explain short-run fluctuations in economic activity • What can governments do to stabilise economies? • Sovereign debt dynamics: post-global financial crisis versus post-Covid 4. Monetary policy and AD-AS • What can central banks do to stabilise economies? • Standard monetary policy tools versus non-standard emergency tools • Performance of ECB post-global financial crisis and post-Covid 5. Exchange rate regimes • Various forms of exchange rate regimes: from free float to fixed • Fixed exchange rates and foreign exchange intervention 6. Optimum Currency Areas • Optimum Currency Area (OCA) theory • Is the Euro area an OCA?

SUM03	INTERNATIONAL HUMAN RESOURCES MANAGEMENT
Course Leader	**Héloïse TESSIER** – International Lecturer (Human Resources Management, Cross-cultural management) and former Business Owner in Luxury Hospitality Recruitment in the USA.
Course Description	This course is intended for students who want to become key players within global organizations. This course will present and develop the leadership and human resources skills necessary to perform in a cross-cultural environment as a successful team leader.
Course Objectives	• Understanding how the company culture impacts the management styles and the recruitment methods within global organizations • Understanding what does team work mean today • Mastering the skills necessary to work in Human Resources, negotiate a salary, understand the work contracts, and how to recruit, motivate and keep the employees.
Tackled Concepts	• Leadership, conflict solving • Differences of management for each generation • Company culture and employee motivation in an international workplace
Learning Methods / Teaching Procedures	Lecturing by Professor, Role Plays, Case studies, Debates and Oral presentations.
Evaluation / Assignments	Readings, discussions, problem solving tasks (case studies) and group presentations. Test (quiz) as final exam at Audencia Business School Final exam: 50% Group presentations: 50%
Bibliography / Course Material	Edward T. Hall, *The Hidden Dimension* (1971) Frederic Laloux, *Reinventing Organizations – a guide to Creating Organizations* (2015) Marshall B. Rosenberg, *A Model for Nonviolent Communication* (2003) Jean-Marie Peretti, *Gestion des Ressources Humaines* (2018) Olivier Meier, *Management Interculturel* (2016) Céline Alvarez, Christophe André, Catherine Gueguen, Ilios Kotsou, Frédéric Lenoir, Caroline Lesire, Frédéric Lopez, Matthieu Ricard, *Transmettre* (2017)
Number of Credits	4 ECTS; 2 US
Schedule	24 hours **Session Description** 1. Company Culture, Leadership Styles, Employer brand, debates, case study 2. Recruitment, Differences between generations Z, Y and X at the workplace, work contracts in France and elsewhere, role plays 3. Employee motivation, salary negotiation, benefits, teamwork, intercultural management, role play, debates 4. New roles of HR, how to organize your HR department, communication with the other departments, Student presentations

SUM04	PSYCHOLOGY OF MONEY & CONSUMER BEHAVIOR
Course Leader	**Marcin Matyja**, visiting professor from Kozminski University, Poland
Course Description	***Money isn't everything: usually it isn't enough.*** [Anon.] Despite the fact that business is all about money, the psychology of money is one of the most neglected topics in the whole world of business education. The purpose of this course is to provide a comprehensive perspective on money, what it means to people, and how it is perceived when different aspects of everyday life are taken into consideration. From money and currency perception, through price interpretation, up to psychological dilemmas of financial motivators – this course will provide students with an overview of psychology of money-related concepts. It will be supplemented with consumer behavior package that will help students to identify consumers' needs and values. Moreover, they will get familiar with CB tools (i.e. Needscope). Students will also be able to evaluate consumers' decision-making processes and learn how companies can benefit from knowing their customers better.
Course Objectives	• Analyze and interpret money perception represented by individuals • Evaluate how perception of currency determines financial decisions • Predict people's financial decisions by applying theories and tools discussed in class • Analyze how different pricing policies influence consumers' decisions • Evaluate financial motivators and choose optimal solutions in different business settings • Analyze consumer decisions made to show status and social power • Identify areas where consumers are not sensitive to prices and understand its consequences • Identify marketing tricks that make people spend more while shopping • Understand the relationship between consumer behavior and customer value, satisfaction, trust, and retention • Understand how culture sets standards for what satisfies consumers' needs
Tackled Concepts	This course combines psychology of money topics with consumer behavior concepts. Topics include but are not limited to the following: attitudes to money, currency perception, psychological aspects of saving and investing, price interpretation, perception of promotions, discounts and free items, role and effectiveness of financial motivators. Furthermore, the following consumer behavior topics will be discussed: consumer motivation, consumer learning, communication with consumers, customer research, and customer decision-making process.
Learning Methods / Teaching Procedures	The course is designed to provide real-life examples and practical applications of psychology of money and consumer behavior theories in a highly interactive setting. A combination of case studies, workshops, role-plays and team activities will be used to make the learning experience stimulating and challenging, yet – at the same time – interesting and enjoyable. Assignments: in-class cases, discussions, and problem-solving exercises
Evaluation	Continuous Assessment: • In-class Participation - Individual – 30% Final Assessment: • Multiple choice test – Individual – 40% • Group presentation on a topic provided by the lecturer – Group – 30%
Bibliography / Course Material	Research papers provided by lecturer. Further possible reading: • Furnham A., (2014) The Psychology of Money, Routledge • Solomon M., (2017) Consumer Behavior: Buying, Having, and Being, Global Edition, Pearson • Ariely, D. (2010) Predictably Irrational, Harper Perennial • Akerlof, G, Shiller R. (2010) Animal Spirits, Princeton University Press • Shiller R., (2016) Irrational Exuberance: Revised and Expanded Third Edition, Princeton University Press
Number of Credits	4 ECTS; 2 US

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AUDENCIA SUMMER TERM COURSE CATALOGUE | **5**

Schedule

4-day Seminar + 1-day Assessment

Session Description
1.   Psychology of Money – Introduction
        Attitudes to Money – Understanding What You Have in Your Wallet
2.   Currency Perception – Would You Take a Loan in Moroccan Dirhams?
        Money in Everyday Life: Saving
3.   Money in Everyday Life: Investment & Gambling
4.   Money in Every Day Life – The Power of Price
        When Zero Does Not Mean Free – Why Do We Overpay Paying Nothing
5.   Consumer Behavior - Introduction
6.   Consumer Communication
7.   Societal Marketing
8.   Consumer Research

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AUDENCIA SUMMER TERM COURSE CATALOGUE | **6**

SUM05	DIGITAL ECONOMY & MARKETING TECHNOLOGIES FOR A NEW CONSUMER
Course Leader	**Susana Morales**, visiting professor from Tec de Monterrey, México-Alibaba Global trainer
Course Description	The module takes places **onsite** on week 2 and **online** on week 4. You cannot take both weeks. During the pandemic, the global consumer has evolved and the way we address and create products and services to offer something valuable must absolutely change. The Marketing Technologies allow the marketers to design products and services and to communicate and connect with the consumer in ways we never imagined. This course will cover the evolution of the consumer since Socialnomics (the impact on the economy due to social media), until these unexpected pandemic times. The use of Marketing Technologies is the way all the industries can face and more important impact and satisfy the New Global Consumer
Course Objectives	At the end of this course, participants will be able to: • Understand the digital economy and all its components • Privilege the consumer while creating products, services, and marketing strategies. • Know the marketing technologies and how they changed the consumer • What is mobile marketing, and online advertising to achieve the marketing objectives of the companies. • Content and emotional marketing, the difference between a campaign and a viral strategy.
Tackled Concepts	• The Digital Economy • From B2C (business to consumer) to C2B (consumer to business) • Marketing technologies • Mobile Marketing and online advertising • Content Marketing
Learning Methods / Teaching Procedures	The professor will share with the group all of the class presentations including real-life case studies for each topic during the course. The students will be encouraged to actively participate and provide real life examples from their specific regions and countries to enrich the learning and understanding of the concepts seen in class. At the end of the course the student will be able to explain the most important concepts, provide examples and use marketing technologies to demonstrate his/ her domain of the topics seen in class. Assignments: class participation, and practical social media exercise
Evaluation	Preparation and class participation: 40% / Individual social media project: 60%
Bibliography / Course Material	Students will have all the class presentations. Some of the recommended literature: *Socialnomics*, Erik Qualman, Wiley, 2012 *Small Data*, Martin Lindstrom, Booket, 2016 *Smart Business*, Ming Zeng, Harvard Business. Review Press, 2018 *Marketing 4.0*, Philip Kotler, Wiley, 2016 *This is Marketing*, Seth Godin, Portfolio, 2018
Number of Credits	4 ECTS; 2 US
Schedule	4 sessions and a final exam

SUM06	DISCOVERING THE AMAZON RAINFOREST: INNOVATIVE SUSTAINABLE BUSINESS MODELS FOR A BETTER PLANET
Course Leader	**Prof. Msc Caio Fanha** Bachelor's degree in Administration with a focus on Marketing from Cesupa; Postgraduate degree in Marketing Management from ESPM-SP; Professional Master's degree with a dual diploma in Management Science and International Management from Université Catholique de Louvain, Belgium and University of Sydney, Australia (Top 3/Ranking Financial Times). Prof. Fanha has been working as a Marketing and Strategic Management professor at CESUPA, an institution located in Belém do Pará, in the heart of the Amazon rainforest, for ten years. He has served as a mentor at Startup Weekend and the NASA Space Apps, NASA's Hackathon, considered the largest Hackathon in the world. With over 1100 hours of experience, he has impacted more than 1000 people. He has experience as a business consultant, Executive Director, Marketing Manager, and Coordinator of the Administration Course. Currently, he is a Partner and Owner of Hack Experience, a startup that provides innovation solutions and personalized corporate hackathons, and Coordinator of the International Office and Cooperation Networks at CESUPA.

Course Description	Welcome, international students! We invite you to participate in our workshop on sustainable Bioeconomy business models in the Amazon rainforest region. This is a unique opportunity for you to expand your knowledge on sustainable development, business strategies, and cultural diversity. This workshop is designed to explore the sustainable bioeconomy business model in the Amazon rainforest region. The course will examine the challenges and opportunities of developing a sustainable bioeconomy in the region and provide practical tools and strategies for developing and implementing a successful business model. The workshop will be conducted using a challenge-based learning methodology, where participants will work in teams to address real-world problems related to sustainable bioeconomy development in the Amazon.
	
	The workshop is linked to the following United Nations Sustainable Development Goals:
	• **Goal 8**: Decent Work and Economic Growth
	  By creating sustainable business models, the workshop aims to promote economic growth that is inclusive and sustainable.
	• **Goal 9**: Industry, Innovation and Infrastructure
	  The workshop's focus on innovation in the bioeconomy aligns with this goal, as it seeks to promote sustainable infrastructure and foster technological progress.
	• **Goal 12**: Responsible Consumption and Production
	  The workshop's emphasis on sustainable business practices and the use of renewable resources is closely aligned with this goal, which aims to promote sustainable patterns of consumption and production.
	• **Goal 13**: Climate Action
	  By promoting the use of renewable resources and sustainable business practices, the workshop is contributing to global efforts to mitigate climate change.
	• **Goal 15**: Life on Land
	  The Amazon Rainforest region is one of the most biodiverse areas on the planet, and the workshop's focus on sustainable use of its resources can help to protect this unique ecosystem and promote biodiversity conservation.
	
	By joining this workshop, you will not only acquire valuable skills and knowledge, but you will also contribute to the promotion of sustainable practices and the conservation of one of the most important biomes on Earth. The Amazon rainforest is a unique ecosystem that hosts a rich biodiversity and provides essential services for the global climate and economy. We believe that together, we can create a positive impact and build a more sustainable future. Join us in this inspiring journey!

Course Objectives	• Understand the ecological, social, and economic context of the Amazon Rainforest region. • Identify the unique raw materials available in the region and their potential for sustainable use in the bioeconomy. • Analyze the challenges facing businesses operating in the region and develop strategies to address them. • Use the Lean Canvas methodology to develop a sustainable bioeconomy business model. • Apply the challenge-based learning methodology to solve real-world problems in the Amazon Rainforest region. Learning Outcomes: • Gain knowledge of the Amazon Rainforest region's unique advantages and challenges for the bioeconomy. • Develop skills in identifying and analyzing sustainable raw materials and potential markets in the region. • Develop a sustainable business model using the Lean Canvas methodology. • Apply critical thinking skills to solve real-world challenges in the region.

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AUDENCIA SUMMER TERM COURSE CATALOGUE | 8

Tackled Concepts	• Introduction to the Amazon Rainforest region and its bioeconomy potential. • Ecological, social, and economic context of the Amazon Rainforest region. • Unique raw materials and their potential for sustainable use in the bioeconomy. • Challenges of operating a sustainable business in the Amazon Rainforest region. • Lean Canvas methodology and its application to the bioeconomy. • Design thinking and innovation in the bioeconomy. • Stakeholder engagement and partnerships in the bioeconomy. • Presentation of final sustainable bioeconomy business model and feedback.
Learning Methods / Teaching Procedures	The workshop will use a mix of lectures, case studies, group exercises, and discussions. Participants will be encouraged to engage in hands-on activities, such as market research, stakeholder analysis, and ideation sessions. The challenge-based learning methodology will be used to address real-world problems in the Amazon Rainforest region.
Evaluation	Class participation (class activities and case studies): 30% Final project: 70%
Bibliography / Course Material	"Bioeconomy in the Amazon region: potential, challenges, and opportunities." Ribeiro, G. et al. (2020). "The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses." Ries, E. (2011). "Designing for Growth: A Design Thinking Toolkit for Managers." Liedtka, J. and Ogilvie, T. (2011). "Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers." Osterwalder, A. and Pigneur, Y. (2010).
Number of Credits	4 ECTS; 2 US
Schedule	8 sessions of 3 hours each (4-days) **Session Description** 1. Introduction to the Amazon Rainforest region and its bioeconomy potential In this session, participants will learn about the Amazon Rainforest region and its potential for the bioeconomy. The session will cover the region's biodiversity, cultural diversity, and economic potential. 2. Ecological, social, and economic context of the Amazon Rainforest region In this session, participants will learn about the ecological, social, and economic context of the Amazon Rainforest region. The session will cover the region's ecosystem services, indigenous communities, and economic drivers. 3. Unique raw materials & their potential for sustainable use in the bioeconomy In this session, participants will learn about the unique raw materials available in the Amazon Rainforest region and their potential for sustainable use in the bioeconomy. The session will cover natural resources such as timber, rubber, and non-timber forest products. 4. Challenges of operating a sustainable business in the Amazon Rainforest region In this session, participants will learn about the challenges of operating a sustainable business in the Amazon Rainforest region. The session will cover issues such as land tenure, infrastructure, and government regulations. 5. Lean Canvas methodology and its application to the bioeconomy In this session, participants will learn about the Lean Canvas methodology and its application to the bioeconomy. The session will cover how to use the Lean Canvas to develop a sustainable bioeconomy business model. 6. Design thinking and innovation in the bioeconomy In this session, participants will learn about design thinking and innovation in the bioeconomy. The session will cover how to use design thinking to identify and solve problems in the bioeconomy. 7. Stakeholder engagement and partnerships in the bioeconomy In this session, participants will learn about stakeholder engagement and partnerships in the bioeconomy. The session will cover how to identify and engage with stakeholders, as well as how to form partnerships to achieve common goals. 8. Presentation of final sustainable bioeconomy business model and feedback. In this session, participants will present their final sustainable bioeconomy business models and receive feedback from their peers and instructors. The session will also cover next steps for implementing the business models.

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AUDENCIA **SUMMER TERM** COURSE CATALOGUE | 9

SUM07	*BUSINESS ENVIRONMENT IN LATIN AMERICA*
Course Leader	**Xavier Ordenana**, visiting professor from ESPAE Graduate School of Management, Ecuador
Course Description	This course explores the business environment in the Latin American region, with particular emphasis in the 'post-covid' era. The course explores the distinctive characteristics of the region, in terms of its geographic and historical conditions, the economic opportunities, the cultural and social environment, and implied political risks. It concludes with an exercise of identifying business opportunities in the region.
Course Objectives	Upon successful completion of this course, students will be able to • Apply the PESTEL analysis to interpret the macro-environment of a Latin American country • Use Latin American statistical data to analyse the business environment in the region • Understand the political and cultural challenges faced by Latin American countries and their effect on international business. • Assess the social challenges in the region and their potential impact on the business opportunities.
Tackled Concepts	• The Latin American region: The countries, main facts. Geographic and Historical Conditions. Impact of Covid-19 pandemic in the Region. • Economic Environment: Latin America in the Global Economy. Industry Analysis. • Political Environment: Brief overview of political history in Latin America. Political Risk. Political Map. • Cultural Environment: Organizational culture in the region. Cultural shocks • Social Challenges: Unemployment, inequality and its impact on business. Entrepreneurship as a social ladder.
Learning Methods / Teaching Procedures	Lectures, workshops, discussions
Evaluation	Class participation and exercises: 40%, Final project 60% Final Project will aim to explore the business environment in an assigned country.
Bibliography / Course Material	• Gimbert X. (2011) Macro Environment. In: Think Strategically. Palgrave Macmillan, London. https://doi.org/10.1057/9780230307568_5 • Calvo, Guillermo et al (2017) Latin America in a new global political and economic scenario: What does it mean for the region? Brookings Op-Ed https://www.brookings.edu/opinions/latin-america-in-a-new-global-political-and-economic-scenario-what-does-it-mean-for-the-region/ • Krause, Patricia (2018) Political Risk in Latin America: Back to the future? COFACE Economic Publications, May 2018. • Schwabb,Klaus (2020) The Global Competitiveness Report 2020, World Economic Forum, Davos, Switzerland. (2021 version will be available December 2021).
Number of Credits	4 ECTS; 2 US

Schedule	4 6-hour sessions
	
	Session Description
	1. The Latin American Region: Facts, Challenges and Opportunities.
	         The Macro-environment: Use of PESTLE Analysis
	
	2. Economic Environment in Latin America:
	         Economic Indicators: Impact of the Covid-19 Pandemic
	         Fiscal and Monetary Challenges in the Region
	         The Entrepreneurial Ecosystem in Latin America
	
	3. Political and Cultural Environment
	         Political Risk
	         Cultural shocks between Latin America and Europe
	
	4. Social Challenges in Latin America
	         Social Conflict in the region
	         The Sustainable Development Goals: Progress in Latin America
	         Entrepreneurship as a step up the social ladder

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AUDENCIA SUMMER TERM COURSE CATALOGUE | **10**

SUM08	ENTREPRENEURSHIP: NEW VENTURE CREATION
Course Leader	**Montressa L. Washington**, PhD, visiting professor from Shenandoah University, USA
Course Description	This course is a practical guide to starting a new business, providing students with exposure to every crucial aspect of the entrepreneurship experience. From the initial phase of evaluating a business idea to the actual business launch, students are introduced to the frameworks, complemented by practical advice and guidelines, provide students with a solid foundation to launch their own businesses while understanding the various risks their startup may face. For those who do not plan to launch a new business, skills learned can be used in their corporate and non-profit careers. This course covers the entrepreneurial process from conception to implementation of a new venture. It concentrates on attributes or entrepreneurs and entrepreneurial teams, their search and assessment of opportunities and the gathering of resources to convert opportunities into businesses. While the heart of entrepreneurship is opportunity assessment, a holistic approach to new venture creation is taken. Students will create business plan for a specific new venture. The opportunity may be a new business or may be a radical transformation or growth of an existing business. Students will also participate in the mandatory "Pitch Summit" at the end of the term.
Course Objectives	This is a hands-on course that teaches a rigorous framework as well as providing valuable experience to students so that they, upon completion, can be more successful in starting or managing a new or existing venture. Through instructor lectures, guest speakers, in class discussions, selected readings, student presentations and projects, students will examine the opportunities and challenges associated with small business management and entrepreneurship. The overall learning objectives of the course include: • Assess business opportunities • Understand the process used to create and manage new ventures • Understand the elements of a well written business plan • Idea generation for potential business based on important trends and student's interest • To stimulate self-evaluation for career direction.
Tackled Concepts	• Business Model Canvas • New Venture Launch • Lean Canvas • The Entrepreneurial Mindset • Pitch Competitions • Venture Capital • Design Thinking • Financial Models
Learning Methods / Teaching Procedures	A series of lectures, videos, experiential exercises, mini-workshops, discussions, and a culminating pitch summit
Assignments	Lectures, class discussions, case studies, class exercises, individual and group presentations, pitch summit participation
Evaluation	Class participation 30%; Lean Canvas Quizzes 20%; Self Reflection Essay 10%; Pitch Summit (Oral / Written) 40%
Bibliography / Course Material	(Will be referenced, not necessarily purchased by students) • Blank, Steve, and Bob Dorf. The startup owner's manual: The step-by-step guide for building a great company. BookBaby, 2012. • Osterwalder, Alexander, and Yves Pigneur. Business model generation: a handbook for visionaries, game changers, and challengers. John Wiley & Sons, 2010. • Spinelli, S. & Adams, R. (2016) New Venture Creation: Entrepreneurship for the 21st Century (10th ed.). New York: McGraw-Hill.
Number of Credits	4 ECTS; 2 US

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AUDENCIA SUMMER TERM COURSE CATALOGUE | **11**

Schedule

Session	Description
1.	Introduction. Summary of most prominent entrepreneurship concepts and theories and their authors Design Thinking, Innovation & Creativity.
2.	How to build an effective and creative start-up business using the business model canvas framework. Examples chosen amongst technology, consumer products, social and services businesses. Description and examples from various pitch presentations that demonstrate solid financial models and customer validation techniques & tools
3.	A complete overview of the key principles and tools to build successful businesses Application of the principles and tools discussed previously about real life entrepreneurship case studies to be discussed and summarized in small group work sessions.
4.	Pitch Summit (all students present their business idea/ business model canvas to a panel of judges)

SUM09	*MANAGING CYBER RISK IN ORGANIZATIONS*
Course Leader	**Laura F. Poe**, Ph.D. Assistant Professor of Information Systems and Cyber Security, Longwood University, Virginia, USA
Course Description	How can businesses protect themselves from becoming victims of cyber crime and data breaches? Is biometrics a better choice for identity proofing? Information Security has become a fundamental necessity for businesses regardless of size and industry. This course reviews common exploits that have cost organizations millions of dollars in damages and methods for assessing the risk of cyber threats. Data privacy laws differ by country, impacting international business transactions. The growing use of biometrics, fraud prevention mechanisms, data breaches, and how technology has been leveraged to perform crimes will be evaluated in addition to risk assessment and prevention methods for protecting corporate, governmental, and individual assets.
Course Objectives	- Develop a basic understanding of cyber threats, vulnerabilities, and exploits - Understand how social engineering is leveraged by hackers - Evaluate information security risk management methodologies and policies - Calculate cyber risk and evaluate against cost of prevention mechanisms - Evaluate impact of differing data privacy laws - Explore how the lack of physical security controls create cyber security risks - Examine various biometrics and identity proofing methods, such as facial recognition, hand-vein analysis, fingerprints, etc. - Explore popular project methodologies and their gaps in cyber security processes - Understand the global commerce impact of varying national data privacy laws in western countries - Review commonly used fraud-prevention techniques - Review information security gaps in project management methodologies - Understand how businesses recover from an attack
Tackled Concepts	- Social engineering - Understanding cybersecurity policy and governance - Physical and environmental security - Cloud security and cyber security framework - Biometrics for identify proofing - Fraud prevention - Risk management methodologies - Disaster recovery after an attack
Learning Methods / Teaching Procedures	A series of lectures, presentations, and discussions.

Evaluation		
Data Breach Presentation: *Students will present a data breach in groups of 3-4 discussing the number of victims and what organizations should have done to prevent the breach from occurring.*		40%
Participation: *The class will have a lot of discussions.*		10%
Exams: *(There will be one examination via Blackboard) in essay format based on a list of provided questions. Students will be asked to answer two of the questions.*		50%
	Total	100%

Bibliography / Course Material	Readings: - Mitnick, Kevin D., and Hypponen, Mikko (2017). *The Art of Invisibility: The World's Most Famous Hacker Teaches You How to be Safe in the Age of Big Brother and Big Data* - Arthur, Charles (2018). *Cyber Wars: Hacks that Shocked the Business World* - Santos, Omar (2018). *Developing Cyber Security Programs and Policies*, 3rd ed. Additional materials provided during classes.
Number of Credits	4 ECTS; 2 US
Schedule	8 x 3hr sessions. **Session Description** 1. Introduction to Cyber Security Concepts 2. Data Breaches, Cyber Wars, and Social Engineering 3. Cybersecurity Policy, Governance, and Risk Management 4. Physical and Environmental Security 5. Fraud Prevention, Identity Proofing, and Biometrics 6. Data Privacy and International Commerce 7. Incorporating Cyber Security Processes into Modern Project Management Methodologies 8. Business Continuity Management

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SUM10	*DRIVERS FOR SUSTAINABILITY TRANSITION IN BUSINESS*
Course Leader	**Boleslaw Rok**, visiting professor from Kozminski University, Poland
Course Description	This course explores different possibilities of taking climate action to the next level. It is important to understand current trends and innovative practices in sustainability transition. The key focus of this course is on the real business contribution to Sustainable Development Goals (SDGs) as a promising way to cope with the tragedy of climate crisis. There is a shift in corporate practices from reactive attitude and passive compliance with societal expectations to more proactive engagement based on disruptive innovation, particularly in climate sensitive industries like energy, construction, textile, or food production and distribution.
Course Objectives	Upon completion of this course, students will be able to: • understand different challenges at the governance level currently facing global and local business and ability to connect successful business solutions with social, environmental and ethical demands; • understand corporate responsibility and sustainability as a part of theory and management practice in big companies and start-ups; • identify climate risks and recognize challenges and opportunities for innovation and disruptive change; • develop knowledge and skills to apply managerial and entrepreneurial instruments for sustainability in the changing context • understand the importance of business model innovation in association with strategy in creating a sustainable competitive advantage.
Tackled Concepts	Corporate Sustainability, SDGs, Sustainable Enterprises, Start-ups, Climate Neutrality, Circular Economy, ESG
Learning Methods / Teaching Procedures	Lecture, group case discussion, mini-workshop, presentation
Evaluation	Group case presentation (60%), exercises (10%), group project pitch (30%)
Bibliography / Course Material	• Crane, A., Matten, D., Glozer, S., & Spence, L. (2019). *Business ethics: Managing corporate citizenship and sustainability in the age of globalization*. Oxford University Press. • *The Business Student's Guide to Sustainable Management. Principles and Practice*, (2017) ed. by P. Molthan-Hill, Greenleaf Publishing Co • *Responsible Business in Uncertain Times and for a Sustainable Future*, (2019), Capaldi N., Idowu S., Schmidpeter R., Brueckner M. (eds), Springer Additional reading materials will be provided on the first day of classes.
Number of Credits	4 ECTS; 2 US
Schedule	8 x 3hr sessions. **Session Description** 1. Different Faces of Corporate Sustainability 2. Business Contribution to Sustainable Development Goals 3. New Governance Framework: ESG, Transparency and Compliance 4. New Trends in Sustainable Finance and Responsible Banking 5. Responsibility and Sustainability in the Supply Chain Management 6. Positive Impact Start-ups - an Alternative to the Business as Usual 7. Climate Neutral Economy, Purpose-driven Companies, Circular Economy and Sustainable Lifestyle 8. Q&A, Assessment

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AUDENCIA SUMMER TERM COURSE CATALOGUE | **14**

SUM11	*BOOST YOUR SELF-CONFIDENCE & SELF-ESTEEM*
Course Leader	**Manuel Paris**, professional life and business coach, personal development trainer and psycho-body therapist.
Course Description	What do you know about who you are and how much do you trust yourself? Everything starts inside ourselves. Trust starts with self-confidence. However, it is not a given. Good news is: you can train it. This training will focus on: • Understanding what can block or enhance self-confidence and self-esteem. • Exploring your personal story to discover unifying thread for your identity. • Discovering how we relate to ourselves and one to another.
Course Objectives	• Know yourself better: your talents, points for improvement, what makes you unique. • Train your self-confidence and self-esteem. • Create your own « story » that makes you create the life you are after. • Overcome your main blocking thoughts and train trust for yourself and your environment.
Tackled Concepts	Soft skills : self-confidence and self-esteem, knowing yourself to better perform.
Learning Methods / Teaching Procedures	Role plays, subgroups, challenging judgements and bias.
Evaluation	• Participating in all modules: 20% • Personal "Self-Boost" presentation to your team at the end of the course including all findings: 40% • Feedbacks on "Self-Boost" presentations to yourself & your team members: 10% • Get personal feedback from at least 5 persons: 10% • Final MCQ quiz to check upon knowledge: 20%
Bibliography / Course Material	• Rosenberg M. Nonviolent Communication: A Language of Life., PuddleDancer Press, 2015. • Shankland R. Positive psychology, second edition, Dunod, 2014. • Goleman D., Emotional intelligence, Poche J'ai lu, 2014. • Watzlawick. P., The language of change, Poche, 2014. • Maslow A., Becoming the best version of yourself, Eyrolles, 2013. • Riou A. Play the role of your life, Homme, 2007. • Hauvette D., The power of emotions, Organisation, 2004. • Lenhardt V. Transactional analysis, Organisation, 2003 • Salomé J., The courage to be yourself, Pocket, 2003. • Servan-Schreiber D. Healing, R. Laffont, 2003.
Number of Credits	4 ECTS; 2 US
Schedule	**Session Description** 1. Opening together with identity What are your expectations? Basics to start working together. Agenda of the course. How to communicate effectively? Who are you? Identity in the world of philosophy, sociology and psychology. Who has studied it? How do we shape our identity? Your life story and your values – what makes you special – analyze these key events in your life that shaped you. 2. Identity & life goals Your life in an overview. What is or not under your control? What goals define your life & your identity? How do you set them? Identify the common thread in your life experiences and where it leads you to. 3. Self, self-esteem & dreams Discovering the archetypes of self-awareness. How to broaden your knowledge of self and unravel your beliefs? What breaks or boosts your self-esteem? Dare to dream big in an VUCA world. 4. Relations, self-confidence & needs Experience the way we relate to one another and how it affects our self-confidence. Needs : How to discover, express and answer to your needs and those of others. What breaks or boosts your self-confidence? 5. Getting ready & teach back Digging deeper into our mechanisms and how to step out of counterproductive reflexes. What did you learn as a team and what can you teach the class? Getting ready for the assessment and the "Self-Boost" presentation. 6. Test my knowledge & present my "Self-Boost" Closing together the week with a rooting of your key discoveries. Laying out your knowledge on identity, self-esteem and self-confidence. What did you discover about yourself? How do you choose to boost your self-esteem and self-confidence to thrive on being yourself?

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SUM12	*INTERNATIONAL TRADE ESSENTIALS*
Course Leader	**Brian Hunt**, Lecturer of Economics from the College of Business at Clayton State University of Morrow, Georgia, United States
Course Description	This course develops an understanding of the economics behind trade. It examines trade policies nations adopt, international resource flows, geopolitics, and BRICS. The theoretical principles, historical developments of international trade, and new trade theories will be examined through mini-lectures, discussions, and a daily international trade game. The economic features of open economies, benefits and costs derived from trade, and the impact of trade on production, consumption, and distribution of income will also be examined.
Course Objectives	In our study of international trade, we will develop a theoretical framework to improve the understanding of problems in international trade. We will examine the possibility of gains from trade, loss of gains from trade, the nature of comparative advantage and the determination of pattern of trade, and the role of scale economies, imperfect competition, and factor movements in an international economy. The remainder of our study of international trade will be devoted to examining trade policy, in particular effects of protection (tariffs, non-tariff barriers, administered protection), trade and sustainability, and some aspects of the political process of the formation of trade policy. Special attention will be given to US-China trade relations, trade within the European Union, the evolving geopolitics of trade in a post-COVID world, and the rise of BRICS.
Tackled Concepts	• Determining trade patterns • Calculation of gains (losses) from trade • International resource movements across countries • Economies of scale and offshoring • Imperfect competition • Tariffs, Quotas, and Non-Tariff Barriers • Trade and Climate Change • Architecture of free and managed trade agreements • Weaponization of trade • China's One Belt-One Road Initiative • BRICS
Learning Methods / Assignments	This course is taught with an application approach using a combination of mini-lectures, in-class discussions, problem-solving, Blackboard concept quizzes, an international trade game, and a final course examination. Assignments: • Daily online concept check quizzes (Blackboard) • Final Exam
Evaluation	• Individual Class Participation (40%): Attendance and active participation in all class discussions, problem solving activities, and daily international trade game • Blackboard Assignments (40%) : Daily online concept-check quizzes • Final Exam: Essay questions (20%)
Bibliography / Course Material	• *International Trade + Achieve Essentials*, 5th edition. Feenstra, Robert and Taylor, Allen. 2021. Macmillan Learning. ISBN : 9781319344160 Other course materials (i.e. news articles, special reports, case studies, and etc., will be provided before the start of the course.
Number of Credits	4 ECTS; 2 US

Schedule	**Session** **Description**
	1. **Trade in the Global Economy---Past, COVID, and Future**
	Technology, Comparative Advantage, and Production Specialization –The Ricardian Model
	Calculating Gains and Losses from Trade – The Factors Specific Model
	   o In-class activities, international trade game, and analytical exercises
	   o Blackboard Concept Quiz #1
	2. **Resource Prowess and Geoeconomics in the Hecksher-Ohlin Model**
	Resource Mobility Between Countries
	Trade patterns as a basis of returns to scale and imperfect competition
	China's One Belt-One Road Initiative and BRICS
	   o In-class activities, international trade game, and analytical exercises
	   o Blackboard Concept Quiz #2
	3. **Offshoring vs. Onshoring**
	Trade Instruments under Perfect and Imperfect Competition
	   o In-class activities, international trade game, and analytical exercises
	   o Blackboard Concept Quiz #3
	4. **Export policies in resource intensive and high-technology industries**
	International trade agreements on labor and the environment
	Weaponizaton of trade and efficacy of trade sanctions
	Geopolitics of trade
	   o In-class activities, international trade game, and analytical exercises
	   o Blackboard Concept Quiz #4
	   o Preparation for comprehensive final exam
	5. **Final Exam**

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AUDENCIA SUMMER TERM COURSE CATALOGUE | **16**

SUM13 — MEASURING MARKETING EFFECTIVENESS

Course Leader	**Dr. Rob Angell**, Associate Professor in Marketing Research, University of Southampton
Course Description	Marketing accountability is another new normal; information is everywhere but data overload remains a pressing problem for marketers. Whilst senior managers know they must measure their longer-term performance, the process in practice is anything but straightforward. How marketers' sort between what can, and what should, be measured is a question that few have an answer for? In this course, we take a look at the rationale and practice of designing comprehensive marketing performance measurement (MPM) systems. In so doing, students will be encouraged to design their own system, and organically and critically appraise different metrics. The course brings together some of the latest insights in the area of marketing performance measurement in a practical, non-technical way; in essence, this is more a marketing management course and not a marketing analytics course.
Course Objectives	• To learn the theoretical and practical reasons for deploying marketing performance measurement (MPM) systems. • To differentiate between marketing metrics and marketing KPI's. • To learn the five key rules for effective marketing performance measurement systems. • To unpack the steps required to (theoretically) build a marketing performance measurement system. • To establish different metrics available to marketers, and how to critically evaluate these metrics in practice.
Learning Methods / Teaching Procedures	Lectures and seminars / Group work
Assignments	• Group video: Teams of 3-4 students • Task: full brief to be delivered; synopsis: students will design and justify a new MPM system for a brand / organisation of their choice.
Evaluation	Full mark scheme to be distributed
Bibliography / Course Material	• Bendle, N.T. Farris, P.W. Pfeifer, P.E. and Reibstein, D.J. (2017) Key Marketing Metrics: The 50+ Metrics Every Manager Needs to Know. Second Edition. FT Publishing. • Readings to be distributed each day.
Number of Credits	4 ECTS; 2 US

Schedule

Session   Description

1.
- Introduction to the course / assessment
- Rationale for MPM Systems – where are we now?
- Group Activity 1
- Designing an MPM system – Starting Point #1 (Strategy)
- Group Activity 2: Starting Point #1 -Ryanair Versus Southwest Airlines
- Designing an MPM system – Starting Point #2 (Rules)

2.
- Group Activity 3: Starting Point #2 -Peck's Florida
- Key Metrics Cluster # 1: Finance & ROMI
- Key Metrics Cluster # 2: Market Share
- Group Activity 4: Going further with Market Share (1 hr)
- Group Presentation: Further Market Share Metrics
- Assignment Group Meeting 1: Selecting a case study

3.
- Key Metrics Cluster # 3: Mindset
- Group Activity 5: Appraising the NPS metric
- Key Metrics Cluster # 4: Customer Equity
- Key Metrics Cluster # 5: Brand
- Assignment Group Meeting 2: Discussing MPM System Metrics
- Key Metrics Cluster # 6: Innovation
- Further Group Work Time

4.
- Key Metrics Cluster # 7: Advertising
- Key Metrics Cluster # 8: Online
- Course Conclusions
- Assignment Group Meeting 3: Finishing the Assignment
- Further Group Work Time

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AUDENCIA SUMMER TERM COURSE CATALOGUE | **17**

SUM14	*HUMAN RESOURCE MANAGEMENT*
Course Leader	**Mané Beglaryan**, Associate Professor, American University of Armenia, Armenia
Course Description	This course provides a comprehensive overview of the Human Resource Management (HRM) function and the HR's role in present-day workforce planning and talent management. It acquaints the students with the key aspects of employee management from the start of the journey to an organization such as recruitment, selection, learning and development through succession planning, active talent management and exit.
Course Objectives	At the end of this module, participants will be able to: • Describe the key assumptions that distinguish contemporary applications of human resource management; • Define job analysis and competency-based recruitment • Appreciate the role of learning and development in organizations • Understand human resources from a strategic, systematic perspective • Apply this analysis to human resource management systems such as selection, performance appraisal, and compensation • Design and execute performance management system tying it to compensation and benefits
Tackled Concepts	• Human resource management: its traditional meaning and contemporary application • Strategic HRM planning • Main activities and responsibilities of HRM • Job analysis and job design • Competency-based recruitment and how it applies to performance • Selection and Orientation process • Compensation and benefits • Developing employee performance plans • Performance appraisal methods • Training and development • Succession planning and retention • Workforce Reduction
Learning Methods / Assignments	Lectures, case studies and an exam
Evaluation	Class participation: 10% / Case study: 40% / Final exam: 50%
Bibliography / Course Material	Will be provided on-line through learning platform/Blackboard
Number of Credits	4 ECTS; 2 US
Schedule	**Session Description** 1. An Introduction to HR Essentials - Introduction to the course objectives and expectations - Teaming for Case studies - HR as a profession: activities and functions - Job analysis and design 2. Recruitment and Selection - Iceberg Model in recruitment - Selection and On-boarding - Compensation and reward system 3. 21st Century Human Resource Planning - Performance Appraisal Methods: KPIs - Learning and development - Talent management and retention - Succession planning - Strategic HRM planning 4. Final Exam

SUM16	CROSS CULTURAL MANAGEMENT
Course Leader	**Benoit Chalifoux**, expert on soft skills, sales and diversity in the world of business. He is the author of a best-selling book on interpersonal skills entitled "Being at your best, The Incredible Power of Interpersonal Skills'. Graduated from Paris Dauphine University with an Executive Master in Business (EMBA), he also has an MBA and a BAA of ESG UQAM. He teaches in several business schools across Canada and Europe.
Course Description	The globalization of business has brought about a demand for leader and managers who are able to accomplish their objectives by working effectively outside the boundaries of nations, function, professions, and organization, and as well as their cultural and ethnic reference groups. This course covers the challenge of interacting, managing and leading across cultural differences and national boundaries. Cultural differences are hard to understand because, although their consequences are obvious, it is not easy to analyze, describe or categorize them. Culture is actually highly complex. For future managers, being aware of the variety of issues and opportunities that arise when we take action outside our own culture is a key factor for success.
Course Objectives	At the end of this module, participants will be able to: • consider the importance of intercultural communication • learn to think across cultural differences; • be aware of issues and challenges involved in global business; • develop skills, expertise and work required toward personal and professional growth; • negotiate across different cultures; • understand the opportunities of doing business with different cultures.
Tackled Concepts	• Introduction to the global business environment and cross cultural management; • Developing your Soft Skills for Today and Tomorrow in a Global World; • Understanding cultural differences; • The importance of communication in negotiation across boundaries; • Doing business in the Middle East, Latin America, Asia, Europe, Africa, and North America; • How to succeed working overseas: Building great leaders; • Business case studies: The international success of McDonald's Corporation, the «Starbucks» revolution, the failure of Wal-Mart in Germany, etc.
Learning Methods / Teaching Procedures	A successful outcome of this course depends very much on group dynamics and personal involvement; therefore, the teaching method will encourage creative thinking and interactive communication, through guided exercises, role plays, videos, and tests. Students are encouraged to question themselves, express opinions, compare points of view and evaluate new options, within the context of group discussion.
Evaluation	Group case study: 50% / Individual presentation: 50%
Bibliography / Course Material	Required readings • Ibarra, H. and Lee Hunter, M. (2007). How Leaders Create and Use Networks. Harvard Business Review. • Trompenaars, F. (1996), Resolving International Conflict: Culture and Business Strategy. London Business School 7(3) p51-68. • Thomas, D.A and Ely, R.J(1996). Making Differences matter. A new paradigm for managing diversity. Harvard Business Review. p 1-13. • Hofstede, GJ, Catholijn, M. and Jonker, T.V. (2012). Cultural Differentiation of Negotiating Agents. Group Decis Negot . 21. p79–98. References for further reading • Meyer E., (2016). The Culture Map. PublicAffairs. • Dauber D., Fink, G., and Yolles, M. (2012). A Configuration Model of Organizational Culture . Sage p1-16. • Günter K. Stahl, Building Cross-Cultural Leadership Competence: An Interview With Carlos Ghosn, Academy of Management Learning & Education; Sep 2013, Vol. 12 Issue 3, p 494-502. Søderberg, A.-M., & Holden, N. 2002. Rethinking cross cultural management in a globalizing business world. International Journal of Cross Cultural Management, 2(1): 103–121.
Number of Credits	4 ECTS; 2 US

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AUDENCIA SUMMER TERM COURSE CATALOGUE | **19**

Schedule

3 sessions.

Session Description
1.   An Introduction to the Global World
        - Introduction to the course and the participants
        - Course objectives and requirements
        - Form the teams
        - Developing your soft skills in a global world
        - Today and Tomorrow's Challenges in a World of Rapid Change
        - Nation, culture, and identity

2.   The intercultural analysis in management
        - Hofstede model
        - Iribarne & Trompennaars models
        - The Culture Map framework

3.   Culture, business ethics & International negotiations
        - Multicultural personnel management
        - Doing Business in Africa (Business cases)
        - Doing business in Asia (Business cases)
        - Doing business in Europe (Business cases)
        - Doing business in Latin America (Business cases)
        - Doing business in North America (Business cases)
        - Doing business in the Middle East (Business cases)

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SUM17	INTERNATIONAL ORGANIZATIONAL BEHAVIOR
Course Leader	**Dr. Vinod Vincent**, SPHR, SHRM-SCP is the Graduate Programs Director and Associate Professor of Management at the Clayton State University's College of Business, based in Atlanta, United States. Dr. Vincent's research interests include managerial cognition, intuition, decision-making, artificial intelligence, and HR topics such as employee selection. His research focuses on expanding our understanding of managerial decision-making in organizational environments. His teaching includes management principals, organizational behavior, international organizational behavior, strategic management, talent development, Global HR, and entrepreneurship. Dr. Vincent has over 12 years of experience in the U.S. healthcare staffing industry where his expertise includes new business ventures, strategic management, business operations management, employee selection, performance management, and employee training and development. He also has international experience working in sales and marketing for the media industry in Sri Lanka. Dr. Vincent has a Doctor of Business Administration (Management) from Kennesaw State University and a Master of Business Administration (Marketing) from the University of Tampa.
Course Description	This course focuses on understanding and managing organizational behavior in a global context. In a global market, it is imperative that current and future organizational managers better understand how to successfully manage business across cultures and effectively lead a global workforce. Conceptual frameworks of organizational behavior and culture will be discussed combined with practical advice for navigating cultural differences in the workplace. Participants will gain new insights on how to understand and interpret behavior, thereby enabling them to effectively manage global challenges.
Course Objectives	At the end of this module, participants will be able to: • Identify global challenges in doing business and managing talent • Recognize global strategies for multinational firms • Apply Hofstede's cultural framework in global business • Explain how culture shapes work-related perceptions • Know how to combat cultural stereotyping • Understand how to effectively communicate, manage conflict and negotiate in a global business context • Explain motivational theories and how to apply them in global business
Tackled Concepts	• Introduction to International Organizational Behavior: Challenges and Options for Management • Cultural frameworks: understanding attitude, values, behavior and how it impacts international management • Managing conflict with effective communication and negotiation • Motivating employees across cultures and borders
Learning Methods / Teaching Procedures	This is an interactive course that includes a combination of lectures, videos, in-class discussions, mini case studies, and a team project where each group will assume the role of a cross-cultural training team of a multinational firm tasked with preparing an employee about to embark on an international assignment.
Evaluation	Class participation 10%, quiz 30%, team project 60%
Bibliography / Course Material	Lecture slides and additional material will be provided during class.
Number of Credits	4 ECTS; 2 US
Schedule	**Session Description** 1. Introductions - Overview of the course - Assign teams Lecture - Introduction to International Organizational Behavior: Challenges and Options for Management 2. Lecture - Cultural frameworks: understanding attitude, values, behavior and how it impacts international management Complete and discuss mini-case in class Submit country selection for team project Work on the team project with assigned group 3. Lecture - Managing conflict with effective communication and negotiation Complete and discuss mini-case in class Work on the team project with assigned group 4. Lecture: Motivating employees across cultures and borders Complete and discuss mini-case in class Quiz (multiple choice/true-false questions) Work on the team project with assigned group 5. Team presentations

SUM18	**E-SPORTS MANAGEMENT: THE WORLDWIDE GAME CHANGER**
Course Leader	**Joey Gawrysiak**, visiting professor from Shenandoah University, US
Course Description	Sports around the world continue to become more commercialized as their popularity grows. It is important to understand how these organization run as a business in order for them to maximize their profits and thrive in today's global economy. This course is designed to teach students how to manage various aspects of the sport industry, including marketing, event management, governance, revenue generation, and collegiate sports in the U.S. Beyond these traditional models of sport management, this course will introduce students to the burgeoning industry of competitive video gaming, or esports. Concepts will be introduced such as defining esports as sport, event management, and unique aspects of the esport industry that makes it different from traditional sports.
Course Objectives	At the end of this module, participants will be able to: • Explore and master practical sport management skills. • Analyze and critique contemporary sport management issues. • Compare and contrast various sport competition formats around the world and understand why they are successful • Design new forms of revenue generation • Explore and present a solution to a contemporary sport management issue. • Understand how technology and esports impact traditional sport business management
Tackled Concepts	• Core terminology and theory of sport management • Challenges and issues in contemporary sport management • Revenue generation • Competitive formats around the world • The Olympics • The impact of media on sport • Technology and esports
Learning Methods / Teaching Procedures	A series of lectures, presentations and discussions: https://youtu.be/f2y2QJxBGeA
Evaluation	In class assignments: 50%, final presentation 25% Final exam: 25%
Bibliography / Course Material	Street & Smith's Sport Business Journal student subscription
Number of Credits	4 ECTS; 2 US
Schedule	**Session Description** 1. Sport Management: Definitions and Theories 2. The Business of Sport and Revenue Generation 3. International Sport Leagues 4. The Olympics 5. Sport Marketing 6. The Impact of the Media 7. Esports 8. Presentations and final exam

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AUDENCIA SUMMER TERM COURSE CATALOGUE | **22**

SUM19	*MARKETING RESEARCH: A FOCUS ON QUALITATIVE RESEARCH*
Course Leader	**Isabelle Palud**, Lecturer in Marketing at Tertiary School in Business and Administration (TSiBA)
Course Description	Marketing Research: a focus on qualitative research.
Course Objectives	Learn how to conduct qualitative research in an agile environment. The purpose is to present methods and processes to enable innovation, quick and sound decisions in a VUCA world, for entrepreneurs and intrapreneurs.
Tackled Concepts	• Context: importance of agility, the lean movement, pivot or iterate your Business Model • Different objectives for conducting marketing research: segmenting, positioning, drivers of consumer behaviour (building personas and journey maps based on data to facilitate strategic decisions)) • Process of qualitative research for in-depth interviews and focus groups.
Learning Methods / Assignments	Project-Based Learning: by groups, students solve a business case (resources provided + coaching; regular "check-ins" = intermediate Group Presentations based on a check-list to guide the works) Experiential immersion: case studies achieved in groups (3-4 students): Students select • a new concept '(provided by lecturer) • a new business idea or scaling up an existing idea of a student • an UN SDG Students define a problem, ideate potential solutions, design and achieve qualitative research, going through the whole research process: setting objectives, designing the method, implementing the fieldwork, analysing the content. The final aim is to validate or pivot the solution.
Evaluation	Group assignment: report + group presentation (10 mins pitch+ Q&A) + individual reflections
Bibliography / Course Material	The Lean Start-Up by Eric Ries Design Thinking (IDEO) Business Model & Value Proposition Canvas, by Alexander Osterwalder: Marketing Research, Alvin C. Burns (Pearson)
Number of Credits	4 ECTS; 2 US
Schedule	**Session Description** **1. Introductions** Create a space of trust for the group class before doing research! Qualitative vs quantitative research Relevant situations for using qualitative research Ethic issues **2. Process: objectives & design** Explanation about PBL process. Provide a list of resources. By groups of 3-4, students set the context, the problem to be solved, ideate solutions and define research objectives → peers presentations and feedback Students design the method: sampling, select the tool for collecting data, writing the interview guide/focus group guide. → peers presentations and feedback **3. Process: implementation** Achieving the fieldwork: data collection Content analysis → insights Building the marketing plan based on data (SMART objectives, segmentation, targeting, positioning, 7Ps, monitoring the marketing plan) **4. Assessments & reflections** Friday morning: final exam Group presentations: self & peer assessment – feedbacks Reflective learnings

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SUM20	*STRATEGIC MARKETING*
Course Leader	**Amaury Leclercq de la Baume**, Marketing, Communication, and International Business Development consultant. 20+ years marketing and sales experience in various EU countries
Course Description	A comprehensive view of the indispensable levers to elaborate a marketing strategy and plan implementation.
Course Objectives	Take advantage of the recipes taught to elaborate a Strategic marketing plan in all areas of marketing and communication.
Tackled Concepts	How communication evolved thanks to digital innovation? The phygital answer for a delighting user experience. Inbound and outbound communication. Social selling. Research marketing. Omni-channel direct marketing. Strategic marketing construction. The marketing plan, etc.
Learning Methods / Assignments	Lectures, case study, workgroups, collective practice (ChatGPT based). Assignments: in-class discussion, case study, group presentation, exam.
Evaluation	In-class participation (20%), group presentation (30%), exam (50%)
Bibliography / Course Material	Understand the levers, in order to learn and optimize... 1. A customer centric phygital marketing strategy in different dimensions: economical, psychological, social, technological, ... 2. Understand the importance and practice this process in the strategic marketing fields
Number of Credits	4 ECTS; 2 US
Schedule	**Session** **Description** 1. Introduction 2. Insights for corporate marketing 3. The communication (r)evolutions 4. Psycho-Socio cultural factors 5. Data Marketing & Geo-targeting 6. CX 7. Website 8. Search & Content MKG 9. Go (Anti-)Social! 10. Direct marketing Exam & workgroup presentation

SUM21	*DATA SCIENCE FOR MARKETING*
Course Leader	**Martine George**, PhD, Professor of Management Practice at Solvay Brussels School of Economics and Management
Course Description	In this course, we will examine how data science technologies can be used to improve marketing decision-making. We will study the fundamental principles and techniques of data science, and we will examine real-world examples and cases to place data science techniques in marketing context, and to develop data-analytic thinking. This course presents a set of fundamental principles for extracting useful knowledge from data. These fundamental principles are the foundation for many algorithms and techniques for marketing data science, but also underlie the processes and methods for approaching marketing problems data-analytically, evaluating particular marketing data science solutions, and evaluating general marketing data science plans. The class meetings will be a combination of lectures on the fundamental material, discussions of marketing applications and cases, exercises and workshops with data. **The class requires some basic knowledge of statistics.**
Course Objectives	At the end of the course, the participants will be able to: • Discuss marketing data science intelligently with data scientists and with other stakeholders • Better understand proposals for marketing data science projects and investments • Participate integrally in marketing data science projects
Tackled Concepts	• Data Analytics thinking • Marketing Problems & Data Sciences solutions • Data Science Process • Getting started with RapidMiner • Data Visualization • Predictive Analytics in Marketing • Performance & Evaluation • Descriptive Analytics in Marketing • Text Mining • The Analytical Advantage
Learning Methods / Assignments	• Lectures • Case Studies • Classroom Workshop • Group project Class participation and exercises. Final Project will aim to explore by group a marketing problem by deploying an end-to-end predictive modeling process.
Evaluation	Class participation and exercises: 40%, Final project in group 60%.
Bibliography / Course Material	• Kotu, V., Deshpande B. (2018). Data Science: Concepts and Practice", Morgan Kaufmann https://www.sciencedirect.com/topics/mathematics/rapidminer (accessed on 22/10/2022) • Davenport T. (2017). Competing on Analytics" (2nd Edition). HBS Publishing. • Provost, F. and Fawcett T. (2013). Data Science for Business, O'Reilly Media Inc.
Number of Credits	4 ECTS; 2 US

Schedule	8x3-hours sessions
	
	Session Description
	1. Overwiew
	   Data Analytics Thinking
	
	2. Marketing Problems & Data Sciences solutions
	   Data Science Process
	
	3. Getting started with RapidMiner
	   Data Visualization
	
	4. Predictive Analytics in Marketing
	
	5. Performance & Evaluation
	
	6. Descriptive Analytics in Marketing
	
	7. Text Mining – The Analytical Advantage
	
	8. Group Presentations

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SUM22	EUROPEAN PRODUCTIVITY
Course Leader	**Amelia M. Biehl**, Visiting Professor, Florida Gulf Coast University
Course Description	This course offers an in-depth look at productivity in several European countries. The course will first introduce various measures of productivity, including gross domestic product and per capita gross domestic product. These measures will be used to compare and contrast economic well-being amongst European countries as well as analyze the numerous causes and consequences of variation in economic well-being.
Course Objectives	Upon successful completion of this course, students will: • understand various measures of economic well-being, including gross domestic product (GDP) and per capita GDP • be able to interpret and analyze country-specific GDP data • understand the causes of economic growth • understand why some European countries have higher economic growth rates than others
Tackled Concepts	Gross domestic product (GDP), per capita GDP, economic growth (causes and consequences), compare/contrast country-specific data.
Learning Methods / Assignments	Lecture, group work, and discussion In-class Assignments, Presentation, and Exam
Evaluation	In-class Assignments: 26% Presentation: 24% Exam: 50%
Bibliography / Course Material	• *Economics Principles for a Changing World,* 6th Edition (2023) by Chiang. • *Modern Labor Economics*. 14th Edition (2023) by Ehrenberg & Smith • *Industrial Organization Theory and Practice* (2019) by Waldman & Jensen. • *Public Finance and Public Policy*, 7th Edition (2022) by Gruber.
Number of Credits	4 ECTS; 2 US
Schedule	**Session Description** 1. Introduction, Gross Domestic Product, Production Possibility Frontiers, International Trade, Economic Growth, Human Capital Accumulation, analysis of European countries. 2. Economic Systems, Market Structures, Social Welfare, Income Inequality, analysis of European countries, analysis of European countries. 3. Finish Material, Student Presentations 4. Exam

SUM22	*EUROPEAN POLITICS & BUSINESS: STUDY TRIP TO BRUSSELS, BELGIUM*
Course Leader	**Guillaume Blaess**, associate Professor at Audencia Business School
Course Description	Students will travel to Brussels, in the heart of the EU, to visit the main European institutions and European history related places. Visits may also include lectures at some companies' headquarters so that students understand how the EU, as a political entity, may affect business practices. Students will understand the way the three main EU bodies work together and grasp how "lobbies" try to interfere in the decision making process. The course will blend political and economic matters in the very places where decisions are taken.
Course Objectives	Upon successful completion of this course, students will be able to gain a deep knowledge of the EU institutions and the way the latter influence business pathways as well as everyday operational activities of businesses.
Tackled Concepts	Nations • Supranational/Cross-national • Nation state/country • MEPs • Commissioner/Commission/European Council/Council of Europe • Heads of States These are the notions that students will master and learn to differentiate.
Learning Methods / Assignments	Visits, lectures, debriefing sessions
Evaluation	Continuous assessment: participation and attendance – 50% Final exam: report – 50%
Number of Credits	4 ECTS; 2 US
Schedule	24 hours – 4 days in Brussels Lectures • History of the European Integration • Political Economy of European Integration • European Institutions and decision-making

SUM23	*FRENCH AS A FOREIGN LANGUAGE*
Course Leader	**Jessica Pouget** and **Carine Vila y Vicens Chatevaire**
Course Description	This course is designed to help students develop oral and written skills in French, and includes listening and reading in French. Some cultural information about French-speaking countries will be included. The class is taught at three levels: beginner, intermediate and advanced. During orientation week, students will be tested to evaluate their level and will be assigned to the most appropriate group. Students can arrange to stay with a French host family to guarantee a full and permanent immersion during their studies in Nantes, France.
Course Objectives	Upon successful completion of this course, students will be able to: • Understand grammatical structure of the French language. • Communicate in diverse practical situations at the student's level of proficiency. • Display a grasp of French pronunciation, being able to recognise words from sound cues only & reproduce words with correct pronunciation, especially at beginning level. • Demonstrate an awareness of aspects of French culture that are different from other cultures. • Show command of the four communicative language skills: listening, speaking, reading, and writing.
Tackled Concepts	Language skills - French culture - Francophone nations
Learning Methods / Assignments	Class participation and final exam
Evaluation	Continuous assessment: 50% / Final exam: 50%
Bibliography / Course Material	Audencia will provide a handout.
Number of Credits	No credits.

Schedule	3 hours/week. These classes usually take place from 5 pm to 6.30pm twice a week
	Courses every week from May 21 to July 12, you can attend as many weeks as you want. (independent weeks)
	
	1. Beginner level
	• Days of the week, months, greetings
	• Formal vs. informal greetings, basic vocabulary, the French-speaking world (intro), basic expressions
	• Greetings, ordering food and drink, indefinite articles (un, une, des)
	• -er verbs, subject pronouns, asking questions, talking about likes and dislikes, definite articles, saying "no"
	• The verb "to be," basic adjectives, simple conversations, food and drink vocabulary
	• Common vocabulary, asking what something is, the verb "to have"
	• Asking questions (who, what, when, where, why), talking about activities, the verb "faire"
	• Talking about personal characteristics, numbers, possessive adjectives
	
	2. Intermediate level
	• Identify most grammatical terminology
	• Understand and use sentences and frequently used expressions related to areas of most immediate relevance (e.g. personal and family information, shopping, local geography, employment)
	• Use necessary skills to communicate during routine tasks requiring a direct exchange of information on familiar and simple matters
	• Describe in simple terms aspects of one's background, immediate environment, and matters of immediate needs
	
	3. Advanced level (in French)
	• Compréhension orale.
	  o Comprendre un long discours même s'il n'est pas clairement structuré.
	  o Comprendre des dialogues d'actualité sans le soutien d'une traduction
	• Expression orale.
	  o Présenter des descriptions d'objets complexes, à l'usage d'une langue claire et enrichie
	  o Communiquer couramment, de façon spontanée.
	  o Exprimer ses idées avec précision, de manière souple et efficace.
	• Expression écrite.
	  o Rédiger un texte clair et bien structuré pour développer son point de vue.
	  o Exprimer des idées complexes, à l'usage d'un vocabulaire enrichi et dans une langue de bonne tenue grammaticale, de niveau C1 (CECRL).
	• Culture
	  o Comprendre et faire des recherches sur des cultures francophones.

*Courses listed are representative and subject to slight changes. Audencia reserves the right not to open a course where minimum participation is not reached or due to unforeseen circumstances.

COMPANY VISIT

Course Description	During this visit, participants will have the opportunity to discover a local company.
Course Objectives	This company visit is the opportunity to learn about "real life" examples of businesses.

Learning Methods	Before the visit
	• Participants must prepare for the visit and do some initial research
	• Use the company's website and company reports to get familiar with it
	• Think about what they already know about the sector of activity
	• Prepare some questions to ask during the visit
	
	During the visit
	• Participants must be actively involved in what they are experiencing:
	   o Ask questions when given the opportunity
	   o Take organized notes and record any impressions/opinions they may have of all aspects of the visit

Assignments	Participants must write a site visit report (to be submitted within a week after the visit). The report must demonstrate that participants observed (and understood) the most important characteristics and challenges of the company they visited as well as make recommendations on how to face the observed challenges.
Evaluation	Visit report: 100%
Number of Credits	2 ECTS; 1 US You can only take one company visit and get 2 ECTS maximum in total for this module
Schedule	The company visits (1/2 day) take place on Thursdays in the afternoon, not available each week, exact schedule to be confirmed. Visits available: • **Terre de Sel** (salt marshes): May 30th, 2024 • **Cointreau** (distillery): June 13th and June 27th, 2024 • **Agronaute** (solidarity-based urban farm): July 11th, 2024

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"
Breed audacity,
at all times and at every age,
believe in yourself, take the plunge,
innovate, learn from your failures,
pick yourself up again
and start all over again.
Commit with and to others,
act as a responsible,
respectful and considerate manager;
have a positive impact on society.

Audacity helps us grow,
it widens our horizons,
and feeds our imagination so that
we can make the world a better place.
"

contact: summer@audencia.com

Audencia
audencia.com/en

Atlantic Campus Nantes
8 route de la Jonelière | BP 31222
44312 Nantes CEDEX 3

Citycampus Nantes
4 rue bisson 44105
Nantes