

BUSINESS SCHOOL

WINTER PROGRAMME
COURSE CATALOGUE

2024



never stop daring.





AUDENCIA WINTER PROGRAMME

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 Winter Programme is ideal for students who want to broaden their knowledge and deepen their understanding of the European market and management practices. The programme is based on a combination of course work and group projects.

Students may complete the entire 3-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

COURSE SCHEDULE*

WEEK	DATES	COURSES AT AUDENCIA
1	January 8 – January 12, 2024	<ul style="list-style-type: none">• Boost Your Self-Confidence & Self-Esteem• International Economics• International Finance: The Role of Risk
2	January 15 – January 19, 2024	<ul style="list-style-type: none">• Automation, Artificial Intelligence (AI) and Multinational Business• Cross-cultural Management & Human Development• Psychology of Money & Consumer Behavior
3	January 22 – January 26, 2024	<ul style="list-style-type: none">• European Politics & Business: Study Trip to Brussels, Belgium

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



BOOST YOUR SELF-CONFIDENCE & SELF-ESTEEM

COURSE LEADER	Manuel PARIS , professional life and business coach, personal development trainer and psycho-body therapist.
COURSE DESCRIPTION	<p>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.</p> <p>This training will focus on:</p> <ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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.
COURSE TOPICS	Soft skills : self-confidence and self-esteem, knowing yourself to better perform.
LEARNING METHODS	Role plays, subgroups, challenging judgements and bias.
EVALUATION	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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 credits
COURSE SCHEDULE	<p>Session 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.</p> <p>Session 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.</p> <p>Session 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.</p> <p>Session 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?</p> <p>Session 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.</p> <p>Session 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?</p>



INTERNATIONAL ECONOMICS

COURSE LEADER	Dónal PALCIC , visiting professor from University of Limerick. (Ireland)														
COURSE DESCRIPTION	<p>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 issues such as the gains from trade and the effects of trade on welfare and income distribution. This part of the course also reviews the development of the European Union's single market and the trade issues raised by Brexit. It also focuses on the links between globalisation and climate change. The second half of the course covers international macroeconomics issues. This part of the course starts with an overview of national income accounting and the balance of payments in order to understand how countries can run large current account surpluses or deficits. We then focus on exchange rates, interest rates and international transactions and examine the various forms of exchange rate regimes. We finish with a discussion of optimum currency areas and the European experience with the creation of the Euro.</p>														
COURSE OBJECTIVES	<p>Upon completion of the module you should be able to:</p> <ul style="list-style-type: none"> • Understand some basic trade theory and concepts • Discuss the impact of globalisation on income distribution and the environment • Describe the various stages of European economic integration • Describe the links between money markets, interest rates and exchange rates • Understand the concept of optimum currency areas 														
COURSE TOPICS	<ul style="list-style-type: none"> • Trade theory and policy • Economic integration & globalization • Money, interest rates, and exchange rates • Optimum currency areas 														
LEARNING METHODS	Lectures and an exam														
ASSIGNMENTS & EVALUATION	Final exam: 100%														
BIBLIOGRAPHY / COURSE MATERIAL	<ul style="list-style-type: none"> • Krugman, P., Obstfeld, M. and M. Melitz (2018) International Economics: Theory and Policy, Pearson, 11th ed. • Salvatore, D. (2012) Introduction to International Economics, Wiley, 3rd ed. 														
NUMBER OF CREDITS	4 ECTS credits														
COURSE SCHEDULE	<p>6 sessions. Lectures and case studies</p> <table> <thead> <tr> <th>Session</th><th>Description</th></tr> </thead> <tbody> <tr> <td>1.</td><td>World trade: an overview <ul style="list-style-type: none"> • Who trades with whom? • The changing pattern of world trade </td></tr> <tr> <td>2.</td><td>International trade theory and policy <ul style="list-style-type: none"> • The concept of comparative advantage • Trade creation and trade diversion • Different forms of economic integration • The EU's single market and Brexit </td></tr> <tr> <td>3.</td><td>Controversies in trade policy <ul style="list-style-type: none"> • Globalisation and low-wage labour • Globalisation and the environment </td></tr> <tr> <td>4.</td><td>Exchange rates and open-economy macroeconomics <ul style="list-style-type: none"> • National income accounts • Balance of payments • Exchange rates and international transactions </td></tr> <tr> <td>5.</td><td>Money, interest rates, and exchange rates <ul style="list-style-type: none"> • Demand and supply for money • Money supply, the price level and exchange rates in the short versus long run • Inflation and exchange rate dynamics </td></tr> <tr> <td>6.</td><td>Exchange rate regimes <ul style="list-style-type: none"> • Fixed exchange rates and foreign exchange intervention • The Euro and economic policy in the Eurozone • Optimum Currency Area (OCA) theory </td></tr> </tbody> </table>	Session	Description	1.	World trade: an overview <ul style="list-style-type: none"> • Who trades with whom? • The changing pattern of world trade 	2.	International trade theory and policy <ul style="list-style-type: none"> • The concept of comparative advantage • Trade creation and trade diversion • Different forms of economic integration • The EU's single market and Brexit 	3.	Controversies in trade policy <ul style="list-style-type: none"> • Globalisation and low-wage labour • Globalisation and the environment 	4.	Exchange rates and open-economy macroeconomics <ul style="list-style-type: none"> • National income accounts • Balance of payments • Exchange rates and international transactions 	5.	Money, interest rates, and exchange rates <ul style="list-style-type: none"> • Demand and supply for money • Money supply, the price level and exchange rates in the short versus long run • Inflation and exchange rate dynamics 	6.	Exchange rate regimes <ul style="list-style-type: none"> • Fixed exchange rates and foreign exchange intervention • The Euro and economic policy in the Eurozone • Optimum Currency Area (OCA) theory
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INTERNATIONAL FINANCE: THE ROLE OF RISK

<i>COURSE LEADER</i>	Dr. Fergal O'BRIEN , visiting professor from Kemmy Business School University of Limerick, Ireland.																		
<i>COURSE DESCRIPTION</i>	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.																		
<i>COURSE OBJECTIVES</i>	Upon completion of the module, you should have: <ul style="list-style-type: none"> • 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 																		
<i>COURSE TOPICS</i>	<ul style="list-style-type: none"> • Risk and Return • Project Appraisal • Financial Asset Pricing • Risk Management Techniques • Real Options 																		
<i>LEARNING METHODS</i>	Lectures, in class exercises and an MCQ exam																		
<i>ASSIGNMENTS & EVALUATION</i>	Final exam: 100%																		
<i>NUMBER OF CREDITS</i>	4 ECTS credits																		
<i>COURSE SCHEDULE</i>	<p>8 x 3hr sessions.</p> <table> <thead> <tr> <th>Session</th><th>Description</th></tr> </thead> <tbody> <tr> <td>1.</td><td>Introduction to Corporate Finance and Risk</td></tr> <tr> <td>2.</td><td>Valuation of Risky Projects</td></tr> <tr> <td>3.</td><td>What-If Analysis</td></tr> <tr> <td>4.</td><td>Risk and Financial Assets</td></tr> <tr> <td>5.</td><td>Risk Management Techniques</td></tr> <tr> <td>6.</td><td>Real Options</td></tr> <tr> <td>7.</td><td>Review, Summary and Discussion</td></tr> <tr> <td>8.</td><td>Assessment</td></tr> </tbody> </table>	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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AUTOMATION, ARTIFICIAL INTELLIGENCE (AI) & MULTINATIONAL BUSINESS

COURSE LEADER	Hakeem M Mohsin , visiting professor from the NUCB Business school (Japan)
COURSE DESCRIPTION	<p>Artificial Intelligence (AI) is transpiring as a soul of lifeless machines, putting them to work while making them aware of their own surroundings. In the era of automation and AI, organizations are compelled to reassess their business models and swiftly adapt. This transformation affects not only companies but also governments and individuals. However, the hype surrounding AI as a magical solution and the associated uncertainty pose constraints on its application and growth prospects across various industries. This course aims to redirect the focus towards AI, exploring its profound business implications and successful implementation in various sectors. Specifically, we will examine multinational organizations in the retail, banking, financial services, telecom, and automobile industries. AI opens up opportunities for novel business structures, processes, and competitive strategies. Through case discussions, we will delve into how multinational corporations navigate and respond to the industrial transformation driven by big data, AI, modern automation, robotics, and platform revolution.</p>
COURSE OBJECTIVES	<p>By the conclusion of the course, students will be able to:</p> <ul style="list-style-type: none"> • Comprehend the ramifications of automation technology driven by "Artificial Intelligence" (AI). • Investigate the concept of the "workforce of the future" and address concerns regarding education, training, and support. • Understand how digital companies create value and expand the scope by leveraging data and analytics. • Develop an awareness of disruptive technologies that are reshaping market dynamics. • Acquire knowledge about the strategic approaches employed by organizations to navigate advanced technologies in their core business domains. <p>Additionally, students are expected to:</p> <ul style="list-style-type: none"> • Analyze and evaluate concepts, theoretical knowledge, and real-world business scenarios. • Establish connections between theory and practical case situations.
COURSE TOPICS	<ul style="list-style-type: none"> • Introduction to artificial intelligence (AI) and automation • Ethical considerations in AI and automation • Automation-driven workforce transformation • Human-AI collaboration and augmentation • Leveraging data and analytics for competitive advantage • Customer-centricity in the digital age • Strategic considerations for organizations adopting AI • The "Workforce of the Future" and AI
LEARNING METHODS	Lectures; case studies; class discussions and exercises; group presentations
ASSIGNMENTS	The course assignments include case preparation and pre-class assignments, active class participation, in-class activities, and final presentations.
EVALUATION	Class Participation 30%, Class Activities & Case Assignments 40%, Team Final Presentation 30%
NUMBER OF CREDITS	4 ECTS credits
BIBLIOGRAPHY / COURSE MATERIAL	<p>A collection of case studies and supplementary course materials will be provided by the instructor.</p> <p>Additional Course Materials</p> <ul style="list-style-type: none"> • Ajay Agrawal, Joshua Gans, and Avi Goldfarb, <i>Prediction Machines</i>, Harvard Business Review Press, 2018. • Marco Iansiti, Karim R. Lakhani, <i>Competing in the Age of AI: Strategy and Leadership When Algorithms and Networks Run the World</i>, Harvard Business Review Press, 2020. • Paul R. Daugherty, H. James Wilson, <i>Human + Machine: Reimagining Work in the Age of AI</i>, Harvard Business Review Press, 2018. • Thomas H. Davenport, <i>The AI Advantage</i>, The MIT Press, 2018. • World Economic Forum, <i>Future of Jobs Report 2023</i>, WEF, 2023.

**Session 1: Introduction to Artificial Intelligence (AI) and Automation**

Intended Takeaways:

- Understand the implications of automation technology based on AI
- Analyze the trends leading to the surge in AI and its applications
- Discuss the key ethical and societal concerns surrounding AI

Session 2: Automation-Driven Workforce Transformation

Case Study 1

Intended Takeaways:

- Analyze the impact of automation on jobs and the workforce
- Explore successful approaches to reskilling and upskilling employees in the age of automation
- Discuss the role of lifelong learning and continuous skill development in adapting to the changing job market

Session 3: Human-AI Collaboration and Augmentation

Case Study 2

Intended Takeaways:

- Examine the concept of human-AI collaboration and augmentation
- Discuss examples of successful human-AI collaboration in different industries
- Explore the potential benefits and challenges of integrating AI technologies into the workforce

Session 4: Leveraging Data and Analytics for Competitive Advantage

Case Study 3

Intended Takeaways:

- Understand the role of data and analytics in creating competitive advantage
- Explore strategies for leveraging data and analytics in decision-making processes
- Discuss the challenges and ethical considerations related to data usage and analytics

Session 5: Customer-Centricity in the Digital Age

Case Study 4

Intended Takeaways:

- Examine the importance of customer-centric strategies in the digital era
- Analyze how AI can enhance customer experiences and personalize interactions

Session 6: Strategic Considerations for Organizations Adopting AI

Case Study 5

Intended Takeaways:

- Explore strategic approaches to adopting and integrating AI technologies in organizations
- Analyze the challenges and risks associated with AI implementation
- Discuss the potential impact of AI on business models and competitive strategies

Session 7: The "Workforce of the Future" and AI

Intended Takeaways:

- Discuss strategies for addressing workforce challenges through AI technologies
- Explore the role of education, training, and support systems in preparing the workforce for the future

Session 8:

Assessment: Team Presentations

Intended Takeaways:

- Recap key concepts and insights, reinforcing understanding of AI and automation implications.
- Demonstrate effective communication skills through presentations, showcasing comprehension of case discussions and course materials.
- Analyze AI implications in selected organizations, considering business models, strategies, and market dynamics.



CROSS-CULTURAL MANAGEMENT & HUMAN DEVELOPMENT

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 management skills necessary to perform in a cross-cultural environment as a successful team leader.
COURSE OBJECTIVES	<ul style="list-style-type: none">• Understanding how the company culture impacts the management styles and the recruitment methods within global organizations• Understanding what does team work mean today in an international environment• Mastering the leadership skills needed to train and manage an intercultural team
COURSE TOPICS	<ul style="list-style-type: none">• Challenges in organizing global organizations• Leadership in a cross-cultural environment• International company culture and employee motivation in the international workplace
LEARNING METHODS	Lectures, role plays, case studies, debates and oral presentations.
ASSIGNMENTS	Readings, discussions, problem solving tasks (case studies) and group presentations. Test (quiz) as final exam at Audencia
EVALUATION	Final exam: 50% Group presentations: 50%
NUMBER OF CREDITS	4 ECTS credits



PSYCHOLOGY OF MONEY & CONSUMER BEHAVIOR

COURSE LEADER	Marcin MATYJA , visiting professor from Kozminski University, Poland.
COURSE DESCRIPTION	<p>Money isn't everything: usually it isn't enough. [Anon.]</p> <p>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.</p> <p>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.</p>
COURSE OBJECTIVES	<ul style="list-style-type: none"> • 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 • Understands how culture sets standards for what satisfies consumers' needs
COURSE TOPICS	<p>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.</p>
LEARNING METHODS	<p>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.</p>
ASSIGNMENTS	In-class cases, discussions, and problem-solving exercises
EVALUATION	<p>Continuous Assessment: In-class Participation – Individual – 30%</p> <p>Final Assessment: Multiple choice test – Individual – 40%;</p> <p>Group presentation on a topic provided by the lecturer – Group – 30%</p>
NUMBER OF CREDITS	4 ECTS credits
BIBLIOGRAPHY / COURSE MATERIAL	<p>Research papers provided by lecturer.</p> <p>Further possible reading:</p> <ul style="list-style-type: none"> • 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
COURSE SCHEDULE	<p>4-day Seminar + 1-day Assessment</p> <p>Session Description</p> <ol style="list-style-type: none"> 1. Psychology of Money – Introduction 2. Attitudes to Money – Understanding What You Have in Your Wallet 3. Currency Perception – Would You Take a Loan in Moroccan Dirhams? 4. Money in Everyday Life: Saving 5. Money in Everyday Life: Investment & Gambling 6. Money in Every Day Life – The Power of Price 7. When Zero Does Not Mean Free – Why Do We Overpay Paying Nothing 8. Consumer Behavior - Introduction 9. Consumer Communication 10. Societal Marketing 11. Consumer Research



EUROPEAN POLITICS & BUSINESS: STUDY TRIP TO BRUSSELS, BELGIUM

<i>COURSE LEADER</i>	Guillaume BLAESS , associate Professor at Audencia Business School
<i>COURSE DESCRIPTION</i>	<p>Students will travel to Brussels, in the heart of the EU, to visit the main European institutions and European history related places. Through a combination of visits and lectures, that students will learn how the EU, as a political entity, may affect business practices.</p> <p>Students will understand the way the three main EU bodies work together and grasp how “lobbies” try to interfere in the decision-making process.</p> <p>The course will blend political and economic matters in the very places where decisions are taken.</p>
<i>COURSE OBJECTIVES</i>	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.
<i>COURSE TOPICS</i>	<p>Nations</p> <ul style="list-style-type: none"> • Supranational/Cross-national • Nation state/country • MEPs • Commissioner/Commission/European Council/Council of Europe • Heads of States <p>These are the notions that students will master and learn to differentiate.</p>
<i>LEARNING METHODS</i>	Visits, lectures, debriefing sessions
<i>ASSIGNMENTS & EVALUATION</i>	<p>Students will have to hand out a reflective essay.</p> <p>Continuous assessment: participation and attendance – 50%</p> <p>Final exam: report – 50%</p>
<i>NUMBER OF CREDITS</i>	4 ECTS credits
<i>COURSE SCHEDULE</i>	<p>4 days in Brussels</p> <ul style="list-style-type: none"> • Cultural and institutional visits • Seminars • Lectures <ul style="list-style-type: none"> - History of the European Integration (1h30) - Political Economy of European Integration (1h30) - European Institutions and decision-making(1h30)

Une école

 CCI NANTES ST-NAZAIRE



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