

# BUSINESS SCHOOL

**WINTER PROGRAMME**  
COURSE CATALOGUE

2023



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# AUDENCIA WINTER PROGRAMME

## 2023 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 9 – January 13, 2023	<ul style="list-style-type: none"> <li>• Leading Organizational Change <b>ONLINE</b></li> <li>• Psychology of Money &amp; Consumer Behavior</li> <li>• Self-Confidence, Self-Esteem &amp; Identity</li> </ul>
2	January 16 – January 20, 2023	<ul style="list-style-type: none"> <li>• International Finance: The Role of Risk <b>ONLINE</b></li> <li>• Cross-cultural Management &amp; Human Development</li> </ul>
3	January 23 – January 27, 2023	<ul style="list-style-type: none"> <li>• European Politics &amp; Business: Study Trip to Brussels, Belgium</li> </ul>

\*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.

# LEADING ORGANIZATIONAL CHANGE



COURSE LEADER	<p><b>Dr. Gene DESZCA</b>, Professor Emeritus, Lazaridis School of Business and Economics, Wilfrid Laurier University, Canada.</p>
COURSE DESCRIPTION	<p>This course is designed for those who aspire to be in leadership positions and who want to create and sustain change in their organizations, regardless of their current position. The skills required to lead and manage change and produce positive results are key competencies for those who want to make a difference. Workplaces are increasingly characterized by uncertainty and complexity and the capacity to adapt to change is critical to both your and the organization's survival. This course will expose you to perspectives and frameworks that will empower you to be a more effective agent of change. Upon completion, you will be better equipped to assess a change challenge, develop action plans to address those change needs, and implement those initiatives.</p>
COURSE OBJECTIVES	<p>After successful completion of the course participants will be able to:</p> <ul style="list-style-type: none"> <li>• Better assess the change needs of an organization, identify change opportunities and assess the organization's readiness for change.</li> <li>• Better lead and manage processes that facilitate: (1) awakening organizational members to the need for change; (2) the mobilization of organizational members; (3) the acceleration of implementation initiatives; and (4) the institutionalization of change in ways that ready the organization for further renewal</li> <li>• Utilize competencies critical to the effective management of the human aspects of organizational change</li> <li>• More effectively lead and manage organizational change and continue to enhance their capacities in this area in the future</li> </ul>
COURSE TOPICS	<ul style="list-style-type: none"> <li>• Analytic models that will assist in assessing the need for change</li> <li>• Building the case for change and energizing the need for change</li> <li>• Navigating formal systems and structures in the pursuit of change</li> <li>• Navigating organizational politics and culture</li> <li>• Working with the recipients of change</li> <li>• Action planning and implementation</li> <li>• You as a Change Agent</li> </ul>
LEARNING METHODS	<ul style="list-style-type: none"> <li>• Class and team engagement in discussions related to the topics</li> <li>• Case discussions</li> <li>• An in-class change simulation</li> <li>• Mini-lectures</li> </ul>
EVALUATION	<p>Participation: 10%; Group Work: 30%; Individual Assignment: 60%</p>
NUMBER OF CREDITS	<p>4 ECTS credits</p>

# PSYCHOLOGY OF MONEY & CONSUMER BEHAVIOR

COURSE LEADER	<b>Marcin MATYJA</b> , visiting professor from Kozminski University, Poland.
COURSE DESCRIPTION	<p><b>Money isn't everything: usually it isn't enough.</b> [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.</p>
COURSE OBJECTIVES	<ul style="list-style-type: none"> <li>• Analyze and interpret money perception represented by individuals</li> <li>• Evaluate how perception of currency determines financial decisions</li> <li>• Predict people's financial decisions by applying theories and tools discussed in class</li> <li>• Analyze how different pricing policies influence consumers' decisions</li> <li>• Evaluate financial motivators and choose optimal solutions in different business settings</li> <li>• Analyze consumer decisions made to show status and social power</li> <li>• Identify areas where consumers are not sensitive to prices and understand its consequences</li> <li>• Identify marketing tricks that make people spend more while shopping</li> <li>• Understand the relationship between consumer behavior and customer value, satisfaction, trust, and retention</li> <li>• Understands how culture sets standards for what satisfies consumers' needs</li> </ul>
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	<p>In-class cases, discussions, and problem-solving exercises</p>
EVALUATION	<p>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%</p>
NUMBER OF CREDITS	<p>4 ECTS credits</p>
BIBLIOGRAPHY / COURSE MATERIAL	<p>Research papers provided by lecturer.          Further possible reading:</p> <ul style="list-style-type: none"> <li>• Furnham A., (2014) <i>The Psychology of Money</i>, Routledge</li> <li>• Solomon M., (2017) <i>Consumer Behavior: Buying, Having, and Being</i>, Global Edition, Pearson</li> <li>• Ariely, D. (2010) <i>Predictably Irrational</i>, Harper Perennial</li> <li>• Akerlof, G, Shiller R. (2010) <i>Animal Spirits</i>, Princeton University Press</li> <li>• Shiller R., (2016) <i>Irrational Exuberance: Revised and Expanded Third Edition</i>, Princeton University Press</li> </ul>
COURSE SCHEDULE	<p>4-day Seminar + 1-day Assessment</p> <p><b>Session Description</b></p> <ol style="list-style-type: none"> <li>1. Psychology of Money – Introduction Attitudes to Money – Understanding What You Have in Your Wallet</li> <li>2. Currency Perception – Would You Take a Loan in Moroccan Dirhams? Money in Everyday Life: Saving</li> <li>3. Money in Everyday Life: Investment &amp; Gambling</li> <li>4. Money in Every Day Life – The Power of Price When Zero Does Not Mean Free – Why Do We Overpay Paying Nothing</li> <li>5. Consumer Behavior - Introduction</li> <li>6. Consumer Communication</li> <li>7. Societal Marketing</li> <li>8. Consumer Research</li> </ol>

## SELF CONFIDENCE, SELF ESTEEM & IDENTITY

<i>COURSE LEADER</i>	<b>Isabelle AUROUX</b> , Consultant and General Manager at DOLIGHTUP.
<i>COURSE DESCRIPTION</i>	<p>How to create trust for the new world we are facing? 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:</p> <p>Understanding what can block self confidence and self esteem          Exploring your personal story to discover unifying thread for your identity          Getting a clear view on what are your strengths and talents          Boosting them in order to consolidate self esteem          Taking concrete actions on how to work on them one step further</p>
<i>COURSE OBJECTIVES</i>	<p>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</p>
<i>COURSE TOPICS</i>	Soft skills : self confidence and self esteem, knowing yourself to better perform
<i>LEARNING METHODS</i>	Role plays, subgroups, challenging judgements and bias
<i>ASSIGNMENTS &amp; EVALUATION</i>	<p>Participation to all modules: 20%          Working in groups and sharing outputs in 5mn presentation to the rest: 20 %          Write down personal identity presentation to hand over at the end of the course including all findings: 20%          Get personal feedback from at least 5 persons: 10%          Final quizz to check upon knowledge: 10%</p>
<i>NUMBER OF CREDITS</i>	4 ECTS credits
<i>COURSE SCHEDULE</i>	<p><b>Session 1: Self Confidence, Self Esteem and Identity</b>          Why is it so important? More than ever.          What are your expectations?          Basics to start working together          What if everything was just about love, even in business?          Link with sense of purpose / Breaking the fitting in process.          Agenda of the course</p> <p><b>Session 2: Who are you? (Pt. 1)</b>          This is a common question but how do you define yourself. What you are sharing is really the reflection of who you are. What do you keep for yourself and why? What could happen if you share it? Each person has to present themselves the way they do usually. Will receive feedback and get to do it again to see what can make them more themselves.</p> <p><b>Session 3: Who are you? (Pt. 2)</b>          This is a common question but how do you define yourself. What you are sharing is really the reflection of who you are. What do you keep for yourself and why? What could happen if you share it? Each person has to present themselves the way they do usually. Will receive feedback and get to do it again to see what can make them more themselves.</p> <p><b>Session 4: Identity</b>          Why is it more than ever a key topic? Who has studied it? (philosophy...) How do we shape our identity?          What helps and what does not? How proud are we?          Life river – what makes you special – analyse these key events in our life that shaped us.</p> <p><b>Session 5: Self esteem</b>          Why is it key? What are the beliefs that block our self esteem? Personally, historically, societally, professionally?          How to love yourself shapes how you love others – work/life.</p> <p><b>Session 6: Self confidence</b>          How do you train your attitude? How do you look at yourself in a more compassionate way? How to fuel it on a daily basis          Movement, analysis, rituals, self feedback...it is like a muscle.</p> <p><b>Session 7: Oral presentation</b>          Escape from « stamps », thrive on being yourself. What links vulnerability, authenticity to self-confidence? How to be really yourself? How to grow your identity to find a level of self realisation?</p> <p><b>Session 8: Conclusion</b>          Prepare your own identity boost and present it to the group          How to make an influence from authenticity</p>

# INTERNATIONAL FINANCE: THE ROLE OF RISK



<i>COURSE LEADER</i>	<b>Dr. Fergal O'BRIEN</b> , 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>	<p>Upon completion of the module, you should have:</p> <ul style="list-style-type: none"> <li>• an excellent understanding of the role of risk in finance</li> <li>• a strong foundation in project valuation and capital budgeting techniques</li> <li>• a strong foundation in risk management techniques</li> <li>• an appreciation of the role of real options in modern finance</li> </ul>																		
<i>COURSE TOPICS</i>	<ul style="list-style-type: none"> <li>• Risk and Return</li> <li>• Project Appraisal</li> <li>• Financial Asset Pricing</li> <li>• Risk Management Techniques</li> <li>• Real Options</li> </ul>																		
<i>LEARNING METHODS</i>	Lectures, in class exercises and an MCQ exam																		
<i>ASSIGNMENTS &amp; EVALUATION</i>	Final exam: 100%																		
<i>NUMBER OF CREDITS</i>	4 ECTS credits																		
<i>COURSE SCHEDULE</i>	<p>8 x 3hr sessions.</p> <table border="1"> <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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## CROSS-CULTURAL MANAGEMENT & HUMAN DEVELOPMENT

<i>COURSE LEADER</i>	<b>Héloïse TESSIER</b> – International Lecturer (Human Resources Management, Cross-cultural management) and former Business Owner in Luxury Hospitality Recruitment in the USA.
<i>COURSE DESCRIPTION</i>	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.
<i>COURSE OBJECTIVES</i>	<ul style="list-style-type: none"> <li>• Understanding how the company culture impacts the management styles and the recruitment methods within global organizations</li> <li>• Understanding what does team work mean today in an international environment</li> <li>• Mastering the leadership skills needed to train and manage an intercultural team</li> </ul>
<i>COURSE TOPICS</i>	<ul style="list-style-type: none"> <li>• Challenges in organizing global organizations</li> <li>• Leadership in a cross-cultural environment</li> <li>• International company culture and employee motivation in the international workplace</li> </ul>
<i>LEARNING METHODS</i>	Lectures, role plays, case studies, debates and oral presentations.
<i>ASSIGNMENTS</i>	Readings, discussions, problem solving tasks (case studies) and group presentations. Test (quiz) as final exam at Audencia
<i>EVALUATION</i>	Final exam: 50% Group presentations: 50%
<i>NUMBER OF CREDITS</i>	4 ECTS credits

## EUROPEAN POLITICS & BUSINESS: STUDY TRIP TO BRUSSELS, BELGIUM

<i>COURSE LEADER</i>	<b>Guillaume BLAESS</b> , 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. 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.</p> <p>The course will blend political and economic matters in the very places where decisions are taken.</p>
<i>COURSE OBJECTIVES</i>	<p>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.</p>
<i>COURSE TOPICS</i>	<p>Nations</p> <ul style="list-style-type: none"> <li>• Supranational/Cross-national</li> <li>• Nation state/country</li> <li>• MEPs</li> <li>• Commissioner/Commission/European Council/Council of Europe</li> <li>• Heads of States</li> </ul> <p>These are the notions that students will master and learn to differentiate.</p>
<i>LEARNING METHODS</i>	Visits, lectures, debriefing sessions
<i>ASSIGNMENTS &amp; 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"> <li>• Cultural and institutional visits</li> <li>• Seminars</li> <li>• Lectures <ul style="list-style-type: none"> <li>- History of the European Integration (1h30)</li> <li>- Political Economy of European Integration (1h30)</li> <li>- European Institutions and decision-making(1h30)</li> </ul> </li> </ul>

Une école

 CCI NANTES ST-NAZAIRE



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