

BUSINESS SCHOOL

WINTER TERM
CATALOGUE

2022



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AUDENCIA WINTER TERM

2022 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 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 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 3 – January 7, 2022	Creating Sustainable, Innovative & Digital Business Models ONLINE Change Management
2	January 10 – January 14, 2022	International Economics ONLINE Self Confidence, Self Esteem

*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.

CREATING SUSTAINABLE, INNOVATIVE & DIGITAL BUSINESS MODELS



COURSE LEADER	<p>Alain Brouhard former C-suite Executive, with 35 years of international business experiences and strong track record on people leadership, sustainable growth, business turnaround & digital transformation in P&G, Adidas & Coca-Cola.</p> <p>His leadership roles have included European Sales Director & Global Customer Team Leader at P&G, Commercial SVP & Regional CEO at Adidas, and Regional CEO, Category Managing Director and Group CIO at Coca-Cola HBC.</p>
COURSE DESCRIPTION	<p>Using academic content and hands-on business experiences, the students will be able to capture the meaning of sustainable, innovative and digital business models.</p> <p>They will be able to experience and practice on real business cases the frameworks of “sustainable business model - innovation” and “digital business strategy”.</p> <p>Students will not become green, innovation or tech geeks but will be able to connect the dots between sustainability, innovation and technology, for the benefit of the business, the community and the planet.</p>
COURSE OBJECTIVES	<ol style="list-style-type: none"> 1. Understand the critical impact of sustainability on the business, the community and the planet. 2. Provide frameworks on “sustainable business model – innovation” and on “digital business strategy” to properly apprehend the criticality and operationability of sustainable, innovative and digital business models. 3. Practice those frameworks, at the service of a business or a cause.
COURSE TOPICS	<ul style="list-style-type: none"> • State of Sustainability – the problem to address • ESG (Environment, Social & Governance) Business Drivers • “Sustainable Business Model – Innovation” (SBM-I) Framework and Examples • Digital Business Strategy Framework and Examples • GreenTech & Circular Economy – the solutions to implement
LEARNING METHODS	<p>Combination of academic presentation, classroom instructions, hands-on business examples & experiences, book reviews and case studies.</p> <p>Course to be delivered physically on-campus and/or online via Blackboard Collaborate.</p> <p>Program conducted in English and in small class size.</p>
ASSIGNMENTS	<p>Participation in Group Work and Individual Assignment, supported by a case study.</p>
EVALUATION	<p>50% Group Work + 50% Individual Assignment – pitch format</p>
BIBLIOGRAPHY / COURSE MATERIAL	<p>Business Case:</p> <ul style="list-style-type: none"> • “Gray to Green Transition – the Sustainability Journey of Dalmia Cement” by Harvard Business Review <p>Bibliography / Documentaries:</p> <ul style="list-style-type: none"> • “How to Avoid a Climate Disaster” by Bill Gates • “A Life on our Planet” by Sir David Attenborough • “Our Planet” series on Netflix • “The Circular Economy: a User’s Guide” by Walter Stahel
NUMBER OF CREDITS	<p>4 ECTS credits</p>

CHANGE MANAGEMENT

<i>COURSE LEADER</i>	<u>Jean Michel MOUTOT, Associate Professor, Audencia, Nantes, France.</u>
<i>COURSE DESCRIPTION</i>	<p>Change management is an approach to transitioning individuals, teams, and organizations to a desired future state. In some project management contexts, change management refers to a project management process wherein changes to a project are formally introduced and approved. This course covers the different approaches of Change Management.</p> <p>At each step of the course, the participant's role play and must apply the Litchi Change Management methodology (1/ analysis part; 2/ impact analysis; 3/ action plan). They also present their work, as a consulting firm would do.</p>
<i>COURSE OBJECTIVES</i>	<p>As a result of attending this seminar, participants will be able to:</p> <ul style="list-style-type: none"> • Describe and apply a 7-step model of organizational change. • Describe sources of change. • Compare alternative interventions that management can implement to improve performance. • Identify some of the major reasons why people resist change. • Be aware of the ethical ramifications inherent in some change initiatives <p>Understand the importance of making changes in the organization's structure in response to internal or external change demands</p>
<i>COURSE TOPICS</i>	<p>Lewin Transition Model: assessed by exam question 1 Litchi change Management methodology: assessed during the TEXA case study and exam question 2 & 3 Kubler Ross Involvement Curve: assessed by exam question 1 Kanter Change wheel: assessed by exam question 2</p>
<i>LEARNING METHODS</i>	<p>Lectures, Videos, Case discussions, Group work The sessions will consist of a case discussion with an in-depth review of the theory as it affects actual business practice. Students' participation in connection with their professional background is very important to obtain the maximum benefit of the courses.</p>
<i>ASSIGNMENTS</i>	<p>Case Study: Consulting in Change Management Final assignment: course questions on applied change management methodology</p>
<i>EVALUATION</i>	Final assignment: 100%
<i>NUMBER OF CREDITS</i>	4 ECTS credits
<i>BIBLIOGRAPHY / COURSE MATERIAL</i>	<ul style="list-style-type: none"> • Leading change, John Kotter • Who Moved My Cheese?: An A-Mazing Way to Deal with Change in Your Work and in Your Life, Spencer Johnson • Our Iceberg is Melting: Changing and Succeeding Under Any Conditions de John Kotter et Holger Rathgeber • Evolve: Succeeding in the Digital Culture of Tomorrow de Rosabeth Moss Kanter • Managing at the Speed of Change: How Resilient Managers Succeed and Prosper Where Others Fail , Daryl R. Conner
<i>COURSE SCHEDULE</i>	<p>Session 1: Introduction to change management approaches Session 2: Change management analyzing stakes, methods and tools Session 3: Change management levers Session 4: Final case presentation and change management behavioral methods</p>



INTERNATIONAL ECONOMICS

<i>COURSE LEADER</i>	Donal PALCIC, visiting professor from University of Limerick. (Ireland) https://www.ul.ie/business/kbs-staff/dr-donal-palcic
<i>COURSE DESCRIPTION</i>	<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>
<i>COURSE OBJECTIVES</i>	<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
<i>COURSE TOPICS</i>	Trade theory and policy Economic integration and globalisation Money, interest rates, and exchange rates Optimum currency areas
<i>LEARNING METHODS</i>	Lectures and an exam
<i>EVALUATION</i>	Final exam (100%)
<i>NUMBER OF CREDITS</i>	4 ECTS; 2 US
<i>BIBLIOGRAPHY / COURSE MATERIAL</i>	<p>Books 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.</p>
<i>COURSE SCHEDULE</i>	<p>6 sessions. Lectures and case studies</p> <p>Session 1 - World trade: an overview</p> <ul style="list-style-type: none">• Who trades with whom?• The changing pattern of world trade <p>Session 2 - International trade theory and policy</p> <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 <p>Session 3 - Controversies in trade policy</p> <ul style="list-style-type: none">• Globalisation and low-wage labour• Globalisation and the environment <p>Session 4 - Exchange rates and open-economy macroeconomics</p> <ul style="list-style-type: none">• National income accounts• Balance of payments• Exchange rates and international transactions <p>Session 5 - Money, interest rates, and exchange rates</p> <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 <p>Session 6 - Exchange rate regimes</p> <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

SELF CONFIDENCE, SELF ESTEEM

COURSE LEADER	Isabelle AUROUX, Consultant and General Manager at DOLIGHTUP https://es.linkedin.com/in/isabelleauroux
COURSE DESCRIPTION	<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> <ul style="list-style-type: none"> 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
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
ASSIGNMENTS & EVALUATION	<p>Participation to all modules: 20%</p> <p>Working in groups and sharing outputs in 5mn presentation to the rest: 20 %</p> <p>Write down personal identity presentation to hand over at the end of the course including all findings: 20%</p> <p>Get personal feedback from at least 5 persons: 10%</p> <p>Final quizz to check upon knowledge: 10%</p>
NUMBER OF CREDITS	4 ECTS; 2 US
COURSE SCHEDULE	<p>Session 1: Self Confidence, Self Esteem and Identity 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>Session 2: Who are you? (Pt. 1) 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>Session 3: Who are you? (Pt. 2) 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>Session 4: Identity 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>Session 5: Self esteem 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>Session 6: Self confidence 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>Session 7: Oral presentation 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>Session 8: Conclusion Prepare your own identity boost and present it to the group How to make an influence from authenticity</p>

Une école

 CCI NANTES ST-NAZAIRE



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