



**Business School**

**Summer Term  
Course catalog**

2025 • 2026



# Audencia Summer Term

## 2026 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 offered.

Each module is made of 24 teaching hours and worth 4 ECTS credits.

### Course schedule

Week	Dates	Modules
1	May 18 – May 22	<ul style="list-style-type: none"> <li>Human Capital Development: Nurturing Talent for Business Success</li> <li>International Economics</li> </ul>
2	May 26 – May 29	<ul style="list-style-type: none"> <li>International Finance: The Role of Risk</li> <li>Psychology of Advertising</li> </ul>
3	June 1 – June 5	<ul style="list-style-type: none"> <li>Automation, Artificial Intelligence (AI) and Multinational Business</li> <li>Psychology of Money &amp; Consumer Behavior</li> </ul>
4	June 9 – June 12	<ul style="list-style-type: none"> <li>Digital Economy &amp; Marketing Technologies for a New Consumer</li> <li>Leadership Through Time: Legacy and Transformation</li> </ul>
5	June 15 – June 19	<ul style="list-style-type: none"> <li>Corporate Productivity in Global Context</li> <li>Luxury Marketing</li> </ul>
6	June 22 – June 26	<ul style="list-style-type: none"> <li>Investment Analysis &amp; Portfolio Management</li> <li>Strategic Management</li> </ul>
7	June 29 – July 3	<ul style="list-style-type: none"> <li>Cross Cultural Management</li> <li>Insight Lab: Decoding Desire to Drive Marketing Innovation</li> </ul>
8	July 6 – July 10	<ul style="list-style-type: none"> <li>European Politics &amp; Business: Study Trip to Brussels, Belgium</li> <li>Strategic Marketing</li> </ul>



SUM2526\_01

**HUMAN CAPITAL DEVELOPMENT: NURTURING TALENT FOR BUSINESS SUCCESS**Course Leader **Audrieanna Burgin**, visiting professor from University of North Florida, United States

**Course Description** Human capital plays a crucial role in economics by serving as a key driver of development, productivity, and market competitiveness. Human capital refers to the skills, knowledge, and abilities individuals possess and contribute to their job and community. In this course, we'll explore how businesses can effectively nurture talent, develop skills, and maximize the potential of their workforce. From recruitment and training to performance management and career development, we'll delve into strategies for building a skilled, motivated, and resilient workforce. Through case studies and interactive exercises, you'll gain insights into the importance of human capital in driving business success and competitive advantage.

**Course Objectives**

- Understand the concept of human capital and its significance in economics, including its role in driving growth.
- Explore the components of human capital, including skills, knowledge, and abilities, and their contributions to individuals' performance in their jobs and communities.
- Analyze strategies for effectively nurturing talent within organizations, including recruitment, training, and development initiatives.
- Examine case studies and engage in interactive exercises to illustrate the importance of human capital in driving business success and maintaining a competitive edge in the market.

**Tackled Concepts** The topics covered in this course include knowledge and talent development, competitiveness, and productivity. Throughout this course, learners will delve into the critical importance of human capital in fueling economic growth. They will evaluate various approaches to talent development within organizations, spanning from recruitment strategies to performance management techniques. By engaging with real-world case studies and interactive exercises, learners will acquire valuable skills for optimizing workforce potential and achieving success through effective human capital management.

**Learning Methods** Throughout the duration of the course, the professor will unveil a series of class presentations featuring real-life case studies, all centered around the pivotal theme of human capital. Active student participation is encouraged, with learners invited to enrich discussions by sharing examples from their unique regional and national contexts.

**Evaluation / Assignments**

- Final exam: 50%
- In-Class Participation: 25%
- Group presentations: 25%

**Bibliography / Course Material** Westover, J. H. (Ed.). (2015). *Human Capital Leadership: A Strategic Approach to Optimizing Workplace Potential* (Newly Revised First Edition). Along with additional case studies

**Number of Credits** 4 ECTS; 2 US

24 hours. Lectures and case studies

Sessions:

**1. Introduction to Human Capital Economics**

The session provides an overview of human capital and its significance in economic development, emphasizing its role as skills, knowledge, and abilities contributing to job performance and community contribution. It delves into understanding human capital as a multifaceted concept and its impact on individual and societal outcomes.

**2. Human Capital as the Engine of Economic Growth**

Learners will grasp the pivotal role of human capital in propelling economic growth, productivity, and market competitiveness. They will delve into strategies aimed at amplifying the influence of human capital on organizational performance and profitability, fostering accelerated growth. Additionally, they will analyze case studies showcasing how companies have effectively utilized human capital to secure a competitive edge in the market.

**Schedule**

**3. Talent Incubation: Cultivating Tomorrow's Leaders**

During this session learners will explore methods for cultivating excellence by employing innovative recruitment and talent development strategies, aimed at attracting and retaining top talent. They will also investigate the implementation of training and development programs as a means to accelerate skill enhancement and increase productivity among employees. Furthermore, they will delve into fostering a culture of leadership excellence, nurturing future leaders capable of driving organizational success.

**4. Navigating Change and Building Organizational Resilience**

Learners will redefine resilience by embracing change and fortifying organizational resilience to navigate turbulent markets and emerge stronger. They will also explore crafting adaptive strategies that empower employees to thrive in a rapidly evolving business landscape, while unlocking the potential of human capital to drive innovation and sustainable growth in the digital age.



## SUM2526\_02 INTERNATIONAL ECONOMICS

<b>Course Leader</b>	<b>Dónal PALCIC</b> , visiting professor from the University of Limerick (Ireland).
<b>Course Description</b>	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.
<b>Course Objectives</b>	Upon completion of the module, you should be able to: <ul style="list-style-type: none"> <li>• Describe the various stages of European economic integration</li> <li>• Understand how fiscal and monetary policy can be used to stabilise economies</li> <li>• Understand sovereign debt dynamics post global financial crisis and post-Covid</li> <li>• Understand the concept of optimum currency areas and the design flaws in the Euro area</li> </ul>
<b>Tackled Concepts</b>	<ul style="list-style-type: none"> <li>• Economic integration and globalization</li> <li>• Fiscal and monetary policy</li> <li>• Exchange rate regimes</li> <li>• Optimum currency areas</li> </ul>
<b>Learning Methods</b>	Lectures, group assignments and an exam
<b>Evaluation / Assignments</b>	<ul style="list-style-type: none"> <li>• Group Assignments x 2 (50%)</li> <li>• Final exam: 50%</li> </ul>
<b>Bibliography / Course Material</b>	<p>Krugman, P., Obstfeld, M. and M. Melitz (2018) <i>International Economics: Theory and Policy</i>, Pearson, 11th ed.</p> <p>De Grauwe, P. (2020) <i>Economics of the Monetary Union</i>, Oxford University Press, 13th ed.</p>
<b>Number of Credits</b>	4 ECTS; 2 US
<b>Schedule</b>	<p>24 hours. Lectures and case studies</p> <p>Sessions:</p> <ol style="list-style-type: none"> <li><b>1. World trade: an overview</b> <ul style="list-style-type: none"> <li>▪ Who trades with whom?</li> <li>▪ The changing pattern of world trade</li> </ul> </li> <li><b>2. Economics of integration</b> <ul style="list-style-type: none"> <li>▪ Different forms of economic integration</li> <li>▪ The EU's single market and Brexit</li> </ul> </li> <li><b>3. Fiscal policy and AD-AS</b> <ul style="list-style-type: none"> <li>▪ How can we explain short-run fluctuations in economic activity</li> <li>▪ What can governments do to stabilise economies?</li> <li>▪ Sovereign debt dynamics: post-global financial crisis versus post-Covid</li> </ul> </li> <li><b>4. Monetary policy and AD-AS</b> <ul style="list-style-type: none"> <li>▪ What can central banks do to stabilise economies?</li> <li>▪ Standard monetary policy tools versus non-standard emergency tools</li> <li>▪ Performance of ECB post-global financial crisis and post-Covid</li> </ul> </li> <li><b>5. Exchange rate regimes</b> <ul style="list-style-type: none"> <li>▪ Various forms of exchange rate regimes: from free float to fixed</li> <li>▪ Fixed exchange rates and foreign exchange intervention</li> </ul> </li> <li><b>6. Optimum Currency Areas</b> <ul style="list-style-type: none"> <li>▪ Optimum Currency Area (OCA) theory</li> <li>▪ Is the Euro area an OCA?</li> </ul> </li> </ol>

**SUM2526\_03 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** Lectures, in class exercises and an MCQ exam

**Evaluation / Assignments** Final exam: 100%

**Bibliography / Course Material** Audencia will provide a handout.

**Number of Credits** 4 ECTS; 2 US

24 hours.

Sessions:

**Schedule**

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

**SUM2526\_04 PSYCHOLOGY OF ADVERTISING**

**Course Leader** **Jill Nash**, PhD, MPhil, BSc (Hons), MCIM, Senior Lecturer in Advertising and Marketing Communications, Bournemouth University (UK).

**Course Description** Advertising is everywhere, shaping our society and influencing the choices we make – often without us even realizing it. From celebrity endorsements to eye-catching social media ads, marketing strategies tap into psychology to drive engagement and behaviour change. But how do advertisers make their messages stand out in an oversaturated world? More importantly, how do they get people to act without consciously changing their beliefs?

This short course explores the psychological principles behind advertising, uncovering the mechanisms that make ads persuasive, memorable and impactful. Ideal for students and professionals interested in advertising, consumer psychology and behaviour change. This course offers insights into how psychological techniques influence decision-making in both commercial and social campaigns.

**Course Objectives**

1. Understand key psychological principles that underpin consumer behaviour and advertising strategies, including attention, emotion, persuasion, memory and decision-making processes.
2. Critically analyse advertising content from multiple media platforms using psychological frameworks, evaluating how cognitive and emotional techniques influence audience behaviour and perception.
3. Apply psychological insights to assess, critique, and creatively improve real-world advertisements or campaigns, with consideration of ethical implications and audience impact

**Tackled Concepts**

- Attitude & Behaviour Change
- The Power of Emotions in Advertising
- Associative Conditioning in Marketing
- The Psychology of Clickbait & Digital Engagement
- Campaign Planning Application & Integration

**Learning Methods**

- 1. Interactive Lectures**
  - Short, focused lectures introducing key psychological theories, models, and advertising case examples.
  - Supported by visuals (e.g., ad clips, brain scans, brand imagery) to enhance engagement and retention.
- 2. Case Study Analysis**
  - Critical examination of successful and failed campaigns (commercial and public health).
  - Small-group discussions to explore why campaigns worked/didn't, linked to psychological principles.
- 3. Quizzes and Knowledge Checks**
  - Daily low-stake quizzes to reinforce key terminology, concepts, and model application.
  - Will include polls, short answer or multiple choice using online tools like Mentimeter or Kahoot.
- 4. Group Work & Collaborative Learning**
  - Peer collaboration for ad analysis, campaign critiques and final presentation development.
  - Encourages discussion, debate, and multiple perspectives on how psychology is applied in advertising.
- 5. Media Analysis Workshops**
  - Hands-on activities reviewing real-world advertisements across different platforms (TV, Social, OOH, etc.).
  - Students decode and present the psychological techniques at play.
- 6. Creative Ad Design Activity**
  - Students create improved or original ad concepts using psychological strategies learned (optionally using AI tools).
  - Encourages synthesis of knowledge and applied creativity.
- 7. Reflection & Ethical Debate**
  - Structured discussion or journaling around manipulation, emotional targeting, and ethical responsibility in persuasive media.
  - Supports critical thinking and personal connection to content.
- 8. Final Presentation & Peer Feedback**
  - Student groups present an ad analysis with critique and reimagined version.
  - Peers offer feedback based on clarity, use of psychology, creativity, and ethical awareness.

**Daily Knowledge Checks (Formative Assessment)**

Three short quizzes will be administered at the end of each day to assess understanding of key concepts covered. These will be low-stakes and designed to reinforce core terminology, psychological frameworks and application to advertising examples.

**Group Presentation & Critical Evaluation (Summative Assessment)**

On the final day, students will deliver a group presentation in which they:

**Evaluation / Assignments**

Select an advertisement or campaign — either commercial or public interest — from any media platform (e.g., social media, out-of-home, TV, radio, print).

Analyse the psychological techniques used to influence attitudes, decision-making or behaviour.

Evaluate the effectiveness of the techniques based on theory, evidence and target audience relevance.

Propose an improved version of the ad, reflecting on ethical, psychological, or contextual limitations of the original. Students may use AI tools (e.g., ChatGPT, image generators) to assist in redesigning their improved version.

**Bibliography / Course Material**

- Cluley, R., 2017. *Essentials of advertising*. London: Kogan Page.
- Du Plessis, E., 2005. *The advertised mind: Groundbreaking insights into how our brains respond to advertising*. London: Kogan Page.
- Gabay, J., 2015. *Brand psychology: Consumer perceptions, corporate reputations*. London: Kogan Page.
- Gabay, J., 2024. *Practical digital marketing and AI psychology: Winning consumer trust and loyalty*. London: Routledge.
- Key, W.B., 1992. *The age of manipulation: The con in confidence, the sin in sincere*. Lanham, MD: Madison Books.
- Lindstrom, M., 2008. *Buyology: Truth and lies about why we buy*. New York: Doubleday.
- Dooley, R., 2011. *Brainfluence: 100 ways to persuade and convince consumers with neuromarketing*. Hoboken, NJ: Wiley.

**Number of Credits**

4 ECTS; 2 US

24 hours. Lectures and case studies

Sessions:

**1. World trade: an overview**

- Who trades with whom?
- The changing pattern of world trade

**1. Attitudes & Behaviour Change (Part 1) – How attitudes form – implicit vs. explicit persuasion**

Interactive lecture. Quiz on key terms Ad clips for discussion (anti-smoking, road safety).

**2. Attitudes & Behaviour Change (Part 2) – Behaviour change models (TPB, COM-B) – Case study comparisons**

Case study workshop (good vs. bad campaigns)

Discussion: ad effectiveness & audience insight.

Short group exercise: ad critique.

**3. The Power of Emotions in Advertising (Part 1) – Emotion in decision-making – Emotional appeals (fear, happiness, nostalgia)**

Lecture and video examples

Ad emotion-mapping activity

Small group emotion-response discussion

**4. The Power of Emotions (Part 2) + Intro to Neuromarketing – Neuromarketing, emotion triggers – Case comparisons**

Neuro-ad example Workshop: decode emotional techniques in ads Quiz + reflection discussion

**5. Associative Conditioning in Marketing – Classical & operant conditioning – Brand identity & consumer loyalty**

Theoretical input with brand case examples

Brand storyboarding activity

**6. Clickbait Psychology & Digital Engagement – Cognitive biases, curiosity gaps – Storytelling, suspense, ethics**

Lecture + interactive poll quiz

Clickbait dissection activity (social ads, thumbnails)

Ethical debate (dark patterns)

**7. Campaign Planning & Integration – Apply theories across ad formats – Group planning time**

Guided workshop: campaign design + Optional use of AI tools Instructor feedback loops

**8. Final Presentations & Wrap-Up – Group presentations – Peer feedback and reflection**

10–15 min group presentations + Q&A Peer and tutor feedback

Wrap-up, reflection, certificates

**Schedule**



SUM2526\_05

**AUTOMATION, ARTIFICIAL INTELLIGENCE (AI) & MULTINATIONAL BUSINESS****Course Leader** **Hakeem M Mohsin**, visiting professor from the NUCB Business school (Japan)**Course Description**

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.

**Course Objectives**

By the conclusion of the course, students will be able to:

- 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.

Additionally, students are expected to:

- Analyze and evaluate concepts, theoretical knowledge, and real-world business scenarios.
- Establish connections between theory and practical case situations.

**Tackled Concepts**

- 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

**Evaluation / 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%

**Bibliography / Course Material**

A collection of case studies and supplementary course materials will be provided by the instructor.

Additional Course Materials

- Ajay Agrawal, Joshua Gans, and Avi Goldfarb, *Prediction Machines*, Harvard Business Review Press, 2018.
- Marco Iansiti, Karim R. Lakhani, *Competing in the Age of AI: Strategy and Leadership When Algorithms and Networks Run the World*, Harvard Business Review Press, 2020.
- Paul R. Daugherty, H. James Wilson, *Human + Machine: Reimagining Work in the Age of AI*, Harvard Business Review Press, 2018.
- Thomas H. Davenport, *The AI Advantage*, The MIT Press, 2018.
- World Economic Forum, *Future of Jobs Report 2023*, WEF, 2023.

**Number of Credits**

4 ECTS; 2 US



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24 hours. Lectures and case studies

Sessions:

**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

Schedule

**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

**SUM2526\_06 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**

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 / Assignments**

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

**Schedule**

24 hours.  
 Sessions:  
**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**



SUM2526\_07

## DIGITAL ECONOMY & MARKETING TECHNOLOGIES FOR A NEW CONSUMER

<b>Course Leader</b>	<b>Susana Morales</b> , visiting professor from Tec de Monterrey, México–Alibaba Global trainer
<b>Course Description</b>	<p>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.</p> <p>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.</p>
<b>Course Objectives</b>	<p>At the end of this course, participants will be able to:</p> <ul style="list-style-type: none"> <li>• Understand the digital economy and all its components</li> <li>• Privilege the consumer while creating products, services, and marketing strategies.</li> <li>• Know the marketing technologies and how they changed the consumer</li> <li>• What is mobile marketing, and online advertising to achieve the marketing objectives of the companies.</li> <li>• Content and emotional marketing, the difference between a campaign and a viral strategy.</li> </ul>
<b>Tackled Concepts</b>	<ul style="list-style-type: none"> <li>• The Digital Economy</li> <li>• From B2C (business to consumer) to C2B (consumer to business)</li> <li>• Marketing technologies</li> <li>• Mobile Marketing and online advertising</li> <li>• Content Marketing</li> </ul>
<b>Learning Methods</b>	<p>The professor will share with the group all the class presentations including real-life case studies for each topic during the course.</p> <p>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.</p> <p>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.</p> <p>Assignments: class participation, and practical social media exercise.</p>
<b>Evaluation / Assignments</b>	<ul style="list-style-type: none"> <li>• Preparation and class participation: 40%</li> <li>• Individual social media project: 60%</li> </ul>
<b>Bibliography / Course Material</b>	<p>Students will have all the class presentations.</p> <p>Some of the recommended literature:</p> <ul style="list-style-type: none"> <li>• <i>Socialnomics</i>, Erik Qualman, Wiley, 2012</li> <li>• <i>Small Data</i>, Martin Lindstrom, Booket, 2016</li> <li>• <i>Smart Business</i>, Ming Zeng, Harvard Business. Review Press, 2018</li> <li>• <i>Marketing 4.0</i>, Philip Kotler, Wiley, 2016</li> <li>• <i>This is Marketing</i>, Seth Godin, Portfolio, 2018</li> </ul>
<b>Number of Credits</b>	4 ECTS; 2 US
<b>Schedule</b>	24 hours. 4 sessions and a final exam.



## SUM2526\_08 LEADERSHIP THROUGH TIME: LEGACY AND TRANSFORMATION

**Course Leader** **Flavia ROCHA FIGUEIREDO NEVES**, visiting professor from Fundação Dom Cabral (FDC), Brazil.

**Course Description** This course delves into the fascinating journey of leadership, tracing its evolution from foundational theories to the exciting challenges and opportunities posed by artificial intelligence today. It spotlights the urgent need to embrace the 'human' aspect in leadership and craft a purpose that can be transformed into a lasting legacy. Students will gain a rich understanding of how leadership concepts have evolved across different eras, exploring key historical viewpoints, current practices, and future possibilities. Through engaging case studies, interactive discussions, and forward-looking analysis, participants will develop essential skills to lead and manage effectively in a business landscape marked by continuous challenges and disruptions.

**Course Objectives**

- Understand the foundational theories and methodologies of leadership from historical perspectives.
- Analyze the evolution of leadership concepts across different time periods.
- Examine contemporary leadership practices and their relevance in today's business environment.
- Explore the impact of artificial intelligence and technological innovation on leadership challenges and opportunities.
- Develop critical thinking skills through case studies and interactive discussions focused on applying leadership practices.
- Understand the meaning of purpose and analyze its importance as an element of influence and mobilization.
- Apply forward-looking analysis to anticipate future leadership trends and disruptions.
- Acquire a practical view of leadership, understanding the behaviours and abilities needed to lead and manage effectively amid continuous challenges and organizational change.

**Tackled Concepts**

- **Foundational Theories and Methodologies:** Dive into historical perspectives of leadership.
- **Evolution of Leadership Concepts:** Analyze how leadership has changed over time.
- **Contemporary Practices:** Examine modern leadership approaches and their relevance today.
- **Impact of AI and Technology:** Explore how innovation shapes leadership challenges and opportunities.
- **Practical Leadership Skills:** Gain insights into effective behaviors and abilities needed for today's dynamic environment.
- **The Human Aspect and Purpose:** Understand the significance of purpose as a force of influence and mobilization, exploring the organization of Samba Schools from Brazil.
- **Forward-Looking Analysis:** Anticipate future trends and disruptions in leadership.

**Learning Methods**

- Interactive lectures
- Real case studies analysis & presentation
- Panel discussions
- Role-playing scenarios
- Self-reflection activities
- Project development & presentation

**Evaluation / Assignments**

Assignments:

- 2 case studies
- Project development & presentation

Final Assessment:

- Case studies: 30%
- Project development & presentation: 20%
- Class participation & group interaction: 10%
- Final Exam: 40%

**Bibliography / Course Material**

1. Academy of Management Collections. (2022). Shared leadership in teams: Past, present, and future. Academy of Management Collections. <https://doi.org/10.5465/amc.2022.0010>
2. Academy of Management Collections. (2022). The trouble with teams... and team leadership. Academy of Management Collections. <https://doi.org/10.5465/amc.2022.0010>
3. Academy of Management Journal. (2025). Forbes: Is there a future for responsible leadership? Academy of Management Journal. Retrieved from [https://aom.org/about-aom/aom-news/blog-detail\\_releases/blog-detail/news/2025/01/30/forbes-is-there-a-future-for-responsible-leadership](https://aom.org/about-aom/aom-news/blog-detail_releases/blog-detail/news/2025/01/30/forbes-is-there-a-future-for-responsible-leadership)
4. Brown, B. (2018). Dare to lead: Brave work. Tough conversations. Whole hearts. Random House.
5. Brunet, C. S. (2016). Carnaval, samba schools and the negotiation of gendered identities in São Paulo, Brazil (Doctoral dissertation, University of California, Berkeley). <https://escholarship.org/uc/item/235051jr>
6. Connors, R., & Smith, T. (2011). Change the culture, change the game: The breakthrough strategy for energizing your organization and creating accountability for results. Portfolio.
7. Fernandes, J. L. de S., Passos, J. C. dos, & Gonçalves, R. de C. P. (2024). Ethnomathematics and education in Brazilian samba schools: Exploring cognitive and political dimensions. Journal of Mathematics and Culture, 18 (1), 19–40. <https://journalofmathematicsandculture.wordpress.com/wp-content/uploads/2024/08/2-jessicalinsdesouzafernandes.pdf>



8. Frei, F., & Morriss, A. (2020). *Unleashed: The unapologetic leader's guide to empowering everyone around you*. Harvard Business Review Press.
9. Frei, F. X., Gino, F., & Moon, Y. (2021). *Bozoma Saint John: Leading with authenticity and urgency* (Harvard Business School Case No. 321-068). Harvard Business School.
10. Hastings, R., & Meyer, E. (2020). *No rules rules: Netflix and the culture of reinvention*. Penguin Press.
11. Kouzes, J. M., & Posner, B. Z. (2017). *The leadership challenge: How to make extraordinary things happen in organizations* (6th ed.). Jossey-Bass.
12. Lencioni, P. (2022). *The five dysfunctions of a team: A leadership fable* (20th anniversary ed.). Jossey-Bass.
13. Maxwell, J. (2024). *High road leadership: Creating an environment where your team wins every time*. Maxwell Leadership.
14. McCord, P. (2017). *Powerful: Building a culture of freedom and responsibility*. Silicon Guild.
15. Minor, D., & Rivkin, J. W. (2016). *Truly human leadership at Barry-Wehmiller* (Harvard Business School Case No. 416-065). Harvard Business School.
16. Nohria, N., & Khurana, R. (Eds.). (2010). *Handbook of leadership theory and practice: An HBS centennial colloquium on advancing leadership*. Harvard Business Press.
18. Northouse, P. G. (2021). *Leadership: theory and practice* (9th ed.). SAGE Publications.
19. Rivkin, J., & Minor, D. (2017). *Truly human leadership at Barry-Wehmiller: Video supplement* (Harvard Business School Multimedia/Video Supplement No. 717-).

\*Students won't need to purchase or read all the books and articles listed above. The case studies and articles that are essential for the sessions will be provided on the first day of class.

<b>Number of Credits</b>	4 ECTS; 2 US
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## 1. Introduction to the theme

### Part 1 – 2.5 hours:

- Course presentation
- Interactive Lecture: A brief history of leadership theories (Great Man, Trait, Behavioral, Contingency).
- Discussion: Comparing and contrasting historical leadership theories: How do these theories explain the challenges we face as leaders nowadays?

### Part 2 – 3.5 hours:

- Interactive Lecture: Contemporary Practices: modern leadership styles (relational, transformational, servant, situational, authentic)
- Practical activities: cases on Situational Leadership
- Project assignment and development: Future trends on Leadership

## 2. Truly Human Leadership

### Part 1 – 3.0 hours:

- Interactive Lecture: the importance of building trust, psychological safety and engagement
- Case Study Analysis: Introduction to "Truly Human Leadership at Barry-Wehmiller."

### Part 2 – 3.0 hours

- Small group analysis focusing on the evolution of Barry-Wehmiller's leadership philosophy and its impact on employee engagement and performance. Each group presents key findings.
- Comparing and contrasting historical leadership theories with Barry-Wehmiller's approach. How do these theories explain or challenge the Barry-Wehmiller model?

Schedule

## 3. Communication and Authenticity

### Part 1 – 3.0 hours

- Case Study Analysis: Analyzing 'Bozoma Saint John: Leading with Authenticity and Urgency'.
- Panel discussion: Communication Styles & leadership

### Part 2 – 3.0 hours

- Role-Playing Scenarios: Students role-play leadership challenges based on both case studies, focusing on decision-making under pressure and applying concepts of authenticity and purpose.
- Project Development: Students begin developing a project proposal focusing on a future leadership trend they wish to explore.

## 4. Purpose and Legacy – 3.0 hours

- Interactive Lecture: The importance of purpose in leadership. Introduction to the Samba School case study.
- Group discussion: Ikigai and how to build and spread purpose

## 5. Project Presentation & Final Exam

- Groups present the projects & final discussion
- Final exam



## SUM2526\_09 CORPORATE PRODUCTIVITY IN GLOBAL CONTEXT

**Course Leader** **Amelia M. Biehl**, Visiting Professor, Florida Gulf Coast University

**Course Description** This course offers an in-depth look at productivity in several 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 several countries in Europe, Asia and the United States 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 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** Lecture, group work, and discussion  
In-class Assignments, Presentation, and Exam

**Evaluation / Assignments**

- 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**

24 hours.

Sessions:

1. **Introduction, Gross Domestic Product, Production Possibility Frontiers, International Trade, Economic Growth, Human Capital Accumulation, analysis of different countries.**
2. **Economic Systems, Market Structures, Social Welfare, Income Inequality, analysis of different countries.**
3. **Finish Material, Student Presentations**
4. **Exam**



## SUM2526\_10 LUXURY MARKETING

**Course Leader** **Dr Konstantia (Dina) Litsiou**, Senior Lecturer at The Manchester Metropolitan University

**Course Description** Luxury Marketing focuses on the current issues in the luxury industry and examines the strategies and principles required to successfully market luxury brands and products. The course will explore the global luxury industry, consumer behaviour, and brand management and further develop Students' skills to operate in the sector. The course is based on qualitative methods; no statistics or other quantitative approaches are required.

**Course Objectives** After taking the course, students will be able to:

- Understand the core characteristics of luxury goods and services.
- Explore consumer behaviour in the luxury market.
- Explore various luxury brand strategies and how they create value and exclusivity.
- Analyze global trends and their impact on the luxury industry.
- Develop marketing plans for luxury brands.

**Tackled Concepts**

- Luxury Marketing fundamentals
- Consumer Behaviours in Luxury Marketing
- Global trends in the luxury industry
- Luxury Marketing and Sustainability

**Learning Methods** Lectures, workshops, case studies, consumer surveys (qualitative research). This module includes a field trip in the city centre of Nantes to see research in action and real-life applications of the concept and topics discussed in class. Participants will make sure to purchase tram tickets to join this field trip.

**Evaluation / Assignments** The final grade of the course will be obtained from the following:

- Individual evaluation: 50%
  - Participation 20%
  - Individual Report 30%
- Group evaluation: 50% (team presentations)

**Bibliography / Course Material** Case studies, academic articles, newsletters.

**Number of Credits** 4 ECTS; 2 US

4-day Seminar – 24 teaching hours

### Day 1: Introduction to Luxury Marketing

- Defining luxury, understanding its key characteristics and the role of heritage, craftsmanship, and exclusivity.
- Explore the main differences between traditional and luxury marketing.
- Overview of the status of the luxury industry.
- Importance of customer services in luxury retail.
- Customer satisfaction management

### Day 2: Building Luxury Brand and Pricing Strategies

- Create and manage Brand Identity and understand Brand Equity.
- Explore Brand extensions and international collaborations.
- Importance of customer services in luxury retail

**Schedule**

### Day 3: Globalization of Luxury Brands and the role of sustainability in Luxury Mindset

- Global Market Trends in the Luxury Industry, Globalization of Luxury Brands, Ethical Considerations and CSR
- The Role of Sustainability in Luxury Brands
- Ethical Considerations and Corporate Social Responsibility
- Green Marketing and Its Impact on Luxury Consumers
- Individual Activity: Time to work on the presentation.
- Group Activity: Time to work on the topic. Reflect on the cluster metrics each brand used.

### Day 4: Further thoughts and finalize assessments.

- Key Learnings and Recap.
- Future Challenges of the luxury industry
- Individual Activity: Finalize and submit the individual report
- Group Activity: Assessments – Group presentation

**SUM2526\_11 INVESTMENT ANALYSIS & PORTFOLIO MANAGEMENT**

**Course Leader** **Dr. Lena Seissian**, Assistant Professor from the American University of Armenia, Yerevan, Armenia.

**Course Description** This course offers both undergraduate and graduate students the opportunity to acquire a demonstrable knowledge on investment analysis, the modern theory and practice of portfolio management.

**Course Objectives**

Upon the completion of this module, the students will be able to:

- Understand core principles of portfolio theory and construction.
- Distinguish Capital Market Line, Security Market Line, and CAPM.
- Allocate different asset classes when constructing a portfolio.
- Determine the performance of portfolio.
- Develop hands-on skills in diversification, risk analysis, and asset allocation.
- Learn how to evaluate portfolio performance using industry benchmarks.
- Apply tools to real-world scenarios and build a personalized mock portfolio.

**Tackled Concepts**

- Risk & Return
- Beta calculation and extraction
- Asset Classes
- CAPM
- Arbitrage Pricing Model
- Bond Valuation
- Equity Valuation
- Optimum Portfolio Weights

**Learning Methods**

- Structured lectures
- Excel
- Investopedia Investment Game

**Evaluation / Assignments**

- Attendance & participation: 5%
- Class/Mini assignment: 10%
- Investopedia Game: 35%
- Final Exam: 50%

**Bibliography / Course Material**

- Investment Analysis and portfolio Management, 10<sup>th</sup> edition, Cengage.
- PowerPoint and pamphlets prepared by lecturer.

**Number of Credits** 4 ECTS; 2 US

4-day Seminar – 24 teaching hours

**Schedule**

**1. Foundations of Portfolio Management**

- What is a portfolio? Types and objectives.
- Risk vs. return: The eternal dance.
- Investor profiles and how goals drive strategy.

**2. Foundations of Portfolio Management**

- What is a portfolio? Types and objectives.
- Risk vs. return: The eternal dance.
- Investor profiles and how goals drive strategy.

**3. Risk Management & Portfolio Theory**

- Modern Portfolio Theory (MPT).
- Systematic vs. unsystematic risk.
- Beta, alpha, Sharpe ratio.

**4. Performance Evaluation & Optimization**

- Benchmarks and performance ratios.
- Passive vs. active management.
- Portfolio rebalancing and optimization strategies.

**5. Real-World Applications & Final Challenge**

- ESG and ethical investing.
- Behavioral biases in portfolio decisions.
- Real-world portfolio management trends (AI, Robo-advisors, etc.)

**6. Final Exam**



## SUM2526\_12 STRATEGIC MANAGEMENT

Course Leader	<p><b>Bongjin Kim</b>, visiting professor from Ewha Womans University, South Korea. Bongjin Kim is a Full Professor of Strategic Management at Ewha Womans University's Ewha School of Business, where he teaches a variety of courses including Strategic Management and International Business. He now is the Dean at Ewha School of Business. He earned his Ph.D. from the University of Pittsburgh, an MS from the University of Wisconsin-Madison, and an MBA from Syracuse University.</p>
Course Description	<p>Strategic Management examines one of the most pressing issues in business: why do some firms consistently outperform others, and what can leaders do to shape these outcomes?</p> <p>This course equips students with the mindset and tools of a general manager, enabling them to think holistically about organizations and the industries in which they operate. Students will explore how to design, implement, and adapt strategies that not only generate short-term results but also secure long-term competitive advantage. Emphasis is placed on analyzing both the internal strengths and weaknesses of an organization and the external forces – technological, economic, competitive, and regulatory – that define its environment. Case studies, simulations, and group discussions will help participants sharpen their ability to make sound strategic decisions under conditions of complexity and uncertainty. By the end of the course, students will be prepared to evaluate strategic alternatives, craft coherent action plans, and lead organizations through change with a clear, forward-looking vision.</p>
Course Objectives	<p>The design of a business strategy is influenced by multiple factors such as the structure and stage of an industry, a firm's resources and capabilities, its competitive positioning, and its long-term objectives. The overarching aim of this course is to strengthen students' capacity for strategic thinking and decision-making.</p> <p>To achieve this, the course will guide participants in:</p> <ul style="list-style-type: none"> <li>• Integrating knowledge gained in functionally oriented business courses and applying it to cross-disciplinary challenges.</li> <li>• Adopting a managerial mindset, developing the ability to diagnose and solve problems from a holistic, organization-wide perspective.</li> <li>• Recognizing the ethical and social dimensions of strategic choices and their consequences for both organizations and stakeholders.</li> <li>• Conceiving, analyzing, communicating, and executing strategic initiatives through real-world cases and applied projects.</li> <li>• Building habits of rigorous, analytical thinking and communicating conclusions persuasively in both written and oral formats.</li> <li>• Enhancing teamwork skills by learning how to collaborate, organize, and deliver results effectively in group settings.</li> <li>• Strengthening adaptability in order to navigate uncertainty and complexity with confidence.</li> </ul> <p>By the end of the course, students will not only be able to think strategically but also act as responsible leaders capable of aligning organizational goals with long-term success.</p>
Tackled Concepts	<p>Strategic Management provides students with the concepts and tools to understand how organizations create and sustain long-term success in competitive environments. The course covers the foundations of strategic leadership, the impact of competitive forces, and the use of strategic analyses to evaluate industries, firms, and markets.</p>
Learning Methods	<p>The class emphasizes both the formulation and implementation of strategic plans, highlighting the organizational, cultural, and operational challenges that arise when moving from design to execution. Alongside analytical and decision-making skills, students will also sharpen their ability to communicate persuasively, work effectively in teams, and demonstrate leadership under conditions of complexity and change.</p>
Evaluation / Assignments	<p><u>Assignments</u>: Business cases discussions, quizzes, business strategy simulation, a team presentation and reflection.</p> <p><u>Evaluation</u>: Active participation and engagement during in-class business discussions, business simulation and activities, written reflections, quizzes on business strategy concepts.</p>
Bibliography / Course Material	<p>All course materials will be provided by Audencia.</p>
Number of Credits	<p>4 ECTS; 2 US</p>
Schedule	<p>4-day Seminar – 24 teaching hours</p> <p><b>Session 1:</b> What is Strategy? The importance of mission &amp; vision  <b>Session 2:</b> Simulation Set-up  <b>Session 3:</b> External &amp; Internal Analysis (SWOT, 5-Forces, Pestel Analysis)  <b>Session 4:</b> Interconnection of Business Decisions; Forecasting  <b>Session 5:</b> Business Strategies  <b>Session 6:</b> Interconnection of Business Decisions; Balanced scorecard  <b>Session 7:</b> Business Ethics  <b>Session 8:</b> Team Assessment: Teams Presentations of Simulation Experience</p>



## SUM2526\_13 CROSS CULTURAL MANAGEMENT

Course Leader	<p><b>Benoit Chalifoux</b>, 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.</p>
Course Description	<p>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.</p> <p>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.</p>
Course Objectives	<p>At the end of this module, participants will be able to:</p> <ul style="list-style-type: none"> <li>• Consider the importance of intercultural communication</li> <li>• Learn to think across cultural differences;</li> <li>• Be aware of issues and challenges involved in global business;</li> <li>• Develop skills, expertise and work required toward personal and professional growth;</li> <li>• Negotiate across different cultures;</li> <li>• Understand the opportunities of doing business with different cultures.</li> </ul>
Tackled Concepts	<ul style="list-style-type: none"> <li>• Introduction to the global business environment and cross cultural management;</li> <li>• Developing your Soft Skills for Today and Tomorrow in a Global World;</li> <li>• Understanding cultural differences;</li> <li>• The importance of communication in negotiation across boundaries;</li> <li>• Doing business in the Middle East, Latin America, Asia, Europe, Africa, and North America;</li> <li>• How to succeed working overseas: Building great leaders;</li> <li>• Business case studies: The international success of McDonald’s Corporation, the «Starbucks» revolution, the failure of Wal-Mart in Germany, etc.</li> </ul>
Learning Methods	<p>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.</p>
Evaluation / Assignments	<ul style="list-style-type: none"> <li>• Group case study: 50%</li> <li>• Individual presentation: 50%</li> </ul>
Bibliography / Course Material	<p><b>Required readings</b></p> <ul style="list-style-type: none"> <li>• Ibarra, H. and Lee Hunter, M. (2007). How Leaders Create and Use Networks. Harvard Business Review.</li> <li>• Trompenaars, F. (1996), Resolving International Conflict: Culture and Business Strategy. London Business School 7(3) p51-68.</li> <li>• Thomas, D.A and Ely, R.J(1996). Making Differences matter. A new paradigm for managing diversity. Harvard Business Review. p 1-13.</li> <li>• Hofstede, GJ, Catholijn, M. and Jonker, T.V. (2012). Cultural Differentiation of Negotiating Agents. Group Decis Negot. 21. p79-98.</li> </ul> <p><b>References for further reading</b></p> <ul style="list-style-type: none"> <li>• Meyer E., (2016). The Culture Map. PublicAffairs.</li> <li>• Dauber D., Fink, G., and Yolles, M. (2012). A Configuration Model of Organizational Culture. Sage p1-16.</li> <li>• Günter K. Stahl, Building Cross-Cultural Leadership Competence: An Interview With Carlos Ghosn, Academy of Management Learning &amp; Education; Sep 2013, Vol. 12 Issue 3, p 494-502.</li> <li>• Söderberg, A.-M., &amp; Holden, N. 2002. Rethinking cross cultural management in a globalizing business world. International Journal of Cross Cultural Management, 2(1): 103-121.</li> </ul>
Number of Credits	4 ECTS; 2 US



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4-day Seminar – 24 teaching hours

**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

**Schedule**

**2. The intercultural analysis in management**

- Hofstede model
- Iribarne & Trompenaars 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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# SUM2526\_14 INSIGHT LAB: DECODING DESIRE TO DRIVE MARKETING INNOVATION

<b>Course Leader</b>	<b>Isabelle Palud</b> , Lecturer in Marketing at Tertiary School in Business and Administration (TSiBA), South Africa.
<b>Course Description</b>	Insight Lab: Decoding Desire to Drive Marketing Innovation
<b>Course Objectives</b>	<p>This module is a hands-on Insight Lab where students explore consumer desires across cultures and transform insights into innovative marketing strategies. Through qualitative research and iterative testing, students learn how to decode consumer behaviour and drive impactful innovation in a VUCA world.</p> <p>The objectives are to:</p> <ul style="list-style-type: none"> <li>• Decode consumer desires and translate them into strategic and innovative marketing opportunities.</li> <li>• Learn and apply the qualitative research process from hypothesis to strategic recommendations.</li> <li>• Strengthen multicultural teamwork by adapting to diverse communication and collaboration styles.</li> <li>• Develop the 4Cs of future-ready leaders: creativity, collaboration, communication, and critical thinking.</li> <li>• Gain experience in learning by doing, testing assumptions, and iterating quickly based on data.</li> </ul>
<b>Tackled Concepts</b>	<ul style="list-style-type: none"> <li>• Context: VUCA world and its antidotes, bringing vision, market understanding, clarity, and team agility.</li> <li>• Strategic role of consumer insights: linking research to innovation, targeting, positioning, and marketing-mix.</li> <li>• Qualitative research process: from defining hypotheses to collecting/analysing data and making strategic decisions.</li> <li>• Iteration: ideation, testing, pivoting, and improving concepts.</li> <li>• Multicultural teamwork: managing collaboration and communication styles in diverse, international teams.</li> <li>• Pitching insights: turning findings into compelling and actionable recommendations.</li> </ul>
<b>Learning Methods</b>	<p>The course follows an active, experiential approach, with minimal lectures and maximum practice. Students co-create, test, and refine innovative concepts in workshops and labs, while engaging in daily reflection sessions on their learnings, teamwork, and adaptation in a VUCA world.</p> <p>At key milestones such as concept boards, interviews, and presentations, they receive interactive guidance and coaching from the professor. Working in deliberately diverse teams ensures multicultural immersion, encouraging adaptability, cultural intelligence, and stronger collaboration.</p>
<b>Evaluation / Assignments</b>	<p><b>Assignments:</b> Throughout the week, students work in multicultural teams to design and test an innovative business concept. They begin by co-creating an idea, then refine it through qualitative research, interviews, and iterative improvements. Each team delivers a concept board that illustrates the vision, a qualitative research report showing insights gained from fieldwork, and a final presentation where they defend their strategic recommendations.</p> <p>Alongside team deliverables, students submit an individual reflective essay that critically analyses their personal journey, teamwork, and the transferability of skills such as collaboration, adaptability, and critical thinking.</p> <p><b>Evaluation:</b> Group presentation (10 mins pitch+ Q&amp;A) + individual reflections Essay + daily MCQs</p>
<b>Bibliography / Course Material</b>	<ul style="list-style-type: none"> <li>• The Lean Start-Up by Eric Ries</li> <li>• Design Thinking (IDEO)</li> <li>• Business Model &amp; Value Proposition Canvas, by Alexander Osterwalder:</li> <li>• Marketing Research, Alvin C. Burns (Pearson)</li> </ul>
<b>Number of Credits</b>	4 ECTS; 2 US



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4-day Seminar – 24 teaching hours

**1. Introductions**

The Insight Lab begins with an introduction to the learning journey. Students explore the challenges of a VUCA world and discover how vision, data, and agility can bring clarity. After a quick exercise in problem framing and idea generation, diverse teams are formed around shared interests and guided by a Team Operating Agreement.

**2. Qualitative Research Process: Objectives & Design**

In the Design phase, each group defines its customer context, assumptions, and research objectives. They design a qualitative approach: sampling, interview guide, and key topics.

**3. Qualitative Research Process: Implementation**

The implementation phase brings ideas to life: students conduct interviews, analyse responses, extract insights, and evolve their concept boards. They test desirability, create personas, and link insights to strategic marketing decisions such as targeting and positioning. Coaching and daily reflections keep the process iterative and adaptive.

**4. Assessments & reflections**

The Lab ends with Reflections and Assessments. Teams present their research findings and strategic recommendations, while individual essays capture personal contributions, learnings, and transferable skills.

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Schedule

**SUM2526\_15****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 discover the main European institutions.

Through a blend of activities, conferences and lectures, students will learn about the creation of the European Union, its history, and current challenges. They will understand the way the 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.

This course is especially suited to students with limited knowledge about the European Union.

**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

**Learning Methods** Visits, conferences, lectures.

**Evaluation / Assignments**

- Continuous assessment: participation and attendance – 50%
- Final exam: essay – 50%

**Number of Credits** 4 ECTS; 2 US

**Schedule**

24 hours – 4 days in Brussels (Monday to Thursday)

Visits: museums, institutions (including conferences by EU representatives).  
Lectures:

- History of the European Integration
- Political Economy of European Integration
- European Institutions and decision-making

The group will meet directly in Brussels. Students who participate only in this module do not need to travel to Nantes before or after the study trip.

**SUM2526\_16 STRATEGIC MARKETING**

<b>Course Leader</b>	<b>Amaury Leclercq de la Baume</b> , Marketing, Communication, and International Business Development consultant. 20+ years marketing and sales experience in various EU countries
<b>Course Description</b>	A comprehensive view of the indispensable levers to elaborate a marketing strategy and plan implementation.
<b>Course Objectives</b>	Take advantage of the recipes taught to elaborate a Strategic marketing plan in all areas of marketing and communication.
<b>Tackled Concepts</b>	<ul style="list-style-type: none"> <li>• Research marketing</li> <li>• Strategic marketing construction</li> <li>• The marketing plan</li> <li>• How communication evolved thanks to digital innovation</li> <li>• The phygital answer for a delighting user experience</li> <li>• Inbound and outbound communication</li> <li>• Social selling</li> <li>• Omni-channel direct marketing planning. etc.</li> </ul>
<b>Learning Methods</b>	Lectures, case study, workgroups, collective and individual practice (Generative AI practice)
<b>Evaluation / Assignments</b>	In-class discussion, case study, group presentation, exam.
<b>Bibliography / Course Material</b>	<ul style="list-style-type: none"> <li>• Marketing management, Kotler.</li> <li>• Marketing Warfare, Al Ries, Jack Trout.</li> <li>• The Art of War, Sun Tzu.</li> <li>• Marketing management, Kotler.</li> </ul>
<b>Number of Credits</b>	4 ECTS; 2 US
<b>Schedule</b>	<p>4-day Seminar – 24 teaching hours</p> <p><b>Session 1:</b> Introduction  <b>Session 2:</b> Marketing and business key concepts  <b>Session 3:</b> Strategy, intelligence, planning  <b>Session 4:</b> Implementation and control  <b>Session 5:</b> A holistic customer approach  <b>Session 6:</b> Website  <b>Session 7:</b> Search &amp; Content MKG  <b>Session 8:</b> Go (Anti-)Social!  <b>Session 9:</b> Direct marketing  <b>Session 10:</b> Exam &amp; workgroup presentation</p>

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