

# Audencia Winter Programme 2017 Edition



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# Audencia Winter Programme - 2017 Edition

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Studying at Audencia means learning at one of the best universities in France – a world-renowned management education and research institution.

Highly ranked and triple accredited, Audencia's superior curriculum and deep connections with the business world translate into proven results for graduates of our programmes, whether they go on to further study or into the job market.

Audencia attracts students from 87 countries and faculty from around the world. And with more than 250 global academic partners, we offer a truly international environment for learning and engagement.



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 program is based on a combination of course work, company visits, and city tours. Students may complete the entire three week program or select weeks that fit their needs and interests. Each week, students may choose one of the courses being offered (please be aware that some courses consist of two parts and last two weeks).

Accommodation with a French host family can be arranged upon request (homestay is only available for Nantes).

Also, check out our housing blog: [www.audenciahousing.blogspot.fr](http://www.audenciahousing.blogspot.fr)

## Tuition fees

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Students from:

Partner universities	no additional tuition
Other universities	€500/module (tuition only) except: The EU & Cross-Cultural Management: €1000 (tuition only)

## Questions?

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For questions please contact our Winter Programme Manager Sarah MORKOWSKY at [smorkowsky@audencia.com](mailto:smorkowsky@audencia.com)

# Course Schedule




WEEK	DATES	COURSES
<b>UNDERGRADUATE COURSES</b>		
1	Jan 4 - Jan 6	<u>The EU &amp; Cross-Cultural Management</u> / Part 1 in Paris (6 ECTS credits for parts 1+2, 36 hours)
2	Jan 9 - Jan 13	The EU & Cross-Cultural Management continues in Nantes!
3	Jan 16 - Jan 18	<u>Study Trip to Brussels</u> (3 ECTS credits, 24 hours) <i>This course is highly recommended for students taking The EU &amp; Cross-Cultural Management</i>
<b>GRADUATE COURSES in MANAGEMENT</b>		
1	Jan 4 - Jan 6	<p>Management Courses - Group 1* (starts January 4)</p> <ul style="list-style-type: none"> <li>• <u>International Business, Managing The Legal Risk</u> (3 ECTS credits for parts 1-3, 18 hours)</li> <li>• <u>Foreign Currency Speculation</u> (3 ECTS credits for parts 1-3, 18 hours)</li> <li>• <u>Foundation of Leadership and Teamwork</u> (3 ECTS credits for parts 1+2, 18 hours)</li> <li>• <u>International Business Planning</u> (3 ECTS credits for parts 1-3, 18 hours)</li> <li>• <u>Value Creation in M&amp;As</u> / Group 1 (3 ECTS credits for parts 1-3, 18 hours)</li> </ul> <p>Management Courses - Group 2* (starts January 6)</p> <ul style="list-style-type: none"> <li>• <u>Value Creation in M&amp;As</u> / Group 2 (3 ECTS credits for parts 1-3, 18 hours)</li> <li>• <u>Business &amp; Management Ethics</u> (3 ECTS credits for parts 1-3, 18 hours)</li> <li>• <u>Strategic Alliances &amp; Mergers Acquisitions</u> (3 ECTS credits for parts 1-3, 18 hours)</li> </ul>
2	Jan 9 - Jan 14**	Management Courses from Group 1 and 2 continue!
3	Jan 16 - Jan 17	Management Courses from Group 1 and 2 continue!
	Jan 18 - Jan 19	<u>Study Trip to Brussels</u> (3 ECTS credits, 24 hours)
<b>GRADUATE COURSES in MEDIA &amp; COMMUNICATION</b>		
3	Jan 17 - Jan 20	<u>Public Opinion from Communication Perspective</u> (3 ECTS credits, 24 hours)

\* Choose 1 class of each group. If you choose a class from only one group, you will have several days off during the week.

\*\* Please note: There will be classes on Saturday, January 14!

Courses listed are representative and subject to slight changes.

# Course Description

	The EU & Cross-Cultural Management			
Course leader	Christopher GRIFFIN and Béatrice DU MESNIL			
Instructors(s)	Christopher GRIFFIN and Béatrice DU MESNIL			
Course description	This course will enable students to widen and deepen, their knowledge of the EU and cross-cultural stakes.			
Course objectives	<p>Through immersion in a French and European environment, group projects and case studies, students will increase their intercultural and communication skills on the one hand, and will understand both economies in the globalisation process and political organisations made at the EU level on the other hand.</p> <p>They will gain a better understanding of:</p> <ul style="list-style-type: none"> <li>- cultural variables and communication norms, rituals and taboos of other cultures.</li> <li>- business challenges due to cultural differences.</li> <li>- barriers to intercultural communication, adjustment to other culture and culture shock</li> </ul> <p>At the end of their stay, the students will have a holistic view of the French and their culture and a better sense of what it means to be French today.</p>			
Learning goals and learning objectives	<p><b>CG01 :</b> To improve one's own behavior</p> <p><b>CG04 :</b> To understand the life within and the way firms operate</p> <p><b>CG06 :</b> To be able to apply theory to concrete situations</p>			
Tackled concepts	<p>European Union, Geopolitics, European History</p> <p>Self-Awareness, Perception of Self and 'the Other', Understanding the French Stereotypes, Culture and culture, Cultural Variables, Ethnocentrism to Ethno-relativism, Intercultural Communication, Expatriation, Cultural Profiles and business environments</p>			
Learning methods / Teaching procedures	<p>Lectures and assessments</p> <p>Group work and case studies</p> <p>Field trips</p> <p>On-site visits</p>			
Assignments	Class participation, project presentation and final exam			
Evaluation	<b>Evaluation</b>	<b>Rate</b>	<b>Modality of the evaluation</b>	<b>Rate</b>
	Continuous Control	50 %	Class participation and contribution to in-class simulations/discussions	50 %
	Presentation	25 %	Field Research Project and its Presentation	25 %
	Final exam	25 %	Written exam	25 %
Bibliography / Course material	<ul style="list-style-type: none"> <li>• <a href="http://europa.eu/">http://europa.eu/</a></li> <li>• <a href="http://epp.eurostat.ec.europa.eu/portal/page/portal/eurostat/home/">http://epp.eurostat.ec.europa.eu/portal/page/portal/eurostat/home/</a></li> <li>• <a href="http://data.worldbank.org/data-catalog/world-development-indicators">http://data.worldbank.org/data-catalog/world-development-indicators</a></li> <li>• <a href="https://www.cia.gov/library/publications/the-world-factbook/">https://www.cia.gov/library/publications/the-world-factbook/</a></li> <li>• <a href="http://www.imf.org/external/index.htm">http://www.imf.org/external/index.htm</a></li> </ul>   			

	<ul style="list-style-type: none"> <li>• <a href="http://www.worldbank.org/">http://www.worldbank.org/</a></li> <li>• <a href="http://www.bbc.com/news/">http://www.bbc.com/news/</a></li> <li>• The Economist</li> <li>• Le Monde</li> <li>• Baldwin, Richard and Charles Wyplosz, (2012) The Economics of European Integration, 4th ed. McGraw-Hill.</li> <li>• IMD World Competitiveness Yearbook</li> <li>• Countries of the World and Their Leaders Yearbook</li> <li>• Worldmark Encyclopedia of Cultures and Daily life</li> <li>• "Managing Across Cultures" by Prof Susan C.Schneider and Assoc Prof J.L Barsoux, Pearson Education 2003. Chapter 1 "The Underlow of Culture"</li> <li>• "Cross-Cultural Management/ Essential Concepts" by David C. Thomas &amp; Mark F. Peterson, SAGE Publications (Third edition- 2014)</li> <li>• Chapter 4 "How Culture Works: Fundamentals of Cross-Cultural Interaction"</li> <li>• "Cross-Cultural Management / Essential Concepts" by David C Thomas and Mark F. Peterson, SAGE Publications (third edition - 2014)</li> <li>• Chapter 2 'Describing Cultural: What it is and Where it Comes From'</li> <li>• Cross-Cultural Management / Essential Concepts by David C Thomas and Mark F. Peterson, SAGE Publications (third edition - 2014)</li> <li>• Chapter 3 'Comparing Cultures: Systematically Describing Cultural Differences'</li> <li>• "International Business Communication" By Lillian Chaney and Jeanette Martin, Prentice Hall, 2010. Chapter 10 'Intercultural Negotiation Process'</li> </ul> <p>Culture Matters, Peace Corps Cross Cultural Handbook: available on line <a href="http://www.peacecorps.gov/www/publications/culture/pdf/workbook.pdf">http://www.peacecorps.gov/www/publications/culture/pdf/workbook.pdf</a></p>
Number of credits	<b>6 ECTS, 3 US credits</b>
Course's planning	36 hours
<b>Course's planning</b>	
<b>Title</b>	<b>Description</b>
Cultural Visits	Students will visit various cultural sites, such as the Opera Garnier, the Eiffel Tower, Versailles, as well as the landing beaches, the Caen Memorial Museum and Mont Saint Michel in Normandy, in order to get an insight into French culture.
European Union: History, Institutions and International Relations	<p>This course analyses different aspects of the European Union. It provides deeper understanding <b>of the United States and Europe's long-term</b> relationship, especially in terms of economic issues following World War II and the implementation of the Marshall Plan. We strongly recommend that students taking this course participate in the trip to Brussels.</p> <p>Upon successful completion of this course, students will understand what the EU is, how it works, and the major internal and external challenges it faces.</p>
Cross-Cultural Management	<p>In this course, we will examine different conceptualizations of culture, and some of the consequences of cross-cultural communication and interactions. We will compare and contrast cultures in terms of values, thought patterns, and styles of communication. The ability to communicate cross culturally and understand diverse perspectives is a necessity in order to achieve a competitive advantage in our global economy. The course format is structured to provide students with the opportunity for collaborative group work, individual self-reflection, interactive learning, and simulation while requiring students to challenge themselves to explore outside their own comfort zones. This class places a premium on curiosity, imagination, insight, reflection, open-mindedness and critical pedagogy.</p> <p>Upon successful completion of this course, students will be able to:</p> <ul style="list-style-type: none"> <li>• Increase positive attitudes toward the people of other cultures</li> <li>• Examine the basic concepts, theories and issues of intercultural communication and how they affect global business</li> <li>• Increase awareness of the problems that arise in communicating (and therefore working) with other cultures</li> <li>• Become more self-aware of our cultural conditioning, individual biases and assumptions and to understand the business implications it has on our interactions with people who are different from us</li> </ul>

	<ul style="list-style-type: none"> <li>• Help participants to better adapt to working with other cultures (i.e. during their stay in France and abroad and for future careers)</li> <li>• Acquire the tools for objectively understanding national cultures</li> </ul>
Company Visits	<p>Students will go on company visits which are to complement the teaching. Directors or senior managers are to talk to students about the strategy during the visits. An Audencia faculty accompanies the group.</p> <p>Upon successful completion of this course, students will be able to understand effectively how French companies work and implement strategies.</p>

S5DRF535	International Business, Managing The Legal Risk	
Course leader	Anne AUDRAN-LY	
Instructors(s)	Anne AUDRAN-LY, Stéphanie CAVEROT, Wilfried DURAND, Michèle STERN	
Course description	This course presents different legal systems, different commercial contracts, the law applicable to international as well as competition law contracts. It allows further analysis of proposed contracts in the course Fundamentals of law. It especially helps students who wish to specialize in marketing to develop an international perspective.	
Course objectives	<p>Provide the useful legal tools to develop worldwide business</p> <p>Students will be able to:</p> <ul style="list-style-type: none"> <li>- Gain basic skills to develop worldwide businesses</li> <li>- Understand how a difference in cultures may influence contractual relationships</li> <li>- Know the main international organizations who may influence international business</li> <li>- Discover the different types of commercial contracts and the different rules applicable to international contracts</li> </ul>	
Learning goals and learning objectives	<p><b>OLD01</b> - Analyse: Collect information and assess its pertinence</p> <p><b>OLD06</b> - Analyse: Base arguments on logical reasoning</p> <p><b>OLD15</b> - Act: Apply academic and/or professional knowledge to a specific situation</p>	
Tackled concepts	International contracts - usual contract clauses - negotiation - arbitration - international business - competition - worldwide sales of goods	
Learning methods / Teaching procedures	Case Study Presentations	
Assignments	6H	
Evaluation	<b>Evaluation</b>	<b>Rate</b>
	Final exam	25 %
Bibliography / Course material	<ul style="list-style-type: none"> <li>• P. Glenn« Legat traditions of the world », Oxford U.P. 4th ed0, 2010;</li> <li>• J. Beguin et M. Menjucq {dir.} « <b>Traité de Droit du commerce international</b> », Lexis-nexis, 2ème éd0 ,2011</li> <li>• H. Kenfack, « Droit du commerce international », Dalloz coll. Mementos, 4ème éd0, 2012</li> <li>• S. Chatillon, « Le contrat international », Vuibert, 4ème éd0, 2011 "Droit des affaires internationales"</li> </ul>	
Number of credits	<b>3 ECTS, 1.5 US credits</b>	

Course's planning	18 hours
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S5FIN530	Foreign Currency Speculation			
Course leader	Christophe VILLA			
Instructors(s)	Stephane COINCE			
Course description	This course will provide the necessary theoretical and practical tools for conducting a firm's foreign currency trades, offsetting its exchange risk, and for speculating within the global currency markets.			
Course objectives	Obtaining the basic technical and forecasting skills needed to enter into a trading position. Approaching the global currency markets either for speculation or hedging. Reading and understanding financial articles, macro-economics fundamentals and technical analysis			
Learning goals and learning objectives	<b>OLD06</b> - Analyse: Base arguments on logical reasoning <b>OLD19</b> - Act: Act collectively <b>OLD27</b> - Influence: Influence stakeholders			
Learning methods / Teaching procedures	Lectures Case Studies Exercises Practical exercises			
Assignments	Homework before every session			
Evaluation	<b>Evaluation</b>	<b>Rate</b>	<b>Modality of the evaluation</b>	<b>Rate</b>
	Continuous Control	100 %	In-class participation	100 %
Bibliography / Course material	Will be announced in class			
Number of credits	<b>3 ECTS, 1.5 US credits</b>			
Course's planning	18 hours			

Course's planning		
N° of session	Type of session	Detailed description of session
1	Lecture	Introduction to Foreign Exchange
2	Lecture	Exchange Rate Risk
3	Case Study	Case Studies

S5MRH530	Foundation of Leadership and Teamwork
Course leader	Céline LEGRAND
Instructors(s)	Aymeric BOUTHEON, Céline LEGRAND, Howard O'DONNELL
Course description	<p>This seminar allows participants to gain an understanding of key dimensions related to leadership and teamwork in a work environment. Seven key topics are presented in the different parts of this seminar: what leadership is and how to make a leadership contribution; the different Leadership styles, their benefits and to know when to use them; the key attributes required to lead a team; how to create, inspire and maintain successful teams - hotspots and beyond; followership and tribal leadership; communication for developing teams; how to apply coaching skills and principles to lead teams; how to build a powerful vision for leadership development. At the end of this seminar participants will be able to assess when they can make a leadership contribution; they will know what the benefits of each leadership styles are and when to use them; and they will develop team coaching skills.</p>
Course objectives	<p>For participants to gain an understanding of:</p> <ul style="list-style-type: none"> <li>- What leadership is and how to make a leadership contribution</li> <li>- The different Leadership styles, their benefits and to know when to use them</li> <li>- The key attributes required to lead a team</li> <li>- How to create, inspire and maintain successful teams - hotspots and beyond</li> <li>- Followership and tribal leadership</li> <li>- Communication for developing teams</li> <li>- How to apply coaching skills and principles to lead teams</li> <li>- How to build a powerful vision for leadership development</li> </ul> <p>Learning outcomes: after following this course, you will be able to:</p> <ul style="list-style-type: none"> <li>- assess when you can make a leadership contribution</li> <li>- know what are the benefits of each leadership styles and when to use them</li> <li>- Develop team coaching skills</li> </ul> <p>This course is incompatible with the major period</p>
Learning goals and learning objectives	<p><b>OLD05</b> - Analyse: Mobilize theoretical and/or experience-related knowledge</p> <p><b>OLD07</b> - Anticipate: Identify change and innovation possibilities</p> <p><b>OLD08</b> - Anticipate: Identify and leverage opportunities</p>
Tackled concepts	<ul style="list-style-type: none"> <li>- The links between teamwork &amp; leadership</li> <li>- Leadership versus management</li> <li>- Emotional &amp; collective intelligence</li> <li>- Triggers, behavior and outsmarting your brain</li> <li>- The stages of team development towards entrain ment</li> <li>- Unlikely leadership and the leader behind the leader</li> <li>- Hotspots - Igniting success and energy in teams</li> <li>- The art of possibility &amp; paradigm shifts</li> <li>- The necessity of authenticity</li> <li>- Stepping up &amp; responsibility</li> <li>- Elements of human capital</li> </ul>



Learning methods / Teaching procedures	Lectures			
	Case Studies			
	Interactive Role Plays			
Assignments	Active Oral Participation			
Evaluation	Evaluation	Rate	Modality of the evaluation	Rate
	Continuous Control	50 %	In-class participation	50 %
	Exam	50 %	Written exam	50 %
Bibliography / Course material	<ul style="list-style-type: none"><li>• The new managerial grid - R. Blake, J. Mouton -Gulf Publishing Co.1978</li><li>• The leadership experience - R. Daft -Thomson, South-Western, USA 2002</li><li>• Leadership - R. Hughes, R. Ginnett, G. Curphy - Mc Graw Hill, USA 2001</li><li>• The jack welsh lexicon of leadership -J. Krames - Mc Graw Hill, USA 2002</li><li>• The human side of enterprise - Mc Gregor - Mc Graw Hill, 1960</li><li>• The cycle of leadership - N. Tichy - Harper Business, USA 2002</li><li>• The leadership engine - N. Tichy - Harper Business, USA 1997</li><li>• The new leadership -V. Vroom, A. Jago - Prentice Hall, USA 1988</li></ul>			
Number of credits	3 ECTS, 1.5 US credits			
Course's planning	18 hours			
Course's planning				
N° of session	Type of session	Detailed description of session		
1	Course	Overview of Leadership and Purpose of Course and developing a Leadership Definition		
2	Course	Skill and style Theories and Followership discussion		
3	Course	Situational Approach to Leadership and teamwork discussion		
4	Course	Power, Influence and Motivation discussion, Team Leadership and conflict		
5	Course	Leadership Ethics, Values, Congruence, and Citizenship discussion		

<b>S5STR537</b>	<b>International Business Planning</b>
Course leader	Sandrine STERVINO
Instructors(s)	Hedi SRAIEB
Course description	<p>This course will provide the students with the basic technical, financial and information al skills to develop a business plan for use in attracting global investment. It will permit to students to understand the implementation of a large and complex international project. International business planning is a very important stage of the preparatory period for entering an international market. It summarizes all the information collected from foreign market research and risk assessment. Based on obtained information a company checks feasibility of continuing international business planning and makes first go-or-not-to-go decision.</p>

	The planning phase of International Business Planning is a final stage when a company puts together its foreign market entry plan and considers all steps that must be taken in order to succeed in international business.  Students must have prerequisite financial accounting skills.			
Course objectives	Planning for new operations as well as for going concerns will be demonstrated through lecture, case studies and practical application. Emphasis will be equally divided between the marketing and financial aspects of business planning.			
Learning goals and learning objectives	<b>OLD16-Act:</b> Allocate appropriate resources (human, technical, financial, etc.) <b>OLD28- Influence:</b> Bring about change and innovation within the company			
Tackled concepts	Addressable market, leverage effect, financing optimization			
Learning methods / Teaching procedures	Lecture Case studies Exercises Practical exercises			
Assignments	Lecture before sessions. Case studies preparation. Documentary research in library. The whole represents 18 hours minimum of personal work.			
Evaluation	<b>Evaluation</b>	<b>Rate</b>	<b>Modality of the evaluation</b>	<b>Rate</b>
	Continuous Control	70 %	In-class participation	70 %
	Exam	30 %	Written exam	30 %
Bibliography / Course material	<ul style="list-style-type: none"><li>John D Finnerty, Project Financing edition: Wiley &amp; sons Inc. 1996</li><li>Simon Benninga, Financial modelling, edition: MIT Press. 2000</li></ul>			
Number of credits	<b>3 ECTS, 1.5 US credits</b>			
Course's planning	18 hours			
Course's planning				
N° of session	Type of session	Detailed description of session		
1	Lecture	Getting familiar with the vocabulary: Call for tender, info memo, country risks		
2	Lecture and tutorial	Team building: assessing the project risks		
3	Lecture	Market Analysis: predicting a revenue stream over a period of time		
4	Lecture	Operation Analysis: Addressing the operating and maintenance charges		
5	Lecture	Finalize the financing requirements under a limited recourse scheme		
6	Lecture	Wrap-up: presenting a case to a board of decision makers		

S5FIN537		Value Creation in M&As			
Course leader		Makram CHEMANGUI			
Instructors(s)		Makram CHEMANGUI			
Course description		The aim of this course is to study the financial techniques enhancing value creation in M&As.			
Course objectives		The objectives of the course are (1) to give you a set of tools to facilitate the selection of an appropriate strategy for M&As, (2) to study the financial aspects linked to the value creation in M&As. There are two modules in this course. The first module lays out the basic ideas pertaining to a strategy of corporate development with M&As. The second module relies on the value creation from the financial point of view.			
Learning goals and learning objectives		<b>OLD12- Decide:</b> Identify necessary resources (human, technical, financial, etc.) <b>OLD22 - Guide:</b> Delegate responsibilities <b>OLD30 - Evolve:</b> Develop skills from one's own experience and from that of others			
Tackled concepts		An historic overview of mergers and acquisitions A typology of the deals Motives and Value creation in mergers and acquisitions Target Valuation The choice of the Payment method in M&As How to set the exchange ratio in a stock offer? The anti-takeover defenses			
Learning methods / Teaching procedures		Lecture Case studies Exercises Practical exercises			
Assignments		Lectures on the conceptual and operational aspects of M&A will be complemented by work in small groups focused on case studies.			
Evaluation		Evaluation	Rate	Modality of the evaluation	Rate
		Continuous Control	50 %	In-class participation	50 %
		Continuous Control	50 %	Case study	50 %
Bibliography / Course material		Sudarsanam (2010): Creating value from mergers and acquisitions, The challenges, Prentice Hall.			
Number of credits		3 ECTS, 1.5 US credits			
Course's planning		6 sessions of 3 hours			
Course's planning					
N° of session	Type of session	Detailed description of session			
1	Course	<b>Intro + An historic overview of mergers and acquisitions</b> Introduction <b>Chapter 1: An historic overview of M&amp;A's</b> Chapter 2: Motives and value creation in mergers and acquisitions			
2	Course	<b>The choice of the payment method in M&amp;As</b> The choice of the payment method in M&As			

		BNP paribas case study
3	Course	<b>Target valuation</b> DCF Multiples
4	Course	<b>How to set the exchange ratio in a stock offer?</b> How to set the exchange ratio in a stock offer? Exercises
5	Course	<b>The anti-takeover defenses</b> The anti-takeover defenses Arcelor Mittal steel case study
6	Oral presentation	<b>Oral presentation</b>

S5MRH541	Business & Management Ethics
Course leader	Jean-Luc CASTRO
Instructors(s)	Jean-Luc CASTRO
Course description	<p>Ethics is a discipline that involves examining, evaluating, systematizing, defending and recommending concepts of right and wrong conduct. It studies the moral behavior in humans and how one should act. Business ethics (also corporate ethics) is a form of applied ethics or professional ethics that examines ethical principles and moral or ethical problems that arise in a business environment. It applies to all aspects of business conduct and is relevant to the conduct of individuals and entire organizations.</p> <p>The course provides a rigorous view of these two main dimensions of the subject. On the one side, it enables the students to understand personal ethical dilemmas at work and the way to solve them. On the other side, it addresses the issue of corporate social responsibility (CSR). The specificities of leaders and top managers' ethics are as well brought into focus.</p>
Course objectives	<p>The objectives of this course are the following:</p> <ul style="list-style-type: none"> <li>- Understand the 2 levels and 4 degrees of the ethical issue in management and their reciprocal bonds;</li> <li>- Discover the importance of the manager's ethics in which all the contradictions of business ethics are focused;</li> <li>- Review the traditional North-American approaches of business ethics, which focus on the individuals and their value system;</li> <li>- Discover the new approaches of business ethics, privileged in Europe, which underline the social and ecological responsibilities of companies;</li> </ul> <p>Learning outcomes: after following this course, you will be able to:</p> <ul style="list-style-type: none"> <li>- assess your moral compass</li> <li>- cope with ethical dilemmas at work</li> <li>- clarify the managers' moral duties</li> <li>- apprehend the various methods of ethical reasoning</li> </ul>
Learning goals and learning objectives	<p><b>OLD01- Analyze:</b> Collect information and assess its pertinence  <b>OLD22 - Guide:</b> Delegate responsibilities  <b>OLD26 - Influence:</b> Defend one's choices</p>

Tackled concepts	Ethics, deontology, morals, responsibility, ethical leadership, ethical dilemma, corporate responsibility			
Learning methods / Teaching procedures	Presentations, text and article readings, extensive class discussion and case analyses			
Assignments	- teamwork on ethical case studies - individual reflection on ethical dilemmas at work			
Evaluation	Evaluation	Rate	Modality of the evaluation	Rate
	Continuous Control	100 %	Individual Written Assignment	30 %
			In-class participation	20 %
			Oral presentation	50 %
Bibliography / Course material	Textbook			
Number of credits	3 ECTS, 1.5 US credits			
Course's planning	18 hours			
Course's planning				
N° of session	Type of session	Detailed description of session		
1	Course	Corporate ethics : an oxymoron		
2	Course	The specificities of the company manager's ethics		
3	Course	Ethical decision-making		
4	Course	Beyond individual ethics : corporate governance and corporate social responsibility		

<b>S5STR544</b>	<b>Strategic Alliances &amp; Mergers Acquisitions</b>			
Course leader	Sandrine STERVINO			
Instructors(s)	Hans VAN DER MEULEN			
Course description	<p>Strategic Alliances, and mergers and acquisitions are a fact of life in business today. Firms are joining forces or acquiring other firms to do what they could not do as well through organic growth. The art of fruitful collaboration (through joint venture, outsourcing agreements, consortia or between a target and its parent du ring a Merger &amp; Acquisition) has actually become a key to competitive strategy.</p> <p>This course will examine what strategic alliances and mergers &amp; acquisitions are, why companies use them, and how they are designed and managed.</p>			
Course objectives	<p>The overall goals of the course are for the student to understand:</p> <ul style="list-style-type: none"> <li>- How an alliance or a M&amp;A fits into strategy and generates value;</li> <li>- The main types and characteristics of alliances and acquisitions are;</li> </ul>			

	Some best (and worst!) practices in the selection and management of alliances or acquisition options.			
Learning goals and learning objectives	<b>OLD21- Guide:</b> Guide the development of new skills <b>OLD22 - Guide:</b> Delegate responsibilities <b>OLD29 - Evolve:</b> Know one's strengths and weaknesses			
Tackled concepts	<ul style="list-style-type: none"><li>- Strategic alliances (equity, non-equity alliance)</li><li>- Motivations for alliances (scale alliance versus link alliance)</li><li>- Mergers</li><li>- Acquisitions</li><li>- 5 stage model of mergers and acquisitions</li><li>- The VRIO model</li><li>- <b>M&amp;A's and corporate social responsibility (CSR)</b>- Anti-trust regulation</li><li>- Due diligence</li><li>- M&amp;A integration</li><li>- KSFs for M&amp;A and alliance performance</li></ul>			
Learning methods / Teaching procedures	Lectures, case-studies, short research papers, class discussions			
Assignments	Students are expected to come to class having read and thought about the assigned readings to demonstrate an understanding of the material, actively participate in class discussion, and make contributions.			
Evaluation	<b>Evaluation</b>	<b>Rate</b>	<b>Modality of the evaluation</b>	<b>Rate</b>
	Continuous Control	100 %	Continuous assessment	100 %
Bibliography / Course material	<ul style="list-style-type: none"><li>• Yaakov Weber, Shlomo Tarba, Christina Oberg: A comprehensive guide to Mergers and Acquisitions - Pearson, 2013</li><li>• Auster, E. and Sirower, M., "The Dynamics of Merger and Acquisition Waves: A ThreeStage Conceptual Framework with Implications for Practice," Journal of Applied Behavioral Science, June 2002.</li><li>• Christensen, C., Aiton, R., Rising, C. Waldeck, A. "The Nez M&amp;A Playbook," Harvard Business Review, March 2011</li></ul>			
Number of credits	<b>3 ECTS, 1.5 US credits</b>			
Course's planning	18 hours			
Course's planning				
N° of session	Type of session	Detailed description of session		
1	Course	<b>Introduction</b>  Part 1: Definitions: Alliances versus Acquisitions Part 2: Historical overview of M&A waves (Hans) Part 3: When to ally & when to acquire? Part 4: The main types of alliances Part 5: Motivations for combinations Prepare Case Study n.1 (Amazon vs. Toys R Us Alliance) and present in class (Homework: read Case Study n.2)		
2	Course	<b>The Human side of combinations</b>  Part 6: The Human side of combinations Case study n.2		

		<b>"The Dark Side of Alliances"</b> Preparation in groups, Presentation & Discussion (Homework: read Case Study n.3)
3	Course	<b>Preserving value during a special kind of acquisition</b> Part 7: Preserving value during a special kind of acquisition Case study n.3 <b>"Ben &amp; Jerry's &amp; Unilever: Preparation, Presentation &amp; Discussion"</b>
4	Course	<b>Due diligence and integration (1)</b> Part 8: Due diligence and integration (1) Anti-trust regulation - EU and US rules and regulations - Anti-takeover defenses  - The Daimler Chrysler case – how cultural differences can influence the success of a mega merge Preparation in groups, Presentation & Discussion (Homework: read Case Study n.4)
5	Course	<b>Due diligence and integration (2)</b> Part 9 Due diligence and integration (2) M&A integration <ul style="list-style-type: none"> <li>• <b>Organizing for M&amp;A; Role of Advisors, Post-Acquisition integration</b></li> <li>• <b>Due diligence;</b> The IMTECH (a life presented case)</li> </ul>

Study Trip to Brussels				
Course leader	Guillaume BLAESS			
Instructors(s)	Guillaume BLAESS			
Course description	Students will travel to Brussels in the heart of the EU to visit the main European institutions. They will attend lectures and will role-play as members of the European Parliament. They will also write a full report on the visits, putting them in perspective.			
Course objectives	Upon successful completion of this course, students will be able to gain a deep knowledge of the EU institutions and everyday operational activities.			
Learning methods / Teaching procedures	Visits, lectures and a written report			
Assignments	Students will have to hand out a report on the different visits and will have a test. The exam <b>will be hosted at Audencia's partner</b> institution in Ghent.			
Evaluation	<b>Evaluation</b>	<b>Rate</b>	<b>Modality of the evaluation</b>	<b>Rate</b>
	Continuous Assessment	50 %	Role Play	50 %
	Continuous Assessment	50 %	Report	50 %

Bibliography / Course material	None	
Number of credits	3 ECTS, 1.5 US credits	
Course's planning	24 hours, 2-3 days in Brussels	
Course's planning		
N° of session	Type of session	Description
1	Visit	European Commission
2	Visit	European Parliament
3	Case Study + Role Play	Parlamentarium
4	Visit	National Bank of Belgium

<b>SCM1_ELE13</b>	<b>Public Opinion from Communication Perspective</b>			
Course leader	Olivier POHARDY			
Instructors(s)	Karolina KOC-MICHALSKA			
Course description	The course is proposed for students interested in research on public opinion: how to measure what people think, feel, what are their attitudes. The course will start with constructing of the surveys on topics that are interesting for students – individually or in group they will create their own questions, questionnaires, sample and finally put the surveys online. The second part of the course will be dedicated to the history and theories of public opinion the potential effects that media may have on public opinion and to practical exercises on how to read and interpret public opinion polls published in the media.			
Course objectives	Students are expected to understand how public opinion is measured and interpreted. How the public opinion can be influenced? Students will be able to interpret public polls but also marketing studies that are based on the same methodology.			
Learning goals and learning objectives	<ul style="list-style-type: none"> <li>- understand the methodology behind public opinion outcomes published in the media</li> <li>- understand the potential for manipulating public opinion</li> <li>- understand the potential effects that media consumption may have on public opinion</li> </ul>			
Tackled concepts	Public opinion, oratory, influence, propaganda, the spiral of silence, rule of the majority, media effects			
Learning methods / Teaching procedures	Class discussion, work in groups, experiments, in-class videos, PowerPoint lecture			
Assignments	Students will be asked to build their proper survey. Students will prepare a short presentation of some interesting survey and discuss its outcomes.			
Evaluation	<b>Evaluation</b>	<b>Rate</b>	<b>Modality of the evaluation</b>	<b>Rate</b>
	Continuous Assessment	30%	Participation in the class and	Continuous Assessment



			preparation of the case study	
	Final Exam	40%	In class case study exam	Final Exam
Bibliography / Course material	<ul style="list-style-type: none"><li>• Beck Paul Allen, Russell J. Dalton, Steven Greene, Robert Huckfeldt. 2002. The Social Calculus of Voting: Interpersonal, Media, and Organizational Influences on Presidential Choices. The American Political Science Review, Vol. 96, No. 1</li><li>• Lippmann Walter. 1922. Public opinion. Chapter 1</li><li>• Zaller John and Stanley Feldman. 1992. A Simple Theory of the Survey Response: Answering Questions versus Revealing Preferences. American Journal of Political Science. Vol. 36, No. 3</li><li>• Delli Carpini Michael X. and Scott Keeter. 1993. Measuring Political Knowledge: Putting First Things First. American Journal of Political Science, Vol. 37, No. 4</li><li>• Sapiro Virginia. 2004. Not Your Parents’ Political Socialization: Introduction for a New Generation. Annual Review of Political Science, 7</li><li>• Iyengar Shanto, Mark D. Peters and Donald R. Kinder. 1982. Experimental Demonstrations of the "Not-So-Minimal" Consequences of Television News Programs. The American Political Science Review Vol. 76, No. 4.</li><li>• Hayes Danny and Matt Guardino. 2010. Whose Views Made the News? Media Coverage and the March to War in Iraq, Political Communication, 27: 1</li><li>• Scheufele Dietram A. and David Tewksbury. 2007. Framing, Agenda Setting, and Priming: The Evolution of Three Media Effects Models. Journal of Communication 57,pp: 9–20</li></ul>			
Number of credits	3 ECTS, 1.5 US credits			
Course's planning	4-day seminar			
Course's planning				
N° of session	Type of session	Detailed description of session		
1	Course	History of the public opinion		
2	Course	Theoretical concepts of public opinion		
3	Course	Methodology I		
4	Course	Methodology II		
5	Course	How to build a proper questionnaire?		
6	Course	Gaps and difficulties in the surveys, interpreting the surveys		
7	Course	Experiment. Media influence on political opinions		
8	Course	Media influence on public opinion		
9	Course	Media influence on public opinion		
10	Course	World-wide public opinion		
11	Course	Interpreting opinion polls from the media		
12	Course	Public opinion summary		

## Contact

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