

**The Kedge International Summer  
Schools**

**2020**

***University Partner Guidebook***

**KEDGE**  
BUSINESS SCHOOL



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# 1 A Note from the Kedge Short-Term Programme Staff

Dear University Partner,

**Greetings from Kedge Business School here in France!** We have created this guidebook in an effort to help **facilitate your access** to our [Kedge International Summer Schools](#). It is our hope that you will find this guide to be **a practical and user-friendly source of information**.

As a recipient of this guidebook, **you are one of our valued international university partners**. International education lies at the foundation of Kedge Business School's pedagogy, and is central to **our promise to all students who enter Kedge Business School**, which is to **provide a thoroughly international educational environment**. We could not deliver on this promise without valued partners like you!

We thank you for your interest in continuing to work with our institution to develop international collaborations, and it is **our sincere hope that we may welcome your students to join us at Kedge to participate in one (or more) of our many exciting 2020 International Summer School programmes** detailed in this guidebook.

We hope that **you will find the answers to all questions related to our Summer Schools** in this document, but **if you have any questions, please do not hesitate to contact us directly at any time so that we may assist you** by writing to:

[Short-terms@kedgebs.com](mailto:Short-terms@kedgebs.com) (Short Term programmes in **Marseille & Paris**)

[Short-terms-bordeaux@kedgebs.com](mailto:Short-terms-bordeaux@kedgebs.com) (Short Term programmes in **Bordeaux**)

Thank you and we look forward to working with you.

Sincerely,

**Jessica Choquet**  
Short Term programs  
Manager  
Kedge Business School  
Marseille



**Catherine Rossines**  
International Programme  
Coordinator  
Kedge Business School  
Marseille



**Carla Godoy**  
International Programme  
Coordinator  
Kedge Business School  
Bordeaux



## 2 About Kedge Business School

**KEDGE is among France's largest independent Business Schools** with four campuses in France (Paris, Bordeaux, Marseille and Toulon), three abroad (Shanghai, Suzhou and Dakar) and three partner campuses (Avignon, Bastia and Bayonne). The KEDGE community is comprised of **12,600 students** (including 25% coming from abroad), **183 permanent faculty members** (including 44% coming from abroad), **275 international academic partners** and 55,000 alumni around the world. KEDGE offers 32 Programmes in management, designed for students and industry professionals. It also provides tailor-made educational Programmes for businesses at national and international levels. KEDGE Business School is **AACSB, EQUIS and AMBA-accredited**, and is a member of the *Conférence des Grandes Ecoles*. It is also recognised by the French government as an *Etablissement d'Enseignement Supérieur* and has obtained the EESPIG label. In 2017, KEDGE was **ranked as France's #1 institution in Management research publications**. <https://kedge.edu/>



### 2.1 KEDGE FACT SHEET

<b>Director of International Operations &amp; Relations</b>	Mrs Tashina Giraud
<b>Associate Dean of Academic Programmes</b>	Mr Pascal VIDAL
<b>General Website</b>	<a href="https://student.kedge.edu/">https://student.kedge.edu/</a>
<b>Erasmus code</b>	F BORDEAU 57

	<b>Bordeaux Campus</b>	<b>Marseille Campus</b>	<b>Paris Campus</b>
<b>Mailing addresses</b>	680 Cours de la Libération 33405 Talence Cedex (France)	Rue Antoine Bourdelle Domaine de Luminy BP 921 13288 Marseille Cedex 9 (France)	40 Avenue des Terroirs de France, 75012 Paris (France)

### 3 An Introduction to the Kedge International Summer School

As the only Business School with campuses on both the Atlantic and Mediterranean coasts of Southern France, with a brand new campus in the heart of Paris, Kedge leverages its multi-campus advantage to offer an extraordinary portfolio of International Summer School Programmes, each with different themes to Advanced Bachelor and Master students from around the globe.

View the [Kedge International Summer School Video](#) on YouTube

From 8 June to 17 July, 2020, Kedge is pleased to offer:

#### 3.1 9 Summer School Packages at Kedge

##### Four Programme Packages **in Marseille:**

1. [Sports Marketing & Management](#) (June 8 - 19)
2. [Global Finance & International Business: A Mediterranean Perspective](#) (June 22 - July 3)
3. [Design Thinking & Managing the Creative Process](#) (June 22 - July 3)
4. [Ethical Business Practice, Diversity Management & Driving Sustainable Change](#) (July 6 – 17)



##### Four Programme Packages **in Bordeaux:**

1. [Supply Chain Management & Design](#) (June 8 - 19)
2. [Value Creation and Innovation in Marketing](#) (June 22 - July 3)
3. [Entrepreneurship](#) (July 8 – 19)
4. [Wine & Tourism in France](#) (June 22 – July 17)



##### One Programme Package **in Paris:**

1. [Disruptive Technologies & Modern Management](#) (June 29 – July 10)



#### 1. What is a Kedge Summer School Programme “Package”?

Each Package Features:

- 2 Courses @ 30 contact hours each (i.e. 60 Contact Hours per package)

- **10 ECTS credits** ([Link to the European Commission ECTS website](#))
- **Formal Evaluation** (>60% Individual Assessment, <40% Group Assessment)
- Delivers **Official Transcripts & Certificate of Completion**
- Features a **Business Trip or Social/Cultural Activity EVERY WEEK, included in the Programme!**



### 3.2 Top 5 Reasons Our Summer School is Truly Unique

1. Students can **either follow a themed ‘package’ or Mix & Match courses** from different packages to create a personalized, *‘hybrid’* Programme to suit one’s individual needs, timing and budget.
2. **Follow just 1 course on one Kedge campus, or take a *Tour de France* and follow as many as 6 total courses (30 ECTS credits!)** across our 3 different campuses – all with one centralised transcript and certificate of completion!
3. All courses are **delivered in English** by top-notch, **international faculty**.
4. **Classes are scheduled from Mon- Thurs, with business trips or social activities planned every Friday,** leaving plenty of time to organise weekend trips in France or to other European cities and make the most of a summer abroad.
5. Kedge **student volunteers also organise a complete programme of optional extra visits** to give international guests an insider’s look at life in France – by day and night!



## 4 A Step-by-Step Guide to Nominating Students on Exchange

### 4.1 Terms for Sending Students on a Tuition-Free Exchange Basis

As a valued international University Partner of Kedge Business School, you are receiving this Guidebook to facilitate the exchange of students from your institution to Kedge as part of our International Exchange Agreement.

- a. The number of students that can be nominated is **dependent upon the current exchange balance between Kedge Business School and your institution.**
- b. The exchange ratio applied to the Summer School Programme is that **20 ECTS credits delivered by Kedge Business School (which can be allocated/dispatched amongst nominated students as you prefer) = 1 semester for an outgoing Kedge student to your institution.**
- c. In some circumstances, the standing exchange balance between Kedge and the partner university may be positive or negative. Therefore, nominated students for exchange during the summer will impact this standing balance accordingly.
- d. If you have specific questions, please contact the Kedge Short Term Programme team at to discuss.

The **Nomination and Application process** to our International Summer Schools works in **two steps**:

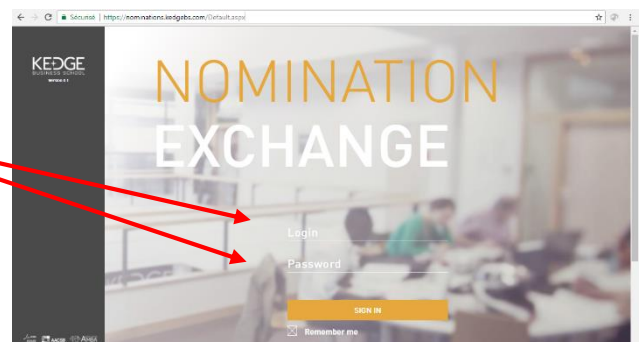
1. **The University Partner nominates the students** approved to participate in the Kedge Summer School on a tuition-free exchange basis.
2. **The students nominated connect and complete their application and course selection.**

### 4.2 Nominating Exchange Students via Our Online Platform

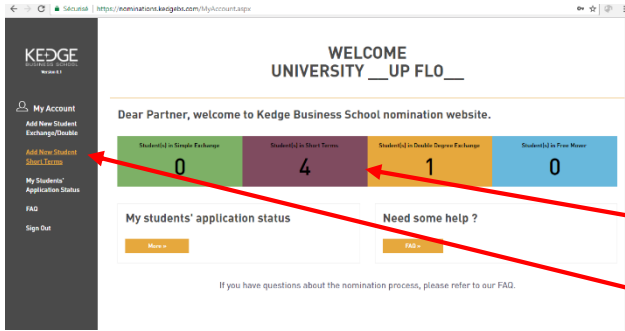
Connect to our Online Platform via the following link:

<https://nominations.kedgebs.com/Default.aspx>

Enter in your specific **Login** and **Password** (these are **provided to you by e-mail** from our Short Term Programme department).

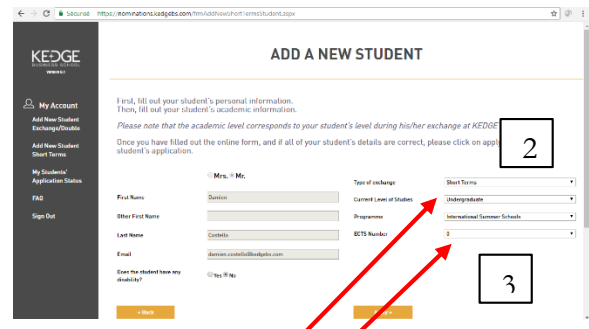
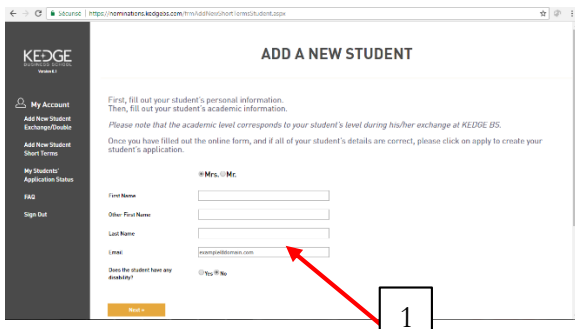






You'll come to your Dashboard – enabling you to confirm the number of students nominated for exchange at Kedge, including the number of Summer School students, which appear as 'Short Terms'.

Click on the menu link “Add New Student Short Terms”



1. Enter in your **student's gender, name and e mail address.**
  2. Specify their **level of studies** (Undergraduate or Graduate).
  3. In just a few seconds, you will see the box “**ECTS Number**” appear. Please **enter the number of credits approved on exchange** (Note: 1 course = 5 ECTS; 1 Sum School Package = 10 ECTS).
- Reminder.** 20 ECTS credits delivered during the summer school (in any combination – e.g. 1 student for 20 ECTS; 2 students for 10 ECTS, or; 4 students for 5 ECTS) equates to 1 traditional semester for an outgoing Kedge student during the academic year.

You can check the progression of your students' applications at any time by logging in and clicking “My Students' Application Status”

You can check the status of your students' application form.

Application status of your Exchange students

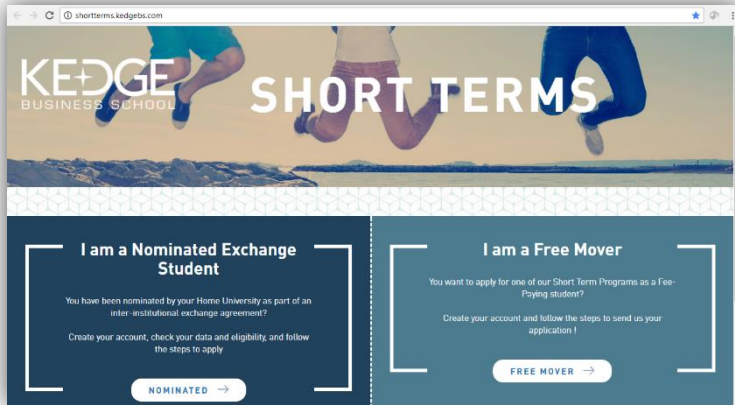
Last Name	First Name	Date of Birth	Email	Program at KEDGE BS	Campus	Apply Type	Application Form Status	School Year	Date of nomination	ECTS	Remission student
POUSSAÏN	Renece	21/02/1977	rpoussai@laposte-groupe.com	Kedge Bachelor	Bordeaux	Double Degree Exchange	Validated	2018/2019	2017/2017		

Application status of your Short Terms students

Last Name	First Name	Date of Birth	Email	Program at KEDGE BS	Campus	Apply Type	Application Form Status	School Year	Date of nomination	ECTS	Remission student
POUSSAÏN	Renece	20/02/1977	rpoussai@laposte-groupe.com	International Summer Schools	Bordeaux	Short Terms	Not Completed	2018/2019	14/12/2017	20	Yes
Contella	DamienPatrick		damiencontella@gmail.com	International Summer Schools		Short Terms	Not Completed	2017/2018	19/01/2018	8	Yes
BirkheadTEST	Nimq		birkhead123123123@edupis.com	International Summer Schools		Short Terms	Not Completed	2017/2018	19/01/2018	20	No

## 4.3 How the Students Complete Their Applications

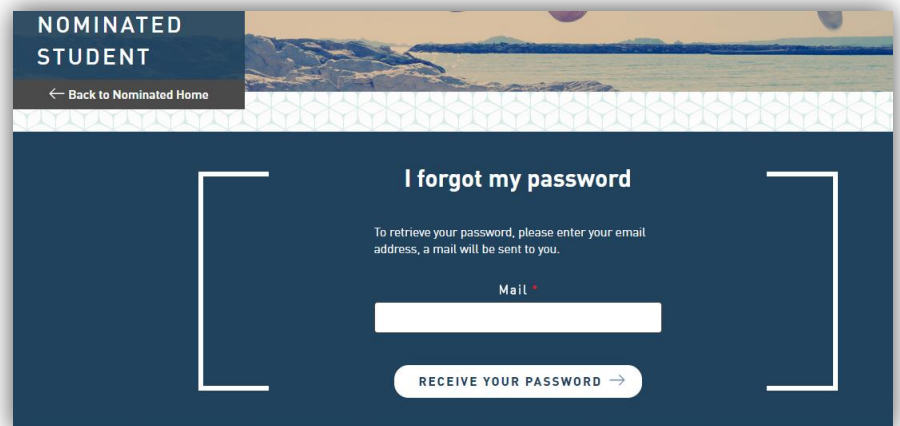
Once a student is nominated by the University Partner, he/she will receive an automatically generated e mail informing them of the nomination and inviting them to connect to our online application platform, complete their personnel details and confirm their course choice.

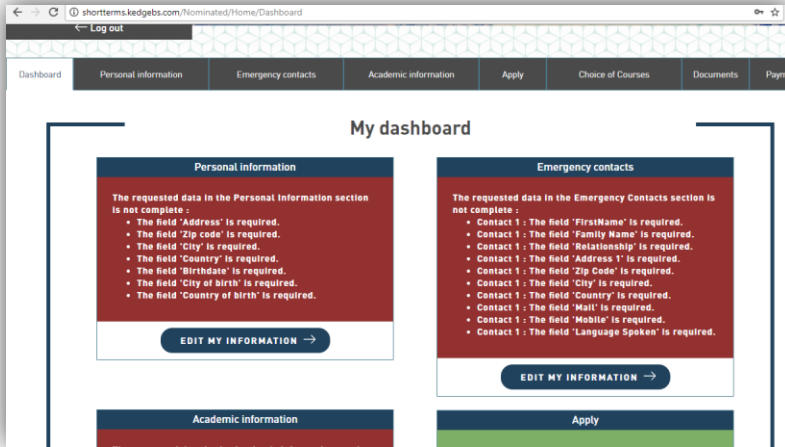


Students connect to the Online Application Platform for Short Term Programmes:

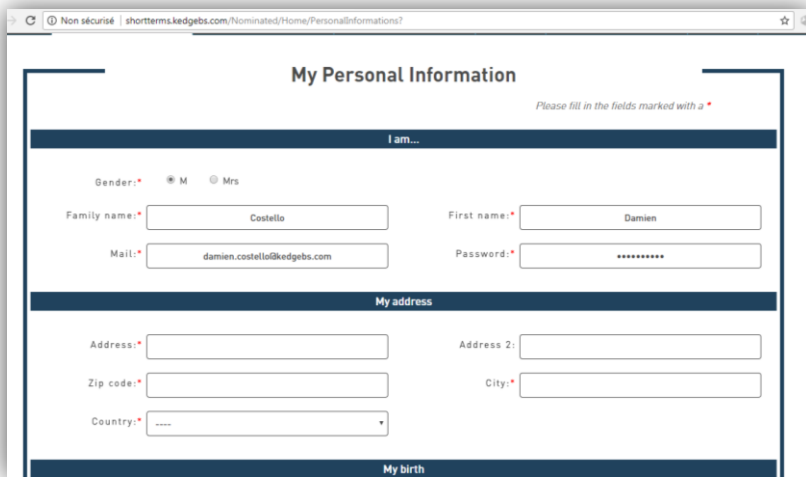
<http://shortterms.kedgebs.com/>

Students retrieve their password by entering in the e mail address provided by the University Partner. A Password will be sent to the student's e mail address.

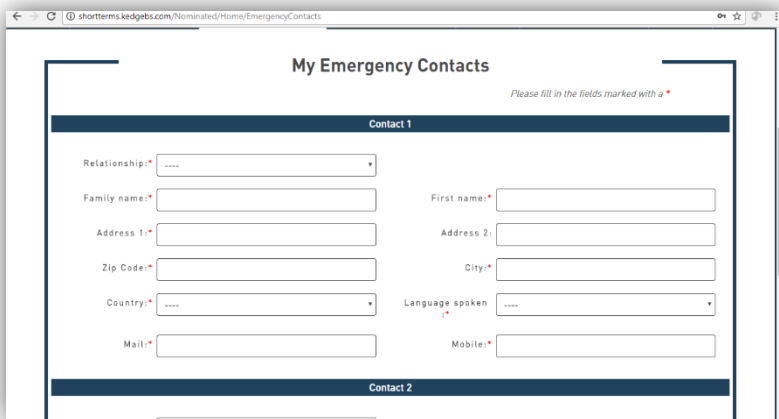




When first connecting, students will see their Dashboard informing them of all that is missing from the application. They should complete this information in a step-by-step manner. The entire process should take 20 minutes if all documents are prepared in advance.



Students complete all of their Personal Information



Students must provide complete details for at least one Emergency Contact

My Academic Information

Please fill in the fields marked with a \*

**Current Degree**

Last Degree Completed: \* [dropdown]

Current Degree Field of Study: \* [dropdown]

Current degree type: \* [dropdown]

Current degree name: \* [text input]

Anticipated year of Graduation: \* [text input: 0]

**Home University**

University country: \* [dropdown]

University Name: \* [dropdown]

NEXT →

Students then complete their Academic information, specifying their previous and current course of studies.

They must identify the country of their home university and the University name from the list.

My Application

Please fill in the fields marked with a \*

Type of exchange: \* [dropdown: Short Terms]

Programme: \* [dropdown: International Summer Schools]

My Current Level of Studies: \* [dropdown: Undergraduate]

ECTS number: \* [dropdown: 10]

Note: 1 course = 5 ECTS credits

NEXT →

Students then indicate:

1. The type of exchange: Short Term
2. The Current Level of Studies: Undergraduate or Graduate
3. The Programme: International Summer Schools

**The number of ECTS will be pre-determined according to the number of credits approved on exchange by the nominating University Partner. The students cannot select more than the approved number of ECTS credits.**

← → shortterms.kedgebs.com/Nominated/Home/LessonChoice

## My Choice of Courses

Please fill in the fields marked with \*

You have 10 ECTS available. Please remember that each course counts as 5 ECTS. By selecting the Program Type: "Package" you will be automatically applying for a package comprising 2 courses (i.e. 10 ECTS). If you wish to apply for courses individually, please select the Program Type: "Courses", then proceed to select the individual courses desired. If you wish to change your selection of Program Type (from Package to Courses, or vice versa) please delete any selected courses/packages first.  
We thank you for being careful in the choice of your courses: it is not allowed to choose courses that take place at the same time. Each course you will select will list the remaining courses. Thus, each course you choose will restrict the list of remaining possibilities.

### Chosen Courses

Action	Pack	Start Date	End Date	Campus	Language	Name	Description

### Available lessons

Filters

Starts between dates: from  to

Ends between dates: from  to

Program Type:  Courses  Packages

Action	Pack	Start Date	End Date	Campus	Language	Name	Description
Add		18/06/2018	21/06/2018	Bordeaux		Management of the Supply Chain	This 5 ECTS credit course is the first of two courses which make up the International Summer School Package "Supply Chain Management & Design" at Kedge Business School (Bordeaux Campus)
Add		18/06/2018	28/06/2018	Marseille		Sport Marketing & Communication	This 5 ECTS credit course is the second of two courses which make up the International Summer School Package "Sports Marketing & Management" at Kedge Business School (Marseille Campus)
Add		18/06/2018	28/06/2018	Marseille		Strategic Management & Advanced Marketing for Sports Organizations	This 5 ECTS credit course is the first of two courses which make up the International Summer School Package "Sports Marketing & Management" at Kedge Business School (Marseille Campus)
Add		25/06/2018	28/06/2018	Bordeaux		Design of the Supply Chain	This 5 ECTS credit course is the second of two courses which make up the International Summer School Package "Supply Chain Management & Design" at Kedge Business School (Bordeaux Campus)
Add		02/07/2018	06/07/2018	Toulon		Design Thinking	This 5 ECTS credit course is the second of two courses which make up the International Summer School Package "Design Thinking & Managing the Creative Process" at Kedge Business School (Toulon Campus)
Add		02/07/2018	13/07/2018	Marseille		International Performance Monitoring: A Mediterranean Perspective	This 5 ECTS credit course is the second of two courses which make up the International Summer School Package "Talent Management & International Performance Monitoring" at Kedge Business School (Marseille Campus)

Students then specify their course choice:

1. First choose the Type of Programme
  - a. **Package** (if they wish to complete both courses in a thematic package)
  - or-**
  - b. **Courses** (if they wish to choose courses individually, mix & match, etc.)

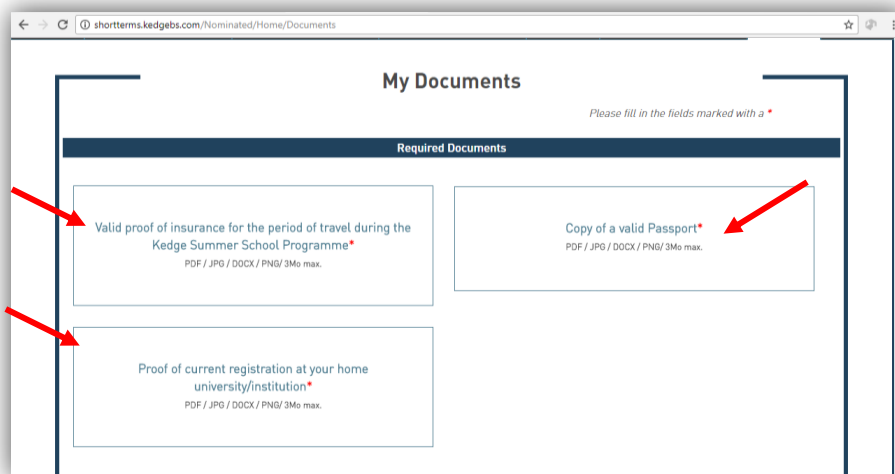
Students can filter the course choice according to Campus, Start Date, and/or End date.

The system will not let students choose courses with dates that are incompatible or overlapping.

The selected courses will appear at the top of the screen: **Chosen Courses**

### Chosen Courses

Action	Pack	Start Date	End Date	Campus	Language	Name	Description
Remove		02/07/2018	13/07/2018	Marseille		International Performance Monitoring: A Mediterranean Perspective	This 5 ECTS credit course is the second of two courses which make up the International Summer School Package "Talent Management & International Performance Monitoring" at Kedge Business School (Marseille Campus)
Remove		16/07/2018	27/07/2018	Marseille		Sustainable Development	This 5 ECTS credit course is the first of two courses which make up the International Summer School Package "Sustainable Development & Corporate Social Responsibility" at Kedge Business School (Marseille Campus)



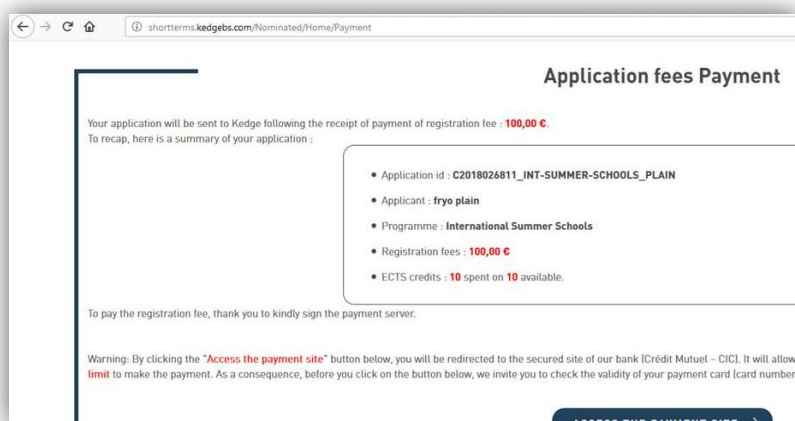
On the next Screen, the student will need to upload a PDF copy of:

1. **Passport**
2. **Certificate of Enrolment** at the home university
3. **Proof of Valid Insurance** covering the student while abroad\*

NOTE\*: The Travel Insurance must specify the Student's:

- Name
- Insurer and Policy number
- Dates (specifically the dates when the student will be at Kedge Business School)

The student's application cannot be processed if the above documents are illegible or insufficient.



To complete the application, the student will make a **100€ registration payment online by credit card** to confirm registration. (For nominated students on exchange, this is the only fee and no tuition fees are invoiced.)

NOTE: The student is not confirmed in the course until the registration payment is made (even if nominated on exchange).

**Kedge Short Term Programme Staff will correspond with the student directly** to ensure their application is complete, and once admitted, they will receive an automatic e-mail notification.

In the subsequent weeks, **the student will receive (by e-mail) a student contract, which needs to be signed, scanned and returned.**

## 5 Kedge International Summer School Course Calendars

\*Please note that the course calendars provided below are tentative and subject to minor modifications. Every effort will be made to respect the calendars provided.

### 5.1 Bordeaux – Package 1 (Courses [B1.1](#) & [B1.2](#)) June 8 – 19, 2020

B1.1	Design of the Supply Chain: By Profs. Zied Babai & M. Amiri-Aref (5 ECTS)				
	Monday June, 8	Tuesday June, 9	Wednesday June, 10	Thursday June, 11	Friday June, 12
BDX Pack 1 (Sum School Week 1)	8:30am-10am * Newly arrived students Welcome breakfast, Orientation & group photo				
	10am-1pm SC Design Z. Babai	9am-12pm SC Design Z. Babai	9am-12pm SC Design M. Amiri-Aref	9am-12pm SC Design M. Amiri-Aref	8am - 5pm Business Trip: Supply Chain Company /Smurfit-Kappa
	1pm-2pm lunch	12pm-1pm lunch	12pm-1pm lunch	12pm-1pm lunch	Lunch at the company
	2pm-5pm SC Design Z. Babai	1pm-4pm SC Design M. Amiri-Aref	1pm-4pm SC Design M. Amiri-Aref	1pm-4pm SC Design - EXAM M. Amiri-Aref	Visit Dune du Pyla
B1.2	Management of the Supply Chain: By Profs. R. Fontaine, A. Pirayesh & P. Cariou (5 ECTS)				
	Monday June, 15	Tuesday June, 16	Wednesday June, 17	Thursday June, 18	Friday June, 19
BDX Pack 1 (Sum School Week 2)	9am-12pm SC Management R. Fontaine	9am-12pm Sustainability Cases in the SC A. Pirayesh	9am-12pm Transportation Mngt A. Pirayesh	9am-12pm Liner/container shipping P. Cariou	11am - 1pm Social Activity: Bike Tour around Bordeaux
	12pm-1pm lunch	12pm-1pm lunch	12pm-1pm lunch	12pm-1pm lunch	
	1pm-4pm SC Management R. Fontaine	1pm-4pm Sustainability Cases in the SC A. Pirayesh	1pm-4pm Transportation Mngt A. Pirayesh	1pm-4pm Liner/container shipping P. Cariou - EXAM	Free
				Group Dinner	

### 5.2 Marseille – Package 1 (Courses [M1.1](#) & [M1.2](#)) June 8 – 19, 2020

M1.1	Strategic Management & Advanced Marketing for Sports Organizations: By Lionel MALTESE: 5 ECTS				
M1.2	Sport Marketing & Communication : By Jean-Philippe DANGLADE (JPD) & Lionel MALTESE (LM): 5 ECTS				
	Monday June, 8	Tuesday June, 9	Wednesday June, 10	Thursday June, 11	Friday June, 12
MRS Pack 1 (Sum School Week 1)	8:30-10am * Newly arrived students Welcome breakfast, Orientation, Visit of the school premises & group photo				
	10am-1pm SM & AM	10am-1pm SM & AM	9am-12pm SM & AM	9am-12pm Sport Marketing & Communication (JPD)	9am-12pm Sport Marketing & Communication (JPD)
	1pm - 2pm Lunch 2pm-5pm Sport Marketing & Communication (JPD)	1pm - 2pm Lunch 2pm-5pm Sport Marketing & Communication (JPD)	12pm-1pm Lunch 1pm-4pm Sport Marketing & Communication (LM)	12pm-1pm lunch Business Trip: Orange Stade Velodrome visit	Free
MRS Pack 1 (Sum School Week 2)	Monday June, 15 9:30am-12:30pm SM & AM	Tuesday June, 16 10am-1pm SM & AM	Wednesday June, 17 9am-1pm SM & AM	Thursday June, 18 9:30am-12:30pm SM & AM - Exam	Friday June, 19 9am-12pm Social Activity: Group 1 Scuba Diving : 08:15am -12pm
	12:30pm-1:00pm Lunch 1pm-3pm SM & AM	1:00pm-1:30pm Lunch 1:30pm-3:30pm Sport Marketing & Communication (LM)	1pm - 2pm Lunch 2pm-6pm Sport Marketing & Communication (LM)	12:30pm-1:00pm Lunch 1pm-4pm Sport Marketing & Communication (LM) - EXAM	Picnic lunch offered by Kedge Social Activity: Group 2 Scuba Diving : 01:30pm -5pm
				Group Dinner #1	

## 5.3 Bordeaux – Package 2 (Courses [B2.1](#) & [B2.2](#)) June 22 - July 3, 2020

B2.1		Value Creation & Brand Management : By Profs. R. Lunardo & J. Holmqvist (5 ECTS)				
		Monday June, 22	Tuesday June, 23	Wednesday June, 24	Thursday June, 25	Friday June, 26
BDX Pack 2 (Sum School Week 3)	8:30-10am * Newly arrived students Welcome breakfast, Orientation, Visit of the school premises & group photo					
	10am-1pm VC & Brand Mngt J. Holmqvist	9am-12pm VC & Brand Mngt J. Holmqvist	9am-12pm VC & Brand Mngt R. Lunardo	9am-12pm VC & Brand Mngt R. Lunardo	9am - 12pm <b>Business Trip: Marketing Firm</b>	
	1pm - 2pm Lunch 2pm-5pm VC & Brand Mngt J. Holmqvist	11:30pm-12:30pm lunch 1pm-4pm VC & Brand Mngt J. Holmqvist	12pm-1pm lunch 1pm-4pm VC & Brand Mngt R. Lunardo	12pm-1pm lunch 1pm-4pm VC & Brand Mngt - Exam R. Lunardo	Free	
B2.2		Innovation Management and Digital Applications: By Prof. A. Heinze (5 ECTS)				
		Monday June, 29	Tuesday June, 30	Wednesday July, 1	Thursday July, 2	Friday July, 3
BDX Pack 2 (Sum School Week 4)	9am-12pm Innov Mngt & Dig Appl Alexej Heinze	9am-12pm Innov Mngt & Dig Appl Alexej Heinze	9am-12pm Innov Mngt & Dig Appl Alexej Heinze	9am-12pm Innov Mngt & Dig Appl Alexej Heinze	11am - 7pm <b>Social activity: Dune Du Pyla &amp; Paddle Board</b>	
	12pm-1pm lunch 1pm-4pm Innov Mngt & Dig Appl Alexej Heinze	12pm-2pm lunch 1pm-4pm Innov Mngt & Dig Appl Alexej Heinze	12pm-2pm lunch 1pm-4pm Innov Mngt & Dig Appl Alexej Heinze	12pm-1pm lunch 1pm-4pm Innov Mngt & Dig Appl - Exam Alexej Heinze	Picnic lunch at the beach	
				Group Dinner		

## 5.4 Marseille – Package 2 (Courses [M2.1A](#) / [M2.1B](#) & [M2.2](#)) June 22 - July 3, 2020

M2.1A		Global Financial Regulations: By Pedro ALBUQUERQUE: 5 ECTS				
M2.1B		Managerial Cost Accounting by Andrea GOULDMAN: 5 ECTS				
M2.2		International Business : A Mediterranean Perspective By Ernesto Tapia Moore: 5 ECTS				
		Monday June, 22	Tuesday June, 23	Wednesday June, 24	Thursday June, 25	Friday June, 26
MRS Pack 2 A & B (Sum School Week 3)	8:30-10am * Newly arrived students Welcome breakfast, Orientation, Visit of the school premises & group photo					Social Activity: Hiking and discovering the Calanques National Park : 07:30am -10:30am
	10am-1pm Global Financial Regulations/Managerial Cost Accounting	9am-12pm Global Financial Regulations/Managerial Cost Accounting	9am-12pm Global Financial Regulations/Managerial Cost Accounting	9am-12pm Global Financial Regulations/Managerial Cost Accounting		
	1pm - 2pm Lunch 2pm-5pm International Business : A Mediterranean Perspective	12pm-1pm lunch 1pm-4pm International Business : A Mediterranean Perspective	12pm-1pm lunch 1pm-4pm International Business : A Mediterranean Perspective	12pm-1pm lunch 2pm-5pm International Business : A Mediterranean Perspective	Picnic lunch offered by Kedge	
MRS Pack 2 A & B (Sum School Week 4)	9am-12pm Global Financial Regulations/Managerial Cost Accounting	9am-12pm Global Financial Regulations/Managerial Cost Accounting	9am-12pm Global Financial Regulations/Managerial Cost Accounting	9am-12pm Global Financial Regulations/Managerial Cost Accounting - Exam	Business Trip: Company Visit of l'Occitane - Valensole - Aix-en-Provence	
	12pm-1pm lunch 1pm-4pm International Business : A Mediterranean Perspective	12pm-1pm lunch 1pm-4pm International Business : A Mediterranean Perspective	12pm-1pm lunch 1pm-4pm International Business : A Mediterranean Perspective	12pm-1pm lunch 1pm-4pm International Business : A Mediterranean Perspective - Exam		
				Group Dinner #2		



## 5.5 Marseille – Package 3 (Courses [M3.1](#) & [M3.2](#)) June 22 – July 3, 2020

M3.1	Managing the Creative Process: By Remy CONSTANTIN: 5 ECTS				
M3.2	Design Thinking: By Christopher BLACK & James TOLEMAN: 5 ECTS				
	Monday June, 22	Tuesday June, 23	Wednesday June, 24	Thursday June, 25	Friday June, 26
MRS Pack 3 (Sum School Week 3)	8:30-10am * Newly arrived students Welcome breakfast, Orientation, Visit of the school premises & group photo				Business Trip: Toulon's annual Design Parade
	10am-1pm Managing the Creative Process	9am-12pm Managing the Creative Process	9am-12pm Managing the Creative Process	9am-12pm Managing the Creative Process	
	1pm - 2pm Lunch	12pm-1pm lunch	12pm-1pm lunch	12pm-1pm lunch	Picnic lunch offered by Kedge
	2-5pm Design Thinking	1-4pm Design Thinking	1-4pm Design Thinking	1-4pm Design Thinking	
	Monday June, 29	Tuesday June, 30	Wednesday July, 1	Thursday July, 2 - EXAMS	Friday July, 3
MRS Pack 3 (Sum School Week 4)	9am-12pm Exam	9am-12pm Managing the Creative Process	9am-12pm Managing the Creative Process	9am-12pm Managing the Creative Process - Exam	Social Activity: Guided Tour of Cassis
	12pm-1pm lunch	12pm-1pm lunch	12pm-1pm lunch	12pm-1pm lunch	
	1-4pm Design Thinking	1-4pm Design Thinking	1-4pm Design Thinking	1-4pm Design Thinking - Exam	
				Group Dinner #3	

## 5.6 Paris – Package 1 (Courses [P1.1](#) & [P1.2](#)) June 29 – July 10, 2020

P1.1	Disruptive Technologies: By Mohamed MAKHLOUF: 5 ECTS				
P1.2	Creating Customer Value with Innovative Technologies: By Dennis HERHAUSEN and Edward RYALL: 5 ECTS				
	Monday June, 29	Tuesday June, 30	Wednesday July, 1	Thursday July, 2	Friday July, 3
Week 1	8:30-10am * Newly arrived students Welcome breakfast, Orientation, Visit of the school premises & group photo				Business Trip: Company visit in Paris
	10am-1pm Introduction & Understanding Innovative Technologies	9am-12pm End to End Digital Transformation: Enterprise Architecture	9am-12pm Understanding Data Science	9am-12pm Case Study: Artificial Intelligence, Deep Learning and Neural Networks	
	1pm - 2pm Lunch	12pm-1pm lunch	12pm-1pm lunch	12pm-1pm lunch	
	2pm-5pm Case Study: Innovative Technologies Frameworks	1pm-4pm Case Study: Modelling End to End Digital Transformation Enterprise Architecture	1pm-4pm Case Study: Data Science (Big Data, Machine Learning, Data visualization)	1pm-4pm Multiple choice exam Case Study Group Presentations	
	Monday July, 6	Tuesday July, 7	Wednesday July, 8	Thursday July, 9	Friday July, 10
Week 2	8:30-9am * Newly arrived students Orientation, Visit of the school premises				Social activity: "Bateaux Mouches"
	9am-12pm Introduction: Customer value creation and value appropriation	9am-12pm Capturing value with IoT - IoT business model - Smart services with connected devices	9am-12pm Analyzing the impacts of Data science - Data Science & Big Data in use	9am-12pm Multiple choice exam Case Study Group Presentations	
	12pm-1pm lunch	12pm-1pm lunch	12pm-1pm lunch	12pm-1pm lunch	
	1pm-4pm IoT value creation: - Product vs. ecosystem experience	1pm-4pm IoT and big data - Data privacy + Multiple choice exam	1pm-4pm AI value creation : - AI applications - AI in marketing - AI's impact on corporate strategy	1pm-4pm Deep tech investment: evaluating opportunities Quantum Computing	
			Group Dinner		

## 5.7 Bordeaux – Package 3 (Courses [B3.1](#) & [B3.2](#)) July 6– July 17, 2020

B3.1	Entrepreneurial Business Model Design : By Prof. A. Paterson (5 ECTS)				
	Monday July, 6	Tuesday July, 7	Wednesday July, 8	Thursday July, 9	Friday July, 10
BDX Pack 3 (Sum School Week 5)	8:30-10am * Newly arrived students Welcome breakfast, Orientation, Visit of the school premises & group photo				Free
	10am-1pm Entrepreneurial BMD A. Paterson	9am-12pm Entrepreneurial BMD A. Paterson	9am-12pm Entrepreneurial BMD A. Paterson	9am-12pm Entrepreneurial BMD A. Paterson	
	1pm - 2pm Lunch 2:00pm-5:00pm	12pm-1pm lunch 1pm-4pm	12pm-1pm lunch 1pm-4pm	12pm-1pm lunch 1pm-4pm	1pm - 5pm Business Trip: Visit an incubator specialized in Digital start-ups
	Entrepreneurial BMD A. Paterson	Entrepreneurial BMD A. Paterson	Entrepreneurial BMD A. Paterson	Entrepreneurial BMD - Exam A. Paterson	
B3.2	Leadership & Communication Skills for Entrepreneurs : By Prof. E. RYALL : (5 ECTS)				
	Monday July, 13	Tuesday July, 14	Wednesday July, 15	Thursday July, 16	Friday July, 17
BDX Pack 3 (Sum School Week 6)	9am-12pm Leadership & Com Skills E. Ryall	10am - 5pm Social activity: Arcachon_Le tour de l'Île aux Oiseaux	9am-12pm Leadership & Com Skills E. Ryall	9am-12pm Leadership & Com Skills E. Ryall	9am-12pm Leadership & Com Skills E. Ryall
	12pm-1pm lunch	Picnic lunch at the beach	12pm-1pm lunch	12pm-1pm lunch	12pm-1pm lunch
	1pm-4pm Leadership & Com Skills E. Ryall		1pm-4pm Leadership & Com Skills E. Ryall	1pm-4pm Leadership & Com Skills E. Ryall	1pm-4pm Leadership & Com Skills - Exam E. Ryall
				Group Dinner	

## 5.8 Bordeaux – Package 4 (Courses [B4.1](#) & [B4.2](#)) – June 22 – July 17, 2020

B4.1	Consumer Behaviour in Wine & Spirits By Colin Gent: 5 ECTS				
B4.2	Oenotourism - Wine Toursim in France : By Caroline Dusautoir & Michele Ambaye: 5 ECTS				
	Monday June, 22	Tuesday June, 23	Wednesday June, 24	Thursday June, 25	Friday June, 26
BDX Pack 4 (Sum School Week 3)	8:30-10am * Newly arrived students Welcome breakfast, Orientation, photo				Business Trip: Visit Château in Saint Emilion the Unesco World Heritage site
	10am-1pm Consumer Behaviour in Wine & Spirits Colin Gent	9am-12pm Consumer Behaviour in Wine & Spirits Colin Gent	9am-12pm Consumer Behaviour in Wine & Spirits Colin Gent	9am-12pm Consumer Behaviour in Wine & Spirits Colin Gent	
					Picnic Lunch
	Monday June, 29	Tuesday June, 30	Wednesday July, 1	Thursday July, 2	Friday July, 3
BDX Pack 4 (Sum School Week 4)	9am-12pm Consumer Behaviour in Wine & Spirits Colin Gent	9am-12pm Consumer Behaviour in Wine & Spirits Colin Gent	9am-12pm Consumer Behaviour in Wine & Spirits Colin Gent	9am-12pm Consumer Behaviour in Wine & Spirits Colin Gent	Free
				Group Dinner	
	Monday July, 6	Tuesday July, 7	Wednesday July, 8	Thursday July, 9	Friday July, 10
BDX Pack 4 (Sum School Week 5)	8:30-10am * Newly arrived students Welcome breakfast, Orientation, photo				Business Trip: Visit Cognac
	10am-1pm Oenotourism - Wine Toursim in France C. Dusautoir	9am-12pm Oenotourism - Wine Toursim in France C. Dusautoir		9am-12pm Oenotourism - Wine Toursim in France C. Dusautoir	
	1pm - 2pm Lunch 2pm - 5pm Oenotourism - Wine Toursim in France C. Dusautoir	12pm-1pm lunch	Business Trip: Visit of the "Cité du Vin"	12pm-1pm lunch	

## 5.9 Marseille – Package 4 (Courses [M4.1](#) & [M4.2](#)) – July 6 – July 17, 2020

M4.1	Accelerating Change Towards Sustainability By Renaud RICHARD: 5 ECTS				
M4.2	Ethical Business Practices & Diversity Mgmt. By Ouid MOUNTASSAR: 5 ECTS				
	Monday July, 6	Tuesday July, 7	Wednesday July, 8	Thursday July, 9	Friday July, 10
MRS Pack 4 (Sum School Week 5)	Students Welcome breakfast, Orientation, photo				Business Trip: Visit of a vineyard specialised in Sustainable Production
	10am-1pm Ethical Business Practices & Diversity Mgmt	9am-12pm Ethical Business Practices & Diversity Mgmt	9am-12pm Ethical Business Practices & Diversity Mgmt	9am-12pm Ethical Business Practices & Diversity Mgmt	
	1pm - 2pm Lunch 2-5pm Accelerating Change Towards Sustainability	12pm-1pm lunch 1-4pm Accelerating Change Towards Sustainability	12pm-1pm lunch 1-4pm Accelerating Change Towards Sustainability	12pm-1pm lunch 1-4pm Accelerating Change Towards Sustainability	Lunch offered by Kedge
	Monday July, 13	Tuesday July, 14	Wednesday July, 15	Thursday July, 16	Friday July, 17 - EXAMS
MRS Pack 4 (Sum School Week 6)	9am-12pm Ethical Business Practices & Diversity Mgmt	Social Activity: Boat tour	9am-12pm Ethical Business Practices & Diversity Mgmt	9am-12pm Ethical Business Practices & Diversity Mgmt	9am-12pm Ethical Business Practices & Diversity Mgmt - Exam
	12pm-1pm Lunch 1-4pm Accelerating Change Towards Sustainability		12pm-1pm lunch 1-4pm Accelerating Change Towards Sustainability	12pm-1pm lunch 1-4pm Accelerating Change Towards Sustainability	12pm-1pm lunch 1-4pm Accelerating Change Towards Sustainability - Exam
				Group Dinner #4	

## 6 Course Descriptions, Evaluation Methods & Professor Bios

### 6.1 Design of the Supply Chain (B1.1) – Bordeaux, June 8 – 12

**Course Format:** 6 hours per day over 1 week.

This 30-hour course, delivered by professors of Kedge Business School's top-ranked MSc in Global Supply Chain program (ISLI), will focus on the critical importance of an appropriate and well-adapted Supply Chain design and strategy in order to generate value and drive competitiveness in today's global business environment. The course discusses current business challenges and strategies affecting supply chain design and it examines the impact of strategic decisions related to the development of Supply chain network resources. Capacity planning issues, distribution in the retail challenges, multinational business factors and maritime shipping requirements are also studied. This course will take a closer look at all these issues, using case studies and simulation games.

#### Course Contribution to Programme Objectives

At the end of the course, students will be able to:

- Understand and measure the challenges of designing a Supply Chain
- Understand the key drivers of the supply chain performance
- Understand the relationship of firms, strategy and the supply chain design
- Understand and implement the main principles of sourcing and inventory management

## Evaluation of Student Performance

COURSE DELIVERABLE	DUE DATE	WEIGHT ON FINAL GRADE
Case study (supply chain design, planning and control)	9 <sup>th</sup> June	50 %
Supply Chain Game	10 <sup>th</sup> June	20%
SCM simulation report	11 <sup>th</sup> June	30%

## PROFESSOR BIOGRAPHIES



**Mohamed Zied BABAI** is Senior Professor in Operations Management at Kedge Business School. He holds a Ph.D. in Industrial Engineering from Ecole Centrale Paris. He has held teaching and research positions at Ecole Centrale Paris, Salford University and Bucks New University (United Kingdom). His research focuses on demand forecasting and inventory management in supply chains. His research is published in international journals such as *Production and Operations Management*, the *European Journal of Operational Research* and the *International Journal of Production Economics*. He is Editor-In-Chief of the *Supply Chain Forum: An International Journal* (Francis & Taylor) and Associate Editor of the journal *IMA Journal of Management Mathematics* (Oxford Press).



**Mehdi AMIRI-AREF** has been an Assistant Professor in Supply Chain and Logistics at Kedge Business School since 2015, and is a professional researcher in Supply Chain Optimization and Applied Operations Research. Prior to that, he was a Postdoctoral Researcher at the same institution. He obtained a BSc, an MSc, and a PhD all in Industrial Engineering from the School of Engineering in Mazandaran University of Science and Technology. He has significant working experience in the automotive manufacturing sector as well as FMCG distribution companies, alongside academic experience involving advanced mathematical modelling and optimization algorithms. He has lectured at numerous institutions to both academics and executives about the new initiatives and novel concepts in international businesses and global supply chain and risk management. His research and teaching interests include the design and management of supply chains, the strategy of distribution logistics networks, and supply chain simulation. He has authored several articles in the field of supply chain management, production planning and simulation in top-ranked international journals.

## 6.2 Management of the Supply Chain (B1.2) – Bordeaux, June 15 - 19

**Course Format:** 6 hours per day over 1 week.

This 30-hour course, delivered by professors of Kedge Business School's top-ranked MSc in Global Supply Chain program (ISLI), will focus on the fundamental need for efficient management within global supply chains. More specifically, the course will examine the effective management of supply, production, distribution, and sales activities in order to develop a sustainable competitive advantage. It first introduces supply chain management and material flow management concepts then have a focus on transportation as shipping management and inventory management with a sustainable approach. The approach considered is based on the description of world-class supply chain planning and control strategies and on the presentation of the best of class methods in production planning, inventory control, transportation management and sustainable development. This course will take a closer look at all these issues, using case studies and simulation games.

### **Course Contribution to Programme Objectives**

At the end of the course, students will be able to:

- Understand and measure the challenges of managing the Supply Chain
- Understand and implement the main principles of demand management and inventory management
- Understand transportation operations in supply chains.

### **Evaluation of Student Performance**

<b>COURSE DELIVERABLE</b>	<b>DUE DATE</b>	<b>WEIGHT ON FINAL GRADE</b>
In-class individual quiz on introduction SCM	15 <sup>th</sup> June	30%
Supply Chain game (Inventory/transportation)	16-17 <sup>th</sup> June	20% (group) 30% (individual)
Supply Chain game (liner shipping)	18 <sup>th</sup> June	20%

## Professor Biographies



**Renaud Fontaine** began his professional career in 1986 with 2 years in the military as a Corporal Chief with the French Marines, certified as both a radio and anti-tank weapons specialist, and completed commando training with the French Foreign Legion.

In 1988, back to civilian life, he started as a mechanic for an airline company, and soon reached the position of cabin purser, then chief purser, managing a full crew while travelling all around the world.

In 1998, he went back to school, and over the next 4 years studied towards a MS from the *Ecole Nationale des Ponts & Chaussées*. He then joined the headquarters of GEODIS, a French logistics service provider group. During the following 10 years, he worked on the design and set up of supply chain solutions for several industry players, such as IBM, Renault-Nissan, Sumitomo, Orange ... During his time with Geodis, he graduated from Kedge M2 “*Sup de Co*” programme [2007] and started to give lectures in universities all over France.

In 2011, he decided to create his own company and started counselling and training customers on Supply Chain management. Since 2014, as a side activity, he has managed the “Industrial Logistics” educational programme of the *Conservatoire National des Arts & Métiers*, a famous French school.



**Amir Pirayesh** is Assistant Professor in Operations & Supply Chain Management. He received his Ph.D. in Industrial and Mechanical Engineering from Ecole Nationale Supérieure d'Arts et Métiers (ENSAM) where he was also Research Assistant and Lecturer (ATER). Before joining KEDGE, he was involved in several European projects, in the frame of H2020 programme and Factories of Future (FoF) initiative, as researcher of InterOP-VLab (the International Virtual Laboratory for Enterprise Interoperability). His teaching and research interests include the analysis of Manufacturing and Supply Chain Operations using Enterprise Modelling and Process Simulation (M&S Driven Enterprise Management), Interoperability Evaluation, Performance Measurement, and Risk Assessment. His research revolves also around various aspects of Servitization and Cyber Physical Production Systems (CPPS). He has contributed to several scientific publications.



**Pierre Cariou** is Senior Professor at Kedge Business School and Visiting Professor at Shanghai Maritime University and World Maritime University. Beforehand, he was in charge of the French Chair in Maritime Affairs of the World Maritime University (UMM) and Lecturer in Economics at the University of Nantes. His doctorate focused on strategic alliances in the shipping of regular lines and his research focuses on the maritime and port economy. He is Director of the Maritime Governance, Trade and Logistics Lab of KEDGE's Centre of Excellence in Supply Chain (CESIT), and a founding member of the Group's PortEconomics.eu.

## 6.3 Strategic Management & Advanced Marketing for Sport Organisations (M1.1) – Marseille, June 8 - 19

**Course Format:** 3 hours per day over 2 weeks.

[Strategic Management and Advanced Marketing for Sports Organisations](#) presents a strategic model for sports events using a Resource-Based View approach. After the identification of strategic assets (sponsoring, reputation, relational and physical resources) and specific dynamic capabilities, various case analyses are discussed in the context of international sports events. The main goal of this course is to give a “sense making” approach to create, develop and maintain sustainable performance in sports event organizations. This course is designed to provide students with systematic means to analyse and develop strategies using concepts and theories of marketing in a sports business context.

### Course Contribution to Programme Objectives

- Develop an understanding of the strategic role of marketing in sports business firms and the importance of appropriate decision making
- Develop skills necessary to utilise the course’s tools and frameworks, designed to identify revenue opportunities and make strategic sports marketing decisions.
- Develop responsible leadership and strategic skills in the sports marketing business context.

### Evaluation of Student Performance

COURSE DELIVERABLE	DUE DATE	WEIGHT ON FINAL GRADE
Exercises and class participation on FFT/RPM New Business Model	Throughout the Course	40 %
Final Exam: Business Plan Case study	Session 8	60 %

## Professor Biography

**Lionel Maltese** holds a PhD in Management Science from IAE Aix-en-Provence, Aix Marseille University (2004). He has been an Associate Professor at Kedge Business School, teaching and conducting research in Sport Event Management and Marketing since 2006.

He is also an Assistant Professor (Maître de Conférences) at Aix Marseille University – IUT Marseille, teaching in Strategic Management and Organizational Behaviour. He has been Head of the Professional Bachelor in New Technologies of Information and Communication since 2005 and DUT GEA2. His research focus is on Strategic Management and resource-based approaches, Reputation Management, Sponsorship Activation, Event Management, Sport Marketing and Management.



## 6.4 Sport Marketing & Communication (M1.2) – Marseille, June 8 - 19

**Course Format:** 3 hours per day over 2 weeks.

This course is designed to provide students with a systematic means to analyse and develop communication and marketing strategies, using concepts and theories from general marketing, and apply them in a sports business context.

With the aim of improving the students' understanding of strategic and brand management concepts, the students will work on business plans and models for sports organisations in order to innovate and construct strong commercial brands.

Marketing decisions on brands and the deployment of communication supports will be at the heart of entrepreneurial choices to create sustainable performance for professional sport organisations. Students will use both logic and creativity to arrive at effective solutions.

### Course Contribution to Programme Objectives

Students will use both logic and creativity to arrive at effective solutions. At the end of the class, they should be able to:

- Analyse opportunities and alternatives in sports businesses in an open, honest manner
- Identify the customer and market segments that they have chosen and to be competitive in the sports business area
- Demonstrate causal relationships between the attributes of products and/or services, including their organisational image/ reputation.
- Reach conclusions based on demonstrable evidence and analysis

### Evaluation of Student Performance

COURSE DELIVERABLE	DUE DATE	WEIGHT ON FINAL GRADE
Final Exam: Video and case study (Individual Assessment) Jean-Philippe Danglade	June 11	60 %



In class case study (Group Assessment) L Maltese	June 18	40%
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## Professor Biographies



**Jean-Philippe DANGLADE** is Assistant Professor of Marketing at Kedge Business School (Marseille, France) and is also head of the Marketing department. He earned a Master in Political Sciences (Sciences Po Aix-en-Provence), a Specialized Master in Sports Management (Kedge Business School, Marseille) and a Ph.D. in Marketing from University Paul Cézanne (Aix-en-Provence, France). His research interests include branding strategies, CSR strategies and entertainment marketing. He is particularly interested in how brands communicate through emotional, entertaining objects such as sport, cinema or personalities. Before his academic career, Jean-Philippe worked for several sports companies including Dunlop Sports and Décathlon. While completing his Phd he also conducted consultancy activities for sports organizations including Olympique de Marseille and Open 13.



**Lionel Maltese** holds a PhD in Management Science from IAE Aix-en-Provence, Aix Marseille University (2004). He has been an Associate Professor at Kedge Business School, teaching and conducting research in Sport Event Management and Marketing since 2006. He is also an Assistant Professor (Maître de Conférences) at Aix Marseille University – IUT Marseille, teaching in Strategic Management and Organizational Behaviour. He has been Head of the Professional Bachelor in New Technologies of Information and Communication since 2005 and DUT GEA2.

His research focus is on Strategic Management and resource-based approaches, Reputation Management, Sponsorship Activation, Event Management, Sport Marketing and Management.

## 6.5 Value Creation and Brand Mngt. (B2.1) - Bordeaux, June 22 – 26

**Course Format:** 6 hours per day over 1 week.

Marketing deals with the creation, communication, delivery, and exchange of offerings that have value for customers. The course begins by explaining what value represents for both companies and consumers. France is well-known for its luxury heritage and businesses, hence concrete examples from the luxury industry will be provided to enhance the knowledge of how companies can co-create value with their stakeholders.

### Course Contribution to Programme Objectives

The aim of the course is to develop students' understanding of key aspects of value creation. The course specializes in how to implement luxury and sensorial branding strategies for value creation.

The focus will be on how the design of products and service settings – from hotels to retail stores – can help in value creation. This focus on sensory marketing and its effects on consumer

perception of value and behaviour will help students understand the conditions under which stimulating the senses of consumers can be helpful for companies in the value creation process.

## Evaluation of Student Performance

COURSE DELIVERABLE	DUE DATE	WEIGHT ON FINAL GRADE
Individual evaluation - QCM	June 23	60 %
Group work presentation	June 25	40 %

## Professor Biographies



**Renaud Lunardo** is Associate Professor of Marketing at KEDGE Business School. He holds a PhD in Marketing from the University of Reims Champagne-Ardenne, as well as an HDR (Habilitation à Diriger des Recherches) from the University Paris XII. He has held positions as a visiting professor at Louisiana Tech, HEC Montreal, and Duke University Fuqua School of Business. His primary research interests focus on the effects of marketing in-store stimuli (e.g., atmospherics like ambient scents, music, colors...) on store perceptions and inferences of manipulative intent. More broadly, he is interested in topics relating to emotions (pleasure, arousal, guilt...). Renaud teaches data collection and analysis in the bachelor's and master's programs, as well as a course on sensory marketing in the master's in International Business and Marketing.



**Jonas Holmqvist** is Associate Professor of Marketing at Kedge Business School. His research on language use in services is internationally recognised and published in leading journals such as Journal of Service Research, International Journal of Research in Marketing, Journal of Business Research, and European Journal of Marketing. He is also working on luxury marketing, particularly the perceived value of luxury; he works regularly with leading companies in the field of luxury, and is guest editor for Journal of Business Research for a special issue on 'Unconventional Luxury'.

## 6.6 Innovation Management & Digital Applications (B2.2) – Bordeaux, June 29 – July 3

**Course Format:** 6 hours per day over 1 week.

One of the key differences that digital channels offer to the traditional offline communications is that each of the interactions creates a trace which can be tracked. Analysing these interactions can

be used for improving the value proposition to future customers. These data points are the “new oil” for entrepreneurs and intrapreneurs looking for innovative ways to get closer to customers’ needs.

Digital channels such as search engines and social media have transformed the way that organisations engage with their audiences. Marketers now have more data than ever to learn about their prospective customers, learn about their “pain points” and “trust points” and use this data to develop new products and services.

The course will introduce learners to thinking tools such as Buyer Persona - for focusing digital marketing communications strategy; keyword research – to identify opportunities through past search behaviour; netnography – to study online communities; Buyer Persona Spring – to develop a customer centric communication strategy; Business Model Canvas – to map out the business proposition as well as risk assessment and the use of Gantt chart.

The aim of this course is to introduce the digital marketing opportunities and highlight strategic planning and thinking tools to structure their digital marketing activities. The course helps to shape the development of digital marketing strategy and its implementation and assessment.

By the end of this course learners will be able to:

- Understand a range of digital marketing related concepts and planning tools and techniques.
- Understand and apply value proposition and business models in digital settings and organisations.
- Critically assess the role of digital marketing in marketing strategy.
- Develop digital marketing strategic and operational plans.

## Evaluation of Student Performance

<b>COURSE DELIVERABLE</b>	<b>DUE DATE</b>	<b>WEIGHT ON FINAL GRADE</b>
A 1: Group project pitch	July 2 pm	40%
A 2: Individual continuous assessment	July 2 am	30 %
A 3: Individual online exam	July 2 pm	30 %

## Professor Biography



**Aleksej Heinze** is an Associate Professor in Digital Marketing and received his doctorate in 2008 from Salford Business School, UK. His area of expertise is the use of digital marketing channels in an international context. This work is compiled in the collaborative book - [Digital and Social Media Marketing: A Results-Driven Approach](#), which includes contributions from 20 authors from 6 European countries. This book builds on the Passport to Trade 2.0 project, which developed free business culture guides, including Social Media Etiquette, across 31 European countries - <http://businessculture.org> and a free Massive Open Online Course in the use of [Social Media for International Business development](#).

Aleksej has a breadth of experience of leading multinational project teams, most recently, on the Joint European Masters in Digital and Social Media Marketing (JEMSS) project. JEMSS aims to develop a series of resources in Digital and Social Media Marketing - <http://mastersindigitalmarketing.org> including the #passion4digital community.

## 6.7 Global Financial Regulations (M2.1A) – Marseille, June 22 - July 3

**Course Format:** 3 hours per day (AM) over 2 weeks.

This course discusses the “International Financial System”, the inter-connected web of different systems which form a collective, complex entity, along with the system’s relationship with the worlds of management and business.

The course perspective is global. Money, banking and finance are explained at the micro and macro levels, with a particular focus on the crossroads of theory, data, institutions, history, and applications. It puts also large emphasis on the main practical tools available for the design and the implementation of monetary, banking and financial policies. Emphasis on regulation is essential to promote the understanding of the factors behind a sustainable and stable business environment.

### Course Contribution to Programme Objectives

- A Conceptual Understanding of International Financial Systems
- Monetary and Financial Theory
- The History of the International Financial System
- Monetary and Financial Institutions
- Global Banking Regulations

### Evaluation of Student Performance

COURSE DELIVERABLE	DUE DATE	WEIGHT ON FINAL GRADE
Case reports, Role Playing Games (RPG) and discussions (group work)	During the Course	40%
Final Exam	July 3	60%

## Professor Biography



Dr. Pedro H. Albuquerque is an Associate Professor at KEDGE Business School since Fall 2010. He holds a Ph.D. in Economics from the University of Wisconsin - Madison. Before joining KEDGE he worked as an Assistant Professor at Texas A&M International University and the University of Minnesota Duluth, and as an Economic Researcher and Advisor with the Central Bank of Brazil and the International Monetary Fund. His teaching and research interests are in the fields of Macroeconomics and Monetary Economics, International Economics, Econometrics, Public Economics, and Law and Economics.

## 6.8 Managerial Cost Accounting (M2.1B) – Marseille, June 22 - July 3

**Course Format:** 3 hours per day (AM) over 2 weeks.

Cost accounting systems provide valuable information for management planning and control. Organizations and managers rely on accurate cost information to decide on which products to keep and which products to discontinue, for assessing productivity improvements, for analyzing customer profitability, for performance evaluation and control, and more. Further, intense competition in product markets has forced firms to look inward to become more cost-efficient. Tracing various resource costs accurately to products has become increasingly important as product margins are squeezed. Misunderstanding cost information can lead to costly errors in decision-making.

Through a number of case studies supplemented by lectures and problem sets, this course examines the concepts and procedures underlying cost accounting systems for planning, control, and decision-making.

### Course Contribution to Programme Objectives

At the end of the course, students will be able to:

- Explain the basic concept of cost and how costs are presented in financial statements;
- Demonstrate how materials, labor, and overhead costs are added to a product at each stage of the production cycle;

- Differentiate between the use of job costing and process costing methods for determining the cost of a product;
- Formulate overhead using predetermined rates and Activity-Based costing;
- Assess how cost-volume-profit are related and use CVP analysis as a planning and decision making aid;
- Prepare a budget and use budgets for performance evaluation after flexing the budget;
- Interpret variable cost variances and fixed cost variances; and
- Understand how to evaluate performance in decentralized organizations.

### Evaluation of Student Performance

COURSE DELIVERABLE	DUE DATE	WEIGHT ON FINAL GRADE
Case Studies & Presentations (Group)	During the Course	40%
Final Exam (Individual)	July 2	60%

### Professor Biography



**Andrea Gouldman** is an Associate Professor of Accounting in the Goddard School of Business and Economics at Weber State University, USA. She teaches undergraduate and graduate-level managerial accounting. She earned her PhD in business with a specialization in accounting from Virginia Commonwealth University. Her primary research is in judgment and decision making in managerial accounting with a focus on earnings management. She has also published articles on corporate social disclosures and accounting education. She research is published in *Behavioral Research in Accounting*, *Advances in Accounting* and *Advances in Accounting Education*. Prior to pursuing a career in academia, she worked for Saks, Inc. as an assistant buyer and Circuit City, Inc. as a senior financial analyst. She is a certified public accountant (CPA) in the state of Virginia.

## 6.9 International Business: *A Mediterranean Perspective* (M2.2) – Marseille, June 22 - July 3

**Course Format:** 3 hours per day (PM) over 2 weeks.

This course will focus on developing an understanding of international business, taking a closer look at the environment in the Mediterranean region – and more specifically the countries in southern Europe and northern Africa. During the two-week course, we will examine key success factors for creating and sustaining trans-national and multi-national business ventures, and help

students develop a practical, hands-on approach for optimising the conditions necessary for healthy business performance.

## Course Contribution to Programme Objectives

On completion of this module, students will be able to:

- Better understand the Mediterranean region’s geopolitical context and financial structures
- Develop an enhanced appreciation for the region’s multiple stakeholders and interests
- Articulate how international businesses can answer key questions related to: where they should invest, what are their markets, who are their clients, and how to both mitigate risk and create favourable conditions for success
- Conduct and present a limited-scale feasibility study

## Evaluation of Student Performance

COURSE DELIVERABLE	DUE DATE	WEIGHT ON FINAL GRADE
Projecting and Planning (Group Assignment)	Session 8	40%
Final Case study (Individual)	Session 8	60%

## Professor Biography



**Ernesto TAPIA MOORE** has 39 years professional experience, including 20 years in industry and 19 years in academia. Following service in the US Navy from 1978 to 1981, he became a reservist, and began a civilian career in France. Over the following 10 years, he worked for several businesses in France as an international commodities trader, and later an export manager/international manager in foodstuffs, manufactured steel products, and publishing. He shifted from international management to consulting, and then to academia, while gradually giving professional training and teaching increased importance. In 1999, he accepted a professorial position

at Sup-Europe in Caen. In 2001, he joined Kedge Business School.

Ernesto holds a Master in International Business Administration, a Master in International Business Law, an MPhil, and a PhD in Management from the *Université de la Méditerranée* in Aix-en-Provence. His research focuses on Agency theory, Internationalization Process models, and SMEs. Ernesto is a member of Rotary International and helped launch the Rotary Leadership Institute in France. He is trilingual (Spanish, English, French), and is a dual citizen.

## 6.10 Disruptive technologies and modern management (P1.1)

– Paris, June 29-July 3

**Course Format:** 6 hours per day over 1 week.

Recent technology disruptions have created an increasingly competitive situation in an increasingly open and complex environment. A company's ability to quickly change direction and reconfigure its strategy is critical to its success in achieving a sustainable competitive advantage. It must not only be able to continue producing throughout these changes, but also constantly renew its products while maintaining the level of products quality, price, TTM, acceptable deadlines and good customer service.

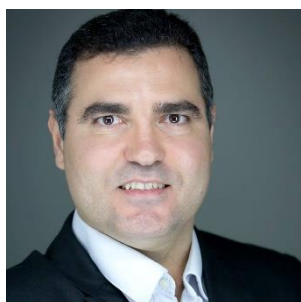
Today technology disruption is helping organizations, in every industry, use information for creating business advantages. It is helping them meet growth objectives, create competitive differentiation, manage costs, make choices about what markets to pursue, configure their organisations appropriately, set prices, and make operations more effective and efficient.

By the end of this course, students should be able:

- To have a much better understanding of disruptive technologies, from the perspectives of technology, intelligence and business, including: Big Data, Cloud Computing, Data Analytics, Artificial Intelligence and Blockchains
- To understand the steps in the transformation of data collection to decision making.
- To develop a roadmap to conduct transformation, delivering business-value through technology disruption.

COURSE DELIVERABLE	DUE DATE	WEIGHT ON FINAL GRADE
Case Study (Group presentation)	Session 7	40%
Multiple Choice Exam (Individual exam)	Session 8	60%

## Professor biography



**Mohamed MAKHLOUF** has extensive managerial experience in some of the largest European companies in the telecommunications financial and industrial sectors. Prior to joining KEDGE Business School in 2013 as Management Information Systems Professor, he was Advisor to the President of the Tunisian Republic. He holds a degree in Computer Sciences Engineering from the National Engineering School of Computer Sciences, an MSc in Management of Information Systems, a Research Master in Mathematics, Computer Sciences and Humanities, and a PhD in Management (Unification of Governance) from Mines-Telecom Institute, in Paris, France. He has published numerous papers in top-ranked academic journals, and delivered his work at several international conferences. His research is cross-disciplinary in the fields of:



Management, Computer Sciences, Organization and Business Engineering, Behavioral Science and Design Science.

His Overarching Research project is the development of End-to-End Digital Transformation Framework, unifying Governance in a holistic view of the organization, with a Strategic Alignment purpose, based on Artificial Intelligence, Block Chain, Big Data, and Innovative Technologies based Enterprise Architecture.

## 6.11 Creating customer value with innovative technologies (P1.2) - -Paris July 6 – 10

**Course Format:** 6 hours per day over 1 week.

Technological progress allows for the recording and saving of enormous amounts of data, generated by an increasing and often real-time based usage of social media, smartphones or loyalty cards in brick and mortar businesses. However, the mere increase of online and offline generated data does not necessarily imply an increase in relevant knowledge that supports managerial decision processes and customer value creation. In order to transform the obtained data into valuable knowledge, they need to be analysed precisely, purposefully, and in line with the pre-existing go-to-market strategy. Especially the field of marketing can profit from big data as it facilitates a shift from an isolated view of consumer behavior to a holistic understanding of customer needs.

Artificial intelligence, machine learning and predictive analytics are currently turning everything upside down. The use of new technologies enables a quick, individualized and resource saving form of customer management. In particular, repetitive tasks and standardized processes have a high potential of automation. Targeted automation of touch points not only facilitates the interaction for the customer, but in the ideal case also elevates the customer experience as a whole. Still, combining “high tech” and “high touch” is one of the major challenges in marketing. Are machines equaling out human performance deficiencies or are they largely replacing human performance? Everything depends on the extent of harmony between human and machine, how intuitive operations are designed, and how simple interactions are.

The Internet of Things facilitates the connection between physical and virtual objects. Through sensors as well as recent information and communication techniques, these two worlds are enabled to collaborate. However, this functionality does not only allow for effective interaction between humans and objects, but also empowers the interaction between any number of connected objects without human interaction. Questions addressed in this course include: How is it possible to strategically apply the connectivity of things in marketing? Which chances and which challenges evolve from ubiquitous computing? How can sensors be effectively integrated in the customer journey? How will communication with customers change when single products become part of an ecosystem?

By the end of this course, students should be able:

- To understand how big data, artificial intelligence, and connected devices / the Internet of Things impact marketing strategies

- To apply the learned concepts on practical examples and real life cases and
- To develop strategies on how to create customer value with innovative technologies
- To critically reflect on the opportunities and challenges of innovative technologies

COURSE DELIVERABLE	DUE DATE	WEIGHT ON FINAL GRADE
Multiple Choice Exam (Individual exam)	Session 4	40%
Case Study (Group presentation)	Session 7	40%
Multiple Choice Exam (Individual exam)	Session 7	20%

## Professor biography

**Dennis Herhausen** is Associate Professor of Marketing at KEDGE Business School. Previously, he was a Visiting Professor at the St.Gallen Institute of Management in Singapore and an Assistant Professor at St.Gallen University, where he obtained his PhD in Business Administration. Before joining academia, he worked as a marketing manager and consultant. His main research interests include social media management, customer journeys and customer experience, multichannel management, and digital transformation. His work has won several awards and been published in top-ranking scientific journals, including the Journal of Marketing, the Journal of Retailing, and the Journal of Service Research.



**Edward RYALL** is a Visiting Professor of Entrepreneurship at KEDGE Business School and has been delivering courses since 2014. He graduated in Aerospace Engineering, is a Chartered Engineer, holds an MBA from SDA Bocconi, Italy, and has a Diploma in Corporate Governance from the Institute of Directors in London. Edward has held a number of Director level roles in Engineering, Finance, and Sales; he currently runs the Ryall Energy Family office in Bordeaux and is an active business angel, non-executive director and mentor for deep tech companies in Nouvelle Aquitaine. Edward is also CEO of a molecular engineering company currently being incubated by Airbus.

## 6.12 Business Model Design for Entrepreneurs (B3.1) – Bordeaux, July 6 - 10

**Course Format:** 6 hours per day over 1 week.

The KEDGE BS Entrepreneurship Experience takes students beyond the classroom, allowing them to test their entrepreneurial ideas in real-world settings. Through courses, professional projects, and competitions, students gain the practical tools needed to start, finance, and manage their own business.

This course integrates many of the concepts, tools and practices of entrepreneurship. Students will learn to be superior opportunity assessors and shapers, to understand the integration of people and process in entrepreneurship, and specifically, how to write, articulate and present a new venture execution plan. Understand the alternatives and trade-offs in financing, starting and operating a venture, and gain a better understanding of one's personal entrepreneurial capabilities. Students will engage in design thinking, feasibility assessment, business assumptions customer acquisition. Students will learn how to conduct rigorous business-planning, and also how to network for resources and to be able to communicate about a new venture in a confident, articulate and effective manner.

### Course Contribution to Programme Objectives

On completion of this module, students will be able to:

- Identify the principal challenges of entrepreneurship
- Use key techniques for improving the creative process
- Understand how to identify and design a competitive advantage
- Develop a detailed business model canvas
- Create and present an appealing investor/stakeholder slidedeck
- Leverage new business tools and forms of financing

### Evaluation of Student Performance

COURSE DELIVERABLE	DUE DATE	WEIGHT ON FINAL GRADE
Multiple Choice Questionnaire (Individual exam)	Session 4	20%
Case Study (Individual exam)	Session 5	30%
Business Plan (Group work)	Session 8	50%

## Professor Biography



**Andrew Paterson** is an Adjunct Professor with Kedge Business School, teaching courses in the fields of Strategy, Entrepreneurship and Digital Innovation at both the Master and Bachelor levels. Andrew holds a BA from the University of Tampa (USA), a Master from INSEAD (FRA) as well as Postgraduate Certificates from Wharton (USA). Andrew was Associate Lecturer at INSEAD for six years, researching and teaching Behaviour & Change Management ( ReEntry), and has given courses at HEC (France) and LBS (UK). His specialties include Business Development, Customer Development, Customer Experience, Start-Ups, SaaS, Social Media Marketing, Sales & Marketing Automation, and Event Strategy. Andrew has been involved in more than thirty startups over the past fifteen years, either as Founder, Co-Founder, Advisor or Consultant and has worked on world-class Product and Business Development innovation with UBER, WeWork, McDonald's and notably Google. In addition to his current startup, Birdseye, Andrew advises startup founders on customer-facing challenges, conducts workshops on getting through the first steps of creativity, and is the Founder & Principal of an early-stage fund based in Bordeaux (FRA). He lives with his wife and son in Bordeaux and enjoys backpacking, open water swimming, and slacklining.

## 6.13 Leadership and Com Skills for Entrepreneurs (B3.2) – Bordeaux, July 13 - 17

**Course Format:** 6 hours per day over 1 week.

The reality of starting-up a business is harsh and unforgiving; set-backs and rejection are a consistent theme. In this context successful entrepreneurs require a mix of leadership skills, and no small measure of determination and self-confidence. The module will help raise awareness amongst participants of ways in which they can develop their own abilities in relation to leadership skills.

The course is designed to help participants: analyse their own abilities, develop self-confidence and effective communication, analyse behaviour by understanding self-interest, understand better the perspectives of others; all these attributes contribute towards success.

### Course Contribution to Programme Objectives

On completion of this module, students will be able to:

- Review their business plans in relation to evaluation criteria of different types of investors
- Develop & implement plans to cope with running a start-up without external investment
- Understand a framework for analysing and improving their own leadership skills
- Pursue further reading and self-development in relation to specific areas of leadership

### Evaluation of Student Performance

DELIVERABLE	WEIGHT ON FINAL GRADE
Individual Contributions to Course Discussions and Assignments (Individual)	60%
Group Work on collective projects and presentations throughout the course (Group)	40%

## Professor Biography



**Edward RYALL** has been a Visiting Professor with Kedge Business School since 2014. He started his career in 1993 as a Project Development Manager, which he did for 6 years before founding his own (first) company in 1999. In 2000, he completed his MBA at SDA Bocconi and then started as a Senior Consultant in 2002, first with the Strategic Management Group and later with BTS. In 2007, he founded his own consulting firm, Ryall Energy, which is specialised in the renewable energies sector. In 2014, he founded another organization, Gleesyn, specialized in waste-to-gas projects. He is a shareholder and advisor for Nateo Healthcare specialized in connected medical devices, and is also a shareholder and mentor with 1Kutabor, which aims to become the largest French seed accelerator, funding and developing 330 projects a year for first time entrepreneurs. His projects and interests are highly varied, ranging from projects in Artificial Intelligence to E-healthcare, Green Chemistry to Nano science, and he has first-hand experience in starting a business, raising seed capital, intellectual property, crowdfunding and more.

## 6.14 Consumer Behaviour in Wine & Spirits (B4.1) – Bordeaux, June 22 – July 3

**Course Format:** 3 hours per day over 2 weeks.

The aim of the course is to develop students' understanding of key aspects of Consumer Behaviour in Wine & Spirits.

This course will begin by offering participants an Introduction to the French Wine Business. It will provide an overview of the main regions of French Wine Production, the concept of Terroir and Branding (*Appellations*).

The class will then provide a Value creation analysis – answering the question, “How does the French Wine Business create Value through Branding?” We will look at the key points on French wines' distribution, and provide an Import/Export analysis.

Finally, the course will examine wines in the New & Old world – focusing specifically on how French winemakers are keeping ‘up to date’ with modern marketing techniques, and closing with a look at trends to expect in the future.

## Course Contribution to Programme Objectives

By the end of this course students will be able to:

- Understand specificities of French “wine branding” and the appellation system.
- Understand the concept of territorial branding and how it may be managed.
- Be able to understand the best way to create value using the key success factors for Bordeaux, Burgundy, Champagne, Cognac or other spirits.
- Understand the global market forces impacting the French Wine Market.
- Analyse the trends to anticipate in the future.

COURSE DELIVERABLE	DUE DATE	WEIGHT ON FINAL GRADE
Final Exam Case Study (Individual examination)	Session 4	60%
Business Plan (Group presentation)	Session 8	40%

### Evaluation of Student Performance

### Professor Biography



Colin Gent is a Master of Wine, one of only 380 in the world to have passed the most challenging of wine exams and achieved this internationally-recognized qualification of professional excellence. An accomplished public speaker as well as an expert taster, Colin has hosted wine tastings, seminars, masterclasses and dinners all over the world. His self-stated greatest pleasure is sharing his knowledge and passion for wine, and the history, the geography and culture that shape it, with any and all who find wine intriguing or inspiring, regardless their level of expertise.

Colin is now self-employed, providing sourcing, sales and marketing consultancy services to importers and exporters, as well as offering high-end wine education and wine tourism.

Previously, he worked 16 years for the Bordeaux-based wine broker Europvin, with responsibilities for portfolio selection and supplier relations, communications and promotion of prestigious estates such as E. Guigal, Vega Sicilia, and Emilio Lustau sherries.

A graduate of Oxford University, where he majored in Philosophy, Politics and Economics, his wine career has taken him from London to Bordeaux via Napa Valley, Paris, Provence and Tokyo.

## 6.15 Oenotourism – Wine Tourism in France (B4.2) – Bordeaux, July 6 – 17

**Course Format:** 3 hours per day over 2 weeks.

Wine tourism, one might be surprised to find out, is a relatively new and undeveloped concept in France. This course is designed to look at the business of Wine Tourism from the perspective of a non-oenologue (non-expert). The course will be divided into two parts.

In the first week the course will examine how wine tourism is an extension of a given company's communication strategy using events management along with sensorial and experiential marketing techniques.

In the second week, the course will focus more specifically on the *industry* of Wine Tourism from a business perspective, analysing key facts and figures, trends and developments in the industry.

### Course Contribution to Programme Objectives

By the end of this course students will be able to:

- Better understand the strategies and techniques being employed currently by vineyards and spirits manufacturers.
- Critically analyse the impact these techniques have brought to the industry.
- Understand trends in the industry and anticipate room for development
- Be able to draw connections between the industry of Wine & Spirits Tourism and other areas of business and management.

### Evaluation of Student Performance

COURSE DELIVERABLE	DUE DATE	WEIGHT ON FINAL GRADE
Individual assignment	July 9	60%
Group work presentation	July 17	40 %

### Professor Biographies



**Caroline Dusautoir** is a Biologist, Wine-maker and Marketing lecturer in different French business schools and universities (Kedge, Néoma, ESSEC, EDHEC, Reims University, ISTC, and HEG). She worked for the Remy Cointreau Group, first in Australia as winemaker and communication manager for Chateau Remy, one of the Group's estate, and later in Cognac with Rémy Martin in charge of R&D communication. After passing an MBA in Reims Management School, she started teaching marketing more specifically oriented within the Wine & Spirit sector due to her background and experience.



**Michele Ambaye** is a Marketing Professor at Kedge Business School.

Following 15 years as a Product Manager, then as a Marketing Director in the Clothing and IT industries across Europe and North Africa, she has taught in French business schools since 2005. Her research is focused mainly on online consumer behaviour for sensory products, such as wine, fashion and perfume, though she has more recently become interested in the tourism sector. Originally from the UK, Dr. Ambaye holds a PhD in E-Commerce, and specialised her doctoral dissertation in Consumer Behaviour on the Internet.

## 6.16 Managing the Creative Process (M3.1) – Marseille, June 22 – 26

**Course Format:** 6 hours per day over 1 week.

In an ever-changing socio-economic landscape, businesses must innovate in order to survive. In that sense, creativity is a company asset that should be carefully nurtured. During this course, participants will discover that creativity is anything except magical: it can be analysed, improved and managed in order to generate new business opportunities.

The course is designed to help participants: discover and understand the different tools and methods used by creative teams to enhance their creative process, gain confidence in the frequently encountered “creative chaos”, analyse the methods and reasoning behind a creative mind, find creative ways to manage creative teams, and find ways to encourage and facilitate creative thinking in a non-creative friendly environment.

### Course Contribution to Programme Objectives

On completion of this module, students will be able to:

- Develop & implement a creative process to tackle different types problems
- Pitch the value of creative & divergent thinking in an organisation
- Gain confidence in a creative environment
- Be a bit more creative themselves



## Evaluation of Student Performance

COURSE DELIVERABLE	DUE DATE	WEIGHT ON FINAL GRADE
Final Exam Case Study (Individual examination)	Session 4	60%
Business Plan (Group presentation)	Session 8	40%

## Professor Biographies



**Remy CONSTATIN** completed degrees in Industrial and Product Design at ENSAAMA (Paris) and IED (Toulon). He began his career as a Product Designer for several large groups, including Renault F1, Renault Trucks and the Auchan group. He then joined the *Institut Supérieur de Design* (ISD Rubika) in the north of France in 2002, holding several positions including the Head of Studies. There he worked in the field of automotive design for some of the most prestigious design studios in the world, including Ferrari, Bugatti, Bentley or BMW. He later began working as a consultant, focusing on the promotion of industrial creativity, while maintaining an interest in the Transportation Design sector. In addition to teaching courses at Kedge's Design School in Toulon, he is the co-founder of the consultancy agency R<sup>2</sup>Design, specialized in creating value through innovation in companies. He also handles a coaching center for creative talents whose potential should be highlighted for a better career.

### 6.17 Design Thinking (M3.2) – Marseille, June 29 – July 3

**Course Format:** 6 hours per day over 1 week.

The increasing complexity of our world and the ever growing number of variables (social, economic, political, ethical, technical ...) that have to be taken in consideration by design professionals when tackling a problem makes their job nearly impossible to achieve. In the late 60s, the design theorist Horst Rittel first described the situation and named it “Wicked Problems”. Nevertheless, designers continue to excel and their methods, widely described now, are the reason behind their success. The Design Thinking theory and tools are but one of the many attempts to make sense out of a designer’s approach to “wicked problem solving”. It is now widely accepted and used in businesses worldwide as a powerful tool for innovation. This course is designed to help participants: understand a complex or ill-defined situation, empathize with the different stakeholders of a problem environment in order to gain a broader understanding of the situation, use visualisation, creative and prototyping tools to help in their ideation process and test their solution to gain feedback and assess the pertinence of a proposition.

### Course Contribution to Programme Objectives

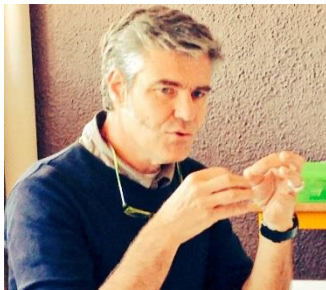
On completion of this module, students will be able to:

- Define a complex problem and identify insights that could potentially bring to innovations
- Generate ideas using designers methods and tools
- Prototype solutions from early stages cardboard models to well defined 3D printed prototypes
- Test, observe and improve propositions through iterations

## Evaluation of Student Performance

DELIVERABLE	WEIGHT ON FINAL GRADE
Individual Contributions to Course Discussions and Assignments (Individual)	60%
Group Work on collective projects and presentations throughout the course (Group)	40%

## Professor Biographies



**James TOLEMAN** has 30 years of experience in the field of Industrial and Product Design. After graduating from the Central School of Art and Design in 1986, he began his career as a Product Designer, working for several different enterprises, including well known groups such as Decathlon and Proctor & Gamble. He then moved into consulting and started sharing his knowledge and experience as a lecturer with the Kedge Design School in 2007. In parallel to teaching and consulting, he has served as an Innovator, Project Leader and Manager in User Experience Innovation Design since 2000, building and managing expert teams to deliver increased market share and commercial growth through design.



**Christopher BLACK** is a partner and managing director at gravity GmbH in Munich, Germany. With over 15 years of experience and a background in design engineering and project management he works across disciplines and is passionate about experimental design. He has developed products, services, and product strategies for established groups such as LEGO, Audi, BMW, BBVA, Diebold Nixdorf, B/S/H, and is also helping start-ups with product, brand and communication design. Before joining Gravity, he worked as a hydraulics, plastics and packaging design engineer for Fluidra Group and as a concept designer for the Lego concept lab. Chris holds master's degrees in Innovation Design Engineering from the Royal College of Art (London), Imperial College (London), and Elisava Technical School of Design (Barcelona).

## 6.18 Ethical Business Practice & Diversity Management (M4.1) – Marseille, July 6 - 17

**Course Format:** 3 hours per day (PM) over 2 weeks.

More than a study of management techniques, this course is an introspection into who we are as employees, managers and human beings, and what impact can we have (*or do we want to have*) in our respective organisations.

Corporate Social Responsibility is a large umbrella under which one must consider many elements, not least of which are the concepts of “Diversity and Inclusion”; how companies engage with, manage, and otherwise consider the human beings impacted by its activities – i.e. stakeholders. This course will take a closer look into the direct and indirect implications of D&I.

We will begin the course by defining the different aspects of diversity and take a closer look at discrimination and unconscious dynamics in the workplace. We will also explore unconscious bias and how it shapes organisations and our decision making.

### Course Contribution to Programme Objectives

In an ever increasing, diverse and complex workplace environment, managers are facing challenges to maintain a sense of teamwork and cohesion amongst staff members, and providing meaningful objectives is taking on ever-increasing importance. An even more diverse and international customer base adds to the highly demanding challenges confronting modern companies, and necessitate tailored services and approaches to meet their clients' needs.

In such a context, the questions must be asked:

- How do organisations attract talent in different forms?
- Does increasing the diversity amongst staff always equate to good performance?
- What is a "Great Place to Work"?
- Can all employees be happy?

### Evaluation of Student Performance

COURSE DELIVERABLE	DUE DATE
Case presentation and discussion (group work)	During the Course
Final exam	July, 19

## Professor Biography



**Oilid MOUNTASSAR** is a graduate of the UPMC Sorbonne in Paris, holds a Bachelor degree in Robotics and a Master in Business. He is an experienced Strategy and International Channel Management specialist, 6 Sigma and Diversity Management consultant, trainer and speaker.

Previously, the regional manager for Cummins Inc. in the Middle East and Africa, Oilid was responsible for Sales and Marketing after holding positions linked to the Competitive Intelligence and Market Strategy for Europe, Middle East and Africa. His main area of expertise is international channel management, Competitive Intelligence and Strategy in international, multicultural markets.

He has more than 15 years' experience working in an international environment and has managed projects and lived in a variety of cultures, including: the UK; USA; Libya; Saudi Arabia, and; Egypt (amongst others). He has professional experience with diverse multinational organizations, interacting with senior executives across business sectors and from diverse cultural backgrounds.

### 6.19 Accelerating Change Towards Sustainability (M4.2) – Marseille, July 6 - 17

**Course Format:** 3 hours per day (AM) over 2 weeks.

System change is happening. Accelerating change towards sustainability is both an urgency and an opportunity. This course will explore the notions of: "Systems"; "Change"; "Sustainability"; "Urgency" and; "Opportunity" - while always keeping in mind two fundamental questions:

- How can change be accelerated towards sustainability, and what can be done at the various levels of our human-constructed systems to be aligned with our biosphere's boundaries?
- What is happening in your region / country, and what can *you* do?

Based on our examination of case studies, working in small groups, short presentations and active games, we will visit the following topics:

- What is a system, and how to identify leverage points, those places to intervene in a system?
- Where are we currently in relation to the biosphere, this very thin system which supports all life on this planet?
- How does change happen? Is system change really happening? Why is change urgent? How is it an opportunity?
- How can we shift gears to avoid "Spaceship Earth" painfully losing too many passengers, especially when the steering wheel doesn't exist or is unconsciously controlled by all?
- What can we learn from our fellow classmates in this international course to know more about what's happening in various parts of the world and sectors of society? What are we each doing, what can we each do?

## Course Contribution to Programme Objectives

The objective is for each student to understand a systemic and strategic perspective of sustainability, and specifically be able to articulate:

- What is happening on a global scale?
- Why is it urgent to shift some of our systems?
- What are individuals and groups doing globally and locally, and why is it such a business opportunity?
- How can change be accelerated?

## Evaluation of Student Performance

COURSE DELIVERABLE	DUE DATE	WEIGHT ON FINAL GRADE
Group work	During the Course	40%
Individual presentations	During the Course	60%

## Professor Biography



Renaud Richard is an independent consultant, working for the past 20 years to help individuals and organisations evolve in changing environments, and to discover the urgency and opportunity to strategically head towards sustainability while bringing about meaningful change. He holds a degree in Engineering from the *École Nationale Supérieure De Synthèses, Procédés et Ingénierie Chimiques d'Aix-Marseille* (France), a Master in Project Management from the *Université du Québec à Trois-Rivières* (Canada), and a Master in Strategic Leadership Towards Sustainability from the Blekinge Institute of Technology (Sweden). From 2005 – 2010 he was Co-Director of “The Natural Step France”, a consulting firm focused on educating in academic, corporate and public circles on strategic sustainable development. He has since worked as an (inter)dependent consultant. He draws on his passion for sharing information, case studies, and stories about our changing world, always looking at the interface of urgency and opportunity. Facilitating small or big groups, he draws on methodologies and processes to help achieve commonly agreed objectives and enjoys finding participative and innovative ways for people to learn, share, co-create, and enjoy their work.

## 7 Included Business Trips and Social/Cultural Visits

Every week of the Kedge Summer School includes either a **Socio-Cultural visit** or a **Business Trip**. These are **fully included in the Summer School Programme**. Below is a table of the possible visits planned for each week during this year's Summer School. *\*\*NOTE: The visits below are an example of possible visits planned for this year's programme barring unforeseen cancellations or weather issues, in which case we will ensure the best possible Plan B).*

<b>Bordeaux Programmes</b>	Programme 1: Supply chain Week 1	Visit <b>Smurfit Kappa</b> , a <b>multinational company</b> and one of the leading paper-based packaging companies in the world, <b>practicing cutting edge SCM Design &amp; Management techniques</b>
	Programme 1: Supply chain Week 2	Take a <b>guided bicycle tour in Bordeaux</b> – voted world's #1 Tourist Destination in 2017 by the LA Times & Lonely Planet
	Programme 2 Marketing Week 3	Paddle boarding near the Dune du Pyla on the Atlantic coast
	Programme 2: Marketing Week 4	A guest lecture and tour given by an international firm using innovative Marketing techniques
	Programme 3: entrepreneurship Week 5	Visit a <b>local incubator (Ikubator) specialised in digital start-ups</b>
	Programme 3: entrepreneurship Week 6	A day at the beautiful <b>seaside village of Arcachon</b> and a <b>boat tour.</b>
	Programme 4 Wine & tourism Week 3&4	Visit the <b>UNESCO heritage site of Saint-Émilion</b> , a <b>vineyard visit and company presentation</b> along with a <b>guided wine-tasting session.</b>
	Programme 4: Wine & tourism Week 5&6	Visit the Cité du vin cultural exhibition in the heart of Bordeaux
<b>Marseille Programmes</b>	Programme 1 Sport Week 1	Take an accompanied intro course in <b>Scuba Diving in the blue waters of the Mediterranean Sea</b>
	Programme 1 Sport Week 2	A business trip to the <b>Orange Stade Velodrome</b> , home to the French League 1 football club, <i><b>L'Olympique de Marseille</b></i>
	Programme 2 Finance and Intl business Week 3	<b>Trek through the Calanques National Park</b> with a certified mountain guide, teaching participants about the unique ecosystem of the park.
	Programme 2 Finance and Intl business Week 4	Visit <b>L'Occitane</b> , one of southern France's most successful multinational companies, and stop to <b>see the famous lavender fields</b> in full summer bloom.
	Programme 3; Design thinking Week 3	Tour the <b>Toulon-Hyeres International Design Parade</b> – an multi-cultural gathering of creative minds
	Programme 3 Design thinking Week 4	Spend a day in <b>the famous seaside hub of Cassis.</b>

	Programme 4 Ethics and sust dev Week 5	Tour a <b>local winery specialised in organic viticulture and international export</b>
	Programme 4 Ethics and sust dev Week 6	Take a <b>private boat tour</b> along the coast of beautiful Marseille
Paris Programme	Week 1 Disruptive tech	Get to know more about Big Data and Blockchains in use with a Parisian company visit
	Week 2 Disruptive tech	Take in the sights with a boat tour on the Seine

## 8 Student Accommodation

1. Information about housing options is available on the Kedge Business School – [Website](#). Please visit the specific Programme sites ([Marseille](#), [Bordeaux](#), [Paris](#)) for information related to the local housing options.
2. Participants are **recommended to take accommodation in the residences suggested by Kedge Business School** specific to each programme/campus. A certain number of studios and flats have already been booked and must be confirmed as soon as possible.
  - a. The selected accommodation is recommended as an affordable option, centrally located, and will provide a rendezvous point for activities associated with and outside of the Programme.
  - b. Please take note that “Apart-Hotel” residences recommended by Kedge do not exist in all countries. **These are not hotels, but rather are (in most cases) small, one-room flats equipped with 2 twin beds, Wi-Fi, kitchenettes (including all cooking utensils) and private bathroom.** Room keeping is done once a week (excluding kitchen, dishes etc.). Guests are to keep the flat clean during the week (as in an apartment), and before check-out.
  - c. **None of the residences are owned and/or operated by Kedge Business School**, Kedge Business School ensures participant reservations as a **courtesy service only**.
3. **Kedge Business School staff are on hand to help facilitate student accommodation reservations at no charge only at the recommended accommodation location(s).** Participants who do not wish to use the accommodation services provided are to ensure their own reservations independently.
  - a. **Those participants who wish that Kedge ensure their reservations are to complete this [ONLINE HOUSING QUESTIONNAIRE](#).**
  - b. **By completing the questionnaire, the participant accepts that:**
    1. A reservation will be made at one residence with whom Kedge Business School has pre-booked reservations. The residence will be assigned according to availability.
    2. **If the participant has pre-identified a roommate** with whom he/she wishes to share the accommodation, **both participants sharing the room must complete the questionnaire with the same information.**
    3. If the participant **does not have a roommate**, the participant may elect **one of the following options on the questionnaire:**

- **Single-Room Accommodation.**
    - The participant is responsible to **pay the total room costs individually.**
  - **Twin-Room Accommodation.**
    - The participant accepts that **a same-sex roommate participating in the same Kedge Programme will be assigned by Kedge Business School.** Every effort is made to match participants with a roommate, but **cannot be guaranteed.** If a roommate is not available, Kedge will contact the participant before proceeding with reservations.
    - **The participants will share room costs, each paying individually.**
4. Reservations made by Kedge Business School on the behalf of incoming participants will be from the **day immediately prior to the Programme start date through the day immediately after the Programme concludes.** It is not possible to check out of the hotel during this blocked period of time.
- Prolonging one's stay at the residence **outside of these dates is to be arranged by the participant directly with the residence operator on a case by case basis.**
  - Those for whom a roommate has been assigned cannot be certain that the room will be shared when prolonging their stay, and therefore extra nights may be at a single room rate.
  - Any financial implications (additional billing) are the individual participant's responsibility.

## 9 Interaction with Kedge Student Volunteers

**Kedge student volunteers** play a crucial role in the organisation of the Kedge Summer School. In addition to **organising a pick-up service for the incoming students at the central train station the weekend before each programme starts** and accompanying them to their hotels, the students **organise a complete package of optional, extra-curricular activities at a minimal cost** to promote exchange and intercultural dynamics.

## 10 Practical Information

### 10.1 Application Requirements

The Kedge International Summer Schools are open to students **from the advanced Bachelor to Master level**, reflecting the French '[\*Programme Grande Ecole\*](#)' system, a three-year course of study comprised of: Bachelor, Master 1 and Master 2 years.

While the **majority of participants** in our summer programmes are **21 – 23 years old**, we have received **numerous students from the MBA and higher levels** from various institutions in the past, and the number of 'experienced' students is increasing. The diversity of the student cohort (in terms of age, experience and nationality) is a strong asset of the Kedge International Summer School programme.



Students are required to be:

- **In good academic standing** at their current institution
- **Capable** of following, contributing and completing a Business School course **in English**
- Mature, responsible and autonomous adults.

## 10.2 Student Visas

More information, including a list of country nationals who are required to secure a visa for entering France, may be found [HERE](#)

For those participants requiring a Short-Stay visa, you will need to apply via [Campus France](#) or the closest [French Embassy](#) in your country.

Visa requirements and the delay to obtain a Short Stay Visa to France may differ according to the country in which the applicant is completing the Visa request

### **STUDENTS MUST NOT DELAY IN COLLECTING THE APPROPRIATE INFORMATION ABOUT VISA REQUIREMENTS AND SCHEDULING AN APPOINTMENT**

In many cases, an **official Invitation Letter** will need to be issued by **Kedge Business School**

- a. Requests for such letters should be made to:
  - Programmes at the **Kedge Business School Marseille and/or Paris Campuses:**  
[short-terms@kedgebs.com](mailto:short-terms@kedgebs.com)
  - Programmes at the **Kedge Business School Bordeaux and/or Paris Campuses:**  
[short-terms-bordeaux@kedgebs.com](mailto:short-terms-bordeaux@kedgebs.com)
2. **Confirmation of accommodation reservations** is also a common requirement during the Visa application process. Such confirmations are provided by the hotel/residence where the participant will stay.

## 10.3 Travel Insurance

As participants coming for a short period of time at KEDGEBS, **Summer School students are not required to pay the French Social Security charges** normally required.

However, they must provide a copy of **third-party insurance coverage** obtained in their country of residence during the online application process. This is **COMPULSORY** to be allowed to attend our Short Terms Programmes.

They must declare that this insurance is valid and the students are responsible to ensure that this insurance provides **appropriate coverage of civil responsibility, health and travel, applicable in the event of any stolen property, illness or injury (requiring medical treatment, hospitalisation and/or repatriation), that should take place prior to, during, or after the short term academic Programme in France.**

Participants may elect to take part in **socio-cultural activities of a sports nature** during the course of their summer school Programme. **These activities are optional and the**

**execution of such activities is conferred to third party service providers.** The student's decision to take part in such activities is **entirely optional and has no bearing on his/her academic performance in the course.** Students will be presented with a liability waiver on the day of such activities, which must be completed before participation.

## 10.4 Course Materials

**All course materials are provided to the students during the course.** No purchase of textbooks or articles is required. In most cases, course readings are available via the Kedge Digital Library, which the students can access for the duration of time that they are officially registered students at Kedge Business School.

**Students do need to bring laptops to the course to complete course exercises and submit course assignments.**

## 10.5 Certificate of Completion, Credit Transfer and Transcripts

Students will be given a **Certificate of Participation** for the Summer School at the conclusion of the Programme, however this Certificate does not reflect that the student has successfully completed all course requirements.

Following the successful completion of the course confirmed by course professor's evaluation of the students, **grades will be registered in the Kedge registrar system.**

**Official Transcripts will be sent to the University's Academic advisor** via PDF scan. The advisor is requested to forward these transcripts to the relevant parties at his/her institution and share with the student participant.

If **hard copies of the transcripts** are requested, this must be specified to the Kedge Short-Term Programme team. **If no such request is made, the PDF electronic copy of transcripts sent by Kedge Short Term programme staff is considered official.**

## 10.6 Frequently Asked Questions

### 10.6.1 What do I have to do on the Online Nomination Platform?

The online nomination platform allows you to provide Kedge Business School with the **names, contact information and number of ECTS credits you approve for your outgoing students on a tuition-free exchange basis.**

All you have to do is provide this information, and **thereafter the student will be contacted individually and invited to connect to the Kedge online application "JOIN" to complete his/her application** by entering in all **personnel information, select the specific Summer School course packages and/or individual courses he/she wishes to follow**, and confirm his/her registration in the programme by making a **100€ payment by credit card.**

See [the section above for step-by-step guidelines.](#)

## 10.6.2 When is the nomination deadline?

**All nominations are to be submitted before April 30**, thus leaving the students another 2 weeks to complete their applications and confirm course choice. However, it should be noted that places in the International Summer School will be allocated on a **first come – first serve basis** to qualified applicants. **A nomination does not confirm the students place in the course** – he/she must complete the application, specify the course choice, and ensure an online registration payment of 100€ in order to be reserved.

We **highly recommend** that nominations and applications are completed as early as possible (particularly [if the student will require a VISA](#) to come to France).

## 10.6.3 What if my students need a Visa?

Those [students who require a Visa](#) to come to France **must not delay in the Visa application process**. They will need an **official invitation letter** (which may be **requested from Kedge once the student has completed the application**), as well as **housing reservation and airfare confirmations**.

The student will then need to make an **appointment at the French Embassy/Consulate or Campus France** office. **This process takes time** and therefore the earlier nominations/applications are received, the better.

**If a student cannot join the Programme because he/she cannot obtain a Visa**, the nomination will need to be cancelled so that there is **no impact on the exchange balance**. Kedge staff will contact the student's advisor.

## 10.6.4 How many students can I nominate?

The number of students that can be nominated is **dependent upon the current exchange balance between Kedge Business School and your institution**. The exchange ratio applied to the Summer School Programme is that **20 ECTS credits delivered by Kedge Business School (which can be allocated/dispatched amongst nominated students as you prefer) = 1 semester for an outgoing Kedge student to your institution**.

In some circumstances, the standing exchange balance between Kedge and the partner university may be positive or negative. Therefore, nominated students for exchange during the summer will impact this standing balance accordingly.

If you have specific questions, please contact the Kedge Short Term Programme team at to discuss.

## 10.6.5 What to do if I have some students on a tuition-free basis and others on a fee-paying basis?

**The University Partner Nomination platform is only for those students who you wish to send on a tuition-free exchange basis**. If you have students who will participate on a **fee-paying basis**, please **instruct those students to connect and apply**

individually to the Kedge [online application shortterms.com](https://www.kedge.com/online-application-shortterms.com) and apply as 'Free Mover' (fee-paying) candidates.

The students joining our Short Term Programmes on a fee paying basis will not have an impact on the inter-institutional exchange balance.

### 10.6.6 What do nominated students have to pay to attend the Kedge International Summer School?

Those students nominated on a tuition-free exchange basis are responsible to pay their **travel, insurance, accommodation, meals and a 100€ registration fee** to complete their online application.

If students wish to participate in extra-curricular activities with Kedge student volunteers and their International Summer School classmates, this is optional and the students should budget approximately 25€ per week minimum for such participation.

### 10.6.7 What's the 100€ online registration fee?

Students nominated on a tuition-free exchange basis are responsible to pay a 100€ non-refundable, registration fee to complete their online application. **Without this payment, a nominated student's place in the Programme is tentatively planned, but not confirmed.**

This nominal fee **avoids nominated students taking a place and later cancelling his/her participation, which could impede another student from joining the Programme.** In addition, the Short Term Programme team must have confirmed participant numbers in order to **make appropriate reservations for course planning, transportation, group meals and visits.**

If the home institution would prefer to pay for the registration fee on behalf of its students rather than ask the students to pay this fee individually, please contact the Kedge Short Term Programme team.

### 10.6.8 How does it work if students want to study at more than one Kedge Campus during the Kedge International Summer School?

During the nomination process, the student(s') specific course selection is not confirmed – only the number of ECTS credits authorised is confirmed. **Specific course selection, including the location of the course(s), is made by the students when completing the online application.**

If a student selects courses at different course campuses, **the student is responsible for transporting him/herself from one location to the other before the course start date. Kedge staff can provide the student with additional information about this.**

The online application system will not allow a student to book two courses on two different locations if such would require that the student be in two places at the same time.

### **10.6.9 What happens if I nominate a student, and the student later cancels?**

A student is not definitively confirmed until he/she connects individually to the online platform shortterm.com application and completes his/her application.

If a student is nominated, then informs his/her advisor that he/she will not attend the Programme, please inform Kedge as soon as possible. The nomination will need to be cancelled so that there is no impact on the exchange balance.

If a student is nominated, but does not connect and complete the application, the nomination will need to be cancelled so that there is no impact on the exchange balance. Kedge staff will contact the student's advisor.

If however, the student is nominated, then completes the application, selects courses, completes all stages of course registration, and then fails to arrive without notice, the student will fail the course (reflected by official transcripts stating the same) and the credits will be counted in the exchange balance.

In the event that the student has reserved housing (with or without the courtesy assistance of Kedge Short Term programme staff), he/she may be responsible for partial or full payment to the housing provider according to their terms and conditions.

### **10.6.10 What happens if I nominate a student, he/she applies, and then the course he/she wishes to take is cancelled?**

In this unprecedented scenario, and Kedge cannot propose an amenable alternative to the student, Kedge would be exceptionally responsible for refunding the student's registration fee and the nomination will need to be cancelled so that there is no impact on the exchange balance. Kedge staff will contact the student's advisor.

### **10.6.11 What happens if a nominated student misses class sessions?**

Kedge Business School academic policy is that students must attend >80% of the course sessions in order to obtain a passing grade. If a student misses over 20% of the course without justification, he/she will not pass. If there is justified reason for the absence (illness, transportation problems, etc.) these extenuating circumstances will be taken into consideration by the administration and faculty and specific help will be given to assist the student.

## 10.6.12 How does the French General Grading Scale Work? (Non-Course Specific)

The French Grading scale uses a 0 – 20 System. On a scale from 0-20, students must score a minimum of 10 to pass a course. Below is a table to provide a general overview of the French scale and the approximate qualitative significance of each numeric mark. This scale is for informative purposes and is not intended to be used as a basis for translation to home-country grades (that should be the ECTS or US Letter grade, explained below).

Grade /20	Definition
17 ≥	Excellent
15-16	Very good
13-14	Good
11-12	Satisfactory
10	Sufficient
7-9	Fail – some more work required before the credit can be awarded
< 7	Fail - considerable further work is required

At the conclusion of the Kedge International Summer School, students will be issued 2 sets of transcripts. Each reflect their French 0-20 numeric grade, and one with the US letter grade, the other with the ECTS letter grade. The transfer of the grade obtained to the home institution's grading scale/system is the discretion of the Home University.

### French – US grade equivalence table:

France	18+	15	14	13	12	11	10	Under 10	Incomplete
USA	A+	A	A-	B+	B	B-	C	F	I

### ECTS letter grade table:

<b>ECTS Grade</b>	% of successful students achieving the grade
<b>A</b>	Top 10 % of the passing students
<b>B</b>	Following 25 %
<b>C</b>	Following 30 %

<b>D</b>	Following 25 %
<b>E</b>	Last 10 %
<b>FX</b>	Fail
<b>F</b>	Fail

### 10.6.13 Is it possible to change the number of ECTS given for the courses?

Each Kedge International Summer School course carries 5 ECTS credits, which correspond to 30 contact hours, plus time outside of class spent on course assignments, readings, preparation and/or post-course assignments.

In some circumstances, universities may request one additional credit so that the course credit transfer is a smooth transition to the home university system. This may be possible provided that the student complete an additional, out-of-course assignment, submitted and successfully evaluated, thus constituting 1 additional ECTS.

In such circumstances, 6 ECTS credits would be reflected on the student's transcripts (5 ECTS per course, plus 1 ECTS for supplementary assignments).

### 10.6.14 Who do I contact if I have problems of any kind?

If you have any questions please contact us:

[Short-terms@kedgebs.com](mailto:Short-terms@kedgebs.com) (Marseille & Paris Programmes)

[Short-terms-bordeaux@kedgebs.com](mailto:Short-terms-bordeaux@kedgebs.com) (Bordeaux Programmes)

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