

## PROGRAM OUTLINE

- ✓ **Coordinator –**  
**Mr. Laurent Sié**
- ✓ **Language – English**
- ✓ **ECTS – 30 (+10)**  
**Modules – 6 (+2)**
- ✓ **Calendar –**  
**Jan 09 – Apr 28 (June 30)**
- ✓ **Duration – 180 h**  
**(+90h)**

**OPTION SUMMER  
PROGRAM (FREE)**

Module	Subject	Professor	Number of Hours
M1	Intercultural Leadership, Management & Sustainable Performance	Mrs. Ghada Haddad	30h
M2	Managerial Innovation and Sustainable Performance	Mrs. Amel Ahras	30h
M3	Finance, Sustainable Development & Sustainable Performance	Mrs. Laurence Porteu	30h
M4	Marketing, Social Media Practices & Sustainable Performance	Mr. Tim Pett	30h
M5	Information Systems, Organizational Design & Sustainable Performance	Mr. Gautam Nagpal	30h
M6	Sustainable Performance - Applied Research Project (ARP)	Mr. Gautam Nagpal	30h
<b>Total</b>			<b>180h</b>

Module	Subject	Professor	Number of Hours
M7	Comparison of Intercultural Sustainable Performance Practices	Mr. Tim Pett	60h
M8	Sustainable Performance of Knowledge Sharing	Mr. Laurent Sié	30h
<b>Total</b>			<b>90h</b>

Sustainability in International Business (SIB) specialization builds a holistic view of the student towards the workflows in an organization and provides deeper insights into the functioning mechanism to enable effective decision-making and implementation. The modules consisting this specialization lay equal focus upon issues concerning performance management, applied research in business and the triple bottom line. Although much of the class discussions may focus on small and medium sized enterprises (SMEs), the concepts are relevant for any type of organization (public or private, large or small).

This program provides access to a free summer program option. This supplement allows the study of sustainable performance practices on several continents. 4 cultural outings and professional networking moments allow students to share a "moment of life" that we hope will be unforgettable. .

## PROGRAM PRESENTATION

## M1 – Intercultural Leadership, Management & Sustainable Performance:

Mrs. Ghada Haddad [ghada.haddad@esc-pau.fr](mailto:ghada.haddad@esc-pau.fr)

The advocates of resource-based view consider human resource to be as valuable as any tangible assets for the organization. The impact of good human resource for the attainment of organizational goals and objectives has been extensively studied and found to be true (Jackson et al., 2014; Huselid, 1995). HRM has now been considered as strategic for organizational performance (Combs et al., 2006). Some important questions still remain unanswered – which factors of strategic HRM (specifically leadership style) directly impact global organizational performance; how does strategic HRM impact the triple bottom line (especially, social and environmental performance); which organizational practices are the High-Performance Work Practices in relation to strategic HRM.

## M2 – Managerial Innovation and Sustainable Performance:

Mrs. Amel Ahras [amel.ahars@esc-pau.fr](mailto:amel.ahars@esc-pau.fr)

This course is jam-packed with loads of opportunities to get a new idea about innovation at a managerial level. Through this course we will understand the basics of what Innovation is, while also exploring the different types of innovation (with a special focus on managerial one though). Finally, the course will turn towards answering how we can drive sustainable organizational performance using managerial innovation. We will also get to study recent articles and studies about these topics.

## M3 – Finance, Sustainable Development & Sustainable Performance:

Mrs. Laurence Porteu de la Morandiere [laurence.porteu@esc-pau.fr](mailto:laurence.porteu@esc-pau.fr)

Historically, organizational performance has been measured with respect to financial gains and profits or maximisation of shareholders wealth. With the introduction of Elkington's Triple Bottom -Line (TBL); organizational performance was expanded to social and environmental performance (Elkington, 1998). There is still no consensus regarding the metrics that constitute TBL. Another aspect of contention is the link between financial performance and non-financial performance (sustainability and social performance). There is a need to sift through conflicting academic studies and make a concise review for better understanding the metrics of Global Organizational Performance (Parmar et al., 2010)

## M4 – Marketing, Social Media Practices & Sustainable Performance:

Mr. Tim Pett [tim.pett@esc-pau.net](mailto:tim.pett@esc-pau.net)

Marketing in the last decade has been revolutionized by social media. It has been used as an effective tool to gather information and data and also to disseminate information to the consumers. Trainor e al. (2015) showed the positive impact of social media practices (social CRM) on performance. The research in this regard has been focussed on financial performance only (Foltean, 2019).

## M4 – Marketing, Social Media Practices & Sustainable Performance:

Different marketing practices being employed gives rise to different resource allocation considerations. Do the type of marketing practice have an impact on the global performance of an organization?

## M5 – Information Systems, Organizational Design & Sustainable Performance:

Mr. Gautam Nagpal [gautam.nagpal@esc-pau.fr](mailto:gautam.nagpal@esc-pau.fr)

With the advent of advanced technological capabilities business processes have been streamlined and extensively digitalized. These advanced business analytics and information systems have a positive impact on financial performance (Wamba, 2017; Aydiner, 2019). There are still unexplored questions about the impact of IS on environmental and social performance of firms. How does the choice of the IS determines the choice of organizational design?

## M6 – Sustainable Performance - Applied Research Project (ARP):

Mr. Gautam Nagpal [gautam.nagpal@esc-pau.fr](mailto:gautam.nagpal@esc-pau.fr)

Research methodologies both quantitative and qualitative aide managers in taking important decisions in the complex business situations. Learn how to use these strategies to solve business issues that a manager faces in the international context. Explore the use of research methods for explaining sustainable performance and management practices. Learn to combine research methodologies and to study the actual business strategies vis-à-vis intercultural settings.

## M7 – Comparison of Intercultural Sustainable Performance Practices

Mr. Tim Pett [tpett@esc-pau.net](mailto:tpett@esc-pau.net)

Having already learnt about performance and organizational sustainability in the previous courses above, this course aims at diving deeper into the management strategies and practices that act as a catalyst for sustainable performance. Essentially addressing – What are the drivers of sustainable performance? The students will do a multilayer analysis dissecting each strategic level and articulating the drivers of sustainable performance. After deconstructing performance, the students will work their way upwards – to analyze the drivers of global performance for an enterprise.

## M8 – Sustainable Performance of Knowledge Sharing:

Mr. Laurent Sié [laurent.sie@esc-pau.fr](mailto:laurent.sie@esc-pau.fr)

The main thrust of the module is to discuss how organizations implement effective knowledge management initiatives and strategies, focusing on the organizational context and culture that foster, support and amplify the layers of performance (People, Planet; Profit) . It will be applied to the Sustainable Performance Practices study and to your experience in this summer program.

OPTION SUMMER  
PROGRAM (MAY-JUNE)

## PROGRAM OBJECTIVES

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The general purpose of this special track is to educate students for effective sustainable management, responsible leadership, and global citizenship. This program sensitizes students towards the different notions of sustainable organizational performance and cross functional factors affecting it.

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## STUDENT FEEDBACKS

*"I appreciate the opportunities and experiences this program gave me and cannot wait to apply the knowledge I have gained from this experience to the furthering of my education, my future career endeavors, and also my other international adventures I plan to take moving forward."* - Maggie Andreasen 2019

*"This experience has allowed me to grow as a person."* - Noah Gutiérrez 2019

*"This program is a program that requires a lot of workload investment. However it is worth it because the program is a compromise between hard work and discovery of new cultures."* - Théo Bousquet 2018

*"Regarding the academic side of our trip, I found it to be very informative and transformational for me. I anticipate being more engaged than I ever have been before."* - Peter Finegan 2018

*"Our course finally provided a platform for me to be exposed to consulting, and provided me with valuable hands on experience."* - Connor Meehan 2018

*"I learned about high performance organizations as well as performance of knowledge management."* - Sumit Patel 2017

*"The syllabus was planned out very well. I enjoyed having the opportunity to visit companies on Monday's and day trip's on Wednesday's."* - Katie Miller 2017

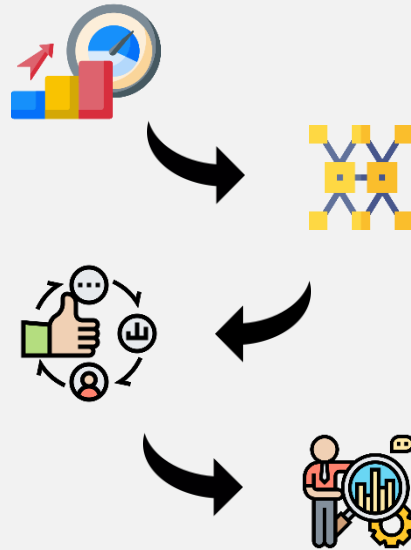
*"Over the course of this program I have gained knowledge, created memories with new friends, seen new places and become familiar with new cultures. In fact, this has been more than just a program—it has been an experience."* - Ethan Curtis 2016

*I discovered SPSS, working with groups, and, above all, got used to presenting day after day in a class setting and working with students that didn't speak English as their first language."* - Paige Timmermann 2016

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**LEARNING OBJECTIVES  
AND GOALS**

The general purpose of SIB program is to increase the students awareness about sustainable performance and the interplay of factors affecting it. Specific course objectives include to:



Actively participate in discussions about sustainable performance and related issues;

Familiarize with complexities of intercultural and diverse organizations;

Understand the determinants of effective sustainable performance; and

Replicate and adapt managerial practices to different cultural contexts.

**INTENDED LEARNING  
OUTCOMES**

After successfully completing the SIB specialization student will be able to :



Develop an appreciation for rigorous scientific research approach



Identify the essential issues of sustainable performance and the triple bottom line



Deliver oral and written communication in English



Lead intercultural teams.

**TEACHING METHOD AND  
PEDAGOGY**

All the courses in this specialization combine theory with practice through lectures (including videos and articles), a collaborative project and regular student presentations.



Theory acquisition



Brainstorming



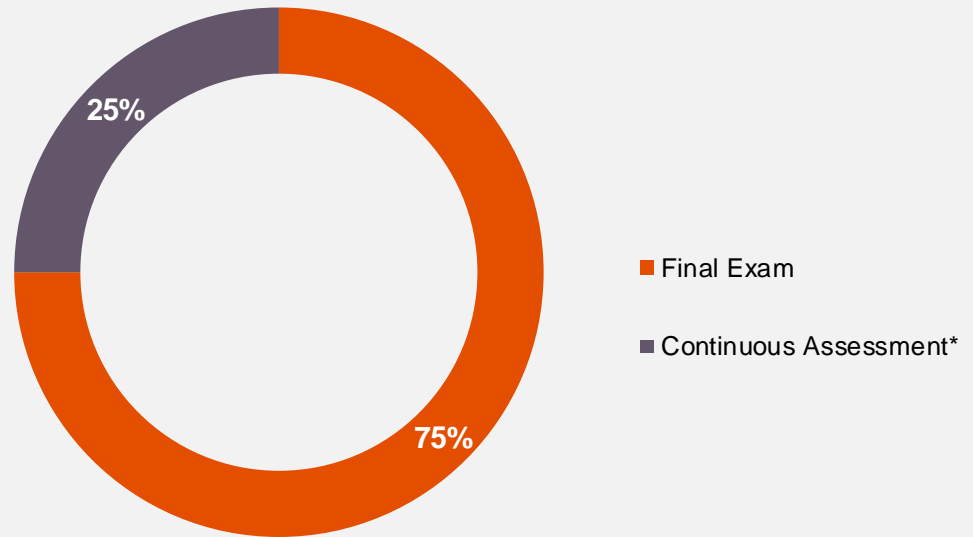
Applied business research



Case studies

EVALUATION AND  
ASSESSMENT

Grades will be based on class participation, attendance, oral presentations and a final written examination.

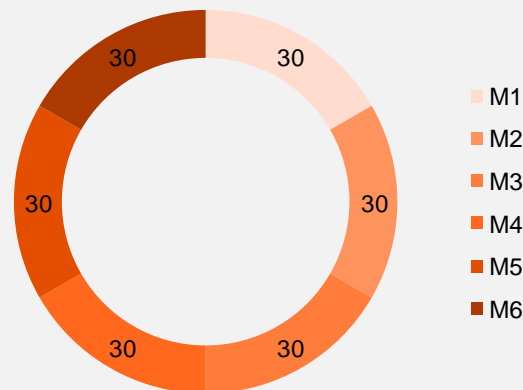


*\*Continuous Assessment comprises the grades for class participation, attendance and oral presentations.*

*A mark of '0/20' will be awarded in the following instances:*

- ✓ *absence from the final examination*
- ✓ *unjustified absences from class unless documentary evidence is provided*
- ✓ *if required work is not submitted on time.*

WORK LOAD (HOURS)





## LESSON PLAN

Program	Module	Professor	Planning	ECTS
<b>SIB</b>	M1. Intercultural Leadership, Management & Sustainable Performance	Mrs. Ghada Haddad	Jan 2023	5
	M2. Managerial Innovation and Sustainable Performance	Mrs. Amel Ahras	Jan-Feb 2023	5
	M3. Finance, Sustainable Development & Sustainable Performance	Mrs. Laurence Porteu de la Morandiere	Feb/ Mar 2023	5
	M4. Marketing, Social Media Practices & Sustainable Performance	Mr. Tim Pett	Mar 2023	5
	M5. Information Systems, Organizational Design & Sustainable Performance	Mr. Gautam Nagpal	Mar/ Apr 2023	5
	M6. Sustainable Performance - Applied Research Project	Mr. Gautam Nagpal	Apr 2023	5
			<b>Total</b>	<b>30</b>
<b>Summer program</b>	M7. Comparison of Intercultural Sustainable Performance Practices	Mr. Tim Pett	May-June 2023	10
	M8. Sustainable Performance of Knowledge Sharing	Mr. Laurent Sié	June 2023	5

## COURSE RULES AND POLICIES

- Students are obliged to attend all lessons during the course and active participation in classes will be observed and evaluated by their professors (continuous assessment).
- If it is impossible to come to a lesson, students must contact their professor and the program coordinator ([laurent.sie@esc-pau.fr](mailto:laurent.sie@esc-pau.fr)) to inform them in advance.
- If, for reasons beyond the student's control, a student has to leave the program or is absent,
  - Before the end of a course: He/she will be automatically transferred to the re-sit process;
  - After having completed a module but before giving the final exam: he/she will be automatically transferred to the re-sit process.
- Any unjustified absence of more than 2 consecutive lessons will lead to the exclusion from the whole course. The student will have a "0" score, and must then participate in the following course (module if more appropriate).

## Arriving late to the Final Exams

Beyond an hour late, a mark of "0/20" will be given automatically.

## Plagiarism

The text of the following paragraphs is taken from the "Plagiarism: information and advice" section of Bristol University Library

(<https://www.bristol.ac.uk/library/support/findinginfo/plagiarism>)

### *"What is plagiarism?"*

*In academic writing, plagiarism is the inclusion of any idea or any language from someone else without giving due credit by citing and referencing that source in your work. This applies if the source is print or electronic, published or unpublished, another student's work, or any other person.*

*Plagiarism can occur for a number of reasons:*

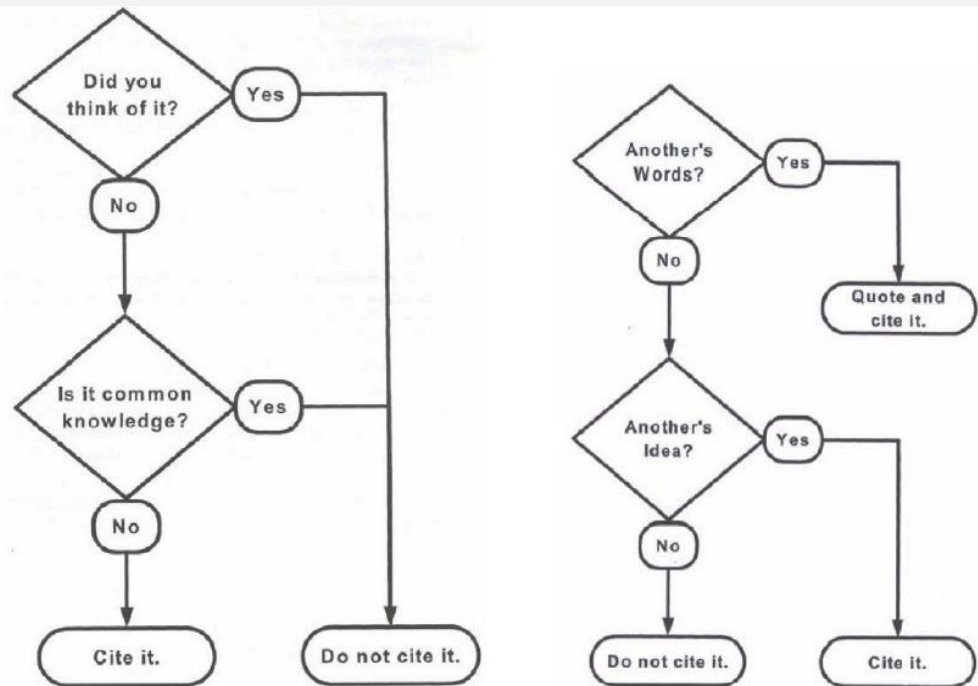
- *Simply not understanding what plagiarism is.*
- *Not citing or referencing properly within your work. The Library Services referencing pages offer help and advice on how to cite and reference.*
- *Pressure from deadlines and/or poor time-management leading to a 'cut and paste' approach to research.*
- *Disorganized research and note-taking leading to confusion between your own thoughts and ideas taken from other sources.*
- *A lack of confidence in putting things into your own words.*

*Plagiarism can take many forms. Here are some examples:*

- *Quoting another's work 'word for word' (verbatim) without placing the phrase(s), sentence(s) or paragraph(s) in quotation marks and providing a clear citation and reference.*
- *Summarizing or paraphrasing the work or ideas of another without citing and referencing the original source.*
- *Please note: Summarizing/paraphrasing is not changing a few words here and there from the original. If the language and sentence structure you use is too close to that in the original then you are plagiarizing, even if you provide a citation. Summarizing/paraphrasing is putting across the source's ideas in your own words; restating the ideas in your own way.*
- *Using statistics, tables, figures, formulae, diagrams, questionnaires, images, musical notation, computer code etc. created by others without citing and referencing the original source.*
- *Copying the work of another student, with or without their consent.*
- *Collaborating with another student and then presenting the resulting work as one's own (Consult your tutor if you are unsure about the extent of collaboration permitted in any joint work).*



- Submitting, in whole or in part, work which has previously been submitted at [your place of study] or elsewhere, without citing and referencing the earlier work. This includes re-using your own submitted work without citing and referencing (known as self-plagiarism).
- Buying or commissioning an essay or other piece of work and presenting it as your own."



From: *Using sources Effectively*: Harris (2017) p.107

## RECOMMENDED READINGS

1. Waal, A.A. de (2012a), What makes a high performance organizations: Five validated factors of competitive advantage that apply worldwide. Global Professional Publishing Limited, Cranbook, UK.  
(<https://www.hpocenter.com/wp-content/uploads/2014/01/What-Makes-A-High-Performance-Organization-chapter-1-21.pdf>)
2. Waal, A.A. de (2012b), Characteristics of high performance organizations. *Journal of Management Research*, 4(4), 39-71.
3. Kirby, Julia. (2005). Toward a theory of high performance. *Harvard Business Review*. 83. 30-9, 190. (<https://hbr.org/2005/07/toward-a-theory-of-high-performance>)
4. Pett, T. L., Errami, Y., & Sié, L. (2018). How smaller firms outperform their peers. *Journal of Business Strategy* doi: 10.1108/JBS-12-2017-0178.

## BIBLIOGRAPHY

1. <https://www.flaticon.com/>
2. Harris, R. A. (2017). *Using sources effectively: Strengthening Your Writing and Avoiding Plagiarism*, 5<sup>th</sup> Ed., Routledge, London.