

# Management – Exchange students

30th April 2019.

## **COURSE CATALOGUE: OBJECTIVES AND CONTENT**

**Fall:** start of classes: 09/09/2019 - end of classes: 06/12/2019 **Spring:** start of classes: 20/01/2020 end of classes: 03/04/2020

Location: City Campus, Audencia Business School, Nantes, France

Languages: English or French

This program trains tomorrow's business managers. Students develop mastery of key management tools and skills with the opportunity to focus on international business.

#### **LEARNING OUTCOMES:**

- Improve leadership capacities
- Gain competencies to manage multicultural and complex businesses
- Understand performance and how to drive results
- Develop organizational change management strategies
- Understand company strategies to become innovative
- Become effective future managers

## **Exchange Students**

## **FALL TERM**

	Credits
Business Fundamentals Series	
Principles of Strategy	3
Developing self and others	3
Principles of accounting	3
Principles of finance	3
Business Discovery Series	
Strategic Business Environment	
Business simulation	3
Impact of Innovation on Global Strategy	3
CSR & Value Creation	3
Leadership, HR and Organization	
Creativity, Design Thinking and Innovation	3
Leading multicultural teams	3
Conflict Management	3
Accounting, Finance and Economics	
Piloter par calcul des coûts cibles (in French)	3
Financial analysis for decision making	3
Marketing & Sales	
Digital Marketing	3
EU Commercial relation & Incentives	3
Language and Culture	
French as a Foreign Language / Business English	3
Cross cultural & Comparative Management	3
Agribusiness	
Acteurs & Stratégies de la filière agroalimentaire (in French)	3
Enjeux de performance dans l'agroalimentaire (in French)	3
Gestion des risques & sécurité alimentaire (in French)	3

## **SPRING TERM**

	Credits
Business Fundamentals Series	
Principles of Organization and Management	3
Principles of Economics	3
Principles of Marketing	3
Business Discovery Series	
Strategic Business Environment	
Advanced Business simulation	3
Strategic Awareness and Future Thinking	3
Leadership, HR and Organization	
Leadership soft skills	3
Marketing & Sales	
Brand, design & packaging	3
Language and Culture	
French as a Foreign Language / Business English	3
International Trade & Development	
International Trade negotiation	3
International Business law	3
Management of international trade operations	3
Supply Chain & Procurement	
Supply chain Management	3
Purchasing Process	3
Lean management	3

## **COURSE DESCRIPTIONS**

## Language: English

#### Business simulation (REQ)

contact hours: 24

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3 FCTS

In the Business Simulation course, students, in groups of six to ten, will manage a virtual company as an aid to learning, by doing, about the practical aspects of running a company in a dynamic international environment

## Impact of Innovation on Global Strategy

contact hours: 24

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3 ECTS

The aim of the course is to provide understandings of how innovation takes place and highlight impacts on global strategy. The focus of the course is on practices and processes that companies use to manage innovation effectively. The course is designed to explain why company should innovate and how innovation should be implemented. The course will provide examples of both successful and unsuccessful innovation projects.

#### **CSR & Value Creation**

contact hours: 24

3 ECTS

This course explores the relationship between Corporate Social Responsibility (CSR) and Value Creation. Some see CSR as a threat, while others believe it is a source of value creation. Students will learn about how CSR can drive value at different levels in the organization — Strategy, Human resources, Supply chain, Marketing and Finances. This course will be conducted via Audencia MOOC along with a coach. It will provide a certification if succeeded.

## Creativity, Design thinking and Innovation (REQ)

contact hours: 24

3 ECTS

The workplace of tomorrow is an uncertain place. We live in a rapidly changing world, and design innovations such as artificial intelligence (AI), robotics, and big data are rapidly changing the fundamental nature of how we live and work. As technology takes over some roles, the "human" side of management will be what makes the difference.

This highly applied class exposes you to a variety of critical skills required of future managers and is composed of a series of workshops that give you "hands on" experience. Subjects treated can include: listening skills, feedback skills, design thinking, storytelling and user experience.

## Conflict management

contact hours: 24

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3 ECTS

All students will be involved in conflict and conflict resolution throughout their future professional lives. This course is designed to learn how to manage conflict through negotiation. You will acquire skills to reach peaceful conflict resolution. The course consists of lectures on decision processes and conflict management strategies, class discussions and student presentations on assigned conflict management topics as well as simulation games illustrating various aspects of conflict management.

## Leading multicultural teams (REQ)

contact hours: 24

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3 ECTS

The module aims to help students gain an understanding of the key special topics of building an efficient multicultural team, aid students to make efficient group decisions and leads students' projects.

Specific topics treated include: team vs group; defining team performance (Blanchard); team chartering; team roles (Belbin); the dysfunctional team (Lencioni), team diversity; cultural dimensions of teams, distributed global teamwork; virtual teamwork tools and mechanisms

#### Principles of organization and management

contact hours: 24

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3 ECTS

The course aims at providing some basic knowledge of the major principles and dominating theories and paradigms in management (contemporary management and marketing) and organization. Developing the students' capacity to understand the roles and major characteristics of individuals, groups and systems in organizations. The course will emphasize the behavioural nature of management, exploring the formal and informal levers by which managers can influence human behaviour in organizations. It also aims to develop their critical thinking skills. You are expected to become familiar with the main concepts of management (strategy, marketing), and organization and to recognize them in real life situations and to be able to start a critical reflection on them.

#### Principles of accounting

contact hours: 24

3 ECTS

The objective is to familiarize students with accounting terminology and methods so that they are able to interpret, analyse, and evaluate financial statements published in annual reports. By the end of this course, students should be

able to easily read the two principal financial statements of a company's annual report (balance sheet and income statement) knowing the basic contents of each line item and the journal entries that create them.

## Principles of Economics

contact hours: 24

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3 ECTS

This introduction to Managerial Economics aims at helping participants use readily available information (ex. Daily newspapers, Web) to keep aware of economic conditions and understand how changes in economic conditions may impact business performance.

## Financial Analysis for decision making

contact hours: 24

38

3 ECTS

Financial health of companies is a strategic issue. This course aims to deal with financial ratios to be able to assess company's solvency, as to say its ability to pay off debts. Thank to this analysis you will be able to make the best possible decision to manage the company activity. You will learn how to create an efficient tool to steer the financial activity of the company and to enable decision making.

## French as a Foreign Language / Business English (REQ) contact hours: 24

NZ

3 ECTS

This course is designed to help students develop oral and written skills in French, and includes listening and reading in French. Some cultural information about French-speaking countries will be included.

#### **Digital Marketing**

contact hours: 24

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3 ECTS

Today, through various digital media (smartphone, tablet, computer...), digital marketing offers companies and brands the means to generate growth while controlling the return on investment and customer relations. This in-depth study provides the methodologies and techniques necessary to build and manage "digital marketing" strategies.

#### **EU Commercial relation & Incentives**

contact hours: 24

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3 ECTS

This course offers a broad overview of EU trade and investment strategy with EU and non-EU countries. It will begin with the steps of EU integration, policies and decision making. It will focus on agreements in force with EU key partners and the latest development agreements. Topics include the Trade barriers in the modern global economy. Students will be given the opportunity to identify how European companies benefit from these agreements to boost their competitiveness.

## Cross cultural & Comparative Management

contact hours: 24

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3 ECTS

Firstly, the course focuses on cross cultural differences identification. Secondly, it will introduce students to the European, North-American and Asian management style. As cross-border activities lead to cross cultural interaction, students will need to understand those differences to be able to adapt their management style to other cultures.

#### **Principles of Strategy**

contact hours: 24

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3 ECTS

The course prepares students in:

- Identifying and examining the components of strategic issues and policy decisions facing businesses and how current thinking addresses these issues.
- Improving analytical ability in assessing strategies and policies that determine the long-term success of firms.
- Evaluating why some firms succeed and others fail.
- Analysing internal organizational strengths and weaknesses and external environmental opportunities and threats.

#### Advanced business simulation

contact hours: 24

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3 ECTS

Note: Business Simulation from Semester 1 is not a pre-requisite.

In the Business Simulation course, students, in groups of six to ten, will manage a virtual company as an aid to learning, by doing, about the practical aspects of running a company in a dynamic international environment.

## Strategic Awareness and future thinking

contact hours: 24

3 ECTS

Note: Creativity, Design thinking and Innovation from Semester 1 is not a pre-requisite. The workplace of tomorrow is an uncertain place. We live in a rapidly changing world, and design innovations such as artificial intelligence (AI), robotics, and big data are rapidly changing the fundamental nature of how we live and work.

This highly applied class exposes you to a variety of critical skills required of future managers and is composed of a series of workshops that give you "hands on" experience. Subjects treated include: information gathering and monitoring, creative thinking skills, forward thinking skills (futuring /prospective analysis), building personal brand.

## Developing self and others (REQ)

contact hours: 24

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3 ECTS

Developing one's skills and helping others to develop is a core competency of all successful managers. But how is this done effectively? What methods in development work? This course takes a deep dive into development methods and helps you to become a better learner. The course also aims at developing your self-directed learning skills to help you learn how fix learning goals, measure advancement and increase learning effectiveness.

#### Leadership Soft skills (REQ)

contact hours: 24

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3 ECTS

Soft skills focuses on having a developed sense of who you are, what you can do, where you are going coupled with the ability to influence your communication, emotions and behavior on the way to getting there. Self-leadership also aims at developing your self-directed learning skills to help you learn how fix learning goals, measure advancement and increase learning effectiveness.

## Principles of Finance

contact hours: 24

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3 ECTS

This course aims to familiarize students with the fundamentals of finance, identify and understand the main financial indicators and be able to communicate better with CFOs and CFOs

## Principles of Marketing

contact hours: 24

3 ECTS

The course supplies the student with basic skills of model marketing management principles and techniques. At the end of the course the student will be able to: Understand marketing language, understand the importance of a marketing plan, acquire basic skills of marketing principles, describe the components of the marketing mix, get to know the principal behaviour of consumers and companies, list the principal models of market and clientele analysis, understand the evolution of company behavior.

## Brand, design & packaging

contact hours: 24

3 ECTS

Firstly, the course focuses on the marketing strategy in the specific context of the agro-food industries. Then it will focus on the brand strategy (how to think and manage the brands by integrating notions of interactions and brand identity). Finally, it will allow moving from a strategic perspective to an operational perspective. Students will understand the link between brand, design and packaging. The goal is to go deeper into the particularities of agro food industry packaging.

## International Trade negotiation

contact hours: 24

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3 ECTS

The course is business oriented. It will combine lectures, practical cases and application on export activities such as distribution channel, international logistics, customs compliance and international payment strategy. In small teams, students will have to deal with a successful completion and negotiation of an international trade offer.

#### International Business law

contact hours: 24

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3 ECTS

This course offers students the opportunity to develop an advanced understanding of the law governing commerce and finance in today's international market.

Multinational companies must regularly overcome a wide range of legal and governance issues in order to do business worldwide. This course encourages students to explore the legal challenges faced by international business and analyse the fundamental legal framework for dealing with them. Students study areas such as corporate governance, international trade transactions and competition law.

## Management of international trade operations

contact hours: 24

3 ECTS

A course in international trade prepares students to be able to operate an international trade business. As such, it focuses on providing students with knowledge on the current factors that affect trading, as well as proper monitoring, evaluating and trading processes. Upon completing the course students are usually equipped to plan and engage in effective trade practices.

## Supply chain Management

contact hours: 24

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3 ECTS

The objective of this course is to enable students to understand the strategic role of Supply Chain Management and how it can be turned into a distinctive competency. You will learn how to create value both for internal and external

customers in a cross-functional approach (process & system). You will focus on company's profitability and performance and understand how it can sustain a business model. You will acquire the fundamental basis to manage the flows of a company with a focus on upstream flows.

## **Purchasing Process**

contact hours: 24

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3 ECTS

This course is designed to provide a clear understanding of operational and strategic purchasing management. Upon successful completion of this course a student will be able to:

- Identify and analyze needs
- Create technical or functional specifications
- Research, consult and select potential suppliers
- Make the link between purchasing strategy and business strategy
- Identify different purchasing strategies and analyze risks
- Discover different purchasing organization

## Lean management\*\*\*\*

contact hours: 24

212

3 ECTS

The purpose of this course is to get familiar with a virtuous circle of management. The goal is to create a company management while eliminating waste created through overburden but also through unevenness in workloads. Hunting non added value task will be at stake. Once this management gets familiar you will perform a practical case with a transversal approach. You will have to identify drivers of growth and value creation bearing in mind internal & external customer satisfaction.

#### Language: French

## Piloter par calcul des coûts cibles

heures de cours : 24

3 ECTS

Avec une concurrence de plus en plus dense et multiforme il devient impossible de fixer ses tarifs à partir de ses coûts. Le raisonnement inverse s'impose, à partir du prix de vente du marché vous allez établir un coût cible pour préserver votre marge.

## Acteurs & Stratégies de la filière agroalimentaire\*\*\* heures de cours : 24

3 ECTS

Ce cours va permettre tout d'abord de cerner tous les secteurs concernés par l'industrie agroalimentaire. L'objectif est d'identifier les entreprises de ces secteurs par régions françaises et à l'international. Des producteurs aux distributeurs, le challenge est de comprendre leurs stratégies et d'en apercevoir l'évolution aussi bien en termes de négociation que de supply chain.

## Enjeux de performance dans l'agroalimentaire

heures de cours : 24

3 ECTS

La supply chain agroalimentaire est confrontée à des défis quotidiens de plus en plus complexes et à l'impératif d'excellence requis par la GMS le respect de la chaine du froid. Ce cours a pour but d'apporter la maîtrise des circuits logistiques de biens et d'information. Il s'agit de comprendre comment aligner la stratégie de l'entreprise avec les opérations grâce à un processus S&OP (Sales & Operation Planning) structuré et pragmatique. Le défi est de comprendre comment le pilotage de la supply chain peut-être un accélérateur de développement.

#### Gestion des risques & sécurité alimentaire

heures de cours : 24

3 ECTS

La sécurité sanitaire des aliments est une composante essentielle pour la protection de la santé publique. L'Union Européenne a défini des normes à respecter dans le « paquet hygiène ». L'objectif de ce cours est d'identifier les outils à la disposition des entreprises pour respecter ce cadre réglementaire pour la commercialisation en France ou à l'international. Le cours s'attache à définir les responsabilités et obligations des exploitants du secteur alimentaire, à expliquer le rôle des services vétérinaires. Il inclut les notions d'origine, de marquage CE ainsi que de contrôle HACCP.