

## COURSE CATALOGUE: OBJECTIVES AND CONTENT

60 ECTS

**Fall:** start of classes: 10/09/2018 - end of classes: 20/12/2018  
**Spring:** start of classes: 21/01/2019 end of classes: 19/04/2019

Language: English or French

Location: City Campus Audencia Business School, Nantes, France

This program trains tomorrow's business managers. Students integrate the management tools and managers' skills with the opportunity to focus on international businesses or/and industrial issues.

### LEARNING OUTCOMES:

- 🌀 Improve leadership capacities
- 🌀 Gain competencies to manage multicultural and complex businesses
- 🌀 Become company profitability oriented
- 🌀 Develop organizational change management strategies
- 🌀 Understand companies strategies to become innovative and effective managers

## Fall


### HUMAN MANAGEMENT:

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|--|-------------------|---|--------|
| Team Building & Leadership Development | contact hours: 18 |  | 3 ECTS |
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In this course students will increase their own leadership capacities through feedback, reflection and practice. Leadership development concepts will be immediately applicable. You will be required to write a journal to record leadership moment encountered. Students will explore how to build winning teams to achieve whatever goals it has set. It requires personal curiosity as well as openness and sharing in class discussions.

|                     |                   |   |        |
|---------------------|-------------------|---|--------|
| Conflict Management | contact hours: 12 |  | 2 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.

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|----------------------------|-------------------|---|--------|
| Human Resources Management | contact hours: 16 |  | 2 ECTS |
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From a defined HR policy in the company, you will learn how to deal with it as an employee. As a manager, you will share, spread and bring your team on board in respect for established HR rules. This course allows you to identify and manipulate the tools to effectively recruit and push forward your teams. The goal is to know how to talk HR to your team.

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| Calypso Up | heures de cours : 8 |  | 1 ECTS |
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Ce cours vise à vous préparer à l'entrée en M2 et à la vie active d'un Manager. Vous aurez l'opportunité de travailler les dossiers de candidatures et de réaliser des exercices de simulation d'oral afin de maximiser vos chances de poursuite d'étude. Vous réfléchirez sur la gestion des priorités parmi les tâches professionnelles, la résilience face au stress et la soif de réussite.

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| Management collaboratif | heures de cours : 12 |  | 2 ECTS |
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Jusqu'alors très rationnel, analytique et standardisé, le management de demain devra mobiliser l'autre partie de notre humanité : la valorisation de l'intelligence humaine. Vous allez apprendre à manager en devenant un accompagnateur favorisant la coopération et la cohésion d'équipe en prenant en compte les spécificités et compétences de vos collaborateurs. Ce cours vise à présenter un management qui ose remettre en cause certains paradigmes et en adopter de nouveaux pour insuffler un esprit collaboratif dans son équipe.

#### **FINANCIAL MANAGEMENT:**

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| Financial Analysis for decision making | contact hours: 18 |  | 3 ECTS |
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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.

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| Piloter par calcul des coûts cibles | heures de cours : 12 |  | 2 ECTS |
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Avec une concurrence de 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.

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| Fiscalité, TVA & réglementation Européenne | heures de cours : 12 |  | 2 ECTS |
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La fiscalité est un critère majeur de prise de décision, que ce soit pour une embauche, une implantation ou un investissement. Ce cours vise à apporter la connaissance de l'organisation du système fiscal français. Vous allez identifier les différents impôts et comprendre l'administration fiscale. Le cours s'appuie sur de nombreux cas d'entreprises privilégiant une approche très opérationnelle.

#### **STRATEGIC MANAGEMENT:**

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| Impact of Innovation on Global Strategy | contact hours: 18 |  | 3 ECTS |
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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.

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| CSR & Value Creation | contact hours: 12 |  | 2 ECTS |
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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.

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| Data mining & Knowledge Management | contact hours: 18 |  | 3 ECTS |
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This class aims to equip you with highly demanded business analytics skills. The course will focus on extracting hidden knowledge from information recorded in databases and the web. Students will learn how to locate useful information and how to transform it into actionable knowledge to improve business decision making.

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| Corporate Strategy Analysis | contact hours: 30 |  | 5 ECTS |
|-----------------------------|-------------------|---|--------|

This course aims at providing the students with a greater understanding of French companies in the International Business world. It will offer the opportunity to visit French companies. Students will conduct upstream researches on the targeted companies. Then, they will visit the company itself. Finally, they will report back on its strategic issues further to studied field of competence.

### **MARKETING MANAGEMENT:**

|                                    |                   |   |        |
|------------------------------------|-------------------|---|--------|
| EU Commercial relation & Incentive | contact hours: 12 |  | 2 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.

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|---|-------------------|---|--------|
| Cross cultural & Comparative Management | contact hours: 18 |  | 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.

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|----------------------|-------------------|---|--------|
| Community Management | contact hours: 12 |  | 2 ECTS |
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This course will teach you how to establish a supportive community that will deepen the online voice of a company. You will first learn how to create content that gets noticed and how to utilize them in your social strategy. This course will focus on listening tools to identify trend and strategy to influence those trends.

### **LOGISTICS MANAGEMENT:**


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| Supply chain Management | contact hours: 18 |  | 3 ECTS |
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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.

## **COMMUNICATION MANAGEMENT:**

|                 |                   |   |        |
|-----------------|-------------------|---|--------|
| Public speaking | contact hours: 18 |  | 3 ECTS |
|-----------------|-------------------|---|--------|

The course aims to help students to prepare speeches that are easier to deliver orally. First you will learn how to articulate thoughts clearly to be able to draft clear and concise arguments and then you will produce speeches and examine speeches of others to improve your communication skills. This course is conducted via on line courses along with a coach evaluating improvements.

|                              |                   |   |        |
|------------------------------|-------------------|---|--------|
| French as a Foreign Language | contact hours: 30 |  | 5 ECTS |
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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.

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| Multilingual Project | contact hours: 12 |  | 2 ECTS |
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Pre requisite: English speaking student + a second language Spanish or German.

The aim of this course is to develop the students' ability to communicate effectively in English and in a third language. This course will be conducted via lecture, in-class activities, students' presentation and lab activities. Students will have to take part in a commercial meeting, solving issues in English, Spanish or German. The goal is to be able to switch at ease with three languages during a commercial meeting.

## **Spring**

### **INDUSTRIAL TRACK:**

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| Lean management | contact hours: 24 |  | 4 ECTS |
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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.

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| Conducting an Audit | contact hours: 30 |  | 5 ECTS |
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Audits help businesses to assess their level of performance and Supply Chain maturity compared to recognized best practices (ASLOG reference Guide Book). You will discuss the various steps in conducting an audit. This course will focus on the methodology and interview techniques. You will have to practice Audit in role play, analyze the collected data, evidence from interview and produce recommendations to improve the overall performance of the Supply Chain.

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| Purchasing Process | contact hours: 30 |  | 5 ECTS |
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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

## AGROFOOD TRACK:

Acteurs & Stratégies de la filière agroalimentaire    heures de cours : 24        4 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.

Strategy: brand, design & packaging    contact hours: 12        2 ECTS

Firstly, the course focuses on the marketing strategy in the specific context of the agro-food industries (from diagnosis to strategic decision-making). 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.

Enjeux de performance dans l'agroalimentaire    heures de cours : 12        2 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 chaîne 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 : 18        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.

## INTERNATIONAL EXPERTISE:

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|---------------------------------|-------------------|---|--------|
| International Trade negotiation | contact hours: 24 |  | 4 ECTS |
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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.

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| International Quality Process | contact hours: 30 |  | 5 ECTS |
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This course focuses on the AEO concept as a project management course. It is based on the Customs-to-Business partnership introduced by the World Customs Organization (WCO). The EU has concluded and implemented Mutual Recognition of AEO programs with Norway, Switzerland, Japan, Andorra, the US and China. Tutorials will provide needed material to be able to understand customs issues and requirements. Students will work for a company willing to implement that status. You will have to assess the current situation of the company in terms of customs issues then you will have to build an action plan to comply with AEO requirements.

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|---------------------------------------|-------------------|---|--------|
| Going International thanks to Digital | contact hours: 18 |  | 3 ECTS |
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This course is designed to create a digital communication strategy to break into new markets. By group of students you will pitch a digital business idea to develop a program / a company to a targeted market. The best feasible idea will be chosen. Then you will develop that digital communication dedicated to an international target market.

## STRATEGIC MANAGEMENT:

|                             |                   |   |        |
|-----------------------------|-------------------|---|--------|
| Corporate Strategy Analysis | contact hours: 24 |  | 4 ECTS |
|-----------------------------|-------------------|---|--------|

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|               |                     |   |        |
|---------------|---------------------|---|--------|
| Business Game | heures de cours : 7 |  | 1 ECTS |
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As a final touch a play role game will allow students to practice negotiation and cross-disciplinary competences such as communication, marketing, financial or international trade dedicated to the agro food industry.

## HUMAN MANAGEMENT:

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| Calypso Up talent identification & improvement | contact hours: 7 |  | 1 ECTS |
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This course is designed to talent identification & improvement. A test will help you to be aware of qualities and competencies but also of your weaknesses and lack of competences in some fields. A coach will help you to reduce your weaknesses and even to find clues to turn weaknesses into strength.

|  |                   |   |        |
|--|-------------------|---|--------|
| Team Building & Leadership Development | contact hours: 18 |  | 3 ECTS |
|--|-------------------|---|--------|

In this course students will increase their own leadership capacities through feedback, reflection and practice. Leadership development concepts will be immediately applicable. You will be required to write a journal to record leadership moment encountered. Students will explore how to build winning



teams to achieve whatever goals it has set. It requires personal curiosity as well as openness and sharing in class discussions.

|                            |                          |   |               |
|----------------------------|--------------------------|---|---------------|
| <b>Conflict Management</b> | <b>contact hours: 12</b> |  | <b>2 ECTS</b> |
|----------------------------|--------------------------|---|---------------|

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.

### **MARKETING MANAGEMENT:**

|   |                          |   |               |
|---|--------------------------|---|---------------|
| <b>EU Commercial relation &amp; Incentive</b> | <b>contact hours: 12</b> |  | <b>2 ECTS</b> |
|---|--------------------------|---|---------------|

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|--|--------------------------|---|---------------|
| <b>Cross cultural &amp; Comparative Management</b> | <b>contact hours: 18</b> |  | <b>3 ECTS</b> |
|--|--------------------------|---|---------------|

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.



### **COMMUNICATION MANAGEMENT:**

|                        |                          |   |               |
|------------------------|--------------------------|---|---------------|
| <b>Public speaking</b> | <b>contact hours: 18</b> |  | <b>3 ECTS</b> |
|------------------------|--------------------------|---|---------------|

The course aims to help students to prepare speeches that are easier to deliver orally. First you will learn how to articulate thoughts clearly to be able to draft clear and concise arguments and then you will produce speeches and examine speeches of others to improve your communication skills. This course is conducted via on line courses along with a coach evaluating improvements.

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|-------------------------------------|--------------------------|---|---------------|
| <b>French as a Foreign Language</b> | <b>contact hours: 14</b> |  | <b>2 ECTS</b> |
|-------------------------------------|--------------------------|---|---------------|

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|--|--------------------------|--|----------------|
| <b>Internship &amp; Skill Assessment Exam<br/>or Captstone course / International Practical Case</b> | <b>contact hours: 30</b> |  or  | <b>10 ECTS</b> |
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### **☒ From April to July**

Students will have to conduct a research on a strategic issue defined by a company. This applied research will be assisted by a coach. A written submission and an oral presentation will be due to the company and to the School in June.

Instead of this applied research, students may choose to carry out an internship. It includes a final oral presentation.