



Audencia Group

COURSE CATALOGUE

Courses taught in **English**



Introduction

Audencia Group offers a wide range of programs, available at different levels of study and different sites in Nantes (and also in Paris). Below you can find more information about the French Higher Education system and our different programs. Audencia Group's schools and programs have been highlighted

Age	Diploma			
23	Doctorate (3 years)/ ♦ Audencia MBA (with professional experience)			
22	Master (2 years)	♦ Audencia Grande Ecole Master's Program (2 years)	♦ Audencia International Master's degree (IMM / MSCPM)	♦ Short programs (1 to 6 weeks)
21			♦ SciencesCom Master's Degree	
20	Licence (3 years)/ Undergraduate/BA/BS	♦ Audencia Grande Ecole Core Courses	♦ Ecole Atlantique Bachelor programme (3 years)	
19				
18		Preparatory class (Entrance Examination)	♦ SciencesCom BA program	
HIGH School diploma called "baccalauréat"				

Our programs offer courses in English for students in various fields such as management, marketing, finance, logistics, European business...Theoretically speaking, students need to choose all their courses among the same "block" (for example, among the "Grande Ecole" or "IMM" program)

Please note that this catalogue is for information purposes only. Courses may be subject to change without previous notice.

Audencia Nantes provides education and personal development guidance to students who will assert themselves as responsible, highly-skilled managers and entrepreneurs having a global awareness and a broad culture who are attentive to giving meaning to their decisions and actions. To do so, Audencia Nantes produces and diffuses management knowledge useful for academic disciplines, firms, and the classroom.

NOTE THAT FRENCH AS A FOREIGN LANGUAGE IS AVAILABLE TO INTERNATIONAL STUDENTS.



Audencia : 3 SCHOOLS in the city of Nantes



Audencia Nantes
École de Management



École Atlantique
de Commerce



SciencesCom

COURSES TO BE TAKEN AT

AUDENCIA NANTES SCHOOL OF MANAGEMENT



GRANDE ECOLE PROGRAM

1. CORE COURSES (spring and fall terms)

Grande Ecole program is one of Audencia Nantes' main programs. It is very selective (French students need to study for 2 years after their high school diploma and pass a competitive exam to be accepted in the 1st year of the program at Audencia). Foreign students can choose courses from Semester 3, so the ones below starting with S3 code. Please note that these courses are generally designed for international students with a background of between 3 to 4 semesters of study in higher education.

MANAGEMENT CONTROL **CREDITS: 5 ECTS**

This course focuses on key issues related to management control, including: methods and techniques of forecasting, budget control and evaluation of responsibility centers. The program is designed to improve students' analytical and decision making skills. Participants will indeed gain a better understanding of the ways firms operate through lectures, discussions, case analysis and personal work. The whole course represents a minimum of 10 hours of personal work.

INITIATION TO ENTREPRENEURSHIP **CREDITS: 3 ECTS**

*If you want to take this course you MUST also take **STRATEGY AND ENTREPRENEURSHIP***

This course is designed to help students understand the concept of entrepreneurship, the present context and projected tendencies in company creation, together with the socio-economic profile of the company creator and to identify the psychological characteristics of the entrepreneur and understand the process of setting up a business. In addition to theoretical input, students undertake self-analysis entrepreneur profile exercises and learn how to draw up a Business Plan.

STRATEGY AND ENTREPRENEURSHIP

CREDITS: 5 ECTS

*If you want to take this course you MUST also take **INITIATION TO ENTREPRENEURSHIP***

The strategic management process is the full set of commitments, decisions, and actions required for a firm to develop a vision and compelling business plan to achieve strategic competitiveness, earn above average returns and sustain growth. The course will develop knowledge of the strategic management process, including strategy analysis, formulation and deployment, including embracing and managing rapid and constant change while minimizing disruption and chaos.

BUSINESS SIMULATION

CREDITS: 3 ECTS

The objective of the course is for students to have a broad overview of main marketing challenges. Students will focus on the firm's marketing strategy and will resort to operational marketing. The course will also look at the impact of marketing decisions on other departments of the firm such as accounting, HRM...The course mainly consists in a business game and students will have to dive into real, concrete and practical marketing decisions.

FINANCIAL ANALYSIS

CREDITS: 5 ECTS

In this course, students learn to evaluate the risks of a company, measure its profitability and evaluate it. Content is as follows: financial analysts, financial analysis ratios, balance-sheet analysis (working capital, working capital needs, treasury), functional balance sheets and financial structure, financing tables, financial balance sheets (ratios), scoring and grading, financial and economic profitability, the leverage factor, project flows & free cash flow, financing plans.

SECTOR-SPECIFIC MARKETING

CREDITS: 5 ECTS

This simulation course (Jessie or Markstrat3 simulations) is designed to synthesize marketing techniques with a view to developing marketing strategies and marketing plans.

At the end of the course, students should be able to understand better the relation between marketing and strategy, evaluate the financial and accounting consequences of diverse commercial choices and define and criticize marketing plans.

HUMAN RESOURCE MANAGEMENT

CREDITS: 5 ECTS

The course is an accessible and lively introduction to the world of human resource management (HRM), focusing on the frameworks of people management strategies, and covering the basic operational areas and practices of HRM. Throughout the course we are going to discuss key topics and issues surrounding people management in organizations.

EUROPEAN BUSINESS ENVIRONMENT

CREDITS: 5 ECTS

This course is designed to examine the background and current position of Europe and the European Union to help students understand the factors and influences at work in the European business environment. This involves understanding the circumstances faced by Europe's firms, some of which are legacies of history and some which are changing faster than many think, and the effects of numerous government and EU initiatives to bolster European corporate performance.

PROJECT MANAGEMENT
CREDITS: 3 ECTS

This course provides an introduction to all aspects of project management. Projects management tools are no longer devoted to technical projects but are becoming a method of management, so we start the course with an overview of project organizational structures and their relation with the organization and the different stakeholders. Then we apply the method of the Project Management Institute on a project and analyze its relevance.

Students will also be able to choose 2 out of these 4 courses:

ORGANIZATIONAL CHANGE MANAGEMENT
CREDITS: 3 ECTS

This course will provide students with a conceptual framework focusing on the strategic importance of managing change and development in various organizations. Changing organizational environments create the necessity for organizations to respond to and effectively deal with unsteadiness. The ability of an organization's human resources to acclimatize to such conditions, adopt and fruitfully use new practices, technologies and develop conducts of performing organizational tasks is essential to proactive and sustainable human service organizations.

INTERNATIONAL FINANCE
CREDITS: 3 ECTS

This course focuses on open economy macroeconomics, external balance of a national economy, foreign exchange markets, exchange rates, international financial markets and global financial system. The course also discusses exchange rate risk management and derivative instruments.

DIGITAL MARKETING AND SOCIAL NETWORKING
CREDITS: 3 ECTS

Through readings, case studies and hands-on projects, students will get an understanding of prospering online marketing strategies, user generated content, search, social media and networks, mobile, and web analytics. To complement the concepts, students will be addressed special topics such as email marketing, user experience design, search engine optimization, setting up online communities and mobile marketing.

ACCOUNTING AUDITING AND CONTROL
CREDITS: 3 ECTS

The Accounting, Auditing and Control course covers topics related to financial reporting and will particularly focus on:

- Financial statement analysis and valuation
- Management accounting
- Financial accounting
- Auditing

2. CORE COURSES (summer term)

This intensive programme is designed for students who need additional credits or want to experience study at Audencia before committing to a full-time schedule. Our summer term is ideal for students who want to broaden their knowledge and deepen their understanding of the European market and management practices. The programme is based on a combination of course work, company visits, and city tours. Students may complete the entire 8-week programme or select weeks that fit their needs and interests. Each week, students may choose one of the courses being offered*. French courses are also provided for students who wish to participate, and accommodation with a French host family can be arranged upon request.

BRAND ACTIVATION
CREDITS: 4 ECTS

This course provides students with the ability to tackle a global commercial communication problem that integrates all the tools of external communication available for a brand as well as understand image impacts and results.

INNOVATION & CREATIVITY
CREDITS: 4 ECTS

The course trains students to understand the challenges related to innovation and creativity for established companies as well as for starts-ups and how innovation and creativity can enhance the organization's performance. The course focuses also on teaching participants techniques to unlock individual and group creativity, to solve problems and to become more innovative.

SOCIAL MEDIA AND GLOBAL IMPACT
CREDITS: 4 ECTS

The aim of this course is to understand the core theoretical principles at play in the social media landscape as well as to explore and master practical social media skills.

PUBLIC OPINION AND MASS MEDIA
CREDITS: 4 ECTS

The course trains students to understand the challenges related to innovation and creativity for established companies as well as for starts-ups and how innovation and creativity can enhance the organization's performance. The course focuses also on teaching participants techniques to unlock individual and group creativity, to solve problems and to become more innovative.

MARKETING TO EUROPE
CREDITS: 6 ECTS

This seminar will introduce students to the European market and the cultural issues in Europe: main trends in European Union, the impacts of the EU decisions on the marketing mix and social and cultural environment. Will follow an explanation from global to local marketing strategy in the European market (having a global strategy: think global, act local; case study in class; strategic alternatives in global marketing: extend /adapt /create; American vs. French strategy).

EUROPEAN UNION – HISTORY, INSTITUTION, INTERNATIONAL RELATIONS
CREDITS: 4 ECTS

This module aims to analyse different aspects of the European Union. It provides deeper understanding of the United States and Europe's long-term relationship especially in terms of economic issues, since the Marshall Plan following the World War II.

EFFECTIVE BUSINESS IN THE EU
CREDITS: 4 ECTS

The course will focus on challenges facing a multinational corporation doing business in the European Union and on issues that have a predominantly business, and political impact, in particular sensitive policies such as competition, economic growth, and trade. This course offers an introduction to the environment of European business through the study of different aspects of major Western European countries: France, Germany, the British Isles, the Scandinavian countries, the Mediterranean countries and the Eastern countries.

INTERNATIONAL AND EUROPEAN FINANCE
CREDITS: 4 ECTS

This course offers an overview of European finance, including the budget of the European Union, European fiscal and tax policies, the European monetary policy, the Euro zone enlargement, tax evasion in the European Union, and comparative aspects between the European and U.S. financial systems. We strongly recommend that students taking this course attend the presentation at the National Bank of Belgium scheduled in Brussels at the end of the program.

CROSS-CULTURAL MANAGEMENT
CREDITS: 4 ECTS

This course will guide students in analysing their experience through careful observation of the multiple cultural contexts they will experience in the classroom and in the outside world (e.g. academic environment, city environment, business environments).

INTERNATIONAL TRADE AND NEGOTIATION
CREDITS: 4 ECTS

This course is designed to provide students with a clear understanding of the processes and practicalities of international trade. Students will also be trained in international negotiating techniques.

FRENCH AS A FOREIGN LANGUAGE
CREDITS: 4 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.

COMPANY VISITS AND CASE STUDIES
CREDITS: 4 ECTS

Each week students can decide to register for on-site company visits. The visits are to complement the teaching. Directors or senior managers are to talk to students about the strategy during the visits. An audience faculty accompanies the group.

STUDY TRIP TO BRUSSELS
CREDITS: 4 ECTS

Students will travel to Brussels and Ghent in the heart of the EU to visit the main European institutions. They will attend lectures and will role-play as members of the European Parliament. They will also write a full report on the visits, putting them in perspective.

ARTS MANAGEMENT AND THE FRENCH LUXURY INDUSTRY

CREDITS: 4 ECTS

This course offers an ideal balance between theory and practice, including visits to cultural institutions and local public entities. It will be delivered mainly in Nantes, a city well known for its cultural dynamism. Paris is the second location, and students will have the opportunity to visit amazing and notorious places such as the Louvre museum, where they will be lectured by renowned curators of the Ecole du Louvre. Throughout the Arts Management program, students will also be working on a consulting project.

3. MAJORS/SPECIALIZATION TRACK (MASTER 2 LEVEL):

MAJORS ARE FOR STUDENTS WITH A MINIMUM OF 5 SEMESTERS IN BUSINESS STUDIES.

For a normal workload of 30 ECTS credits, students should take one:

- 1 pre-elective course **group 1** (2 ECTS credits)
- or 1 pre-elective course **group 2** (2 ECTS credits)
- 1 Major/Specialization (28 ECTS credits)

Pre elective courses last 2 weeks and must be chosen carefully as some electives are not compatible with some majors or mandatory for some others.

It is possible to combine electives in French and a major taught in English.

Please note that there are some courses that you cannot take together as the schedule overlaps

3.1 Electives

ELECTIVES (GROUP 1)

INTERNATIONAL BUSINESS PLANNING

CREDITS: 2 ECTS

This course will provide the student with the basic technical, financial and informational skills to develop a business plan for use in attracting global investment. Planning for new operations as well as for going concerns will be demonstrated through lecture, case studies and practical application. Emphasis will be equally divided between the marketing and financial aspects of business planning.

FOREIGN CURRENCY SPECULATION

CREDITS: 2 ECTS

This course will provide the necessary theoretical and practical tools for conducting a firm's foreign currency trades, offsetting its exchange risk, and for speculating within the global currency markets. Successful candidates will attain the basic technical and forecasting skills needed to maximize the currency assets of an international operation. This course is designed for students that have a good understanding of finance and for those who wish to delve into the more speculative aspects of managerial controls.

INTERNATIONAL BUSINESS: MANAGING THE LEGAL RISKS

COURSE CODE: DRF535

CREDITS: 2 ECTS

Companies seek to start up branches, or invest in projects, in distant countries without realizing the possible legal risks of such actions. This course is designed to provide students with an understanding of those aspects of international business law in order to bear decisions that both comprehend and reduce legal risk of doing business in different global contexts. This course addresses the basic knowledge needed to study international legal risk management.

FOUNDATION OF LEADERSHIP

CREDITS: 2 ECTS

This course will mainly focus on the links between teamwork & leadership:

- Leadership versus management
- Emotional & collective intelligence
- Triggers, behavior and outsmarting your brain
- The stages of team development towards entrainment
- Unlikely leadership and the leader behind the leader
- Hotspots – igniting success and energy in teams
- The art of possibility & paradigm shifts
- The necessity of authenticity
- Stepping up & responsibility
- Elements of human capital

ELECTIVES (GROUP 2)

CORPORATE FINANCE ACCOUNTING

CREDITS: 2 ECTS

This course will focus on theoretical issues which happen in contemporary corporate finance. The main subject of the course will be the firm's capital structure and expense decision. We will see that under certain assumptions, this decision is irrelevant. In the last part of the course we will learn about genuine options and apply this to study the most favorable policy of a firm raising capital to finance risky investment.

NEW DEVELOPMENTS IN MARKETING

CREDITS: 2 ECTS

Content of session 1:

- ETHICS (Marketing's ethics or Marketing ethics; Business Ethics: From Plato's republic to supermarket slavery; Applying ethical models; Movie-based case study)

Content of session 2:

- SUSTAINABLE MARKETING (The Marketing Concept and Sustainability; Environmentalism: Rising to the Challenge; Reducing global warming – class exercises)

Content of session 3:

- EVOLUTIONARY MARKETING (Mechanisms and consequences of our evolution; How evolution influences markets; Future of Marketing practices)

Main objectives:

1. Develop understanding of the ethical dilemmas facing marketers and ways to solve them
2. Define the Philosophy of Sustainable Marketing and the benefits from practicing sustainable marketing
3. Gain appreciation of the concept of evolutionary marketing and the mechanisms and consequences of our evolution

After following this class, you will be able to analyze ethical and sustainable marketing issues.

SUCCESSFUL PURCHASING MANAGEMENT (NOT AVAILABLE IN SPRING 2015)

CREDITS: 2 ECTS

Having completed this course the student is expected to show an ability to:

- Explain the role of purchasing in the supply chain,
- Explain the purchasing process and the role of the buyer,
- Illustrate the purchasing management processes,
- Design different sourcing strategies appropriate for different buying situations,
- Evaluate the concept and methods of supplier assessment and evaluation and explain the role of supplier development in achieving supplier performance improvement,
- Assess the relevance and challenges of sustainable procurement especially in terms of potential environmental and ethical risks in the supply chain.

BUSINESS AND MANAGEMENT ETHICS
CREDITS: 2 ECTS

The objectives of this course are the following:

- Understand the 2 levels and 4 degrees of the ethical issue in management and their reciprocal bonds;
- Discover the importance of the manager's ethics in which all the contradictions of business ethics are focused;
- Review the traditional North-American approaches of business ethics, which focus on the individuals and their value system;
- Discover the new approaches of business ethics, privileged in Europe, which underline the social and ecological responsibilities of companies

CONSCIOUS CAPITALISM (NOT AVAILABLE IN SPRING 2015)
CREDITS: 2 ECTS

This course will enable students to get familiar with the very notion of « conscious capitalism » and how it interacts with the other notions to be found in companies. The impact conscious capitalism has will also be part of lectures. The course will also try to analyze how it operates through three main elements: interaction between parties, leadership decisions and the company's mission as a whole.

STRATEGIC ALLIANCES AND ACQUISITIONS
CREDITS: 2 ECTS

Course objectives: To examine what strategic alliances and mergers and acquisitions are, why companies engage in them and how they are designed and managed, with a particular focus on the human side of alliances and M&A's.

Learning objectives:

- define and understand main types and characteristics of alliances and mergers and acquisitions
- analyze best practices in selection and management of alliance/M&A options
- formulate recommendations for managing an alliance or M&A

3.2 Majors

Students will then choose one of the following majors:

Majors	Language of instruction
International Strategic Management and Consulting	English
Marketing for Product Manager	
Management of Digital Business and Information Technology (<i>fall only</i>)	
Financial Markets	
Corporate Finance	

PLEASE FIND BELOW GENERAL INFORMATION ON THE **MAJORS TAUGHT IN ENGLISH**:

◆ **International Strategic Management and Consulting**

This cross-disciplinary major is designed to provide students with the necessary training and insights to function in entry-level management positions (business research analyst) for international consultancies, transnational corporations and commercial research organizations. Emphasis will be placed on the practical skills necessary to perform the duties of both an internal and external consultant.

These skills will include: Compiling international commercial research, Data analysis methods, establishing positive customer/consultant relations, managing the processes of intervention and change, developing functional reporting processes, Delivery of business presentations, Team dynamics and intercultural management, Programming internal communications.

CHANGE MANAGEMENT CONSULTING
CREDITS: 4 ECTS

The strategic management process is the full set of commitments, decisions, and actions required for a firm to develop a vision and compelling business plan to achieve strategic competitiveness, earn above average returns and sustain growth. The course will develop knowledge of the strategic management process, including strategy analysis, formulation and deployment. This course is a study of decision-making, including integrating analyses and policy determination at the overall management level.

INFORMATION SYSTEMS CONSULTING
CREDITS: 4 ECTS

Information systems knowledge is essential for creating competitive firms, managing global corporations, and providing useful products and services to customers. This course emphasizes the digital integration of the firm through enterprise applications (management of the supply chain, customer relationships, enterprise systems, and knowledge).

INTERNATIONAL BUSINESS CONSULTING
CREDITS: 4 ECTS

Because many issues in international business are complex, they necessitate exploration of pros and cons of economic theories, government policies, business strategies, organizational structures, etc. This module focuses on managerial implications of each topic on the actual practice of international business, especially on Geopolitics and Country Risk Management (with the case of China).

CONSULTING SOFT SKILLS
CREDITS: 4 ECTS

Being a consultant requires a specific mindset built on developing a strong relationship with the customers. Consulting is a demanding profession this module helps those new to consulting to get all the soft skills and the business attitude to carve out a successful career.

PROJECT MANAGEMENT CONSULTING
CREDITS: 4 ECTS

This module offers various projects to learn how to diagnose and solve real client problems. Whatever the challenges facing by students (Simulation, Prix de la Stratégie, Consulting mission) the process of analysis needs to be managed as a project. Therefore, this module is a comprehensive introduction to practice and process in consultancy.

CONSULTING PROJECT
CREDITS: 4 ECTS

In this module, students are directly involved in a real-time consulting mission commissioned by an external company. Students are required to conduct research and propose suitable recommendations to the client- an organization facing a strategic challenge in a complex environment.

STRATEGIC AND FINANCIAL CONSULTING
CREDITS: 4 ECTS

This module provides future consultants with the appropriate strategic and financial tools to guide their analysis and decision making. This is essential in 1) understanding the client's needs, capability, resources and goals 2) providing recommendations that better fit the needs and wants of the client.

◆ Marketing for Product Manager

DEVELOPING VALUE PROPOSITIONS

CREDITS: 4 ECTS

A value proposition outlines the paybacks your company's products and services offer to the customer. This avowal should express the essence of your business in a way that compels the customer to buy. Students will thus learn to expend the required time and effort to craft a convincing value proposition since it will form the foundation for all your sales, marketing, and product development struggles.

CAPTURING MARKET INSIGHTS

CREDITS: 4 ECTS

Students will study three main themes that constitute market insights. They will be trained on how to track data and on how to identify them. Students will search the market and analyze competition.

COMMUNICATION VALUE

CREDITS: 4 ECTS

This involves communicating convincingly, in monetary terms, the distinguishing paybacks of your product. The objective, chiefly for a higher-priced product, is to create for the customer the "value" identified during the value creation stage. Students will be taught the different methods that guarantee effective ways to communicate this expected value.

INTEGRATED MARKETING COMMUNICATION IN THE DIGITAL AGE

CREDITS: 4 ECTS

The aim of the course is to understand the role of communication (a wide view including advertising, public relations, sponsoring, direct marketing, etc.) in a company's strategic marketing, to master all communication tools necessary for a student of a marketing Major orienting him/herself towards this sector and to learn these methods' practical application techniques and to discover the strategy and tools for e communication and e marketing and CRM.

DEVELOPING TRADE MARKETING

CREDITS: 4 ECTS

This module is designed for students of the two Marketing Majors. It comprises teaching that all students must follow if they wish to orient themselves towards a career in marketing or sales. It is organized in two parts:

- Information analysis: the aim is to consolidate the knowledge gained in, the core courses, to discover the different techniques of quantitative study (in particular, factorial analysis and classification methods), to employ more effectively information tools relevant to the treatment of complex statistics.
- Negotiation and sales techniques: an introduction to sales professions and to sales techniques, plus a first step towards being operational in sales techniques. Finally, testimonies (short presentations by marketing and sales professionals on their professions)

INTEGRATING RETAILING CHANNELS

CREDITS: 4 ECTS

During this class, students will discover the particularities of services marketing: marketing strategies, marketing tools, approach and client loyalty, etc; as well as the particularities of B to B.

DEVELOPING MARKETING STRATEGY AND TACTICS

CREDITS: 4 ECTS

This class will help students understand that all strategic marketing developed by a product manager (industrial or consumer) should generate a value for the company, the client and all parties involved in the process. To achieve this one must employ tools that allow value to be defined and measured then transfer this to the contribution of value to marketing actions (for example, pricing strategy, budget definition, etc.). The course aims also to provide students with an understanding of the role of Key Performance Indicators (KPI), primarily in a commercial context

◆ Corporate Finance

REPORTING UNDER IFRS/US GAAP **CREDITS: 4 ECTS**

This class aims to develop advanced knowledge of International Financial Reporting Standards (IFRS) & the US Generally Accepted Accounting Principles (US GAAP) and their impact on companies' financial statements (profit & loss account, balance sheet & statement of cash flows) and notes.

FINANCIAL ENGINEERING **CREDITS: 4 ECTS**

This course covers financial engineering techniques from a corporate managers perspective, with a specific focus on how the financial manager can enhance firm value by the use of different financial instruments during different tax and legal regimes. Furthermore, the structuring of M&A and LBOs are analyzed with focus on the use of different financial instruments.

After this course, the students will be able :

- To understand the main tools of financial engineering
- To understand how firms can exploit legal and structural issues
- To understand how firms can benefit from capital market imperfections

CASH MANAGEMENT & DERIVATIVES **CREDITS: 4 ECTS**

This module aims to provide students with the necessary training to develop an advanced understanding of money markets, foreign exchange, derivatives and commodities. Part 1. Is dedicated to give students a strong knowledge and understanding of the money markets. Part 2. Provides students with specialist knowledge of international trade and currency markets. Part 3. Gives the students an in depth knowledge of derivatives, in particular futures, swaps and options, so that they will be able to calculate the price of such instruments from first principles.

Upon completion of the module, students should have:

- Specialist knowledge of the different types of cash instruments in the money markets
- Advanced knowledge and critical understanding in currency exchange rates with an appreciation of international trade and capital flows
- Describe the investment and risk characteristics of derivatives
- An in depth knowledge of the uses and functionality of basic derivative products, and be able to calculate the underlying value of such products

PORTFOLIO MANAGEMENT **CREDITS: 4 ECTS**

The main objective of this course is to learn the key theory with practical applications relevant to portfolio management.

After completing this course students will be able to:

- Classify assets and understand their interrelations and the impact of these
- Measure and manage risk and returns
- Select and monitor an Investment and build a portfolio
- Practically understand and apply asset pricing

The course makes links to other courses and subject areas such as corporate finance, evaluation of investments, the use of financial information/ratios, risk management. At the same time the course has interdisciplinary links with references examples and content relating to accounting marketing statistics...

The course is designed to cover more than 70% of the CFA material hence is well balanced and applicable.

Course Outline:

- General introduction to finance, financial markets and to portfolio theory
- Investor Risk and Return preferences
- Portfolio mathematics
- Asset pricing
- The Markowitz Model
- Index Models
- Asset allocation
- Selecting and managing equity portfolios
- Evaluating the performance of portfolios and managers
- Portfolio management in efficient markets vs. behavioural portfolio management strategies

VALUATION TECHNIQUES

CREDITS: 4 ECTS

Upon completion of the module, you should have:

- a good understanding of the concept of value
- a solid command of IFRS issues impact on company valuation
- a strong technical knowledge and practice of valuation methods
- a fair knowledge of negotiation take-away tools
- a fair view on valuation methods practice in different real life contexts (strategic sale, LBO, IPO, tax environment, innovative business, distressed business)
- an overview of key factors leading from Business Value to Price

Students will also become proficient in case analysis and discussion will develop team working skills, presentation skills and communication skills.

This module aims to provide students with the technical background, knowledge and training to value companies in real life environment and to take part to negotiations.

Part I. Value definition and environment (Sessions 1 and 2) is dedicated to give students a strong basis knowledge of value concepts and drivers.

Parts II to IV. Restated net worth, Comparables and Discounted Cash Flows (Sessions 2 to 4) focus on the main valuation methods theory and practice with case studies.

Part IV. To VI. Other approaches of discounting, Options valuation and complementary approaches (Sessions 5 to 7) focus on alternative valuation methods.

Part VII. Key negotiation highlights (Session 7) focus on key take-away and operational negotiation concepts and principles.

Part VIII to XI. How to value a company in a strategic sale, in a LBO, in an IPO and in other specific contexts (Session 8 to 11) focus on valuation methods implementation in real life contexts.

MODULE OF SPECIALIZATION: QUANTITATIVE FINANCE

CREDITS: 4 ECTS

The course aims at providing a technical and hands-on approach to credit risk and market risk measurement. At the end of the course students should be able to extract information on the credit quality of an entity from market prices of bonds and credit derivatives. In addition, they should be able to estimate the market risk of a portfolio of assets in terms of Value at Risk and Expected Shortfall.

The first part of the course covers credit derivatives (both single-name and structured products) and the market pricing of credit risk. The second part of the course deals with the measurement of market risk (Value at Risk, Expected Shortfall) in portfolios of financial assets.

ADVANCED FINANCIAL ANALYSIS

CREDITS: 4 ECTS

This course is designed to ensure a deeper understanding of financial reporting and financial statements analysis with an emphasis on the relationship among all the stakeholders in value creation, the link between operations and finance, and the identification of companies' value drivers. A particular emphasis will be made on the necessary "economic approach" to adopt beyond financial statements in all financial analyses.

Upon completion of the module, students should have:

- a good understanding of financial analysis approach to financial reporting and accounting
- a strong technical knowledge and practice of financial analysis and financial statements interpretation
- a solid command of how financial reporting and statement analysis is challenged and impacted by IFRS principles and issues
- a fair view on potential ways to "optimize" results
- a strong command of "how to read between financial statements lines"

Students will also become proficient in case analysis and discussion, will develop team working skills, presentation skills and communication skills.

◆ Management of Digital Business and Information Technology (30 ECTS)

FOUNDATION IN INFORMATION SYSTEMS AND TECHNOLOGY MANAGEMENT **CREDITS: 4 ECTS**

This introductory module explores five decades of business computing. It tracks the development of the mainframe computer in the 1960s/1970s, through to the personal computer (1980s) and to the Internet (1990s) and beyond. It considers how the role of the Chief Information Officer (CIO) has changed from technology-focused to strategic business-focused, interacting with other 'C' Level roles. This module aims to give participants an appreciation of the changing nature of business technology and how governments, industries and organizations need to respond.

INFORMATION SYSTEMS CONSULTING **CREDITS: 4 ECTS**

This module tracks the development of the information systems consulting industry. It provides a practical understanding of how information systems consulting assignments are developed. It uses case studies to demonstrate the application of information systems consulting methods and tools in a range of industries, including financial services and healthcare. Participants are encouraged to develop lateral thinking techniques to enhance decision-making on complex societal, economic and technical problems

INFORMATION SYSTEMS STRATEGY AND PLANNING **CREDITS: 4 ECTS**

The recent move from being "technology-focused" to being more "strategic business-focused" drives organizational transformations. Participants should gain understanding of the dynamics between IS strategy, Business strategy and Organizational processes. Planning for design, development and implementation of Information Systems today, will hence require to consider the digital nature of the business. This module will address how IS Strategy and Planning has moved from being "cost-focused" (intra-organizational view) to being a "value-added-activity" (inter-organizational view). Concepts like value chain, strategic alignment and organizational transformations are being critically analyzed in order to assess the contemporary firm's capabilities and challenges

BUSINESS INFORMATION SYSTEMS & APPLICATIONS **CREDITS: 4 ECTS**

This module aim to provide an overview of enterprise software solutions (ERP, CRM, SRM, SCM...), and typical Enterprise Architectures (centralized Vs decentralized, Service-Oriented-Architectures, Software-As-A-Service...). Participants should gain understanding of the contextual conditions under which each solution would be appropriate, as well as the technological enterprise architecture that could enable effective and efficient adoption and use. This module is an opportunity for the participants to meet with key actors in the IS/IT business (software editors, integrators, business consultants and solution architects). The overall objective is to develop functional analytical skills, but participants will also be given some hands-on experience, as well as an introduction to both pre-sales and post-sales consultants' role and responsibilities.

BUSINESS MODELS AND IT **CREDITS: 4 ECTS**

Organizations are challenged by high-velocity markets, evolving customer demand and expectations, globalized competition, and hence an on-going need for revising their Business models. This module will focus on how different business models will require different approaches of managing the global IS solution. A business model is not the strategy of the company, but should rather support the strategy. This module will introduce participants to a theoretical framework, permitting to define and develop business models. Illustrations, through the usage of case studies, will then help participants to analyze different business models that have been successful in driving and creating corporate value, stakeholders' commitment, and customer satisfaction, through an efficient Management of Information Systems (MIS). Thus, the core question is rather how MIS can be leveraged in different business models in order to ensure both value creation and sustainability

MANAGING BUSINESS TRANSFORMATION AND CHANGE

CREDITS: 4 ECTS

This course examines the theory and practice of business transformation and change. It considers current perspectives and classic ideas from academia and practice. It considers how industries, market, management practices and capabilities and skills have changed, using case studies across a range of commercial and not-for-profit sectors. It analyses the societal, market and technical conditions which lead to managing change in organizations. It considers the reasons underpinning disruptive change and how firms need to develop balanced teams of skills and expertise for program and project management

DIGITAL BUSINESS AND BIG DATA

CREDITS: 4 ECTS

This course looks at the growth in digital business. It focuses on business models which transform existing companies from manual processes to digital processes. Examples are provided across a range of industry and not-for-profit sectors including financial services, manufacturing, retailing and healthcare. The emerging topic of 'big data' is examined in terms of market growth, business opportunity and practical, case study examples. Students will work individually and in teams. They will be assigned case studies and prepare team presentations for class discussion. and in teams. They will be assigned case studies and prepare team presentations for class discussion.

◆ Financial Markets

The principal aim of the major in Financial Markets is to give students a solid background in financial markets and portfolio allocation. Students will have a strong technical knowledge and professional skills for the prospects of a career in asset management, among others: financial analysis, financial markets, company valuation, portfolio management, risk management, assets valuation, derivatives and macroeconomics.

MACROECONOMICS AND INTERNATIONAL FINANCE

CREDITS: 4 ECTS

The course focuses on selected core aspects of international economics and finance. The first part of the course creates a needful basis for understanding the fundamental features of international trade and financial transactions in a broader macroeconomic context. The second part of the course goes more in details in terms of analyzing the structure and basic tools of foreign exchange and money markets.

Upon successful completion of this course, students will be able to:

- understand the basic theoretical models of international trade;
- understand the way how exchange rates are managed and determined on international markets;
- understand the substance of international trade and capital flows;
- use the balance of payments for fundamental macroeconomic analysis and predictions;
- understand the main features of foreign exchange and money markets;
- apply basic theoretical relations in foreign exchange rates and interest rates forecasting;
- use interest rate and currency derivatives for hedging, speculations and arbitrages.

DERIVATIVES' VALUATION

CREDITS: 4 ECTS

This course is an introduction to the concepts and models underlying pricing of financial derivatives. The required models will be explained carefully: Black & Scholes, Cox, Ross & Rubinstein, allowing students understanding the factors impacting derivatives' pricing. The second half of the course is dedicated to advanced knowledge in advanced topics such as exotic derivatives and volatility modeling.

Upon successful completion of this course, students will be able to:

- understand the main characteristics of financial derivatives and their relationships with the underlying assets
- demonstrate a detailed understanding of the valuation principles and models for derivatives

MODULE OF SPECIALIZATION: TRADING STRATEGIES

CREDITS: 4 ECTS

This course is an introduction to trading strategies and investment styles with an emphasis on practical illustration through Bloomberg terminals.

Upon successful completion of this course, students will be able to:

- understand the main investment styles
- demonstrate professional skills in building trading strategies

PORTFOLIO MANAGEMENT

CREDITS: 4 ECTS

The main objective of this course is to learn the key theory with practical applications relevant to portfolio management.

After completing this course students will be able to:

- Classify assets and understand their interrelations and the impact of these
- Measure and manage risk and returns
- Select and monitor an Investment and build a portfolio
- Practically understand and apply asset pricing

The course makes links to other courses and subject areas such as corporate finance, evaluation of investments, the use of financial information/ratios, risk management. At the same time the course has interdisciplinary links with references examples and content relating to accounting marketing statistics...

The course is designed to cover more than 70% of the CFA material hence is well balanced and applicable.

Course Outline:

- General introduction to finance, financial markets and to portfolio theory
- Investor Risk and Return preferences
- Portfolio mathematics
- Asset pricing
- The Markowitz Model
- Index Models
- Asset allocation
- Selecting and managing equity portfolios
- Evaluating the performance of portfolios and managers
- Portfolio management in efficient markets vs. behavioural portfolio management strategies

VALUATION TECHNIQUES

CREDITS: 4 ECTS

Upon completion of the module, you should have:

- a good understanding of the concept of value
- a solid command of IFRS issues impact on company valuation
- a strong technical knowledge and practice of valuation methods
- a fair knowledge of negotiation take-away tools
- a fair view on valuation methods practice in different real life contexts (strategic sale, LBO, IPO, tax environment, innovative business, distressed business)
- an overview of key factors leading from Business Value to Price

Students will also become proficient in case analysis and discussion will develop team working skills, presentation skills and communication skills.

This module aims to provide students with the technical background, knowledge and training to value companies in real life environment and to take part to negotiations.

Part I. Value definition and environment (Sessions 1 and 2) is dedicated to give students a strong basis knowledge of value concepts and drivers.

Parts II to IV. Restated net worth, Comparables and Discounted Cash Flows (Sessions 2 to 4) focus on the main valuation methods theory and practice with case studies.

Part IV. To VI. Other approaches of discounting, Options valuation and complementary approaches (Sessions 5 to 7) focus on alternative valuation methods.

Part VII. Key negotiation highlights (Session 7) focus on key take-away and operational negotiation concepts and principles.

Part VIII to XI. How to value a company in a strategic sale, in a LBO, in an IPO and in other specific contexts (Session 8 to 11) focus on valuation methods implementation in real life contexts.

ADVANCED FINANCIAL ANALYSIS

CREDITS: 4 ECTS

This course is designed to ensure a deeper understanding of financial reporting and financial statements analysis with an emphasis on the relationship among all the stakeholders in value creation, the link between operations and finance, and the identification of companies' value drivers. A particular emphasis will be made on the necessary "economic approach" to adopt beyond financial statements in all financial analyses. Upon completion of the module, students should have:

- a good understanding of financial analysis approach to financial reporting and accounting
- a strong technical knowledge and practice of financial analysis and financial statements interpretation
- a solid command of how financial reporting and statement analysis is challenged and impacted by IFRS principles and issues
- a fair view on potential ways to "optimize" results
- a strong command of "how to read between financial statements lines"

Students will also become proficient in case analysis and discussion, will develop team working skills, presentation skills and communication skills.

QUANTITATIVE FINANCE

CREDITS: 4 ECTS

The course aims at providing a technical and hands-on approach to credit risk and market risk measurement. At the end of the course students should be able to extract information on the credit quality of an entity from market prices of bonds and credit derivatives. In addition, they should be able to estimate the market risk of a portfolio of assets in terms of Value at Risk and Expected Shortfall.

The first part of the course covers credit derivatives (both single-name and structured products) and the market pricing of credit risk. The second part of the course deals with the measurement of market risk (Value at Risk, Expected Shortfall) in portfolios of financial assets.

IMM (International Master in Management)

This program comes as a block equivalent to 30 ECTS. It is available in the **FALL semester** or **FULL YEAR** to get the degree.

The **IMM program** prepares young professionals for a management career in international markets and companies.

Students' diverse cultural and academic backgrounds add to the international flavour of the program and reflect the reality of today's global business environment. The program combines detailed study of general management topics with a multicultural, international perspective. Students must be in their fourth year in higher education. **3 to 4 ECTS per course.**

MANAGERIAL ACCOUNTING

Course Code: CGC690

This course is designed to give the student an overview of GAAP (Generally Accepted Accounting Principles) as applied to corporations as well as SMEs. Both the methodology and the terminology of GAAP financial statements will be presented through lecture and exercises. Students will be given the basic equity market transparency requirements and shown the relationship to accounting procedures. Analysis of financial statements and a comparison of national and regional accounting methods will also be discussed to acquaint the student with the intricacies of international corporate accounting.

BUSINESS ECONOMICS

Course code: ECO690

This course is designed to integrate economic principles and management science so as to provide a useful approach to decision-making for managers in the global economy. The content will acquaint the candidate with the basic concepts of micro- and macro-economics while at the same time providing a practical application to commerce. Some of the topics to be covered will include: a history of economic theory, the nature of the behaviour of the firm, optimisation techniques in the decision environment, demand assessment, production and cost, profit planning and control, foreign exchange processes, globalisation, and the role of government in economics.

INTERNATIONAL BUSINESS ENVIRONMENT

Course code: ECO691

This course will help students to develop skills in addressing the integrated issues faced in growing and managing your business through international market expansion.

They will be provided with a decision-making framework to assist managers in addressing international business issues such as market opportunity assessment and selection, market entry mode and strategy, structuring and managing joint venture and alliance relationships, and ongoing management of global operations.

Students will also develop skills in structuring and negotiating business relationships with public and private sector stakeholders in an international context.

CORPORATE FINANCE

Course code: FIN691

This course is designed to provide a logical and consistent structure that ties all of the firm's decisions together. Therefore, this course encourages you to think critically on core issues in corporate financial management, helps you understand critical decision-taking and you develop finance managerial expertise. To attain these goals, we will cover material on: Financial Management and Value Creation, Investment Decisions, Financing Decisions and Business Decisions.

HUMAN RESOURCES MANAGEMENT (HRM)

Course code: GRH690

This course will provide the student with a critical understanding of Human Resource Management (HRM) and its changing role within the business and social environment.

Students will learn to analyze HR issues and develop the ability to think about the tradeoffs involved in HR decisions. Moreover, they will understand how business strategy, competition, labour markets, technology etc. affect HR decisions. This course provides students with a comprehensive overview of the major functions and processes of HR and gives them tools to manage people in organizations.

At the end of the course, students will become proficient in case analysis and discussion and should also be able to take responsibility of HR issues in an organizational setting.

MARKETING

Course code: MKT690

This course aims to explore current challenges facing firms in dynamic international markets and examines the design and development of a range of strategies for managing effectively in global markets.

At the end of the course students should be able to demonstrate an ability to analyze complex international marketing environments using appropriate techniques.

They will get an overview of the key theoretical approaches informing international marketing management. The course objectives are also to apply relevant theoretical frameworks to develop international marketing strategies for different international markets.

RESEARCH METHODS

Course code: TRV690

The course helps students to answer the following questions: Why the use of research methods is important for managers? How to choose a research topic and define research questions? How (and why is it important) to realize a literature review? How to choose a research strategy?

The course will provide a clear understanding of the different methodological approaches to management research and point out the advantages and disadvantages of these methods, according to the kind of data they afford.

BUSINESS ETHICS

Course code: TRV693

At the end of the course students should be able to understand the 2 levels and 4 degrees of the ethical issue in management and their reciprocal bonds. They will also discover the importance of the manager's ethics in which all the contradictions of business ethics are focused;

This course provides a review the traditional north-American approaches of business ethics, which focus on the individuals and their value system; but also the new approaches of business ethics, privileged in Europe, which underline the social and ecological responsibilities of companies.

NEGOTIATION

Course code: TRV694

At the end of the course, students should be able to gain a better understanding of customers' requirements through questioning, identify the stages of the buying cycle in order to respond to customer's expectations. Through role play, they will demonstrate their understanding of the steps of the sales cycle and "behave" like good salespeople and use communications skills. In addition to that, they should be able to better qualify accounts.

MANAGERIAL COACHING

Course code: TRV695

This course provides an overview of major concepts surrounding individuals and team behavior: students will understand the factors that influence individuals and teams, analyze problems and find appropriate solutions for individual and team issues. They should also gain a better self understanding in work contexts and in team situations. After following this seminar, students should be able to define key concepts related to individual and group behavior and apply concepts to analyze work situations. One of the course objectives is also to improve decision making skills in various situations.

LEADERSHIP DEVELOPMENT

Course code: TRV696

The object of this seminar is to explore the key leadership issues and key success factors in today's business environment. Specifically, participants will: explore the leadership challenges in a fast changing business world and assess their own leadership strengths and weaknesses (Individual Leadership), gain an understanding of the best leadership models in use in today's corporate world and learn to apply them (Team Leadership), gain some practical methods and tools to enable them to address the leadership challenges in today's ever changing business environment (Organizational Leadership)

MSCPM (Master of Science in Supply Chain and Purchasing Management)

This program comes as a block equivalent to 30 ECTS and is **only available in the FALL semester**.

The aim of this program is to provide skills that are relevant to business and first-class training. The program has been designed with an industrial skill set in mind in collaboration with the schools' industry partners and the Chartered Institute of Purchasing and Supply.

The Chartered Institute of Purchasing and Supply (CIPS) has awarded its accreditation to this program recognizing and confirming its academic and professionalizing qualities. Students must be in their fourth year in higher education.

MSCPM INTRODUCTION MODULE

COURSE CODE: M2MSI440S

CREDITS AND PLANNING: 1.5 ECTS

This introduction course is designed to give students an overall view of supply chain and purchasing management. The field is presented from a number of perspectives including the academic, historical, practical and career. The students will also get to know one another through exchanges of experience and a team exercise.

PURCHASING FUNDAMENTALS MODULE 1

COURSE CODE: M2MSI441S

CREDITS: 6 ECTS

This course aims at examining the principles, concepts and approaches of purchasing and its role in reducing costs and improving customer value. Having completed this course the student is expected to show an ability to understand the role of purchasing in the supply chain. He should also be able to apply different sourcing strategies appropriate for different buying situations using Kraljic's portfolio model. In addition to that, students will learn to evaluate supplier assessment schemes, assess the relevance and challenges of global sourcing and analyze different organizational structures of the purchasing function.

INTERNATIONAL MANAGEMENT & LEGAL ISSUES MODULE 2**COURSE CODE:** M2MSI442S**CREDITS:** 6 ECTS

This course gives students tools to evaluate international management issues related to culture, environment, communication, interaction and strategy using appropriate techniques. Students will gain a critical understanding of the key theoretical approaches informing international management. At the end of the course, they should also be able to critically evaluate options and then make recommendations for the development of international management strategies appropriate to different firms and environments using relevant theoretical frameworks.

LOGISTICS MANAGEMENT MODULE 3**COURSE CODE:** M2MSI443S**CREDITS:** 6 ECTS

This course gives students tools to understand the role of the logistics function in the firm and its links to firm strategy. They will identify the wider influences on transport logistics (infrastructure, policy and economics) and apply key theories in transport operations, warehouse management and material handling. At the end of the course, students should be able to make decisions on appropriate technology choices for logistics. They will also gain some basic knowledge of a consulting project and learn to apply consulting principles and theory in a consulting project environment.

RESEARCH AND ANALYSIS METHODS MODULE 4**COURSE CODE:** M2MSI444S**CREDITS:** 6 ECTS

This course gives students tools to understand and apply methods for academic and managerial research. It will emphasize the role of research to inform decisions in supply chain and purchasing management. At the end of the course, students should be able to perform sourcing analyses and develop skills in presenting the results of research.

SECTORAL APPROACHES (1) MODULE 5**COURSE CODE:** M2MSI445S**CREDITS:** 4.5 ECTS

This course provides a better understanding of the approaches to supply chain and purchasing in different sectorial settings.

MBA in Responsible Management

Students can attend one semester (stage 1) or the full year

ONLY FOR STUDENTS WITH A MINIMUM OF THREE-YEAR PROFESSIONAL EXPERIENCE

Stage 1 Core modules: The Principles of Management & Global Responsibility

(all core modules: 24 hours/2.5 ECTS credits)

- ◆ The Principles of Global Responsibility
- ◆ The Environment and Economics of Sustainable Business
- ◆ Accounting & Management Control
- ◆ Operations Management: a sustainability perspective
- ◆ Financial Management & Responsibility
- ◆ Responsible Human Resource Management
- ◆ Transforming the Organization
- ◆ Business Research Methods

Semester 1

Total: 192 hours; 20 credits

Stage 2 Core modules: Integrating Responsible Management across the Firm

(all core modules: 24 hours/2.5 ECTS credits)

- ◆ Environmental Management
- ◆ Responsible Organizational Behaviour
- ◆ International Marketing and Customer Value
- ◆ Sustainable Corporate Strategy & Organizational Learning
- ◆ Managing Consultancy Projects
-
- Responsible Management consultancy group project with live companies

Semester 2

Total: 144 hours; 15 credits

Electives

(4 electives chosen. Each elective 24 hours class contact)

- ◆ From Corporate Turnarounds to Sustainable Growth
- ◆ Sustainable Purchasing & Supply Chain Management
- ◆ Managing Innovation
- ◆ SME Internationalization & Networks
- ◆ Responsible Leadership for a Sustainable Future
- ◆ Art Management & Creativity
- ◆ Corporate Political Activity & Non-market Strategy
- ◆ Responsible Investment
- ◆ Finance & Risk Management
- ◆ Business Intelligence & Global Market Analysis
- ◆ The Sustainable Marketing of New Products & Services

Elective period

Total: 96 hours; 10 credits

'Competence-building seminars'
running in parallel with core courses

- ◆ Business Ethics (18 hours; 1.5 credits)
- ◆ Communication & Presentation Skills (24 hours)
- ◆ Networking (6 hours; 0.5 credit)
- ◆ Building & Leading a Team (12 hours/0.5 credits)
- ◆ Negotiation Skills (6 hours/0.5 credits)
- ◆ Organisational Design (6 hours/0.5 credits)
- ◆ Business Etiquette (6 hours/0.5 credits)
- ◆ Competencies & Career Development (18 hours/1 credit)
- ◆ Work/Life Balance (6 hours/0.5 credit)

Total: 102 hours and 5 credits

Individual Responsible Management Research Project

Total 10 credits

Total contact hours 534 (AMBA requirement: 500 hours class contact)



Ecole Atlantique de Commerce (EAC) – *Junior School of Business*

Ecole Atlantique de Commerce is one of the three Schools that makes up Audencia Group, and prepares students for a highly-selective three-year Bachelor of Commerce degree. This Bachelor program ranks second in its category in France. The School is located in the Nantes Chamber of Commerce and Industry headquarters, close to the city centre.

We assume that the student's English or French language skills are sufficient to follow courses in the language required.

The school offers two main full-time programs for international students. The first one is 100 % taught in English and tackles international trade and development. The second one is mainly taught in French and deals with marketing strategies in Europe.

INTERNATIONAL BUSINESS STRATEGY & DEVELOPMENT PROGRAM

100% taught in English, this intensive full-time program, only available in the fall semester, is targeted at students who are interested in becoming real experts in the arts of tackling international markets.

Beyond courses, students will also get a brief from a regional company that is in need to develop its international activity. Students will have three months to provide the company's managers with concrete solutions. They will be chaperoned by an Audencia faculty, a Chamber of Commerce expert and one of the company's managers.

- ◆ 5 CTS course are 24 contact hours
- ◆ 6 ECTS courses are 30 contact hours
- ◆ 7 ECTS courses are 35 contact hours

MODULE: INTERNATIONAL MARKETING – 5 ECTS

Course objectives and content:

To truly understand the essential differences between domestic and international marketing, thus avoiding the major pitfalls.

To learn how to assess strategic marketing in an international context and make essential recommendations for an international marketing plan.

To become more internationally marketing aware

To be able to confidently apply the keys to international marketing to various specific markets and situations

Teaching methods:

Theory, participative learning, practical case studies

Assessment:

Class Participation: 20%

Final examination (written and oral practical cases): 80%

MODULE: INTERNATIONAL BUSINESS MANAGEMENT - 5 ECTS

CROSS CULTURAL MANAGEMENT

Course objective and content

This course seeks to provide students with an understanding of effective cross-cultural management and the challenges that are likely to be faced while working internationally. The course also focuses on international organizational behavior and human resource issues and practices in transnational organizations.

Continuous assessment: 100%

Case: DOING BUSINESS AROUND THE WORLD

Course objectives and contents

The course will focus on three main geographical regions: Eastern Europe, Latin America and Asia

It will analyze their positions in the international game, their economic situations. It mainly consists in a case study which will enable students to master key concepts and to improve their skills in international sales techniques and negotiations.

MODULE: IMPORT AND EXPORT TECHNIQUES - 7 ECTS

RUNNING EXPORT ACTIVITIES

Course objective and content

This course is designed to provide students with a clear understanding of the processes and practicalities of international trade. Each weekly course will combine prerequisite validation, discussions and practical cases on export activities such as international logistics, customs compliance and international payment strategy.

In small teams, students will first set a meeting with a real company (running export activities) and which will have to deal with the successful completion of an international bid. Submitting weekly reports, each team will begin by selecting a partner, calculating a price (using the Incoterms), identifying trade barriers and chose the appropriate documentation for the international flow. Then they will have to propose the best payment terms to lead to an acceptable and profitable order. Finally, they will learn to build an export dashboard to enhance export decision processes.

Assessment: 30 % (quizzes and tests) 40% written team project 30% oral assessment

MODULE: PROJECT MANAGEMENT - 5 ECTS

INTERNATIONAL PROJECT MANAGEMENT

Course objectives and content

To understand the concepts of project planning and organization, budgeting and control, and project life cycles.

To learn concepts related to organizational workflow including the staffing process, project planning elements, and the project plan contents and project communications.

To understand the related concepts of organizational forms, conflict resolution, and issues related to leadership and task management in a project environment.

Assessment: Team projects and quizzes

Case: BUSINESS PLAN

Course objectives and content

Based on an entrepreneurial perspective, the course is designed to teach students the planning and decision processes that must be undertaken when preparing to launch a business abroad. Students will carry out a real business plan.

Assessment: 100% team paper due

MODULE: INTERNATIONAL NEGOTIATION AND LEGAL ENVIRONMENT - 5 ECTS

INTERNATIONAL NEGOTIATION

Course objective and content

Introduction – Course Overview. What kind of Negotiator am I?

Distributive Bargaining

Integrative negotiations and Negotiation Impasses

Play role: In class French buyer/Seller negotiation exercise France-UK/USA

Competitive and Cooperative interaction

Negotiation exercise France-China (Transporter-Shipping)

Gender and Culture Many parties, many issues

Negotiation exercise France – Brazil (Agent & Commercial

Class presentation – country selected in collaboration with another class.

Negotiation skills development. Interpersonal communication. In class play role

Continuous assessment: 100% - Team paper due

INTERNATIONAL LAW ENVIRONMENT

Course objectives and contents

This course provides insight on the basics of contracts law from a French perspective compared to an Anglo-Saxon one. This includes Vienne Convention on international contracts for the sale of goods, international payment and taxes. Students will learn how to avoid potential legal problems when dealing with international partners.

Continuous assessment: 3 controls

MODULE: INTERNATIONAL BUSINESS TEAM PROJECT – 6 ECTS

Course objective and content:

The aim of the international business team project is to challenge an international team of students with real-life problems of international customers. The customers offer ideas for business solutions which are implemented by a team of students within a period of approx. 12 weeks.

The task of each individual student is to work as part of the team and to develop an optimal, target-oriented solution to the given problem. In order to achieve the best business solution, the students are accompanied and supported by a team of professors and experts.

Benefits for Students

- You experience the dynamics of an international project team
- You learn independently and in a result-oriented way
- You experience a real-life client-contractor relationship with a fixed date of delivery
- You understand the different roles in the project team from project management to quality assurance

Assessment: Continuous assessment 20% Oral presentation: 80%

MODULE: EUROPEAN BUSINESS ENVIRONMENT – 5 ECTS

Course objective and content:

This course is designed to examine the background and current position of Europe and the European Union to help students understand the factors and influences at work in the European business environment. This involves understanding the circumstances faced by Europe's firms, some of which are legacies of history and some which are changing faster than many think, and the effects of numerous government and EU initiatives to bolster European corporate performance. This course also offers an introduction to the environment of European business through the study of different aspects of major Western European countries: France, Germany, the British Isles, the Scandinavian countries, the Mediterranean countries and the Eastern countries. Upon successful completion of this course a student will be able to :

- Develop an understanding of how trade is in progress within the EU borders but also how foreign investors can tap the EU market.
- Describe and explain how the EU effectively works and how can business expand in this particular environment

Learning methods/Teaching procedures

There will be lectures, group work and group discussions so that students will reach the set objectives of this course. Some elements will necessary be a bit factual and student will be advised to revise their notes on a regular basis. Faculty will also encourage international students to compare with political bodies that could be quite familiar to them such as assemblies or governments in their home countries.

Assignments Quizzes, presentations and group projects

Continuous Assessment 100%

LANGUAGE COURSES

French as a Foreign Language: 3 ECTS

Arabic, Chinese, Spanish, German or Italian: 3 ECTS



Sciencescom is also one of the three Schools that makes up Audencia Group, and prepares students for highly-selective BA and MA diplomas in **Communication, Media, PR and Journalism**. This program also ranks second in its category in France. The School is located downtown Nantes

We assume that the student's English or French language skills are sufficient to follow courses in the language required.

Please find below the list of English-taught courses:

1. FALL SEMESTER COURSES (SEPTEMBER TO DECEMBER)

THEORIES OF COMMUNICATION AND MEDIA

SCM1_TC01

CREDITS: 4 ECTS

As a future professional of media and communication, it is essential to master the fundamentals of your field.

This course provides core theoretical knowledge about information and communication theories.

Students will get to understand the context and framework of nowadays communication both from a theoretical and practical perspective.

COMMUNICATION AND MEDIA IN FRENCH AND EUROPEAN CONTEXT

SCM1_ERA01

CREDITS: 4 ECTS

After an introduction to the major theories of communication developed in Europe and in particular in France, this course will address the specificities of doing communication France, in different environments: corporate communication, brand communication and media.

The course puts a strong emphasis on practical applications in real world business and professional situations in France. This practical dimension will be enhanced through exercises, cases, and meetings with communication professionals and visits to communication agencies.

ORGANISATION STUDIES: A MULTIDIMENSIONAL APPROACH

SCM1_TC02

CREDITS: 4 ECTS

This course is an introduction to the main theories and concepts designed to understand, describe and analyse organisations.

Through case studies, readings and document analysis, the course will address organization theories from various perspectives: sociological, psychological, economic, anthropological and communication.

MARKETING: CONCEPTS AND ISSUES FOR COMMUNICATION AND MEDIA**SCM1_TC03****CREDITS: 4 ECTS**

The aim of this course is to bring students to master definitions, key concepts and marketing approach, understand the role of marketing in nowadays' economy, society and business. Students will also learn the methodology and tools used for marketing plans.

Through theoretical, conceptual and methodological contributions, analysis of documents, presentations and case studies, students will develop their ability to give a general overview of the organisation, as well as the communication position and marketing position within the organisation.

APPLIED RESEARCH IN COMMUNICATION AND MEDIA STUDIES**SCM1_TC04****CREDITS: 4 ECTS**

This course aims at understanding and mastering the different methods and tools that are used to carry out communication studies. Students will be able to realise a field study in complete autonomy and evaluate the adequacy of propositions that would be made to them in the context of more complex studies.

This course will also develop students' sense of rigor in particular when conceiving and implementing communication studies. Eventually, they will be able to make decisions based on the knowledge and reflexion ability acquired during this course.

© MICRO-AGENCY: COMMUNICATION STUDY**SCM1_TC06****CREDITS: 5 ECTS**

The Micro-agency group project applies the competences and theories that are developed during the course Research methods in communication studies (SCM1_TC04)

With an emphasis on mastering different research methods and study techniques, students get to carry out a communication study autonomously, analyse an issue and put forward recommendations.

Micro-agency subjects are most of the time provided by the school's partner institutions and companies who brief the students, establishing a professional agency-client relationship.

PROJETCT MANAGEMENT IN COMMUNICATION AND MEDIA**SCM1_TC06****CREDITS: 3 ECTS**

This course provides an introduction to a method of project management.

The course covers technical skills required to plan and lead project to successful completion. Topics include technical management tools such as WBS, network diagrams, times and costs estimates and management, risks management.

Upon completion of the course, students should be able to present a project by establishing a project definition report, develop a planning, estimate task durations and assign resources, identify project risks and develop risk mitigation strategies, use planning tools like MS Project.

NEWS & INFORMATION SEARCH & MONITORING**SCM1_TC06****CREDITS: 3 ECTS**

This course aims at giving the students tools and methods that will help them to set up an information monitoring system through the identification, selection and evaluation of sources. It also initiates the students with the concepts of knowledge management and collaborative working.

PACK-OFFICE (e-learning)**SCM1_CP06****CREDITS: 3 ECTS**

This online course provides fundamental knowledge of Word, Excel and PowerPoint. Mastering these applications (Word, Excel and PowerPoint) is a key competence of future communication and media managers.

PROFESSIONAL ENGLISH AS A FOREIGN LANGUAGE
SCM1_CP07
CREDITS: 4 ECTS

The objective of this course is to build an appropriate range of vocabulary around communication, media and marketing issues. (Depending on the students' initial level)

Effort will also be put on improving grammatical precision and gaining experience in analysing communication business topics in English.

SPANISH OR GERMAN AS A FOREIGN LANGUAGE
SCM2_CP08/9
CREDITS: 4 ECTS

The objective of this course is to build an appropriate range of vocabulary around communication, media and marketing issues. (Depending on the students' initial level)

Effort will also be put on improving grammatical precision and gaining experience in analysing communication business topics in Spanish or German.

2. SPRING SEMESTER COURSES (JANUARY TO JUNE)

Core courses:

STRATEGY
SCM2_TCB02
CREDITS: 4 ECTS

Strategy involves the coordination and integration of the efforts within the different functional areas of an organization for dealing with an uncertain future.

As communication specialists, it is important to understand top managers and directors' strategic decisions in order to adopt a coherent communication strategy.

The course will develop general knowledge about business strategy, including strategy analysis and use cases and examples linked with communication and media issues.

RESEARCH PROJECT
SCM2_TCB06
CREDITS: 6 ECTS

The research project provides an opportunity to conduct original research on a communication or media subject that interests you. The project represents a more detailed investigation into a topic that grows out of your previous studies and experience.

The research project combines a literature review together with original data collection.

Each student benefits from the individual tutoring from a permanent SciencesCom faculty in order to carry out the project. The completed paper should run from 50 to 60 typed pages.

CREATIVE ADVERTISING AND THE BRAND/DIGITAL ECOSYSTEM
SCM2_CMM01
CREDITS: 4 ECTS

The objective of this course is to understand the critical role creative strategy plays in the development of advertising.

Students will also gain a working knowledge of the core steps in the development of a creative strategy of a brand considering the specificities, constraints and stakes of its digital ecosystem.

MEDIA BUSINESS MODELS
SCM2_MED01
CREDITS: 4 ECTS

In an environment where the media are experiencing massive change and reinventing their business model, this course will develop general knowledge about the different media business models.

It will examine how changes in business model impact management and how management may influence the development of new business models in the media.

CRISIS COMMUNICATION
SCM2_CEI02
CREDITS: 4 ECTS

The purpose of this course is to observe and analyse strategic communication practices in the context of a crisis event.

Special emphasis will be placed on media relationships, image restoration, and ethical responses...

PACK-OFFICE (e-learning)
SCM2_CPA06
CREDITS: 3 ECTS

This online course provides fundamental knowledge of Word, Excel and PowerPoint. Mastering these applications (Word, Excel and PowerPoint) is a key competence of future communication and media managers.

PROFESSIONAL ENGLISH AS A FOREIGN LANGUAGE
SCM2_CPB03
CREDITS: 4 ECTS

The objective of this course is to build an appropriate range of vocabulary around communication, media and marketing issues. (Depending on the students' initial level)

Effort will also be put on improving grammatical precision and gaining experience in analysing communication business topics in English.

SPANISH OR GERMAN AS A FOREIGN LANGUAGE
SCM2_CPB04/5
CREDITS: 4 ECTS

The objective of this course is to build an appropriate range of vocabulary around communication, media and marketing issues. (Depending on the students' initial level)

Effort will also be put on improving grammatical precision and gaining experience in analysing communication business topics in Spanish or German.

Electives:

Electives are organised on two fixed weeks. There are two series of electives; each student will choose one elective per week.

Below is an indicative list of electives to choose from. Students will be requested to make their definitive choice after the start of the spring semester, once a presentation by the academic team has been given.

BRAND ACTIVATION
SCM2_ELE01
CREDITS: 4 ECTS

Understanding and applying multichannel methodology in order to promote a product respecting a brand's DNA is the objective of this course.

This course will lead students to have a global commercial communication approach that will include the full range of external communication tools that are available to a brand in order to consider on the one hand its image stakes and on the other hands its results.

INNOVATION & CREATIVITY
SCM2_ELE09
CREDITS: 4 ECTS

The aim of this course is to provide the framework for understanding and making critical decisions in businesses based on innovation and creativity.

The course will address the key concepts of the economics of innovation & the challenges of innovation in companies. It will examine sourcing issues & the increasing role of open innovation. Students will also gain knowledge on strategies for developing new products and managing creativity as well as applying the design-thinking framework.

SOCIAL MEDIA & GLOBAL IMPACT
SCM2_ELE10
CREDITS: 4 ECTS

The aim of this course is to understand the core theoretical principles at play in the social media landscape as well as to explore and master practical social media skills. Through a series of lectures, workshops, discussions, etc., students will learn key concepts such as the terminology and theory of social media, the challenges and issues for legacy media, the new media ecology, audiences and user-generated content, distribution of media in a social landscape, law, copyright and ethics, etc.

PUBLIC OPINION AND MASS MEDIA
SCM2_ELE11
CREDITS: 4 ECTS

The course is proposed for students interested in research on public opinion, elections and mass media. The course will start with a short description of the history of public opinion and methodology. It will be followed by short practical examples on how to construct a poll. The second part of the course will be dedicated to the potential effects that media may have on public opinion. A final part will be dedicated to practical exercises on how to read and interpret public opinion polls published in the media.

PR AND COMMUNICATION IN A GLOBAL CONTEXT
SCM2_ELE12
CREDITS: 4 ECTS

The aim of this course is to understand the specificity of managing a communication plan in an international context. The course will also address organisational issues linked with the management of international communication. Students will also gain knowledge of the intercultural dimension at stake when dealing with international PR and communication.



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