

September 2009

ACADEMIC PROGRAMMES

Audencia MBA

The newly revamped Audencia MBA is an updated, international version of a programme first offered in 1984. Now taught entirely in English, the programme distinguishes itself by concentrating on students who see business development as a key part of their coming careers.

Run for the first time in its new format in 2003, Audencia MBA allows participants to take a 12-month course that stresses above all the skills needed to develop new business within an existing company structure. While the first 360 hours of classes provide the core generalist base of knowledge every manager needs, the 120 hours of concentration classes allow students to hone business development skills such as project management, business planning, finance and risk management or venture capital. The aim is to provide participants with the entrepreneurial spirit that will enable them to take companies' risks for them.

This emphasis on business development does not, however, eliminate those wishing to take a general management MBA. Thanks to its rich block of core courses followed by a wide choice of concentrations, the programme also caters for participants more interested in other business aspects such as marketing or supply chain management.

As is the case for all students at Audencia, those taking the MBA programme are handed a Portfolio of Competencies on arrival at the school. This approach, pioneered in France by Audencia ten years ago, means each participant's personal development is regularly gauged so helping them reach their full potential.

Closely linked to the competencies approach is Audencia MBA's other major characteristic: the integration of a number of business games into the programme. The most important of these is the Audencia MBA International Competition, a two-day event open to MBA teams from other business schools that tests their all-round management skills via the running of a virtual company. As well as taking part in this international competition, Audencia MBA students are required to compete in two other simulations during their 12-months of study. These games are designed to form a bridge between professional experience and the concepts learned.

Developed to suit the business world and in line with the school's overall strategy, Audencia MBA recruits managers with at least three year's experience and a BA, BSc, MA, MSc or

equivalent. With its breadth of core modules, the programme does not neglect the basis of management, from Finance and Accounting to Law or Marketing. These core subjects plus the choice of specialisation tracks are rounded off by a 30,000 word project.

European Management Programme (EMP)

The EMP (European Management Programme) is a multi-site, trilingual Master launched in 1990 through Audencia's strong links with Universidad Comercial de Deusto-Bilbao in Spain and the UK's Bradford University School of Management.

The Audencia-led initiative requires all students to finish their programme of study with three months in the UK after having chosen to undertake either four months in France and three months in Spain, or an initial four months in Spain, followed by three months in France. A professional internship of a minimum of three months comes at the end of the total study period. All participants are at least trilingual allowing them to follow lectures in the native tongue of each country concerned.

Each of the three partner institutions teaches students different key competencies organised into a series of 22 core courses. In Spain, the EMP classes focus on supplying a foundation in business administration, in Nantes, European management is explained, while in the UK the wider international management context is addressed.

Class sizes on the EMP are limited to 40 with teaching dispensed by 25 full-time faculty and a dozen visiting experts of five different nationalities. Students come from a range of backgrounds, the most common being science/technology, economics and law. On average, each class contains 10 nationalities, of which 75% are European.

The programme is designed to open up a wide range of international management careers to participants, from human resources or marketing to general management. Those enrolling must have either a Masters degree or a first experience of management. An initial knowledge of at least two of the languages involved is required with intensive language courses scheduled at the start of the programme to bring all students up to a common linguistic level.

IMM (International Master in Management)

The International Masters in Management brings together four Equis-accredited European business schools to offer an English-language programme that combines study with the possibility of experiencing the variety of Europe at first hand. The 12-month programme is

open to holders of a bachelor degree or equivalent and does not require any prior professional experience.

Depending on options chosen, IMM students can follow classes at Audencia in France (one of the European Union's founder countries), at LKAEM in Poland (one of the EU's recent candidate countries), at EADA in Spain (the Mediterranean aspect of Europe) and at Bradford University School of Management in the UK (Anglo-Saxon Europe).

The IMM begins with a period from September to December spent studying core modules in Nantes, before three months of electives in Nantes or Bradford between January and March. In April, all students attend the programme's international school. This is a 10-day, compulsory programme organised by the Leon Kozminski Academy of Entrepreneurship and Management in Warsaw which includes workshops, group-work, presentations, an integrative simulation game, debriefing and self-analysis sessions. After the international school, students finish their classes by following electives in Nantes or Barcelona until May

The programme ends with a period from June to September spent on dissertation research. The dissertation is an extended piece of written work of up to 20,000 words involving an original and in-depth investigation into a specific business and management area with an international focus.

Audencia Master in Management

The Audencia Master in Management is one of France's flagship graduate management courses. Each year more than 5000 candidates apply for just over 300 places on Audencia's programme by sitting stringent written and oral exams. To apply for entry, candidates must have at least two years of higher education. An English version of the programme allows non-French students to enrol after a bachelor degree, so beginning their studies at Audencia in what is effectively the second year of the programme for their French counterparts.

As well as the three or four years of classes, all students spend at least a study semester abroad with 90% of participants opting for the USA. Certain non-French academic partners give students the chance to extend their stay and spend a year or more abroad in order to gain an MBA in addition to their Grande Ecole diploma. Up to a year's internship in-company is also a popular option, possible thanks to the school's strong links with the business world.

The first three terms form a foundation programme in management which allows entry onto the advanced programme in management made up of in-depth core courses and specialisations in finance, human resource management, management control/auditing or marketing plus electives. The final two terms are taken up with an in-company project, followed by a series of electives and capstone courses before

the final exams. All students are required to take one non-business elective a year designed to broaden their general culture and outlook.

In 1998, the school opened an Asia management option for up to 20 Masters students a year. This allows a study focus on China or Japan and includes intensive language courses, classes in the chosen country's culture, politics, economy and managerial practices plus at least a study semester and company internship in China or Japan. A similar logic has now been applied in order to launch the Spanish-language Via Hispanica study track and the Deutsch Portal, German-language option.

Master Supply Chain and Purchasing Management

Launched this year, this programme is taught entirely in English and offered over one or two years depending on the profile of students. The master is the fruit of a strong partnership with MIP Politecnico di Milano in Italy and with the Chartered Institute of purchasing and Supply. Participants study at both MIP and Audencia in order to acquire the industrial skill set that will allow them to meet the challenge of managing the increasingly global scope of business

Executive Audencia MBA

Launched in 2005, Audencia's part-time executive programme runs over 18 months with participants attending classes on Friday and Saturday every two weeks. This allows study to be combined with positions of responsibility.

Taught in French, but with an international seminar held in English, the programme recruits mainly from France's western region.

Corporate Audencia MBA

In 2004, Audencia launched a corporate MBA for top French-based personnel of the Stryker Corporation, one of the world's leaders in the medical device industry with sales topping \$3.6 billion and 25 years of sustained growth.

The French-language Stryker MBA, was followed by 14 men and women including six members of Stryker France's board of directors, and concerned all areas of the French operation. These deal with products as diverse as surgical implants, trauma products, surgical instruments, biotechnological products and beds and stretchers.

The participants spend three days a month in Nantes over 12 months, taking 200 hours of lectures and committing themselves to 400 hours of individual work.

Executive Education

Audencia's Executive Education Centre draws on the school's quality of faculty, its research, its international openness and its state-of-the art teaching methods to provide executives with the extra tools needed in today's fast moving business world.

At the heart of the centre's philosophy is flexibility which results in a wide range of programmes that offer different combinations of modules with varying knowledge levels as point of entry. All participants profit from new teaching methods and technologies and benefit from the same portfolio of competencies as other Audencia students, so maximising the impact of the course. Selected modules can be taken via e-learning while certain programmes are taught in English rather than in French.

The centre is able to offer tailor-made programmes for executives alongside its set courses. Its pre-determined programmes range from a 24-day course in the art of management to an eight-day initiation in supply chain management.

Doctorate in Management Sciences

The school first launched a Doctorate in Management Sciences in 1996. The present doctorate is a joint venture with Nantes University whose campus is right next to that of Audencia.

While the Doctorate seeks to broaden participants' management knowledge, its main priority is research. In this way, the course can address the needs of a wide range of publics, from consultants and auditors to academics and business executives. All those wishing to follow a Doctorate at Audencia must have a Masters degree with a specialisation in management.

Classes take place between October and the end of March, with a dissertation to complete and defend before a jury by September at the latest. There is also the possibility of extending the Doctorate over two years to allow for a full 12 months of research, or even over three years with potential financing of the thesis.

'Mastères spécialisés'

A 'mastère spécialisé' is a postgraduate programme which covers highly specialised areas of management. Audencia offers these programmes in management of sports organisations, entrepreneurship and new information technologies, management and international competence, and marketing design.

Each 'mastère' involves seven months of intensive coursework followed by a five-month internship and a Master thesis. These programmes are open to students with a Masters degree or equivalent.