



## MASTER IN MANAGEMENT



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## AACSB project

**School:** Brest Business School

**Program:** PROGRAMME GRANDE ECOLE en formation initiale

LG: Learning Goal; LO: Learning Objective; M: Measure for assessment

<b>Mission</b> : Former des managers entrepreneurs capables de développer de la valeur économique et sociale nécessaire à notre monde en mutation <b>Train creative and entrepreneurial managers who are able to develop the necessary economic and social value to our changing world</b>									
<b>LG1</b> : Nos étudiants sont capables de définir et de gérer des projets <b>Our students are able to define and manage projects</b>		<b>LG2</b> : Nos étudiants sont capables de manager des équipes multiculturelles et diverses <b>Our students are able to manage multicultural teams</b>		<b>LG3</b> : Nos étudiants acquièrent une culture entrepreneuriale <b>Our students gain entrepreneurial culture</b>		<b>LG4</b> : Nos étudiants agissent dans un monde complexe <b>Our students act within a complex world</b>		<b>LG5</b> : Nos étudiants développent une vision stratégique <b>Our students develop a strategic vision</b>	
<b>LO11</b> : Savoir utiliser les techniques de gestion fondamentales <b>Know how to use basic management techniques</b>	<b>LO12</b> : Détenir une expertise dans un domaine des sciences de gestion <b>Hold an expertise in an area of management science</b>	<b>LO21</b> : Appréhender et vivre la diversité <b>Understand and live diversity</b>	<b>LO22</b> : S'intégrer et collaborer dans une équipe multiculturelle <b>Be able to live and work in a multicultural team</b>	<b>LO31</b> : Savoir mobiliser ou imaginer de nouveaux concepts <b>Can activate or imagine new concepts</b>	<b>LO32</b> : Etre capable de mener un projet entrepreneurial <b>Be able to lead an entrepreneurial project</b>	<b>LO41</b> : Développer une culture sociétale et économique <b>Develop a social and economic culture</b>	<b>LO42</b> : Développer une culture technologique <b>Develop a technologic culture</b>	<b>LO51</b> : Concevoir une démarche stratégique <b>Design a strategic approach</b>	<b>LO52</b> : Mettre en œuvre des actions stratégiques <b>Implement strategic actions</b>
M11 PGE : la note finale obtenue au business game en fin de M2	M12 PGE : la note obtenue au mémoire de fin d'études	M21 PGE : la note obtenue au rapport d'observation lié au séjour à l'étranger	M22 PGE : le score obtenu à l'item correspondant dans la grille d'évaluation complétée par l'entreprise suite au stage	M31 PGE : la note finale obtenue au module fabrique de l'innovation	M32 PGE : la note finale obtenue au projet intrapreneurial	M41 PGE : la note finale obtenue au Forum des nouveaux mondes	M42 PGE : la note finale obtenue au Laboratoire des sciences	M51 PGE : la note finale du module de stratégie de l'escala 2 Expert	M52 PGE : la note finale du module de stratégie de l'escala 3

## MIM Frame – School year 2022/2023

M1 : SEMESTER 1 – OPENING SEMESTER	
Modules	ECTS CREDITS
Team Building	
Team Building Seminar	
CSR International Project	5
International law	5
International business	5
Economic Analysis and strategies	5
Ethics management and corporate social responsibility	5
Project Management	5
<b>Total M1S1 ECTS Credits</b>	<b>30</b>

M1 : SEMESTER 2	
Modules	ECTS CREDITS
Intrapreneurial Project	6
Consumer Behavior and Strategic Marketing	4
Financial Policy	4
Human Resources Management	4
Strategic management : the process	4
Logistics management	4
Management Control	4
<b>Total M1S2 ECTS Credits</b>	<b>30</b>

## **MI SEMESTER I : OPENING SEMESTER**

### **CSR International Project : BMGAI021**

The purpose of this module is to implement all modules of the first semester (Project Management, International Business, International Law, Ethics, Economic analysis and strategy ) in one project.

This project aims to work on an export strategy of a Breton company, keeping in mind some environmental and innovating aspects.

A special attention will be established on Corporate social responsibility

Each team of students need to contact a company to study its export strategy if it exists already or to identify their needs for a project of export.

### **International law : BMGDR026**

As there has always been a strong connection between law and economics, a complete, global understanding of business requires the future manager to acquire a good sense of the law and legal theory, as well as developing the ability to carry out basic legal analysis.

The main goal of this course is to enable students to integrate legal and business analysis when decision-making. Beginning with a basic comprehension of the applicable rules, by the end of the course, the student will be able to carry out a practical interpretation of such rules and apply them to a given situation. Both as part of the legal universe and beyond it, the student will become familiar with the logic of the law, which nowadays permeates so many facets of any organization's day-to-day activities.

### **International business: BMGAI020**

This is an introductory course to international business. The motives, challenges and modalities of international business are discussed from theoretical and practical standpoints. The international environment related risks and opportunities are highlighted. Their relative impacts on the firm's international business strategy design and implementation are also detailed and illustrated by real cases.

### **Economic Analysis and strategies : BL3EC002**

The course is oriented to provide the theoretical economic knowledge and key practices for the establishment of an export strategy on a product / innovative service. Four themes are developed: competitive strategies, consumption in Europe, monetary policy, international organisations. Each topic is first presented theoretically for 1:30 , then students work in teams on a case study for 3 h. Finally , 1:30 is dedicated to debriefing and synthesis. At the end of the module , students are going to work individually on a case study belonging to one or several topics previously studied

## **Ethics management and corporate social responsibility : BMGDR029**

This course is designed to provide students with an overview of certain chosen global business and related legal ethics issues from a comparative perspective, mainly highlighting the differences (as well as notable similarities and convergence) between the US and European systems of doing business in an ethical fashion. The material is organized around a series of topics that will introduce students to those ethical and social issues that they are most likely to encounter in transnational business in multinational corporations, national and international professional services/accounting firms, investment banks and other institutional investors like venture capital or private equity funds, and even local businesses that export or have business dealings abroad. In addition to substantive ethics and their related legal rules, the course considers various policy issues and theoretical questions raised by the comparisons between the US and Europe. As you may know, there has been an explosion over the past few years in both sensitivity to CSR (corporate social responsibility) matters and enforcement / investigations into business wrongdoing on many issues (especially corruption, bribery, insider trading and antitrust abuses which hurt consumers, investors and workers, among other societal stakeholders).

The course will build on this foundational overview of corporate ethical structures and functions by also examining the related legal aspects of corporate transactions, operations and governance, including the various duties and rules that regulate various actors and the mechanisms used to enforce those ethical rules and expectations. We will also examine larger regulatory environments that indirectly govern the conduct of certain business / corporate actors (directors, managers, employees, professional consultants, etc.) by encouraging or discouraging particular conduct.

## **Project Management : BMGSI032**

Les objectifs de l'ensemble des modules « Systèmes d'Information » consistent à offrir aux apprenants l'opportunité de développer leurs aptitudes aux usages professionnels d'outils technologiques de notoriété. L'originalité de cette option réside dans le dosage entre apports théoriques et pratiques.

Ainsi au terme de cette option, les apprenants auront de solides bases théoriques en management de projet, en ingénierie et analyse des performances des processus, et plus généralement en SI à travers l'implémentation et l'exploitation d'un ERP. De plus, grâce aux partenariats académiques signés par BBS, ces apprenants auront l'opportunité de manipuler des outils leaders de leurs marchés respectifs :

- l'outil Microsoft Project pour le pilotage de projet
- L'outil Aris pour la modélisation et l'analyse des processus,
- L'ERP SAP pour le management d'une organisation.

## **MI SEMESTER 2**

### **Intrapreneurial Project: GMMI201EFZ**

By team of 3 or 4, the students have to face to a real problem of company by implementing or by optimizing innovative projects. Problems can be diverse and multiple: development of a new product / service, international opening, development of a new activity, new distribution channel, more effective communication, etc..

Finally, leading an intrapreneurial project help students use skills in project management and make connections to innovation, intrapreneurial skills and organizational culture .

### **Consumer Behavior & Strategic Marketing: GMMI204EFZ**

The Consumer Behavior and Strategic Marketing module complements the marketing courses of the PGE (Qualitative and Quantitative Studies and Marketing). It deals with the strategic aspects prior to the definition of an adapted offer. The first lectures deals with consumer behavior and consumer trends and are useful to help defining and implementing strategic marketing, the second theme of the course (marketing objectives, segmentation, targeting and positioning). A project will implement these two themes through work sessions and discussion groups, in order to propose a relevant and consistent marketing strategy with regard to information collected on the environment, consumer behavior and trends (documentary study, observation and / or interviews).

### **Financial Policy : GMMI208EFZ**

The notion of investment is associated with a long-term project and represents a more (or less) risky bet for the whole organization. The entrepreneur leader must be able to study investment decisions. The goal of this course is to prepare the students to analyze different methods using for project financing and their implementation. By using theoretical approach as well as case studies, this course focus on the criteria about which projects should receive investment funding to increase the value of the firm, and whether to finance that investment with equity or debt capital.

### **Human Resources Management : GMMI209EFZ**

Human Resource management is a key function of any organization. It influences the firm performance by her fundamental activities: management of skills, recruiting and selecting employees, training and compensating them. The aim of this course is to familiarize students with the basic principles and techniques of human resource management. This course helps to understand human resource management for students that aims to work in human resources fonction or other business functions.

### **Strategy management : the process : GLM3206BFZ**

This course on strategy will help students reach the skills to :

- Have a better insight of their working environment
- Carry out a strategic analysis of the firm
- Acquire an overall view and situate themselves in the business world
- Make strategic and pertinent choices
- Plan efficient actions
- Organize a department or company in an optimal fashion, taking into account strategic interactions.

### **Logistics Management : GMM1210EFZ**

This module focuses on the different links of the logistic chain and on the connection between them, so as to develop an efficient and agile organization. Logistic performance and the means to support it therefore constitute the guiding thread of this course. We will alternate between operational techniques and strategic reflection. The management tools that will be studied are: operations management, inventory management, distribution, information systems. Moreover, some major issues linked to sustainable development will be discussed.

### **Management Control : GLM3208BFZ**

Management control supports the deployment of a strategy in formalizing the control of an organization. It provides managers with the tools to measure both the impact of their decisions and actions and the impact of changes in the environment in its multiple dimensions (societal, social, commercial, logistics, financial). In this framework, management control systems contribute to the development of the performance of an organization.

## MIM FRAME – SCHOOL YEAR 2021/2022

M2 : Semester 1 Core courses modules	ECTS
Strategic management : implementation	3
IS Strategy	2
Intercultural Management	3
Leadership and change management	3
Methodology and master thesis	14
Strategic management : Business game	3
<b>Total core courses</b>	<b>28</b>

M2 : Semester 2 INTERNATIONAL DEVELOPMENT : ENVIRONMENTAL ANALYSIS Specialisation courses modules	ECTS
Intercultural management	4
Emerging markets in IB	4
Leading markets in IB	4
International operations management	4
International business negotiation	4
Strategy and company export development	4
Approach to foreign markets	4
International economic environment	4
<b>Total specialisation modules</b>	<b>32</b>
<b>TOTAL ECTS</b>	<b>60</b>

## **Semester I : CORE COURSES**

### **Strategic management : implementation : GMMI206EFZ**

The first strategy module enabled the students to master the analysis tools and strategic choices as well as the different steps of the reflection strategy. This second module will give them the opportunity to go into more details on subjects like strategic action, insisting on application methods.

### **IS Strategy : GMMI207EFZ**

The main Learning objectives of this module consists in understanding IS strategy and its impact on business within a professional environment. Thus, the course will help students to understand the possible competitive advantage and plus-value offered by IS/IT to organizations.

### **Intercultural Management : BMGMG005**

Decrypting culture and its implications should allow students to develop managerial competences mobilised in a multicultural organisation. Companies in search for managers and « agile and mobile » collaborators, are accustomed to diversity. Academic knowledge is used within a framework of projets and workshops. This course allows students to :

- Acquire key concepts of reflection in order to manage cultural diversity and interculturalism in their future careers.
- Develop managerial competences required by management posts and functions in a mixed social and professional environment.
- Participate in, or manage, a multicultural project / team

### **Leadership and change management: BMGST058**

This course is about understanding and practicing leadership in its main dimensions : strategic, global, transformational, and personal.

The objectives of this course are :

- Understand the main failures of important global leaders
- Integrate the global challenges for international leaders
- Solve the governance conflicts
- Lead innovation and change in a digital transforming world
- Develop personal skills for becoming a positive and performant leader.

The content is mainly based on the most recent and relevant research in leadership, change management and positive psychology at work.

The students will go through the objectives and tools of the course, in order to be able to grap the multiple and changing faces of leading teams in more innovative and challenging organizations. This course offers the opportunity to study great successful leaders, their business strategies and personal strengths, as well as unethical leaders and their loosing strategies.

The students will have the opportunity to question about their own strengths and build a personal program for developing a personal and positive leadership.

Most of the course is operational.

### **Methodology and master thesis : BMGMA067**

The research methodology course help student throughout his/her research project. The master thesis aim to develop a critical and constructive vision of a managerial problem. To reach this goal, student must be able to identify and prioritize issues as well as select and synthesize information. This will allow it to offer study assumptions and define a suitable methodology. The aim of the master thesis is to formulate recommendations responding.

### **Strategic management : business game : BMGST034**

This course is an opportunity to simulate the management of a firm in a highly competitive environment.

## **International development : environmental analysis**

### **Specialisation courses modules**

#### **Intercultural management – BMSRH007**

In completion of the two modules 'Leading markets in IB' and 'Emerging markets in IB', this module is dedicated to the study of cross-cultural transactions. It is about presenting and detailing the role of culture in business, in particular in cross-national business management. Business is culturally blended and business styles are different across cultures. This module begins by showing the value of culture in business and continues by discussing the various cultural dimensions and their respective influence on business transactions. The discussions are built up upon the textbook of Richard Mead and Tim G Andrews (2009) International Management Culture and Beyond which is a trusted reference in cross-cultural studies. The students will have the chance to engage in field cross-cultural exercises and benefit from the coaching of experienced persons in the field of cross-cultural management.

#### **Emerging markets in international business – BMGAI018**

This module studies the different economic, political, cultural and social characteristics of the emerging countries and/or regions and relates to the IB deals with and within these countries and/or regions. The list of the countries and/or regions to be studied in this module includes Central Europe, Russia and Central Asia, Middle East and Turkey, South America and Brazil, Africa, and South East Asia. The students will be asked to work in groups on international business issues related to the countries and/or regions studied.

The module opens with a discussion of the complexity of the IBE, its sources and its implications to international strategy development. Decision making techniques are therefore presented and applied to real cases. The module closes with a practical case of country analysis and international strategy development. The practical case is likely to be done in partnership with X-Culture Association where real exporting projects are handled by students from different universities

#### **Leading markets in international business – BMGAI016**

This module enlightens students about the geographic, political, cultural and economic profiles of several leading powers ( countries or zones) in international business. The module presents and discusses the profiles of these powers within an international business framework. The list of powers to be studied includes Australia and Canada, China, India, Japan, United States of America, United Kingdom and Western Europe. This module is assured by experts in the field of geopolitics, economic development, country analysis, and international marketing. It adopts a proactive learning approach and favors discussion and mutual creation of knowledge. The reference list includes business profiles ( produced by Datamonitor Inc) of each of the regions and/or countries studied as well as general references about regional and country studies. Students are advised to consult the general refernces for the whole course and the relative profile for the region and/or the country to be studied the coming class. The students will be asked to work in groups on real projects about international business issues related to the countries and/or regions studied. One lecture will be dedicated to the roles of international organizations in the world business and the interaction between politics and IB choices. The module closes with a practical illustration of a country analysis in IB and an initiation to the Analytica program.

### **International operations management – BL3AI005**

First, the aim is to help students gain a better understanding of the legal, logistics and financial dimensions of international trade and to identify the associated risks and opportunities. Second, this module aims at giving them a theoretical and practical understanding of the administrative techniques of foreign trade, in particular:

- legal environment of markets
- distribution contracts
- customs operations
- logistics operations
- financial risks management
- financing methods
- insurance.

Logistics is approached in terms of costs optimization as well as a banking aspect through the different means of payment and their safety devices.

### **International business negotiation – BMGAI003**

This course addresses the objectives and stakes of international negotiation for firms. Negotiation skills are taught and extensively practised through case studies and role-play. International trade negotiation tools (incoterms, pricing structure, payment methods...) are integrated in the cases to be studied.

### **Strategy and company export development – BMGAI006**

The purpose of this course is to allow students to learn certain concepts and skills related to international strategy in a globalized economic environment, and to develop the related management capabilities.

This includes:

- understanding the concept of globalization and its consequences for business and firms- integrating the intercultural aspects of international trade
- learning how to elaborate an export strategy through internal and external diagnoses
- understanding the available solutions to access markets and reach customers and how to select the proper distribution channels
- organizing an export department within a firm, depending on its size and consistently with its international strategy.

### **Approach to foreign markets – BMGAI004**

The students learn to design an international marketing strategy including :

- identification of foreign market opportunities
- assessment of the competitive situation of the firm on a target market
- analysis of consumer behaviour on a target market
- adaptation of the marketing-mix for the target market.

## **International economic environment – BMSEC005**

Upon completion of the module, the student will be able to:

- Interpret key international macroeconomic developments in the light of relevant theory and empirical research
- To access reliable sources of economic literature and data so as to conduct first-pass economic appraisals and engage in meaningful speculation as to the evolution of future economic trends and associated risk factors