

2013

GLOBAL MANAGER PROGRAM

国际经理人特训

中国法国工商会

THE FRENCH CHAMBER OF COMMERCE
AND INDUSTRY IN CHINA



Chambre de commerce
et d'industrie de Paris



PROGRAM OVERVIEW

The French Chamber of Commerce and Industry in China (CCIFC) and the Paris Chamber of Commerce and Industry (CCIP) offer a dedicated Management training program for executives in China in 2013:

WHAT MEANS BEING A MANAGER IN TODAY'S GLOBAL ENVIRONMENT?

Managing is henceforth switching from a formal supervision role to a more decisive role of a business partner. This means being a pro-active manager whose function is also to identify firm's issues and implement levers of action in order to increase firm performance and wealth. This implies acquiring cross-functional competencies.

HOW TO FACE THIS CHALLENGING SHIFT?

The [Global Manager Program](#) will provide participants with a solid and sound knowledge of the foundations of general management skills and business practices while preparing them to deal with the complexity of the current global environment.

OBJECTIVES:

By the end of this program, the participants will:

- Enhance their management expertise and team leadership skills
- Have acquired advanced and practical management tools, formed their own management theoretical framework and mastered effective strategic thinking models
- Have gained a deeper understanding of the particular role of managers within multinational organizations, and have learnt how to establish constructive work relationship with supervisors, subordinates, team members and external stakeholders

WHO SHOULD ATTEND?

This program has been specifically designed for functional management who have been identified as having [high potential](#) and whose [next career step implies broader managerial responsibilities](#) or a [supervising position within their current organization](#) (cross-functional project, business unit, department, branch, etc.), such as:

- General Managers, Directors, Vice President and Top Executives
- Business Managers, Department Heads & Managers
- Sales & Marketing Managers
- Consultants, Project Managers

FACULTY:

Teachers and experts, selected by the [Paris Chamber of Commerce and Industry](#), from [ESCP Europe](#), top leading business school, ranked 2nd worldwide by [Financial Times](#) for its Master in Management in 2012.

BEIJING CALENDAR

A 10 days program on 2 months: 5 sessions:

| Autumn Session | | |
|-----------------|-----------------------------------|------------|
| MODULE 1 | Motivate your team | Oct. 17-18 |
| MODULE 2 | Strategy Management | Nov. 01-02 |
| MODULE 3 | Financial Accounting and analysis | Nov. 15-16 |
| MODULE 4 | Marketing Management | Nov. 25-26 |
| MODULE 5 | Leadership and coaching | Dec. 12-13 |

PROGRAM OVERVIEW

CERTIFICATION:

Participants will be awarded a Certificate by the Paris Chamber of Commerce and Industry if they complete the program.

COURSES:

The program is composed of [5 modules \(2 days each\)](#):

- Motivate your teamStrategic management
- Strategic management
- Financial Accounting and analysis
- Marketing Management
- Leadership and coaching

During these two days, participants will work on their leadership and will benefit from a dedicated coaching experience with the teacher, to check how they could implement what they learned during the 4 previous modules.

TEACHING APPROACH:

- Lectures based on academic and professional approach & debates
- Cases studies
- Real life examples

LANGUAGE:

English

VENUE:

[French Chamber of Commerce and Industry in China](#)

CCIFC – Beijing

Beijing Lufthansa Center, No. 50 Liangmaqiao Road,

PROGRAM CONTENT AND BIOGRAPHIES

MODULE 1: MOTIVATE YOUR TEAM

Motivating a team is never as easy and as natural as people would imagine. Nevertheless, nowadays, inspiring his team is one of the main responsibilities requested from a leader. But leaders have to face the diversity and complexity of human being, while trying to reach the targeted objectives they are committed to.

At times you may cope with team's lack of energy, demobilization, or even employee's turn over (particularly in a growing economy). The questions then are: "How come? What's happening? What should I do (or not do)?"

This seminar helps to understand the situation with a systemic approach and proposes a specific focus on personality's interaction: how a leadership style can match or not a followership. Thus it provides insights of how to motivate your team better, on a long-term basis.

Last but not least, you will also be equipped to convince better and lead informally in cross-functional projects.

OBJECTIVES

By the end of this module, the participants will be able to:

- Understand individual motivations triggers and levels;
- Address proactively and specifically team's motivation to handle effectively organizational involvement;
- Build a trusting and commitment spirit within the team.

This program is characterized by its practical hands-on approach. It also aims to make each participant think over one's own problematic and leave the training with an effective action plan. Role-play and workshop will be regularly proposed.

CONTENT

Day 1: Motivation and team involvement, from the general towards the singular

- Motivating a team: why and how from experiment to experience

- Motivational toolbox: from theories to applications
What are the main triggers? Is it different from a culture to another? Discovering traps and paradox
- Understanding the motivation's keys factors of success
- Implementing the motivation process: towards trust, loyalty and commitment, even in cross-functional process. Case study and role-plays

Day 2: Motivating each collaborator

- Motivation and personalities
- Understanding the different personality features and the adapted triggers. Exercises and workshops
- Motivation through adapted communication and management style. Role-plays
- Maintaining mobilization even through changes or crisis
- Action plan and conclusion



Lecturer: **Anne-Claire de LAVIGERIE**
Adjunct Professor, ESCP Europe

A-C de LAVIGERIE is lecturer in academic programs in Negotiation, Sales/marketing strategy and management, Leadership, Public speaking and assertiveness.

Graduated from ESCP (Ecole Supérieure de Commerce de Paris) graduate school of management, from DESS Paris Dauphine with a Master's degree in « Training and consulting in organizations», psycho sociology specialization.

Trained in Systemic Approach in the organization; Certified, "ARC en Ciel RH": ability to debrief and train individuals and/or group on a personality and professional behavior test.

Certified as Professional Corporate Coach (Progress U).

After spending thirteen years at the head of the sales and marketing divisions and as a member of the board of directors of a major company, she has developed, as a consultant for the last 10 years, an operational expertise in the following fields:

Leadership and management, Communication and cooperation, Cohesion within boards of directors, project team or natural team, Change management and innovation processes, Negotiation and sustainable client relationship.

PROGRAM CONTENT AND BIOGRAPHIES

MODULE 2: STRATEGY MANAGEMENT

Business has fallen on hard times. Economic crisis and changing competitive environment are forcing companies in almost every sector to re-examine the way to grow. In such complex world, strategy is an outstanding mean to re-think actions for organizational excellence. This module aims to provide managers with critical toolkit to achieve business success.

Using a general approach and specific concepts, this seminar is designed to give participants practical analytical techniques that structure their action as managers or leaders.

OBJECTIVES

This course is concerned with the formulation and analysis of firms' strategy. Firms' strategy is defined as the set of objectives and policies that collectively determine how firms position themselves to increase its returns and create economic value for its owners and stakeholders.

Strategy is concerned with answering two central questions:

- What allows certain firms to succeed in their industry while others fail?
- Why can certain firms sustain their economic profits while for others these profits quickly melt?

In this course, you will learn analytical techniques for diagnosing firms' competitive position, identifying and analyzing opportunities and threats of the economic environment, evaluating alternative business options and determining the ways to develop those options. These frameworks will help you to manage on complex and unstructured problems inherent in business strategy, in order to provide a solid foundation for successfully develop and adapt your firm to changing environmental conditions over time. The outline of the course is the following

CONTENT

Day 1: Strategic diagnosis

- External analysis
- Internal analysis
- Stakeholder stance

**Day 2: Competitive positioning, development and change
Generic competitive strategies**

- Strategic development
- Implementation and change

Teaching approach is going to mix theory and case studies.



Lecturer: **Thierry BOUDES**
Professor, ESCP Europe

- PhD in Management Sciences (Ecole polytechnique, Paris)
- M.Sc. in Management from E.S.S.E.C (Paris)

Former consultant, professor of strategy and project management at ESCP Europe since 2000. Visiting scholar in 2002 at the University of Texas at Austin, USA (McCombs School of Business) and visiting professor at HEC Montréal, Canada in 2007-2008.

PROGRAM CONTENT AND BIOGRAPHIES

MODULE 3: FINANCIAL ACCOUNTING AND ANALYSIS

Whatever your function and expertise, you need to understand the basics of financial accounting and analysis. This will give you how to decode the financial statements and to analyze the impact of your actions on these statements.

OBJECTIVES

The aim of this session is to prepare managers and non-financial experts to gain these competencies by going back to the foundations of financial accounting and analysis.

By the end of this seminar, the participants will:

- Master the financial accounting language and logics
- Communicate more effectively with financial controllers and finance directors
- Understand how to interpret financial statements (P&L, Balance sheet and Cash flow statement) within their business entity
- Master the financial analysis of their business entity
- know how to link some business drivers with financial indicators

CONTENT

Day 1: Principles of financial Accounting

- Some definitions of concepts
- Main users of financial information
- How to decode balance sheet
- Main business transactions' impact on balance sheet
How to decode Profit and Loss Account (Income statement)
- How to decode Statement of Cash flow Exercises and case study

At the end of the day 1, participants will understand how to decode financial statements and to link them with their business decisions.

Day 2 Principles of financial analysis

- Definition of some concepts : financial ratios, indicators and KPI
- Introduction of value map and business drivers
Framework of financial analysis
- Financial performance analysis through ratios and indicators (liquidity, solvency, profitability, Du Pont ratio, EVA, market indicators)
- Capital structure, risk and leverage (operating and financial leverage, break even)
- Exercises and case study

At the end of the day 2, participants will know the main financial indicators used for financial performance analysis that can be linked to their business decisions.



Lecturer: **Léon LAULUSA**
Professor, ESCP Europe

- PhD in Management Sciences (University Paris Dauphine)
- ITP Kellogg School of Management (Northwestern University)
- French Chartered Accountant (CPA) and Statutory Auditor
- MBA (University Panthéon Sorbonne)

Best teaching evaluation in Financial accounting course awarded by Master in management students.

Léon LAULUSA's main research interests span from international financial accounting to the impact of national culture on firms' management.

Alongside his teaching and research activities, Professor Léon Laulusa advises top management in strategic performance, financial reporting and finance issues in international environment. Previously, he was part-time lecturer at HEC Paris and Paris-Dauphine University. He served as a Partner in Audit and Consulting practice at Deloitte and was former Managing Partner of China Desk and the consulting practice at BDO M&G (member of BDO International – the world's fifth largest public accounting network) for which he led various projects and consulting assignments at both national and international levels, and more specifically in Asian countries on behalf of large listed firms and governmental organizations like European Commissions and World Bank.

PROGRAM CONTENT AND BIOGRAPHIES

MODULE 4: MARKETING MANAGEMENT

OBJECTIVES

The objective of this course is to develop the theoretical marketing knowledge, strategic framework and practical skills needed by practicing managers. Formal lectures covering the “fundamentals” will be complemented by two case studies, mini-cases and exercises. The course will take a practical, managerial approach to marketing management.

This course will provide expertise to participants in order to fully understand marketing practices. In addition, this course will help participants to develop their understanding of various marketing situations in different sectors such as food markets, distribution, telecommunications, services and more.

At the end of the course, participants should have (1) learned the main principles and concepts of marketing, (2) understood the marketing approach, and (3) got used to framing and solving marketing problems.

CONTENT

Day 1:

- Introduction to marketing
- Marketing strategy - segmentation, targeting, and positioning

Preparation starts before the class: Read and prepare the “Trouble Brews at Starbucks” case study (case will be provided on registration).

Day 2:

- Product innovation, brand management and pricing strategies
- Designing and managing marketing channels and marketing communications

Preparation starts before the class: Read and prepare the ‘Virgin Mobile USA: Pricing for the Very First Time’ case study (case will be provided on registration).

Recommended Reading Material

Book:

- Philip Kotler & Kevin Keller, Marketing Management, Prentice Hall, 13th edition, 2009

Journals:

- Business Horizons
- Harvard Business Review
- Sloan Management Review



Lecturer: **Frédéric JALLAT**
Professor, ESCP Europe

M. JALLAT is currently Professor at the Marketing Department and Academic co-Director of the graduate program in Pharmaceutical & Bio-Techs Management at the European School of Management (ESCP Europe) in Paris, France. He is also a KPMG Chair research associate there.

In the past, he created and developed the graduate program in International Business and Projects Management at ESCP Europe and the graduate program in Marketing at the Graduate School of Business (ESA) in Beirut, Lebanon.

He received his Master degree from the University Panthéon-Sorbonne, France, a Ph.D. degree in Management Sciences and Business Administration from University Aix-Marseille III and ESSEC, France and graduated from the Stern School of Business, New York University, USA (ITP).

He has been a visiting faculty and a visiting professor in five continents at over twenty universities and research institutions including New York University, Stanford University, the University of Texas at Austin, Thammasat University, Bocconi University and the Foreign Trade Academy of Russia.

His research, teaching and consulting activities mainly focus on four different topics: Pricing and Customer Value Management, Customer Relationship Management, Services Marketing and Management, Strategic Analysis and Competitive Evaluation.

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MODULE 5: LEADERSHIP AND COACHING

Coercive management does not work anymore in times of talents war.

Convincingly giving sense to people, being consistent, integrating “hard skills” and “soft skills” and help people to grow, coaching them more than telling them, are key factors of success.

This seminar will help you to articulate the different knowledge you have developed during the 4 first modules. A rich and fruitful time for feedback and Q & A is included.

It also provides a theoretical background in coaching and leadership.

Anyway, it is mainly via experiments and a time for personal coaching that each participant will understand better what coaching is and key levers to enhance personal leadership.

Presentation skills will also be trained thank to role-plays.

OBJECTIVES

By the end of this module, the participants will be able to:

- Understand what is coaching and how they can find a new way to develop creative idea and empowerment.
- Strengthen their leadership, in a way adapted to their personalities and core competencies
- Share better their knowledge thanks to improved public speaking and convincing skills.

A preparation work will be asked to participants in advance.

This program is characterized by a pragmatic and result oriented approach. The facilitator will help each participant to feel at ease with the training content and make it happen in real life. Coaching and leadership are deeply linked to personal assertiveness; role-play will thus be the major lever for awareness and improvement.

The prerequisite is for the participants to have done 2 pre-works:

1. A feedback organized around 3 questions: “what was easy to implement and what was difficult after the 4 modules” “What do I want to focus on to improve?”
2. A preparation of a real future professional presentation

CONTENT

Day 1: Best practices, coaching for success and leadership

- Feedback on the 8 days training and its implementation and best practices exchanges
- What is coaching? A new way to find solution and help people to be efficient
Role-plays and exercises
- Defining leadership: Why is there a growing interest in leadership?
Is it the same in Western or Asian countries? Group workshops
The three dimension of leadership: vision, means and personal traits.
- The leaders' skills: Is it acquired or innate?
What specific skills or knowledge should one learn if one wants to improve its leadership?
Why and how shall we develop Emotional intelligence and assertiveness?
Exercises and debate

Day 2: Emotional charisma and public speaking

- Tips for a better presence and convincing skills
- Workshop and Role-plays to work on presentation skills
- Feedback from the group and the coach
Individual Action plan and conclusion



Lecturer: **Anne-Claire de LAVIGERIE**
Adjunct Professor, ESCP Europe

GLOBAL MANAGER PROGRAM

Among your team, you have certainly identified **High Potential Managers** and you wonder:

How to **retain** and keep them **motivated**?

How to **recognize** and **reward** them in your organization?

How to **improve** their management skills and performance?

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INVESTMENT

*42 000 RMB/Member

*52 000 RMB/Non member

*For module taken individually:

9240rmb/ member

11440rmb/ non-member

** The price includes: training fees, educational material, coffee breaks and lunches.*

** All prices are before tax (4%).*

Deadline for registration:

Spring session: complete program open up to **28th of February**, independent module until **early April**.

Autumn session: complete program open up to **31st of August**, independent module until **early October**.

CONTACT

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