EXECUTIVE PROGRAM

in

MANAGEMENT

2021

skema BUSINESS SCHOOL

CCI FRANCE CHINE
中国法国工商会

EXECUTIVE PROGRAM IN MANAGEMENT

PROGRAM 2021

EXECUTIVE PROGRAM IN MANAGEMENT

Program Format

10 days = 5 modules (2 days each)

Participants

High potential talents

Objectives

Enhance Management skills

Teaching Method

Academic & Professional approach

Partner

SKEMA Business School

Calendar

June 2021
To September 2021

Language

English

Venue

CCI FRANCE CHINE SHANGHAI

“ This program has been specifically designed for high **potential talents** in order to enhance their **management expertise** and **team leadership skills** within their current organization (cross-functional project, business unit, department, branch, etc.)

PROGRAM OVERVIEW – 5 MODULES

3rd - 4th
June 2021

Module 1
Selling & Negotiating Skills

1st - 2nd
July 2021

Module 2
Build your Leadership

15th – 16th
July 2021

Module 3
Build your Team

26th – 27th
August 2021

Module 4
Practical Accounting & Finance

23rd - 24th
September 2021

Module 5
Strategy & Innovation

“By teaching the fundamentals of general management with a focus on leadership & team management, practical accounting and finance, strategy, and innovative marketing & sales, this program of 5 modules will provide to high potential executives a solid knowledge of practical tools to support and drive their company growth through this complex and disruptive environment.

MODULE 1

Selling & Negotiating Skills
(2 days)

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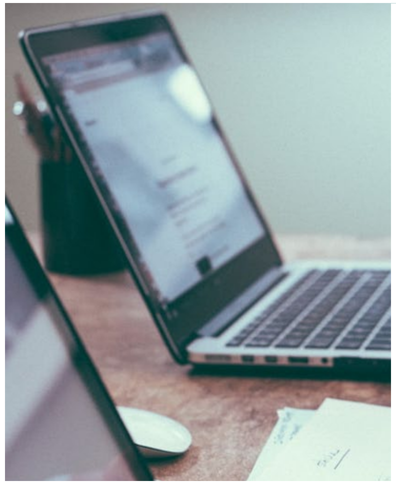
MODULE 1 : SELLING & NEGOTIATING SKILLS

Objectives & Teaching Practices

- After the two days the participants in the course have an integrated framework to sell more and negotiate better agreements.
- In the selling phase:
  - The difference between selling and negotiating
  - Immediate differentiation with the 7 laws of influence
  - Complete discovery with OSCAR questioning skills
  - Persuading based on the buying motivations with SPICES and APB
  - Handling objections with GNZ and closing with PIC.
- In the negotiating phase:
  - Proper Preparation Prevents Poor Performance
  - How to deal with power in negotiation
  - How to engage the real decision maker
  - How to create positive momentum without sacrificing value
  - How to resist tough and manipulative end game tactics



MODULE 1 : SELLING & NEGOTIATING SKILLS

Program Day 1

Key takeaways

- Selling is not negotiating
- Empathy is key at selling stage
- Assertiveness is key at negotiating stage
- Closing is the natural outcome of well executed selling and negotiating steps

Morning

- Legitimize your presence with the 7 laws of influence.
- Uncover buying motivations and much more with OSCAR questioning skills.

Afternoon

- Persuade using the appropriate selling points presented the right way tailored to the right buying motivations.
- Handle objections gracefully and drive the decision-making process. Discover the magic sentence that signals you have entered the negotiating phase.

MODULE 1 : SELLING & NEGOTIATING SKILLS

Program Day 1

Key takeaways

- All negotiations are emotional
- Know where you are and what to do next
- What to prepare, what not to prepare
- Execute as planned to win better deals

Morning

- Negotiation role play
- BATNA, CNA, ZOPA: why popular concepts in negotiation may not work and what to do about it.
- How to think "on your feet" in any negotiation
- Preparation: using negotiation checklists

Afternoon

- Assertively defend, beware of the need to please
- Make sure they are committed
- Make smart trades to build momentum
- Avoid last-minute high-pressure tactics.

MODULE 2 & 3 – by Human Element

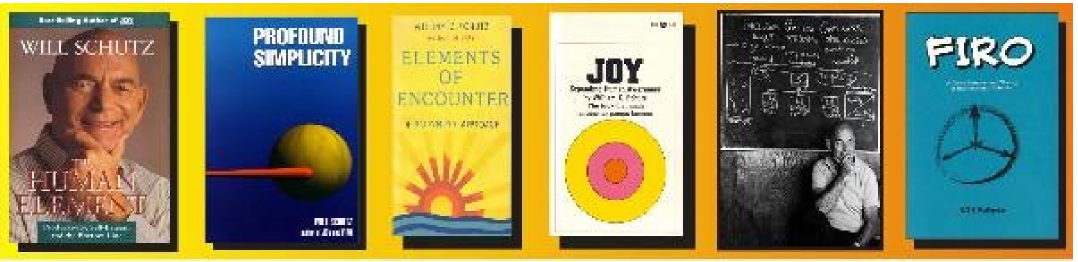
Module 2 & 3 are complementary modules.

- Module 2 - Build Your Leadership
- Module 3 - Build Your Team

MODULE 2 & 3 – POWERED BY HUMAN ELEMENT

The Human Element® provides a comprehensive approach for Leadership and Team Development and Organizational Transformation.

Based on Will Schutz's FIRO Theory, *The Human Element®* is internationally acknowledged as one of the most effective and complete team building and leadership development program available.



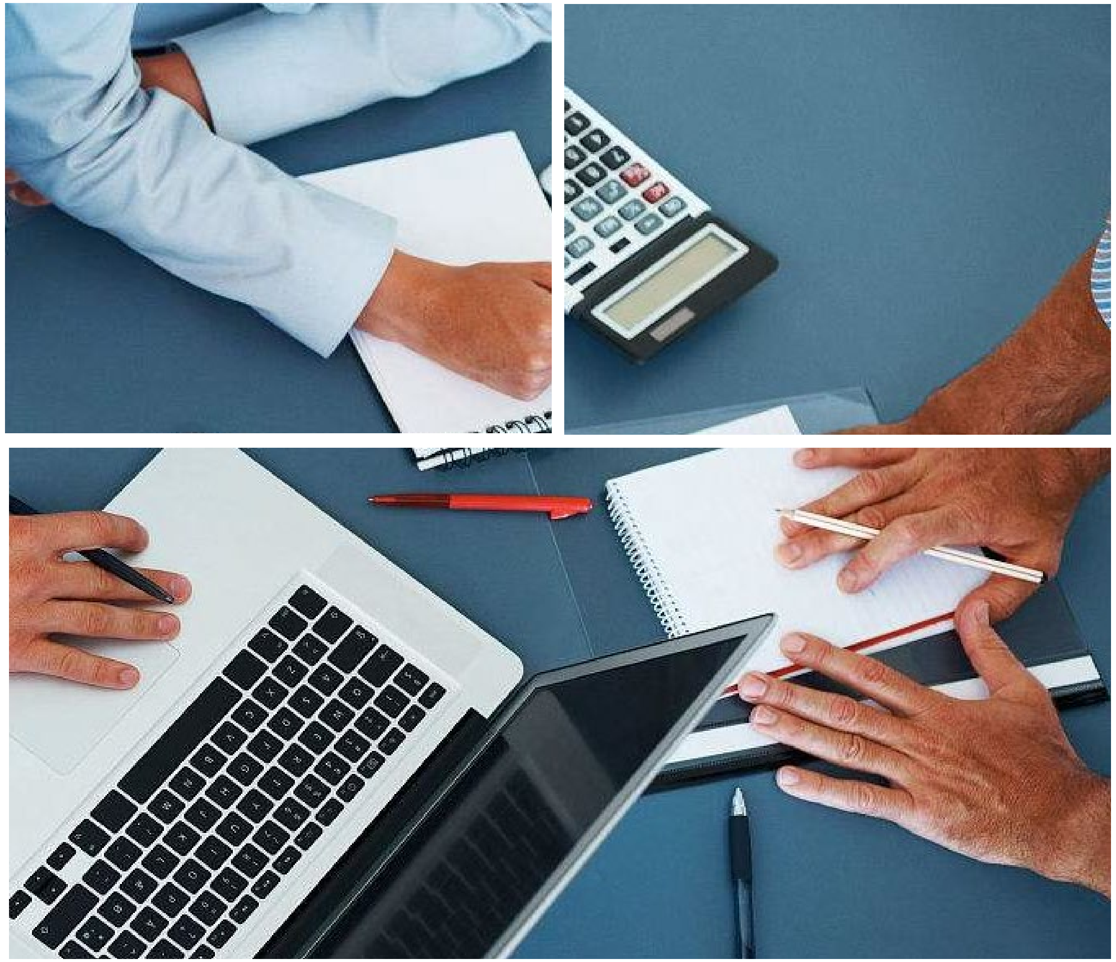
MODULE 2 : BUILD YOUR LEADERSHIP

Module Objectives

The aim of this workshop is to maximize your potential as a leader.

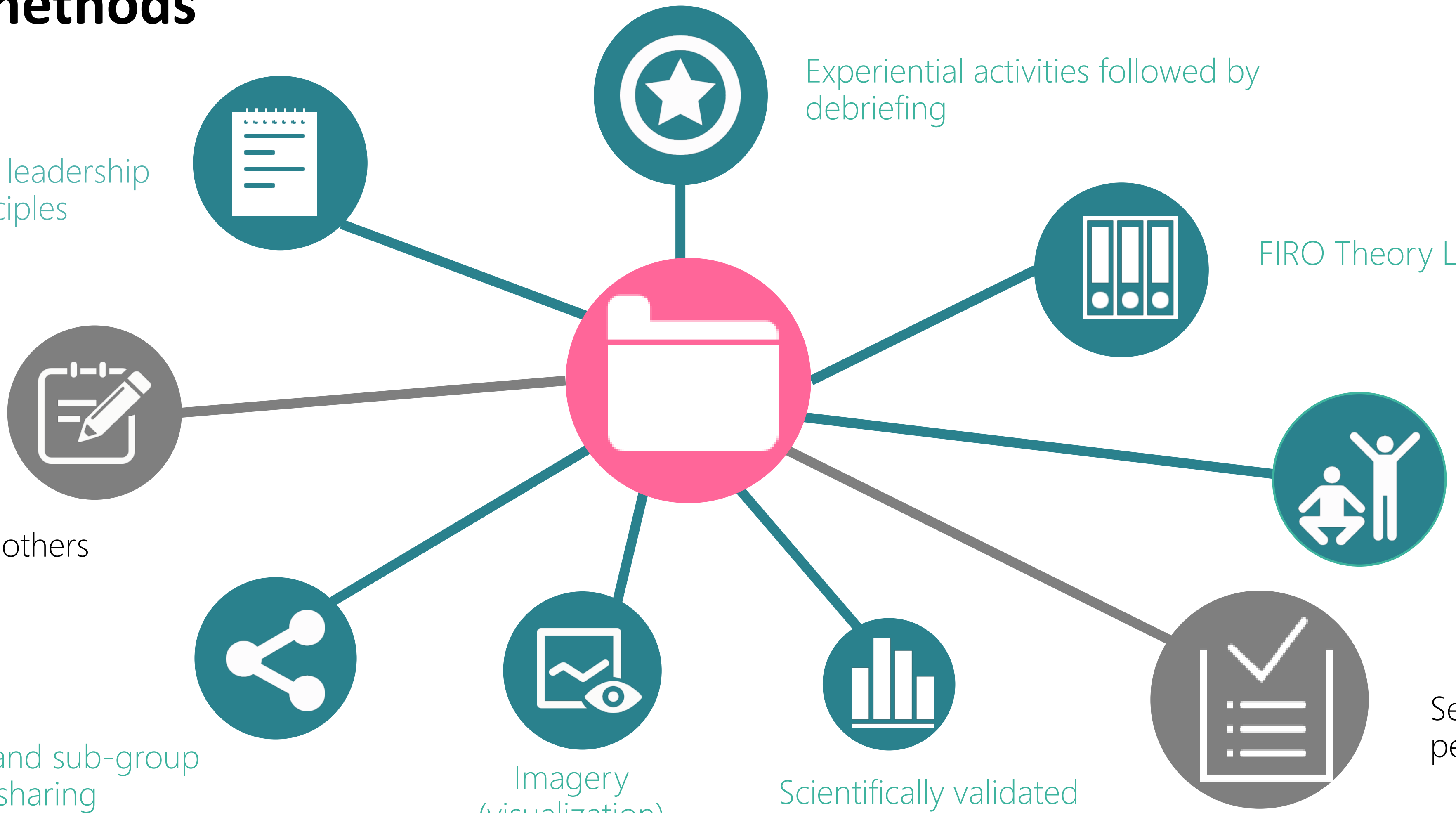
It will help you:

- Clarify what it means for you to be a leader and determine what kind of a leader you want to be
- Increase your self-awareness
- Learn how you are perceived by others
- Understand better your own behavior
- Manage your emotions and decrease your reactivity
- Communicate more openly and connect emotionally with people
- Understand what undermines your impact on people



MODULE 2 : BUILD YOUR LEADERSHIP

Learning methods



MODULE 2 : BUILD YOUR LEADERSHIP

Experimentation Stage

Review
- Participants will review the first workshop and write down a summary of the concepts and the learnings

Leadership plan
- They will apply their Individual Leadership Action Plan

Follow-up
- They will have follow-up sessions with the Professor

Readings
- They will read some articles on leadership and teamwork

MODULE 3 : BUILD YOUR TEAM

Module Objectives

- Understand how teams and relationships work
- Learn how to build and maintain highly performing teams
- Learn how to make teams operate at their full potential utilizing every member’s contribution
- Approaches to teamwork
- Stages of Team Development
- Team functions and the leader’s job
- Compatibility: the ability to work well together
- Experimenting a leadership practice and the Team Compatibility Index (TCI):
    - Team Membership (Inclusion)
    - Centrality (Control)
    - Compatibility (Openness)

MODULE 3 : BUILD YOUR TEAM

Application Stage

Review	• Participants will review the second workshop and write down a summary
Team plan	• They will apply their Team Development Plan
Follow-up	• They will have a follow-up session with the Professor
Readings	• They will read some articles on teamwork

This stage is over a 3 months period

MODULE 4

Practical Accounting and Finance (2 days)

MODULE 4 : PRACTICAL ACCOUNTING & FINANCE

Module Overview

- To give executives who are neither accounting nor financial experts an understanding of the financial consequences of strategic decisions and to equip them with tools to integrate the financial approach into their decision-making.
- To demystify financial jargon and concepts for non-finance managers. At the end of the course, you will be able to speak the same language as your accounting & finance colleagues, understand performance metrics, read and use company reports, and grasp other managerial accounting issues.
- Case studies are used extensively throughout to illustrate theory and learn from real world situations. The course will consist of formal lecture, participative discussion and debate.

MODULE 4 : PRACTICAL ACCOUNTING & FINANCE

Program Day 1

Morning

Value-Based Management

Afternoon

Financial Statement Analysis

1. Understand the concept of shareholder value creation

- Introduction to McKinsey's 4 cornerstones of corporate finance
- Recognize how corporate strategy drives financial valuation
- Manage the Company for economic value add

2. Explore accounting concepts and principles

- Characteristic of good financial statements
- Accrual vs cash concepts
- Accounting standards and guidelines
- Review financial statement from listed companies
- Discover how to interpret the information to manage more effectively
- Red flags to identify possible financial shenanigans
- Uses and limitations of financial statements

MODULE 4 : PRACTICAL ACCOUNTING & FINANCE

Program Day 2

Morning

Internal Audit, Segment Reporting and Ratio Analysis

Afternoon

Investment Appraisal

3. Explore internal audit cycles and what to look for

- Internal controls measures are effective and adequate
- Proper risk management systems
- Corporate governance disclosure

4. Segment reporting

- Understand drivers of profitability
- Re-classify financial statement items

5. Ratios Analysis and Trend Analysis

- Profitability ratios
- Liquidity ratios
- Efficiency ratios

6. Understanding time value of money

- Time cost of money
- Compound interest and future values

7. Appraising corporate investments

- Payback Period
- Net Present Value
- Internal Rate of Returns

MODULE 5

Strategy & Innovation
(2 days)

MODULE 5 : STRATEGY & INNOVATION

Objectives & Teaching Practices

- This workshop will bridge the gap between the latest academic knowledge and field practice by encouraging critical thinking and controversy using practical case studies
- Using the context of their own organization, as well as the examples of other leading international organizations, participants to the workshop will:

  => Investigate the rationales of innovation management from a strategic perspective, considering that innovation is one of the essential means for a firm to achieve strategic goals

  => Analyze strategy-innovation fit from the perspective of innovation effectiveness

MODULE 5 : STRATEGY & INNOVATION

Program Day 1

Morning

The strategic management of the corporate

Afternoon

Strategic management and innovation (1)

- The process of strategic management
- Theories of competitive advantage
- Strategic configurations: models of organizational strategy, competitive strategy: Generic typologies
- Hybrid strategies: New perspectives of strategic management

=> Outputs: Models of organizational strategies

- Practice: Profiling the strategic posture of participants' organization in China
- Sources, nature, and activities of innovation
- Strategy-innovation relationship

=> Outputs: Scope of innovation from a strategy perspective

MODULE 5 : STRATEGY & INNOVATION

Program Day 2

Morning

Strategic management and innovation (2)

- Strategic management of innovation portfolio
- Innovation and firm performance
- Strategy-innovation models
- Practice: Profiling the innovation behavior of participants' organization in China

=> Outputs: models of strategy-innovation patterns

Afternoon

Strategy, business model innovation and firm performance

- Strategy-Innovation fit and firm performance
- Strategy and business model innovation
- Does it pay off to stick to models?
- Practice: Participants produce their own diagnostic of the strategic management of innovation of their organization

=> Outputs: Self-diagnostic of strategic management of innovation

EXECUTIVE PROGRAM IN MANAGEMENT

OVERVIEW

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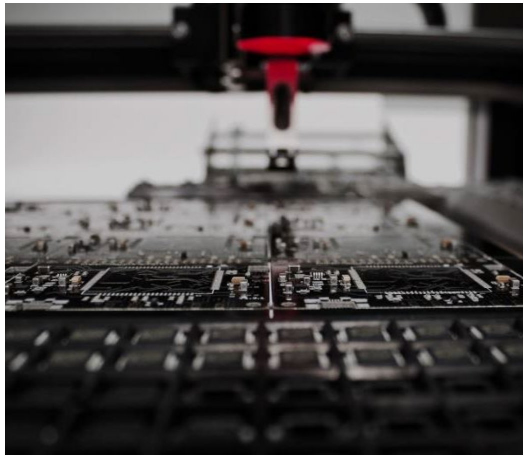
TESTIMONIALS - PREVIOUS EDITIONS

"Beside the friendly environment, I learnt a lot regarding finance, leadership, marketing and strategy. I was coming from a technical background so, it really helps me a lot in my daily job as CEO. Thanks to EPM, I think I am ready to reach new tops with my company"

Hugo AGUADO
APAC CEO at Ecritel



"I liked very much the excellent organizers, comfortable environment, great modules content from SKEMA Professors. My company invested for EPM in order for me to grow from regional sales representative to national sales manager and become one of the country leaders of the company"

York ZHANG (张跃)
Greater China Sales Manager at Hermes Abrasives (Shanghai) Co.,Ltd

"Session by session, we have been able to enhance our management skills thanks to the interactive courses made of theoretical lessons and specific workshops delivered by top class Professors. Also it had been a real pleasure to join a small group of motivated peers sharing the same willingness of learning and sharing professional experiences"

Yannick AVRIL
APAC Manager & Industrial Function Representative at Solvay Group Engineering & Construction (GEC)

"The 5 modules of EPM were an excellent combination of theory and practical skills. It was a precious opportunity to study with different "leaders" from various sector of industries, to generate new ways of doing my daily job. A special thanks for the great organization and good communication before, during and after each module "

Ang LI
Director of French & Research Department at Shanghai I&C Foreign Languages School

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OUR EXPERTS

MODULE 1

Mr. Nicolas Clement

- Founder & General Manager of Nego Asia, representing Halifax Consulting in China
- ESSEC MBA with a specialization in Decision Analysis & Negotiation
- Professional Certificate in Strategic Decision & Risk Management from Stanford University
- Personal business track record in Europe and China with individual deals above $100 million

MODULES 2 & 3

Mr. Emmanuel Chevreau

- Coach & Trainer in Team & Leadership Development
- Graduated from HEC Paris

Certifications

- Team Coaching
- The Human Element® LHEPTM
- Radical Collaboration®
- Process Communication®
- Hogan Assessment®
- Implicit Career Search ®
- Individual Coaching
- NLP Master

MODULE 4

Mr. Marco D'Amore

- CEO of ORCOM C&A CHINA, he manages a team of 80 employees over four offices in China and Hong-Kong
- Graduated with honor with an Executive Masters in Business Administration (EMBA) from IMD in Lausanne
- Has been an American Certified Public Accountant (CPA) since 2005. He also holds a Bachelors degree in Hotel and Business Management
- Worked for 11 years in Switzerland for KPMG as Senior Audit Manager

MODULE 5

Dr. Philippe Chereau

- Associate Professor in Strategy and Entrepreneurship. Director Skema Ventures, Skema Business School
- PhD in Management Science from SKEMA Business School
- Master in Management from EDHEC Business School
- Business professional track-21 years: Entrepreneur, management consulting, international business development, market management
- EFMD Case Writing award for best case study in management, 2015.
- Book publications: Strategic Consulting, Palgrave, 2017. Le Conseil Stratégique pour l'entreprise, Pearson, 2014

FEES & REGISTRATION

For this 2021's Session

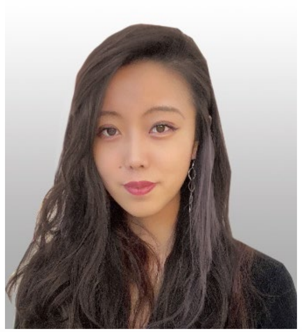
10 10 days training	5 / 2 5 modules of 2 days	¥ 55 000* CCI FRANCE CHINE Members Fee* ¥ 70 000* Non-Members Fee*

Participants from other cities than Shanghai, and who are unable to attend physically all the modules in Shanghai, can contact CCI FRANCE CHINE Beijing and South China branches to know what the alternatives are.

*All the price are in RMB; Price subject to 6,72% V. A. T. (the price is valuable for this 2020-2021's session and includes: training fees, educational material, coffee breaks and lunches).

CONTACTS

Shanghai

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A TRULY GLOBAL SCHOOL THAT TRAINS THE TALENTS OF THE KNOWLEDGE ECONOMY

#3

Best Master in Finance Worldwide

Financial Times RANKINGS 2020

#5

Best Business School in France

Financial Times RANKINGS 2020

#12

Best Master in Management Worldwide

Financial Times RANKINGS 2020

A learning community committed to the creation and transmission of knowledge and practices in management

The vision, mission, DNA and values on which the strategy is based are completely in keeping with the world's economic evolution: **GLOBALIZATION**

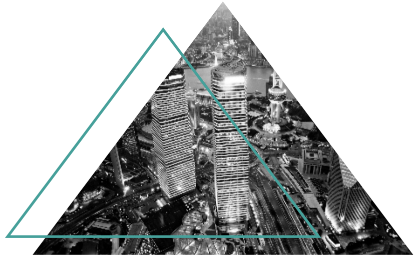
120+

nationalities on SKEMA's campuses

45,000

graduates throughout the world

145 COUNTRIES



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Campuses worldwide

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