Syllabus
/ [sil(l)abys]

Master 2

Mention
Management et Commerce International

Parcours
Intelligence Marketing et Stratégie Commerciale

SYLLABUS /

M2 Marketing Intelligence & International Sales Strategy

General Information

Contacts:

Programme Director:	Pedagogic Secretariat:
Christophe FOURNIER	Marie-Jeanne HAYWARD
christophe.fournier@umontpellier.fr	marie-jeanne.hayward@umontpellier.fr

UM Link**: https://www.umontpellier.fr/

Schooling Service:

The schooling service of the Institute of Business Administration (IAE) is open every day during office hours to answer your questions concerning your administrative or pedagogical registration, to deliver the scolpass; certificate of schooling.

It will assist you in your requests for transfer of files, reimbursement of registration fees (in case of cancellation or exemption).

You will find on the link all the procedures relating to your steps; access ENT, Modalities of control of knowledge, the charter of examinations, procedure of repetition, withdrawal of diploma or duplicate.

Link: https://iae.umontpellier.fr/fr/etudiant/scolarite /
Contact: iae-scolarite@umontpellier.fr

Corporate Relations Service:

Privileged link between companies and students of the IAE, the Corporate Relations Department is at your disposal to meet your needs in terms of recruitment (work-study, internship, mission, employment), exchanges (organization of internship-dating, conferences, sales competitions, gala ...) and partnerships.

Link: https://iae.umontpellier.fr/fr/etudiant/stages-iae

Contact: iae-entreprises@umontpellier.fr

Continuing Education Service:

Continuing education is aimed at non-students: employees in the public or private sector (fixed-term or permanent contracts, temporary workers, etc.), self-employed professionals, company managers and job seekers wishing to resume their studies.

Link: https://iae.umontpellier.fr/fr/etudiant/formation-continue

Contact: iae-formationcontinue@umontpellier.fr

International Relations Service:

The mission of the International Relations Department is to help you with your international mobility. It advises you on destinations and types of partner universities. It monitors your application and the choice of courses in the host institution, and also centralises information on mobility grants and application procedures. For some courses, mobility is compulsory. Outside these compulsory courses, you can consult the mobility procedure or go directly to the International Relations Department for information by clicking on the link.

Link: https://iae.umontpellier.fr/fr/institut/les-ri-a-l-iae

Contact: iae.ri@umontpellier.fr

The Digital Workspace (ENT):

A digital workspace (ENT) is an integrated set of digital services chosen and made available to you for students:
The modalities of access to your ENT are available via the following link:

https://infoservices.umontpellier.fr/CUMDocENT/index_etu_activer_cpt.html

- **Moodle:** submission of thesis / coursework
- **Planning:** consultation of the timetable according to the programme
- **Anti-plagiat: plagiarism check before filing a document**
- **Ma scolarité: transcripts of records**

Complaints Module:
Link : https://iae.umontpellier.fr/fr/etudiant/formulaire-reclamation

Work-linked training and continuing education:

The various CFA (apprenticeship training centres) present at IAE:

- CFA LR : http://www.ensuplr.fr/
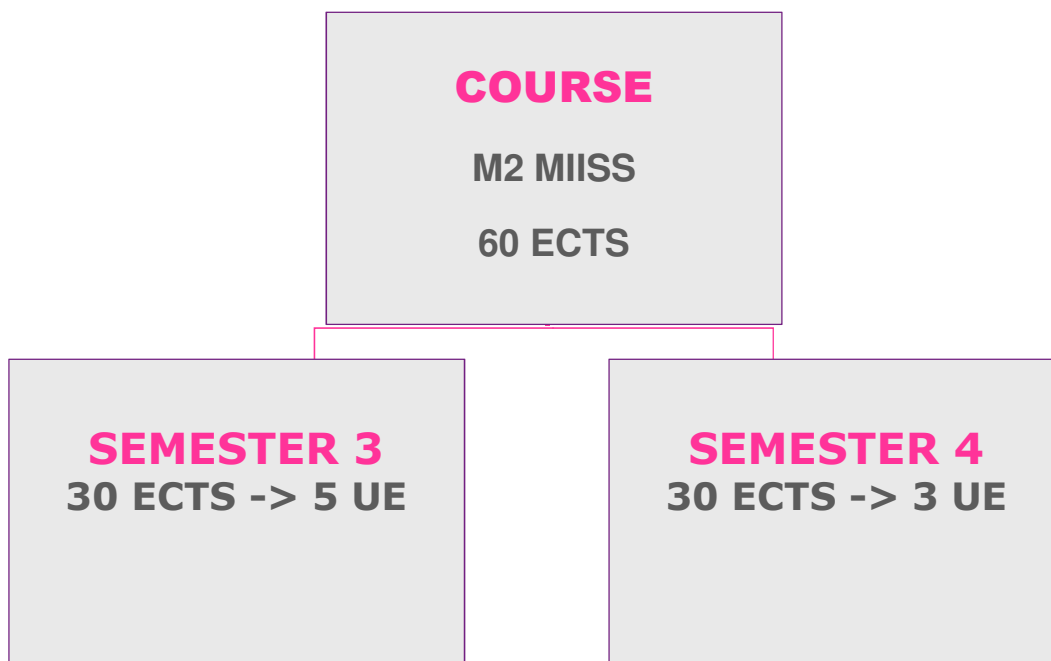- CFA Formaposte : http://www.formaposte-mediterranee.fr/
- CFA Difcam : http://www.difcam.com/

For any questions relating to the apprenticeship contract, please contact the Corporate Relations Department: iae-entreprises@umontpellier.fr

For all questions relating to the professional training contract or to continuing education, please contact the Continuing Education Department: iae-formationcontinue@umontpellier.fr

For more information on the life of the institution, please see the **Livret d'Accueil et Règlement de L'étudiant à l'IAE (Welcome Booklet and Rules of the Student at IAE)**

PEDAGOGICAL ORGANISATION OF THE SEMESTERS

COURSE

M2 MIISS

60 ECTS

SEMESTER 3
30 ECTS -> 5 UE

SEMESTER 4
30 ECTS -> 3 UE

TRAINING CALENDAR:

https://iae.umontpellier.fr/fr/institut/calendriers-formation

Semester 3

AAMIS200	MARKETING INTELLIGENCE AND PERFORMANCE MANAGEMENT	BUSINESS INTELLIGENCE
		PRICING
AAMIS201	IMPLEMENTATION OF A CUSTOMER CENTRIC STRATEGY	DIGITAL MARKETING & SOCIAL SELLING
		DIGITAL TRANSFORMATION JOURNEY
AAMIS202	COLLABORATIVE MANAGEMENT	COLLABORATIVE MANAGEMENT
		SALES & COMPLEX NEGOTIATION
AAMIS203	NEW BUSINESS MODELS IMPLEMENTATION	DESIGN THINKING & AGILITY
		RESEARCH METHODOLOGY & DISRUPTIVE APPROACH
AAMIS204	COMPETITION IN A GLOBAL ENVIRONMENT	SUPPLY CHAIN MANAGEMENT, SALES & DISTRIBUTION
		INTERCULTURAL COMMUNICATION & SALES

Semester 4

AAMIS205	VALUE CREATION FOR CUSTOMERS IN A GLOBAL WORLD	LEADING A SALES FORCE AND BUSINESS ETHICS
		KEY ACCOUNT MANAGEMENT
AAMIS206	CASE STUDIES & SIMULATION	CASE STUDIES
		SIMULATION
AAMIS207	STAGE MEMOIRE	

SYLLABUS SEMESTER 3

Title: Business Intelligence How to Manage Customer Data to Optimize the Customer Experience	Nb of Hours: 9
Lecturer: Jean-Marc DOMPIETRINI	

Learning objectives:

Understand the Marketing Operations capabilities (people, process, tools, data & analytics) within a Business frame

Managerial competencies:

Critical thinking, Start with the end in mind (Why), Data-Driven adaptive project management, Storytelling, Grit

Contents:

1. Digital Transformation: The Role of Data; Why it matters?
2. CRM, Big Data & Analytics; Ethics Guidelines for Trustworthy AI | What are we talking about? & How to progress?
3. Augmented Intelligence - Impact on Jobs: Skills on-demand, reinvent how teams work

   Group Exercise: Insight-driven use case (sub-groups)

Assessment:

1. Written: Sales pitch 4 slides (ppt) for the Chief of Marketing or CEO
2. Oral: Personal branding

Key words:

#MarketingOperations, #SmartData, #Datasciences, #datadriven, #Digitalization, #CX, #innovation, #agile, #martech, #b2b, #abm

Bibliography:

- L'empire des données – Adrien Basdevant & Jean-Pierre Mignard
- L'Homme nu – Marc Dugain & Christophe Labbé
- Algorithmes, la bombe à retardement - Cathy O'Neil
- The age of surveillance capitalism - Shoshana Zuboff

Title: Business Intelligence How to Manage Customer Data to Optimize the Customer Experience	Nb of Hours: 9

Lecturer: Julien LAMPIDIS

Learning objectives:

Understand the importance of data driven decisions and how this enables Digital transformation illustrated by the example of the E2E orchestrated contact strategy @ Dell technologies.

Managerial competencies:

Critical thinking, Start with the end in mind (Why), Data-Driven adaptive project management, Storytelling, Grit

Contents:

1. Customer Centric Contact Strategy in a Digital World
2. Infrastructure: terms & key attention points
3. Activation and Measurement

Group Exercise: Company use case: Digital Transformation leveraging Tech automation tools (sub-groups)

Assessment:

1. **Written:** Sales pitch 4/5 slides (ppt) for the CEO of a multinational

Individual Oral: Personal branding

Key words:

#MarketingOperations, #SmartData, #Datasciences, #datadriven, #Digitalization, #CX, #innovation, #agile, #martech, #b2b, #abm

Bibliography:

- L'empire des données – Adrien Basdevant & Jean-Pierre Mignard
- Digital Transformation – Lindsay Herbert
- The Technology Fallacy: How People Are the Real Key to Digital - Gerald C. Kane
- The age of surveillance capitalism - Shoshana Zuboff

Title: Pricing	Nb of Hours: 18

Enseignants/Lecturers: Thibaut CHARVET & Thomas DELLOYE

Learning objectives:

Get familiar with core pricing principles and how to set right prices in the B2B space

Managerial competencies:

Pricing Management, Database Management, Visual Analytics

Contents:

1) **High level pricing theory**
   a) Pricing fundamentals
   b) Impact of price on revenue, profit, margin (theory + calculated examples, live survey)
   c) Pricing elasticity
   d) Segmentation

2) **B2B pricing**
   a) Group presentations: Different pricing software companies: Vendavo, Pros, Zilliant, Pricefx, Brennus Analytics
   b) Different types of pricing in the B2B space: spot pricing, contracts, fixed prices, discount matrix (show graph with size of company & type of pricing), cost plus pricing
   c) Different pricing clauses in contracts
   d) Different pricing conditions

3) **Setting up a pricing optimization program**
   a) Selling a pricing optimization program
   b) Setting up an optimization program
   c) Data focus: types of data to create pricing optimization, external data that have an influence on price, data issues

4) **How to measure pricing effectiveness**
   a) Group presentations, BI tools: Tableau, cliqview, Microsoft power BI, BIME analytics
   b) Analytics session: how to measure pricing effectiveness

5) **Group work: Analysing a dataset and providing recommendations**

6) **Group work: Creating a pricing optimization program from a dataset**

Assessment:
50% onsite participation (Wooclap) 50% group work
50% group presentations (3 presentations)

Key words: Pricing, BI

Bibliography:

Confessions of the Pricing Man: How Price Affects Everything Broché –Hermann Simon
Pricing and Revenue Optimization (English Edition), Robert Phillips

Title: Digital Marketing & Social Selling (à reviser)	Nb of Hours: 18

Lecturer: Stéphane BOURLIATAUX-LAJOINIE

Learning objectives:

Provide to students the main analytical frameworks to analyse and to understand every off line and on line customer experience.

Managerial competencies:

Understanding, analysis

Contents:

Introduction: The analysis of customer experience: theoretical and managerial implications

Part 1: Which theoretical frameworks for analysing customer experience?
The purchase and the consumption situation
The store atmosphere
The web atmosphere
The sensorial marketing

Part 2: The effects of the customer experience on consumers' reactions
Customer experience and cognitive reactions
Customer experience and emotional reactions
Customer experience and physiological reactions
Customer experience and behavioural reactions
Customer experience's limits
Summary of managerial implications of customer experience's effects
Opportunities for studies on customer experience

Part 3: Study cases: analysis of off line and on line customer experience.

Assessment:

Study cases

Key words:
customer experience, store atmosphere, web atmosphere, emotion, sensorial marketing, customer reactions

Bibliography:

Anteblian B., Filser M. et Roederer C. (2013), « L'expérience du consommateur dans le commerce de détail. Une revue de littérature », Recherche et Applications en Marketing, vol. 28, N° 3, pp. 84-113.
Badot O., Lemoine J.F. et Ochs A. (2018), Distribution 4.0, Vuibert, Paris.
Chérif E. et Lemoine J.F. (2019), « Les conseillers virtuels anthropomorphes et les réactions des

internautes : une expérimentation portant sur la voix du conseiller », Recherche et Applications en Marketing, vol. 34, N° 1, pp. 29-49.

Donovan R.J., Rossiter J.R. (1982). « Store Atmosphere: An Environmental Psychology Approach », Journal of Retailing, n°58, pp. 34-57.

Kotler P. (1973). « Atmospherics as a Marketing Tool », Journal of Retailing, vol. 49, n° 4, pp. 48-64.

Lemoine J.F. (2003), « Vers une approche globale de l'atmosphère du point de vente », Revue Française du Marketing N°194, 4/5, pp. 83-101.

Lemoine J.F. (2004), « Magasins d'atmosphère : quelles évolutions et quelles perspectives d'avenir ? », Revue Française du Marketing, N°198, 3/5, pp. 107-116.

Lemoine J.F. (2005), « L'atmosphère du point de vente comme variable stratégique commerciale : bilan et perspectives », Décisions Marketing, N° 39, pp. 79-82.

Lemoine J.F. (2008), « Atmosphère des sites web marchands et réactions des internautes », Revue Française du Marketing, N° 217, 2/5, pp. 45-61.

Lemoine J.F. et Chérif E. (2012), « Comment générer de la confiance envers un agent virtuel à l'aide de ses caractéristiques ? Une étude exploratoire », Management et Avenir, N°58, pp. 169-188.

Lemoine J.F. et Notebaert J.F. (2011), « Agent virtuel et confiance des internautes vis-à-vis d'un site Web, Décisions Marketing, N° 61, pp. 47-53.

Mehrabian A., Russell J.A. (1974). An Approach to Environmental Psychology, Cambridge, Mass: MIT Press.

Roederer C. (2012), « Contribution à la conceptualisation de l'expérience de consommation : émergence des dimensions de l'expérience au travers de récits de vie », Recherche et Applications en Marketing, vol. 27, N° 3, pp. 81-96.

Roederer C. et Filser M. (2015), Le marketing expérientiel. Vers un marketing de la cocréation, Vuibert, Paris.

Title: Digital Transformation Journey	Nb of Hours: 18

Enseignants/Lecturers: Yann PHILIP & Raphaël BREME

Learning objectives:
Digital Transformation takes different forms of reshaping industries, businesses are pressed by the rapid pace of (technologies) change to move to Customer-centric operating models. Path to success is tight, design, build and evolve a digital platform to support such a journey is not as smooth as it looks.
This course will focus on key components of a successful cloud-based platform-driven strategy, with a learning-by-doing approach. Platform, Service, Sales, and Marketing state-of-the-art processes will be reviewed through the eye of a SaaS leader (Salesforce), and experienced on zero-code customer experience platform sandboxes by Students (Course project).
Moreover, key soft skills, like story-telling or demonstration, will be taught during the whole class.
From cloud knowledge, to drag-and-drop coding, passing by key soft skills tips, this class teaches how to be a successful customer-centric social seller.

Managerial competencies:

- Make Digital Transformation more concrete
- Theory to reality, play with state-of-the-art business processes platformized by a software leader (Salesforce)
- Learn Digital Transformation by doing -> Use Case project
- Complete your personalized digital skills acquisition program

Look back Platform Business Model

Contents:

1 – Introduction
2 - Customer First & Platformization
3 - Effortless Customer Service & Service Cloud
4 - Effective Sales Process
5 - Marketing Cloud
6 - Analytics Cloud
7 - Course Wrapup & evaluation

Evaluation/Assessment on 100 points

Project evaluation 60/100
Trailhead platform 10 badges (from IAE 2021 Trailmix) 30/100
Participation and Trailhead coaching 10/100

Mots Clés/Key words

Bibliographie/Bibliography :

Title: Collaborative Management	Nb of Hours: 18

Lecturer: Sophia BELGHITI-MAHUT

Learning objectives:

The purpose of this course is to introduce students to the major theories and topics of organizational behavior (OB). Organizational behavior is the scientific study of behavior that occurs in work settings and is concerned with how people behave in organizational settings. The content of the course will cover topics that span the individual, group and organizational levels. Topics covered include personality, motivation, job satisfaction and group dynamic.

Managerial competencies:

The course emphasizes practical applications of concepts, theories and framework covered in the course. By doing so, this course prepares students to manage behavior of individuals and groups within an organization in order to achieve organizational goals.

Contents:

- Introduction to organizational behavior and the theoretical foundations
- Managing Diversity
- Individual differences - Values & attitudes
- Emotions, Moods, Emotional Intelligence, Cultural Intelligence
- Group dynamics. Developing and leading effective teams
- Managing conflict and Negotiating
- Theories of Leadership and their applications and limitations

Assessment:

Group Case (group)-Quiz (individual)-Group Project (group)- Self-Assessment (individual)
Final Examination: Case study

Key words:

Organizational Behavior, Diversity, Group Dynamics, Leaderships, Emotions

Bibliography:

- Robbins, S.P. and Judge, T.A. (2018). Essentials of *Organizational Behavior,* 14th Ed, Pearson.
- Steven Mcshane S. Von Glinow M A. (2015) Organizational Behavior, 7th Edition, Mc Graw-Hill.
- Kreitner, R. & Kinicki, A. (2013). *Organization Behavior*. (10th ed. Global Edition).McGraw-Hill.

Adler N. J. (2010). International Dimensions Of Organizational Behavior, 5th Edition, Cengage.

Title: Sales and Complex negotiation	Nb of Hours: 18
Lecturer: Christophe FOURNIER	

Learning objectives:
The objective of this lecture is to present and train students to sell and negotiates in a complex and competitive world while keeping in mind ethic and responsible behaviour.

Managerial competencies:
At the end of this course, learner will be able to run a sales call and participate effectively in sales negotiation.

Contents:
- Sales vs Negotiation
- Prepare the sales / negotiation (prospection and qualification)
- The different steps of the selling process (prepare, initiate, question, demonstrate, handle objections, close the deal)
- Price negotiation
- Follow up of the call
- Some key theories about negotiation
- The negotiation process

Assessment
100% Continuous assessment

Mots Clés/Key words
Sales ; negotiation ; call ; prospection ; qualification ;

Bibliography :
- Sales Management. A multinational perspective, Edited by Paolo Guenzi and Susi Geiger, Ed Palgrave Macmillan 2011
- Sales Force Leadership: Shaping future sales leaders, John F Tanner Jr, Earl Honeycutt and Robert Erffmeyer, Pearson / Prentice – Hall 2009

Webography:
- https://www.sellingpower.com/magazine

Title: Design Thinking and Agility	Nb of Hours: 18

Lecturer: Maria Claudia ANGEL FERRERO

Learning objectives:

The world and its challenges demand a new breed of professional—those who are trained to drive innovation, no matter the situation, industry, or problem. Design Thinking is a process pioneered at the IDEO and the Stanford d.school. This process draws on methods from engineering and design, and combines them with ideas from the arts, tools from the social sciences, and insights from the business world

Design thinking is a method of applying creativity to come up with novel solutions to tough problems. It's the process of immersing yourself in a problem space, thinking creatively around pain points and opportunity areas, then iteratively prototyping totally new solutions. Focused on listening, user empathy, whole-brain thinking, collaboration, and experimentation, design thinking can be applied within any team and in any field—from architecture and design to healthcare and product development. This intensive course delves into the fundamentals of this creative approach by immersing you in dynamic discussions, relevant readings, and team exercises. Throughout the course, students learn how to empathize with the needs and motivations of the end users, come up with a large number of ideas for solving a problem, hone in on the right value proposition, and start to prototype a new offering.

This course will be taught in an Active Learning model, with intensive and mandatory presence to each of the sessions*; no exceptions can be granted*. You may not arrive late or leave early.

Students will work in different design challenges for products and services. Students start in the field, where they discover the needs of the target audience. They then iterate ideas on teams to develop a range of promising possible solutions, create rough prototypes to take back out into the field, and test with real people in the target audience.

The course will be teamwork-oriented, but students will also complete readings and independent activities that support the group work and ensure individual depth of knowledge.

- Define Creativity and Innovation
- Recognize the significance of innovation
- Discuss both individual and contextual factors that are linked to creativity
- Discuss key concepts and principles that guide innovative practices
- Examine approaches to innovation practiced by various organizations
- Discuss the need for and significance of adopting a design thinking mindset
- Expose students to the design process as a tool for innovation.
- Explain the fundamental principles that guide design thinking
- Explain design thinking practices and their applications
- Describe the design thinking process
- Apply the design thinking principles and process
- Develop students' professional skills in client management and communication.
- Provide an authentic opportunity for students to develop teamwork and leadership skills.

Managerial competencies:

1. Students develop a strong understanding of the Design Process and how it can be applied in a variety of business settings
2. Students learn to
 and understand the unique needs of a company around specific challenges
3. Students learn to build empathy for target audiences from different "cultures"
4. Students learn to develop and test innovative ideas through a rapid iteration cycle
5. Students learn how to create physical prototypes / a visual representation of an idea
6. Students develop the willingness to take a risk and the ability to deal with failure
7. Students develop professional communication skills such as interviewing and crafting professional emails
8. Students learn to take ownership of the quality of their work and final products
9. Students understand their duty to maintain ethical standards in product and strategy design.
10. Students understand the long term impact of design decisions
11. Students develop self-awareness of personal leadership style and how to effectively work as a member of a team
12. Students develop communication skills necessary to facilitate high performance team formation and maintenance (e.g., leveraging the skills and abilities of all team members, valuing cross-disciplinary

Contents:

Lecture 1
Introduction to Design Thinking
Introduction to Challenges
Initial self-assessment questionnaire
Exercise: Team dating

Lecture 2
Introduction to Design Research Strategies
Research tools and Immersion techniques
Exercise: Complete Design Research plan
Introduction to Synthesis, Problem Definition and POV
Activity: Knowledge Café
Assignment: Synthesis (Identifying insights and opportunities) of Challenge findings

Lecture 3
Introduction to Ideation, brainstorming and ideas mapping
Creativity seminar
Exercise: Journey mapping, brainstorming and ideation
Assignment : Idea Evaluation and selection

Lecture 4
Prototyping Strategies
Business Model Canvas
Building a Mockup, MVP and Prototype
Exercise: Build MVP

Assignment: Business Model Canvas design

Lecture 5
Effective Presentation and communication
Communicating and visualizing ideas effectively
Effective Storytelling
Exercise: 2 min Pitch Perfect competition

Lecture 6
User Testing tools
Exercise: Prototype testing
Assignment: Gather feedback from stakeholders
Improve/ Modify Prototype and BM canvas
Prepare Final presentation

Exam Day:
5 minutes presentation pitch
Self and peer assessment
Final self-assessment questionnaire

Assessment: (continuous assessment)
- 20% attendance and participation
- 20% QCM
- 60 % Final Oral Presentation

Mots Clés/Key words

Bibliographie/Bibliography :

- Jeanne Liedtka and Tim Ogilvie, Designing for Growth: A Design Thinking Tool Kit for Managers (New York: Columbia University Press, 2011) (referred to below as Designing for Growth)
- "Informing Our Intuition: Design Research for Radical Innovation," by Jane Fulton Suri, *Rotman Magazine*, Winter 2008
- "Re-Framing Opportunities: Design Thinking in Action," by Jeanne Liedtka, Andrew King and Kevin Bennett, *Rotman Magazine*, Fall 2013
- "Question Everything," by Roberta Cruger, HowDesign, June 2007: https://www.ideo.com/images/uploads/news/pdfs/QuestionEverything.pdf

Title: Research Methodology & Disruptive Approach	Nb of Hours: 18

Enseignants/Lecturers: Andrea GOURMELEN, Christophe FOURNIER, Micheline MAZAWAN COULIBALY

Learning objectives:
Management research is a desire to search, to explore and to find out unknown area in order to find answers to specific issues. It is a quest for acquiring knowledge. Research is a careful investigation or inquiry especially through search for new facts. This course aims to present several searching methods, from the literature review to the empirical methods. The objective may be to learn how to search and read academic papers, how to elaborate a study and how to test hypotheses. This course is a tool box to understand and create research
Learning the fundamentals of quantitative research, the differences between analyses to choose an appropriate analysis for the final report. Knowing how to interpret results obtained on SPSS.

Managerial competencies:
Research skill, academic reading, qualitative interviews guid, Elaboration of a survey, statistics treatment.
Knowing how to make data analysis on SPSS to better segment customers, understand what variables influence consumer behaviors to act on these variables.

Contents:

Introduction
 What is research?
 The research project
 What are hypotheses?
 Ethics in research
 What is a methodology?
 Why we conduct a study?
 Secondary and primary source of data
Chapter1. Literature Review
 Elaborating a research
  What to search?
  What is a literature review?
  Where to start?
  What is a research gap?
 Literature search
  How to conduct a literature review?
  What are articles?
  How to find academic articles?
  Scientific Review
  How to read articles?
 The research validity
 The research approaches
 Exercice
Chapter 2. Qualitative methodology
 Characteristics and utility

B) Create or find a scale?

Chapter 5. Types of quantitative researches: differences

1) Think about your research questions
2) ANOVA (analysis of variance) and t test
   A) Theoretical background
   B) Anova in practice
3) Regression
   A) Theoretical background
   B) Regression in practice
4) Cluster analysis
5) Factor analysis: unavoidable when using measurement scales

Chapter 6. Exercises: basical data analysis with SPSS

Evaluation/Assessment
1. Research in group and report: A group homework which consist in finding a theme, a topic, and a research question. Then they make a short literature reviews (10 to 15 papers) and make a methodology and results
2. Oral presentation

Key words:
quantitative research, data analysis, SPSS, cluster analysis, regression, anova, factor analysis

Bibliographie/Bibliography :
Market - 4ème édition - Fondements et méthodes des recherches en marketing
Collection : Management Sup, Dunod
Parution : juillet 2009
Yves Evrard, Bernard Pras, Elyette Roux, Anne-Marie Dussaix, Gary Lilien

Title: Supply Chain Management, Sales & Distribution	Nb of Hours: 18

Lecturer: Arnold FERNANDEZ

Learning objectives:
- Identify the strategic role of logistic in the success of an international operation,
- Define the methodology to put in place to develop an export/import operation,
- Master technics, regulations and process in logistic and international trade

Managerial competencies:
- Organize an international sale taking in consideration competitively, quality, security and profitability
- Own the capacity to negotiate with international stakeholders to operate and manage the logistic flow
- Master the litigation in international operations
- Look for the best offer according to the international environment

Contents:
- Unit 1: Strategy and tactics in international logistic
- Unit 2: How to organize an international logistic operation?
- Unit 3: How to organize an international logistic operation? (theory + application 1)
- Unit 4: How to organize an international logistic operation? (theory + application 2)
- Unit 5: How to organize an international logistic operation? (theory + application 2)
- Unit 6: How to organize an international logistic operation? (application 3)

Evaluation/Assessment
Continuous evaluation (100%)

Mots Clés/Key words

Bibliographie/Bibliography :
Le transport (Foucher) ; Exporter (Fouchet) ; Livret guide assurance en transport (Ed l'assurance française), Lamy transport (Ed Lamy)

Title: Intercultural Communication & Sales	Nb of Hours: 18

Enseignant /lecturer: Stéphane Bourliataux-Lajoinie

Learning objectives:
The objective of the course is to understand how culture influences the perception of communication and the sales work of salespeople.

Managerial competencies:
Know how to implement a cross-cultural sales strategy using social networks and websites.

Plan du cours/ Contents:
Culture and consumer behavior: impact of culture on user behavior and perception of communication (channels, brand image) and acculturation to the internet (Straub's work). International customer engagement: dashboard and kpi

Evaluation/Final examination:

CC (50%)
ET (50%)

Key words:

Online communication, cross cultural communication strategy, consumer data tracking

Bibliography:

Polfuß, J. (2021). "Made in China" and Chinese brand management across cultures: a new matrix approach. *Journal of International Consumer Marketing*, *33*(1), 19-37.

Wang, R., Huang, S., & Pérez-Ríos, N. G. (2020). Multinational luxury brands' communication strategies on international and local social media: Comparing Twitter and Weibo. *Journal of International Consumer Marketing*, *32*(4), 313-323.

Data Sources for the course :
Global web index via data reportal
rapport UIT www.itu.int

SYLLABUS – SEMESTER 4

Title: Leading a Sales Force and Business Ethics	Nb of Hours: 18

Lecturer: Christophe FOURNIER

Learning objectives:
Selling is a major stake for companies especially in our global and open world. The rapidly changing world conduct companies to be more customers oriented. Economic growth will increase and be sustainable only if the selling strategy and function play a crucial role in firms. The objective of this lecture is to present how to implement a selling strategy and how to organize sales management in order to obtain a competitive firm considering a strong business ethic climate.

Managerial competencies:
At the end of this course, considering a selling strategy designed by the top management, students will be able to build and implement a sales force in order to achieve specific selling goals.

Contents:
Introduction to sales management in a changing world
Considering ethical issue in selling
Organizing the sales function
Planning the selling effort
Motivating and compensating a sales force
Evaluating and controlling selling performance

Assessment:
100% continuous assessment

Key words:
Sales force management; performance, ethic; quotas; financial compensation; sales contest; behavior based control; outcome based control

Bibliography :
Sales Management. A multinational perspective, Edited by Paolo Guenzi and Susi Geiger, Ed Palgrave Macmillan 2011
Sales Force Leadership: Shaping future sales leaders, John F Tanner Jr, Earl Honeycutt and Robert Erffmeyer, Pearson / Prentice – Hall 2009

Webography:
https://www.sellingpower.com/magazine

Titre/title Key Account Management	Volume horaire/nb of Hours: 18

Lecturer: Marina PREM

Learning objectives:

At the end of the course the students know about

- …. Interface and paradigm shift in customer management
- …. The profile and competencies of a professional Key Account Manager
- ….the 10-level process of Key Account Management
- ….steps of implementing Key Account Management (advantages / disadvantages)
- … professional strategic tools for Key Account Management

Managerial competencies:

At the end of the course the students are able to

- … Understand, apply and manage the process of Key Account Management
- …describe and apply professional strategic tools for managing the most important clients

Contents:

- Interface of Marketing & Sales

- 10-level process of Key Account Management

- profile of a professional Key Account Manager

- Implementation of Key Account Management
    - Reasons for implementing
    - advantages, disadvantages
    - discussion and reflection
    - steps of implementation

Evaluation/Final examination

- **excercise (written, max. 5 points)** : *tasks & profile of a professional Key Account Manager*

- **exam (written, max. 15 points)**

Most Clés

Bibliography:

Malcolm McDonald, Diana Woodburn : Key Account Management. The Definitive Guide (2012, Butterworth-Heinemann)

Asian Academy of Management Journal, Vol. 19, No. 2, 23–42, 2014 © Asian Academy of Management and Penerbit Universiti Sains Malaysia, 2014 INVESTIGATING THE RELATIONSHIP BETWEEN KEY ACCOUNT MANAGEMENT PERFORMANCE AND REPEAT ORDERS: DOES THE LENGTH OF THE RELATIONSHIP MATTER?

Title: Case Studies – Asian Culture	Nb of Hours: 6

Lecturer: Autcharaporn SOMSING

Learning objectives: - To increase awareness of cultural differences - To sufficiently understand, accept and assimilate other cultures to have the right behavior at the right place. **Managerial competencies:** - To have cross cultural sensibility - To be able to adapt their behaviour in coherent with each different culture

Contents: 1. Introduction to Asian cultures: 1.1 Roots of Asian cultures 1.2 Western VS. Eastern cultures 2. Asian countries are different: 2.1 Business etiquettes from different countries 2.2 How to be successful in negotiation with Asian people

Assessment: Presentation on several aspects of Asian culture and role-play of business etiquettes for specific country in Asian.

Key words: Asian culture, business etiquette, negotiation

Bibliography: He, N. 2011. Case Study on the Influence of Chinese Traditional Philosophy to the Enterprise Management, *Journal of Management and Strategy*, 2(3), p.73-76. Chang, S. J. 2006. When East and West Meet: An Essay on the Importance of Cultural Understanding in Global Business Practice and Education, *Journal of International Business and Cultural Studies,* p. 1-13.

MONTPELLIER
École Universitaire
de Management

IAE

EFMD
ACCREDITED | Master

SGS

Title: Case Studies – International Commerce in Africa	Nb of Hours: 6

Lecturer: Julien COT

Learning objectives:
Acquire the basic skills to work in an international trade context with Africa
Managerial competencies:
Intercultural/ Business Development

Contents:
1. Introduction
2. Economic and geographical context in Africa
3. Intercultural negotiation and management in Africa
4. Sales and logistics for your projects in Africa
5. Developing your business on the African continent
6. Entrepreneurship and Innovation in Africa

Assessment:

Case study
MCQ

Key words:

International business development / International trade in Africa / Intercultural / Negotiations / Africa

Bibliography:

Title: Case Studies - Organizations Dynamics and business Relations in The Middle East: The case of the UAE and the KSA	Nb of Hours: 6

Lecturer: Sophia Belghiti-Mahut

Learning objectives:
Discuss an example of collectivist cultures and the difference between monochronic and polychronic cultures.
Summarize the research findings about the Business in the Middle East

Managerial competencies:
Enhance cross-cultural skills as well as the ability to interpret ambiguous cross-cultural situations.

Contents:
Cultural Intelligence
The Marketplaces of the Middle East
Communicating and negotiating successfully with Arab Business Partners

Evaluation/Final examination:
Students working in groups will complete an analysis of one case study. Copies of the case study and a number of questions about it will be distributed later in the class. They are required to provide a complete answer for each question. Case analysis reports are to be completed in the class

Most Clés

Bibliographie (facultative) Bibliography:

Title: BUSINESS SIMULATION	Volume horaire / nb of hours: 18

Lecturers: Christophe FOURNIER and Pascal BRASSIER

Objectifs du cours / Learning objectives:
The objective of this simulation is to apply and implement the key concepts seen during this Master's programme, particularly during the sales force management courses.
The simulation via a playful and engaging approach allows for a strong involvement of the learners in the game.
Central to the game is data-driven decision making totally aligned with the goals of the master focused in Marketing Intelligence for selling.
This game enables the following themes to be addressed:
optimal territory design,
Sales forecasting, profit & loss analysis,
Compensation (salary, commission, bonus)
Training,
Sales competitions,
hiring and firing
decision-making, and more.

Compétences managériales / Managerial competencies:
- Understand the marketing process and be able to build marketing strategy
- Adopt a transversal approach by seizing relationships between business functions
- Apply key marketing concepts and tools to diverse market relationships
- Seek sources of value through the marketing process
- Integrate CSR, carbon footprint and environmental impact in the strategic approach
- Team work, management and leadership

Evaluation / Final examination: Oral presentation, written report

Most Clés / Key words: Selling Strategy, Selling, Sales Force Management, Intelligence Marketing

Bibliographie / Bibliography:

Guenzi P, Geiger S, Sales Management, A multinational perspective, Mac Grawhill.

Title: Internship-Thesis	4-month minimum
Lecturer:	

Objectives of the Master Thesis

During the internship or learning phase, the learner will be in contact with multiple managerial situations, some of them repetitive and routine, others unknown or at least more recent. In the latter case, the answers will not be known and must be imagined, tested and validated. This Master's thesis is in line with this logic and allows both training through research and training in research

From a problematic managerial situation, the student will have to conceive and imagine an appropriate and operational response. To do this, he/she will draw on the state of the art of current knowledge in the field (he/she will also have to clearly identify this field and define its boundaries) with a view to problematising and translating his/her problematic into research questions or even hypotheses. It is necessary to go back and forth with the field to validate the approach step by step, which requires mastery of the study, data collection and processing methodologies. Strong managerial implications will have to be extracted from this research in order to help the company in its reflection. The limits and proposals for future research will conclude the reflection.

Structure of the thesis:

- Introduction & Goals

- Theoritical framework and main articles

- Research questions / hypothesis

- Methodology

- Key results

- Discussion & Implications

- Limits

- Conclusion

- References section

Comments on the form:

- 30 to 40 pages
    - Times New Roman, 12, 1.5 space,

- From introduction to conclusion

- Do not include TOC, acknowledgement, references section, appendix….

- Abstract: Times New Roman, 12, 1.5 space (50 to 100 words)

- Introduction which clearly states the problem = Minimum 6 pages

- 2 pages max for company presentation

- TOC is needed with page number

- Instrument for data collection

- References sections

- Appendix

- See the guidelines for presentation of 1st page

- Confidential or not

For references:

- Presented in alphabetical order

- The norm for presentation : JPSSM

- Articles from ACADEMIC Journals (scientific publication with scientific committee): at least 10 articles.

Evaluation of the written document

Oral presentation 45 minutes (20 to 25 minutes presentation followed by discussion with the jury)

Mots Clés/Key words

Bibliographie/Bibliography :