

# New Managers Program

**Class 2009-2010**

*Training for Experts and Managers on  
Basics of Management at the European Standards*



**A program of 10 Modules  
delivered in Shanghai and Beijing by  
the Paris Chamber of Commerce and Industry**

# WHO ARE WE?

## The Paris Chamber of Commerce and Industry

At the service of the 387,000 companies of Paris Region, the Paris Chamber of Commerce and Industry (CCIP) is a public institution managed by 80 elected company CEOs. It intervenes in numerous fields relating to economic and company life.

### Our missions :

- ※ Representing companies interests to public authorities
- ※ Accompanying firms at each stage of their development
- ※ Training and educating the future employees and CEOs needed by companies
- ※ Developing trade fairs, exhibitions and conventions at the service of companies and the attractiveness of the Capital Region.

### Our Schools :

As the second training actor in France, the CCIP yearly trains and educates 14,000 students in undergraduate and graduate courses as well as 30,000 participants in continuing education. Our 11 educational institutions maintain close links to companies and trade organizations, which are placed at the core of their activities. The schools constantly focus their curricula on the skills required by companies. Training and education at CCIP schools are synonymous with successful career guidance and immediate job readiness. The international emphasis also contributes to the increase in the foreign competitiveness of French firms.

### Among them:

- ※ **HEC Paris**, 1<sup>st</sup> business school in Europe, 3<sup>rd</sup> EMBA in the world (Financial Times ranking 2008) ([www.hec.edu](http://www.hec.edu));
- ※ **ESCP Europe**, 2<sup>nd</sup> business school in Europe, 19<sup>th</sup> EMBA in the world (Financial Times ranking 2008). First business school established on five European sites (Paris, London, Berlin, Madrid, and Turin), offering management programs of multicultural and multilingual dimensions ([www.escpeurope.eu](http://www.escpeurope.eu));
- ※ **NEGOCIA**, is devoted entirely to sales occupations (negotiation, marketing, international trade). ([www.negocia.fr](http://www.negocia.fr));
- ※ **ADVANCIA**, Innovative school entirely dedicated to entrepreneurship ([www.advancia.fr](http://www.advancia.fr));
- ※ **ESIEE Paris**, Center of higher education and research dedicated to all aspects of technological innovation ([www.esiee.fr](http://www.esiee.fr)).

## FOREWORD

Thanks to its Education, Research and Training Division including twelve educational institutions in France, the Paris Chamber of Commerce and Industry (CCIP) has always committed itself to the training of men and women capable of responding to companies' demands, and eager to react and succeed in a multicultural competitive environment.

Every year, thousands of executives and leaders attend sessions of continuing education and training in the CCIP schools: for them, the goal is to update their knowledge, to improve or to reorientate themselves within their company. For companies, the quality of the CCIP educational know-how is the guarantee of the utility of these training sessions and the high added-value they provide to the staff.

The CCIP training initiative contributes to the improvement of French companies' competitiveness on an international level.

At a time when the Chinese market can no longer be ignored, the Training Division of the CCIP subsequently wishes to provide the staff of French corporations established in China with a selection of continuing education schemes, perfectly suitable to their needs.

In September 2006, the CCIP launched a set of continuing education training courses, rigorously selected and adapted to the Chinese market.

Today, we are glad to present our New Managers Program, a fully integrated program covering all the basics of management skills and practices through 10 modules.

I hope this new offer will provide a real added value to the employees of your company, by helping them to cope with the complexity of the current business world in a multicultural environment, thus contributing to the development of your company in China!

Xavier CORNU

Executive Director of Education, Research and Training Division

# PROGRAM DESCRIPTION

The global ambition of **the New Managers Program (NMP)** is to train experts and future managers, by providing a solid knowledge of the basics of general management skills and practices.

The **NMP** prepares its participants to deal with the complexity of the current business world in a multicultural environment. Its aim is to prepare them to their future by providing them competencies and management tools required by a management position.

The **NMP** courses portfolio offers 10 two-day modules. Participants can enter the program at any moment, for any module. Indeed, each module is self-consistent and can be taken separately. **FUTHERMORE, PARTICIPANTS WILL BE AWARDED THE NMP CERTIFICATE IF THEY COMPLETE 7 MODULES (OUT OF 10) AND WRITE A MANAGERIAL ESSAY (SEE BELOW).**

Each **NMP** module lasts 2 days (2 x 8 teaching hours), is delivered in English and is given simultaneously in Beijing and Shanghai. Every year, the program starts in September and will finish in July of next year.

According to his/her agenda availability, each **NMP** participant can choose to complete his/her **NMP Program** on one-year (12 months) or two-year (24 months) basis.

## PARTICIPANT'S PROFILE

This program has been specifically designed for team managers, project managers, product managers, engineers or specialists (Sales, Technical, Production) 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.).

## OBJECTIVES

By the end of this **NMP program**, the participants will:

1. Enhance their management competence and team leadership skills;
2. Have a global understanding of marketing, sales, finance, supply-chain and logistics;
3. Have acquired advanced and practical management tools, formed their own management theoretical framework and mastered effective strategic thinking models;
4. Have gained a deeper understanding of the particular role of managers within multinational organizations, and have learnt how to establish constructive work relationships with supervisors, subordinates, team members and external stakeholders;
5. Have further enhanced those skills which are essential for young managers: time management, delegation, negotiation, conflict management and motivation skills.

## INSTRUCTORS' PROFILE

The Paris Chamber of Commerce and Industry, and its educational institution involved in this program (HEC Paris, ESCP Europe, NEGOCIA, ADVANCIA, ESIEE Paris), offers the **NMP** participants its best professors and trainers, of international fame, connected with the corporations current issues through their consulting missions and their research, especially in Asia.

## TEACHING APPROACH

This English language program, throughout its ten highly interactive 2-day (16 teaching hours) modules, balances:

- lectures & debates
- experience learning situations
- role plays & simulation exercises
- case studies
- team work & experience sharing

## ASSESSMENT

After the closure of their last module, participants willing to obtain the **“NMP Certificate”** are required to write a “Managerial Essay” (in English). This 6 to 10 pages reflection paper, in English, can be tutored by one of the professors or experts teaching in the program. It is supposed to integrate some of the many elements received and topics addressed during the overall training cycle, in order to structure a brief managerial analysis of participant’s situation within their current company (a specific instructions paper will be communicated to the participants interested with this option).

Participants who regularly attended their seven modules and successfully completed the “Managerial Essay” will receive from the Paris Chamber of Commerce and Industry their official **“New Managers Program” Certificate**.

## FEES

Special offer: 56.000 RMB for the entire program (including 7 modules and individual tutorship on the reflection paper)

Each module can be taken separately. The price is 10.000 RMB per module.

**VENUES:** French Chamber of Commerce and Industry in China (CCIFC)

CCIFC - Shanghai  
Mayfair Tower,  
83 Fu Min Road, 2nd floor,  
200040 Shanghai

CCIFC - Beijing  
Novotel Xinqiao Beijing, Area B, 6th Floor  
2 Dongjiaominxiang  
Dongcheng District  
Beijing 100004

## DATES

| MODULE   | SHANGHAI   | BEIJING  |
|--|--|--|
| Becoming an effective Manager                            | October 15 <sup>th</sup> to 16 <sup>th</sup> , 2009  | October 12 <sup>th</sup> to 13 <sup>th</sup> , 2009  |
| Key Aspects of Financial Accounting and Budgeting System | December 7 <sup>th</sup> to 8 <sup>th</sup> , 2009   | December 3 <sup>rd</sup> to 4 <sup>th</sup> , 2009   |
| Strategic Management                                     | December 14 <sup>th</sup> to 15 <sup>th</sup> , 2009 | December 17 <sup>th</sup> to 18 <sup>th</sup> , 2009 |
| Getting Organized: Keys for Managerial Effectiveness     | January 11 <sup>th</sup> to 12 <sup>th</sup> , 2010  | January 14 <sup>th</sup> to 15 <sup>th</sup> , 2010  |
| Operation Management & Supply Chain                      | March 8 <sup>th</sup> to 9 <sup>th</sup> , 2010      | March 11 <sup>th</sup> to 12 <sup>th</sup> , 2010    |
| Negotiation Skills for Managers                          | March 22 <sup>nd</sup> to 23 <sup>rd</sup> , 2010    | March 25 <sup>th</sup> to 26 <sup>th</sup> , 2010    |
| Management by Objectives                                 | April 19 <sup>th</sup> to 20 <sup>th</sup> , 2010    | April 22 <sup>nd</sup> to 23 <sup>rd</sup> , 2010    |
| Marketing: from Strategy to Action                       | May 17 <sup>th</sup> to 18 <sup>th</sup> , 2010      | May 20 <sup>th</sup> to 21 <sup>st</sup> , 2010      |
| Motivation your Team                                     | June 21 <sup>st</sup> to 22 <sup>nd</sup> , 2010     | June 24 <sup>th</sup> to 25 <sup>th</sup> , 2010     |
| Sales & Business Development                             | July 5 <sup>th</sup> to 6 <sup>th</sup> , 2010       | July 8 <sup>th</sup> to 9 <sup>th</sup> , 2010       |

**LANGUAGE:** English

## ADMISSIONS PROCEDURES

Please fill in the application form attached and send it to Ms. Hualing GUAN, Program Manager - hlguan@ccipcn.org - Tel.: +86 (0) 21 61 32 71 81 - Fax: +86 (0) 21 61 32 71 67

## CANCELLATION POLICY

Registrants may cancel reservation up to 10 working days before the scheduled module. Nevertheless, if an applicant is unable to attend a module, (s)he is given the possibility to attend it on the next session.

The CCIP reserves the right to reschedule or cancel any scheduled module upon 10 working days notice to confirmed registrants. Registrants may then enroll in the next available module or cancel the registration.

# CONTENT

## Module 1 – BECOMING AN EFFECTIVE MANAGER (2 days)

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

- understand the real scope of managerial activities;
- define their own “managerial roles” according to their environment needs and expectations;
- put in practice a management-oriented decision-making process;
- create a “performance-oriented” managerial environment.

### DAY 1: Understanding the Managerial Process

- ※ What is management? The managerial attitude
- ※ The management process: planning, organizing, directing, controlling
- ※ The “added-value” management roles: contacts, information process, decision-making
- ※ The “new manager” priorities: setting agendas and building networks

### DAY 2: The Manager in Action

- ※ Understanding the managerial environment
- ※ Analyzing managerial situations
- ※ Making effective managerial decisions
- ※ The managerial mindset: from individuals to teams

## Module 2 – KEY ASPECTS OF FINANCIAL ACCOUNTING & BUDGETING SYSTEM (2 days)

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

- master the corporate finance language and logics, in order to improve the communication with financial services and be prepared to manage a department;
- understand the basics of corporate finance policy;
- use key-tools and concepts for budgeting elaboration and control.

### DAY 1: Accounting: some Basics & Concepts about Financial Statements

- ※ The role of Accounting in Business and Decision-Making
- ※ Describe the components of the Balance Sheet, Income Statement, Cash Flow Statement
- ※ The impact of Business Transactions on financial statements
- ※ Introduction on Consolidated Financial Statements

### DAY 2: Introduction to Budgeting Process & Control

- ※ Budgeting concepts
- ※ Elaboration of master budget
- ※ Budgetary control and variance analysis

## NEW MANAGER PROGRAM

| September |  | October           |  | November |          | December |                   | January |  | February     |  | March       |  |
|-----------|--|-------------------|--|----------|----------|----------|-------------------|---------|--|--------------|--|-------------|--|
|           |  | Module 1          |  | Module 2 | Module 3 |          | Module 4          |         |  | Module 5     |  | Module 6    |  |
|           |  | Effective manager |  | Finance  | Strategy |          | Getting organized |         |  | Supply Chain |  | Negotiation |  |

### Module 3 – STRATEGIC MANAGEMENT (2 days)

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

- understand what is strategic management;
- conduct a strategic diagnosis based upon the analysis of the environment and the identification of the resources and capabilities of their organization;
- define their own role in the implementation of strategic choices.

#### DAY 1: An Introduction to Strategy

- ※ What is strategy?
- ※ The fundamental dimensions of strategy
- ※ The strategy mix
- ※ Strategic segmentation (strategic business units)
- ※ The SWOT model

#### DAY 2: The Strategy Position and Strategy Choices

- ※ Analyzing the competitive environment
- ※ Identification of the strategic capabilities
- ※ Generic strategies
- ※ Portfolio management
- ※ Development directions and methods
- ※ The three limits of strategy

### Module 4 – GETTING ORGANIZED: KEYS FOR MANAGERIAL EFFECTIVENESS (2 days)

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

- organize their time according to the priorities;
- anticipate and plan activities on a realistic basis;
- practice delegation techniques in order to manage relations with the team and increase effectiveness;
- initiate a personal evolution and improvement process about time, work and environment.

#### DAY 1: Time Management

- ※ Principles and laws of time management
- ※ Critical analysis of schedule and professional priorities
- ※ Optimizing time-consuming activities
- ※ Self-management principles
- ※ Gaining time through contacts with people

#### DAY 2: Delegation for Team Effectiveness

- ※ What is delegation?
- ※ Delegation process, authority and accountability
- ※ Risks and obstacles in delegation
- ※ Techniques of delegation
- ※ The delegation process
- ※ The organizational side of delegation

### PREVISIONNAL CALENDAR\*

| April |            | May |           | June |                 | July |              | August |  |
|-------|------------|-----|-----------|------|-----------------|------|--------------|--------|--|
|       | Module 7   |     | Module 8  |      | Module 9        |      | Module 10    |        |  |
|       | Objectives |     | Marketing |      | Team Motivation |      | Sales Devel. |        |  |

\*After having attended the seven modules, the participant is given three months to write a reflection paper under the tutorship of one of the professors or experts teaching in the program on a theme relevant regarding his professional activity and project.

## Module 5 – NEGOTIATION SKILLS FOR MANAGERS (2 days)

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

- identify the different steps of a successful negotiation;
- build up a relevant negotiation strategy;
- use influence techniques in order to keep control during the negotiation process;
- deal with conflicts by using positive and assertive communication tools.

### DAY 1: Negotiation Strategy and Tactics

- ※ What is a negotiation?
- ※ Understanding the scope of a negotiation (goal, stakes, parties)
- ※ Establishing the negotiation strategy
- ※ Running a negotiation: tactics and communication tools

### DAY 2: Conflict Management

- ※ Understanding the conflict process
- ※ Assessing the different types of organizational conflicts
- ※ Conflict-handling strategies : avoiding, accommodating, compromising, competing, collaborating
- ※ Practicing conflict management tools and tactics
- ※ Using conflict for improving performance and managing change

## Module 6 – MANAGEMENT BY OBJECTIVES (2 days)

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

- adopt effective methodology to determine objectives;
- share the objectives with the team;
- follow-up the realization of objectives and reacting adequately;
- develop a systematic account of results and performance.

### DAY 1: Objectives: from Strategy to Operations

- ※ The strategy dimension: defining objectives
- ※ Policy, strategy, mission and objective
- ※ Giving consistence to objectives
- ※ Organizational dimension: implementing the process
- ※ Operational dimension: which tools for action?

### DAY 2: Successful "Objective-Driven" Management

- ※ The process drive
- ※ Creating a responsibility mindset towards objectives
- ※ Contracting and negotiating objectives
- ※ The objectives achievement follow-up

## Module 7 - MARKETING: FROM STRATEGY TO ACTION (2 days)

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

- have a real knowledge of the basic concepts and main tools of marketing and sales development;
- understand the link between these concepts and tools in the definition and implementation of the marketing plan;
- use a method for the elaboration of a marketing plan.

### DAY 1: Understanding the Marketing Process

- ※ Marketing: a state of mind, a method, a process
- ※ Understanding the scope of marketing function
- ※ Marketing studies and competitive analysis
- ※ Team work exercise: Benchmarking & Mapping
- ※ The marketing-mix: from concept to applications

### DAY 2: Implementing the Marketing Plan

- ※ What is a successful marketing plan?
- ※ The four policies and How to set it up: product, price, communication and distribution
- ※ Team work exercise: Product analysis & process to built an efficient sales aid
- ※ How to implement your marketing plan and follow it?
- ※ The 10 P concept to measure results

## Module 8 – MOTIVATE YOUR TEAM (2 days)

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

- understand and assess individual motivations level;
- address team's motivation proactively and effectively handle organizational involvement within their unit;
- teach their team to take responsibility and to be more involved;
- build and strengthen a trusting and commitment spirit within the team.

### DAY 1: Motivation and Team Involvement

- ※ Motivating a team: why and how?
- ※ Motivational tool-box: from theories to applications
- ※ Understanding the most effective approach for managing people in order to achieve the best performance
- ※ Gaining a deeper knowledge of your management style

### DAY 2: Mobilizing Team for Change

- ※ Motivating through consistent and realistic recognition schemes
- ※ Gaining best employee's loyalty and retaining talents
- ※ Understanding change process and dealing with resistance
- ※ How to implement and maintain trust and mobilization

## Module 9 – SALES & BUSINESS DEVELOPMENT (2 days)

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

- understand better the prospect/client dimension;
- present and share best practices to develop business into the client's place;
- build and experiment behavioral skills to get success client interactions and increase sales.

### DAY 1: From Business Development Strategy to Sales

- ※ Analysis of a business development situation
  - o Sales cycle and sales value chart
  - o Business development opportunities
- ※ Business development and sales roadmap
  - o Target engineering

### DAY 2: Interacting Successfully with Clients

- ※ Client behavioral profile
  - o The adaptive attitude
  - o From BD approach to action plan
- ※ Building of successful interactions with the client
  - o Defining the right client relationship
  - o Creating a "value-oriented" proposition
- ※ Management of client reaction & sales closing

## Module 10 - OPERATIONS MANAGEMENT & SUPPLY CHAIN (2 days)

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

- understand the main levers for optimizing operations;
- lean and manage the supply chain processes in a company or a department;
- analyze and lead the internal and external flows;
- assess performance and define improvement goals for operations and supply chain.

### DAY 1: Essentials in Operations Management

- ※ Identifying the competitive issues
- ※ Identifying customer and market expectations in order to satisfy them
- ※ Identifying the games, the induced costs and the added value
- ※ Understanding the main levers for developing operations excellence
- ※ Understanding how to steer the improvement process

### DAY 2: Managing the Supply Chain Process

- ※ Introduction to global logistics management
- ※ Optimizing internal and external flows
- ※ Defining and implementing supply chain management
- ※ Master planning, scheduling, inventory control, procurement, quality control
- ※ Flow control approaches (just-in-time, theory of constraints,...)
- ※ Developing supplier's performance
- ※ Developing a lean logistics strategy

# FACULTY



*Philippe GABILLIET*

Program Director  
Professor of Organizational  
Behaviour  
ESCP Europe (Paris)

## EDUCATIONAL BACKGROUND:

PhD in Management, Conservatoire National des Arts et Métiers (CNAM), Paris, France.

Postgraduate Degree in Advanced Political Analysis, Bordeaux, France.

Graduate from the Political Sciences Institute (Sciences Po) of Bordeaux, France.

## TEACHING & RESEARCH INTERESTS:

Professor Philippe GABILLIET has been an Associate Professor in Organizational Behaviour and Cross-cultural Management at ESCP Europe (Paris, France) since 1995. Pr. Philippe GABILLIET is Dean of ESCP Europe's European Executive MBA. Specialized in Future Studies, Leadership Development and Business Issues in Emerging Countries, he also teaches at the CNAM (Conservatoire National des Arts et Métiers, Paris), at HEC Geneva (Switzerland).

He is the author, or adaptator, of several books in the field of management and professional development including:

- "Comportements organisationnels", Pearson Education, 2006.
- "Management. L'essentiel des concepts et des pratiques", Pearson Education, 2004.
- "Savoir Anticiper. Les outils pour maîtriser son future", ESF Editeur, 1999.
- "Se former soi-même. Les outils de l'autoformation", ESF Editeur, 1997.

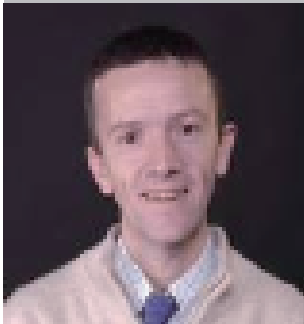
## CORPORATE EXPERIENCE:

In the mid-80's, before pursuing an academic career, Dr. GABILLIET was a co-founder and associate partner in a business consulting firm, Forces Vives (IPC Group) specialising in sales management development and business change implementation. In the 90's, he worked at executive level for a major French insurance company (CNP Assurances).

Due to this professional background, Professor GABILLIET is currently involved in many ESCP Europe's Executive Education and Corporate Universities Programs for major companies and multinational groups (Mittal-Arcelor, Sanofi-Aventis, Auchan, Société Générale, Areva, KPMG, etc.). He is also Program director of the "Leading & Motivating" and "Becoming a Manager" executive Programs.

## REFERENCES IN ASIA:

With a true passion for China, he is involved in most of the ESCP Europe projects and developments regarding this area. Coordinator of the Faculty members for China since 2003, he organizes once or twice a year « business discovery expeditions » for Executive MBA participants of French or foreign companies high-flyers (Société Générale, ONA), mainly in Beijing and Shanghai. Very committed to his Chinese peers, he joined the academic team that followed-up the double-degree agreement linking ESCP Europe and the Tongji University's School of Economics and Management, in Shanghai. He is in charge, from the Faculty side, of the « ESCP Europe Euro-China Job Forum » (March 2007) and co-launched in 2005 the new master's programmes course « Managing companies in China ». In 2007, he also trained Chinese managers and executives from Lafarge Group ("Managing Change in China"), Beijing France Télécom Research Centre ("Motivating R&D Teams in China"), Airbus, Alstom and Sanofi Pasteur ("Becoming an effective manager"). He is currently doing research on the various aspects of human resources management and change practices in European companies located in mainland China.



*François FOURCADE*

Professor of Management  
Control  
ESCP Europe (Paris)

#### EDUCATIONAL BACKGROUND:

Professor François Fourcade has an engineering background in telecommunication networks and a Business Administration degree from University Paris I Pantheon Sorbonne (IAE Paris).

He got his PhD in Management Science, from the Ecole Polytechnique Paris, in 2004.

The results of his PhD research has allowed the management board of his former company to completely reshape the group to better re-invent its own future.

#### TEACHING & RESEARCH INTERESTS:

Professor François Fourcade is an Assistant Professor in the Department of Management Control at the ESCP Europe since September 2004, based in the Paris campus.

He coordinates several courses in the Master Grande Ecole programme: The Management Control course (Master's Level) and the Business Planning elective course.

He has been co-director of the International Project Management Specialized Master since 2005.

His research interest moved from innovation management strategy to corporate monitoring and management. He publishes several articles regarding some organizational and managerial aspects of innovation management in high techs firms (Automotive industry & Aerospace industry both civil and military).

He got, for this research, in 2007, the best paper award from the Academy of Management (AOM)

After having perceived the limits of today's management education, and after having developed several innovative programs, Prof. Fourcade has been assigned in December 2007 as scientific director of the CIRPP (Paris Center for Pedagogical Innovation). Together with his team, he is developing a new intellectual framework to re-think the management education, based on thought that are deeply rooted into the European culture and philosophy. This innovative approach has already been exposed to several international research conferences and to some leading industries management boards, opening new avenues to re-invent some management practices.

#### CORPORATE EXPERIENCE:

Before joining the professor career, Dr. Fourcade had 15 years of international experience within a worldwide top ten automotive supplier.

Highly involved in the executive education of the school, he is director of two custom executive programs, one for a large Aerospace Industrial group, the other for a building and construction industry European group.

He has developed a consulting practice using the action research to help companies overcome their challenges.



*Dan DEVILLE*

Consultant in strategy, sales development and management coaching  
Trainer at NEGOCIA Business School (Paris)

#### EDUCATIONAL BACKGROUND:

Graduate from the prestigious Political Institute of Paris, France.

Master's in International Law, University Paris 1 Pantheon Sorbonne, France.

Graduate from the European Communities Institute (University Paris 1 Pantheon Sorbonne), France.

#### TEACHING & RESEARCH INTERESTS:

Mr. Dan Deville has taught in Sales, Marketing and Strategy at prestigious schools and universities such as Superior Management Institute, University Paris 1 Pantheon Sorbonne and Cap Gemini University. He is pedagogic director of an Intra School in Morocco, and intervenes as well in the Marketing and Sales cycles.

Mr. Dan Deville is founder of the Deville Group, specialized in Sales Development Consulting and Training, Management Consulting, and Executive Search. He is also associated consultant in the Savoir Faire Group, in charge of Training and Management Coaching.

#### CORPORATE EXPERIENCE:

Mr. Dan Deville has over 30 years of General Management and Sales Development experience in major industrial and consulting companies such as Creusot Loire, Thales, Cap Gemini, Bull, Wipro, etc. He has worked on all continents, led multinational projects, and managed international teams in difficult and challenging environments.

Some of his selected accomplishments include :

Cap Gemini (one of world largest consulting companies): as International Sales Director, raised revenue in industrial sector from 30 to 60 million dollars in one year and a half.

Bull (major European IT infrastructure company): as Vice President, created, developed and managed the International Affairs Division and the ERP worldwide activities.

Wipro (worldwide leader in Indian services): as General Manager of the West European market, created the branch and developed the activities.

Mr. Dan Deville is an International recognized expert in the international outsourcing environment and the offshore environment, he has created and animated numerous conferences in this field.

#### REFERENCES IN ASIA:

Mr. Dan Deville has worked in Asia several times in his career. He was Regional General Manager of the leading Indian consultancy firm, Wipro Technologies, and worked in Malaysia in the maritime field. He has intervened several times as teacher and trainer for major companies in China.



*Léon LAULUSA*

Professor of Financial  
Accounting and Management  
Control  
ESCP Europe (Paris)

#### EDUCATION BACKGROUND:

PhD in Management Control University Paris Dauphine  
French Chartered Accountant (CPA) and legal auditor  
MBA IAE de Paris Panthéon Sorbonne

#### TEACHING & RESEARCH INTERESTS:

Professor Léon Laulusa gives lectures at ESCP Europe on the following matters: Financial accounting, Internal control, Management accounting, Management control, Management in a Chinese environment. His research areas deal with the influence of Chinese culture on management accounting, control as well as financial accounting and performance reporting. He is the author of several articles on these themes:

- ※ Un détour par la Chine pour penser autrement, *L'Expansion Management Review*, n°133, juin 2009, pp.62-67
- ※ *L'Art du contrôle de gestion: enjeux et pratiques*, (ouvrage collectif), Gualino, 2009, 471 pages
- ※ *When Far East Meets West: Seeking Cultural Synthesis through Coaching* (with H. Law, G. Cheng), chap.16, *International Coaching, The Routledge Companion to International Business Coaching*, Routledge, UK, March 2009, pp.241-255
- ※ Confucianism and its implications for industrial relations in China, *Journal of Management Spirituality and Religion*, Vol. 5, Issue 4, pp.385-403, Dec 2008
- ※ Management control and cultural diversity : the experience of Western companies in China, Conference DFCG (French Association of CFO and management controllers), 7 April 2008, Paris
- ※ The process of harmonization of Chinese accounting towards IFRS : evolution or revolution ? (with O. Ramond), Conference at CNAM 14 Sept 2007, Paris

#### CORPORATE EXPERIENCE:

Dr Léon Laulusa, statutory auditor, advises general management and financial management in internal control, finance transformation and reporting issues. He served as a Partner in the French consulting practice at Deloitte and was former managing partner of BDO M&G consulting. He has more than 15 years' experience, in consulting, statutory audit and training in international environment, particularly for European companies in insurance, bank, industries and services activities, for SOE, large and medium sized firms in China and in South-East Asia. He was also in charge of international projects for European Commission and World Bank.

#### REFERENCES IN ASIA:

Besides his corporate experience in Asia, Dr Léon Laulusa has undertaken research in management and accounting issues in Chinese companies and China context (for example, more than 70 Chinese enterprises visited in Asia for a PhD Research in Chinese management accounting and control).

Since 2007, he has given trainings in Finance for Chinese and French managers and executives in Shanghai and Beijing. Since 2009, he is responsible for regional leadership seminar in China for EMBA participants of ESCP Europe.



*Alain HASSLER*

Consultant in management,  
marketing and sales  
Trainer at NEGOCIA Business  
School (Paris)

#### EDUCATIONAL BACKGROUND:

Self made man,  
Mars Inc. Senior management training: Senior management seminars with the London Business School (1990 - 1993)

#### TEACHING & RESEARCH INTERESTS:

Since 2002, Alain Hassler is working as a consultant in operational marketing, sales, communication and innovation for well known companies like Microsoft & Saint Gobain ( in cooperation with HEC), Gaz de France (in cooperation with CEGOS and Johnson & Johnson , Number one training company in Europe), International paper, Sandvik/ Secotools, Oénéo Wine corks company, FNAC, Chambers of commerce (the Paris one and French Chambers of Commerce abroad), for French business and training schools and The Baltic management institute and the Reed Business Strategies Company. Alain Hassler has also started in 2009 to do training with 2 big foods companies in Tunisia.

Alain Hassler is the author of two CD-Rom about global branding strategy and marketing mix implementation mainly targeted to business schools. This development was done with the Paris Chamber of Commerce and Industry. Alain Hassler has just published (April 2009) a Marketing guide with ESF editor in cooperation with the business magazine "Management".

#### CORPORATE EXPERIENCE:

Alain Hassler held executive positions within international groups for more than 25 years. From 1980 to 1983, he worked for NIVEA BEIERSDORF S.A. as its Marketing Director for France. He then joined MARS Group where he held several positions within its pet foods division: Sales Director for France, Marketing Director for France, Business Development Director for Central Europe, as from 1993, in charge to define marketing and sales strategies, operational organisation including production and R&D services. Finally he enlarged its managerial responsibilities to the business development in Northern and Southern Europe (14 European markets) until 2001.

#### REFERENCES IN ASIA:

Alain Hassler uses to give marketing and sales lectures/training to multicultural high level students (including Asian people) in business schools like NEGOCIA / ADVANCIA Paris and INSEEC Bordeaux. Since 2007 he gives also marketing & management trainings in Shanghai and Beijing.



*Bernard MONNIER*

China Business Consultant  
Professor of International  
Negotiation at Paris IPAG, and  
Amiens Jules Vernes University

#### EDUCATIONAL BACKGROUND:

Graduated from the Paris School of Oriental Languages (Chinese section)  
Graduated from Paris III Sorbonne University (German section) and Paris VII University (Chinese dept)  
Trained at ISSEC business school (5 certificates ISSEC-IMD programs)

#### TEACHING & RESEARCH INTERESTS:

Mr. Monnier is Professor of International Negotiation at Paris IPAG Business School and Amiens Jules Verne University.

He is bilingual English French, and fluent in Mandarin Chinese, German.

Since 2002, Mr. Monnier is a free lance consultant for China business development helping companies on a daily basis to penetrate the Chinese market.

He holds also business seminars in China and lectures in different academic institutions.

#### Some publications:

- ※ "The chinese youth sent to the countryside", Mondes Asiatiques, n°12 1977-1978, p. 270-287
- ※ Creation of a reference book on chinese periodicals in French libraries, EHESS-Ihec, Paris
- ※ "A few aspects on the Chinese market approach", Assexport (Coface review), n° 74, Quarter 1, 2004
- ※ "The Chinese market cannot be successful for every small and medium sized companies", Les Echos economic daily newspaper, April 25th 2006

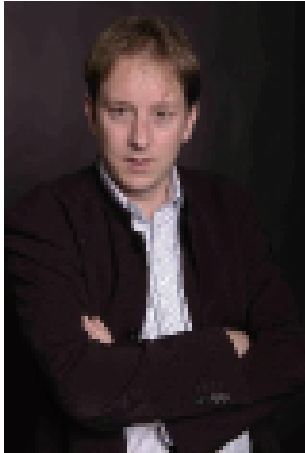
#### CORPORATE EXPERIENCE:

From the beginning-80's to the end, Mr. Monnier worked mainly as Asia Area Manager for the French giant chemical group RHONE-POULENC, signing a new salicylic acid contract in China (2.2 M Euros) and developing additionnal sales of the diphenol-perfumery additives (1.5 M E) in Indonesia.

In 1991, he moved to the company MOULINEX, leader in household appliances, again as Asia Area Manager. Soon he moved to Hong Kong, creating the sales subsidiary, Moulinex Far East Ltd there (25 employees, 7.6 ME). He also introduced the brand in South Korea.

Returning then to Europe, he moved to IFRA, a service company in technical services and events to the daily press industry (Frankfurt, Germany) as Director for International Development. He there organised the successful launch of the first big IFRA event in Asia, 30 exhibitors, 3 conference days, with the participation of the Beijing Chinese Newspaper Association. He also initiated business with Chinese customers in Shenzhen and Guangzhou (Shenzhen Special Zone Daily and Guangzhou Daily).

Recently as free lance consultant, M Monnier started the business in China from zero for a French sanitary manufacturer specialised in public equipment.



*Fabien DE GEUSER*

Professor of Management  
Control and Cost Accounting  
ESCP Europe (Paris)

#### EDUCATIONAL BACKGROUND:

PhD in Management science, HEC Paris, France.  
Master in Sociology, University of Paris IX Dauphine, France.  
Master in ergonomics, University of Paris I La Sorbonne, France  
Graduated from the HEC Paris master in management.

#### TEACHING & RESEARCH INTERESTS:

Professor Fabien DE GEUSER has been an Assistant Professor in Management Control and Cost Accounting at ESCP Europe (Paris, France) since 2007, after having been Assistant Professor at HEC Lausanne (Switzerland) for three years. His research interests focus on the adaptation of management control systems to managerial needs through an ergonomical perspective.

Fabien DE GEUSER teaches cost accounting, strategic cost accounting, and management control systems courses both at executive education and initial education levels.

Professor Fabien DE GEUSER authored several articles and collective contributions to these subjects, including:

- ※ "Does the balanced scorecard add value? empirical evidence on its effect on performance", European Accounting Review, with OYON D., MOORAJ S., 2008.
- ※ "Pour une ergonomie de gestion: de la santé des managers à la santé des personnes", in GUENETTE, A-M. (ed.), Organisations, L'Harmattan, 2008, 32 p.
- ※ "Cost accounting and VAT How can cost allocation methods be used for VAT purposes?", European Accounting Association, Lisbon, may, 2007, 19p, with GLAUSER P-M.
- ※ "Is responsibility accounting building incapacity? A cost accounting interpretation of Paul Ricoeur's imputability principle", Critical Perspectives on Accounting Congress, 2008.

#### CORPORATE EXPERIENCE:

Professor Fabien DE GEUSER has an extensive experience in teaching and organizing executive education seminars for different international groups such as Bouygues, Orange-France Telecom, GDF-Suez, Areva, Schneider.

His teaching concerns cost accounting and controlling issues and includes both classic pedagogical perspective and action-learning approaches.

#### REFERENCES IN ASIA:

Professor Fabien DE GEUSER published, with two colleagues, Y. Pesqueux and D. Pham, an article about "Western ideology and management: an oriental detour", in AJAMI, R., ARRINGTON C.E., MITCHELL F. and NORREKLIT H. (eds), Globalization, Management Control and Ideology :Local and Multinational Perspectives, DJØF Publishing Copenhagen, 2005. In this paper, he contrasts the western approach to management with Chinese one. He is also currently working on a comparison between the Chinese cost accounting teaching perspectives and the French ones.



*Véronique TRAN*

Professor of Organizational  
Behavior  
ESCP Europe (Paris)

#### EDUCATIONAL BACKGROUND:

Ph.D., Psychology, University of Geneva, Switzerland  
B.A., Psychology, University of Geneva, Switzerland  
B.A., Political Sciences, University of Lausanne, Switzerland

#### Professional certification:

Myers-Briggs Type Indicator (MBTI), Oxford Consulting Psychologists, Oxford, UK  
Personnel Decisions International (PDI) – Profilor (360° feedback), IMD, Lausanne, Switzerland

#### TEACHING & RESEARCH INTERESTS:

Permanent Professor at ESCP Europe, Véronique TRAN teaches in the following domains: Organizational behavior, Managing/coaching high-performance teams, Leadership, Managing oneself (understanding individual personality differences), Decision-making, The human component of creativity and innovation in organizations and Emotional competence.

Her research interests include Emotions and Team processes, Decision-making, Creativity and innovation in organizations, Learning organization. She participates in several collective books and is the author of many papers on these topics, for example:

- ※ Tran, V. (2008). "Emotional climates and the innovation process in teams". Poster presented at the 2008 Society for Industrial and Organizational Psychology (SIOP) Conference, April 10-12, San Francisco, California.
- ※ Tran, V. (2007). "The use, overuse, and misuse of affect, mood, and emotion in organizational behavior". In N. Ashkanasy, C. Härtel, & W. J. Zerbe (Eds.). *Research on Emotion in Organizations*, vol. 3, Functionality, Intentionality and Morality (pp. 31-59). Oxford, UK: Elsevier-JAI.
- ※ Scherer, K.R., & Tran, V. (2001). "Effects of emotion on the process of organizational learning". In M. Dierkes, J. Child, & I. Nonaka (Eds.), *Handbook of Organizational Learning*. (pp. 369-392). New York: Oxford University Press.
- ※ Tran, V. (1998). "The role of the emotional climate in learning organisations". *The Learning Organisation*, 5, 99-103 (Received the Best Article of the Year Award).

#### CORPORATE EXPERIENCE:

Véronique Tran has an extensive teaching experience in the context of international management and executive education with emphasis on topics such as personality, group decision-making, leadership, teamwork, and emotional competence. She has worked with companies such as Caterpillar, Henkel, IBM, Heineken, Unilever, in Europe and Asia (Singapore, Malaysia, Hong-Kong), for which she has regularly conducted personal coaching on the same topics and executive coaching based on 360° feedback.



*Frédéric FRÉRY*

Professor of Strategy  
ESCP Europe (Paris)

**EDUCATIONAL BACKGROUND:**

PhD and post-doctoral authorization to supervise research in Management, Université de Paris Panthéon Sorbonne, France.

Master in Management of Technology, Ecole Centrale Paris, France.

Master in Management, ESCP, France

**TEACHING & RESEARCH INTERESTS:**

Prof. Dr. Frédéric Fréry has been a visiting scholar at Stanford University and a visiting professor at the University of Texas at Austin. He is Scientific Director of the KPMG/ESCP Europe Chair for Risk Strategy and Performance. He is in charge of the Strategy core course at Ecole Centrale Paris and he is the Dean of the Executive Education Programme “Strategic Management” at ESCP Europe.

Dr. Fréry is the author and co-author of numerous books, scientific articles, cases, and research papers on diverse topics related to strategy, innovation, management, and virtual corporations. He is notably the co-author of “Stratégie”, the leading strategy textbook in the French-speaking world.

**CORPORATE EXPERIENCE:**

Dr. Fréry has an extensive experience in teaching and organizing executive education seminars for different international groups such as Accor, Arcelor, KPMG, Abbott or Otis.

He also operates very successfully as a boardroom consultant. Dr. Fréry is an active speaker on the topics of value-driven strategies, innovation management, and corporate excellence.



*Arnaud ATTIA*

Lecturer at ESCP Europe (Paris)  
Director of the Business  
Development School at Cap  
Gemini Corporate University

#### EDUCATIONAL BACKGROUND:

PhD in Sociology with Distinction, from the Ecole Nationale des Ponts et Chaussées (ENPC, Paris)  
1st year of PhD (Diploma of Advanced Studies – DEA) in economics at the Montpellier University (France)  
Engineer in Environmental Science at Nancy (France)  
Executive Marketing Class at the University of Toronto (Canada)

#### TEACHING & RESEARCH INTERESTS:

He first developed teaching abilities in Management and Leadership and delivered many training programs for Cap Gemini employees and other clients (ex: Accor Carlson Wagonlit). He's certified from several behavioural methods: Socio-Types, Myers Briggs Type Indicator (MBTI).

Then, he's brought this expertise to the Business Development & Sales area. Its research interests and current activities within the Cap Gemini Corporate University have become Sales Management, Opportunity Management, Key Account Management. He also co-developed programs for top sales professionals on Competitive Intelligence & Customer Intelligence.

He's now an expert and a manager in Executive Education, and he covers all Business Development & Sales subjects, with a focus on the behavioural dimension: how to be efficient in the Business Development and Sales process, how to better understand clients, how to enhance relations with clients, how to get a competitive advantage, how to increase value to the client, how to bring the sales team to success.

He's been providing training programs for clients on Business Development & Sales, for example for Det Norske Veritas (top leader in the certification business). He's used to train project managers, experts/technicians, middle and top managers.

In the academic area, he's been providing lectures at ESCP Europe at Master degree for 4 years, on various subjects: project management, international consulting, change management, sustainable development.

In 2004-2006, he was also an expert for projects driven by the European Union, which aimed at launching Executive Education departments in former Soviet countries (ex: Ukrain).

#### CORPORATE EXPERIENCE:

After his PhD, he worked during 6 years as a consultant in a worldwide consulting firm (Cap Gemini Consulting), focusing on management, organization and human resources. He was involved in projects for large companies (Total, Schneider Electric, Sodexho, L'Oreal), in France and in Europe. After this consulting experience, he contributed to the launching of an internal business unit, which aimed at developing & delivering training programs for external clients. Since Jan. 1st, 2007, he's been working at the Cap Gemini Corporate University, in charge of all the trainings dedicated to the sales population throughout the globe (ie 1200 people). He currently manages the Business Development School, which trained more than 600 people in 2008.

#### REFERENCES IN ASIA:

- ※ Launching of a Cap Gemini University campus in Hyderabad (India) in 2007
- ※ Building and delivery of an event for the top sales professionals in Hyderabad (India) in 2007
- ※ Delivery of 2 training programs (Topic: Business Development & Sales) for DNV (one of the top certification companies, based out of Norway) in Kuala Lumpur in 2008: 20 Chinese people trained



*Pierre-Marie GALLOIS*

Affiliate Professor at ESCP  
Europe (Paris)  
President of Proconseil Group

#### EDUCATIONAL BACKGROUND:

Professor Pierre-Marie Gallois is an engineer (MSc.) graduate from the “École Nationale Supérieure de Techniques Avancées” (Paris 1974). He is certified at the Fellow level in Production and Inventory Management (CFPIM) by the American Production and Inventory Control Society. He speaks French, English and Spanish fluently.

#### TEACHING & RESEARCH INTERESTS:

At ESCP Europe, Prof. Gallois is involved in the MBA and executives programs teaching Operations Management, Industrial excellence and Global Supply Chain.

He is also participating in international research programs in the field of Advanced Manufacturing.

He has conducted several study trips in Japan and in the Far East and he has participated in various national and international congresses promoting new industrial organizations (in Europe, USA, Brazil, ...).

He has published many articles, working documents (« Global synchronous manufacturing and logistics organization, a success story » in Supply Chain Forum 09/2000, « Production synchrone et logistique globale » in Revue Française de Gestion Industrielle 03/2001...) and two books on the industrial performance management: “Evaluation for Evolution 1992” and “From Stone to Cathedral 1996”.

He is involved in different professional associations.

#### CORPORATE EXPERIENCE:

Mr. Gallois started his career as a Councilor of the Ministry of Industry of Cameroon; he then joined the VALLOUREC’s Group (world leading company in seamless pipes manufacturing) where he held various managerial positions at its largest plants. Then, before joining Proconseil in 1984, he worked for 8 years as International Managing Consultant in Production and Industrial Management with CAP GEMINI (the European leader of professional services).

Mr. Gallois is now President of Proconseil Group, an important consulting company specialized in industrial performance.

#### REFERENCES IN ASIA:

From 1989 to 2008, Mr. Gallois organized more than 20 study tours in Japan to analyze the Japanese best practices in manufacturing ; he visited at least 60 plants in various industrial activities ; he has also developed close relationships with some Japanese professors.

As a result of those tours, he has published synthesis reports and has been invited in several conferences to present his conclusions.

As a member of the Technical Committee of the worldwide program “Intelligent Manufacturing System” (1992) he worked closely in Japan with the Japanese representatives.

He has been invited twice as a lecturer to conferences in Bangkok (in 1990 and 1991) dedicated to automation in industry, organized by the Faculty of Engineering of the Chulalongcorn University of Thailand.

He spent one week in Korea in 1990 to analyze practices in the automotive industry and in small and medium companies.

He has been involved in the New Managers Program in 2008 for the Paris Chamber of Commerce and Industry (CCIP) in Shanghai, teaching “Lean Operations and Supply Chain Management”.

For any question about the New Manager Program, please contact:

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