

1) CFVG MBA PROGRAMME: OBJECTIVES AND LEARNING INTENTS

The CFVG MBA programme's general objective is to form future corporate leaders to modern managerial knowledge and the latest decision-making techniques and tools that enable them to become more efficient in their professional activities, to hold top management responsibilities and to work successfully in a turbulent, highly demanding and multi-cultural environment. The programme follows the international standards and, at the same time, strives to develop managerial skills and behaviors needed in Vietnam. Hence emphasis is given to ethical behavior, innovative attitudes, openness to international management practices and academic rigor.

Thus, the CFVG MBA graduates are expected to

- be equipped with all the fundamental concepts used in different domains of management including strategy, marketing, accounting, finance, control, project management, human resource, operations and supply chain, information system or business law. These core courses are a prerequisite knowledge for further managerial development in today's Vietnam.
- know how to deal with multi-cultural issues and to take the right decisions in a global or a national context; International perspectives provided throughout the programme should enable students to become effective managers in international companies or Vietnamese companies extending their markets abroad.
- enhance the appropriate skills and attitudes that are reported as being underdeveloped among Vietnamese executives like being creative within a corporation or to launch a new company, accountable for corporate decisions, stimulating team work and transversal cooperation.
- be sensitive to ethical issues and promote transparency.
- have an in-depth and up-to-date knowledge and control of some specialized management fields.

These objectives and learning intents will be achieved through a structured programme the contents of which are described by module in what follows.

2) CFVG MBA PROGRAMME COURSE DEFINITION AND CATALOG 20th Intake (2011-2013)

TERM 1 / SEMESTRE 1

INTEGRATION SEMINAR + ORGANIZATIONAL BEHAVIOUR AND CHANGE MANAGEMENT / SÉMINAIRE D'INTÉGRATION + COMPORTEMENT ORGANISATIONNEL ET GESTION DU CHANGEMENT

This is an opening seminar of the MBA programme. The objective is to allow to the new students to meet together and to build a CFVG spirit, and at the same time to introduce the CFVG MBA program and regulations. Students should understand also that the team is a key success factor in an MBA, and so be conscious of the role their personal attitude and involvement could play for the team success.

Furthermore the seminar helps the future managers understand how an organization works and how make its structure evolve in order to reach strategic objectives.

After an overview and introduction, the specific issues treated in the course are individual behaviour, communication and motivation, team work, organizational structure and design, leadership, conflict and negotiation. The seminar would be conducted through numerous case studies and group assignments.

CORPORATE GOVERNANCE AND CSR / GOUVERNANCE D'ENTREPRISE ET RESPOBABILITE SOCIALE DES ENTREPRISES (RSE)

Companies are under pressure not only from shareholders for more value but also from other stakeholders for responsible business. As futur managers, the students should know how companies integrate good corporate governance and social responsibility (CSR) throughout its value chain, to meet the expectations dos different corporate stakeholders, and use it as a strategic tool to serve corporate sustainable growth.

After the course, students become more sensitive with ethical and social issues and shall be able to develop a stakeholder analysis and develop strategies to cope with ethical/social problems that the firm faces.

BUSINESS ECONOMICS / ÉCONOMIE D'ENTREPRISE

This course consists in a presentation of economic models and related concepts and tools that managers need to master in order to understand, analyse, predict trends affecting the corporate environment, and so make appropriate business decisions, especially in Vietnam.

The main topics discussed are general equilibrium (using consumption, investment, interest rate, liquidity), and the main disequilibria (inflation, growth, unemployment, foreign exchange, state budget). The explanations of the economic crisis are related to monetary theory, government intervention (fiscal and monetary policy), and the threats of an open economy and the role of leading countries.

The international economics part objective is understanding international trade and financial flows in a coherent theoretical framework so as to be able to assess various current problems

like: the patterns of international trade and financial flows between industrial and emerging countries, their role in the development process.

The main topics are: the balance of payments; international trade and capital flows, their determinants and consequences; the role of multinational corporations; current international imbalances and their sustainability; the longer run prospects of international trade and capital flows. All these topics will be discussed with special emphasis on the situation of emerging countries and particularly of Vietnam.

MARKETING / MARKETING

This course aims at explaining the fundamental concepts necessary for the analysis of a competitive market. After the course, students should be able to master the basic issues of strategic marketing and consumer research; to segment and target their customers and position their offers on the market; and finally, to develop operational marketing mix to commercialize their products or services.

The topics to be discussed cover:

- Strategic marketing: Environmental analysis; Marketing research including Customer behavior research and Tools of market research; Segmentation, Targeting and Positioning.
- Operational marketing: Product politics; Price politics; Promotion politics; Distribution politics.

BUSINESS STATISTICS & DATA ANALYSIS / STATISTIQUE DE GESTION ET ANALYSE DE DONNÉES

This course is at the same time a refresher in probability and statistics (descriptive and inferential) and an introduction to application of these methods and tools in various domains of management. Students will not only revise the principal concepts and results from probability and statistics, but also learn how to use the methods and softwares (particularly SPSS) in solving a set of problems in business management. They will be able also, in case of necessity in the future, to develop further (by learning themselves) their knowledge and skill in quantitative methods of management.

The topics discussed cover exploratory data analysis, probability, statistical distributions, inferential statistics, hypothesis testing, analysis of variance (ANOVA), regression and factor analysis. The chosen business applications include a series of examples from operation and supply chain management; investment and portfolio management; introduction to derivatives (option) and insurance. At the end of the course, the students will have some training sessions in working with SPSS.

BUSINESS LAW / DROIT DES AFFAIRES

International Legal Issues / Problèmes Juridiques Internationaux

How to create pathways for making managerial decisions and to operate a business in the worldwide complex legal environment? The students could find out a right answer to this question after the course. Precisely, they will then be able to: have greater understanding of the relevance of country, regional and global law to international business decision-making; apply basic law of contacts, business organizations and activities; identify legal risks in owning and operating an international business or undertaking international transactions; take

into account cultural and political differences in IBL, with emphasis on Vietnam and Western countries.

The main chapters are introduction to IBL, dispute settlement, MNC, trade in good, intellectual property, and sales. A set of group works and presentations are also envisaged.

FINANCIAL ACCOUNTING / COMPTABILITÉ FINANCIÈRE

The students will be familiarized with annual reports and financial statements (balance sheet, income statement) prepared under US Generally Accepted Accounting Principles (US GAAP). Thus, at the end of the course, students will be able to understand the accounting cycle; prepare major financial statements commonly found in a corporation's annual report; and use the accounting information for decision making.

The topics include:

- Elaboration of financial statements, in particular balance sheet, income statement and cash flow statement.
- Techniques and tools of financial analysis; analysis of flows.
- The concepts of solvability, performance and profitability;
- The concepts of risk, prevision and planning;
- Working capital and the cash conversion cycle
- Introduction of the concept of value creation (EVA, MVA)

SECOND FOREIGN LANGUAGE (Business French) / SECONDE LANGUE ETRANGERE (Anglais des affaires)

TERM 2 / SEMESTRE 2

ADVANCED MARKETING / MARKETING AVANCÉ Challenges of Modern Marketing / Les Défis de Marketing Moderne

First, students should be able to discover the emerging consumer behavior, such as consumer empowerment in digital environments: how the more volatile and empowered consumer can co-create and co-produce value. They should furthermore study e-marketing and use new technologies of communication/ information in their Customer Relationship Management (CRM).

Second, students should be conscious of the necessary link between marketing and Corporate Social Responsibility (CSR) and know how to apply concepts such as ethics and ecology to Marketing. *Finally*, they should be ready to serve a highly interesting target in emerging countries, the bottom of the Pyramid consumers.

The topics to be addressed cover Emerging consumer behaviors and Digital marketing, and Marketing and CSR (Ethics and Marketing; Non-Profit and Social Marketing; Ecology and Marketing; The bottom of the Pyramid and Marketing).

OPERATIONS AND SUPPLY CHAIN MANAGEMENT / MANAGEMENT DES OPÉRATIONS ET DE LA CHAÎNE D'APPROVISIONNEMENT

In today's context of intense global competition, customers are demanding more and more variety, with better quality and service at lowest cost. This means that in order to be successful, firms have to develop supply chain strategies and logistical capabilities that serve the needs of their customers whilst maximizing overall profitability. This course aims to provide students with in depth understanding of concepts and principles of supply chain management, so to help them critically review how firms manage their supply chains in order to gain a competitive advantage.

This objective will be attained by studying:

- Production of a simplified representation of supply chains by mapping actors, activities, processes and flows.
- The level of uncertainty associated with the supply of products and services to targeted customer segments and the choice of a supply chain strategy and its fit with competitive strategy.
- The role of facilities, inventory, transportation and information as drivers of supply chain performance and the trade-offs associated with a responsive (agile) or efficient (lean) strategy.
- The impact of lack of information sharing and coordination in the supply chain; application of the principles of demand forecasting, pricing or promotion, and inventory management.
- The key factors influencing the design of logistics networks.
- The importance of collaboration between supply chain partners, whether in a context of interdependence between two firms or in a context of network relationship.

At the end, students should have the skills to analyze an individual corporation's current supply chain practices, to compare those with best industry practices and provide a road-map for improvement.

CORPORATE FINANCE / FINANCE D'ENTREPRISE

This course aims at providing a global view on corporate finance. Tools developed show how financial tools can create value and support executives to make investment, financing and distribution decisions. Emphasis should also be put on the specific challenges arising in emerging countries (how to integrate high inflation, country risk and currency volatility and their impact on the cost of capital and cash flows from projects).

At the end of the course, students should be able to apply (or will have):

- A broad view on the foundations of modern finance theory that ground any financial decision
- The general objective framework of stock value maximization regarding investment and financing decisions.
- The general principles of asset valuation to stocks and bonds.
- Portfolio theory in corporate finance and compute the WACC
- Capital budgeting principles
- The principles guiding capital structure and distribution policies

- Apply financial principles to some specific decisions regarding working capital, leasing or investments in cash and marketable securities

HUMAN RESOURCE MANAGEMENT (HRM) / GESTION DES RESSOURCES HUMAINES (GRH)

This course aims at empowering students with fundamental concepts and tools of the HRM in an increasingly international environment. In particular, it sheds light on the strategic dimension of managing people and on the implied responsibilities.

More specifically, the course will allow students to identify the links between strategy, culture and HRM, so to understand HRM as a source of value creation and sustainable competitive advantage; to be aware of the respective missions and contributions of HR specialists and line managers; to build their decisions as managers on various concrete HR techniques and tools as planning, recruiting, evaluating, motivating, rewarding, leading a team, managing careers...

After the course, students will be able to:

- Understand HR and its role in the modern organization.
- Know the manager's role in HR matters.
- Use common HR management tools such as:
 - Job analysis, Job descriptions, Job evaluation,
 - HR Planning,
 - Interviews and selection techniques,
 - Performance reviews,
 - Setting pay,
 - Implementing Training and Development Programs,
 - Internal employee relations.

CORPORATE STRATEGY AND INNOVATION/ STRATÉGIE D'ENTREPRISE ET INNOVATION

The rationale of the course is to develop understanding about processes, tools and techniques useful in crafting, evaluating and implementing the strategy and innovation towards a sustainable competitive advantage for any company / organisation.

The course will emphasize a trans-functional approach of the firm (financial analysis, operation management, marketing, etc.) and innovation. It includes the following topics: strategic segmentation, evaluation of the business units of the company, generic strategies (volume/cost, differentiation, niche/focus), competitive analysis, management of business portfolios and strategic development and innovation towards new business units. Lecturers rely on analytical framework provided by the main consulting groups in business evaluation and corporate strategy as well as on advanced research and theories in related fields.

The pedagogy is based on lectures, case discussions and readings of research articles.

Learning objectives (LO) are:

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| 1 - ANALYSE | Seek and qualify information |
| 2 - ANALYSE | Identify options |
| 3 - ANTICIPATE | Identify types of possible evolution and innovation |
| 4 - ANTICIPATE | Identify and leverage opportunities |
| 5 - DECIDE | Define and propose strategic choices |

MANAGEMENT INFORMATION SYSTEM / SYSTÈME D'INFORMATION DE GESTION

This course provides an introduction to fundamental concepts of information systems and their applications in the business world. It presents a managerial view of how to use information technology as the driving force to create and manage competitive firms. Topics covered include major elements of information systems, the development and use of information systems in business, and social and ethical issues involved with information systems.

1. Fundamentals: Basic concepts about the components, types, and operations of management information systems.

2. Applications: The use of information systems to support enterprise operations, strategic and tactical decision making, and competitive advantage.

3. Development: The development of information system solutions to business problems.

4. Management: Methods for managing information systems technologies, activities, and resources.

5. Issues: Security, control, social and ethical issues involved with information systems

Some sessions by international experts in MIS are also envisaged during the course.

BUSINESS GAME / JEU D'ENTREPRISE

A business game, is conducted to develop students' understanding of the complexity of global business operations in a dynamic competitive environment. It integrates a range of concepts from various management-related disciplines, including strategy, research and development, marketing, finance, accounting, production and logistics.

Through the simulation exercise and using New Technologies of Information and Communication (NTIC), students will see how the different parts of the business interact and what the implications, in particular the financial ones, of the various strategic and operational decisions are. Precisely they have to make decisions about the mentioned above functional areas when setting up and running a virtual manufacturing and selling in different international markets around the world.

SECOND FOREIGN LANGUAGE (TEF 1) / SECONDE LANGUE ETRANGERE (TOEIC)

TERM 3 / SEMESTRE 3

RESEARCH METHODOLOGY / MÉTHODOLOGIE DE LA RECHERCHE

The first objective of this course is to support students to perform their professional dissertation. Two sessions will explain the process of implementing the professional dissertation and define the role of the tutor and his/her relationships with the student during this process. How to define an appropriate problem statement, how to write a quality dissertation, how to defend it before a Board of Examiners at the end of the process, what

are the academic requirements (in particular regarding plagiarism) are the main subjects of this part.

The second objective of this course is to provide students with knowledge and tools to analyze their qualitative and quantitative data. The students are introduced on how to process data based on applying a software program into their research. Through the course the students have chances to apply statistical methods such as descriptive analysis, hypothesis testing, analysis of variance, regression models, factor analysis and practice on real data. A later feedback session is organized to exchange with students on concrete methodological issues they are facing while conducting their research

NEGOCIATION AND LEADERSHIP / NÉGOCIATION ET LEADERSHIP

This course has a double objective, namely to provide the futur managers with some techniques helping to conduct successfully a business negotiation and to become an efficacious leader. The issues to be discussed include, for negociation: phases of and preparation to a business negotiation, conducting a face-to-face negotiation (with some useful tactics), how to succeed international (cross-cultural) talks (with practical recommandations); and for leadership: required qualifications for a leader, leadership styles and their appropriateness and evolution, delegation.

The students will be trained through a series of business negotiation simulations and team assignments.

FINANCIAL MARKETS/ MARCHÉS FINANCIERS

This course provides the concepts and tools necessary to understand modern financial markets and their applications in corporations. The course enables students to integrate financial policy with corporate strategy and other management functions. The students are introduced to financial derivatives and techniques of valuation. It analyses the corporate restructuring process (Mergers and Acquisitions) valuation and value creating strategies. The course also focuses on the sources of funds, including convertibles and other sources of debt financing.

After completing this course the students should:

- Understand the notion of value creation and its importance in any financial decision making;
- Techniques of company valuation, mainly DCF (FCFE, FCFF)
- Know about the debt and equity market, the hybrid financing.
- Be aware of the principles behind financial derivatives (forwards, futures, swaps and options) and its role in corporate finance;
- A particular focus should be put on derivatives likely to be introduced in Vietnam (Index, Commodities).
- Be able to hedge foreign exchange risk, interest rate risk (with a focus on Vietnam where most traditional derivatives instruments are not yet traded on an official market).
- Discover the rationale behind the operations related to corporate restructuring and how these operations are valued and structured;

PROJECT MANAGEMENT / GESTION DE PROJETS

This course is an initiation to best international practices in project management (PM). After completing the course, students should be able

- to understand the project organization and life cycle;
- to analyse different components of PM;
- to master some tools and techniques of PM, including related softwares;
- to elaborate and to manage all the phases – from initiation, definition, negotiation, planification, organisation / realisation, monitoring and control, evaluation and completion, of their professional and personal projects.

The sessions' topics are: A project: definition, main characteristics, life cycle and stakeholders; The project assessment process: business case, "go/no go" milestones, ROI, NPV; Time and cost management: WBS, GANTT, PERT, S curves, earned value; Team management: RACI matrix, individual profiles; Contracting with vendors: make or buy, transaction cost theory, procurement process, contracting; Change management; Risk management; Quality management.

MANAGEMENT CONTROL / CONTRÔLE DE GESTION

After this course students should:

- understand management control key concepts and tools and relate them to strategic issues, organisational structures and decision-making processes.
- be able to identify the different dimensions of a performance measurement system (PMS), the main principles guiding their elaboration and apply these principles through case studies.

Beginning with an overview on Management control and the concept of PMS, the course focuses on financial then non financial PMS, both at corporate and at business unit levels. The subjects are dealt with in the lesson, assignments, case studies and group presentations, and examinations.

SECOND FOREIGN LANGUAGE (TEF 2)

TERM 4 / SEMESTRE 4

AUDITING

(Specialisation option course)

The purpose of this module is to give students an understanding of the nature and development of the underlying concepts and objectives of auditing, and the reporting function of the auditor. The module deals with both theoretical and practical aspects of auditing. It aims to integrate the concepts of auditing with practical approaches taken by auditor to ensure students gain a complete picture of audit process.

Specifically, at the end of the module, students should:

- be conscious of the role of auditing and assurance services in a market economy;
- master the basic concepts of a financial statement audit;
- understand the financial statement auditing process and the phases in which an audit is carried out;

- be able to apply the international standards on auditing to practical issues in an audit.

MANAGEMENT CONSULTING (Specialisation option course)

In a competitive world, organizations / companies often hire the services of management consultants for gaining external (and presumably objective) advice and access to the consultants' specialized expertise. Thus, this course aims at introducing the MBA students to management consulting practice helping organizations / companies improve their performance primarily through the analysis of existing business problems and development of plans for improvement.

The students should be familiarized with:

- the concepts of external, coaching and internal consulting;
- the wide range of management consulting activities such as organizational change management assistance, human resource consulting, development of coaching skills, technology (IT in particular) implementation, strategy development, or operational improvement services;
- the recent trends in management consulting: extension to non-business related fields (government, quasi-government and non-for-profit agencies); the spin-off or separation of the consulting and accounting units of the large diversified professional advisory firms; rise of internal corporate consulting services.

They will also be trained, through case studies and simulations, in how to work with internationally recognized consulting firms such as Ernst & Young, PwC and KPMG.

CREATION AND BUSINESS PLAN (Specialisation option course)

This course helps understanding the roots of the entrepreneurial spirit and culture. The course uses different case studies about entrepreneurs and approaches to entrepreneurship, such as family enterprises, social entrepreneurship, intrapreneurship, female entrepreneurship, spin-off.... The course will help to increase the motivation for students to fulfill an entrepreneurial goal.

The course will also present the notions of business model and business plan and will help students to use them in projects.

CREATIVITY & LEADERSHIP (Specialisation option course)

This course presents some major tools helpful in entrepreneurship. At the end of the course students will be able to use them in concrete situations.

The impact of the company culture, especially its tolerance for failure, stimulates innovations, and then competitiveness.

Increasing creativity is necessary in entrepreneurship and in a changing world. Some tools, as mental maps, can improve the creativity of an individual or an organisation. They are presented and used.

The strong linkage between leadership and entrepreneurship is discussed as well as the ways to understand leadership and improve the personal capabilities in this domain.

2 MISSIONS (CREATION AND STRATEGY/SECTOR OR DIAGNOSIS) (Specialisation option course)

Two missions provide a learning by doing approach of entrepreneurship. Students in small group have to fulfill an objective in a limited time under the supervision of the professor. Each team receives its subject from a tutor who is a professional executive.

The first mission is the creation of an activity, the output being a business plan. The second mission can be a sector analysis or the diagnosis of a company (in the perspective of buying/selling it for example).

The report and conclusions of each mission are defended in front of a jury of professionals (entrepreneurs, bankers, representatives of professional organisations...), in presence of the tutor and the professor.