

**CFVG MBA COURSES DEFINITION  
(EXTRACT FROM CFVG MBA COURSE CATALOG)**

**FOR THE COURSES IN THE LIST OF CALL FOR  
COLLABORATION**

**ACADEMIC YEAR 2021-2022**

## **I. 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.

## **II. CFVG MBA PROGRAMME COURSE DEFINITION - CFVG MBA INTAKE 29 (2<sup>ND</sup> YEAR)**

### **COMPANY INTERNATIONALIZATION STRATEGY**

Nowadays, the swift changes of the local, regional, continental and world environment deeply question both strategic and functional choices of the organizations (companies, obviously, but also, cooperative structures, nonprofit organizations, local authorities, states...). They become more and more “exposed” to opportunities and threats appearing cross border or coming from abroad: their business model has to permanently adjust to instability, uncertainty as to the abrupt evolutions of external/foreign as internal/domestic pressures.

In “transition countries”, like Vietnam, in such a context, at different world/regional, levels (such as WTO or ASEAN) and for a diversity of activities, Vietnamese as foreign organizations have to face specific international challenges which impose:

(A) An international environmental corporate approach, encompassing a comprehensive threefold analysis of the “external pressures”,

- (1) of the new political-regulatory rules of the game, inside the organization’s home country as inside its target foreign areas, as at a regional/continental (e.g. free trade areas, economic unions) and world (e.g. W.T.O.) levels,
- (2) of the socio-economical characteristics of the offer and, above all, of the quantitative and qualitative shifts of the domestic and foreign demand, within a more and more fluctuating economic, monetary, financial and social frame,
- (3) combined, at last, from a technological point of view, with product and process innovations of all sorts -technical, financial, marketing..-, associated with tremendous communication and data processing progresses.

Hence, the necessity to develop (B) an operational corporate approach, in order to,

- (1) more effectively identify what is at stake for an “exposed” actor/organization, at its sector and geographical development and competition level, as well as the future evolutions of its external strategic and financial environment,
- (2) carefully measure the consequences of the „international pressures”-either Political regulatory, Economic and Social Technological, within its geo-sector expansion area, in term of adaptation, geo-sector activities” re-deployment, competition constraints;
- (3) allowing to establish its international development stage, to assess its international portfolio, as its general and functional lacks and assets, compared to the other actors operating in the same area

- (4) Leading, from its present international business model to the definition of possible international business development orientations and implementations schemes addressing properly its international challenges.

## **INTERCULTURAL & GLOBAL MANAGEMENT**

This course deals with the challenge of multicultural settings in business. It uses a multi-level approach showing the interactions of individual preferences, team-level values, corporate culture values, national-level values, and also contextual influences.

### **This course provides participants with:**

- insight in multicultural knowledge and understanding at several levels: individual, team, corporate, national
- an awareness of the cultural differences and their repercussions for managerial behavior
- a better understanding of their own cultural assumptions thereby improving their understanding of other cultures
- an understanding of the emotional states associated with expatriation and international assignments
- an overview of the different organizational structures which can be used by industry to implement their strategy of internationalization.

### **On successful completion of this course student will :**

- understand the cross-cultural challenges you face in an international setting
- be able to identify the advantages and challenges of multicultural settings in business
- be aware of different multicultural leadership approaches
- identify and understand their personal cultural values and the ways in which these influence their behavior in cross-cultural settings
- manage themselves and others in an international assignments

## **III. CFVG MBA PROGRAMME COURSE DEFINITION - CFVG MBA INTAKE 30 (1<sup>ST</sup> YEAR)**

### **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

### **CORPORATE SOCIAL RESPONSIBILITY AND SUSTAINABILITY MANAGEMENT**

Nowadays corporations, in addition to optimizing profits, should pursue other pro-social objectives, to be socially accountable – to itself, its stakeholders and the public. This course of CSR (called also corporate citizenship) aims to prepare MBA students as future business managers conscious of the kind of impacts their company can have on all aspects of society and sustainability, including economic, social, and environmental (Trip Bottom Line (TBL).

The course brings definitions of CSR /sustainability and related concepts; its strategical and ethical value for the company, convergence in perception/conviction of customers and corporate's founders / employers and employees; its possible implementation forms including CRS programs for big corporations like taking steps to improve the environmental sustainability through measures such as installing renewable energy sources or purchasing carbon offsets. managing supply chains, to eliminate reliance on unethical labor practices (child labor and slavery); or other small-scale programs for SMEs such as philanthropy or volunteer activities, donating to local charities and sponsoring local events...

The course provides also some successful CSR & sustainability cases of corporates in the world and in Vietnam.

### **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

### **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, firm 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.