



COURSE SYLLABUS

Academic Year 2016-2017

Major

Supply Chain & Purchasing

Major Coordinator:

Lionel Maillé

Detailed course syllabus Academic year 2016-2017

| | |
|---------------------|---|
| Major: | Supply Chain & Purchasing |
| Course: | PURCHASING |
| Code: | IBSM2-1 |
| Semester: | <input checked="" type="checkbox"/> 1 <input type="checkbox"/> 2 |
| Campus: | <input checked="" type="checkbox"/> Paris <input type="checkbox"/> Bordeaux <input type="checkbox"/> Chambéry <input type="checkbox"/> London |
| Course hours: | 45 |
| ECTS credits: | 5 |
| Teaching language: | <input type="checkbox"/> French <input checked="" type="checkbox"/> English |
| Course Coordinator: | Lionel Maillé |
| Contact details: | |
| Phone: | + 33 (0)6 20 68 30 58 |
| Email: | lionel.maill@club-internet.fr |

1. Course description

The objective of the course is to cover the key role of Purchasing in a global and competitive environment. After reviewing the different purchasing organisations and processes, the course will focus on the strategic role of purchasing, how to select suppliers, review sourcing processes, manage and develop the relationships with suppliers over the long term, appreciate risks, and understand the principles of negotiation in an international environment.

2. Learning objectives

Understand the ever increasing role of purchasing and sourcing in globalized environment. Be able to develop the right strategies according to the economic and business situations.

3. Prerequisites

Fluent in english

4. Teaching methods

Lecture
 Introductory seminar
 Tutorial
 Conference
 E-learning

Other, specify:

5. Reading material

- Purchasing & Supply Management (8th edition), K. Lysons, B. Farrington, Pearson, 2012
- Purchasing & Supply Management, R.Monczka, R. Handield, L. Giunipero, J. Patterson, D.Waters, South Western Cengage Learning, 2010
- Procurement principles and Management (10th edition), P. Baily, D. Farmer, B. Crocker, D. Jessop, D. Jones, Financial Times Prentice Hall, 2008,
- Strategic Procurement (2nd edition) C.Booth, Kogan Page, 2014
- Leading Procurement Strategy, C. Mena, M. Christopher, R. Van Hoek, Kogan Page, 2014
- Strategic Purchasing Roadmap: A 7-Step Guide to Cost Optimization, E. Salviac, C.H. Vollet, F. Bernard, Maxima Numerica Laurent Du Mesnil Editeur, 2014

6. Assessment

Intermediate exam: **15 %**
 Final exam: **35 %**

Group project: **35 %**
 Individual project: **15 %**
 Oral presentation: %

Continuous assessment: % Specify:

Detailed assessment methods for each module of the course

| Modules | Assessment Methods | Weights |
|--------------------------|---|-----------------|
| Purchasing Management | Group project | 15% |
| International Purchasing | Group Project | 20% |
| Purchasing Operations | Intermediate Exam - Individual Project – Final Exam | 15% - 15% - 35% |

7. Course outline

| N° | Module : PURCHASING MANAGEMENT (Lionel Maillé) | Course hours |
|----|---|--------------|
| 1 | The role and the scope of purchasing | 1.5 |
| 2 | Purchasing organisations | 1.5 |
| 3 | Purchasing within the Supply Chain – The TCO | 1.5 |
| 4 | Various types of purchasing | 1.5 |
| 5 | Policies | 1.5 |
| 6 | Procedures | 1.5 |
| 7 | Group Project Presentations | 1.5 |
| 8 | Group Project Presentations | 1.5 |
| 9 | Supporting tools in purchasing – E Tools | 1.5 |
| 10 | Supporting tools in purchasing – RFX Models - EDI | 1.5 |

| N° | Module : INTERNATIONAL PURCHASING (Lionel Maillé) | Course hours |
|-----------|--|---------------------|
| 1 | Reporting | 1.5 |
| 2 | Strategy | 1.5 |
| 3 | ABC Analysis – Kraljic matrix | 1.5 |
| 4 | Sourcing | 1.5 |
| 5 | Contract Management & Ethics | 1.5 |
| 6 | Outsourcing – Sub-contracting | 1.5 |
| 7 | Group Project Presentations | 1.5 |
| 8 | Group Project Presentations | 1.5 |
| 9 | Negotiation (1) | 1.5 |
| 10 | Negotiation (2) | 1.5 |

| N° | Module : PURCHASING OPERATIONS (Lionel Maillé) | Course hours |
|-----------|---|---------------------|
| 1 | Supplier Relationship Management | 1.5 |
| 2 | Supplier Performance Evaluation | 1.5 |
| 3 | Intermediate exam | 1.5 |
| 4 | Risk Management | 1.5 |
| 5 | Cost Management | 1.5 |
| 6 | Quality Management | 1.5 |
| 7 | The cost of quality | 1.5 |
| 8 | Individual project in class | 1.5 |
| 9 | Purchasing Performance Evaluation | 1.5 |
| 10 | Final Exam | 1.5 |



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Detailed course syllabus

Academic year 2016-2017

| | |
|---------------------|---|
| Major: | Supply Chain & Purchasing |
| Course: | SUPPLY CHAIN MANAGEMENT |
| Code: | IBSM2-1 |
| Semester: | <input checked="" type="checkbox"/> 1 <input type="checkbox"/> 2 |
| Campus: | <input checked="" type="checkbox"/> Paris <input type="checkbox"/> Bordeaux <input type="checkbox"/> Chambéry <input type="checkbox"/> London |
| Course hours: | 45 |
| ECTS credits: | 5 |
| Teaching language: | <input type="checkbox"/> French <input checked="" type="checkbox"/> English |
| Course Coordinator: | Lionel Maillé |
| Contact details: | |
| Phone: | |
| Email: | |

1. Course description

The global objective of this course is to prepare students who are willing to work in the fields of logistics, distribution and moreover Supply chain Management. Over the lectures, students will not only reinforce their knowledge in the fundamentals they have seen in M1 but also develop their skills in core Supply Chain areas such as Forecasting, Lean Management, Yield Management, Quality Management and Performance Management.

At the end of these lectures, students will have all the necessary tools to embrace a career in this area.

2. Learning objectives

Understand the complexity of the Supply Chain Management and how to develop the right strategies according to the economic and business environments, relying on specific tools.

After attending this class, students will know the advanced components of supply chains and how to drive decisions in this area of business. Moreover, students will acquire the essential tools they need to drive Supply Chain managerial practices and processes performance.

3. Prerequisites

Fluent English & logical approach

4. Teaching methods

- Lecture
 Introductory seminar
 Tutorial
 Conference
 E-learning
- Other, specify:

5. Reading material

- Operations & Supply Chain Management, F. Jacobs & R.Chase, McGraw Hill (14th global edition), 2013
- Supply Chain Management : processes & performance, Douglas Lambert, SCMI
- Lean Six Sigma for SCM, James Martin, McGrawHill, 2014
- The spread of yield management services, F. Sforeda, Physica-Verlag, 2005
- Supply Chain Management: Strategy, Planning & Operations, S. Chopra & P.Meindl, Pearson, 2015

6. Assessment

- Intermediate exam: %
 Final exam: %
- Group project: **30 %**
 Individual project: %
 Oral presentation: %
- Continous assessment: **70%** Specify: In-Class Graded Directed Work for 2 modules

Detailed assessment methods for each module of the course

| Modules | Assessment Methods | Weights |
|--------------------------|--------------------|---------|
| Supply Chain Approach | Group Project | 30% |
| SC & Operations Planning | Exam (computing) | 40% |
| Quality | Exam (computing) | 30% |

7. Course outline

| N° | Module: SUPPLY CHAIN APPROACH (Ian Corns) | Course hours |
|----|---|--------------|
| 1 | Introduction to the field / Global Business Supply Chain Management Drivers | 1.5 |
| 2 | Operations strategy & competitiveness | 1.5 |
| 3 | Project Managing using CPM approach | 1.5 |
| 4 | Supply Chain Design & structure | 1.5 |
| 5 | Facility location | 1.5 |
| 6 | Stock Management | 1.5 |
| 7 | Simulation | 1.5 |
| 8 | Synchronous Manufacturing & Theory of constraints | 1.5 |
| 9 | Financial Analysis 1 | 1.5 |
| 10 | Financial Analysis 2 | 1.5 |

| N° | Module: SUPPLY CHAIN & OPERATIONS PLANNING (Ian Corns) | Course hours |
|-----------|--|---------------------|
| 1 | Operations Management 1 : Inventory Management & Control (EOQ, TC) | 1.5 |
| 2 | Operations Management 2 : Inventory Management & Control (EPQ, IMAX) | 1.5 |
| 3 | Demand Management 1 : techniques presentation of Exponential Smoothing | 1.5 |
| 4 | Demand Management 2 : Excel implementation 1 | 1.5 |
| 5 | Demand Management 3 : Excel implementation 2 | 1.5 |
| 6 | Operations Scheduling : Loading – Sequencing - Monitoring | 1.5 |
| 7 | Replenishment mechanisms | 1.5 |
| 8 | CPFR & Aggregate Sales 1 Operations Planning | 1.5 |
| 9 | Waiting Lines Management | 1.5 |
| 10 | Strategic Capacity management | 1.5 |

| N° | Module: QUALITY MANAGEMENT (Ian Corns) | Course hours |
|-----------|--|---------------------|
| 1 | Introduction to Quality Management | 1.5 |
| 2 | Yield Management & Cost of Quality | 1.5 |
| 3 | Introduction to Six Sigma & DMAIC process | 1.5 |
| 4 | Six Sigma computing 1 | 1.5 |
| 5 | Six Sigma computing 2 | 1.5 |
| 6 | Process Capability & Statistical Quality Control | 1.5 |
| 7 | Implementing Six sigma | 1.5 |
| 8 | Lean Management | 1.5 |
| 9 | Lean Management computing | 1.5 |
| 10 | ISO standards | 1.5 |



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Detailed course syllabus

Academic year 2016-2017

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|---------------------|---|
| Major: | Supply Chain & Purchasing |
| Course: | SUPPORT FUNCTIONS |
| Code: | IBSM2-1 |
| Semester: | <input checked="" type="checkbox"/> 1 <input type="checkbox"/> 2 |
| Campus: | <input checked="" type="checkbox"/> Paris <input type="checkbox"/> Bordeaux <input type="checkbox"/> Chambéry <input type="checkbox"/> London |
| Course hours: | 15 |
| ECTS credits: | 5 |
| Teaching language: | <input type="checkbox"/> French <input checked="" type="checkbox"/> English |
| Course Coordinator: | Lionel Maillé |
| Contact details: | |
| Phone: | + 33 (0) |
| Email: | |

1. Course description

The "Supply Chain & Purchasing" course aims to make the students understand the importance of these issues and bring them the concepts, approaches and methodologies to establish efficient Supply Chain & Purchasing strategies.

The course comprises three modules:

Contracts & Legal aspects

The course aims at giving future professionals the legal parameters useful to run negotiations and to prepare international business contracts. Evolution of the relations with suppliers and dispute resolution are also studied.

Financial support

The course provides a reading grid allowing the students to understand the stakes in the particular case of Supply Chain and Purchasing issues.

Corporate Social Responsibility

The notion of Corporate Social Responsibility emerged almost 50 years ago, became widely formulated and applied in many companies and organizations and was quite successful in promoting corporate involvement in community. More recently, the concept of Corporate Citizenship has taken this movement further, viewing business, government, social organizations and others as partners in the construction of healthy communities. This course embodies both movements through theory, case studies, corporate mission statements, and examination of companies' real life involvement in both.

2. Learning objectives

At the end of the course, students will be able

- To understand the main financial issues of a company and to use specific tools to develop their in-depth analysis.
- To evaluate legal risks in negotiations and contracts, knowing the legal means able to secure business relations and to formulate your business needs to legal advisers/lawyers.
- To figure the importance of Corporate Social Responsibility and Citizenship for businesses in today's globalized world

3. Prerequisites

- Basic notions of law
- Students need to master the basics of finance theory and vocabulary.

8. Teaching methods

Lecture Introductory seminar Tutorial Conference E-learning

Other, specify:

5. Reading material

Contracts & Legal Aspects

- Dictionary of Law, Peter Collin Publishing, 1992
- Legal Aspects of Purchasing and Supply Chain Management, Ian Longdin, Liverpool Academic Press, 2005
- Law for Business Students, Alix Adams, Pearson, 2010
- Essentials of Business Law, Ewan MacIntyre, Pearson Education, 2007
- Understanding Corporate Law, Arthur Pinto, Douglas Branson, LexisNexis, 2013
- International Commercial Agreements, William Jr. Fox, Kluwer, 1998
- The reading of business news is recommended: Financial Times, EUbusiness.com

Finance:

- Supply Chain Financial Management: Best Practices, Tools, and Applications for Improved Performance, Robert J. Trent, Ph.D., 2015
- Assessing Financial Performance : Financial skills, Team FME www.free-management-ebooks.com
- Managing Global Supply and Risk : Best Practices, Concepts, and Strategies, Robert J. Trent and Llewellyn R. Roberts, September 2009
- Modern Corporate Risk Management : A Blueprint for Positive Change and Effectiveness, Glenn Koller, March 2007
- Integrated Assurance – Risk Governance Beyond Boundaries, Vicky Kubitscheck, December 2014

Corporate Social Responsibility

- European Business Cultures, Robert Crane, Financial Times, London, 1999.
- Latin American Business Culture, R.Crane & C. Rizowy, Palgrave-Macmillan, London, 2010.
- Cross Cultural Management Textbook, J. Dumetz , 2012.
- International Organizational Behavior, A.M Francesco & B. Gold, Prentice-Hall, New York, 2005.
- The First Move, A. Lempereur & A. Colson, John Wiley & sons, London, 2010.
- International Human Resource Management and Organizational Behavior (5th edition), G. Stahl, M. Mendenhall & G. Oddou, Routledge, 2012.
- Human Resource Management (8th edition), D. Torrington, L. Hall, S. Taylor & C. Atkinson, Financial Times, London, 2011.

6. Assessment

- Intermediate exam: % Final exam: **15 %**
 Group project: **50 %** Individual project: % Oral presentation: **15 %**
 Continuous assessment: **20 %** Specify: Participation

Detailed assessment methods for each module of the course

| Modules | Assessment Methods | Weights |
|---------------------------------|--|-----------|
| Contracts & Legal Aspects | Group project | 100% |
| Financial Support | Group project, Individual project | 50% - 50% |
| Corporate Social Responsibility | Final exam - Oral presentation (role play) & participation | 50% - 50% |

7. Course outline

| N° | Module : CONTRACTS & LEGAL ASPECTS (Pierre Marie Vague) | Course hours |
|----|---|--------------|
| 1 | Sources and hierarchy of law | 1.5 |
| 2 | Legal issues in negotiations | 1.5 |
| 3 | Writing clauses in contracts | 1.5 |
| 4 | Making contracts evolve | 1.5 |
| 5 | Entrepreneur & corporate structures | 1.5 |
| 6 | Taking advantage of the European Union single market | 1.5 |
| 7 | Legal guarantees in business | 1.5 |
| 8 | Corporate arrangements & competition law | 1.5 |
| 9 | Facing suppliers' debts and insolvency | 1.5 |
| 10 | Business disputes | 1.5 |

| N° | Module: FINANCIAL SUPPORT (Stéphane Poitevin) | Course hours |
|-----------|---|---------------------|
| 1 | Financial Statements (B/S, P&L, Notes) | 1.5 |
| 2 | Financial Analysis Methodology (1/2) | 1.5 |
| 3 | Financial Analysis Methodology (2/2) | 1.5 |
| 4 | Financial ratios | 1.5 |
| 5 | Consolidated Accounts (IFRS, cooking the books) | 1.5 |
| 6 | Fundamental components of Corporate Finance | 1.5 |
| 7 | Internal Control (LSF, SOX) | 1.5 |
| 8 | Risk Management | 1.5 |
| 9 | Risks Matrix on Supply chain and Sourcing (Action and mitigation plans) | 1.5 |
| 10 | Audit, Control & Risk – integrated assurance | 1.5 |

| N° | Module: CORPORATE SOCIAL RESPONSIBILITY (Robert Crane) | Course hours |
|-----------|---|---------------------|
| 1 | Ethics & Social Responsibility | 1.5 |
| 2 | Corporate Social Responsibility & Organizational Ethics | 1.5 |
| 3 | Corporate citizenship | 1.5 |
| 4 | Corporate Case studies in CGC | 1.5 |
| 5 | CGC across cultures | 1.5 |
| 6 | The Complexity of ethical decision-making. | 1.5 |
| 7 | Ethics & Complexity | 1.5 |
| 8 | When moral standards collide: East vs West: | 1.5 |
| 9 | Three Decades of Business Ethics | 1.5 |
| 10 | Role plays | 1.5 |



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|---------------------|---|
| Major: | Supply Chain & Purchasing |
| Course: | INTERNATIONAL MANAGEMENT & NEGOTIATIONS |
| Code: | IBSM2-1 |
| Semester: | <input checked="" type="checkbox"/> 1 <input type="checkbox"/> 2 |
| Campus: | <input checked="" type="checkbox"/> Paris <input type="checkbox"/> Bordeaux <input type="checkbox"/> Chambéry <input type="checkbox"/> London |
| Course hours: | 45 |
| ECTS credits: | 5 |
| Teaching language: | <input type="checkbox"/> French <input checked="" type="checkbox"/> English |
| Course Coordinator: | Lionel Maillé |
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| Email: | |

1. Course description

The aim of the course is to introduce the students to the theory and practice of International Negotiation, to learn to work in a multi-cultural environment, and finally to manage Import operations through International Trade Compliance processes.

International Negotiations

The course is based on the cases drawn from the modern business practice of negotiations in different sectors of international economy. The cases will illustrate the theoretical part but also will establish the basis for the simulation games and practical exercises that will be proposed to the students in class and for the home work. It will help the students to afford easily in the future many different types of trade missions in the companies and also to master the negotiations of trade contracts.

Cross Cultural Management

The course will examine different European, North and Latin American, African, and Asian countries as examples of management styles and mindsets.

- To gain an overview through a theoretical framework and the application of cultural differences to different countries.
- To acquire tools for analysing cultural differences and solving daily problems in the multi-cultural workplace.
- To analyse one's own culture and situate it within the framework.
- To train for future work in a multicultural environment.

International Trade Compliance

Students will understand how Import Operations must comply with strict procedures, regulations, rules which apply in different aspects, at different steps of the import process. So far, to guarantee the efficiency of Import Operations, it will be necessary to make sure the main steps are carefully prepared, using the best possible tools and partners and ... to have skilled staff to operate them!

To make sure Import Operations are successful and comply with national and international regulations & procedures the course will go through a series of critical questions.

2. Learning objectives

International Negotiations

Modern business organisations need managers with knowledge of international negotiation techniques that are necessary for the success in different types of international business missions as, for example, negotiation of the trade sales or purchasing contracts, bidding, auctions participation, answering to the commercial offers etc...

This course is a step to the students' future practical specialisation in the international trade business development and management.

During this course students will practice their written and oral English. They will also enlarge their specific English vocabulary useful for the international trade negotiation and business development.

Students will learn and master some negotiation technics as well the legal and cultural frame of international trade negotiations.

Cross Cultural Management

The course will help students gain understand cultural differences in the multi-cultural environment

International Trade Compliance

The course aims at increasing students' awareness on the importance of trade compliance in International Purchasing/Supplying activities.

Moreover, it provides them with the knowledge of the basic methods and tools to operate in International Purchasing in compliance with existing import procedures/regulations, especially in the areas of freight forwarding, customs and payments.

3. Prerequisites

Very good level of English language (written and spoken).

4. Teaching methods

Lecture Introductory seminar Tutorial Conference E-learning

Other, specify: exercises and group works

5. Reading material

International Negotiations

Negotiating International Business: The Negotiator's Reference Guide to 50 Countries around the World, Lothar Katz, 2006

Cross Cultural Management

- European Business Cultures, Robert Crane, Financial Times, London, 1999.
- Latin American Business Culture, R.Crane & C. Rizowy , Palgrave-Macmillan, London, 2010.
- Cross Cultural Management Textbook, J. Dumetz , 2012.
- International Organizational Behavior, A.M Francesco & B. Gold , Prentice-Hall, New York, 2005.
- The First Move, A. Lempereur & A. Colson, John Wiley & sons, London, 2010.
- International Human Resource Management and Organizational Behavior (5th edition), G. Stahl, M. Mendenhall & G. Oddou, Routledge, 2012.
- Human Resource Management (8th edition), D. Torrington, L. Hall, S. Taylor & C. Atkinson, Financial Times, London, 2011.

International Trade Compliance

- Export/Import procedures and documentation, Donna L. Blade, Amacom Books (5th edition), 2015
- Mastering import and export management, Thomas A. Cool, Amacom Books (2nd edition), 2012

6. Assessment

- Intermediate exam: **35 %** Final exam: **35 %**
 Group project: **15 %** Individual project: % Oral presentation: **15%**
 Continuous assessment: % Specify:

Detailed assessment methods for each module of the course

| Modules | Assessment Methods | Weights |
|--------------------------------|---|-----------|
| International Negotiations | Group project - Final Exam | 50% - 50% |
| Cross Cultural Management | Final exam – Oral presentations & participation | 50% - 50% |
| International Trade Compliance | Intermediate exam – Intermediate examn | 50% - 50% |

7. Course outline

| N° | Module : INTERNATIONAL NEGOTIATIONS (Serguei Kouznetsov) | Course hours |
|----|---|--------------|
| 1 | Introduction to International Negotiation technics | 1.5 |
| 2 | Legal frame of International Trade Negotiations Part I (Negotiations under Common Law Rules) | 1.5 |
| 3 | Legal frame of International Trade Negotiations Part II (Negotiations under Roman Law) | 1.5 |
| 4 | Legal frame of International Trade Negotiations Part I (Negotiations under Rules of other types of Law) | 1.5 |
| 5 | Cultural Frame of International Negotiations (Cultural Theories of G.Hofstede, E. Hall, F. Trompenaars, Ph. Smith etc.) | 1.5 |
| 6 | Contextual frame of International Trade Negotiations (Context of number and time), Prisoners' dilemma case | 1.5 |
| 7 | Preparation of Negotiation process (5 stages, 10 stages...). Human Frame of International Trade Negotiations | 1.5 |
| 8 | Work shop 1 | 1.5 |
| 9 | Work shop 2 | 1.5 |
| 10 | Control of group works | 1.5 |

| N° | Module : CROSS CULTURAL MANAGEMENT (Robert Crane) | Course hours |
|----|---|--------------|
| 1 | Introduction <ul style="list-style-type: none"> - Culture & management - Culture as a framework for one's thinking - Dimension of culture | 1.5 |
| 2 | Ethics & Social Responsibility (1) <ul style="list-style-type: none"> - What are ethics? - Four perspectives on ethics | 1.5 |
| 3 | Ethics & Social Responsibility (2) <ul style="list-style-type: none"> - Social responsibility of corporations - Organisational ethics | 1.5 |
| 4 | Working in multicultural teams <ul style="list-style-type: none"> - What is a group? Group processes – Group structures - What is a team? - Group & team composition - Groups at work in four cultures | 1.5 |
| 5 | International Human Resources Management (1) <ul style="list-style-type: none"> - Managing local talent - Localisation | 1.5 |
| 6 | International Human Resources Management (2) <ul style="list-style-type: none"> - What is IHRM? - International Corporate Strategy & IHRM - Major IHRM functions - Managing expatriates | 1.5 |
| 7 | Motivation <ul style="list-style-type: none"> - What is motivation? - US motivation theories and their application elsewhere - How culture influences rewards? - The meaning of work across cultures | 1.5 |
| 8 | Leadership (1) <ul style="list-style-type: none"> - What is leadership? - Culture and leadership | 1.5 |
| 9 | Leadership (2) <ul style="list-style-type: none"> - Leadership theories - Types of leadership legitimacy - Leadership in two cultures - Women as leaders | 1.5 |
| 10 | Organizational Change: <ul style="list-style-type: none"> - What is Organizational Change ? - Sources of Organizational Change - National Culture & Organizational Change - Organizational Culture & Change - Macro-Organizational Change Theories | 1.5 |

| N° | Module : TRADE COMPLIANCE (Claude Gallot) | Course hours |
|-----------|---|---------------------|
| 1 | Is the product authorized for importation in France/EU? | 1.5 |
| 2 | Are there technical norms/regulations the product must comply with? Under which customs procedure & taxes is the product to be imported? | 1.5 |
| 3 | Is the product which we want to import authorized to be exported from the supplier's country? Does the supplier have the necessary licenses to ship it to our company? | 1.5 |
| 4 | Which purchasing conditions should we negotiate with our supplier? What should we stipulate on the purchase order? Which documents should we require from the supplier when he ships the goods? | 1.5 |
| 5 | How to pay our supplier and limit our financial risk? (1) | 1.5 |
| 6 | How to pay our supplier and limit our financial risk? (2) | 1.5 |
| 7 | How to organize transportation to F/EU and customs-clearance? (1) | 1.5 |
| 8 | How to organize transportation to F/EU and customs-clearance? (2) | 1.5 |
| 9 | Which instructions and documents should we give to the transportation and customs service provider to clear the goods? What should we control at reception of goods at agreed delivery place? | 1.5 |
| 10 | How to calculate the global cost of our product once landed in F/EU? How important is this calculation for our purchasing/sourcing strategy? | 1.5 |