

SYLLABUS

SC423E_0101_26

Purchasing and Sales Management

ACADEMIC AREA :	OPERATIONS AND ANALYTICS
PROGRAMME :	MASTER IBNG / MASTER LSCP / PGE / UGTC LEVEL 4 PGE
PERIOD :	SPRING
COORDINATOR :	Mr. Julien PAUMIER-GRUT
INSTRUCTOR(S) :	Mr. Julien PAUMIER-GRUT Ms. Maryam JAFARIAN
CONTACT HOURS :	24.0 hours
STUDY TIME :	null hours (Class preparation, homework and assessments)
CREDITS :	4.0 ECTS
AOL :	NO

PRE-REQUISITE MODULES :

Basic knowledge of purchasing and procurement
Basic knowledge of sales and marketing
Interest in current affairs affecting global markets

MODULE DESCRIPTION :

This module aims to provide students with a comprehensive understanding of purchasing, strategic sourcing, and commercial negotiation within an international business context.

In the purchasing segment, students explore how organizations manage external resources in order to secure goods, services, capabilities, and knowledge under competitive, sustainable, and risk-controlled conditions. Emphasis is placed on strategic sourcing decisions, supplier evaluation, total cost analysis, and global sourcing strategies.

The module also addresses the commercial dimension of buyer–supplier relationships, focusing on sales interactions, negotiation processes, and relationship management, rather than on operational marketing techniques.

Through case studies, practical exercises, and applied analysis, students develop the ability to evaluate purchasing and commercial decisions in complex, globalized, and uncertain environments.

CONTRIBUTION TO PROGRAMME LEARNING OBJECTIVES :

- Develop a sustainable strategic vision to Connect (eco-)systems #ConnectSystems

MODULE INTENDED LEARNING OUTCOMES (ILOs) :

Upon successful completion of this module, students will be able to:

ILO 1 – Identify key issues, trends and challenges in purchasing and procurement processes.

ILO 2 – Analyze the operational and strategic dimensions of supplier qualification, selection and management.

ILO 3 – Assess and justify purchasing and sourcing strategies aligned with organizational objectives, partnerships and strategic alliances.

ILO 4 – Understand the role of commercial interactions, negotiation and buyer–supplier relationships in value creation and performance management.

ILO 5 – Critically analyze decision-making criteria related to cost structures, risk exposure and performance in purchasing and sourcing contexts.

ILO 6 – Demonstrate awareness of organizational buying behaviors and buyer–supplier dynamics in professional

purchasing environments.

ILO 7 – Conduct structured analyses of competitive, market and international environments to support sourcing, outsourcing and commercial decisions.

TOPICS COVERED :

Strategic purchasing and procurement fundamentals
Purchasing policies, processes, and organizational structures
Strategic sourcing versus tactical sourcing
Supplier evaluation, selection, and performance management
Total Cost of Ownership (TCO) and cost breakdown analysis
Sourcing strategies: single, multiple, global, nearshoring, reshoring
Make-or-buy decisions and outsourcing strategies
Buyer–supplier relationships and Supplier Relationship Management (SRM)
Commercial negotiation principles and practices
Contract management fundamentals
Global sourcing and international supply environments
Risk, sustainability, and governance considerations in sourcing decisions
Globalization of markets and international competitive dynamics
Country attractiveness and international market entry strategies

RESEARCH-LED TEACHING :

Teaching is based on case studies, applied examples, and selected academic and professional publications. Students are encouraged to critically analyze business situations and relate theoretical concepts to real-world purchasing and commercial challenges. Students are expected to regularly consult quality business and economic news sources (e.g. Financial Times, Wall Street Journal, Les Échos, The Guardian, BBC News) to enrich discussions and contextual understanding.

CSR AND SUSTAINABLE DEVELOPMENT GOALS :

Purchasing and commercial decision-makers play a key role in integrating sustainability, ethical considerations, and responsible practices into global supply chains. The module addresses sustainability through sourcing decisions, supplier governance, risk management, and long-term value creation.

CSR NB HOURS :

3

SUSTAINABLE DEVELOPMENT GOALS COVERED :

- 07 - Affordable and clean energy
- 08 - Decent work and economic growth
- 09 - Industry, innovation and infrastructure
- 10 - Reduced inequalities
- 11 - Sustainable cities and communities
- 12 - Responsible consumption and production
- 16 - Peace, justice and strong institutions
- 17 - Partnership for the goals

TEACHING METHODS :

The course uses interactive teaching methods including:
Lectures and structured discussions
Case studies and guided analysis
Group work and oral presentations
Practical exercises and negotiation simulations
Students are expected to actively participate and prepare in advance for sessions.

METHODS OF ASSESSMENT :

Continuous/Final	Group/Individual	Assessment	Weight	Duration	ILOs assessed
Continuous	Individual	Written in class	60%	3 Heures	ILOs 1, 2, 3, 6, 7

Continuous	Group	Oral Final exam	40%	30 Minutes	ILOs 1, 2, 3, 6, 7
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Assessment 1 details:

The individual written examination assesses students' ability to demonstrate individual mastery of purchasing and sales management concepts and to apply them analytically to realistic business situations.

The exam is conducted under examination conditions and lasts three hours. It is structured into three complementary parts:

Multiple-choice questions assessing fundamental knowledge of purchasing, strategic sourcing, supplier relationship management, globalization, negotiation, and procurement concepts covered during the module.

Short analytical questions requiring concise and structured explanations. Students must demonstrate their ability to link theoretical concepts to purchasing and sourcing decisions, including cost structures, risk management, performance considerations, sustainability aspects, and supplier relationship management.

A comprehensive case study requiring students to analyze a real-world business situation from a purchasing and sourcing strategy perspective. Students are expected to apply relevant frameworks and tools introduced during the course (such as the Kraljic Matrix and competitive analysis frameworks), assess strategic options in an international context, and propose coherent and justified recommendations.

Throughout the examination, students are expected to demonstrate structured reasoning, analytical depth, critical thinking, and appropriate use of purchasing and sourcing terminology.

Assessment 2 details:

The group oral examination assesses students' ability to apply purchasing and sales management concepts collaboratively and to communicate a structured and justified analysis in a professional context.

Students work in groups on a purchasing and sourcing case study involving an international outsourcing or sourcing decision. The task requires students to critically analyze the case from a purchasing and sourcing strategy perspective, including cost, risk, performance, supplier relationship and market implications.

The assessment evaluates the quality of analysis, the relevance and correct use of concepts, the coherence of strategic recommendations, and the clarity and professionalism of the oral presentation.

ACADEMIC INTEGRITY :

Academic misconduct encompasses various behaviors or actions that violate the principles of academic integrity, fairness, and honesty, thereby undermining the credibility of academic work, assessments, or research. Examples of academic misconduct include:

- Cheating
- Plagiarism
- Fabrication
- Gaining an unfair advantage
- Assisting others in committing academic misconduct, such as by utilizing generative AI
- Falsification of records or official documents
- Unauthorized access to restricted information or data
- Unauthorized or unethical use of generative AIS

Academic misconduct is a serious offense and can result in consequences such as module failure, research project failure, or even expulsion from the school. To prevent unintentional academic misconduct, it is essential to consult with your instructor to understand the specific rules and instructions pertaining to the use of AI in learning and assessment.

For more comprehensive information on academic integrity rules, principles, and disciplinary procedures, please refer to the Academic Integrity section of the Student Handbook.

BIBLIOGRAPHY :

Purchasing :

Lysons, K., Farrington, B. (2020). Procurement and Supply Chain Management (10th ed.). Cengage Learning.

Monczka, R. M. (2020). Purchasing and Supply Chain Management (7th ed.). Cengage Learning.

Sales Management :

(References supporting negotiation, buyer–supplier relationships and commercial decision-making rather than operational marketing tools)

Jobber, D., Lancaster, G., Le Meunier, K. (2024). Selling and Sales Management (12th ed.). McGraw-Hill Higher Education.

Tanner, J., Honeycutt, E. D., Erffmeyer, C. (2014). Sales Management: Shaping Future Sales Leaders (new international edition). Pearson Education.

International / Global Trade :

Lasserre, P. (latest edition). Global Strategic Management. Palgrave Macmillan.

Additional Reading

MODULE PLAN SESSIONS :

Plan Session 01 :

Session 1 – Introduction to Purchasing Management

Focus: Foundations and strategic role of purchasing

Historical evolution of the purchasing function

Distinction between purchasing, procurement, and supply chain management

Role of purchasing in organizational performance and competitiveness

From transactional purchasing to strategic sourcing

Key challenges faced by purchasing functions in a global and volatile environment

Introductory case discussion illustrating the strategic impact of purchasing decisions

=> Enable students to understand why purchasing has become a strategic lever rather than a purely operational function.

Plan Session 02 :

Session 2 – Strategic Sourcing & Purchasing Policies

Focus: Structuring sourcing decisions

Strategic sourcing versus tactical buying

Overview of the purchasing process and decision-making stages

Purchasing policies: objectives, advantages, limitations, and deployment

Supplier evaluation and selection criteria (cost, quality, delivery, flexibility)

Introduction to make-or-buy decisions and outsourcing logic

Overview of sourcing strategies (single vs multiple sourcing – part 1)

Applied exercise on supplier evaluation and sourcing choices

=> Develop students' ability to structure sourcing decisions using clear criteria and policy frameworks.

Plan Session 03 :

Session 3 – Total Cost of Ownership & Sourcing Strategies

Focus: Cost analysis and value creation

Total Cost of Ownership (TCO): concept, components, and managerial implications

Difference between price, cost, and total cost

Cost breakdown analysis and identification of cost drivers

Impact of sourcing decisions on margins and value chains

Sourcing strategies (part 2): global sourcing, nearshoring, reshoring, low-cost country sourcing

Risk, volatility, and performance considerations in sourcing strategies

Applied case on cost comparison and sourcing decision-making

=> Enable students to move from price-based decisions to cost- and value-based sourcing strategies.

Plan Session 04 :

Session 4 – Global Markets & International Strategy

Focus: International context of purchasing and sourcing

Globalization of markets and competitive dynamics

Drivers and limits of globalization at firm and market level

Designing an international strategy: key strategic choices

Assessing country attractiveness (economic, political, cultural, and competitive dimensions)

Market entry and competition in foreign markets

Case-based analysis of international sourcing or market entry decisions

=> Help students understand how international environments influence sourcing, risk exposure, and strategic positioning.

Plan Session 05 :

Session 5 – Negotiation & Contract Management

Focus: Commercial interaction and relationship management

Role of negotiation in purchasing and supplier relationships

Adversarial versus collaborative negotiation approaches

Key concepts: positions, interests, power, concessions

Structure and phases of a negotiation process

Fundamentals of purchasing contracts and contractual governance

Applied negotiation exercises (buyer/seller roles)

=> Develop students' ability to manage commercial interactions and negotiations in professional purchasing contexts.

Plan Session 06 :

Session 6 – Group Work Finalisation & Oral Exam Preparation

Focus: Integration and communication of knowledge

Consolidation of concepts covered in sessions 1–5

Application of purchasing, sourcing, cost, and negotiation frameworks to a comprehensive case

Structuring a coherent analysis and clear recommendations

Preparation of the oral presentation support (content, logic, clarity)

Guidance on expectations and assessment criteria

=> Support students in synthesizing and communicating their analysis in a professional and structured manner.

Plan Session 07 :

Session 7 – Group Oral Exam

Focus: Assessment of applied understanding

Oral group presentation based on a structured case study

Evaluation of analytical depth, coherence of recommendations, and argumentation

Assessment of the ability to apply concepts from sessions 1–5

Plan Session 08 :

Session 8 – Individual Written Exam

Focus: Individual assessment of learning outcomes

Individual written exam (3 hours)

Case-based analysis covering purchasing, sourcing, cost, risk, and supplier relationship management
Evaluation of students' analytical rigor, structure, and ability to justify decisions

Plan Session 09 :

Plan Session 10 :