COURSE CATALOGUE
SHANGHAI
2014-2015
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Mise à jour: juillet 2014
3rd year courses in Shanghai
INT371 - OLD AND CONTEMPORARY CHINESE CIVILISATION POLITICS AND SOCIETY

IDENTIFICATION :

Course title : OLD AND CONTEMPORARY CHINESE CIVILISATION POLITICS AND SOCIETY
Supervisor : AUSTERMANN Frauke
Based in : Shanghai - Office : 04-02
E-mail : frauke.austermann@essca.fr
Teaching language : English
Department : Affaires Internationales
Code : INT371
Semester : 05/06
Campus : Shanghai
Total number of hours : 23,00 / ECTS credits : 3,00

OVERALL DESCRIPTION :

China has a long history of continuous civilisation and a rich cultural heritage. Contemporary China, by contrast, is developing at breath-taking speed. This entails opportunities, especially in business, but also enormous societal and political challenges. This course introduces to past and contemporary Chinese civilisation and society, its cultural background, and current challenges and opportunities so that students gain a thorough understanding of the society they will do business with.

LEARNING GOALS/LEARNING OBJECTIVES :

4.1 Demonstrate the capacity to analyse the economic, social cultural and political environment of a country or region.
4.3 Develop and apply cross-cultural skills for international and multicultural contexts.

ORGANISATION :

Old China: Ancient Chinese History and Civilisation ---------------------------------------

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<th>Lecture</th>
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- Introduction: What is China? Who are the Chinese?
  1, The concept of China in different time, space, and from different people
  2, The concept of Chinese, or by the same token, non-Chinese, nearly Chinese, to be Chinese etc.

- Languages, and Peoples in China
  1, Many histories of China: Perspective from Languages
  2, Peoples in Modern China

- Religion, Philosophy and Belief in China: From Past to Present
  1, The three main religious traditions in China: Confucianism, Daoism and Buddhism
  2, Islam, Christianity and other folk religions: where have they come from and how have they fit in the Chinese society?

- Experiencing Chinese old civilisation in practice: museum visit
  Visit of Shanghai Museum

To be announced in class

New China: Contemporary Issues and Challenges of Chinese Politics and Society -------------

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- Contemporary Chinese politics and society I
  - Introduction to the Chinese political system
  - Comparison to Western political systems
  - Political and societal consequences of China’s rise: A Roundtrip
  - Briefing on class debates
  - Form groups of four students per debate

- Contemporary Chinese politics and society II
  - Challenges of China’s rapid development:
  - Group presentations and class debates:
    (1) Migrant Workers and the Hukou system
    (2) One Child Policy
    (3) Environmental Pollution

Selection of a topic and preparation for the oral presentation and group debates

- Contemporary Chinese politics and society III
  - Chances of China’s rapid development:
  - Group presentations and class debates:
    (1) Internet Society
    (2) Nationalism
    (3) China’s New Leadership

- MIGRANT WORKERS AND THE HUKOU SYSTEM: Li Shi: Rural Migrant Workers in China:

- NATIONALISM:

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<th>Assessment type</th>
<th>%</th>
<th>Duration (hours)</th>
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SUGGESTED FURTHER READINGS:
INT372 - CHINA-EUROPE RELATIONS AND TRADE PROJECT

IDENTIFICATION:
Course title: CHINA-EUROPE RELATIONS AND TRADE PROJECT
Supervisor: AUSTERMANN Frauke
Based in: Shanghai - Office: 04-02
E-mail: frauke.austermann@essca.fr
Teaching language: English
Semester: 05/06
Department: Affaires Internationales
Code: INT372
Campus: Shanghai
Total number of hours: 45,00 / ECTS credits: 6,00

OVERALL DESCRIPTION:
The course lays a theoretical foundation of the Chinese economy and in particular of China-Europpe relations. The trade ties of the two regions are in focus as they are the largest trading partners in the world. Thereafter, the main objective of this course is to enable students to learn about the practical aspects of doing business in China as Europeans. They will play a simulation game of EU trade ministers negotiating trade policy towards China, they will go on a field trip to the European Chamber of Commerce in Shanghai, and they will interact with European business people that are based in China during a panel discussion on "European Careers in China". Finally, and most importantly, students will develop their own business project with a local company, European or Chinese, that is based in Shanghai.

LEARNING GOALS/LEARNING OBJECTIVES:
1.3 Understand the processes of negotiation, decision-making and strategy elaboration in an organisation.
4.3 Develop and apply cross-cultural skills for international and multicultural contexts.

ORGANISATION:

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<td>- Foundations of EU-China trade relations</td>
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<td>- Briefing on the EU-China trade project</td>
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<td>- Investing in China</td>
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<td>- Challenges &amp; opportunities for foreign investors in China:</td>
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<td>- Overview of China’s IFDI</td>
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<td>- Policy &amp; regulation</td>
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<td>- Corporate players</td>
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<td>- EU FDI in China</td>
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<td>- Investment from China</td>
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<td>- Increasing outward FDI from China</td>
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<td>- Overview of China’s OFDI</td>
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<td>- Policy &amp; regulation</td>
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<td>- Corporate players</td>
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<td>- Chinese OFDI in the EU</td>
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<tr>
<td>- The economic giant in East Asia: China and regionalism</td>
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<tr>
<td>- China’s involvement in regional and international organizations, such as SCO, ASEAN+3, and the WTO</td>
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<td>- China and the Market Economy Status</td>
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<td>- China and the market economy status</td>
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<td>- Briefing on the simulation game</td>
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</tbody>
</table>

- Preparation for the simulation game: opening statement on the country position and outline of negotiation strategy
- Fox, John, Godement, François (2009): A Power Audit of EU-China
China-Europe Relations in Practice

- EU Trade Ministers’ Simulation Game
  Simulation Game: “The EU Council of Trade Ministers Negotiates Whether or Not to Grant China Market Economy Status”

- Visit the EU Chamber of Commerce
  Visit of the Shanghai office of the European Chamber of Commerce

- European Careers in China
  Panel discussion with business people, among them alumni from ESSCA and its partner universities, who work and live in Shanghai

- Field work on the trade project
  Students embark on independent field work (meet local company representatives, attend trade fairs, conduct surveys etc.)

  Regular meetings per student group with the supervisor and business mentor

- Project presentation
  Oral presentation of EU-China trade project (30 minutes per student group)

ASSESSMENT:

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SUGGESTED FURTHER READINGS:

INT374 - DOING BUSINESS IN CHINA: COMMERCIAL ENVIRONMENT AND LEGAL SYSTEM

IDENTIFICATION :
Course title: DOING BUSINESS IN CHINA: COMMERCIAL ENVIRONMENT AND LEGAL SYSTEM
Supervisor: AUSTERMANN Frauke
Based in: Shanghai - Office: 04-02
E-mail: frauke.austermann@essca.fr
Teaching language: English

OVERALL DESCRIPTION :
China is an attractive market for foreign business and understanding Chinese business culture, ethics and practice is paramount to conduct entrepreneurial activities with the middle kingdom. This course is intended to introduce the cultural and legal foundations of China and to show how they are applicable in organisations and business practices. In order to develop cross-cultural sensitivities and strengthen communication skills between East and West, students will solve concrete management case studies, they will do role plays and other practical exercises.

LEARNING GOALS/LEARNING OBJECTIVES :
2.1 Demonstrate the capacity of analysing a situation, a process, an environment, and of identifying and integrating relevant information.
4.3 Develop and apply cross-cultural skills for international and multicultural contexts.

ORGANISATION :

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Doing Business in Abroad and in China: Basic Rules of Behavior

- Cross-Cultural Management: Fundamental Theories I
  - China: GDP and Demographics. Importance of relevant numbers and how it affects business
  - Culture: Business. How it affects business

- Cross-Cultural Management: Fundamental Theories II
  - PESTEL analysis of China: Presentation by students
  - Introduction of fundamental sociological and anthropological concepts that are relevant to cross-cultural management (such as "perception", "space", "social relationships")

- Cross-Cultural Management in China: From Theories to Practice I + II
  - Case studies
  - Guanxi
  - Challenges and tips for doing business in China
  - Application of the theory to practical case studies and role plays of foreign companies operating in China
  - Presentations
  - Cultural Foundations of China and the How They Affect Business
    - Basic facts about Chinese culture and civilisation
    - Confucius theory and social harmony

- Chinese Business Culture in Practice
  - Business etiquette in China
  - The concepts of "guanxi" and "pengyou"
  - The role of business cards
  - The function of business dinners in China
  - The role of gifts
  - The basic errors of foreigners doing business in China

- Innovation and Business Opportunities in China
  - Discussion of the opportunities generally and for business careers in China
  - Innovation in China: from "produced in China" to "made in China"
  - Case studies from smart cities and high tech parks

- Fernandez & Underwood (2003), Succeeding in China: the voices of Experience, Forthcoming Organizational Dynamics, vol. 35, issue # 1
- Fernandez & Underwood (2003), Succeeding in China: the voices of Experience, Forthcoming Organizational Dynamics, vol. 35, issue # 1
- Various case studies and in-class role plays.
- Application to various case studies (Peugeot versus Volkswagen in China)
- In-class debates
- Study for midterm exam
Commercial Environment and Legal System

- Legal Environment of Business in China
  - Common Legal Risks and Issues China:
  - China’s Labour Force: Rethinking Quantitative and Qualitative Bottlenecks
  - China as the world’s assembler
  - China’s reverse price wars
  - China’s minimum wage

- China’s 2008 Labor Contract Law
  - Key Trends in China’s HRM Environment:
  - HRM concepts and application to cases
  - Engineering gap
  - Downsizing and the law
  - Managing China’s young employees and the growing popularity of SOEs
  - Avoiding labor arbitration in China

- Protecting Intellectual Property in Asia
  - How MNCs in China can protect themselves in a “shanzhai” culture:
  - Bribes and brands
  - Types of intellectual property
  - Motivations to buy fakes
  - RFID technology and supply chains

- Managing the Sourcing Process in China
  - Common Mistakes that Foreign Buyers Make in China:
  - Understand supply chain risks
  - China due diligence
  - Export/ import financing
  - China’s credit crunch at private firms
  - Choosing suppliers

- Setting Up a Company in China
  - JV’s versus WOFEs in China
  - Rules on FDI:
    - China’s VAT policy
    - China’s rules on FDI
    - Application and discussion of various cases

- Marketing and the Law in China
  - Protecting your Brand Image
  - Due Diligence in China:
    - Luxury Ads and China’s income gap
    - Managing China’s young workers in the service sector
    - Application and discussion of various cases

- Ethics and Social Responsibility in China
  - Ethics in HRM, Public Relations, and Environmental Protection

ASSESSMENT:

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SUGGESTED FURTHER READINGS:

**Course title:** CHINESE ECONOMY AND MONETARY SYSTEM  
**Supervisor:** AUSTERMANN Frauke  
**Based in:** Shanghai - Office: 04-02  
**E-mail:** frauke.austermann@essca.fr  
**Teaching language:** English  
**Semester:** 05/06  
**Department:** Affaires Internationales  
**Code:** INT375  
**Campus:** Shanghai  
**Total number of hours:** 23,00 / ECTS credits: 3,00

### OVERALL DESCRIPTION:

This course introduces and examines the Chinese style of economic development and its implications for China and other countries in the East Asian region and worldwide. The course discusses the opportunities and challenges given China's rapid economic development. Emphasis will also be laid on China's role as a rising monetary power in the world and the practical implications for students so that they acquire the skills to navigate the Chinese banking system for their future work in China.

### LEARNING GOALS/LEARNING OBJECTIVES:

1. Demonstrate solid knowledge in the fundamentals of accounting, finance, economics, business law, marketing, management, and information technology.

2. Demonstrate the capacity to analyse the economic, social cultural and political environment of a country or region.

### ORGANISATION:

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<td>- Socialist economy, 1949-1978</td>
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<td>- Transition economy, 1978-1980</td>
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<td>- Flex Open Doors: The Chinese Economy since 1980</td>
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<td>China's distinctive way of gradual economic reform and decentralization:</td>
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<td>- The Chinese approach to transition</td>
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<td>- Contemporary challenges</td>
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<td>- China's State Capitalism</td>
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<td>Chinese government's intervention in the market and its implications:</td>
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<td>- Institutions of corporate governance of state-owned enterprises</td>
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<td>China’s economic achievements</td>
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<td>Contemporary prospects, challenges &amp; opportunities</td>
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<td>Written in-class assignment</td>
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<td>Chinese Banking System</td>
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<td>- Structure of the Chinese financial system today</td>
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<td>- Regulatory system, the role of institutions</td>
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<td>- Financial innovations: group discussion on the press article</td>
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<td>- Current Governance Issues in the Chinese Banking System</td>
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<td>- Corporate governance of Chinese banks: issues and reforms</td>
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<td>- Commercial bank lending/ credit management practices fundamentals</td>
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<td>- Recent reforms to support more efficiency on capital markets</td>
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<td>- The question of stability of China’s financial system</td>
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<td>- Sources of Financing in China</td>
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<td>- Revision of the fundamentals of corporate finance</td>
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<td>- Financing of SMEs, recent trends in private equity/ venture capital industry</td>
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<td>- Financing of foreign firms in China</td>
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**ASSESSMENT:**

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</table>

**SUGGESTED FURTHER READINGS:**

- **Naughton, Barry.** The Chinese Economy: Transitions and Growth, (MIT Press 2006)
- **Le systeme Financier Chinois : Un colosse financier ?**, Laurent Beduneau Wang – Eurasfi Ed. Vuibert
- China Financial System, China finance Series, Ed. ZhonguoJinrongTixi
INT376 - CHINESE LANGUAGE I

IDENTIFICATION:
Course title: CHINESE LANGUAGE I
Supervisor: AUSTERMANN Frauke
Based in: Shanghai - Office: 04-02
E-mail: frauke.austermann@essca.fr
Teaching language: Chinese

Semester: 05/06
Department: Affaires Internationales
Code: INT376
Campus: Shanghai
Total number of hours: 90,00 / ECTS credits: 12,00

OVERALL DESCRIPTION:

Chinese (Mandarin) is one of the most widely spoken languages in the world. With China’s growing prominence in the world’s economy, Mandarin is increasingly used as the lingua franca for doing business with and in China and more and more people are learning it as foreign language. Hence, studying Chinese has become a priority for anyone who is interested in China and its market. This course will provide students with profound Chinese language skills for daily life and business activities.

Part I: During the first part of the course, the emphasis will be conversational Chinese. Students will also get an introduction to Chinese writing. This part is mandatory for all students and comprises 90 contact hours (12 credits).

LEARNING GOALS/LEARNING OBJECTIVES:

4.2 Show proficiency in foreign languages in professional situations.

ORGANISATION:

Introduction to Chinese Pronunciation and Basic Conversation ........................................ - 22,00 45,00
- Introduction to Pinyin, Numbers and Dates
  - Pronunciation exercises: the four tones
  - Introduction of numbers and dates
  - Dictation of simple conversations
- Introduce Oneself
  - Personal pronouns
  - The particle "de"
  - Introduction to basic sentence forms (affirmative, interrogative, negative)
- Simple Descriptions
  Learn how to describe people and things such as apartments (adjectives, the word "you" etc.)
- Expressing preference
  - The auxiliary verb "xiang"
  - The structure "shi – de"
  - Alternative interrogative phrases
- Asking for information
  Expressing time, place, how to do things
  Writing exercise: write a short text in pinyin to describe your apartment
- Making suggestions, accepting, refusing
  - Using the verbs "qing", "jiao" and "rang"
  - Using the auxiliary verbs "yao", "neng", "yanggai" and "dei"
  - The role of the prepositions "gei", "dui", "gen"
- Appreciation and judgment
  - The interrogative pronoun "zenme"
  - How to express appreciation
  - Making a judgment by using the structure "yibian – yibian"
  - Expressing prohibition
- Situating and localising
  - How express location of someone or something
  - Modes of transport
  - The word "huozhe"
  - The structure "xian – zai"
  Writing exercise: write a short text in pinyin about your hobbies and passions

Introduction to Chinese Writing ................................................................. - 20,00
- Understanding Chinese character strokes and writing
  - Stroke-by-stroke introduction of new basic characters such as "mother", "good", "friend" etc.,
  - How to classify characters into groups
  - Writing of basic sentences
- Analysis of Chinese Characters
  - Introduction of the concept of "radical"
  - Writing practice and grammatical difference through radicals (e.g. &37027,versus &21738)
  - Class quiz
  Review the studied characters (reading and writing, stroke by stroke)
  - Review previously studied words, practice reading the class texts
  - Writing exercise: write 15 sentences about oneself
- Dictation
- Review and Wrap-up
  Final discussion and review before the exam

Study for the final exam

<table>
<thead>
<tr>
<th></th>
<th>% of final grade</th>
<th>Assessment type</th>
<th>%</th>
<th>Duration (hours)</th>
</tr>
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<tr>
<td><strong>Final exam (FE)</strong></td>
<td>40</td>
<td>Oral exam</td>
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<tr>
<td></td>
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<td>Written exam</td>
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<td><strong>Midterm exam (ME)</strong></td>
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<td></td>
<td></td>
<td>Individual</td>
<td></td>
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</tr>
<tr>
<td><strong>Continuous assessment (CA)</strong></td>
<td>30</td>
<td>Oral exams</td>
<td>100</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Individual</td>
<td></td>
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</tr>
</tbody>
</table>

**ASSESSMENT:**

**SUGGESTED FURTHER READINGS:**
- 27721, 35821, 20837, 38376, (Elementary Chinese), ISBN 2911053834
- Conversational Chinese 301 (2nd edition), BL CU, (Beijing Language and Culture University), ISBN 7561906560
- Modern Chinese - Beginner's Course (Vol. I & II), BL CU (Beijing Language and Culture Univeristy) Press and Sinoligua
- Modern Chinese - Chinese for Beginners: Chinese Character Workbook, ISBN 7561911394
- Methode d'initiation au chinois ISBN 2950413536
**INT376 - CHINESE LANGUAGE II**

**IDENTIFICATION:**
- Course title: CHINESE LANGUAGE II
- Supervisor: AUSTERMANN Frauke
- Based in: Shanghai - Office: 04-02
- E-mail: frauke.austermann@essca.fr
- Teaching language: Chinese
- Department: Affaires Internationales
- Code: INT376
- Semester: 05/06
- Campus: Shanghai
- Total number of hours: 45,00 / ECTS credits:

**OVERALL DESCRIPTION:**
Chinese (Mandarin) is one of the most widely spoken languages in the world. With China’s growing prominence in the world’s economy, Mandarin is increasingly used as the lingua franca for doing business with and in China and more and more people are learning it as foreign language. Hence, studying Chinese has become a priority for anyone who is interested in China and its market.

Part II: During the second part of the course, the emphasis will be on writing Chinese characters and preparing for the HSK exam (Hanyu Shuiping Kaoshi). HSK is the standardized test of Standard Chinese language proficiency for non-native speakers. This part is voluntary and comprises an additional 55 hours.

**LEARNING GOALS/LEARNING OBJECTIVES:**
4.2 Show proficiency in foreign languages in professional situations.

**ORGANISATION:**

<table>
<thead>
<tr>
<th>Preparation for HSK</th>
<th>Lecture</th>
<th>Seminar</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information exchange and preparation for HSK</td>
<td>43,00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Chinese money</td>
<td></td>
<td></td>
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<tr>
<td>- The particle &quot;le&quot; as an indicator of change</td>
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<td></td>
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<tr>
<td>- The translation of &quot;say&quot; in Chinese</td>
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<tr>
<td>- Discussion of the HSK exam</td>
<td></td>
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<tr>
<td>- Be on time!</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>- Future tense</td>
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<td></td>
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<tr>
<td>- Present progressive</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>- Expressing probability with « hui »</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- The structure « yinwei – suoyi »</td>
<td></td>
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<tr>
<td>- Practice exam HSK</td>
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<td></td>
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<tr>
<td>- Talking about experiences</td>
<td></td>
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</tr>
<tr>
<td>- Expressing two subsequent actions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- The particle &quot;guo&quot; as a signifier of experience</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- The structures &quot;suiran – danshi&quot;, &quot;lian – dou&quot;</td>
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<td></td>
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</tr>
<tr>
<td>- Practice exam HSK</td>
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<td></td>
<td></td>
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<tr>
<td>- Making comparisons</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Expressing results and making comparisons</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>- The superlatif</td>
<td></td>
<td></td>
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<tr>
<td>- Practice exam HSK</td>
<td></td>
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<tr>
<td>- Describing the capabilities and incapacities, asking permission, expressing prohibition</td>
<td></td>
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<tr>
<td>The auxiliary verbs &quot;hui&quot; and &quot;keyi&quot;</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The particle &quot;le&quot;</td>
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<tr>
<td>Duplication of verbs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The structure of &quot;chu le&quot;</td>
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</table>

**ASSESSMENT:**

<table>
<thead>
<tr>
<th>% of final grade</th>
<th>Assessment type</th>
<th>%</th>
<th>Duration (hours)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Final exam (FE)</td>
<td>Written exam</td>
<td>50</td>
<td>2,00</td>
</tr>
<tr>
<td></td>
<td>Oral exam</td>
<td>50</td>
<td></td>
</tr>
<tr>
<td>Midterm exam (ME)</td>
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<tr>
<td>Continuous assessment (CA)</td>
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</tbody>
</table>

Writing exercise: write a simply CV in Chinese and prepare a dialogue for a job interview: 43,00
SUGGESTED FURTHER READINGS:

- Conversational Chinese 301 (2nd edition), BLUCU, (Beijing Language and Culture University), ISBN 7561906560
- Modern Chinese - Beginner's Course (Vol. I & II), BLUCU (Beijing Language and Culture University) Press and Sinoligua
- Modern Chinese - Chinese for Beginners: Chinese Character Workbook, ISBN 7561911394
- Methode dinitiation au chinois ISBN 2950413536
OVERALL DESCRIPTION:
This course puts ‘service marketing, tourism destination marketing, tourism destination management, regional tourism cooperation, event and festival management’ at the center stage. All the sessions are research-engaged. Throughout all the sessions, presentation of state-of-the-art academic literature is combined with discussion of illustrative case studies in both China and Europe. Students are expected to play an active role in their own learning. The class blends readings, lectures, case discussion, team assignments and a final individual assignment to add to the understanding of tourism and service marketing. During the last session, on the basis of group assignments, students are invited to present and discuss an innovative plan to catch up the fast development of tourism industry.

LEARNING GOALS/LEARNING OBJECTIVES:
1.1 Demonstrate solid knowledge in the fundamentals of accounting, finance, economics, business law, marketing, management, and information technology.
1.2 Design and carry out a marketing plan in coherence with a company’s business strategy.
4.2 Show proficiency in foreign languages in professional situations.

ORGANISATION:

<table>
<thead>
<tr>
<th>Concept Introduction</th>
<th>Lecture</th>
<th>Seminar</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>The introduction of basic concepts of service marketing, tourism destination, tourism management, event, MICE and festivals</td>
<td>16,50</td>
<td>16,50</td>
<td>9,00</td>
</tr>
<tr>
<td>Group presentation: how can Shanghai attract more international tourists via service marketing? Students are divided into groups (3-4 persons in one group) and present their ideas on how can shanghai attract more international tourists.</td>
<td>To review the web and get some general information of tourism in Hangzhou.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Iacobucci, Dawn (1992), “An Empirical Examination of Some Basic Tenets of Services,” in Advances in Services Marketing and Management, Teresa A. Swartz,</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
- Group presentation: how can Hangzhou attract more international tourists via service marketing?
  
  Students are divided into groups (3-4 persons in one group) and present their ideas on how can Hangzhou attract more international tourists.

- Tourism in Nanjing (i)
  
  Introduction of the history, policy and current performance of tourism industry in Nanjing

- Service marketing in tourism and the use of new technology, Nanjing (ii)
  
  Introduction of how Nanjing markets itself at the global level as the international cultural and natural tourism destination. The use of new technology is highlighted.

- Group presentation: how can Nanjing attract more international tourists via service marketing?
  
  Students are divided into groups (3-4 persons in one group) and present their ideas on how can Nanjing attract more international tourists.

- Tourism and service marketing in Amsterdam (i)
  
  Introduction of tourism development in Amsterdam, especially how Amsterdam improves its hospitality

- Tourism and service marketing in Amsterdam (ii)
  
  Introduction of service marketing in Amsterdam when taking tourism and leisure into account

- Shanghai EXPO
  
  Introduction of the history, present, and future of Shanghai EXPO

- MS0, Xintiandi and Tianzi Fang
  
  Introduction of three urban development projects in Shanghai, with each the performance of service marketing is highlighted

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To review the web and get some general information of tourism in Nanjing


To review the web and get some general information of tourism in Amsterdam


## ASSESSMENT:

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<thead>
<tr>
<th>% of final grade</th>
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<th>Duration (hours)</th>
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<tbody>
<tr>
<td>Final exam (FE)</td>
<td>Written exam</td>
<td>40</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>Individual</td>
<td>3,00</td>
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</tr>
<tr>
<td>Midterm exam (ME)</td>
<td>Oral exam</td>
<td>40</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>Group</td>
<td>3,00</td>
<td></td>
</tr>
<tr>
<td>Continuous assessment (CA)</td>
<td>Oral exams</td>
<td>20</td>
<td>100</td>
</tr>
<tr>
<td></td>
<td>Individual</td>
<td>3,00</td>
<td></td>
</tr>
</tbody>
</table>

## SUGGESTED FURTHER READINGS:

4th year courses in Shanghai
OVERALL DESCRIPTION:

This course provides an introduction into the post-war economic development and the related political changes and challenges of the East Asian region. Emphasis will be put on China's economic and political phenomenal rise and its implications for the country itself and for its East Asian neighbors. Since politics, trade and economics are intertwined anywhere in the world, and probably even more so in China and East Asia, this background is essential for any business student.

LEARNING GOALS/LEARNING OBJECTIVES:

2.3 Graduates will demonstrate a global mindset and international perspective in their management tasks.
4.3 Graduates have good command of concepts and tools of management of cultural diversity and international mobility.

ORGANISATION:

<table>
<thead>
<tr>
<th>Lecture</th>
<th>Seminar</th>
<th>Other</th>
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<tbody>
<tr>
<td>18,00</td>
<td>18,00</td>
<td>6,00</td>
</tr>
</tbody>
</table>

Asian economy and geopolitics

- Introduction to China and (East) Asia
  - General Introduction to East Asia: Geography, Nations, Political systems, Economic overview, Tensions
  - Brief historical overview:
    * Sino-centric tributary system
    * Western imperialism
    * Japanese domination
    * U.S. hegemony
  - China-US Relations
    - Historical development of China-US relations:
      - Cold War (Korean War, Vietnam War)
      - Rapprochement in the 1970s
      - Cross-strait relations and the US factor
      - Current issues: South China Sea, North Korea/China/US relations
    - Historical development of China-Japan relations:
      - Imperial China and Japan
      - Second World War: Japanese invasion and the Nanjing Massacre, impact on contemporary Sino-Japanese relations
      - Current issues: Diaoyu Islands
  - China-Japan Relations
    - Historical development of China-Japan relations:
      - Imperial China and Japan
      - Second World War: Japanese invasion and the Nanjing Massacre, impact on contemporary Sino-Japanese relations
      - Current issues: Diaoyu Islands
    - China-US Relations
      - Historical development of China-US relations:
        - Cold War (Korean War, Vietnam War)
        - Rapprochement in the 1970s
        - Cross-strait relations and the US factor
        - Current issues: South China Sea, North Korea/China/US relations

- East Asian Style Economic Development
  - East Asian model of the "developmental state", economic success of Japan and Asia’s four dragons
  - 1997 financial crisis and its implications for the East Asian economic development model

- Chinese Style Economic Development/ Team work project I
  - China’s distinctive way of gradual economic reform and decentralization (1980s)
  - China’s economic liberalization and integration into the global trade network (1990s and 2000s)
  - Briefing on group projects

- China Rises: Challenges and Opportunities
  - Political and societal implications of China’s economic opening for China itself:
    - Income inequality
    - Migrant workers
  - Barry Eichengreen, Donghyun Park, Kwanho Shin: When Fast Growing Economies Slow Down, pp.1-17

- China Rises: Challenges and Opportunities
  - Political and societal implications of China’s economic opening for China itself:
    - Income inequality
    - Migrant workers
  - Dwayne, Benjamin, et at.: Income Inequality during China’s Economic Transition. In: Brandt,
- Environmental implications
- Ageing population
- Sustainability of growth and political stability

- Investing in China, Investment from China
  - Introduction to the opportunities and obstacles for foreign investors in China:
    - Overview of China's IFDI/OFDI
    - Policy and regulation
    - Corporate players
    - Theoretical implication

- China, East Asia and the Financial Crisis
  - Discussion of the on-going financial and economic crisis
  - Implications and role of East Asia and China therein
  - China as a new monetary power in the world

- Team work project II
  Group presentations

- China-EU Relations
  - Importance of EU-China Relations in Numbers
  - Development of EU-China Relations
  - Case study: Human Rights and the arms’ embargo

- China and the Market Economy Status
  - China and the WTO
  - China, the EU and the market economy status
  - The (Political) Meaning of the MES for EU-China Relations
  - The EU’s political system in brief
  - Briefing on the simulation game

- EU Trade Ministers’ Simulation Game
  Simulation Game: “The EU Council of Trade Ministers Negotiates Whether or Not to Grant China Market Economy Status”

- Asian Regionalism
  - Towards an ‘Asian Union’? Introduction to Asian regional organisations (ASEAN, Shanghai Cooperation Organisation, future East Asian Free Trade Area)
  - Emphasis on China’s role therein


Preparation: Prepare for the group presentations


- Preparation for the simulation game: opening statement on the country position and outline of negotiation strategy


ASSESSMENT:

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<th>%</th>
<th>Duration (hours)</th>
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<td>Written exam Individual</td>
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<tr>
<td>Midterm exam (ME)</td>
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<td></td>
<td>Oral exam Group</td>
<td>50</td>
<td></td>
</tr>
<tr>
<td>Continuous assessment (CA)</td>
<td>Written exams Individual</td>
<td>50</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Oral exams Individual</td>
<td>50</td>
<td></td>
</tr>
</tbody>
</table>

SUGGESTED FURTHER READINGS:

- Preparation of a proposal for an 'Asian Union'
- Peter Hall and David Soskice: Varieties of Capitalism, 2001, Oxford University Press
- Razeen Sally: Regional Economic Integration in Asia: the Track Record and Prospects, ECIPE Occasional Paper • No. 2/2010
- Philomena Murray: Comparative regional integration in the EU and East Asia: Moving beyond integration snobbery, International Politics Vol. 47, 3/4, 308–323.
- Matura, Tamas (Editor): Asian Studies - 2011, Hungarian Institute of International Affairs, Budapest.
INT472 - ASIAN BUSINESS RESEARCH PROJECT

IDENTIFICATION:

Course title: ASIAN BUSINESS RESEARCH PROJECT  
Supervisor: AUSTERMANN Frauke  
Based in: Shanghai - Office: 04-02  
E-mail: frauke.austermann@essca.fr  
Teaching language: English  
Semester: 07/08  
Department: Affaires Internationales  
Code: INT472  
Campus: Shanghai  
Total number of hours: 45,00 / ECTS credits: 6,00

OVERALL DESCRIPTION:

The re-emergence of China are of great interest for business and academia. In this course, students conduct first-hand research and develop cutting edge knowledge and research skills about the internationalisation in and of Asia, in the spheres of business, politics, culture and society. By using techniques of business studies and social sciences, students are given ample time for field visits and work in groups on a specific business topic or project.

LEARNING GOALS/LEARNING OBJECTIVES:

2.3 Graduates will demonstrate a global mindset and international perspective in their management tasks.
4.3 Graduates have good command of concepts and tools of management of cultural diversity and international mobility.

ORGANISATION:

<table>
<thead>
<tr>
<th>Lecture</th>
<th>Seminar</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>6,00</td>
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</tbody>
</table>

Module Introduction: Shanghai – China’s Megapolis
- Introduction to the course
- Team Building
- Research Methods in Business Studies and Social Sciences
  - Introduction to the application of various business research methods
  - Project management

Field Work I
- Company Visit
  Visit to Shanghai Volkswagen (SVW)
- Case Study of MNC in China
  Case work on Shanghai Volkswagen – First Mover Advantage in Asia
- Preparing China’s ‘Billion’: New Urban Development and Business
  How to capture the Chinese Consumers – Retailing in Shanghai
  Visit to Xintiandi

Group Projects
- Group Project
  - Select the target company/industry
  - Brainstorming
  - Division of tasks and timetabling
  - Supervised group project
    - Background research, fieldvisit, interviews etc., as outlined in the plan

Field Work II
- Countryside Business Visit
  - Visit to companies in China’s countryside
  - Meeting with government officials
  - Interaction with Chinese students

Course wrap-up and final exam
- Student Presentations
  Final exam and group presentation

Reading materials will be distributed
Mark Saunders et al, Research Methods for Business Students, Financial Times/ Prentice Hall 2006
Website of Volkswagen
Business case will be provided in class
-McKinsey’s Report on Urban China (to be provided)
-Students need to report on the visit
-A preliminary schedule and plan to be sent to the instructor
- Project dairy to be sent to the instructor
- Individual group meeting with the instructor

Students should send their PowerPoints and project summary/findings to the instructor in advance

6,00 6,00 32,00
**ASSESSMENT:**

<table>
<thead>
<tr>
<th>% of final grade</th>
<th>Assessment type</th>
<th>%</th>
<th>Duration (hours)</th>
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<tbody>
<tr>
<td>Final exam (FE)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Midterm exam (ME)</td>
<td>30</td>
<td>Written exam</td>
<td>Individual</td>
</tr>
<tr>
<td>Continuous assessment (CA)</td>
<td>70</td>
<td>Oral exams</td>
<td>Individual</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Oral exam</td>
<td>Group</td>
</tr>
</tbody>
</table>

**SUGGESTED FURTHER READINGS:**

- A course handbook with reading materials will be provided in class
- John Friedmann, China's Urban Transition, University of Minnesota Press, 2005
- Mark Saunders et al, Research Methods for Business Students, Financial Times / Prentice Hall 2006
INT473 - CHINESE LANGUAGE

IDENTIFICATION:

- Course title: CHINESE LANGUAGE
- Supervisor: AUSTERMANN Frauke
- Based in: Shanghai - Office: 04-02
- E-mail: frauke.austermann@essca.fr
- Teaching language: English
- Semester: 07/08
- Department: Affaires Internationales
- Code: INT473
- Campus: Shanghai
- Total number of hours: 45,00 / ECTS credits: 3,00

OVERALL DESCRIPTION:

Chinese (Mandarin) is one of the most widely spoken languages in the world. With China’s growing prominence in the world’s economy, Mandarin is increasingly used as the lingua franca for doing business with and in China and more and more people are learning it as foreign language. Hence, studying Chinese has become a priority for anyone who is interested in China and its market. This course will provide students with fundamental Chinese language skills for daily life and business activities.

NB: Chinese language at Master-level is voluntary for ESSCA students and does not deliver credits. For international students, 6 credits can be obtained if the home university validates the course.

LEARNING GOALS/LEARNING OBJECTIVES:

2.3 Graduates will demonstrate a global mindset and international perspective in their management tasks.

ORGANISATION:

<table>
<thead>
<tr>
<th>Introduction to Chinese Pronunciation and Basic Conversations</th>
<th>Lecture</th>
<th>Seminar</th>
<th>Other</th>
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<tbody>
<tr>
<td>- Nice to meet you!</td>
<td>18,00</td>
<td></td>
<td>3,00</td>
</tr>
<tr>
<td>Saying hello to people.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Introducing yourself &amp; Asking someone’s name</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Are you busy?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Talking about one’s job and occupation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Which country does she come from?</td>
<td></td>
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<tr>
<td>Asking and expressing someone’s nationality</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- What time is it?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Asking the time &amp; Expressing one’s ability</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Where is the dining hall?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Asking for direction &amp; looking for someone</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- What do you like to eat?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ordering food in a Restaurant, discussing tastes</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Basic Conversation about Family, Friends and Leisure Time</th>
<th>Lecture</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>- Let’s go swimming, shall we?</td>
<td>12,00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Making suggestions &amp; making comments</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- How old are you?</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Asking someone’s age</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- How many people are there in your family?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Talking about one’s family</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Happy birthday!</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Making an appointment &amp; Celebrating someone’s birthday</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Conversation for Special Situations</th>
<th>Lecture</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>- Let’s go shopping!</td>
<td>11,00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Talking about your likes and dislikes &amp; Shopping</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- I am not feeling well at all.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Seeing a doctor</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- You have a nice new apartment!</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Renting a house and Talking about something that happened</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

41,00 3,00
### ASSESSMENT:

<table>
<thead>
<tr>
<th>Assessment type</th>
<th>% of final grade</th>
<th>%</th>
<th>Duration (hours)</th>
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</thead>
<tbody>
<tr>
<td>Final exam (FE)</td>
<td>30</td>
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</tr>
<tr>
<td>Midterm exam (ME)</td>
<td>70</td>
<td>30</td>
<td>1.00</td>
</tr>
<tr>
<td>Continuous assessment (CA)</td>
<td>70</td>
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</tr>
</tbody>
</table>

### SUGGESTED FURTHER READINGS:

- Conversational Chinese 301 (2nd edition), BLCU, (Beijing Language and Culture University), ISBN 2911053834
- Modern Chinese - Beginner's Course (Vol. I & II), BLCU (Beijing Language and Culture University) Press and Sinoligua
INT473 - CHINESE LANGUAGE (ADVANCED)

IDENTIFICATION:

Course title: CHINESE LANGUAGE (ADVANCED)
Supervisor: AUSTERMANN Frauke
Based in: Shanghai - Office: 04-02
E-mail: frauke.austermann@essca.fr
Teaching language: English
Semester: 07/08
Department: Affaires Internationales
Code: INT473
Campus: Shanghai
Total number of hours: 45,00 / ECTS credits:

OVERALL DESCRIPTION:

Chinese (Mandarin) is one of the most widely spoken languages in the world. With China's growing prominence in the world's economy, Mandarin is increasingly used as the lingua franca for doing business with and in China and more and more people are learning it as foreign language. Hence, studying Chinese has become a priority for anyone who is interested in China and its market. This course will provide students with fundamental Chinese language skills for daily life and business activities.

NB: Chinese language at Master-level is voluntary for ESSCA students and does not deliver credits. For international students, 6 credits can be obtained if the home university validates the course.

LEARNING GOALS/LEARNING OBJECTIVES:

2.3 Graduates will demonstrate a global mindset and international perspective in their management tasks.

ORGANISATION:

Chinese Language (advanced) ---------------------------------------------------------

<table>
<thead>
<tr>
<th>Lecture</th>
<th>Seminar</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>44,00</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- It is time for class now.
  - Review of Chinese Pronunciation, Basic Conversations and Writing rules
- Will you join us? / I can't go.
  - Invitation / Declination
- I am sorry. / It is really a pity that I haven't seen him.
  - Apology / Regret
- This picture is very beautiful!
  - Praise / Review
- Congratulations! / Please don't smoke.
  - Congratulation / Persuasion
- It is colder today than it was yesterday. / I also like swimming.
  - Comparison / Hobby
- Please speak slowly.
  - Language / Review
- I have a headache. / Mid-term exam
  - To see a doctor / Mid-term exam
- The scenery is very beautiful there! / Are there any rooms available?
  - Traveling
- Are you better now?
  - To pay a visit / Review
- I'll return home / We are sorry to let you go.
  - Departure / To give a farewell
- I can't go to the airport to see you off. / Have a pleasant journey.
  - To see someone off
- Is this the place for checking luggage?
  - Shipment / Review
- Overall Review
  - Overall Review

ASSESSMENT:

<table>
<thead>
<tr>
<th>% of final grade</th>
<th>Assessment type</th>
<th>%</th>
<th>Duration (hours)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Final exam (FE)</td>
<td>Written exam Individual</td>
<td>100</td>
<td>1,00</td>
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<tr>
<td>Midterm exam (ME)</td>
<td></td>
<td>30</td>
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</tr>
<tr>
<td>Continuous assessment (CA)</td>
<td>Oral exams</td>
<td>30</td>
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<tr>
<td></td>
<td>Oral exam Individual</td>
<td>70</td>
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</tbody>
</table>
SUGGESTED FURTHER READINGS:

INT474 - COUNTRY RISK ANALYSIS

IDENTIFICATION:
Course title: COUNTRY RISK ANALYSIS
Supervisor: AUSTERMANN Frauke
Based in: Shanghai - Office: 04-02
E-mail: frauke.austermann@essca.fr
Teaching language: English

Semester: 07/08
Department: Affaires Internationales
Code: INT474
Campus: Shanghai
Total number of hours: 45,00 / ECTS credits: 6,00

OVERALL DESCRIPTION:
Country risks are critical to International Business Development. The purpose of this course is to provide students with a better understanding of country risk and help them to understand the key drivers of country and sovereign risk in both mature and emerging markets. It presents the factors that generate the country risk, the main types of them, methods of analysis, their evaluation by the rating agencies, and, some countries’ rating assessment. More than providing a basic knowledge of traditional risk analysis the course also considers in the globalized world in motion taking account regional and world interdependencies. It eventually enables students to review some lessons learned from the current and previous crisis in various regions of the world.

LEARNING GOALS/LEARNING OBJECTIVES:
1.3 Graduates will be capable to identify the stakes of a situation, analyse different options and evaluate their impact.
2.3 Graduates will demonstrate a global mindset and international perspective in their management tasks.

ORGANISATION:

Overview of Country Risk
- Introduction
  - Historical perspective of country risks
  - Literature review
  - Refresh basic theories and laws
  - Risks as a chance in business life supposed managers understand how to handle them
- Risk Classification
  - Differing risks that investors can face on foreign markets
  - Concept of Enterprise Risk Management (ERM).

Traditional Risk Foundations
- Socio-political Factors
  - Internal forces which may influence social climate and political stability in developing countries.
  - Focus on the regulatory and political environment.
  - Comparison of issues in the political economy of China and Southeast Asia.

- Financial and Economic Factors
  - Identify common financial and macro-economic factors impacting Country Risk indicators.
  - Focus on the macro-economic factors and the interdependencies between nations

Contemporary Risk Origin
- Cultural Risk
  - The session describes the risks due to cultural distance and highlights the importance of cross-cultural management tools to enable companies to adapt their business practices to different cultural codes.

Lecture Seminar Other
Overview of Country Risk 3,00
Traditional Risk Foundations 6,00
Contemporary Risk Origin 6,00


Case Study
SOLVENCIA : Eurobond request to Smith & Parker Bank

AmCham Shanghai 2014 China Business Report (main focus on “Analysis of Survey Results” section 3, most relevant to business/political risk)

Corporate Materials from Control Risks (one of the world’s top risk consultancies): Country Risk Forecasts for China and Southeast Asian countries


Presentation
Groups of Students discuss a selected chapter in Currie D.M. (2001)

- Natural and Environmental Risk
  The session discusses the importance of environmental Risks arising from a growing natural-resource scarcity and their potential implications for economies – and thus for sovereign-debt risk – worldwide.
- Globalization and Rising Country Risks
  The session places the conceptual framework of previous country risk discussions in a more globalized one where rising business Risk are mainly explained by external factors.

Global Opportunities and Threats
- Emerging Companies
  The session analyses global emerging industries and identifies strategic positions. It analyses why companies globalize and assess how they develop global strategies.

Country Risk Assessment
- Measures of Country Risk
  This session introduces risk assessment measures and justifies the use of Country Risk Indicators as well as their limits.
- Quantitative and Qualitative Methodologies
  This session provides a detailed understanding of analytical methodologies for assessing Sovereign and Country risks in mature and developing markets.
- Rating in China: A Critical Assessment
  Assignments related to the new players in the global Rating Industry to break the oligopolistic structure of the 3 big US firms in this field and the future of the EU based on researches and in depth assessments about 2 European Countries.

Global Country Risk Rating/Ranking and International Business Development
- The Rating Agency Model Approach
  Students will gain an understanding of how countries are assessed and how the ratings process is applied by Rating Agencies (Fitch, Moody's, Standard and Poor's)
- The Impact of Rating/Ranking on Corporate Strategies for Foreign Markets
  The session helps to understand the role of rating agencies and examine to what extent international companies consider their ranking in the choice of target markets and entry mode/presence on foreign markets.

Risk Mitigation
- Risk Management and Business Performance
  How companies integrate risk management in their business practices. Firm-specific risks directed at a particular company or a business branch.
  Stakeholder Concept

References:

Group presentation:
Choose a multinational emerging company. Analyze the target emerging market’s opportunities and threats, and relate the country factor to the company’s strategy.

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Group presentation:
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Group presentation:
Choose a multinational emerging company. Analyze the target emerging market’s opportunities and threats, and relate the country factor to the company’s strategy.
- Risk Insurance
  The session introduces the potential benefits of risk insurance by public or private institutions. It highlights the tremendous economic power these Credit Insurances gain or offer to the market.

- The Business of Political Risk Consulting
  Simulation of workshop
  (1) need for such analysis in different industries (client side)
  (2) prospects for making real money from this business model (consulting side)

CASE STUDY
IFP, Indonesia
Preparation for final exam

Corporate Materials from Control Risks

27,00 15,00

<table>
<thead>
<tr>
<th>ASSESSMENT</th>
<th>% of final grade</th>
<th>Assessment type</th>
<th>%</th>
<th>Duration (hours)</th>
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<tbody>
<tr>
<td>Final exam (FE)</td>
<td>60</td>
<td>Written exam Individual</td>
<td>100</td>
<td>3,00</td>
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<tr>
<td>Midterm exam (ME)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Continuous assessment (CA)</td>
<td>40</td>
<td>Written exam Individual</td>
<td>60</td>
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<tr>
<td></td>
<td></td>
<td>Project Group</td>
<td>40</td>
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</tr>
</tbody>
</table>

SUGGESTED FURTHER READINGS:
- Michael Frenkel, Alexander Karmann and Bert Scholtens (2004), Sovereign Risk and Financial Crises, Springer-Verlag Berlin Heidelberg
INT475 - CROSS-CULTURAL MANAGEMENT AND NEGOTIATION

IDENTIFICATION:

Course title: CROSS-CULTURAL MANAGEMENT AND NEGOTIATION
Supervisor: AUSTERMANN Frauke
Based in: Shanghai - Office: 04-02
E-mail: frauke.austermann@essca.fr
Teaching language: English

Semester: 07/08
Department: Affaires Internationales
Code: INT475
Campus: Shanghai
Total number of hours: 45,00 / ECTS credits: 6,00

OVERALL DESCRIPTION:

China is an attractive market for foreign business and understanding Chinese business culture and ethics is paramount to conduct with China. This course is intended to introduce the cultural foundations of China and to show how they are applicable in organisations and business practices. In order to develop cross-cultural sensitivities and strengthen communication skills between East and West, students will solve concrete management case studies, do role plays and other practical exercises.

LEARNING GOALS/LEARNING OBJECTIVES:

2.3 Graduates will demonstrate a global mindset and international perspective in their management tasks.

ORGANISATION:

Fundamentals of Cross-Cultural Management and Negotiation

<table>
<thead>
<tr>
<th>Lecture</th>
<th>Seminar</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>15,00</td>
<td>9,00</td>
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</tbody>
</table>

- Course introduction
  - Introduction to the course
  - The challenges of managing different cultures
  - Impact of cultural differences on business models and strategies.
  - Cross cultural due diligence in China

- Negotiations in cross-cultural environments
  - What is a negotiation?
  - The negotiation process. Principles and tactics from a generic perspective
  - Negotiations in a cross-cultural business environment

- Cross-Cultural Management: Fundamental Theories I
  Introduction of fundamental sociological and anthropological concepts that are relevant to cross-cultural management (such as "perception", "space", "social relationships")

- Cross-Cultural Management: Fundamental Theories II
  Introduction of fundamental sociological and anthropological concepts that are relevant to cross-cultural management (such as "perception", "space", "social relationships")

- Preparing successful negotiations in cross-cultural environments
  - The role of trust
  - Interests, goals of the negotiating parties
  - Organisational trust: myth and research models
  - The five dimensions of trust
  - The role of trust in Chinese culture

- Conducting successful negotiations in cross-cultural environments I: Theory
  - The role of 'small talk'
  - Understand and evaluate the other party's interests and motivations
  - Negotiation tactics
  - Time management

- Conducting successful negotiations in cross-cultural environments II: Practice
  - Role plays of cross-cultural negotiations
  - Evaluation by the teacher / discussion with the students

- Negotiations in China: Insights from Experience
  - Best practices for successful negotiations in China
  - Invitation of guest speakers

- Doing Business in China for dummies. Extract chapter Getting business Going through Successful I Negotiation
- Dallas – How to do business in China Ed McGraw Hill
- Business case example: Carrefour versus Wall Mart in China. Who will win?
- Geert Hofstede: Cultures and Organizations, 1991, Harper Collins
- Fernandez & Underwood (2003), Succeeding in China: the voices of Experience, Forthcoming Organizational Dynamics, vol. 35, issue # 1
- Fernandez & Underwood (2003), Succeeding in China: the voices of Experience, Forthcoming Organizational Dynamics, vol. 35, issue # 1

- Building the High Trust Organisation, Morreale Hackman Ed. Wiley
- Prepare for the role play
- How to manage a successful business in China
  Johan Bjorksten
Cross-Cultural Management and Negotiation IN CHINA

- Introduction to the Cultural Foundations of China
  - Basic facts about Chinese culture and civilisation: Confucius theory, social harmony, Sun Tse Bing Fa and other basic cultural sources
- Chinese Business Culture in Practice
  - Business etiquette in China
    - The concepts of "guanxi" and "pengyou"
    - The role of business cards
    - The function of business dinners in China
    - The role of gifts
    - The basic errors of foreigners doing business in China
  - Business Culture in China in Practice
    - Role plays and case studies
- Cross-Cultural Management in China: From Theories to Practice I
  - Application of the theory to practical case studies and role plays of foreign companies operating in China
  - Student presentations
- Performing due diligence in Europe and China
  - Mergers & Acquisitions in China and the role of negotiation: an overview
  - Successful M&A Case for cross border operations in China
  - Performing audits in Europe and China
    - Localising internal audit practices in China
    - Developing negotiation skills: the role of cross cultural competency frameworks
    - Cross-cultural skills in the profession of auditing

**ASSESSMENT:**

<table>
<thead>
<tr>
<th>% of final grade</th>
<th>Assessment type</th>
<th>%</th>
<th>Duration (hours)</th>
</tr>
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<tbody>
<tr>
<td><strong>Final exam (FE)</strong></td>
<td>Written exam Individual</td>
<td>100</td>
<td>3,00</td>
</tr>
<tr>
<td><strong>Midterm exam (ME)</strong></td>
<td>Written exam Individual</td>
<td>100</td>
<td>3,00</td>
</tr>
<tr>
<td><strong>Continuous assessment (CA)</strong></td>
<td>Oral exam Individual</td>
<td>60</td>
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<tr>
<td><strong>Continuous assessment (CA)</strong></td>
<td>Oral exam Group</td>
<td>40</td>
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</tbody>
</table>

**SUGGESTED FURTHER READINGS:**

OVERALL DESCRIPTION:

Working in organizations requires the management of people, the exercise of leadership and the development and implementation of strategic decisions. Although leadership and strategy is about the relations with others, it is above all a relation with oneself. Realizing this involves developing communication skills as well as understanding political dimensions within organizations. This course is designed for students preparing for a Master degree to raise their awareness of the fundamental traits and characteristics of both leadership and strategy. Students will develop personal skills to set, to develop and to implement organizational strategies. The course aims at giving students a better understanding of leadership and strategic frameworks and methodologies, not only through classroom lectures but practical application and experimentation such as through guest speakers from the corporate world and a Business Game.

LEARNING GOALS/LEARNING OBJECTIVES:

1.1 Graduates will know the current theories and concepts of leadership.
1.2 Graduates will be capable to incorporate the global strategy of a company when completing a mission or leading a service.
1.4 Graduates will know how to apply appropriate decision-making processes in the framework of their mission or tasks.

ORGANISATION:

<table>
<thead>
<tr>
<th>Leadership</th>
<th>Lecture</th>
<th>Seminar</th>
<th>Other</th>
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<tbody>
<tr>
<td>- Figures of Power</td>
<td>De Pree, M. Leadership is an art - Chapter</td>
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</tr>
<tr>
<td>Refresh economic knowledge about basic economic laws, the functions in a company, the knowledge areas, the ERM theory, the Stakeholder Concept, conflict management</td>
<td>Vallas, N. Fligstein, S. Clegg, J.C. Thoenig, M@n@gement, 2011/1, vol. 14, p. 24-46</td>
<td></td>
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</tr>
<tr>
<td>Understanding the structure of power and its dynamics in organizations</td>
<td>De Pree, M. Leadership is an art - Chapter</td>
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<tr>
<td>- Forms and Types of Leadership</td>
<td>De Pree, M. Leadership is an art - Chapter</td>
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<tr>
<td>Managers &amp; leaders: similarities and differences</td>
<td>Zaleznik, A. Managers and leaders, are they different? Best of HBR</td>
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</tr>
<tr>
<td>Understanding leadership styles</td>
<td>Case : “Wash Whiter than white”, Paul Hardy</td>
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<tr>
<td>- The Exercise of Authority in the Superior-Subordinate Relationships</td>
<td>De Pree, M. Leadership is an art - Chapter</td>
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<tr>
<td>Negotiating, communicating &amp; creating followers</td>
<td>Zaleznik, A. The dynamic of subordinacy, HBR N°916531</td>
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<tr>
<td>Directing a subordinate who objects indirectly</td>
<td>Kets de Vries, MFR. Folie à deux : acting out your superior’s fantasies</td>
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<tr>
<td>Understanding the dynamic of an authority relationship</td>
<td>De Pree, M. Leadership is an art - Chapter</td>
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<tr>
<td>- The Political Skills in Organizations: a Must or a Necessary Evil?</td>
<td>De Pree, M. Leadership is an art - Chapter</td>
<td></td>
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<tr>
<td>Networking, data mining and influencing events and people</td>
<td>Ferris, R.G. &amp; al. Political skill at work, Organizational dynamics, vol. 28, N° 4, 2000, p.25-37</td>
<td></td>
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<tr>
<td>Know-how to develop political skills</td>
<td>Jim Donovan, Cibola</td>
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<tr>
<td>Analysis of power games</td>
<td>De Pree, M. Leadership is an art - Chapter</td>
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<tr>
<td>Entering the political stakes of relationships in organizations</td>
<td>Tichy, N. Charan, R. An interview with Jack Welch, HBR, sept-oct 1989</td>
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<tr>
<td>- The Vision of the Leader: Anticipate the Future</td>
<td>De Pree, M. Leadership is an art - Chapter</td>
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<tr>
<td>Vision: a stretch and leverage approach</td>
<td>Case : Dead leaves, Mag Rec Inc.</td>
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<tr>
<td>Empowering creativity in an organization</td>
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<tr>
<td>Mobilizing towards a mission statement</td>
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<tr>
<td>Examples of key leaders in innovative organizations</td>
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</tr>
</tbody>
</table>
Strategy

The Strategic Arena
- Characteristics of strategic decisions
  JOHNSON et al. (2011), Fundamentals of Strategy, PEARSON, Chapter 1
- What is and what isn’t strategy and strategic management
- How strategic priorities vary by level

The basic vocabulary of strategic decision-making
- Context and characteristics of competitiveness
  JOHNSON et al. (2011), Fundamentals of Strategy, PEARSON, Chapter 2
- How the external environment influences competitiveness?

Strategic tools to frame the external environment
- Competitiveness drivers
- Strategic Leverage of Resources
- Value Chain analysis
- Core competencies
From fit & allocation to stretch & leverage perspectives
- New Insights and Issues in Strategy
- Strategic moves
  KIM & MAUBORGNE (2005), Blue Ocean Strategy, HBS Press, Chapter 1
- Blue Ocean Strategies
- New economics and trends in technological environments

Introduction to the Business Game

Business Game
- Getting inspiration & investigating
  Introduction to the Business Game
- Forming of teams
- Creating
  Developing a business idea/a business model
- Prototyping
  Developing a strategy, based on research and data gathered during the week before.
- Presenting
  Planning, refining and presenting
- Reflecting on the process and sharing in the group

Guest Speakers
- Guest speakers on leadership & strategy
  Experience sharing session with leaders

ASSESSMENT:

<table>
<thead>
<tr>
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<th>% of final grade</th>
<th>Assessment type</th>
<th>%</th>
<th>Duration (hours)</th>
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SUGGESTED FURTHER READINGS:

- JOHNSON et al. (2011), Fundamentals of Strategy, PEARSON.
- JOHNSON et al. (2010), Exploring Strategy Text & Cases, PEARSON.
IDENTIFICATION:

Course title: STRATEGIC AND SUPPLY CHAIN MANAGEMENT
Supervisor: AUSTERMANN Frauke
Based in: Shanghai - Office: 04-02
E-mail: frauke.austermann@essca.fr
Teaching language: English

Semester: 07/08
Department: Marketing
Code: MKG474
Campus: Shanghai
Total number of hours: 45,00 / ECTS credits: 6,00

OVERALL DESCRIPTION:

Multinational companies both source and sell in China and Asia. This course aims to address the specific steps in strategy formulation and implementation at the business and corporate level for both sourcing and distributing. It allows students to understand and to be able to perform the key steps in the development of a strategic plan for global firms and to examine the political, economic, and social forces that shape the global business environment.

LEARNING GOALS/LEARNING OBJECTIVES:

1.2 Graduates will be capable to incorporate the global strategy of a company when completing a mission or leading a service.
2.2 Graduates will demonstrate capacities of adaptation and problem-solving in managerial situations.

ORGANISATION:

<table>
<thead>
<tr>
<th>Basics of Strategic Sourcing and Supply Chain Management</th>
<th>Lecture</th>
<th>Seminar</th>
<th>Other</th>
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<td>- Sourcing strategy</td>
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<tr>
<td>• Sourcing as a competitive strategy</td>
<td>Chapter 14, Supply Chain Management, 4th edition, S. Chopra &amp; P. Meindl</td>
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<tr>
<td>• Selecting a supplier</td>
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<td>• Contract design</td>
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<tr>
<td>• Collaboration with suppliers on R&amp;D</td>
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<tr>
<td>- Integrating the supply chain</td>
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<tr>
<td>• Relationship types</td>
<td>Chapter 2</td>
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<tr>
<td>• Integration and synchronisation</td>
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<tr>
<td>• Facility location</td>
<td>&quot;Traditional and innovative paths towards time-based competition&quot; (pdf)</td>
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<tr>
<td>• Third party logistics</td>
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<td>- Time in logistics</td>
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<tr>
<td>• Time-based competition</td>
<td>Chapter 11</td>
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<tr>
<td>• Time based process mapping</td>
<td>Case study: Infineon, tuning into client needs</td>
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<tr>
<td>• Managing timeliness</td>
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<tr>
<td>- Inventory management</td>
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<tr>
<td>• Positioning inventory</td>
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<tr>
<td>• Case study presentation</td>
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On site study of logistic processes 9,00
- Visit of logistic operations of Chinese exporter and/or Logistics operator in Shanghai (full day)

<table>
<thead>
<tr>
<th>Corporate Strategy, Logistics and Supply Chain Management in China</th>
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<tbody>
<tr>
<td>- Introduction to the supply chain landscape in China</td>
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<tr>
<td>Current trends</td>
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<td>Logistical bottlenecks</td>
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<tr>
<td>Opportunities and challenges</td>
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<tr>
<td>Quality Fade and Third-Party Quality Control Issues</td>
<td>- Reading material will be distributed</td>
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<tr>
<td>Shanzhai Culture, First to File trademark system and Contracts in China</td>
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<tr>
<td>The Challenge of negotiation and required steps in Due Diligence in Asia</td>
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<td>Effective Third-Party inspection audits</td>
<td>Case: How Walmart is changing China</td>
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<td>- Corporate Social Responsible Supply Chain Management</td>
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<td>Common ethical and CSR issues in Asia</td>
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<td>- Quality of Air, Water and Food</td>
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<td>Political issues in Asia</td>
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<td>- Entering Foreign Markets and International Acquisition</td>
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<td>Navigating the changing legal environment in Asia - Case of Avon</td>
<td>Case: Best Buy &amp; Media</td>
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<td>Creating and managing joint ventures and strategic alliances in Asia</td>
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<tr>
<td>JVs versus WOFEs in China</td>
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<tr>
<td>Single vs dual brand strategy</td>
<td></td>
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<tr>
<td>Global vs local strategy</td>
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<tr>
<td>- Retaining and building market share Retailer-Supplier Partnerships M&amp;A activity</td>
<td></td>
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</tbody>
</table>
Adaptation to local differences

Expanding to tier 2, 3 and 4 cities

Explosion of e-business

Case Study: Carrefour’s expansion in China

Reading material will be distributed

Course Wrap-Up and Future Outlook

- Future Trends of Supply Chain Management in Asia China (Shanghai) Pilot Free Trade Zone
  Will China Grow Old Before it Becomes Rich?

- Oral Presentations
  • 15 minute Presentations
  • The Sourcing Process

ASSESSMENT:

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Final exam (FE)</td>
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<td>Individual</td>
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<tr>
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<td>Individual</td>
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<tr>
<td>Continuous assessment (CA)</td>
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<tr>
<td></td>
<td>Oral exams</td>
<td></td>
<td>Individual</td>
</tr>
</tbody>
</table>

SUGGESTED FURTHER READINGS:

- TOWSON, Jeffry & WOEZEL, Jonathan (2014), The One Hour China Book: Two Peking University Professors Explain All of China Business in Six Short Stories, Towson Group LLC.
MKG475 - BRANDING AND RETAILING IN ASIA

IDENTIFICATION:
Course title: BRANDING AND RETAILING IN ASIA
Supervisor: AUSTERMANN Frauke
Based in: Shanghai - Office: 04-02
E-mail: frauke.austermann@essca.fr
Teaching language: English

OVERALL DESCRIPTION:
The economic growth of the Asian region creates new consumer needs and great opportunities for foreign entrants as well as local players. This course aims at giving participants the keys to understand today’s branding and retailing characteristics in Japan, China and Korea. This course aims at giving participants an understanding of the current marketing strategies that can be applied in Asian consumer goods markets. By evaluating current strategies of main players, both local and international, they will be able to grasp the best practices and management tactics of today’s Asia.

LEARNING GOALS/LEARNING OBJECTIVES:
4.1 Graduates know how to apply the essential knowledge of marketing in different sectors of activity.
4.3 Graduates have a good command of advanced techniques of data collection and treatment with regard to establishing a marketing plan.

ORGANISATION:

<table>
<thead>
<tr>
<th>Course Title</th>
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<tbody>
<tr>
<td>Consumer Behaviour in Asia</td>
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<tr>
<td>- The Environment of Asian Markets</td>
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<tr>
<td>Economics, historical, cultural overview of the main markets. Methodology for the class project.</td>
<td>Students are requested to pick two brands from one market to study</td>
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<tr>
<td>- Consumer Behavior principles</td>
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<tr>
<td>Theory and concepts of consumer behavior. Qualitative and quantitative research.</td>
<td>Reading on consumer behavior theory.</td>
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<tr>
<td>- Asian Consumer Behavior: Japan and Korea</td>
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<tr>
<td>Social evolution and characteristics of Japanese and Korean consumers.</td>
<td>Students 1st country presentation</td>
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<tr>
<td>- Chinese Consumer Behavior</td>
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<tr>
<td>The changing Chinese consumer in perspective</td>
<td>Gather secondary data on the market in which the 2 brands evolve. Present the companies’ profiles.</td>
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<tr>
<td>- Students' presentation on consumer behavior</td>
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<tr>
<td>Study of other Asian countries</td>
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<tr>
<th>Course Title</th>
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<td>Retailing in Asia</td>
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<tr>
<td>- Retailing principles</td>
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<tr>
<td>Retailing challenges today. Distribution and retail networks.</td>
<td>Reading on a major global retailer present in Asia. Students 3rd country presentation</td>
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<tr>
<td>- Asian retailing Characteristics</td>
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<tr>
<td>Current retailing in Asia. Characteristics of Asian distribution and retail networks.</td>
<td>Study their distribution strategy, including store checks in Shanghai.</td>
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<tr>
<td>- Chinese distribution</td>
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<tr>
<td>Current Chinese distribution development, and Shanghai retail scene</td>
<td>Students present the comparison of two stores in Shanghai, and online strategy of the two companies studied.</td>
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<table>
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<tr>
<th>Course Title</th>
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<th>Other</th>
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<td>Branding theory key points.</td>
<td>Student 4th country presentation</td>
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<tr>
<td>- Branding in Asia</td>
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<tr>
<td>Branding concepts overview. Evolution of branding among foreign and local companies.</td>
<td>Reading on branding</td>
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<tr>
<td>- Established Japanese brands</td>
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<tr>
<td>Analysis of key success factors of established Japanese brands in a few sectors</td>
<td>Analyze their current brand strategy and competition. Hand out the first analysis of the 2 brands on a Word document</td>
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<tr>
<td>- Emerging Chinese brands</td>
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<tr>
<td>Analysis of new business models in branding in China.</td>
<td>Student 5th country presentation</td>
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40
Successful Strategies
Overview of major players’ position and evolution.

Hand out the recommendations on a Word document

5,00

Final Assessments

- Case study
  Group work

Case study will be provided during the class.

- Final assignment and oral presentation
  Describe and analyze two major players’ position and recommend future alternatives for growth.

Hand out a full written report and a power point.

19,50 19,50 5,00

ASSESSMENT:

<table>
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<tr>
<th>% of final grade</th>
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<td>20</td>
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<td>Oral exams</td>
<td>Individual</td>
<td>100</td>
</tr>
</tbody>
</table>

SUGGESTED FURTHER READINGS:

- HALEPETE Jaya, Retailing in Asian markets, Fairchild, 2011
- KAYNAK Erdener et Al., International retailing plans and strategies in Asia, Routledge, 2005
- Suggested website : http://www.brandingasia.com/
- Regular reading of local economic press and marketing magazines is requested.
With the development of Internet, digital technologies had a major impact on the society, both in the life of a great majority of people and for everyday business practices. The pervasive aspect of the digital resulted in an in-depth transformation of consumer behavior, of the business models leading to success stories, and eventually of the society itself. In this environment, the main concern is not whether to deploy Internet technologies but how they must be deployed, how new offerings may be invented and how existing companies may benefit from their integration. Being able to perform in such context entails understanding all the aspects of this in depth transformation and this is the overall objective of this course.

LEARNING GOALS/LEARNING OBJECTIVES:

1.3 Graduates will be capable to identify the stakes of a situation, analyse different options and evaluate their impact.
3.1 Graduates know the ethical principles which guide their profession.

ORGANISATION:

Introduction to the course and analysis of the MACRO Environment of the Digital Environment
- Course Introduction
  - Introduction to the course objectives, structure and assessments
  - Presentation of the longitudinal case study
  - Business Model Analysis
  - Emerging Business Models
  - B2B Digital Marketing Practices
  - Tools and business models for B2B
- Description of the Internet, Functions, Regulations
  - Introducing the DIMA components - Webs 1.0 to 3.0
  - Presentation of the Internet, how it works, how it is regulated
  - Description of the network, IP address, DNS system
  - Geopolitical aspect of the internet
  - Consequences for companies, brand, privacy
- Identify Utopias and Distopias generated by Digital Environments / Internet as a Media
  - How to communicate, socialize and manage in a digital world
  - The brand and digital identity: Which tools, messages and risks associated to the creation of digital identity
  - Research tools for assessing digital identity
- Case Question - How to get IP addresses, How to protect brands, How to secure activities, How to respect privacy
- Case Question 1: How to promote the digital environments
- Case Question 2: Analyse and define the digital identity of a brand and of yourself

Micro Environment: Impact of Digital Technologies, competitors and consumer on Business Models and the market
- Presentation of the company’s existing business model and first recommendations for improvements
  - Definitions of Business models
  - Emerging Business Models
  - Business to Business Digital Marketing Practices
  - Tools and business models for business to business marketing
  - Platforms
  - Digital Technologies and Value Chain
- Impact of Digital Technologies on Business Models
  - Co-creation models
  - Crowd sourcing models
  - Crowd funding models
  - Impact of those models on new product development
- Relationship marketing using digital platforms
  - Information generated by on line activities
  - Providers of information
  - Interfacing web pages and databases
  - Customising Customer Experience
- Case Question: Design your customer Database and Define Customization
- Social Networks as a media
  - Using Social Media Tools to Promote and Develop Brands
  - Identifying and Targeting Digital Influencers in Social Media
- Case Question: Design the Social Media Marketing Mix

Implementation and Tools
- Delivering the Online Customer Experience through web site
  - Web site ergonomy
- Case Question: Analyse
On Line consumer Behavior
E Quality
- Providing access on Internet
Referencing strategies, SEA, SEO, SMO
- Use of Mobiles Technologies (mobile and tablets) and Impact on Business Models
Uses, applications, QrCode
Purchasing advertising on Mobile Platforms
- Marketing communications Using Digital Channels: E Advertising
Principles of online Advertising
Using Tools to Advertise On Line
Purchasing E Advertising Space
Tracking tools
- Marketing Communications Using Digital Channels: Emailing
Designing a weemail campaign that deliver
- Digital Marketing and Retailing
Impact on retailing mix : multi channel, omni channels, etc...
Multichannel behaviors
- Group presentations
Group presentations

Case Question: How to integrate Mobiles technologies in delivery processes and how to use free models in companies
Case Question : Design an online campaign
Case Question : Design an online campaign
Case Question: Organize a we mail action
Case Question: Distribute the offerings through multi channel approach

39,00 3,00

ASSESSMENT :

<table>
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</table>

SUGGESTED FURTHER READINGS :

- Articles and research refs will be delivered during class