

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	Semester : 05/06
Supervisor : AUSTERMANN Frauke	Department : Affaires Internationales
Based in : Shanghai - Office : 04-02	Code : INT371
E-mail : frauke.austermann@essca.fr	Campus : Shanghai
Teaching language : English	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 :

	Lecture	Seminar	Other
Old China: Ancient Chinese History and Civilisation -----	6,00	3,00	3,00
- Introduction: What is China? Who are the Chinese?	<i>To be announced in class</i>		
1, <i>The concept of China in different time, space, and from different people</i>			
2, <i>The concept of Chinese, or by the same token, non-Chinese, nearly Chinese, to-be Chinese etc.</i>			
- Languages, and Peoples in China	<i>To be announced in class</i>		
1, <i>Many histories of China: Perspective from Languages</i>			
2, <i>Peoples in Modern China</i>			
- Religion, Philosophy and Belief in China: From Past to Present	<i>To be announced in class</i>		
1, <i>The three main religious traditions in China: Confucianism, Daoism and Buddhism</i>			
2, <i>Islam, Christianity and other folk religions: where have they come from and how have they fit in the Chinese society?</i>			
- Experiencing Chinese old civilisation in practice: museum visit	<i>- Written assignment based on museum field trip</i>		
<i>Visit of Shanghai Museum</i>			
	<i>- Study for mid-term exam</i>		
New China: Contemporary Issues and Challenges of Chinese Politics and Society -----	6,00	3,00	
- Contemporary Chinese politics and society I	<i>Selection of a topic and preparation for the oral presentation and group debates</i>		
- <i>Introduction to the Chinese political system</i>			
- <i>Comparison to Western political systems</i>			
- <i>Political and societal consequences of China's rise: A Roundtrip</i>			
- <i>Briefing on class debates</i>	<i>- MIGRANT WORKERS AND THE HUKOU SYSTEM: LI Shi: Rural Migrant Workers in China: Scenario, Challenges and Public Policy. International Labour Office, Geneva, Working Paper No. 89, June 2008.</i> <i>- ONE CHILD POLICY: Coale, Ansley J: Population Trends, Population Policy, and Population Studies in China. In: Population and Development Review, 1981, pp.85-97.</i> <i>- ENVIRONMENTAL POLLUTION: Economy, Elizabeth C. The Great Leap Backward? In: Foreign Affairs, Sep/Oct 2007, Vol. 86, Issue No. 5, pp.38-59.</i> <i>- INTERNET SOCIETY: Yang Guobin: The Co-Evolution of the Internet and Civil Society in China. Asian Survey, Vol. XLIII, No. 3, May/June 2003, pp.405-422.</i>		
- <i>Form groups of four students per debate</i>			
- Contemporary Chinese politics and society II			
- <i>Challenges of China's rapid development:</i>			
- <i>Group presentations and class debates:</i>			
(1) <i>Migrant Workers and the Hukou system</i>			
(2) <i>One Child Policy</i>			
(3) <i>Environmental Pollution</i>			
- Contemporary Chinese politics and society III			
- <i>Chances of China's rapid development:</i>			
- <i>Group presentations and class debates:</i>			
(1) <i>Internet Society</i>			
(2) <i>Nationalism</i>			
(3) <i>China's New Leadership</i>			

- NATIONALISM:
- ZhengYongnian: *Nationalism: Dynamics of domestic transformation and international relations in China*. In: WANG Gungwu and ZHENG Yongnian: *China and the New International Order*. Routledge, 2008.
- CHINA'S NEW LEADERSHIP: LI, Eric X.: *The Life of the Party. The Post-Democratic Future Begins in China*. Foreign Affairs, 2012.

12,00 6,00 3,00

ASSESSMENT :

	% of final grade	Assessment type		%	Duration (hours)
Final exam (FE)	50	Oral exam	Group	100	
Midterm exam (ME)	40	Written exam	Individual	100	2,00
Continuous assessment (CA)	10	Oral exams	Individual	50	
		Written exam	Individual	50	

SUGGESTED FURTHER READINGS :

- Shaughnessy, Edward. *China: Empire and Civilization*. New York: Oxford University Press, Incorporated, 2000.
- Birrell, Anne. *Chinese Mythology: An Introduction*. Johns Hopkins University Press, 1993.
- Ebrey, Patricia Buckley. *The Cambridge Illustrated History of China*. Cambridge University Press, 1999.
- Addiss, Stephen. *The Art of Chinese Calligraphy*. Philadelphia, PA: Running Press Book Publishers, 2005.
- Liang Mingyue, *Music of the Billion: An Introduction to Chinese Musical Culture*. C. F. Peters Corp, 1985.
- Anderson, Benedict: *Western Nationalism and Eastern Nationalism: Is there a Difference that Matters?* *New Left Review*, No. 9, May/June 2001, pp.31-42.
- Chan, Kam Wing and Buckingham, Will: *Is China Abolishing the Hukou System?* *The China Quarterly*, 195, pp.582-606, 2008.
- Chan, Chris King-Chi and Pun, Ngai: *The Making of a New Working Class? A Study of Collective Actions of Migrant Workers in South China*. *The China Quarterly*, No.198, pp.287-303, 2009.
- Liu, Kang: *Popular Culture and the Culture of the Masses in Contemporary China*. *Boundary 2*, Vol. 24, No. 3, Postmodernism and China, pp.99-122, 1997.

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-Europe 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 :

	Lecture	Seminar	Other
China-Europe Relations in Theory -----	7,50	7,50	
- Course Introduction			
- <i>Introduction to the course</i>			- <i>Get in touch with Chinese or international companies that are based in China for a trade project</i>
- <i>Foundations of EU-China trade relations</i>			- <i>Draft a project proposal (two pages)</i>
- <i>Briefing on the EU-China trade project</i>			
- Investing in China			
- <i>Challenges & opportunities for foreign investors in China:</i>			- <i>Pre-reading: Davies, Ken (2012). "Inward FDI in China and its policy context", Columbia FDI Profiles, Vale Columbia Centre on Sustainable International Investment, Columbia University, pp. 244-257.</i>
- <i>Overview of China's IFDI</i>			- <i>IMD case (2008). "Danone&Wahaha: A Bitter-Sweet Partnership", p. 1-24.</i>
- <i>Policy & regulation</i>			
- <i>Corporate players</i>			
- <i>EU FDI in China</i>			
- Investment from China			
- <i>Increasing outward FDI from China</i>			- <i>Pre-reading: Clegg, Jeremy, Hinrich Voss (2012). "Chinese Overseas Direct Investment In The European Union", Europe China Research and Advice Network, pp: 1-44.</i>
- <i>Overview of China's OFDI</i>			- <i>European Council of Foreign Relations (2011). China Analysis: "Facing the risk of the 'going out strategy'". Section 1: A road accident, pp: 3-4.</i>
- <i>Policy & regulation</i>			
- <i>Corporate players</i>			
- <i>Chinese OFDI in the EU</i>			
- The economic giant in East Asia: China and regionalism			
- <i>China's involvement in regional and international organizations, such as SCO, ASEAN+3, and the WTO</i>			- <i>Pre-reading: Guoyou Song, Wen Jin Yuan (2012). "China's Free Trade Agreement Strategies", The Washington Quarterly, 35:4 pp. 107-119.</i>
- China and the Market Economy Status			
- <i>China and the market economy status</i>			- <i>Preparation for the simulation game: opening statement on the country position and outline of negotiation strategy</i>
- <i>Briefing on the simulation game</i>			- <i>Rémond, M.: The EU's refusal to grant China 'Market Economy Status' (MES), Asia Europe Journal, September 2007, Volume 5, Issue 3, pp 345-356.</i>
			- <i>Fox, John, Godement, François (2009): A Power Audit of EU-China</i>

China-Europe Relations in Practice -----

12,00 15,00

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

Cross, James: Interventions and Negotiation in the Council of Ministers of the European Union, European Union Politics March 2012, vol. 13 no. 1 47-69

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

Preparation:

- Read EU Chamber's brochure
- Prepare questions for the EU Chambers' QnA round

- 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.)

Preparation: Prepare questions for the alumni panel discussion

Prepare project presentation

Prepare final report

- 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)

Integrate feedback from oral presentation into the final written report

7,50 19,50 15,00

ASSESSMENT :

	% of final grade	Assessment type		%	Duration (hours)
Final exam (FE)	55	Written exam	Individual	50	1,00
		Oral exam	Group	50	
Midterm exam (ME)	30	Written exam	Individual	50	1,00
		Written exam	Individual	50	1,00
Continuous assessment (CA)	15	Written exam	Individual	50	
		Oral exam	Individual	50	

SUGGESTED FURTHER READINGS :

- Shambaugh, David, Sandschneider, Eberhard, Zhou Hong: China-Europe Relations: Perceptions, Policies and Prospects, Routledge, 2008.

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

IDENTIFICATION :

Course title : DOING BUSINESS IN CHINA: COMMERCIAL ENVIRONMENT AND LEGAL SYSTEM	Semester : 05/06
Supervisor : AUSTERMANN Frauke	Department : Affaires Internationales
Based in : Shanghai - Office : 04-02	Code : INT374
E-mail : frauke.austermann@essca.fr	Campus : Shanghai
Teaching language : English	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, 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 :

	Lecture	Seminar	Other
Doing Business in Abroad and in China: Basic Rules of Behavior -----	4,50	16,50	
- Cross-Cultural Management: Fundamental Theories I			
- <i>China : GDP and Demographics. Importance of relevant numbers and how it affects business</i>			- E.T. Hall: <i>Beyond Culture</i> , 1976, Anchor/Doubleday
- <i>Culture: National. Cultural difference and cultural shock.</i>			- Geert Hofstede: <i>Cultures and Organizations</i> , 1991, Harper Collins Business
- <i>Culture: Business. How it affects business</i>			- Fernandez & Underwood (2003), <i>Succeeding in China : the voices of Experience</i> , Forthcoming
			<i>Organizational Dynamics</i> , vol. 35, issue # 1
- Cross-Cultural Management: Fundamental Theories II			
- <i>PESTEL analysis of China : Presentation by students</i>			- E.T. Hall: <i>Beyond Culture</i> , 1976, Anchor/Doubleday
- <i>Introduction of fundamental sociological and anthropological concepts that are relevant to cross-cultural management (such as "perception", "space", "social relationships")</i>			- Geert Hofstede: <i>Cultures and Organizations</i> , 1991, Harper Collins Business
			- Fernandez & Underwood (2003), <i>Succeeding in China : the voices of Experience</i> , Forthcoming
			<i>Organizational Dynamics</i> , vol. 35, issue # 1
- Cross-Cultural Management in China: From Theories to Practice I + II			
- <i>Case studies</i>			- <i>Various case studies and in-class role plays.</i>
- <i>Guanxi</i>			- <i>Documentary: Cross-cultural Management in China</i> , Fernandez, 2006
- <i>Challenges and tips for doing business in China</i>			
- <i>Application of the theory to practical case studies and role plays of foreign companies operating in China</i>			
- <i>Presentations</i>			
- Cultural Foundations of China and the How they Affect Business			
- <i>Basic facts about Chinese culture and civilisation</i>			Laurence J. Brahm, <i>When Yes Means No (Or Yes Or Maybe): How to Negotiate Deals in China</i> , 2003, Tuttle Publishing.
- <i>Confucius theory and social harmony</i>			
- Chinese Business Culture in Practice			
- <i>Business etiquette in China</i>			- Laurence J. Brahm, <i>When Yes Means No (Or Yes Or Maybe): How to Negotiate Deals in China</i> , 2003, Tuttle Publishing.
- <i>The concepts of "guanxi" and "pengyou"</i>			- <i>Application to various case studies (Peugeot versus Volkswagen in China)</i>
- <i>The role of business cards</i>			
- <i>The function of business dinners in China</i>			
- <i>The role of gifts</i>			
- <i>The basic errors of foreigners doing business in China</i>			
- Innovation and Business Opportunities in China			
- <i>Discussion of the opportunities generally and for business careers in China</i>			- <i>In-class debates</i>
- <i>Innovation in China: from "produced in China" to "made in China"</i>			- <i>Study for mid-term exam</i>
- <i>Case studies from smart cities and high tech parks</i>			

Commercial Environment and Legal System ----- 21,00

- 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
 - *JVs 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*
- *Case: Should we develop a disposable version in China?*
 - *In-class work: How to deal with China's extra duties for automakers?*
 - *Reading material will be provided from Harvard Business Review, Dan Harris' China Law Blog, and China Economic Review*
 - *Case: Mama Mia's Recruiting Problems*
 - *Reading material will be provided from Dan Harris' China Law Blog, China Daily, Businessweek, and the Shanghai Daily*
 - *Case:*
Prada and the Fakes
Microsoft in China
 - *Reading material will be provided, sources: Wall Street Journal, Dan Harris' China Law Blog, China Market Research Group, Businessweek*
 - *Case: The Shanghai Customs Office*
 - *Reading material will be provided, sources: Dan Harris' China Law Blog, China Hearsay Blog and others*
 - *Case: Creating a Web Startup in China – The Yunio Way*
 - *Reading material will be provided, sources: Dan Harris' China Law Blog, Shanghai Daily, China Briefing, Wall Street Journal, China Daily, China Hearsay Blog*
 - *Case: Apple learns from Motorola Missteps in China*
 - *Reading material will be provided, sources: China Hearsay Blog, The Telegraph, Financial Times, Wall Street Journal, Pittsburgh Tribune Review, and Eurobiz*
 - *Case: How Should Nike and Adidas Respond to the Greenpeace 'Dirty Laundry' Report?*
 - *Study for final exam*

25,50 16,50

ASSESSMENT :

	% of final grade	Assessment type		%	Duration (hours)
Final exam (FE)	30	Written exam	Individual	100	1,50
Midterm exam (ME)	40	Written exam	Individual	100	1,50
Continuous assessment (CA)	30	Oral exam	Group	100	

SUGGESTED FURTHER READINGS :

- Fernandez and Underwood (2006). *China CEO: Voices of Experience from 20 International Business Leaders*
- Fernandez and Lui (2007). *CHINA CEO: A Case Guide for Business Leaders in China*
- Milton J. Bennet: *Basic Concepts of Intercultural Communication*, 1998, London: Intercultural Press

INT375 - CHINESE ECONOMY AND MONETARY SYSTEM

IDENTIFICATION :

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 :

- 1.1 Demonstrate solid knowledge in the fundamentals of accounting, finance, economics, business law, marketing, management, and information technology.
 4.1 Demonstrate the capacity to analyse the economic, social cultural and political environment of a country or region.

ORGANISATION :

	Lecture	Seminar	Other
Fundamentals of the Chinese Economy -----	5,50	5,50	1,00
- The Chinese Economy: An Introduction			
<i>Course Introduction</i>			<i>Pre-reading: Scott, Bruce R. (2003). "China's Rural Leap Forward", Harvard Business School, pp. 1-30.</i>
<i>Historical overview of the Chinese economic system:</i>			
- <i>Traditional Economy 1127 to 1911</i>			
- <i>Beginnings of Industrialization, 1912-1937</i>			
- <i>War and Civil War, 1937-1949</i>			
- <i>Socialist economy, 1949-1978</i>			
- <i>Transition economy, 1978-</i>			
- Open Doors: The Chinese Economy since 1980			
<i>China's distinctive way of gradual economic reform and decentralization:</i>			<i>- Pre-reading: Qian, Yingyi (1999). "The Process of China's Market Transition (1978-98): The Evolutionary, Historical, and Comparative Perspectives", Working Paper, Stanford University, N.12, pp. 151-171.</i>
- <i>The Chinese approach to transition</i>			
- <i>Two-phase framework of economic reform</i>			
- <i>Developments in the 1980s, Tiananmen break, 1990s to present</i>			
- <i>Contemporary challenges</i>			
- China's State Capitalism			
<i>Chinese government's intervention in the market and its implications:</i>			<i>- Pre-reading: Lin, Li-Wen, Curtis J. Milhaupt (2011). "We are the (National) Champions: Understanding the Mechanisms of State Capitalism in China", Columbia Law and Economics Working Paper No. 409, pp. 1-67.</i>
- <i>Institutions of corporate governance of state-owned enterprises</i>			
- <i>Privatisation and hybrid-ownership forms</i>			
- <i>G2B relationship</i>			
- <i>Written in-class assignment</i>			
- Sustainability of China's economic model			
- <i>Sustainability of China's economic model</i>			<i>Pre-reading: Lin, Justin Yifu (2011). "China and the Global Economy", Remarks at the 20th Anniversary of the University of Science and Technology, Hong Kong, March 23, 2011, pp. 1-16.</i>
- <i>China's economic achievements</i>			
- <i>Contemporary prospects, challenges & opportunities</i>			
- <i>Written in-class assignment</i>			
Chinese Banking System -----	4,50	4,50	
- Development of a Banking System in China			
- <i>Structure of the Chinese financial system today</i>			<i>Pre-reading: article 'China Daily', 'Yuan convertibility remains major snag'</i>
- <i>Regulatory system, the role of institutions</i>			
- <i>Financial innovations: group discussion on the press article</i>			
- <i>Stability of China's financial system and future orientations</i>			
- Current Governance Issues in the Chinese Banking System			
- <i>Corporate governance of Chinese banks: issues and reforms</i>			<i>Pre-reading: article "A Chinese view of governance and the financial crisis: an interview with ICBC's chairman, Dominic Barton, Yi Wang, and Mei Ye, The MC Kinsey Quarterly"</i>
- <i>Commercial bank lending/ credit management practices fundamentals</i>			
- <i>Recent reforms to support more efficiency on capital markets</i>			
- <i>The question of stability of China's financial system</i>			
- Sources of Financing in China			
- <i>Revision of the fundamentals of corporate finance</i>			<i>- Pre-reading articles covering the topics of the bond market, private equity in China</i>
- <i>Financing of SMEs, recent trends in private equity/ venture capital industry</i>			
- <i>Financing of foreign firms in China</i>			

10,00 10,00 1,00

ASSESSMENT :

	% of final grade	Assessment type	%	Duration (hours)
Final exam (FE)	70	Written exam Individual	100	2,00
Midterm exam (ME)	10	Written exams Individual	100	
Continuous assessment (CA)	20	Oral exams Individual	100	

SUGGESTED FURTHER READINGS :

- Kennedy, Robert E., Katherine Marquis (1998). "China Facing the 21th Century", Harvard Business School, 9-798-066, pp. 1-26.
- Haiyan Zhang (2012). "Acquisition of Kelch GmbH by Harbin Measuring & Cutting Tool Group Co Ltd" (HMCT Group), pp. 1-8.
- Henley, John, Colin Kirkpatrick, Georgina Wilde (1999). "Foreign Direct Investment in China: Recent Trends and Current Policy Issues", The World Economy, Vol22, No2, March, pp: 223-243.
- EU Chamber of Commerce in China (2011). "Public Procurement in China: European Business Experiences Competing for Public Contracts in China" – Ch. 5 "Experiences from Three Sectors", pp: 43-54.
- Andrew Millington et. al. (2005). "Gift Giving, "Guanxi" and Illicit Payments in Buyer-Supplier Relations in China: Analysing the Experience of UK Companies", pp. 255-268.
- Luo, Y., Xue, Q., Han, B. (2010). "How emerging market governments promote outward FDI: Experience from China". Journal of World Business, 45 (1): pp. 68-79.
- Zhang, H., Yang, Z., van den Bulcke, D. (2011). Executive Summary, "The European landscape of Chinese enterprises: An analysis of corporate and entrepreneurial firms and the role of the ethnic communities". Antwerp: Antwerp Management School.
- Shambaugh, David, (2005). "China Engages Asia: Reshaping the Regional Order", International Security, Vol. 29, No. 3 (Winter 2004/05), pp. 64-99.
- Lin, Justin Yifu (2010). "The China Miracle Demystified", Paper prepared for the panel on "Perspectives on Chinese Economic Growth" at the Econometric Society World Congress in Shanghai on August 19, 2010, pp. 1-15.
- Cadieux, Danielle, (2012). "China's Economy 2012", Richard Ivey School of Business, pp. 1-5.
- Lin, Justin, Fang Cai, and Zhou Li, The China Miracle: Development Strategy and Economic Reform, Revised Edition, (The Chinese University Press, 2003)
- Naughton, Barry. The Chinese Economy: Transitions and Growth, (MIT Press 2006)
- Lampton, David M., The Three Faces of Chinese Power: Might, Money, and Minds (Berkeley, CA University of California Press, 2008)
- Le système Financier Chinois : Un colosse financier ?
- Laurent Beduneau Wang – Eurasfi Ed. Vuibert
- China Financial System, China finance Series, Ed. ZhongguoJinrongTixi
- Financial English, Ed. University of International Business and University Press
- English for Finance. New-century subject-oriented English, Ed. Xian Jiaotong University Press

IDENTIFICATION :

Total number of hours : **90,00** / ECTS credits : **12,00**

- Dictation
- Review and Wrap-up
- Final discussion and review before the exam

Study for the final exam

22,00 65,00

ASSESSMENT :

	% of final grade	Assessment type	%	Duration (hours)
Final exam (FE)	40	Oral exam Group	50	
		Written exam Individual	50	2,00
Midterm exam (ME)	30	Written exam Individual	100	1,00
Continuous assessment (CA)	30	Oral exams Individual	100	

SUGGESTED FURTHER READINGS :

- Elementary Chinese, (Elementary Chinese), ISBN 2911053834
- Conversational Chinese 301 (2nd edition), BLCU, (Beijing Language and Culture University), ISBN 7561906560
- Modern Chinese - Beginner's Course (Vol. I & II), BLCU (Beijing Language and Culture University) 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**

Semester : **05/06**
 Department : **Affaires Internationales**
 Code : **INT376**
 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 profound Chinese language skills for daily life and business activities.

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 :

	Lecture	Seminar	Other
Preparation for HSK -----		43,00	
- Information exchange and preparation for HSK			
- <i>Chinese money</i>			- Prepare a dialogue : conversation
- <i>The particle "le" as an indicator of change</i>			- in a travel agency
- <i>The translation of "say" in Chinese</i>			- Work through the HSK vocabulary
- <i>Discussion of the HSK exam</i>			
- Be on time!			
- <i>Future tense</i>			- Writing exercise: note down a
- <i>Present progressive</i>			simple travel/vacation plan in
- <i>Expressing probability with « hui »</i>			pinyin
- <i>The structure « yinwei – suoyi »</i>			- Work through the HSK vocabulary
- <i>Practice exam HSK</i>			
- Talking about experiences			
- <i>Expressing two subsequent actions</i>			- Writing exercise : note down an
- <i>The particle "guo" as a signifier of experience</i>			interesting experience of yours in
- <i>The structures "suiran – danshi", "lian – dou"</i>			pinyin
- <i>Practice exam HSK</i>			- Work through the HSK vocabulary
- Making comparisons			
- <i>Expressing results and making comparisons</i>			- Prepare a dialogue : compare two
- <i>The superlatif</i>			cities
- <i>Practice exam HSK</i>			- Work through the HSK vocabulary
			- Study for the final exam
- Describing the capabilities and incapacities, asking permission, expressing prohibition			
- <i>The auxiliary verbs "hui" and "keyi"</i>			Writing exercise: write a simply CV
- <i>The particle "le"</i>			in Chinese and prepare a dialogue
- <i>Duplication of verbs</i>			for a job interview
- <i>The structure of "chu le"</i>			
		43,00	

ASSESSMENT :

	% of final grade	Assessment type	%	Duration (hours)
Final exam (FE)	100	Written exam Individual	50	2,00
		Oral exam Individual	50	
Midterm exam (ME)				
Continuous assessment (CA)				

SUGGESTED FURTHER READINGS :

- Elementary Chinese, ISBN 2911053834
- Conversational Chinese 301 (2nd edition), BLCU, (Beijing Language and Culture University), ISBN 7561906560
- Modern Chinese - Beginner's Course (Vol. I & II), BLCU (Beijing Language and Culture University) Press and Sinoligu
- Modern Chinese - Chinese for Beginners: Chinese Character Workbook, ISBN 7561911394
- Methode d'initiation au chinois ISBN 2950413536

MKG371 - SERVICE MARKETING AND TOURISM MANAGEMENT

IDENTIFICATION :

Course title : **SERVICE MARKETING AND TOURISM MANAGEMENT**
 Supervisor : **AUSTERMANN Frauke**
 Based in : **Shanghai** - Office : **402**
 E-mail : **frauke.austermann@essca.fr**
 Teaching language : **English**

Semester : **05/06**
 Department : **Marketing**
 Code : **MKG371**
 Campus : **Shanghai**

Total number of hours : **45,00** / ECTS credits : **6,00**

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 :

	Lecture	Seminar	Other
.....	16,50	16,50	9,00
- Concept Introduction <i>The introduction of basic concepts of service marketing, tourism destination, tourism management, event, MICE and festivals</i>	Zeithaml, Valerie A. and Mary Jo Bitner (2000), <i>Services Marketing: Integrating Customer Focus across the Firm</i> , 2nd ed. Boston: McGraw-Hill.		
	Rao, C.P. and Singhapakdi, A. (1997) <i>Marketing ethics: a comparison between services and other marketing professionals. The Journal of Services Marketing</i> , 11 (6), 409-426.		
- Tourism development in Shanghai(i) <i>Introduction of the history, policy and current performance of tourism industry in Shanghai</i>	To access the website of 'www.meet-in-shanghai.net' to get some brief information of tourism in Shanghai		
<i>Introduction of event and MICE industry in Shanghai</i>			
- Service marketing in tourism and the use of new technology, Shanghai(ii) <i>Introduction of how Shanghai markets itself at the global level as the international tourism and business destination. The use of new technology is highlighted.</i>	Hunt, Shelby D. (2002), <i>Foundations of Marketing Theory: Toward a General Theory of Marketing</i> . Armonk, NY: Sharpe.		
- Group presentation: how can Shanghai attract more international tourists via service marketing? <i>Students are divided into groups (3-4 persons in one group) and present their ideas on how can Shanghai attract more international tourists.</i>	Berry, Leonard L. and A. Parasuraman (1993), "Building a New Academic Field—The Case of Services Marketing," <i>Journal of Retailing</i> , 69 (1), 13-59.		
	To review the web and get some general information of tourism in Hangzhou		
- Tourism development in Hangzhou (i) <i>Introduction of the history, policy and current performance of tourism industry in Hangzhou</i>	Dixon, Donald F. (1990), "Marketing as Production: The Development of a Concept," <i>Journal of the Academy of Marketing Science</i> , 18 (4), 337-43.		
<i>Introduction of event and MICE industry in Hangzhou</i>			
- Service marketing in tourism and the use of new technology, Hangzhou (ii) <i>Introduction of how Hangzhou markets itself at the global level as the international tourism and leisure destination. The use of new technology is highlighted.</i>	Iacobucci, Dawn (1992), "An Empirical Examination of Some Basic Tenets of Services," in <i>Advances in Services Marketing and Management</i> , Teresa A. Swartz,		

David E. Bowen, and Stephen W. Brown, eds. Greenwich, CT: JAI, 23-52.

- 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.

Vargo, Stephen L. and Robert F. Lusch (2004), "Evolving to a New Dominant Logic for Marketing," *Journal of Marketing*, 68 (January), 1-17.

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

- Tourism in Nanjing (i)

Introduction of the history, policy and current performance of tourism industry in Nanjing

Morgan, N.J., Pritchard, A. and Piggott, R. (2003) *Destination branding and the role of the stakeholders: The case of New Zealand*. *Journal of Vacation Marketing*, 9 (3), 285-299.

Introduction of event and MICE 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.

Neelamegham, R. and Jain, D. (1999) *Consumer choice process for experience goods: An econometric model and analysis*. *Journal of Marketing Research*, 36 (3), 373-386.

- 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.

Nyer, P. U. (1997) *A study of the relationships between cognitive appraisals and consumption emotions*. *Journal of the Academy of Marketing Science*, 25 (4), 296-304.

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

- Tourism and service marketing in Amsterdam (i)

Introduction of tourism development in Amsterdam, especially how Amsterdam improves its hospitalities

O'Neill, M., Palmer, A., and Charters, S. (2002) *Wine production as a service experience – the effects of service quality on wine sales*. *The Journal of Services Marketing*, 16 (4), 342-362.

- Tourism and service marketing in Amsterdam (ii)

Introduction of service marketing in Amsterdam when taking tourism and leisure into account

Plog, S.C., (1974) *Why destination areas rise and fall in popularity*. *The Cornell H.R.A. Quarterly*, 4 (4), 55-58.

- Shanghai EXPO

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

Senecal, S. and Nantel, J. (2004) *The influence of online product recommendations on consumers' online choices*. *Journal of Retailing*, 80, 159-169.

- M50, Xintiandi and Tianzi Fang

Introduction of three urban development projects in Shanghai, with each the performance of service marketing is highlighted

Shanka, T., Ali-Knight, J. and Pope, J. (2002) *Intrastate travel experiences of international students and their perceptions of Western Australia as a tourist destination*. *Tourism and Hospitality Research*, 3 (3), 245-256.

Sundaram, D. S. and Webster, C. (1999) *The role of brand familiarity on the impact of word-of-mouth communication on brand evaluations*, *Advances in Consumer Research*, 26, 664-670.

16,50 16,50 9,00

ASSESSMENT :

	% of final grade	Assessment type		%	Duration (hours)
Final exam (FE)	40	Written exam	Individual	100	3,00
Midterm exam (ME)	40	Oral exam	Group	100	
Continuous assessment (CA)	20	Oral exams	Individual	100	

SUGGESTED FURTHER READINGS :

- Madhavan, R., Koka, B. R., & Prescott, J. E. (1998). Networks in transition: how industry events (re)shape interfirm relationships. *Strategic Management Journal*, 19, 439–459.
- Krackhardt, D. (1992). The strength of strong ties: the importance of philos in organisations. In N. Nohria, & R. G. Eccles (Eds.), *Networks and organizations: Structure, form and action* (pp. 216–239). Boston: Harvard Business School Press.
- Jones, C., Hesterly, W. S., & Borgatti, S. P. (1997). A general theory of network governance: exchange conditions and social mechanisms. *Academy of Management Review*, 22(4), 911–945.

4th year courses in Shanghai

INT471 - ASIAN ECONOMY AND GEOPOLITICS

IDENTIFICATION :

Course title : **ASIAN ECONOMY AND GEOPOLITICS**
 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 : **INT471**
 Campus : **Shanghai**
 Total number of hours : **45,00** / ECTS credits : **6,00**

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 :

	Lecture	Seminar	Other
Asian economy and geopolitics -----	18,00	18,00	6,00
- Introduction to China and (East) Asia <i>General Introduction to East Asia:</i> <i>Geography</i> <i>Nations</i> <i>Political systems</i> <i>Economic overview</i> <i>Tensions</i>			<i>Wang Gongwu: China and the International Order: Some Historical Perspectives, China and the New International Order, Routledge, 2008, pp.21-31.</i>
- Brief historical overview: * <i>Sino-centric tributary system</i> * <i>Western imperialism</i> * <i>Japanese domination</i> * <i>U.S. hegemony</i>			
- China-US Relations <i>Historical development of China-US relations:</i> - <i>Cold War (Korean War, Vietnam War)</i> - <i>Rapprochement in the 1970s</i> - <i>Cross-strait relations and the US factor</i> - <i>Current issues: South China Sea, North Korea/China/US relations</i>			<i>Michael Evans: Power and Paradox: Asian Geopolitics and Sino-American Relations in the 21st Century</i>
- China-Japan Relations <i>Historical development of China-Japan relations:</i> - <i>Imperial China and Japan</i> - <i>Second World War: Japanese invasion and the Nanjing Massacre, impact on contemporary Sino-Japanese relations</i> - <i>Current issues: Diaoyu Islands</i>			- <i>Singh, Bhupindar: Stability in Northeast Asia: Bolstering Defence Diplomacy, RSIS Commentaries, No. 205/2012, 5 November 2012.</i> - <i>Chanlett-Avery, Emma, Dumbaugh, Kerry, Cooper, William H.: Sino-Japanese Relations: Issues for U.S. Policy. Congressional Research Service, 2008.</i>
- East Asian Style Economic Development - <i>East Asian model of the "developmental state", economic success of Japan and Asia's four dragons</i> - <i>1997 financial crisis and its implications for the East Asian economic development model</i>			- <i>David E. Bloom, David Canning, Jocelyn E. Finlay: Population Aging and Economic Growth in Asia</i> - <i>Jomo K.S.: Growth After the Asian Crisis: What Remains of the East Asian Model? pps. 11-26.</i>
- Chinese Style Economic Development/ Team work project I - <i>China's distinctive way of gradual economic reform and decentralization (1980s)</i> - <i>China's economic liberalization and integration into the global trade network (1990s and 2000s)</i> - <i>Briefing on group projects</i>			- <i>Loren Brandt and Thomas G. Rawski: China's Great Economic Transformation, pps:1-27.</i> - <i>Barry Eichengreen, Donghyun Park, Kwansho Shin: When Fast Growing Economies Slow Down, pps. 1-17</i>
- China Rises: Challenges and Opportunities <i>Political and societal implications of China's economic opening for China itself:</i> - <i>Income inequality</i> - <i>Migrant workers</i>			- <i>Dwayne, Benjamin, et al.: Income Inequality during China's Economic Transition. In: Brandt,</i>

- 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
-
- Loren and Rawski, Thomas G.: *China's Great Economic Transformation*. Cambridge University Press, 2008, pp.729-775.
- Perkins, Dwight H. and Rawski, Thomas G.: *Forecasting China's Economic Growth to 2025*. In: Brandt, Loren and Rawski, Thomas G.: *China's Great Economic Transformation*. Cambridge University Press, 2008, pp.829-886.
- Davies, Ken (2012). "Inward FDI in China and its policy context", *Columbia FDI Profiles*, Vale Columbia Centre on Sustainable International Investment, Columbia University, pp. 244-257.
- Luo, Y., Xue, Q., Han, B. (2010). "How emerging market governments promote outward FDI: Experience from China". *Journal of World Business*, 45 (1): pp. 68-79.
- Margot Schüller and Yun Schüller-Zhou: *China's Economic Policy in the Time of the Global Financial Crisis: Which Way Out?*
- Li, Eric X: *The Life of the Party. The Post-Democratic Future Begins in China*. Foreign Affairs, December 2012.
- Glaser, Bonnie S.: *Pivot to Asia: Prepare for Unintended Consequences*. Center for Strategic and International Studies. April 4, 2012.
- Preparation: Prepare for the group presentations*
- Shambaugh, David, Sandschneider, Eberhard, Zhou Hong: *China-Europe Relations: Perceptions, Policies and Prospects*, Routledge, 2008.
- Preparation for the simulation game: opening statement on the country position and outline of negotiation strategy
- Rémond, M.: *The EU's refusal to grant China 'Market Economy Status' (MES)*, *Asia Europe Journal* September 2007, Volume 5, Issue 3, pp 345-356.
- Fox, John, Godement, François (2009): *A Power Audit of EU-China Relations*. London: European Council on Foreign Relations.
- James P. Cross: *Interventions and negotiation in the Council of Ministers of the European Union*, *European Union Politics*, March 2012, Vol. 13, No. 1, pp. 47-69.
- Sheng Lijun: *China and ASEAN in Asian regional integration*. In: Wang Gungwu and Zheng Yongnian: *China and the New International Order*, Routledge, 2008, pp.256-280.

- Pan Guang: *China in the Shanghai Cooperation Organization*. In: Wang Gungwu and Zheng Yongnian: *China and the New International Order*, Routledge, 2008, pp.237-255.
 - Preparation of a proposal for an 'Asian Union'

- Asian Union and Varieties of Capitalism in Asia
 - Presentation and evaluation of the Asian Unions
 - The concept of varieties of capitalism
 - Comparison of varieties of capitalism in Europe with Asia
 - Mock exam

- Peter Hall and David Soskice: *Varieties of Capitalism*, 2001, Oxford University Press
 - Michael Carney, Eric Gedaljlovic, and Xiaohua Yang: *Varieties of Asian Capitalism: Toward an Institutional Theory of Asian Enterprise*, *Asia Pacific Journal of Management*, 2009, 26, 361-380.

18,00 18,00 6,00

ASSESSMENT :

	% of final grade	Assessment type		%	Duration (hours)
Final exam (FE)	50	Written exam	Individual	100	3,00
Midterm exam (ME)	30	Project	Group	50	
		Oral exam	Group	50	
Continuous assessment (CA)	20	Written exams	Individual	50	
		Oral exams	Individual	50	

SUGGESTED FURTHER READINGS :

- Loren Brandt – Thomas G. Rawski(eds.): *China's Great Economic Transformation*, Cambridge University Press, New York, 2008
- Thomas Lum – Wayne M. Morrison – Bruce Vaughn: *China's "Soft Power" in Southeast Asia*, CRS Report for Congress, January 4, 2008
- 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.
- Yiping Huang – Bijun Wang: *From the Asian Miracle to an Asian Century? Economic Transformation in the 2000s and Prospects for the 2010s*, Reserve Bank of Australia, Conference Volume 2011
- 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 :

	Lecture	Seminar	Other
Course Introduction -----	6,00		
- Module Introduction: Shanghai – China's Megapolis			
- <i>Introduction to the course</i>			<i>Reading materials will be distributed</i>
- <i>Team Building</i>			
- Research Methods in Business Studies and Social Sciences			
- <i>introduction to the application of various business research methods</i>			<i>Mark Saunders et al, Research Methods for Business Students, Financial Times/ Prentice Hall 2006</i>
- <i>Project management</i>			
Field Work I -----		3,00	6,00
- Company Visit			
- <i>Visit to Shanghai Volkswagen (SVW)</i>			<i>Website of Volkswagen</i>
- Case Study of MNC in China			
- <i>Case work on Shanghai Volkswagen – First Mover Advantage in Asia</i>			<i>Business case will be provided in class</i>
- Preparing China's 'Billion': New Urban Development and Business			
- <i>How to capture the Chinese Consumers – Retailing in Shanghai</i>			<i>-McKinsey's Report on Urban China (to be provided)</i>
- <i>Visit to Xintiandi</i>			<i>-Students need to report on the visit</i>
Group Projects -----		3,00	6,00
- Group Project			
- <i>Select the target company/industry</i>			<i>- A preliminary schedule and plan to be sent to the instructor</i>
- <i>Brainstorming</i>			
- <i>Division of tasks and timetabling</i>			
- Supervised group project			
- <i>Background research, fieldvisit, interviews etc., as outlined in the plan</i>			<i>- Project dairy to be sent to the instructor</i>
			<i>- Individual group meeting with the instructor</i>
Field Work II -----			17,00
- Countryside Business Visit			
- <i>Visit to companies in China's countryside</i>			<i>Background research on the companies/organisations to be visited</i>
- <i>Meeting with government officials</i>			
- <i>Interaction with Chinese students</i>			
Course wrap-up and final exam -----			3,00
- Student Presentations			
- <i>Final exam and group presentation</i>			<i>Students should send their PowerPoints and project summary/findings to the instructor in advance</i>
	6,00	6,00	32,00

ASSESSMENT :

	% of final grade	Assessment type		%	Duration (hours)
Final exam (FE)					
Midterm exam (ME)	30	Written exam	Individual	100	1,00
Continuous assessment (CA)	70	Oral exams	Individual	30	
		Oral exam	Group	70	

SUGGESTED FURTHER READINGS :

- A course handbook with reading materials will be provided in class
- Deborah Davis, The Consumer Revolution in Urban China, University of California Press, 2000
- John Friedmann, China's Urban Transition, University of Minnesota Press, 2005 John Logan, Urban China in Transition, Wiley Blackwell, 2007
- John Logan, Urban China in Transition, Wiley Blackwell, 2007
- McKinsey Global Institute, Preparing for China's urban billion, 2009:
http://www.mckinsey.com/insights/mgi/research/urbanization/preparing_for_urban_billion_in_china
- 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 :

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 :

	Lecture	Seminar	Other
Introduction to Chinese Pronunciation and Basic Conversations -----		18,00	3,00
- Nice to meet you! <i>Saying hello to people.</i>	<i>oral practice / pronunciation exercises</i>		
- Introducing yourself & Asking someone's name			
- Are you busy? <i>Talking about one's job and occupation</i>	<i>oral practice / pronunciation exercises</i>		
- Which country does she come from? <i>Asking and expressing someone's nationality</i>	<i>oral practice / pronunciation exercises</i>		
- What time is it? <i>Asking the time & Expressing one's ability</i>	<i>oral practice</i>		
- Where is the dining hall? <i>Asking for direction & looking for someone</i>	<i>oral practice / pronunciation exercises / chinese handwriting</i>		
- What do you like to eat? <i>Ordering food in a Restaurant, discussing tastes</i>	<i>Review – from lesson 1 to lesson 5</i>		
Basic Conversation about Family, Friends and Leisure Time -----		12,00	
- Let's go swimming, shall we? <i>Making suggestions & making comments</i>	<i>oral practice</i>		
- How old are you? <i>Asking someone's age</i>	<i>oral practice</i>		
- How many people are there in your family? <i>Talking about one's family</i>	<i>oral practice</i>		
- Happy birthday! <i>Making an appointment & Celebrating someone's birthday</i>	<i>oral practice</i>		
Conversation for Special Situations -----		11,00	
- Let's go shopping! <i>Talking about your likes and dislikes & Shopping</i>	<i>oral practice</i>		
- I am not feeling well at all. <i>Seeing a doctor</i>			
- You have a nice new apartment! <i>Renting a house and Talking about something that has happened</i>			
		41,00	3,00

ASSESSMENT :

	% of final grade	Assessment type	%	Duration (hours)
Final exam (FE)				
Midterm exam (ME)	30	Written exam Individual	100	1,00
Continuous assessment (CA)	70	Oral exams Individual	30	
		Oral exam Individual	70	

SUGGESTED FURTHER READINGS :

- 《,新,实,用,汉,语,课,本,第,二,版,》,（,New Practical Chinese Reader 2nd edition）, Beijing Language and Culture University Press ISBN 978-7-5619-2623-9
- 汉,语,入,门, (Elementary Chinese), ISBN 2911053834 Conversational Chinese 301 (2nd edition), BLCU, (Beijing Language and Culture University),
- Modern Chinese - Beginner's Course (Vol. I & II), BLCU (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

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 :

	Lecture	Seminar	Other
Chinese Language (advanced) -----		44,00	
- It is time for class now. <i>Review of Chinese Pronunciation, Basic Conversations and Writing rules</i>	<i>oral practice/ presentation</i>		
- Will you join us? / I can't go. <i>Invitation / Declination</i>	<i>oral practice</i>		
- I am sorry. / It is really a pity that I haven't seen him. <i>Apology / Regret</i>	<i>oral practice</i>		
- This picture is very beautiful! <i>Praise / Review</i>	<i>oral practice / writing exercises</i>		
- Congratulations! / Please don't smoke. <i>Congratulation / Persuasion</i>	<i>oral practice</i>		
- It is colder today than it was yesterday. / I also like swimming. <i>Comparison / Hobby</i>	<i>oral practice</i>		
- Please speak slowly. <i>Language / Review</i>	<i>oral practice / writing exercises</i>		
- I have a headache. / Mid-term exam <i>To see a doctor / Mid-term exam</i>	<i>oral practice / writing exercises</i>		
- The scenery is very beautiful there! / Are there any rooms available? <i>Traveling</i>	<i>oral practice</i>		
- Are you better now? <i>To pay a visit / Review</i>	<i>oral practice / writing exercises</i>		
- I'll return home / We are sorry to let you go. <i>Departure / To give a farewell</i>	<i>oral practice</i>		
- I can't go to the airport to see you off. / Have a pleasant journey. <i>To see someone off</i>	<i>oral practice</i>		
- Is this the place for checking luggage? <i>Shipment / Review</i>	<i>oral practice / writing exercises</i>		
- Overall Review <i>Overall Review</i>	<i>oral practice / writing exercises</i>		
		44,00	

ASSESSMENT :

	% of final grade	Assessment type	%	Duration (hours)
Final exam (FE)				
Midterm exam (ME)	30	Written exam Individual	100	1,00
Continuous assessment (CA)	70	Oral exams Individual	30	
		Oral exam Individual	70	

SUGGESTED FURTHER READINGS :

- 12298, 24403, 20195, 20013, 25991, 12299, Contemporary Chinese, SINOLINGUA Press, ISBN 978-7-80052-937-5
- 12298, 26032, 23454, 29992, 27721, 35821, 35838, 26412, 31532, 20108, 29256, 12299, 65288, New Practical Chinese Reader 2nd edition 65289,, Beijing Language and Culture University Press, ISBN 978-7-5619-2623-9
- 12298, 27721, 35821, 20250, 35805, 301 21477, 12299, Conversational Chinese 301, Beijing Language and Culture University Press, ISBN 978-7-5691-1404-5

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 :

	Lecture	Seminar	Other
Overview of Country Risk -----		3,00	
- Introduction			
<i>Historical perspective of country risks</i>			
<i>Literature review</i>			
<i>Refresh basic theories and laws</i>			
<i>Risks as a chance in business life supposed managers understand how to handle them</i>			
- Risk Classification			
<i>Differing risks that investors can face on foreign markets</i>			
<i>Concept of Enterprise Risk Management (ERM).</i>			
			<i>Bert S., Country Risk Analysis: Principles, Practices and Policies, in Frenkel M., Karmann A. & Bert S. (2004), Sovereign Risk and Financial Crises, Springer-Verlag Berlin Heidelberg</i>
			<i>Case Study</i> <i>SOLVENCIA : Eurobond request to Smith & Parker Bank</i>
Traditional Risk Foundations -----	6,00		
- Socio-political Factors			
<i>Internal forces which may influence social climate and political stability in developing countries.</i>			
<i>Focus on the regulatory and political environment.</i>			
<i>Comparison of issues in the political economy of China and Southeast Asia.</i>			
			<i>AmCham Shanghai 2014 China Business Report (main focus on "Analysis of Survey Results" section 3, most relevant to business/political risk)</i>
			<i>Corporate Materials from Control Risks (one of the world's top risk consultancies): Country Risk Forecasts for China and Southeast Asian countries</i>
- Financial and Economic Factors			
<i>Identify common financial and macro-economic factors impacting Country Risk indicators.</i>			
<i>Focus on the macro-economic factors and the interdependencies between nations</i>			
			<i>Currie D.M. (2011), Country Analysis, Gower Publishing Limited</i>
			<i>Presentation</i> <i>Groups of Students discuss a selected chapter in Currie D.M. (2001)</i>
Contemporary Risk Origin -----		6,00	
- Cultural Risk			
<i>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.</i>			
			<i>Oded S. (2001), Cultural Distance Revisited: Towards a More Rigorous Conceptualization and Measurement of Cultural Differences, Journal of International Business Studies, Third Quarter.</i>

<ul style="list-style-type: none"> - Natural and Environmental Risk <i>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.</i> - Globalization and Rising Country Risks <i>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.</i> 	<p>Ramady M. (2011), <i>The GCC Economies : Stepping Up To Future Challenges</i>, Springer, part II.</p> <p>Distance Still Matters: The Hard Reality of Global Expansion (HBR OnPoint Enhanced Edition)</p>
<p>Global Opportunities and Threats -----</p> <ul style="list-style-type: none"> - Emerging Companies <i>The session analyses global emerging industries and identifies strategic positions. It analyses why companies globalize and assess how they develop global strategies.</i> 	<p>3,00</p> <p>Guemawat P. (2007), <i>Managing Differences: The Central Challenge of Global Strategy</i>, Harvard business Review, March.</p> <p>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.</p>
<p>Country Risk Assessment -----</p> <ul style="list-style-type: none"> - Measures of Country Risk <i>This session introduces risk assessment measures and justifies the use of Country Risk Indicators as well as their limits.</i> - Quantitative and Qualitative Methodologies <i>This session provides a detailed understanding of analytical methodologies for assessing Sovereign and Country risks in mature and developing markets.</i> - Rating in China: A Critical Assessment <i>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.</i> 	<p>9,00</p> <p>Hiranya K. N. (2008), <i>Country Risk Analysis: A Survey of the Quantitative Methods</i>, International Business Review , 17(3).</p> <p>Case Study <i>Managing Risk in an Unstable World</i></p> <p>Hand out by instructor</p>
<p>Global Country Risk Rating/Ranking and International Business Development -----</p> <ul style="list-style-type: none"> - The Rating Agency Model Approach <i>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)</i> - The Impact of Rating/Ranking on Corporate Strategies for Foreign Markets <i>The session helps to understand the role of rating agencies and examine to what extent international companies considers their ranking in the choice of target markets and entry mode/presence on foreign markets.</i> 	<p>6,00</p> <p>Cosset J.C., Roy J. (1991). <i>The Determinants of Country Risk Ratings</i>, Journal of International Business Studies, 22 (1)</p> <p>Llewellyn D. Howell (2007), section 4</p> <p>Standard & Poor's (2011a). <i>Banking Industry Country Risk Assessment Methodology And Assumptions</i>, S&P's website (www.standardandpoors.com)</p> <p>Group presentation: Choose a multinational company, analyse the ranking of its main market and its modes of entry to different markets. Analyse the target emerging market's opportunities and threats, and relate the country factor to the company's foreign market entry.</p>
<p>Risk Mitigation -----</p> <ul style="list-style-type: none"> - Risk Management and Business Performance <i>How companies integrate risk management in their business practices. Firm-specific risks directed at a particular company or a business branch. Stakeholder Concept</i> 	<p>6,00 3,00</p> <p>Saleem S. and Zain U. (2011), <i>Do effective risk management affect organizational performance</i>, European Journal of Business and Management, 3(3).</p> <p>Hain S.(2001), <i>Risk perception and risk management in the Middle East market: theory and practice of</i></p>

multinational enterprises in Saudi Arabia, Journal of Risk Research, 14(1)

Llewellyn D. Howell (2007), section 6

*Case Study
IFP, Indonesia
Preparation for final exam*

Corporate Materials from Control Risks

- 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)*

27,00 15,00

ASSESSMENT :

	% of final grade	Assessment type		%	Duration (hours)
Final exam (FE)	60	Written exam	Individual	100	3,00
Midterm exam (ME)					
Continuous assessment (CA)	40	Written exam	Individual	60	
		Project	Group	40	

SUGGESTED FURTHER READINGS :

- Michael Frenkel, Alexander Karmann and Bert Scholtens (2004), *Sovereign Risk and Financial Crises*, Springer-Verlag Berlin Heidelberg
- Llewellyn D. Howell (2007), *The Handbook of Country and Political Risk Analysis*, 4th Edition, Author/Editor, East Syracuse, NY: The PRS Group
- Ramady M. (2011), *The GCC Economies : Stepping Up To Future Challenges*, Springer, part II.

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 :

	Lecture	Seminar	Other
Fundamentals of Cross-Cultural Management and Negotiation -----	15,00	9,00	
- Course introduction			
- <i>Introduction to the course</i>			- <i>Dallas – How to do business in China</i> Ed Mc graw Hill
- <i>The challenges of managing different cultures</i>			- <i>Business case example: Carrefour versus Wall Mart in China. Who will win?</i>
- <i>Impact of cultural differences on business models and strategies.</i>			
- <i>Cross cultural due diligence in China</i>			
- Negotiations in cross-cultural environments			
- <i>What is a negotiation?</i>			<i>Doing Business in China for dummies. Extract chapter Getting business Going through Successful I Negotiation</i>
- <i>The negotiation process. Principles and tactics from a generic perspective</i>			
- <i>Negotiations in a cross-cultural business environment</i>			
- Cross-Cultural Management: Fundamental Theories I			
<i>Introduction of fundamental sociological and anthropological concepts that are relevant to cross-cultural management (such as "perception", "space", "social relationships")</i>			- <i>E.T. Hall: Beyond Culture, 1976, Anchor/Doubleday</i> - <i>Geert Hofstede: Cultures and Organizations, 1991, Harper Collins Business</i> - <i>Fernandez & Underwood (2003), Succeeding in China : the voices of Experience, Forthcoming Organizational Dynamics, vol. 35, issue # 1</i>
- Cross-Cultural Management: Fundamental Theories II			
<i>Introduction of fundamental sociological and anthropological concepts that are relevant to cross-cultural management (such as "perception", "space", "social relationships")</i>			- <i>E.T. Hall: Beyond Culture, 1976, Anchor/Doubleday</i> - <i>Geert Hofstede: Cultures and Organizations, 1991, Harper Collins Business</i> - <i>Fernandez & Underwood (2003), Succeeding in China : the voices of Experience, Forthcoming Organizational Dynamics, vol. 35, issue # 1</i>
- Preparing successful negotiations in cross-cultural environments			
- <i>The role of trust</i>			<i>Building the High Trust Organisation, Morreale Hackman Ed. Wiley</i>
- <i>Interests, goals of the negotiating parties</i>			
- <i>Organisational trust: myth and research models</i>			
- <i>The five dimensions of trust</i>			
- <i>The role of trust in Chinese culture</i>			
- Conducting successful negotiations in cross-cultural environments I: Theory			
- <i>The role of 'small talk'</i>			<i>Prepare for the role play</i>
- <i>Understand and evaluate the other party's interests and motivations</i>			
- <i>Negotiation tactics</i>			
- <i>Time management</i>			
- Conducting successful negotiations in cross-cultural environments II: Practice			
- <i>Role plays of cross-cultural negotiations</i>			
- <i>Evaluation by the teacher / discussion with the students</i>			
- Negotiations in China: Insights from Experience			
- <i>Best practices for successful negotiations in China</i>			<i>How to manage a successful business in China</i>
- <i>Invitation of guest speakers</i>			<i>Johan Bjorksten</i>

Anders Hagglund
Ed. World Scientific

The Art of War for managers
50 strategic rules
Gerald A. Michaelson
Edition Adamsmedia

Inside Chinese Business
A guide for managers worldwide
Ming Jer-Chen
Ed. Harvard Business School

Cross-Cultural Management and Negotiation IN CHINA -----

4,50 13,50

- 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 society in transition: 1840-1949, 1949-1979, Post-1980
- 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

- Edward Shaughnessy, *China: Empire and Civilization*. New York: Oxford University Press, Incorporated, 2000.

Laurence J. Brahm, *When Yes Means No (Or Yes Or Maybe): How to Negotiate Deals in China*, 2003, Tuttle Publishing.

Application to various case studies (Peugeot versus Volkswagen in China)

Various case studies and in-class role plays.

Documentary: *Cross-cultural Management in China*, Fernandez, 2006

To be confirmed

To be confirmed

19,50 22,50

ASSESSMENT :

	% of final grade	Assessment type		%	Duration (hours)
Final exam (FE)	50	Written exam	Individual	100	3,00
Midterm exam (ME)					
Continuous assessment (CA)	50	Oral exams	Individual	60	
		Oral exam	Group	40	

SUGGESTED FURTHER READINGS :

- Fernandez, Bernard, Built Trust in China, A Cross-Cultural and Relational Perspective, in Zheng and Yang, La Confiance et le Relations Sino-Européennes, 2010, L'Harmattan, pp.49-60.
- Milton J. Bennet, Basic Concepts of Intercultural Communication, 1998, London: Intercultural Press.
- Fernandez, B., Mutabazi E. & Pierre P. International Executives, Identity, Strategies and Mobility in France and China, Asia Pacific Business Review, Vol. 12, N°1 53-76, January 2006

MGT474 - LEADERSHIP AND STRATEGY

IDENTIFICATION :

Course title : **LEADERSHIP AND STRATEGY**
 Supervisor : **AUSTERMANN Frauke**
 Based in : **Shanghai** - Office : **04-02**
 E-mail : **frauke.austermann@essca.fr**
 Teaching language : **English**

Semester : **07/08**
 Department : **Management**
 Code : **MGT474**
 Campus : **Shanghai**

Total number of hours : **45,00** / ECTS credits : **6,00**

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 :

	Lecture	Seminar	Other
Leadership -----	15,00		
- Figures of Power <i>Refresh economic knowledge about basic economic laws, the functions in a company, the knowledge areas, the ERM theory, the Stakeholder Concept, conflict management</i> <i>Understanding the structure of power and its dynamics in organizations</i>			De Pree, M. Leadership is an art - Chapter Interviews with S. Vallas, N. Fligstein, S. Clegg, J.C. Thoenig, M@n@gement, 2011/1, vol. 14, p. 24-46 Film : Jonestown
- Forms and Types of Leadership <i>Managers & leaders: similarities and differences</i> <i>Understanding leadership styles</i>			De Pree, M. Leadership is an art-Chapter Zaleznik, A. Managers and leaders, are they different? Best of HBR Case : "Wash Whiter than white", Paul Hardy
- The Exercise of Authority in the Superior-Subordinate Relationships <i>Negotiating, communicating & creating followers</i> <i>Directing a subordinate who objects indirectly</i> <i>Understanding the dynamic of an authority relationship</i>			De Pree, M. Leadership is an art-Chapter Zaleznik, A. The dynamic of subordinacy, HBR N°916531 Kets de Vries, MFR. Folie à deux : acting out your superior's fantasies Case : Blackman and Dodds, Bob Knowlton, Del Tronics
- The Political Skills in Organizations: a Must or a Necessary Evil? <i>Networking, data mining and influencing events and people</i> <i>Know-how to develop political skills</i> <i>Analysis of power games</i> <i>Entering the political stakes of relationships in organizations</i>			De Pree, M. Leadership is an art-Chapter Ferris, R.G. & al. Political skill at work, Organizational dynamics, vol. 28, N° 4, 2000, p.25-37 Jim Donovan, Cibola
- The Vision of the Leader: Anticipate the Future <i>Vision: a stretch and leverage approach</i> <i>Empowering creativity in an organization</i> <i>Mobilizing towards a mission statement</i> <i>Examples of key leaders in innovative organizations</i>			De Pree, M. Leadership is an art-Chapter Tichy, N, Charan, R, An interview with Jack Welch, HBR, sept-oct 1989 Case : Dead leaves, Mag Rec Inc.

Strategy -----	12,00
- The Strategic Arena	
<i>The characteristics of strategic decisions</i>	<i>JOHNSON et al. (2011), Fundamentals of Strategy, PEARSON, Chapter 1</i>
<i>What is and what isn't strategy and strategic management</i>	
<i>How strategic priorities vary by level</i>	
<i>The basic vocabulary of strategic decision-making</i>	
- Appreciating Competitiveness	
<i>Context and characteristics of competitiveness</i>	<i>JOHNSON et al. (2011), Fundamentals of Strategy, PEARSON, Chapter 2</i>
<i>How the external environment influences competitiveness?</i>	
<i>Strategic tools to frame the external environment</i>	
<i>Competitiveness drivers</i>	
<i>Competitiveness improvement choices</i>	
- Strategic Leverage of Resources	
<i>Value Chain analysis</i>	<i>JOHNSON et al. (2011), Fundamentals of Strategy, PEARSON, Chapter 3</i>
<i>Core competencies</i>	
<i>From fit & allocation to stretch & leverage perspectives</i>	
- New Insights and Issues in Strategy	
<i>Strategic moves</i>	<i>KIM & MAUBORGNE (2005), Blue Ocean Strategy, HBS Press, Chapter 1</i>
<i>Blue Ocean Strategies</i>	
<i>New economics and trends in technological environments</i>	
<i>Introduction to the Business Game</i>	
Business Game -----	14,00
- Getting inspiration & investigating	
<i>Introduction to the Business Game</i>	<i>Research, data gathering, investigations, interviews, etc.</i>
<i>Forming of teams</i>	
- Creating	
<i>Developing a business idea/ a business model</i>	<i>Research, data gathering, investigations, interviews, etc.</i>
- Prototyping	
<i>Developing a strategy, based on research and data gathered during the week before.</i>	<i>Preparing of presentation</i>
- Presenting	
<i>Planning, refining and presenting</i>	
<i>Reflecting on the process and sharing in the group</i>	
Guest Speakers -----	3,00
- Guest speakers on leadership & strategy	
<i>Experience sharing session with leaders</i>	

27,00

17,00

ASSESSMENT :

	% of final grade	Assessment type		%	Duration (hours)
Final exam (FE)					
Midterm exam (ME)	40	Written exam	Individual	100	1,00
Continuous assessment (CA)	60	Written exam	Individual	30	
		Oral exams	Group	70	

SUGGESTED FURTHER READINGS :

- JOHNSON et al. (2011), Fundamentals of Strategy, PEARSON.
- De Pree, M. (2004) Leadership is an art, Currency Doubleday.
- Bass, B. (1990). Bass & Stogdill's Handbook of Leadership: Theory, Research, and Managerial Applications. New York, NY: Free Press
- JOHNSON et al. (2010), Exploring Strategy Text & Cases, PEARSON.
- THURMAN P. (2009), MBA Fundamentals: Strategy, Kaplan Test Prep.

MKG474 - STRATEGIC AND SUPPLY CHAIN MANAGEMENT

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 :

	Lecture	Seminar	Other
Basics of Strategic Sourcing and Supply Chain Management -----		12,00	
- Sourcing strategy			
• <i>Sourcing as a competitive strategy</i>			<i>Chapter 14, Supply Chain Management, 4th edition, S. Chopra & P. Meindl</i>
• <i>Selecting a supplier</i>			
• <i>Contract design</i>			
• <i>Collaboration with suppliers on R&D</i>			
- Integrating the supply chain			
• <i>Relationship types</i>			<i>Chapter 2</i>
• <i>Integration and synchronisation</i>			
• <i>Facility location</i>			
• <i>Third party logistics</i>			
- Time in logistics			
• <i>Time-based competition</i>			<i>"Traditional and innovative paths towards time-based competition" (pdf)</i>
• <i>Time based process mapping</i>			
• <i>Managing timeliness</i>			
- Inventory management			
• <i>Positioning inventory</i>			<i>Chapter 11</i>
• <i>Case study presentation</i>			<i>Case study: Infineon, tuning into client needs</i>
On site study of logistic processes -----			9,00
- Visit of logistic operations of Chinese exporter and/or Logistics operator in Shanghai (full day)			
Corporate Strategy, Logistics and Supply Chain Management in China -----		15,00	
- Introduction to the supply chain landscape in China			
<i>Current trends</i>			<i>Reading material will be distributed</i>
<i>Logistical bottlenecks</i>			
<i>Opportunities and challenges</i>			
- Sourcing -Quality Issues -Intellectual Property Protection -Risk Management			
<i>Quality Fade and Third-Party Quality Control Issues</i>			<i>- Case Apple & Foxconn</i>
<i>Shanzhai Culture, First to File trademark system and Contracts in China</i>			<i>- Reading material will be distributed</i>
<i>The Challenge of negotiation and required steps in Due Diligence in Asia</i>			
<i>Effective Third-Party inspection audits</i>			
- Corporate Social Responsible Supply Chain Management			
<i>Common ethical and CSR issues in Asia</i>			<i>Case: How Walmart is changing China</i>
- <i>Quality of Air, Water and Food</i>			
<i>Political issues in Asia</i>			<i>Reading material will be distributed</i>
- Entering Foreign Markets and International Acquisition			
<i>Navigating the changing legal environment in Asia – Case of Avon</i>			<i>Case: Best Buy& Media</i>
<i>Creating and managing joint ventures and strategic alliances in Asia</i>			<i>Reading material will be distributed</i>
<i>JVs versus WOFEs in China</i>			
<i>Single vs dual brand strategy</i>			
<i>Global vs local strategy</i>			
- Retaining and building market share Retailer-Supplier Partnerships M&A activity			

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 -----

6,00

- Future Trends of Supply Chain Management in Asia China (Shanghai) Pilot Free Trade Zone

Can China Move Up the Value Chain?

Will China Grow Old Before it Becomes Rich?

Reading material will be distributed

- Oral Presentations

- 15 minute Presentations

- The Sourcing Process

Review for final exam

33,00

9,00

ASSESSMENT :

	% of final grade	Assessment type		%	Duration (hours)
Final exam (FE)	50	Written exam	Individual	100	3,00
Midterm exam (ME)					
Continuous assessment (CA)	50	Written exams	Group	60	
		Oral exams	Individual	40	

SUGGESTED FURTHER READINGS :

- PENG, M.W. (2006), Global Strategy. Thomson South-Western (ISBN: 9780324288520) <http://peng.swlearning.com>
- CHOPRA S. & MEINDL P., Supply Chain Management (4th Edition), Pearson Education, 2009
- Midler, Paul (2010). Poorly Made in China: An Insider's Account of the China Production Game
- HARRISON A. & VAN HOEK R. (2011) Logistics management and strategy. Competing through the Supply Chain. 4th ed. Prentice Hall
- DE TONI A. & MENEGHETTI A., (2000) Traditional and innovative paths towards time-based competition, International Journal of Production Economics (pdf)
- 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.
- LEVESQUE, Peter J. (2011), The Shipping Point: The Rise of China and the Future of Retail Supply Chain Management, Wiley

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**

Semester : **07/08**
 Department : **Marketing**
 Code : **MKG475**
 Campus : **Shanghai**

Total number of hours : **45,00** / ECTS credits : **6,00**

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 :

	Lecture	Seminar	Other
Consumer Behaviour in Asia -----	7,50	7,50	
- The Environment of Asian Markets <i>Economic, historical, cultural overview of the main markets. Methodology for the class project.</i>			<i>Students are requested to pick two brands from one market to study</i>
- Consumer Behavior principles <i>Theory and concepts of consumer behavior. Qualitative and quantitative research.</i>			<i>Reading on consumer behavior theory. Students 1st country presentation</i>
- Asian Consumer Behavior: Japan and Korea <i>Social evolution and characteristics of Japanese and Korean consumers.</i>			<i>Gather secondary data on the market in which the 2 brands evolve. Present the companies' profiles.</i>
- Chinese Consumer Behavior <i>The changing Chinese consumer in perspective</i>			<i>Reading on Chinese consumers. Students 2nd country presentation</i>
- Students' presentation on consumer behavior <i>Study of other Asian countries</i>			<i>Students present their analysis of an Asian country's consumer behavior</i>
Retailing in Asia -----	4,50	4,50	
- Retailing principles <i>Retailing challenges today. Distribution and retail networks.</i>			<i>Reading on a major global retailer present in Asia. Students 3rd country presentation</i>
- Asian retailing Characteristics <i>Current retailing in Asia. Characteristics of Asian distribution and retail networks.</i>			<i>Study their distribution strategy, including store checks in Shanghai.</i>
- Chinese distribution <i>Current Chinese distribution development, and Shanghai retail scene</i>			<i>Students present the comparison of two stores in Shanghai, and online strategy of the two companies studied.</i>
Branding in Asia -----	7,50	7,50	
- Branding principles <i>Branding theory key points.</i>			<i>Student 4th country presentation Reading on branding</i>
- Branding in Asia <i>Branding concepts overview. Evolution of branding among foreign and local companies.</i>			<i>Analyze their current brand strategy and competition. Hand out the first analysis of the 2 brands on a Word document</i>
- Established Japanese brands <i>Analysis of key success factors of established Japanese brands in a few sectors</i>			<i>Student 5th country presentation</i>
- Emerging Chinese brands <i>Analysis of new business models in branding in China.</i>			<i>Reading on one Chinese brand strategy.</i>

- Successful Strategies
Overview of major players' position and evolution.

Hand out the recommendations on a Word document

Final Assessments -----

5,00

- 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 :

	% of final grade	Assessment type		%	Duration (hours)
Final exam (FE)	60	Written exam	Individual	50	1,00
		Oral exam	Group	50	
Midterm exam (ME)	20	Project	Group	50	
		Oral exam	Group	50	
Continuous assessment (CA)	20	Oral exams	Individual	100	

SUGGESTED FURTHER READINGS :

- BALADI Joseph, The brutal truth about Asian branding: How to break the vicious cycle, Wiley, 2011
- HALEPETE Jaya, Retailing in Asian markets, Fairchild, 2011
- KAYNAK Erdener et Al., International retailing plans and strategies in Asia, Routledge, 2005
- KRAFFT & MANTRALA Ed., Retailing in the 21st century: Current and future, Springer-Verlag Berlin, 2010.
- TEMPORAL Paul, Branding in Asia: The creation, Development and Management of Asian Brands for the Global Market, Wiley, 2001
- Suggested website : <http://www.brandingasia.com/>
- Regular reading of local economic press and marketing magazines is requested.

MKG476 - DIGITAL MARKETING

IDENTIFICATION :

Course title : **DIGITAL MARKETING**
 Supervisor : **AUSTERMANN Frauke**
 Based in : **Shanghai** - Office : **04-02**
 E-mail : **frauke.austermann@essca.fr**
 Teaching language : **English**

Semester : **07/08**
 Department : **Marketing**
 Code : **MKG476**
 Campus : **Shanghai**
 Total number of hours : **45,00** / ECTS credits : **6,00**

OVERALL DESCRIPTION :

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 :

	Lecture	Seminar	Other
Introduction to the course and analysis of the MACRO Environment of the Digital Environment		9,00	
<ul style="list-style-type: none"> - Course Introduction <ul style="list-style-type: none"> <i>Introduction to the course objectives, structure and assessments</i> <i>Presentation of the longitudinal case study</i> <i>Business Model Analysis</i> <i>Emerging Business Models</i> <i>B2B Digital Marketing Practices</i> <i>Tools and Business models for B2B</i> - Description of the Internet, Functions, Regulations <ul style="list-style-type: none"> <i>Introducing the DIMA components - Webs 1.0 to 3.0</i> <i>Presentation of the Internet, how it works, how it is regulated</i> <i>Description of the network, IP address, DNS system</i> <i>Geopolitical aspect of the internet</i> <i>Consequences for companies, brand, privacy</i> - Identify Utopias and Distopias generated by Digital Environments / Internet as a Media <ul style="list-style-type: none"> <i>How to communicate, socialize and manage in a digital world</i> <i>The brand and digital identity: Which tools, messages and risks associated to the creation of digital identity</i> <i>Research tools for assessing digital identity</i> 		<ul style="list-style-type: none"> <i>Case Question - How to get IP addresses, How to protect brands, How to secure activities, How to respect privacy</i> <i>Case Question 1: How to promote the digital environments</i> <i>Case Question 2: Analyse and define the digital identity of a brand and of yourself</i> 	
Micro Environment: Impact of Digital Technologies, competitors and consumer on Business Models and th			12,00
<ul style="list-style-type: none"> - Presentation of the company's existing business model and first recommendations for improvements <ul style="list-style-type: none"> <i>Definitions of Business models</i> <i>Emerging Business Models</i> <i>Business to Business Digital Marketing Practices</i> <i>Tools and Business models for business to business marketing</i> <i>Platforms</i> <i>Digital Technologies and Value Chain</i> - Impact of Digital Technologies on Business Models <ul style="list-style-type: none"> <i>Co-creation models</i> <i>Crowd sourcing models</i> <i>Crowd funding models</i> <i>Impact of those models on new product development</i> - Relationship marketing using digital platforms <ul style="list-style-type: none"> <i>Information generated by on line activities</i> <i>Providers of information</i> <i>Interfacing web pages and databases</i> <i>Customising Customer Experience</i> <i>Case Question: Design your customer Database and Define Customization</i> - Social Networks as a media <ul style="list-style-type: none"> <i>Using Social Media Tools to Promote and Develop Brands</i> <i>Identifying and Targeting Digital Influencers in Social Media</i> 		<ul style="list-style-type: none"> <i>Case Question: Define the company's business model</i> <i>Case Question : Include crowd models in the business model</i> <i>Case Question: Design the Social Media Marketing Mix</i> 	
Implementation and Tools -----	18,00		3,00
<ul style="list-style-type: none"> - Delivering the On Line Customer Experience through web site <ul style="list-style-type: none"> <i>Web site ergonomy</i> 		<i>Case Question: Analyse</i>	

- 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 webmail campaign that deliver
- Digital Marketing and Retailing
Impact on retailing mix : multi channel, omni channels, etc..
Multichannel behaviors
- Group presentations
Group presentations

contributors to trust on different web sites

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: Organize a web mail action

Case Question: Distribute the offerings through multi channel approach

39,00

3,00

ASSESSMENT :

	% of final grade	Assessment type		%	Duration (hours)
Final exam (FE)	40	Written exam	Individual	100	3,00
Midterm exam (ME)					
Continuous assessment (CA)	60	Project	Group	60	
		Oral exam	Group	40	

SUGGESTED FURTHER READINGS :

- Reference books: Chaffey, D., Ellis-Chadwick, F., 2012, Digital Marketing: Strategy, Implementation and Practice, Pearson, Fifth Edition
- Complementary books: Turban, E., King, D., Lee, J., Liang, T.P., Turban, D., 2010, Electronic commerce 2010: a managerial perspective, Pearson Ed.
- Complementary books: Chaffey, D., 2009, E Business and E Commerce Management: Strategy, Implementation and Practice, Prentice Hall, Fourth Ed
- Complementary books: Jelassi, T., Enders, A., 2008, Strategies for E Business: Concepts and Cases, Prentice Hall, 2nd Edition
- Complementary books: Benkler, Y., 2006, The wealth of networks: how social production transforms markets and freedom, New Haven and London, Yale University Press.
- Articles and research refs will be delivered during class

