



COURSE CATALOGUE **CATALOGUE DE COURS**



Shanghai



2019-2020

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2ND YEAR COURSES IN SHANGHAI

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SEMESTER 4

BMI400 International Business and Marketing

Course coordinator : **Zsuzsa DELI-GRAY**

zsuzsa.deli-gray@essca.fr – Office : BUDAPEST in BUDAPEST

Course Information

Department : BACHELOR

Semester : 04 – Teaching campus : BUDAPEST, SHANGHAI

Total of course hours : 45,00 – ECTS credits : 6,00

Teaching language : English

OVERALL DESCRIPTION

The course illustrates how successful managers must function in a competitive world. With the help of current examples that reflect the vibrancy of the international business field, the student-friendly approach offers a managerial approach that keeps an emphasis on skills development, emerging markets and geographical literacy.

LEARNING GOALS & LEARNING OBJECTIVES

2. Operational problem-solving and analysis

2.1. Analyse and formulate an operational problem statement, while relying on a global vision that takes into account the specificities of the context studied

3. Teamwork and Communication

3.3. Organise and plan a task in a rigorous and methodical way.

ORGANIZATION

1.Session 1 SEMINAR:3.0h

Session1 : An overview of international business

Understanding the basics of international business

Readings and homework
Griffin, R. W. – Pustay, M. (2015): Chapter 1

Working on the group assignment

2.Session 2 SEMINAR:3.0h

Session2 : Global marketplaces and business centers

Understanding the differences between the different marketplaces

Readings and homework
Griffin, R. W. – Pustay, M. (2015): Chapter 2

Working on the group assignment

3.Session 3 SEMINAR:3.0h

Session3 : The role of culture

Understanding the importance of culture in business

Readings and homework
Griffin, R. W. – Pustay, M. (2015): Chapter 4

Working on the group assignment

4.Session 4 SEMINAR:3.0h

Session4 : International trade and investment

Understanding the basics of int. trade and investment

Readings and homework
Griffin, R. W. – Pustay, M. (2015): Chapter 6

Working on the group assignment

5.Session 5 SEMINAR:3.0h

Session5 : International monetary system and the balance of payments

Understanding the basics of the int. mon. system and the BoP

Readings and homework
Griffin, R. W. – Pustay, M. (2015): Chapter 7

6.Session 6 SEMINAR:3.0h

Session6 : Foreign exchange and international financial markets

Understanding the basics of the int. financial markets and the foreign exchange

Readings and homework

Griffin, R. W. – Pustay, M. (2015): Chapter 8

Working on the group assignment

7.Session 7 SEMINAR:3.0h

Session7 : Formulation of national trade policies

Understanding the issue of national trade policies

Readings and homework

Griffin, R. W. – Pustay, M. (2015): Chapter 9

Working on the group assignment

8.Session 8 SEMINAR:3.0h

Session8 : International strategic management

Understanding the most important features of int. strategic management

Readings and homework

Griffin, R. W. – Pustay, M. (2015): Chapter 11

Working on the group assignment

9.Session 9 SEMINAR:3.0h

Session9 : Strategies for analyzing and entering foreign markets

Understanding the the best practices of entering foreign markets

Readings and homework

Griffin, R. W. – Pustay, M. (2015): Chapter 12

Working on the group assignment

10.Session 10 SEMINAR:3.0h

Session10 : International marketing

Better understanding of international marketing

Readings and homework

Griffin, R. W. – Pustay, M. (2015): Chapter 16

Working on the group assignment

11.Session 11 SEMINAR:3.0h

Session11 : International operations management

An insight into the int. operations management

Readings and homework

Griffin, R. W. – Pustay, M. (2015): Chapter 17

Working on the group assignment

12.Session 12 SEMINAR:3.0h

Session12 : International financial management

Basic of international financial management

Readings and homework

Basic of international financial management

Griffin, R. W. – Pustay, M. (2015): Chapter 18

Working on the group assignment

13.Session 13 SEMINAR:3.0h

Session13 : International human resource management
 Understanding of human resource management

Readings and homework
 Griffin, R. W. – Pustay, M. (2015): Chapter 19
 Working on the group assignment

14.Session 14 SEMINAR:3.0h

Session14 : International organization design and control
 Brief introduction to int. organization design and control

Readings and homework
 Griffin, R. W. – Pustay, M. (2015): Chapter 14
 Working on the group assignment

Course hours : SEMINAR, 42.0h

ASSESSMENT

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

BIBLIOGRAPHY

J.C. Usunier – J. A. Lee (2013): Marketing Across Cultures, Pearson Higher Education, Readings distributed by the instructor

Griffin, R. W. – Pustay, M. (2015): International Business. Global Edition, 8/E. Pearson Higher Education

BMI460 International Digital Management

Course coordinator : **Zsuzsa DELI-GRAY**

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Course Information

Department : **BACHELOR**

Semester : **04** – Teaching campus : **BUDAPEST, SHANGHAI**

Total of course hours : **45,00** – ECTS credits : **6,00**

Teaching language : **English**

OVERALL DESCRIPTION

This course is designed to give students insights into how companies in a wide variety of industries use digital management to create sustainable advantage. The style of the course is very interactive where topics are introduced during lectures from the compulsory reading and current articles and videos for the purpose of stimulating discussion and group work during seminars.

LEARNING GOALS & LEARNING OBJECTIVES

2. Operational problem-solving and analysis

2.3. Think critically in front of an operational situation within a creative and innovative framework.

3. Teamwork and Communication

3.2. Communicate in a professional manner, orally and in writing.

4. Stakes and challenges of today's world

4.1. Analyse the economic models of companies in a globalised context.

5. Specific competencies by Bachelor

15.1. Deploy processes, projects, strategies in a globalised environment.

15.2. Contribute to diagnosing the processes, projects and strategies in an internationalised environment.

ORGANIZATION

1.Session 1 SEMINAR:3.0h

Session1 : Introduction to Digital Management and Platform Revolution

Introduction to Digital Management and Platform Revolution

Readings and homework
Platform Revolution: Chapter 1

2.Session 2 SEMINAR:3.0h

Session2 : Network Effects

Introduction to side, cross, positive, and negative network effects

Readings and homework
Platform Revolution: Chapter 2
Group Assignment: Pipeline vs. Platform

3.Session 3 SEMINAR:3.0h

Session3 : Architecture:

Principles for Designing a Successful Platform

Readings and homework
Platform Revolution: Chapter 3
Group Presentations: Pipeline vs. Platform

4.Session 4 SEMINAR:3.0h

Session4 : Disruption:

How Platforms Conquer and Transform Traditional Industries

Readings and homework
Platform Revolution: Chapter 4
Group Assignment: Fastest Growing Multi Sided Networks

5.Session 5 SEMINAR:3.0h

Session5 : Launch:

Chicken or Egg? Eight Ways to Launch Successful Platform

6.Session 6 SEMINAR:3.0h

Session6 : Monetization:
Capturing the Value Created by
Network Effects

Readings and homework
Platform Revolution: Chapter 6

7.Session 7 SEMINAR:3.0h

Session7 : Openness:
Defining What Platform Users and
Partners Can and Cannot Do

Readings and homework
Platform Revolution: Chapter 7

8.Session 8 SEMINAR:3.0h

Session8 :
Governance:

Readings and homework
Platform Revolution: Chapter 8
Final Group Work: Introduction and Phase I

9.Session 9 SEMINAR:3.0h

Session9 : Metrics:
How Platform Managers Can Measure
What Really Matters

Readings and homework
Platform Revolution: Chapter 9

10.Session 10 SEMINAR:3.0h

Session10 : Strategy:
How Platforms Change Competition

Readings and homework
Platform Revolution: Chapter 10
Final Group Work: Phase I Presentations + Feedback

11.Session 11 SEMINAR:3.0h

Session11 : Policy:
How Platforms Should (and Should Not)
Be Regulated

Readings and homework
Platform Revolution: Chapter 11

12.Session 12 SEMINAR:3.0h

Session12 : Tomorrow:
Future of the Platform
Revolution

Readings and homework
Platform Revolution: Chapter 12
Final Group Work: Phase II Presentations + Feedback

13.Session 13 SEMINAR:3.0h

Session13 : Semester review
Semester review

Readings and homework
Semester review

14.Session 14 SEMINAR:3.0h

Session14 : Final Group Presentations with Invited Guests
Final Group Presentations with Invited Guests

Readings and homework
no

Course hours : SEMINAR, 42.0h

ASSESSMENT

	% of final grade	Assessment type %	Duration (hours)
Final Exam (FE)	40	Written exams Individual 50.0 Project Group 50.0	2,00
Midterm Exam (ME)	30	Written exams Individual 100	1,00
Continuous Assessment (CA)	30	Project Group 100	

BIBLIOGRAPHY

BMI461 Elective Digital 2.

Course coordinator : **Zsuzsa DELI-GRAY**

zsuzsa.deli-gray@essca.fr – Office : **BUDAPEST** in **BUDAPEST**

Course Information

Department : **BACHELOR**

Semester : **04** – Teaching campus : **BUDAPEST, SHANGHAI**

Total of course hours : **30,00** – ECTS credits : **4,00**

Teaching language : **English**

OVERALL DESCRIPTION

In previous courses, students have been building a base of knowledge in digital applications and strategy. This course challenges students to apply this knowledge to their own digital startups and develop an active understanding of how innovation and creative processes can be leveraged to achieve tangible and meaningful business objectives. Students must quickly learn how to work effectively in teams and will ultimately present their final pitches in front of their peers and invited professionals.

LEARNING GOALS & LEARNING OBJECTIVES

2. Operational problem-solving and analysis

2.3. Think critically in front of an operational situation within a creative and innovative framework.

5. Specific competencies by Bachelor

15.2. Contribute to diagnosing the processes, projects and strategies in an internationalised environment.

ORGANIZATION

1.Digital Entrepreneurship **SEMINAR:28.0h**

Session1 : Seminar 1

"Vision": How to avoid chaos and employ discipline
"The Lean Startup" (Chapter 1-2: Start and Define)

Readings and homework
Introduction to the 10 slide, 10 minute Pitch Deck
Pitch Perfect: Company Purpose

Session2 : Seminar 2

Vision": Why learning must be always measurable
"The Lean Startup" (Chapter 3: Learning)

Readings and homework
Pitch Perfect: Problem

Session3 : Seminar 3

"Vision": Learn how to fail fast and learn rapidly
"The Lean Startup" (Chapter 4: Experiment)

Readings and homework
Pitch Perfect: Solution

Session4 : Seminar 4

"Steer": Using data to make better decisions
"The Lean Startup" (Chapter 5: Leap)

Readings and homework
Group Presentation: Company Purpose, Problem, Solution, Why Now
Midterm: Individual

Session5 : Seminar 5

"Steer": Learning by doing
"The Lean Startup" (Chapter 6: Test)

Readings and homework
Pitch Perfect: Market Size

Session6 : Seminar 6

"Steer": Learning by doing and always measuring
"The Lean Startup" (Chapter 7: Measure)

Readings and homework
Pitch Perfect: Competition
Group Presentation: Company Purpose, Problem, Solution, Why Now, Market Size, Competition

Session7 : Seminar 7

"Steer": Reaching a crossroad and making a key decision

“The Lean Startup” (Chapter 8: Pivot or Persevere?)

Readings and homework
Pitch Perfect: Product

Session8 : Seminar 8

“Accelerate”: Learning how to work better and faster
“The Lean Startup” (Chapter 9: Batch)

Readings and homework
Pitch Perfect: Business Model
Group Presentation: Company Purpose, Problem, Solution, Why Now, Market Size, Competition, Product, Business Model

Session9 : Seminar 9

“Accelerate”: How to scale efficiently
“The Lean Startup” (Chapter 10: Grow)

Readings and homework
Pitch Perfect: Team

Session10 : Seminar 10

“Accelerate”: How to scale efficiently
“The Lean Startup” (Chapter 11, 12: Adapt and Innovate)

Readings and homework
Pitch Perfect: Financials

Course hours : SEMINAR, 28.0h

ASSESSMENT

	% of final grade	Assessment type %	Duration (hours)
Final Exam (FE)	50	Written exams Individual 50.0 Oral exams Group 50.0	1,00
Midterm Exam (ME)	25	Written exams Individual 100	1,00
Continuous Assessment (CA)	25	Project Group 100	

BIBLIOGRAPHY

BMI463 Elective Digital 2.

Course coordinator : **Zsuzsa DELI-GRAY**

zsuzsa.deli-gray@essca.fr – Office : **BUDAPEST** in **BUDAPEST**

Course Information

Department : **BACHELOR**

Semester : **04** – Teaching campus : **BUDAPEST, SHANGHAI**

Total of course hours : **30,00** – ECTS credits : **4,00**

Teaching language : **English**

OVERALL DESCRIPTION

In previous courses, students have been building a base of knowledge in digital applications and strategy. This course challenges students to apply this knowledge to their own digital startups and develop an active understanding of how innovation and creative processes can be leveraged to achieve tangible and meaningful business objectives. Students must quickly learn how to work effectively in teams and will ultimately present their final pitches in front of their peers and invited professionals. Students will build their own digital startups using the “Build, Measure, Learn” methodology created by Eric Ries in his bestselling book entitled “The Lean Startup. The logic behind Lean Startup is that entrepreneurs must take a disciplined approach to building a business in order to avoid wasting precious resources that often times lead to failure.

LEARNING GOALS & LEARNING OBJECTIVES

2. Operational problem-solving and analysis

2.4. Use the main it, digital and office tools in a professional context.

5. Specific competencies by Bachelor

D5.3. Broadcast multimedia content on the Internet and increase its value through relevant SEO.

ORGANIZATION

1. BMI463 Elective Digital 2. SEMINAR:28.0h

Session1 : Vision: How to avoid chaos and employ discipline

Vision: How to avoid chaos and employ discipline

Introduction to the 10 slide, 10 minute Pitch Deck

Readings and homework

Eric Ries “The Lean Startup” Chapter 1-2: Start and Define
Pitch Perfect: Company Purpose

Session2 : Vision: Why learning must be always measurable

Vision: Why learning must be always measurable

Readings and homework

Eric Ries “The Lean Startup” Chapter 3: Learning
Pitch Perfect: Problem

Session3 : Vision: Learn how to fail fast and learn rapidly

Vision: Learn how to fail fast and learn rapidly

Readings and homework

Pitch Perfect: Solution
Eric Ries “The Lean Startup” (Chapter 4: Experiment)

Session4 : Steer: Using data to make better decisions

Steer: Using data to make better decisions

Group Presentation: Company Purpose, Problem, Solution, Why Now

Midterm: Individual

Readings and homework

Eric Ries The Lean Startup (Chapter 5: Leap)

Session5 : Steer: Learning by doing

Steer: Learning by doing

Readings and homework

Eric Ries “The Lean Startup” Chapter 6: Test
Pitch Perfect: Market Size

Session6 : Steer: Learning by doing and always measuring

Steer: Learning by doing and always measuring

Readings and homework
 Eric Ries "The Lean Startup" Chapter 7: Measure
 Pitch Perfect: Competition

Group Presentation: Company Purpose, Problem, Solution, Why Now, Market Size, Competition

Session7 : Steer: Reaching a crossroad and making a key decision
 Steer: Reaching a crossroad and making a key decision

Readings and homework
 Eric Ries "The Lean Startup" Chapter 8: Pivot or Persevere?
 Pitch Perfect: Product

Session8 : Accelerate: Learning how to work better and faster
 Accelerate: Learning how to work better and faster

Readings and homework
 Eric Ries "The Lean Startup" (Chapter 9: Batch)
 Pitch Perfect: Business Model
 Group Presentation: Company Purpose, Problem, Solution, Why Now, Market Size, Competition, Product, Business Model

Session9 : Accelerate: How to scale efficiently
 Accelerate: How to scale efficiently

Readings and homework
 Eric Ries "The Lean Startup" (Chapter 10: Grow)
 Pitch Perfect: Team

Session10 : Accelerate: How to scale efficiently
 Accelerate: How to scale efficiently

Readings and homework
 Eric Ries "The Lean Startup" Chapter 11, 12: Adapt and Innovate
 Pitch Perfect: Financials

Course hours : SEMINAR, 28.0h

ASSESSMENT

	% of final grade	Assessment type %	Duration (hours)
Final Exam (FE)	50	Oral exams Group 50.0 Written exams Individual 50.0	1,00
Midterm Exam (ME)	25	Written exams Individual 50.0 Oral exams Group 50.0	1,00
Continuous Assessment (CA)	25	Oral exams Individual 100	

BIBLIOGRAPHY

Eric Ries (2011): The Lean Sturtup, Random House

BMI480 Business Communication and CCM

Course coordinator : **Zsuzsa DELI-GRAY**

zsuzsa.deli-gray@essca.fr – Office : BUDAPEST in BUDAPEST

Course Information

Department : BACHELOR

Semester : 04 – Teaching campus : BUDAPEST, SHANGHAI

Total of course hours : 30,00 – ECTS credits : 4,00

Teaching language : English

OVERALL DESCRIPTION

As the title of this course suggests, students will investigate and learn techniques which will help them in their future careers to deliver professional culturally aware skills in communication and business engagement across territories.

LEARNING GOALS & LEARNING OBJECTIVES

3. Teamwork and Communication

3.1. Contribute to a collaborative project within a teamwork framework.

3.2. Communicate in a professional manner, orally and in writing.

ORGANIZATION

1.Session 1 SEMINAR:3.0h

Session1 : Corporate culture and Management, cross-cultural issues

The notion of corporate culture, its components, identifying different corporate cultures based on two variables: risk and time needed to get feedback on effectiveness, the role of the corporate leader in forming corporate culture.

Readings and homework
BMW Automobiles, case analysis

2.Session 2 SEMINAR:3.0h

Session2 : Adaptation strategies to host country culture for the international manager

psychological, cultural, work adjustment strategies, the 4 generic patterns of adaptation : the free agent, etc.

Readings and homework
Readings : Carmakers' alliance faces cultural chasm
Homework : Communication problems at Voyant

3.Session 3 SEMINAR:3.0h

Session3 : Compare and contrast 3 models of cross-cultural management

the Globe Project Team, Trompenaar's 7d cultural model, and Hofstede's model.

Readings and homework
Readings : Communication lesson
Homework : analysis of different countries' business cultures : Turkey, Slovenia, China, India.

4.Session 4 SEMINAR:3.0h

Session4 : Perceptions and stereotypes in business

Identity and communication in business

Readings and homework
Reading : Lecture Slides
Homework : do research and write a paper on national stereotypes

5.Session 5 SEMINAR:3.0h

Session5 : Negotiating internationally

Key facets of negotiation
Reading : Lecture slides

Readings and homework
do research on cross-cultural negotiation in France and Hungary

6.Session 6 SEMINAR:3.0h

Session6 : Barriers to intercultural communication

Content of the Session : Pitfalls of using emails interculturallly

Readings and homework
Readings : Lecture slides
Homework : write an email

7.Session 7 SEMINAR:3.0h

Session7 : Writing effective reports

Content of the session : report writing, theory and practice

Readings and homework

Reading : slides
Homework : Write a report

8.Session 8 SEMINAR:3.0h

Session8 : Letter Writing

Content of the Session : writing adjustment grants, order acknowledgements, adjustment and credit refusals, memos, minutes, employee assessment inquiries, employee assessments, claims, etc.

Readings and homework

Reading : Lecture slides
Homework : Write letter(s)

9.Session 9 SEMINAR:2.0h

Session9 : Letter Writing

Content of the Session : writing adjustment grants, order acknowledgements, adjustment and credit refusals, memos, minutes, employee assessment inquiries, employee assessments, claims, etc.

Readings and homework

Reading : Lecture slides
Homework : Write letter(s)

10.Session 10 SEMINAR:2.0h

Session10 : Wrap-up the course : revision

Wrap-up the course : revision

Readings and homework

No

Course hours : SEMINAR, 28.0h

ASSESSMENT

	% of final grade	Assessment type %	Duration (hours)
Final Exam (FE)	70	Written exams Individual 64.0 Oral exams Individual 36.0	2,00
Midterm Exam (ME)			
Continuous Assessment (CA)	30	Project Group 100	

BIBLIOGRAPHY

English sources

Web-based.

- Doing business in other countries – www.mobal.com
- Business protocol and etiquette – www.commisceo-global.com
- Personal space and touching – www.guideculturecrossing.net
- Geert Hofstede Analysis dimensions – www.cyborlink.com
- Various business protocols – www.executiveplanet.com

Books.

- Cultures and organisations – “software of the mind” – by Geert Hofetede.
- The hidden dimension – “The silent language”. – Edward T Hall.
- Cross cultural communications – “A visual approach” – by Edward T Hall.
- Cultural differences in a globalising world – by Michael Minkov.

French sources

- Barth I. & Falcoz C., Le management de la diversité : enjeux, fondements et pratiques, Paris Editions L’Harmattan, 2007.

- Dupriez P. & Simons S., La résistance culturelle : fondements, applications et implications de management interculturel, Bruxelles, Editions de Boeck Université, 2002.
- Urban S. & Mayrhofer U., Management international : Des pratiques en mutation, PEARSON, 2011.

BMI490 Business Game 3.

Course coordinator : **Zsuzsa DELI-GRAY**

zsuzsa.deli-gray@essca.fr – Office : BUDAPEST in BUDAPEST

Course Information

Department : **BACHELOR**

Semester : **04** – Teaching campus : **BUDAPEST, SHANGHAI**

Total of course hours : **15,00** – ECTS credits : **2,00**

Teaching language : **English**

OVERALL DESCRIPTION

The game is based on a competitive situation in an international market. The participants' decisions are made in the areas of commercial management, production management, financial management, human resource and quality management. The game helps to practice management methods in the varied areas mentioned above to meet the complexity of a decision making process as a company manager and face the consequences of your decision.

LEARNING GOALS & LEARNING OBJECTIVES

1. Fundamental competencies in business

1.1. Mobilise in an operational manner the main conceptual tools linked to the management of organisations and their environments.

5. Specific competencies by Bachelor

15.2. Contribute to diagnosing the processes, projects and strategies in an internationalised environment.

ORGANIZATION

1.Session 1 SEMINAR:3.0h

Session1 : **Introductory presentation of the Global Challenge by the instructor, tactical briefing**
Discussing the simulation game and introduction

Readings and homework
Cesim downloadable materials
Making the decisions before the deadline

2.Session 2 SEMINAR:3.0h

Session2 : **Business Game – Round 1 Tactical briefing**
Discussing the results of the last round

Readings and homework
Cesim downloadable materials
Making the decisions before the deadline

3.Session 3 SEMINAR:3.0h

Session3 : **Business Game – Round 2 and 3 Tactical briefing**
Discussing the results of the last round

Readings and homework
Cesim downloadable materials
Making the decisions before the deadline

4.Session 4 SEMINAR:2.0h

Session4 : **Business Game – Round 4 and 5 Tactical briefing**
Discussing the results of the last round

Readings and homework
Cesim downloadable materials
Making the decisions before the deadline

5.Session 5 SEMINAR:2.0h

Session5 : **Business Game – Round 6 and 7 Tactical briefing**
Discussing the results of the final round

Readings and homework
Cesim downloadable materials

Course hours : SEMINAR, 13.0h

ASSESSMENT

	% of final grade	Assessment type %	Duration (hours)
Final Exam (FE)	50	Project Group 100	2,00
Midterm Exam (ME)			
Continuous Assessment (CA)	50	Project Group 100	

BIBLIOGRAPHY

Cesim Global Challenge downloadable materials.

3RD YEAR COURSES IN SHANGHAI
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BOTH SEMESTERS

INT371 OLD AND CONTEMPORARY CHINESE CIVILISATION POLITICS AND SOCIETY

Course coordinator : **Maximilian RECH**

max.rech@essca.fr – Office : SHANGHAI in SHANGHAI

Course Information

Department : **AFFAIRES INTERNATIONALES**

Semester : **05 & 06** – Teaching campus : **SHANGHAI**

Total of course hours : **23,00** – ECTS credits : **3,00**

Teaching language : **English**

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 Ethics and cultural as well as international awareness

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 in international and multicultural contexts.

ORGANIZATION

1.Part I: Old China: Ancient Chinese History and CivilisationSEMINAR:9.0h,TP : 3.0h

Session1 : Introduction: What is China? Who are the Chinese?

1. The concept of China in different time, space, and from different people's perspective.
2. The concept of 'Chinese', or by the same token, non-Chinese, nearly Chinese, to-be Chinese etc.

Readings and homework
Pre-reading:
- To be announced in class

Session2 : Languages, and Peoples in China

1. Many histories of China: A languages perspective
2. Many people of China: A modern China perspective

Readings and homework
Pre-reading:
- To be announced in class

Session3 : Religion, Philosophy and Belief in China: From Past to Present

1. The three main religious traditions in China: Confucianism, Daoism and Buddhism
2. Islam, Christianity and other folk religions: where have they come from and how have they fit in the Chinese society?

Readings and homework
Pre-reading:
- To be announced in class

Session4 : Experiencing old Chinese civilisation in practice: Museum visit

Visit of Shanghai Museum

Readings and homework
- Study for mid-term exam

Session5 : Mid-term exam

Written exam - individual - 2 hours

Readings and homework
Milestone: - Written exam – individual – 2 hours

2.Part II: New China: Contemporary Issues and Challenges of Chinese Politics and Society CM : 3.0h,SEMINAR:9.0h

Session1 : Contemporary Chinese politics and society I

- Introduction to the Chinese political system
- Comparison to Western political systems
- Political and societal consequences of China's rise: A round trip
- Experimentation > local level economic reforms

Readings and homework
Deliverables:
- Form groups of ~four students and choose a topic of interest among the six topics provided for group exercise.

Session2 : Contemporary Chinese politics and society II

- Challenges of China's rapid development:

- (1) Migrant Workers and the Hukou system > Watch documentary at home: Last Train Home > Highlight infrastructure improvement and high-speed rail network development > Status quo & Quo Vadis. The focus of 13th FY
- (2) One Child Policy > discuss latest reforms > Analyse demographic challenge (comparison Japan / South Korea / Germany / France). Fertility rate at sub-replacement level or at replacement level. Comparative approach on demographic imbalance.
- (3) Environmental Pollution > AQI & objectives to improve respect for the environment

Readings and homework

Deliverables:

- Prepare a final presentation highlighting key findings and top three recommendations
- Group presentation (10mins max. + 5mins Q&A)

Pre-reading:

- 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.
- ONE CHILD POLICY: Basten S. and Jiang Q. (2014). China's Family Planning Policies: Recent Reforms and Future Prospects. Feng X., Dudley L. Poston Jr. and Wang X. (2014). China's One-child Policy and the Changing Family
- Our world in data > <https://ourworldindata.org/fertility-rate>
- ENVIRONMENTAL POLLUTION: Economy, Elizabeth C. The Great Leap Backward? In: Foreign Affairs, Sep/Oct 2007, Vol. 86, Issue No. 5, pp.38-59.

Session3 : Contemporary Chinese politics and society III

- Opportunities related to China's rapid development:

- (1) China's New Leadership > Discussion of Xi Jinping's leadership style.
- (2) China 2025 & Industry 4.0
- (3) Digital Transformation & Digital Marketing in China > The Rise of eCommerce (8.8. / 9.9. / 11.11.) Logistics and delivery supply chain – warehousing and cold supply chain and its effects on the availability of goods in third and fourth tier cities.

Readings and homework

Deliverables:

- Prepare a final presentation highlighting key findings and top three recommendations
- Group presentation (10mins max. + 5mins Q&A)

Pre-reading:

- CHINA 2025: China Manufacturing 2025: Putting Industrial Policy Ahead of Market Forces <http://www.europeanchamber.com.cn/documents/signup/en/pdf/473>
- CHINA'S NEW LEADERSHIP: John KERRY. CEO China. Ch. 02 – Xi the man.

Course hours : CM, 3.0h ; SEMINAR, 18.0h ; TP, 3.0h

ASSESSMENT

	% of final grade	Assessment type %	Duration (hours)
Final Exam (FE)	40	Oral exams Group 100	
Midterm Exam (ME)	40	Project Group 100	2,00
Continuous Assessment (CA)	20	Oral exams Individual 100	

BIBLIOGRAPHY

- 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 CHINESE BUSINESS RESEARCH PROJECT

Course coordinator : **Maximilian RECH**

max.rech@essca.fr — Office : SHANGHAI in SHANGHAI

Course Information

Department : **AFFAIRES INTERNATIONALES**

Semester : **05 & 06** — Teaching campus : **SHANGHAI**

Total of course hours : **45,00** — ECTS credits : **6,00**

Teaching language : **English**

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. During field trips to the European Chamber of Commerce in Shanghai, students will discuss businesses lobbying activities and visit manufacturing factories. Students can interact with business representatives during a panel discussion on "European Careers & Leadership in China". A simulation game of EU trade ministers will immerse students in international trade policy negotiation. Finally, and most importantly, students will apply their theoretical knowledge to practical business cases by conducting their own business research project with a local company, international or Chinese.

LEARNING GOALS & LEARNING OBJECTIVES

4 Ethics and cultural as well as international awareness

4.3 Develop and apply cross-cultural skills in international and multicultural contexts.

ORGANIZATION

1.Part I: China Business Research Project in Theory SEMINAR:12.0h

Session1 : Course Introduction

Lecture:

- Introduction to the course
- Foundations of China's international trade relations
- Briefing on the Chinese Business Research Project
- Research methods

Project:

- Team Building
- Collectively choose a target industry & company
- Brainstorming

Readings and homework

Deliverables:

- Collectively choose a target industry & company

Session2 : Investing in China

Lecture:

- Challenges & opportunities for foreign investors in China:
- Overview of China's IFDI
- Policy & regulation
- Corporate players
- EU FDI in China

Readings and homework

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.
- IMD case (2008), 'Danone & Wahaha: A Bitter-Sweet Partnership', pp. 1-6.

Session3 : Investment from China

Lecture:

- Increasing outward FDI from China
- Overview of China's OFDI
- Policy & regulation
- Corporate players
- Chinese OFDI in the EU

Readings and homework

Pre-reading:

- CLEGG, Jeremy; VOSS, Hinrich (2012), 'Chinese Overseas Direct Investment In The European Union', Europe China Research and Advice Network (ECRAN), pp. 1-44.
- European Council of Foreign Relations (2011). 'China Analysis: "Facing the risk of the 'going out strategy"', Section 1: A road accident, pp: 3-4.

Session4 : The economic giant in East Asia: China and regionalism

Lecture:

- China's involvement in regional and international organizations with case studies on:
- Shanghai Cooperation Organisation (SCO)
- ASEAN+3
- AIIB / BRICS Development Bank
- International Financial Institutions (IMF / WTO / World Bank)

Readings and homework

Pre-reading:

- Guoyou Song, Wen Jin Yuan (2012). "China's Free Trade Agreement Strategies", The Washington Quarterly, 35:4 pp. 107-119.

2.Part II: Academic Writing & Rhetoric Skills SEMINAR:6.0h**Session1 : Academic Writing Module**

Project:

Academic Writing Module - 1 ECTS

- Citing, writing, & ESSCA Stylesheet
- Individual writing exercises & group review of literature review

Readings and homework

Pre-reading:

- Reading materials will be distributed by the instructor

Deliverables:

- Prepare literature review for the group project > at least 10 sources
- Respect the ESSCA Stylesheet

Session2 : Rhetoric Skills Module

Project:

Rhetoric Skills Module - 1 ECTS

- Presentation and rhetoric
- Video analysis
- Individual presentation exercises & group review of presentations

Readings and homework

Pre-reading:

- Reading materials will be distributed by the instructor

Deliverables:

- Prepare a visual presentation for the final group project > use creative visual aid
- Respect the ESSCA Stylesheet

3.Part III: China-Europe Relations in Practice SEMINAR:15.0h**Session1 : China and the Market Economy Status**

Lecture:

- China and the market economy status
- Briefing on the simulation game

Readings and homework

Pre-reading:

- 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.

Deliverables:

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

Session2 : EU Economy & Trade Ministers' Simulation Game

Oral exams:

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

Deliverables:

- opening statement on the country position
- negotiation strategy
- performance in simulation game

Readings and homework

Pre-reading:

- 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

Session3 : Visit the European Union Chamber of Commerce in China

Company visit:

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

Readings and homework

Deliverables:

- Read EU Chamber's brochure
- Prepare questions for the EU Chambers' Q&A round

Session4 : European Careers & Leadership in China

Panel debate:

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

Readings and homework

Deliverables:

- Read the CVs of the panelists
- Prepare questions for the business representatives at the panel discussion

Session5 : Hangzhou Field Trip

Excursion:

- Visit to companies in China's countryside
- Meeting with government officials

- Interaction with Chinese businesses

Readings and homework

- Pre-reading:
 - Background research on the companies/organisations to be visited
 - Visit websites

Deliverables:

- 10 student project-related questions to be sent to the instructor (PDF)

4.Part IV: Business Research Project SEMINAR:12.0h

Session1 : Field work on the students' business research project

Project:

- Students embark on independent field work (meet local company representatives, attend trade fairs, conduct surveys etc.)
 - Regular meetings per student group with the supervisor and business mentor

Readings and homework

Deliverables:

- Research for project presentation
 - Research for final report
 - Respect ESSCA Stylesheet

Session2 : Field work on the students' business research project

Project:

- Students embark on independent field work (meet local company representatives, attend trade fairs, conduct surveys etc.)
 - Regular meetings per student group with the supervisor and business mentor

Readings and homework

Deliverables:

- Prepare project presentation
 - Prepare final report
 - Respect ESSCA Stylesheet

Session3 : Field work on the students' business research project

Project:

- Students embark on independent field work (meet local company representatives, attend trade fairs, conduct surveys etc.)
 - Regular meetings per student group with the supervisor and business mentor

Readings and homework

Deliverables:

- Finalise project presentation
 - Finalise final report
 - Respect ESSCA Stylesheet

Session3 : Final presentation

Oral Exam:

- Final oral presentation of Chinese Business Research Project
 - Strictly 10 minutes per student group / 5 minutes for Q&A

Project:

- Final report

Readings and homework

Milestone:

- Final Presentation
 - Final report (6000 words)
 - Respect ESSCA Stylesheet

Course hours : SEMINAR, 45.0h

ASSESSMENT

	% of final grade	Assessment type %	Duration (hours)
Final Exam (FE)	60	Oral exams 50.0 Project 50.0	
Midterm Exam (ME)	30		
Continuous Assessment (CA)	10	Oral exams Individual 100	

BIBLIOGRAPHY

- SHAMBAUGH, David; SANDSCHNEIDER, Eberhard, ZHOU Hong (2008), China-Europe Relations: Perceptions, Policies and Prospects, Routledge.

INT373 CHINA-INC.-CORPORATE-CHINA-AND-THE-BRI

Course coordinator : **Maximilian RECH**

max.rech@essca.fr — Office : SHANGHAI in SHANGHAI

Course Information

Department : **AFFAIRES INTERNATIONALES**

Semester : **05 & 06** — Teaching campus : **SHANGHAI**

Total of course hours : **45,00** — ECTS credits : **6,00**

Teaching language : **English**

OVERALL DESCRIPTION

The Belt and Road Initiative is one of the mega projects that will characterise Eurasian cooperation in the 21st Century. With a primary focus on infrastructure connectivity, it will permeate into a wide variety of related fields such as trade, investment, logistics, technological cooperation and alignment of industrial standards in partner countries. The Belt and Road Initiative is China's attempt to offer an alternative model of economic development to countries associated. In that sense, the mega project may be understood as a paradigm shift in International Relations. This course aims to give a comprehensive overview of the Belt and Road Initiative, introduce different International Relations theories that can explain cooperation on the Eurasian landmass before delving into topics such as trade and investment cooperation as well as connectivity related challenges. Students will be introduced to country risk analysis and conduct comparative research on countries of their choice using a theoretical framework. In terms of research methodologies, students will be introduced to quantitative as well as qualitative techniques of inquiry.

LEARNING GOALS & LEARNING OBJECTIVES

1 Functional business knowledge

1.2 Formalise recommendations and procedures in line with the company strategy by using the fundamentals of management sciences (accounting, finance, marketing, management) and by taking into account the economic and legal context of the company.

4 Ethics and cultural as well as international awareness

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

ORGANIZATION

1.China's Belt & Road Initiative in Theory SEMINAR:9.0h

Session1 : Course Introduction

Lecture:

- Introduction to the course
- Foundations of China's Belt & Road Initiative (BRI)
- Briefing on BRI Project
- Research methods (secondary & primary research)

Project:

- Brainstorming
- Team Building
- Collectively choose a target country, industry, and project (with company consortium)

Readings and homework

Deliverables:

- Collectively choose a target industry & project

Session2 : Tools of the trade – Data scraping

Project:

- Students actively research 24 selected indicators to review per target country, industry, and project
- The information is identified online and an algorithm is prepared to automatically obtain the data from an API.
- Conceive and code robots
- Automate the process of identifying data
- Crawling - Identify websites - identify exact URL - exact location - exact variable of interest
- Extraction - Withdraw the information desired and extract the information in the output desired (CSV / Text)
- Python - Use Python to code and programme a robot crawler

Readings and homework

Pre-reading:

- ...

Milestone:

- Be able to crawl, extract, and automate extraction of data from WorldBank API

Session3 : Tools of the trade – Data scraping

Project:

- Students actively research 24 selected indicators to review per target country, industry, and project
- The information is identified online and an algorithm is prepared to automatically obtain the data from an API.
- Conceive and code robots
- Automate the process of identifying data
- Crawling - Identify websites - identify exact URL - exact location - exact variable of interest
- Extraction - Withdraw the information desired and extract the information in the output desired (CSV / Text)
- Python - Use Python to code and programme a robot crawler

Readings and homework

Pre-reading:

- ...

Milestone:

- Be able to crawl, extract, and automate extraction of data from WorldBank API

Session4 : Tools of the trade – Data scraping

Project:

- Students actively research 24 selected indicators to review per target country, industry, and project
- The information is identified online and an algorithm is prepared to automatically obtain the data from an API.
- Conceive and code robots
- Automate the process of identifying data
- Crawling - Identify websites - identify exact URL - exact location - exact variable of interest
- Extraction - Withdraw the information desired and extract the information in the output desired (CSV / Text)
- Python - Use Python to code and programme a robot crawler

Readings and homework

Pre-reading:

- ...

Milestone:

- Be able to crawl, extract, and automate extraction of data from WorldBank API

2. Market Entry along the BRI SEMINAR: 12.0h

Session9 : The Belt Road Initiative and International Taxation

Lecture:

- Introduction to International Taxations
- Tax Jurisdictions
- Corporate Income Tax
- Double Taxation Agreements

Project:

- Advance on project as time permits

Readings and homework

Session10 : The Belt Road Initiative, International Taxation, and Tax Planning

Lecture:

- Basic Concepts in International Taxations - Residence principles & source principles
- Double Taxation Agreements
- Purpose International Tax Planning

Project:

- Advance on project as time permits

Readings and homework

Session11 : The Belt Road Initiative in Africa – FDI, Tax, and Trends I

Lecture:

- Tax Jurisdiction and Tax Havens - Different tax jurisdictions - What is a tax haven? - Role of tax havens - Example of tax structuring investments - Structuring Chinese investments into EU
- FTZ and tax trends

Project:

- Advance on project as time permits

Readings and homework

Session12 : The Belt Road Initiative in Africa – FDI, Tax, and Trends II

Lecture:

- Foreign Direct Investment along the Belt and Road Initiative
- Chinese FDI in China
- Tax differentiation in individual income tax and corporate income tax
- Trends

Project:

- Advance on project as time permits

Readings and homework

3. Country Risk along the BRI SEMINAR: 12.0h

Session5 : Political risk consulting and BRI

Lecture:

- Political risk consulting (Control Risks way), with dozens of cases from maps, two big cases (printouts), group work (political risk in their projects).

Project:

- Advance on project as time permits

Readings and homework

Session6 : Political risk consulting and BRI

Lecture:

- Further discussion of cases of investment projects and investment risk on BRI with focus on lessons and takeaways for final projects.

Project:

- Advance on project as time permits

Readings and homework

Session7 : Macro- and Micro-indicators and Preparing for Interim Presentations

- Lecture:
- Discussion of Macro- and Micro-indicators, and workshop on final projects
- Project:
- Advance on project as time permits

Readings and homework

Session8 : Milestone: Presentation of interim research results

- Project:
- Presentations of "interim presentations," each group presenting, with "consulting" and supervised group work with professor.
 - Student presentation of interim results of quantitative research & qualitative research methodology

Readings and homework

- Pre-reading:
- ...
- Deliverables:
- Prepare interim excel sheet (~20 indicators)
 - Prepare interim consultancy briefing with PDF report (~2000 words)

4.China's Belt & Road Initiative in Practice SEMINAR:12.0h

Session13 : Milestone: Presentation of interim research results

- Lecture quantitative research:
- Research framework
 - Quantitative research methodology
 - Indicators
- Project:
- 3 levels of indicators > 1st level (1) / 2nd level (8) / 3rd level (24)
 - Research 24 selected indicators to review per target country, industry, and project (with company consortium)
- Lecture quantitative research:
- Research framework
 - Qualitative research methodology
 - Economic actor's expertise - Company consortium > 1st local actors / 2nd Chinese actors / 3rd international actors
- Project:
- Economic actor's > 1st local actors / 2nd Chinese actors / 3rd international actors
 - Triadic cooptation of economic actors along 6 fields of expertise
 - Use spider diagramme
 - Complementary perception of strengths
 - Overlapping perception of strengths
 - Cooperation / competition / cooptation?

Readings and homework

- Pre-reading:
- ...
- Deliverables:
- Prepare interim excel sheet (~20 indicators)
 - Prepare interim consultancy briefing with PDF report (~2000 words)

Session14 : Research and compilation of results

- Project:
- Supervised group work
 - Compilation of quantitative and qualitative research results
 - Quantitative > 3 levels of indicators > 1st level (1) / 2nd level (8) / 3rd level (24)
 - Research 24 selected indicators to review per target country, industry, and project (with company consortium)
 - Qualitative >
 - Economic actor's > 1st local / 2nd Chinese / 3rd international
 - Triadic cooptation of economic actors along 6 fields of expertise
 - Use spider diagramme
 - Complementary perception of strengths
 - Overlapping perception of strengths
 - Cooperation / competition / cooptation?

Readings and homework

Session15 : Milestone – Final project presentation

- Oral Exam:
- Final oral presentation of project
 - Strictly 10 minutes per student group / 5 minutes for Q&A
- Project:
- Final student presentation of results of quantitative and qualitative research of BRI project
 - Prepare arguments to confirm or rebuff triadic cooptation of economic actors along 6 fields of expertise
 - Use spider diagramme
 - Complementary perception of strengths or overlapping perception of strengths leading to cooperation / competition / cooptation?

Readings and homework

- Pre-reading:
- ... Milestone:

- Prepare consultancy briefing with PDF report (4000 words) of group project with quantitative and qualitative research results and excel sheet (24 indicators)
- Prepare a visual presentation for the final group project > use creative visual aid
- Respect the ESSCA Stylesheet

Course hours : SEMINAR, 45.0h

ASSESSMENT

	% of final grade	Assessment type %	Duration (hours)
Final Exam (FE)	70	Project Group 50.0 Project Group 50.0	
Midterm Exam (ME)	20	Oral exams Individual 100	
Continuous Assessment (CA)	10	Oral exams Individual 100	

BIBLIOGRAPHY

- 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

Course coordinator : **Maximilian RECH**

max.rech@essca.fr — Office : SHANGHAI in SHANGHAI

Course Information

Department : **AFFAIRES INTERNATIONALES**

Semester : **05 & 06** — Teaching campus : **SHANGHAI**

Total of course hours : **45,00** — ECTS credits : **6,00**

Teaching language : **English**

OVERALL DESCRIPTION

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

LEARNING GOALS & LEARNING OBJECTIVES

2 Intellectual capacities

2.1 Analyse a situation, a process, an environment, through identifying and integrating relevant information.

4 Ethics and cultural as well as international awareness

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

ORGANIZATION

1. Doing Business Abroad and in China: Basic Rules of Behavior SEMINAR:9.0h

Session1 : Cultural Foundations of China and the How they Affect Business

Lecture:

- Facts & statistics about Chinese culture and civilisation
- Confucius theory, Taoism and social harmony
- China-Australia case study

Readings and homework

re-reading:

- Brahm, Laurence J. (2014). The Art of the Deal in China. ISBN -9780804839020. Tuttle Publishing

Session2 : Chinese Business Culture in Practice

Lecture:

- The concepts of "guanxi" and "pengyou", and "face"
- Hofstede 5 dimensions theory
- Business etiquette in China : establishing relationships, negotiating and business meetings, role of business cards, function of business dinners, role of gifts, language
- Peugeot case group work and presentation

Readings and homework

Pre-reading:

- China-Australia case study comments
- Application to various case studies (Peugeot versus Volkswagen in China)

Session3 : Innovation and Business Opportunities in China

Lecture:

- Discussion of the opportunities generally and for business careers in China
- Innovation in China: from "produced in China" to "made in China"
- The basic errors of foreigners doing business in China

Deliverables:

- Group assignment by 4 or 5 students
- Make a 5mins video interviewing a Chinese person about working issues (nonstudent outside of campus) asking 5 questions covering the notion of: Confucianism, social harmony, filial piety, "guanxi" and "face", as well as communication...
- The 5 questions defined by collective decision in class

Readings and homework

Pre-reading:

- Peugeot case comments
- In-class debates

2. Doing Business Abroad and in China: Cross-Border Business in China SEMINAR:12.0h

Session4 : The Marketing Environment in Cross-Border Business in China I

Lecture:

- Chinese business culture - How to interact in cross-border business

- Cross-border business theories
 - Aguilar's PEST(EL) analysis
 - Humphrey's SWOT analysis
 - Porter's five forces analysis
- The macro environment of doing cross-border business in China

Assignment:

After each session students will get a question for reflection on a subject related to that session. Students are required to write a short paper for next week (max. 400 words)

Readings and homework

Pre-reading:

<http://www.economist.com/news/essays/21609649-china-becomes-again-worlds-largest-economy-it-wants-respect-it-enjoyed-centuries-past-it-does-not>

Session5 : The Marketing Environment in Cross-Border Business in China II

Lecture:

- Continuation of the previous session

Assignment:

After each session students will get a question for reflection on a subject related to that session. Students are required to write a short paper for next week (max. 400 words)

Readings and homework

Pre-reading:

- The Chinese Consumer in 2030

https://www.eiu.com/public/topical_report.aspx?campaignid=Chineseconsumer2030

Session6 : Cross-Cultural Management in China: From Theory to Practice I

Lecture:

- Market entry strategies; the choice based on vision, attitude towards risk, investment capital available and control sought
- The natural evolution from low involvement to high involvement
- Application of the theory to practical case studies and role plays of foreign companies operating in China
- Cross-cultural management in sales negotiations

Assignment:

After each session students will get a question for reflection on a subject related to that session. Students are required to write a short paper for next week (max. 400 words)

Readings and homework

Pre-reading:

- Various case studies and in-class role plays.

- Chapter 3 : Mirage of Global Markets, David Arnold (2004)

- Boston Consulting Group: How to Successfully Manage Joint Ventures in China Mar-2016_tcm80-206133

<https://www.bcgperspectives.com/content/articles/corporate-development-finance-successfully-manage-joint-ventures-china/>

- McKinsey: Past Lessons for China's new joint ventures

<http://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/past-lessons-for-chinas-new-joint-ventures>

Session7 : Cross-Cultural Management in China: From Theory to Practice II

Lecture:

- Application of the theory to practical case studies and role plays of foreign companies operating in China

Assignment:

- Case study on eCommerce as a growing and promising market entry strategy in China
- Write a report on the question: Would you consider staying on TMall or would you change to another platform? (group assignment)
- Report (max. 2000 words) according to ESSCA Stylesheet

Readings and homework

Pre-reading:

- The Entrepreneur's Dilemma: Alibaba, Tencent and Amazon as e-Commerce Platforms (Ning Su et.al., 2015)

Deliverables:

- Report (max. 2000 words) according to ESSCA Stylesheet

3. Commercial Environment and Legal System SEMINAR:21.0h

Session8 : Legal Environment of Business in China

Lecture:

- 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

Readings and homework

Pre-reading:

- 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 > Harvard Business Review, Dan Harris' China Law Blog, and China Economic Review

Session9 : China's 2008 Labour Contract Law

Lecture:

- Key Trends in China's HRM Environment:
- HRM concepts and application to cases

- Downsizing and the law
- Managing China's young employees and the growing popularity of SOEs
- Avoiding labour arbitration in China

Readings and homework

Pre-reading:

- Case: Mama Mia's Recruiting Problems

- Reading material will be provided > Dan Harris' China Law Blog, China Daily, Businessweek, and the Shanghai Daily

Session10 : Protecting Intellectual Property in Asia

Lecture:

- How MNCs in China can protect themselves in a "shanzhai" culture:
- Types of intellectual property
- Motivations to buy fakes
- RFID technology and supply chains

Readings and homework

Pre-reading:

- Case: Can LEGO Snap Together a Future in Asia?

- Case : Will Our Chinese Partner Copy Our Technology?

- Reading material will be provided > Wall Street Journal, Dan Harris' China Law Blog, China Market Research Group, Businessweek

Session11 : Managing the Sourcing Process in China

Lecture:

- 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

Readings and homework

Pre-reading:

- Case: The Shanghai Customs Office

- Reading material will be provided > Dan Harris' China Law Blog, China Hearsay Blog and others

Session12 : Setting Up a Company in China

Lecture:

- JVs versus WOFEs in China
- Rules on FDI
- China's VAT policy
- Application and discussion of various cases

Readings and homework

Pre-reading:

- Case: Creating a Web Startup in China – The Yunio Way

- Reading material will be provided > Dan Harris' China Law Blog, Shanghai Daily, China Briefing, Wall Street Journal, China Daily, China Hearsay Blog

Session13 : Marketing and the Law in China

Lecture:

- 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

Readings and homework

Pre-reading:

- Case: Apple learns from Motorola Missteps in China

- Reading material will be provided > China Hearsay Blog, The Telegraph, Financial Times, Wall Street Journal, Pittsburgh Tribune Review, and Eurobiz

Session14 : Ethics and Social Responsibility in China

Lecture:

- Ethics in HRM, Public Relations, and Environmental Protection

Readings and homework

Pre-reading:

- Case: How Should Nike and Adidas Respond to the Greenpeace 'Dirty Laundry' Report?

Deliverables:

- Study for final exam

Course hours : SEMINAR, 42.0h

ASSESSMENT

	% of final grade	Assessment type %	Duration (hours)
Final Exam (FE)	40	Written exams Individual 100	2,00

Midterm Exam (ME)	50	Oral exams Group 100	1,00
Continuous Assessment (CA)	10	Oral exams Individual 100	

BIBLIOGRAPHY

- 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.
- BENNET, Milton J. (1998). Basic Concepts of Intercultural Communication, London: Intercultural Press.
- BRAHM, Laurence J. (2014). The Art of the Deal in China. ISBN – 9780804839020. Tuttle Publishing - <http://product.dangdang.com/1001377274.html>

INT375 CHINESE ECONOMICS

Course coordinator : **Maximilian RECH**

max.rech@essca.fr — Office : SHANGHAI in SHANGHAI

Course Information

Department : **AFFAIRES INTERNATIONALES**

Semester : **05 & 06** — Teaching campus : **SHANGHAI**

Total of course hours : **23,00** — ECTS credits : **3,00**

Teaching language : **English**

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. China's reform and opening up will be put into a historical perspective before discussing the challenges and opportunities of 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 Functional business knowledge

1.1 Apply the fundamentals of management sciences (accounting, finance, marketing, management) and (economics, business law) to common situations in a company environment.

4 Ethics and cultural as well as international awareness

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

ORGANIZATION

1.Part I: Fundamentals of the Chinese Economy SEMINAR:12.0h

Session1 : The Chinese Economy: An Introduction

Lecture:

Course Introduction

Historical overview of the Chinese economic system:

- Traditional Economy 1127 to 1911
- Beginnings of Industrialization, 1912-1937
- War and Civil War, 1937-1949
- Socialist economy, 1949-1978
- Transition economy, 1978-

Readings and homework

Pre-reading:

- SCOTT, Bruce R. (2003). "China's Rural Leap Forward", Harvard Business School, pp. 1-30.

Session2 : Open Doors: The Chinese Economy since 1980

Lecture:

China's distinctive way of gradual economic reform and decentralization:

- The Chinese approach to transition
- Two-phase framework of economic reform
- Developments in the 1980s, Tiananmen break, 1990s to present
- Contemporary challenges

Readings and homework

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.

Session3 : Market Economy with Chinese Characteristics

Lecture:

Chinese government's intervention in the market and its implications:

- Institutions of corporate governance of state-owned enterprises
- Privatisation and hybrid-ownership forms
- G2B relationship

Readings and homework

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.

Session4 : Sustainability of China's Economic Model

Lecture:

- Sustainability of China's economic model
- China's economic achievements

- Contemporary prospects, challenges & opportunities
- Deliverables:
- Written essay (individual) on each class subject to be sent by e-mail.

Readings and homework

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.

2.Part II: Chinese Banking System SEMINAR:9.0h

Session1 : Development of a Banking System in China

Lecture:

- Structure of the Chinese financial system today
- Regulatory system, the role of institutions
- Financial innovations: group discussion on the press article
- Stability of China's financial system and future orientations

Readings and homework

Pre-reading:

- MOODY, Andrew (2012). "Yuan convertibility remains major snag", China Daily.
- OECD (2011). "OECD-China Policy Dialogue on Corporate Governance: Governance of Listed Companies in China", OECD, Paris.
- China Business Focus (2013). "Little Progress being made in Wenzhou Financial Reform", Finance and Economics, N° 172, pp. 1-8.

Session2 : Current Governance Issues in the Chinese Banking System

Lecture:

- Corporate governance of Chinese banks: issues and reforms
- Commercial bank lending/ credit management practices fundamentals
- Recent reforms to support more efficiency on capital markets
- The question of stability of China's financial system

Readings and homework

Pre-reading:

- BARTON, Dominic; WANG Yi; YE Mei (2009). "A Chinese view of governance and the financial crisis: An interview with ICBC's chairman", The MC Kinsey Quarterly.

Session3 : Sources of Financing in China

Lecture:

- Revision of the fundamentals of corporate finance
- Financing of SMEs, recent trends in private equity/ venture capital industry
- Financing of foreign firms in China

- Final group presentations on China's financial system

1. Shanghai Hong Kong Exchange Link
 2. Shanghai FTZ
 3. Regulatory environment and case-study of IFDI
 4. Regulatory environment and case-study of OFDI
 5. Analyse the role of Chinese infrastructure investment (AIIB / Silk Road Fund / BRICS Development Bank)
- RMB Internationalisation

Readings and homework

Pre-reading:

- BARTH, J.R.; LI L.; LI T.; Song F. (2013). "Reforms of China's Banking System", The Evidence and Impact of Financial Globalization, pp. 345-353.
- JP Morgan / CAIJING etc. - articles covering the topics of the bond market, private equity in China

Deliverables:

- Group presentations on China's financial system.
- Study for the final exam

Course hours : SEMINAR, 21.0h

ASSESSMENT

	% of final grade	Assessment type %	Duration (hours)
Final Exam (FE)	50	Written exams Individual 100	2,00
Midterm Exam (ME)	20	Oral exams Individual 100	
Continuous Assessment (CA)	30	Project Individual 100	

BIBLIOGRAPHY

- KENNEDY, Robert E.; MARQUIS, Katherine (1998). "China Facing the 21th Century", Harvard Business School, 9-798-066, pp. 1-26.
- ZHANG Haiyan (2012). "Acquisition of Kelch GmbH by Harbin Measuring & Cutting Tool Group Co Ltd" (HMCT Group), pp. 1-8.

- HENLEY, John; KIRKPATRICK, Colin; WILDE, Georgina (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.
- MILLINGTON, Andrew, 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 (2003). *The China Miracle: Development Strategy and Economic Reform*, Revised Edition, (The Chinese University Press, 2003)
- NAUGHTON, Barry (2006). *The Chinese Economy: Transitions and Growth*, (MIT Press 2006)
- LAMPTON, David M. (2008). *The Three Faces of Chinese Power: Might, Money, and Minds*. Berkeley, CA University of California Press, 2008.

LAN371 CHINESE LANGUAGE (MANDARIN) - HSK-1

Course coordinator : **Maximilian RECH**

max.rech@essca.fr – Office : SHANGHAI in SHANGHAI

Course Information

Department : **AFFAIRES INTERNATIONALES**

Semester : **03 & 04 & 05 & 06 & 07 & 08 & 09 & 10** – Teaching campus : **SHANGHAI**

Total of course hours : **45,00** – ECTS credits : **3,00**

Teaching language : **English**

OVERALL DESCRIPTION

中文是世界上最广泛使用的语言之一。中国经济在世界范围内的突出地位，使得越来越多的人学习中文，并使其成为一种通用语而广泛应用于商业领域。因此，对于那些对中国及中国市场感兴趣的人来说，学习中文成为重中之重。本课程即为学生提供基本的中文技能训练，以应用于日常生活和商务活动。

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. The course can also facilitate students in primary research, and specifically the design of survey for primary data collection.

LEARNING GOALS & LEARNING OBJECTIVES

2 Intellectual capacities

2.3 Choose appropriate methods of calculation and tools of problem-solving.

For the first cycle of the (integrated) Master in Management (PGE)

4.2. Show proficiency in foreign languages in professional situations.

For the Master's degrees and the Master cycle of the (integrated) Master in Management:

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

For the Bachelor's degrees:

4.2. Apply linguistic competencies to professional situations while adapting to intercultural differences

ORGANIZATION

1.Chinese Language (Mandarin) - BEGINNER SEMINAR:42.0h

Session1 : Course Introduction

Content:

1. Course Introduction
2. Instructor-Introduction; Student-Introduction
3. Basic greeting sentences and phrases needed in class

Readings and homework

- Deliverables:
- Oral practice
- Self-introduction

Session2 : Lesson 1 Hello

Content:

1. Introduction of Pinyin

Readings and homework

- Deliverables:
- Oral practice
- Pronunciation exercises

Session3 : Lesson 2 Thank you

Content:

1. Practice of Pinyin

Readings and homework

- Deliverables:
- Oral practice

Session4 : Lesson 3 What's your name? / Lesson 4 She is my Chinese teacher

Content:

- The interrogative pronoun 什么 ;
The 是 sentence;
Interrogative sentences with 吗 ;
The interrogative pronouns 谁 and 哪 ;
The structural particle 的 ;
The Interrogative particle 呢

Readings and homework

Deliverables:

- Oral practice

- Dictation

- Work book practice

Session5 : Lesson 5 Her daughter is 20 years old this year / Lesson 6 I can speak Chinese

Content:

The interrogative pronoun “几” ;

Numbers;

了 indicating a change;

The interrogative phrase 多大 ;

The modal verb 会1

Sentences with an adjectival predicate;

The interrogative pronoun

Readings and homework

Deliverables:

- Oral practice

- Work book practice

Session6 : Lesson 7 What's the date today? / Mid-term exam

Content:

The 的 phrase;

The numeral classifier 一下 ;

The modal adverb 真 ;

The structure 是.....的 used to emphasize the agent of an action;

.....的时候 indicating time;

The adverb of time “已经”

Readings and homework

Deliverables:

- Mid-term exam

Session7 : Lesson 8 I'd like some tea / Lesson 9 Where does your son work?

Content:

The modal verb 想 ;

The interrogative pronoun 多少 ;

The measure words 个 口 ;

Expression of the amount of money;

The verb 在 ;

The interrogative pronoun 哪里 ;

The preposition 在 ;

The interrogative particle 呢 2

Readings and homework

Deliverables:

- Oral practice

- Work book practice

Session8 : Lesson 10 Can I sit here? / HSK1 practice test 1

Content:

The 有 sentences: indicating existence;

The conjunction 和 ;

The modal verb 能 ;

Imperative sentences with 请

Readings and homework

Deliverables:

- Oral practice

- HSK 1 practice test 1

Session9 : Lesson 11 What's the time now? / HSK practice test 2

Content:

Expression of time;

Time word used as an adverbial

Readings and homework

Deliverables:

- Oral practice

- HSK 1 practice test 2

Session10 : Lesson 12 what will the weather be like tomorrow? / HSK practice test 3

Content:

The interrogative pronoun;

Sentences with a subject-predicate phrase as the predicate;

The adverb 太 ;

The modal verb 会

Readings and homework

Deliverables:

Session11 : Lesson 13 He is learning to cook Chinese food / HSK practice test 4

Content:
The interjection 喂 ;
“在.....呢”used to indicate an action in progress;
Expression of telephone numbers;
The modal particle 吧

Readings and homework
Deliverables:
- Oral practice
- HSK 1 practice test 4

Session12 : Lesson 14 She has bought quite a few clothes / HSK practice test 5

Content:
了 indicating occurrence or completion;
The noun 后 ;
The modal particle啊 ;
The adverb都

Readings and homework
Deliverables:
- Oral practice
- HSK 1 practice test 5

Session13 : Lesson 15 I came here by air / HSK practice test 6

Content:
The structure 是.....的 used to emphasize time, place or manner;
Expression of a date 2

Readings and homework
Deliverables:
- Oral practice
- HSK 1 practice test 6

Session14 : Review of pinyin, vocabulary and grammar

Content:
Review of HSK 1 vocabulary (150) and grammar

Readings and homework
Deliverables:
- HSK 1 practice test 7

Course hours : SEMINAR, 42.0h

ASSESSMENT

	% of final grade	Assessment type %	Duration (hours)
Final Exam (FE)	50	Written exams Individual 100	2,00
Midterm Exam (ME)	30	Written exams Individual 100	1,00
Continuous Assessment (CA)	20	Oral exams Group 50.0 Written exams Individual 50.0	

BIBLIOGRAPHY

LAN372 CHINESE LANGUAGE (MANDARIN) - HSK-2

Course coordinator : **Maximilian RECH**

max.rech@essca.fr – Office : SHANGHAI in SHANGHAI

Course Information

Department : **AFFAIRES INTERNATIONALES**

Semester : **03 & 04 & 05 & 06 & 07 & 08 & 09 & 10** – Teaching campus : **SHANGHAI**

Total of course hours : **45,00** – ECTS credits : **3,00**

Teaching language : **English**

OVERALL DESCRIPTION

中文是世界上最广泛使用的语言之一。中国经济在世界范围内的突出地位，使得越来越多的人学习中文，并使其成为一种通用语而广泛应用于商业领域。因此，对于那些对中国及中国市场感兴趣的人来说，学习中文成为重中之重。本课程即为学生提供基本的中文技能训练，以应用于日常生活和商务活动。

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. The course can also facilitate students in primary research, and specifically the design of survey for primary data collection.

LEARNING GOALS & LEARNING OBJECTIVES

For the first cycle of the (integrated) Master in Management (PGE)

4.2. Show proficiency in foreign languages in professional situations.

For the Master's degrees and the Master cycle of the (integrated) Master in Management:

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

For the Bachelor's degrees:

4.2. Apply linguistic competencies to professional situations while adapting to intercultural differences

ORGANIZATION

1.Chinese Language (Mandarin) - Intermediate SEMINAR:42.0h

Session1 : Course Introduction

Content:

- 1.Course Introduction
- 2.Instructor-Introduction; Student-Introduction
3. Review of Pinyin

Readings and homework

- Deliverables:
- Oral practice
 - Self-introduction

Session2 : Summary of HSK1 vocabulary

Content:

1. Summary of vocabulary by the part of speech

Readings and homework

- Deliverables:
- Oral practice
 - Dictation

Session3 : Summary of HSK1 characters

Content:

1. Summary of basic Chinese Characters

Readings and homework

- Deliverables:
- Oral practice
 - Dictation

Session4 : Summary of HSK1 grammar & practice test

Content:

- Summary of grammar by structures and functions
Practice test and comments

Readings and homework

- Deliverables:
- Oral presentation
 - HSK 1 practice test

Session5 : Lesson 1 September is the best time to visit Beijing / Lesson 2 I get up at six every day

Content:

- The auxiliary verb 要;
The adverb of degree 最 ;

Expressions of approximate numbers 几 and 多 ;
Questions using 是不是 ;
The pronoun 每 ;
The interrogative pronoun 多

Readings and homework

Deliverables:
- Oral presentation
- Dictation

Session6 : Lesson 3 The red one on the left is mine / Lesson 4 He recommended me for this job

Content:
The 的 phrase;
The numeral classifier 一下 ;
The modal adverb 真 ;
The structure 是.....的 used to emphasize the agent of an action;
.....的时候 indicating time;
The adverb of time “已经”

Readings and homework

Deliverables:
- Oral presentation
- Dictation

Session7 : Lesson 5 Take this one / Mid-term exam

Content:
The adverb “就” ;
The modal adverb 还 1 ;
The adverbial modifier 有点儿 ;

Readings and homework

Deliverables:
- Mid-term exam

Session8 : Lesson 6 Why don't you eat anymore? / Lesson 7 Do you live far from your company?

Content:
The Interrogative Pronoun 怎么 ;
Reduplication of measure words;
The pair of conjunctions 因为....., 所以.....;
The modal adverb 还 2 ;
The adverb of time 就 ;
The verb 离 ;
The Modal Particle 呢

Readings and homework

Deliverables:
- Oral presentation
- Dictation

Session9 : Lesson 8 Let me think about it and I'll tell you later. / Lesson 9 There were too many questions; I didn't finish all of them

Content:
The interrogative sentence,好吗? ;
The adverb 再 ;
Pivotal Sentences;
Reduplication of verbs;
Complements of Result;
The preposition 从 ;
第 indicating order

Readings and homework

Deliverables:
- Oral presentation
- Dictation

Session10 : Lesson 10 Stop looking for your cell phone; it's on the desk. / Lesson 11 He is 3 years older than me

Content:
The imperative sentence 不要.....了 / 别.....了 ;
The preposition 对 ;
A verb(phrase) used as an attributive modifier;
The 比 sentence 1;
The auxiliary verb 可能

Readings and homework

Deliverables:
- Oral presentation
- Dictation

Session11 : Lesson 12 You wear too little / Lesson 13 The door is open

Content:

Complements of state;
 The “比”sentence 2;
 The aspect particle “着”;
 The rhetorical question “不是……吗”;
 The preposition “往”

Readings and homework

Deliverables:
 - Oral presentation
 - Dictation

Session12 : Lesson 14 Have you seen that movie / Lesson 15 The new year is coming

Content:
 The aspect particle 过 ;
 The pair of conjunctions “虽然……, 但是……” ;
 The complement of frequency “次” ;
 “要……了”indicating the state of an action;
 The structure “都……了”

Readings and homework

Deliverables:
 - Oral presentation
 - Dictation

Session13 : Review of vocabulary and grammar

Content:
 Review of HSK 2 vocabulary (150) and grammar

Readings and homework

Deliverables:
 - Oral presentation
 - Dictation

Session14 : Practice test and comments

Content:
 HSK 2 Listening/Reading/Writing

Readings and homework

Deliverables:
 - HSK 2 practice test

Course hours : SEMINAR, 42.0h

ASSESSMENT

	% of final grade	Assessment type %	Duration (hours)
Final Exam (FE)	50	Written exams Individual 100	2,00
Midterm Exam (ME)	30	Written exams Individual 100	1,00
Continuous Assessment (CA)	20	Written exams Individual 50.0 Oral exams Individual 50.0	

BIBLIOGRAPHY

LAN472-Chinese-Language-Intermediate
 HSK Standard Course 2 – Textbook <http://www.blcup.com/EnPInfo/index/75#001> (78 CNY) – ISBN: 9787561937266
 HSK Standard Course 2 – Workbook <http://www.blcup.com/enPInfo/index/35#001> (35 CNY) – ISBN: 9787561937808
 HSK Standard Course 2 – Teachers <http://www.blcup.com/enPInfo/index/7836#001> (35 CNY) – ISBN: 9787561940150
 - Contemporary Chinese, SINOLINGUA Press, ISBN 978-7-80052-937-5
 - 《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
 - Conversational Chinese 301, Beijing Language and Culture University Press, ISBN 978-7-5691-1404-5

LAN373 CHINESE LANGUAGE (MANDARIN) - HSK-3

Course coordinator : **Jie XIANG**

jie.xiang@essca.fr – Office : in SHANGHAI

Course Information

Department : **AFFAIRES INTERNATIONALES**

Semester : **03** – Teaching campus : **SHANGHAI**

Total of course hours : **45,00** – ECTS credits : **3,00**

Teaching language : **English**

OVERALL DESCRIPTION

中文是世界上最广泛使用的语言之一。中国经济在世界范围内的突出地位，使得越来越多的人学习中文，并使其成为一种通用语而广泛应用于商业领域。因此，对于那些对中国及中国市场感兴趣的人来说，学习中文成为重中之重。本课程即为学生提供基本的中文技能训练，以应用于日常生活和商务活动。

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. The course can also facilitate students in primary research, and specifically the design of survey for primary data collection.

LEARNING GOALS & LEARNING OBJECTIVES

2 Managerial skills

2.3 Graduates will possess a global mindset and adopt an international perspective in the management of their projects and missions.

For the first cycle of the (integrated) Master in Management (PGE)

4.2. Show proficiency in foreign languages in professional situations.

For the Master's degrees and the Master cycle of the (integrated) Master in Management:

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

For the Bachelor's degrees:

4.2. Apply linguistic competencies to professional situations while adapting to intercultural differences.

ORGANIZATION

1.Chinese Language (Mandarin) - Advanced SEMINAR : 42.0h

Session 1 : Course Introduction

Content:

1.Course Introduction

2.Instructor-Introduction; Student-Introduction

3.Review of basic Chinese Characters

Readings and homework

Deliverables:

- Oral presentation
- Character practice

Session 2 : Summary of HSK1 & HSK2 vocabulary and grammar

Content:

1. Summary of vocabulary by the part of speech

2. Summary of grammar by structures and functions

Readings and homework

Deliverables:

- Oral presentation
- HSK2 practice tests

Session 3 : Lesson 1 What's your plan for the weekend? / Lesson 2 When will he come back?

Content:

Complement of result “好”;

The Negative Structure“一.....也/都+不/没.....”;

The Conjunction “那”;

Simple complements of direction;

The successive occurrence of two actions;

The rhetoric question“能.....吗”

Readings and homework

Deliverables:

- Oral presentation
- Dictation

Session 4 : Lesson 3 There are plenty of drinks on the table / Lesson 4 She always smiles when talking to customers

Content:

Comparison of 还是 · 或者;

The expression of existence: location word + v着 + numeral
+ measure word + n ;
会 indicating the possibility;
The structure “又.....又.....” ;
The accompanying action v1 + 着 o1 + v2(o2)

Readings and homework

Deliverables:
- Oral presentation
- Dictation

Session 5 : Lesson 5 I am getting fatter and fatter lately / Lesson 6 Why are they suddenly missing?

Content:
了 indicating a change;
The structure “越来越.....”;
Complements of possibility introduced by “v得/不”;
“n + 呢” used to ask about location;
“刚”“刚才”

Readings and homework

Deliverables:
- Oral presentation
- Dictation

Session 6 : Lesson 7 I've known her for 5 years / Mid-term exam

Content:
To express a period of time;
To express an interest;

Readings and homework

Deliverables:
- Oral presentation
- Dictation

Session 7 : Lesson 8 I'll go wherever you go / Lesson 9 She speaks Chinese like a native

Content:
Comparison of “又”“再”;
Flexible use of interrogative pronouns 1;
The structure “越a越b”;
Comparative sentences 1 “a跟b一样”

Readings and homework

Deliverables:
- Oral presentation
- Dictation

Session 8 : Lesson 10 Maths is much harder than history / Lesson 11 Don't forget to turn off the air conditioner

Content:
Comparative sentences 2: 比;
Expression of approximate numbers 1;
把 sentence 1;
Expression of approximate numbers 2

Readings and homework

Deliverables:
- Oral presentation
- Dictation

Session 9 : Lesson 12 Leave the important items with me / Lesson 13 I walked back

Content:
Comparison of 才 and 就;
把 sentence 2;
Compound complements of direction;
The structure “一边.....一边.....”

Readings and homework

Deliverables:
- Oral presentation
- Dictation

Session 10 : Lesson 14 Please bring the fruit here / Lesson 15 The rest of them are all okay

Content:
把 sentence 3;
The structure 先....., 再....., 然后..... ;
The structure 除了.....以外, 都/还/也 ;
Flexible use of interrogative pronouns 2
极了 used to indicate degree

Readings and homework

Deliverables:

- Oral presentation
- Dictation

Session 11 : Review of Characters

Content:
Review of HSK 3 character (322)

Readings and homework

- Deliverables:
- Oral presentation
 - Dictation

Session 12 : Review of Vocabulary

Content:
Review of HSK 3 vocabulary (300)

Readings and homework

- Deliverables:
- Oral presentation
 - Dictation

Session 13 : Review of Grammar

Content:
Review of HSK 3 grammar

Readings and homework

- Deliverables:
- Oral presentation
 - Dictation

Session 14 : Practice test and comments

Content:
HSK 3 Listening/Reading/Writing

Readings and homework

- Deliverables:
- HSKIII practice test

Course hours : SEMINAR : 42.0h

ASSESSMENT

	% of final grade	Assessment type %	Duration (hours)
Final Exam (FE)	50	Written exams Individual 100	2,00
Midterm Exam (ME)	30	Written exams Individual 100	1,00
Continuous Assessment (CA)	20	Oral exams Individual 100	

BIBLIOGRAPHY

LAN473-Chinese-Language-Advanced

- HSK Standard Course 3 – Textbook <http://www.blcup.com/enPInfo/index/7740#001> (78 CNY) – ISBN: 9787561938188
 HSK Standard Course 3 – Workbook <http://www.blcup.com/enPInfo/index/7739#001> (35 CNY) – ISBN: 9787561938157
 HSK Standard Course 3 – Teachers <http://www.blcup.com/enPInfo/index/8085#001> (35 CNY) – ISBN: 9787561941492

- Contemporary Chinese, SINOLINGUA Press, ISBN 978-7-80052-937-5
- 《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
- Conversational Chinese 301, Beijing Language and Culture University Press, ISBN 978-7-5691-1404-5

MKG371 SERVICE MARKETING AND TOURISM MANAGEMENT

Course coordinator : **Lingfang SONG**

Lingfang.Song@essca.fr – Office : H1724 in ANGERS

Course Information

Department : **STRATÉGIE ET MARCHÉ - MARKETING**
Semester : **05 & 06** – Teaching campus : **SHANGHAI**
Total of course hours : **45,00** – ECTS credits : **6,00**
Teaching language : **English**

OVERALL DESCRIPTION

This course puts service marketing, tourism destination management, regional tourism cooperation, event and festival management at the center stage. 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 service marketing and tourism management. 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 Functional business knowledge

1.1 Apply the fundamentals of management sciences (accounting, finance, marketing, management) and (economics, business law) to common situations in a company environment.

1.2 Formalise recommendations and procedures in line with the company strategy by using the fundamentals of management sciences (accounting, finance, marketing, management) and by taking into account the economic and legal context of the company.

3 Interpersonal, teamwork and communication skills

3.1 Demonstrate effective team interaction skills.

4 Ethics and cultural as well as international awareness

4.3 Develop and apply cross-cultural skills in international and multicultural contexts.

ORGANIZATION

1.Part I: Service Marketing SEMINAR:21.0h

Session1 : Introduction to Service Marketing / Service Consumer Behaviors

Introduction to Service Marketing
- Characteristics of services
- Four broad categories of services
- Service Marketing Mix

Service Consumer Behaviors

- Consumer Decision Making: The Three-Stage Model

Readings and homework

Pre-reading:

- Lovelock, C. and Wirtz, J. (2011). Chapter 1 New perspectives on marketing in the service economy
- Lovelock, C. and Wirtz, J. (2011). Chapter 2 Consumer behavior in a service context

Session2 : Developing service product / Distribution in a Service Context

Developing Service Products
- Planning and Creating Service Products
Core product
Supplementary product
- The Flower of Service
Facilitating services
Enhancing services

Distribution in a Service Context

- Six Distribution Options For Service Delivery
- Places and Time Of Service Delivery
- Delivering Services in Cyberspace

Readings and homework

Pre-reading:

- Lovelock, C. and Wirtz, J. (2011). Chapter 4 Developing service product
- Lovelock, C. and Wirtz, J. (2011). Chapter 5 Distributing services

Session3 : Setting Prices for Services / Promoting Services

Setting Prices for Services

- The Pricing Tripod
- Ethical Concerns in Service Pricing

- Three Main Approaches to Pricing

Promoting Services

- Challenges of Service Communication
- Marketing Communications Planning
- Service Marketing Communication Mix

Readings and homework

Pre-reading:

- Lovelock, C. and Wirtz, J. (2011). Chapter 6 Setting prices
- Lovelock, C. and Wirtz, J. (2011). Chapter 7 Promoting services

Session4 : Designing and Managing Service Processes / Managing Physical Evidences / Managing Service People

Designing and Managing Service Processes

- Flowcharting Customer Service Processes
- Blueprinting Services
- The Customer as Co-Producer
- Self-Service Technologies

Managing Physical Evidences

- Service Environments and their purposes
- Understanding Consumer Responses to Service Environments
- Dimensions of the Service Environment

Managing Service People

- Importance of Service People
- Factors Contributing to the Difficulty of Frontline Work
- Cycles of Failure, Mediocrity, and Success
- Human Resource Management

Readings and homework

Pre-reading:

- Chapter 8 Designing and managing service process
- Chapter 10 Crafting the service
- Chapter 11 Managing people for service advantage

Session5 : Continuous assessment

Group written report

Readings and homework

Session6 : Tutorial for group project

Group work:

- Work on group project

Readings and homework

Pre-reading:

- Specific research relevant to each group project

Session7 : Group Project Presentation

Deliverable - Oral exam:

- Students are divided into groups (4-6 persons in one group) and present their analysis.

Readings and homework

Milestone:

- Group presentation (10mins max. + 5mins Q&A)

2.Part II: Tourism Management SEMINAR:21.0h

Session1 : Tourism development in Hangzhou – Use of new technology

- Introduction of how Hangzhou markets itself at the global level as the international tourism and leisure destination. - The use of new technology is highlighted.

Readings and homework

Pre-reading:

- IACOBUCCI, Dawn (1992), "An Empirical Examination of Some Basic Tenets of Services," in Advances in Services Marketing and Management, Teresa A.Swartz, David E. Bowen, and Stephen W. Brown, eds.Greenwich, CT: JAI, 23-52.

Session2 : Tourism development in Nanjing – MICE industry

- Introduction of the history, policy and current performance of tourism industry in Nanjing
- Introduction of event and 'meetings, incentives, conferences and exhibitions' (MICE) industry in Nanjing
- 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.

Readings and homework

Pre-reading:

- 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.
- 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.

Session3 : Tourism development in Shanghai – Experience design

- New development in hotel, restaurant, travel agency and other tourism suppliers in terms of experience design
- Shanghai Tourism Development, especially Disneyland, Shanghai EXPO and Shanghai five year plan

Readings and homework

Pre-reading:

- VARGO, Stephen L. and LUSCH, Robert F. (2004), "Evolving to a NewDominantLogic for Marketing," Journal of Marketing, 68 (January), 1-17.

Session4 : Hangzhou – Technical field research

- Introduction of tourism development projects in Hangzhou (the performance of service marketing is highlighted)
- Students will be guided by managers from Hangzhou to understand more historical background of its tourism development projects

Discussion:

- Generate and discuss highlights of the semester
- Feedback on previous field works

Readings and homework

Deliverables:

- Prepare for group presentation of Hangzhou

Session5 : Shanghai – Technical field research

- Introduction of two urban development projects in Shanghai, with the performance of service marketing is highlighted
- Students will be guided by managers from Bridge 8 and TianziFang to understand more historical background of those tourism development projects

Discussion:

- Generate and discuss highlights of the semester
- Feedback on previous field works

Readings and homework

Pre-reading:

- To review the web and get some general information of Tianzi Fang and Bridge 8

Session6 : Group presentation: How can Nanjing attract more international tourists via service marketing?

Deliverable - Oral exam:

- Students are divided into groups (4-6 persons in one group) and present their ideas on five elements of tourism destination development.

Readings and homework

Pre-reading:

- 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.

Milestone:

- Group presentation (10mins max. + 5mins Q&A)

Session7 : Group presentation: How can Hangzhou attract more international tourists via service marketing?

Deliverable - Oral exam:

- Students are divided into groups (4-6 persons in one group) and present their ideas on five elements of tourism destination development.

Readings and homework

Pre-reading:

- VARGO, Stephen L. and LUSCH, Robert F. (2004), "Evolving to a NewDominantLogic for Marketing," Journal of Marketing, 68 (January), 1-17.

Milestone:

- Group presentation (10mins max. + 5mins Q&A)

Course hours : SEMINAR, 42.0h

ASSESSMENT

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

BIBLIOGRAPHY

Part I: Service Marketing

Text books

- Lovelock, C. and Wirtz, J. (2011). *Services marketing: People, technology, strategy*. Pearson Education.
- Wirtz, J., Chew, P. Lovelock, C. (2012) *Essentials of Services Marketing, 2/E*, Prentice Hall

Articles

- McKinsey February 2019 How China's largest online travel agency connects the world.
- PWC 2017 Outcome- based pricing Exploring an 'everything as a service' model
- Mckinsey 2014 Moment of Truth in customer service
- Caldwell, C., & Hibbert, S. A. (2002). The influence of music tempo and musical preference on restaurant patrons' behavior. *Psychology & Marketing*, 19(11), 895-917.

Part II. Tourism Management

- 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 ofphilos 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 ofnetwork governance: Exchange conditions and social mechanisms, *Academy of Management Review*, 22(4), 911-945.

MKG372 INTERNATIONAL MARKETING

Course coordinator : **Lingfang SONG**

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Course Information

Department : **STRATÉGIE ET MARCHÉ - MARKETING**

Semester : **05 & 06** – Teaching campus : **SHANGHAI**

Total of course hours : **45,00** – ECTS credits : **6,00**

Teaching language : **English**

OVERALL DESCRIPTION

Based on the prerequisites of basic marketing concepts, this course exposes students to current issues of marketing management in the international context; It aims to:

- Develop students' sensitivity to environmental factors which influence marketing activities and identify opportunities and threats in international markets;
 - Stimulate immediate applications of appropriate international marketing approaches to a wide range of business situations.
- Upon successful completion of the course, the students should be able to:
- Understand the complexity of international marketing environment when doing business abroad;
 - Realize environmental significance especially cultural factors on developing marketing strategies;
 - Master different techniques in selecting markets, and distinguish as well as evaluate entry modes in different situations; and
 - Develop marketing plans in an international context.

LEARNING GOALS & LEARNING OBJECTIVES

2 Intellectual capacities

2.1 Analyse a situation, a process, an environment, through identifying and integrating relevant information.

3 Interpersonal, teamwork and communication skills

3.1 Demonstrate effective team interaction skills.

4 Ethics and cultural as well as international awareness

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

ORGANIZATION

1.Theoretical Conceptualisation of International Marketing SEMINAR:21.0h

Session1 : Introduction to International Marketing

- International Marketing Defined
- Initiation of Internationalization
- Stages of International Marketing Involvement
- International Marketing Management Orientation

Readings and homework
Pre-reading:
- Read course material + suggested articles

Session2 : International Marketing Environment

- Economic & Trade Environments
- Political & Legal Environments
- Cultural & Social Environments

Readings and homework
Pre-reading:
- Read course material + suggested articles

Session3 : International Marketing Research & Market Entry Modes

- International Marketing Research Process
- Market Entry Modes and their advantages and inconveniences

Readings and homework
Pre-reading:
-Read course material + suggested articles

Session4 : - In Class Group Work

Tutorial of group project

Readings and homework

Session5 : - Marketing Mix in an International Context 1

- International Product & Brand Strategies
- Pricing for International Markets

Readings and homework

Pre-reading:

- Read course material + suggested articles

Session6 : Marketing Mix in an International Context 2

- International Integrated Marketing Communications
- International Marketing Channels

Readings and homework

Pre-reading:

- Read course material + suggested articles

Session7 : Milestone and group presentations

Milestone and group presentations

Readings and homework

Milestone:

- Group presentation (15mins max. + 5mins Q&A)

2. Practical Application of International Marketing SEMINAR:21.0h

Session8 : Introduction to the Practical Application of International Marketing in China

- Relevance of Cultural Environment for International Marketing.
- Case study : consequences of wrong international position (5p).
- Specificities of Culture in ASIA (focus China)

Readings and homework

Pre-readings:

- Cateora, et.al. (2011). International Marketing. 15th Edition. Ch. 5. Culture, Management Style, and Business Systems

Session9 : Marketing and Asia (China)'s Political Environment

- The Political Environment in International Marketing
- Specificities of the Political Environment in Asia (focus China)
- Case study : consequences of wrong international position (branding) .

Readings and homework

Pre-readings:

- Cateora, et.al. (2011). International Marketing. 15th Edition. Ch. 6. The Political Environment: A Special Concern

Session10 : Case study

- Notion of TRANSING- VSA : Vision Strategy and Actions in International contexts.
- 2 case studies : F&B case – success story in China.

Readings and homework

Pre-readings:

- Cateora, et.al. (2011). International Marketing. 15th Edition. Ch. 7. The International Legal Environment

Session11 : Market Research in China and APAC

- Market Research in China and APAC.
- Specificities of International Marketing to Asian Consumers
- Case study : Fashion industry : analyse the “flop” of a fashion brand in Asia, recommendation for a new strategy.

Readings and homework

Pre-readings:

- Cateora, et.al. (2011). International Marketing. 15th Edition. Ch. 8. Developing a Global Vision through Marketing Research & Ch. 11. The Asia Pacific Region

Session12 : Communications and Advertising in China

- Adapting communications and advertising to China
- Focus on Chinese Millennials
- Focus on new retailing / digital communication.
- Case study : luxury goods : success story.

Readings and homework

Pre-readings:

Session13 : Implementing Global Marketing Strategies and Adapting them to China

- Implementing Global Marketing Strategies
- One size-fits all?
- Adaptation of Marketing Strategies to China

Readings and homework

- Pre-readings:
Cateora, et.al. (2011).
International Marketing. 15th
Edition. Ch. 19. Negotiating with
International Customers, Partners,
and Regulators

Session14 : Milestone and group presentations

Milestone and group presentations

Readings and homework

- Milestone:
- Group presentation (15mins max.
+ 5mins Q&A)

Course hours : SEMINAR, 42.0h

ASSESSMENT

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

BIBLIOGRAPHY

- Warren J. Keegan, Mark C. Green, Global Marketing, Prentice Hall
- Philip R. Cateora, John L. Graham, International Marketing, Irwin McGraw-Hill
- Warren J. Keegan, Bodo B. Schlegelmilch, Global Marketing Management A European Perspective, Prentice Hall
- Usuniner, Lee, Marketing Across Culture, Prentice Hall
- Cateora, P., Mary, G., & Graham, J. (2011). International Marketing - Edition 15. ISBN 978-0-07-352994-3. McGraw-Hill.

MKG373 EVENT-MARKETING-AND-MANAGEMENT

Course coordinator : **Maximilian RECH**

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Course Information

Department : **STRATÉGIE ET MARCHÉ - MARKETING**

Semester : **05 & 06** — Teaching campus : **SHANGHAI**

Total of course hours : **45,00** — ECTS credits : **6,00**

Teaching language : **English**

OVERALL DESCRIPTION

This course allows students to develop an in-depth understanding for the intricacies of event marketing and management in an international environment. Theoretical understanding for A-Z event management and successful business modeling will be accompanied by an introduction of marketing strategies for various customer segments and target audiences. The course provides in-depth insights into leadership and management styles that facilitate leading large and diverse teams. Finally, safety and risk management are related back to financial analysis and feasibility. Students develop their own event marketing and management strategy and present the outcomes in a consultancy briefing at the end of the semester.

LEARNING GOALS & LEARNING OBJECTIVES

1 Functional business knowledge

1.1 Apply the fundamentals of management sciences (accounting, finance, marketing, management) and (economics, business law) to common situations in a company environment.

4 Ethics and cultural as well as international awareness

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

ORGANIZATION

1.Principles of Event Marketing and Management SEMINAR:9.0h

Session1 : Introduction to Event Marketing and Management

- Historical perspective
- Introduction to event marketing and management
- Event types
- Event teams

Readings and homework

Session2 : Principles of Event Marketing and Management

- Principles of event marketing and management
- Conceptualisation & design.
- Analysis and review of concept
- Logistics

Readings and homework

Session3 : Business Modeling and Feasibility

- Business model canvas
- Review and feasibility
- Success factors
- SWOT analysis

Readings and homework

2.Event Planning and Management SEMINAR:3.0h

Session4 : Mission and Vision in Event Marketing and Management

- DNA of the event
- Unique selling point (USP)
- Mission and vision
- Objectives
- SMART goals
- Project note
- Planning and review

Readings and homework

Pre-reading:
- Khotimah et.al. (2016). Event Marketing and Experiential Marketing towards the Formation of Net Marketing Contribution Margin (NMCM).

3. Marketing and Branding SEMINAR:9.0h

Session5 : Event Marketing

- Introduction to event marketing
- Marketing channels
- Marketing mix
- Consumer segments
- Competitor analysis
- Pricing strategies
- Bundling
- Sponsorships
- Partnerships

Readings and homework

Pre-reading:

- Daniel et.al. (2012). The Use of Event Marketing Management Strategies.

Session6 : Event Branding

- Brand image
- Branding and corporate identity
- Traditional advertising
- Digital advertising
- Publicity and public relations

Readings and homework

Session7 : Milestone: Workshop

Workshop preparation > Prepare presentation and consultancy briefing of an event marketing and management solution for a multi-national corporation. Identify, take into account and apply key concepts and theoretical lessons learned when implementing a strategy for event marketing and management. Define different touch points for customers prior to, during, and after the consumption of the product or service in question.

Readings and homework

Milestone:

- Form groups of ~four students and begin preparing the presentation and consultancy briefing for the final evaluation.

4. Leadership and Strategic Communications SEMINAR:9.0h

Session8 : Leadership

- Leadership team
- Leading people to successful results
- Leading teams
- Leadership characteristics
- Leadership in meetings

Readings and homework

Session9 : Managing Event Location and Team

- Processes and reporting
- Team roles and responsibilities
- Managing celebrities, entertainers and athletes
- Recruiting and managing volunteers
- Managing staff meetings and briefings
- Staging on event day (logistics of entertainment, sound, light, refreshments, etc.)

Readings and homework

Session10 : Communications

- Written communications
- Public relations, semi-public communications, forecasts, bon de commandes, invoices and invoicing
- Verbal communications

Readings and homework

5. Security and Risk SEMINAR:6.0h

Session11 : Security

- Security and standards
- Site management
- Safety and the workplace
- Transportation
- Managing large crowds

Readings and homework

Session12 : Risk

- Man-made and natural risks
- Emergency planning

- Incident reporting
- Compliance
- Insurance requirements
- Emergency procedures and drills

Readings and homework

6.Finance **SEMINAR:9.0h**

Session13 : Business Modeling and Financial Analysis

- Budget planning
- Break even point
- Cash flow analysis
- Profit & loss statement (P&L)
- Balance sheets
- Financial control and auditing

Readings and homework

Session14 : Business Modeling and Financial Analysis

- Cash flow scenarios
- Cost and timing of different communication strategies (promotion, online and offline advertising, press, social media, etc.)
- Multiple different assumptions
- Varying ticket pricing policies
- Negotiation techniques to develop sponsorships as a strategy

Readings and homework

Session15 : Milestone: Presentation & Report

Oral presentation:
 Reality Check > Presentation of an event marketing and management solution for a multi-national corporation.
 Identify, take into account and apply key concepts and theoretical lessons learned when implementing a strategy for event marketing and management. Define different touch points for customers prior to, during, and after the consumption of the product or service in question.

Readings and homework

- Milestone:
- Group presentation (10mins max. + 5mins Q&A)
 - Consultancy briefing highlighting key findings and top three recommendations (4000 words / compliance with ESSCA stylesheet)

Course hours : SEMINAR, 45.0h

ASSESSMENT

	% of final grade	Assessment type %	Duration (hours)
Final Exam (FE)	60	Project Group 100	
Midterm Exam (ME)			
Continuous Assessment (CA)	40	Oral exams Individual 25.0 Oral exams Individual 75.0	

BIBLIOGRAPHY

- Daniel, M., Bogdan, G., & Daniel, Z. (2012). The Use of Event Marketing Management Strategies. *Procedia - Social and Behavioral Sciences*, 46, 5409–5413. <https://doi.org/10.1016/j.sbspro.2012.06.448>
- Khotimaha, K., Kaltumb, U., & Sucherly, D. S. (2016). Event Marketing and Experiential Marketing towards the Formation of Net Marketing Contribution Margin (NMCM) (Study at PT. Garuda Indonesia, TBK) - ScienceDirect. Retrieved 11 May 2018, from <https://www.sciencedirect.com/science/article/pii/S1877042816300775>

MKG374 FASHION-MARKETING

Course coordinator : **Maximilian RECH**

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Course Information

Department : **STRATÉGIE ET MARCHÉ - MARKETING**

Semester : **05 & 06** — Teaching campus : **SHANGHAI**

Total of course hours : **22,50** — ECTS credits : **3,00**

Teaching language : **English**

OVERALL DESCRIPTION

This course provides an introduction to Fashion Marketing, through lectures and case studies. The textile industry was the major engine for growth in industrialized countries. China represents an outstanding example of rapid transformation in fashion, specifically from manufacturing to brand making enterprises. Understanding this shift will give participants the context to study current issues faced by global fashion leaders, operating in the Asian region, and Chinese players going abroad. Introducing key concepts and tools of fashion marketing, the course will build expertise to understand today's challenges, and analyze current strategies and best practices. Through various examples of key players from mass market and the luxury sectors, and some field research in the city of Shanghai, participants will acquire hands on experience as well. The course aims at highlighting the key success factors of fashion companies and brands, and their ability to capture the aspirational needs of Chinese consumers, through targeted and innovative marketing strategies.

LEARNING GOALS & LEARNING OBJECTIVES

2 Intellectual capacities

2.3 Choose appropriate methods of calculation and tools of problem-solving.

4 Ethics and cultural as well as international awareness

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

ORGANIZATION

1.Fashion Marketing SEMINAR:22.5h

Session1 : Introduction to the Fashion Sector

Lecture:

- Overview of the global fashion industry and the role of China
- From producing clothing to launching fashion brands
- Fashion business models
- Structure of the Fashion market
- Mass market-premium-luxury markets

Readings and homework

- Easey M., Fashion marketing, Chapter 1 Introduction to Fashion Marketing.
- Chapter 2 The Fashion Market and the Marketing Environemnt.

Session2 : Fashion Marketing Theories

Lecture:

- What is Fashion marketing?
- Fashion theories (trickle down, fad vs trend, etc.)
- Influence of culture on fashion and consumers
- Diffusion of innovation
- Fashion marketing process
- Fashion branding exercises

Readings and homework

- Kapferer J.N., Luxury brand Management. Chapter on Fashion vs premium.
- Salomon & Rabolt, Consumer behavior in Fashion, Chapter 3: The creation and Diffusion of Fashion Consumer Culture.

Session3 : Fashion Marketing in China

Lecture:

- Chinese fashion market overview and main players (local and from US, EU, Japan or Korea)
- Fashion consumers in China
- Fashion marketing characteristics in China (speed, O2O, e-commerce sites, etc.)
- Fashion Communication in China (press, social media, events, fashion weeks, etc)

Readings and homework

- Pre-reading:
- Websites need to be consulted by students to gather most recent data.

Session4 : Case Study (No1)

- Students will bring the data gathered online and in-store, analyze their O2O strategy and adaptation to the Chinese consumers.
- A brand from the fast fashion sector will be studied in class to apply the main theories of marketing.
- How to drive customers in store is a main issue and needs to be addressed using

- local social media and innovative marketing techniques.
- Brands may include: H&M, Zara, Gap, Uniqlo, etc.
 - Key recommendations will be presented orally in groups without a power point.

Readings and homework

- Fieldwork:
- 45 minutes preparatory field research

Deliverables:

- Short word document in groups, to be handed out at the end of the class

Session5 : Fashion Products and Brand Extension

Lecture:

- Segmenting the market
- Analyzing fashion product range
- Theories of brand extension
- In class exercises to apply branding tools to fashion brands
- From clothing to cosmetics, interior, and hospitality (case of Armani)

Readings and homework

- Pre-reading:
- Okonkwo, Luxury Fashion branding

Session6 : Case Study (No2)

- Students will have to gather data on a brand from the luxury fashion sector prior to class.
- The question addressed in class will explore KSF of luxury markets, and allow the application of some tools covered in previous lectures and readings.
- Recommendations are expected by the end of the session, and presented orally without a power point.
- Brands may include: Dior, Céline, Alberta Ferretti, Armani, etc.

Readings and homework

- Fieldwork:
- 45 minutes preparatory field research

Deliverables:

- Short word document in groups, to be handed out at the end of the class.
- Read Jing Daily website, as a source for the luxury market in China.

Session7 : Final Presentation

- Students will need to apply the marketing concepts seen in class to a brand of their choice. They will analyze it from its inception to its current strategy.
- Recommendations may address products, communication, or retail issues in particular.
- Ethical dimensions need to be taken into account, especially in the Chinese context.
- A detailed assignment outline will be provided in class.
- Analytical skills and oral skills (power point contents and aesthetic layout) are critical in the creative industries. They will be assessed on this final day.

Readings and homework

- Deliverables:
- Short word document in groups, to be handed out at the end of the class.
- Read Jing Daily website, as a source for the luxury market in China.

Course hours : SEMINAR, 22.5h

ASSESSMENT

	% of final grade	Assessment type %	Duration (hours)
Final Exam (FE)	50	Project Group 100	
Midterm Exam (ME)	30	Project Group 100	
Continuous Assessment (CA)	20	Oral exams Individual 50.0 Oral exams Individual 50.0	

BIBLIOGRAPHY

Sources, books used in class and further readings:

- Easy M. (Ed.), *Fashion Marketing*, 3rd Edition, London: Wiley-Blackwell, 2009.
- Kapferer J.N., *The Luxury Strategy: Breaking the Rules of Marketing to build Luxury Brands*, London:Kogan, 2012 (2nd ed.)
- Kawamura Y., *Fashion-ology: An introduction to Fashion Studies*, New York:Berg, 2006.
- Okonkwo U., *Luxury Fashion Branding: Trends, Tactics, Techniques*, New York: Palgrave McMillan, 2007.
- Rabolt & Solomon M.R., *Consumer Behavior in Fashion*, Pearson, 2009.
- Tungate M., *Fashion Brands: Branding Style from Armani to Zara*, London: Kogan, 2008.
- Wu Juan J., *Chinese Fashion: From Mao to Now*,New York: Berg, 2009.
- Website: BOF (Business of Fashion) <https://www.businessoffashion.com/>
- Website: Jing Daily (about China). <https://jingdaily.com/>
- Register to the wechat pages of fashion groups (LVMH, Uniglo, Zara, etc.) to receive up to date information.

MKG375 DIGITAL-MARKETING

Course coordinator : **Maximilian RECH**

max.rech@essca.fr — Office : SHANGHAI in SHANGHAI

Course Information

Department : **STRATÉGIE ET MARCHÉ - MARKETING**

Semester : **05 & 06** — Teaching campus : **SHANGHAI**

Total of course hours : **22,50** — ECTS credits : **3,00**

Teaching language : **English**

OVERALL DESCRIPTION

The digital transformation of today's world is encompassing every business, no matter whether it is a Small and Medium-sized Enterprise (SME) or a Multinational Corporation (MNC). Digitisation has a direct impact on business models, but also on aspects such as operations, sourcing and distribution, and maybe most importantly marketing. Digital marketing is therefore a key element for the successful graduate of the future. In order to interact with customers in the 21st Century, students have to understand how to communicate with potential clients. In the age of onmi-channel interaction with target audiences, companies need analyse when to interact with the consumer via what media and how. This course provides an introduction to digital marketing and mobile marketing before discussing Search Engine Optimisation (SEO), Search Engine Marketing (SEM) and Customer Relationship Management (CRM). Subsequently the course discusses more recent phenomena such as digital display advertising, social media marketing, and analytics, which help analyse, strategise, and plan successful digital marketing campaigns.

LEARNING GOALS & LEARNING OBJECTIVES

1 Functional business knowledge

1.2 Formalise recommendations and procedures in line with the company strategy by using the fundamentals of management sciences (accounting, finance, marketing, management) and by taking into account the economic and legal context of the company.

4 Ethics and cultural as well as international awareness

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

ORGANIZATION

1.Introduction to Digital Marketing & Mobile First SEMINAR:21.0h

Session1 : Introduction to Digital Marketing & Mobile First

- Introduction to digital marketing
- Concepts of digital marketing
- Traditional versus digital marketing
- Mobile first & the specificities of China
- Trends in digital marketing – trends in mobile marketing
- Mobile Advertising
- Responsive websites
- Mobile apps versus mobile platforms > best practices
- Proximity marketing
- QR codes - mobile payment – mobile ticketing

Readings and homework

Pre-reading:
- PwC (2014). Mobile advertising in China.

Session2 : Search Engine Optimisation (SEO)

- SEO concepts
- Search > results – benefits of positions – stakeholders – mechanics
- Web optimisation - on-page optimisation – content is king – meta tags -
- Keyword research and selection
- Content updates and layout
- SEO Site Map
- SEO Webmaster Tools
- Links and page ranking

Readings and homework

Pre-reading:
- Netmark (2016). The 6 Fundamentals of Digital Marketing.

Session3 : Search Engine Marketing (SEM)

- SEM concepts
- Pay per click (PPC) – concepts and strengths
- Keyword research
- Specificities of China > Google vs. Baidu vs. eCommerce platforms
- Advertising campaigns > planning - keyword selection - copy - landing page
- Advertising campaigns > management - targeting - budgets - scheduling -conversion - tracking - bidding - analytics

Readings and homework

Pre-reading:
- Ernst & Young (2015). E-commerce strategy and must-haves in China.

Session4 : Customer Relationship Managemet (CRM) and e-Mail Marketing

- CRM concepts
- e-Mail marketing concepts
- e-Mail marketing campaigns
- Campaign segmentation
- e-Mail design > copy - structure - systems - filtering - scheduling
- User behaviour and characteristics
- Measurement > success metrics - A-B testing

Readings and homework**Session5 : Digital Display Advertising**

- Digital display concepts
- Benefits of display versus challenges of display
- Programmatic = real time bidding?
- Running effective ads > formats - features - display frequency
- Campaign planning > target audience - objectives - budget - targeting - tracking -iteration and optimisation

Readings and homework

- Pre-reading:
- Netmining (2014). Big Book of Digital Marketing. Ch 3. Programmatic / RTB.
 - Burg, T. (2015). Programmatic vs. RTB: A common misconception in Ad Tech. <https://www.centro.net/blog/blog-programmatic-vs-rtb-a-common-misconception-in-ad-tech/>

Session6 : Social Media Marketing

- Social media marketing concepts
- Social media marketing goals > setting goals and priorities
- Western social media > Google – Facebook – Twitter – Youtube –
- Common social media > LinkedIn - Wikipedia
- Chinese social media > Baidu – Youkou – QQ – WeChat
- Search engine brand zones
- Profile / page set-up - followers - engagement
- KOLs

Readings and homework**Session7 : Analytics, Strategy & Planning**

- Concepts in analytics, strategy and planning
- Tracking and tracing information
- Analysing results and target audience
- Goals and objectives
- Strategy and action plan
- Setting an appropriate budget > Measuring results - adapting tools - agile iteration

Readings and homework

- Pre-reading:
- T. Piñeiro-Otero and X. Martínez-Rolán (2016). Understanding Digital Marketing - Basics and Actions.

Session8 : Written exam

Written report - individual:

Reality Check > Written report on digital marketing solution for a multi-national corporation in China.

Identify and take into account key tools and important lessons for media /technology / and user experience (UX). Define different touch points for customers prior to, during, and after the consumption of the product or service in question.

Readings and homework

Milestone:

- Consultancy briefing highlighting key findings and top three recommendations (Open book exam of 2000 words / compliance with ESSCA stylesheet)

Course hours : SEMINAR, 21.0h

ASSESSMENT

	% of final grade	Assessment type %	Duration (hours)
Final Exam (FE)	50	Written exams Individual 50.0 Project Individual 50.0	1,50
Midterm Exam (ME)			

Continuous Assessment (CA)	50	Oral exams Group 80.0 Oral exams Group 20.0	
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BIBLIOGRAPHY

4TH YEAR COURSES IN SHANGHAI

— PRE-SPECIALISATION TRACKS

All students must study the following courses:
Chinese Language (INT473), and
Leadership & Strategy (MGT474)

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Students following the **International Business track**
(leading to the major: International Business) must study:

- Asian Business Research Project (INT472)
- Country Risk Analysis (INT474)
- Cross-Cultural Management and Negotiation (INT475)

And have to choose two of the remaining classes.

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Students following the **Marketing track**
(leading to the major: Brand marketing & Retailing in China)
must take all three classes in Marketing (code starting with MKG)
and have to choose two out of the remaining classes.

INT471 ASIAN ECONOMY AND GEOPOLITICS

Course coordinator : **Maximilian RECH**

max.rech@essca.fr — Office : SHANGHAI in SHANGHAI

Course Information

Department : **AFFAIRES INTERNATIONALES**

Semester : **07 & 08** — Teaching campus : **SHANGHAI**

Total of course hours : **45,00** — ECTS credits : **6,00**

Teaching language : **English**

OVERALL DESCRIPTION

This course provides an introduction into the post-war macro-economic development and the related political challenges of the East Asian region. Emphasis will be put on China's phenomenal economic and political rise and its implications for the country itself and for its East Asian neighbours. Introducing the concept of geo-economic policy, the course helps students analyse the underlying patterns of Sino-European inward and outward foreign direct investment (FDI), state capitalism and the role of the Chinese government. As an interactive element, the course includes a simulation game of EU trade ministers negotiating trade policy towards China. Since geography, economics and politics are intertwined anywhere in the world, and probably even more so in China and East Asia, the course contents are essential for any business student.

LEARNING GOALS & LEARNING OBJECTIVES

2 Managerial skills

2.3 Graduates will possess a global mindset and adopt an international perspective in the management of their projects and missions.

4 Specific competences according to the Master 1 specialisation track.

4.1 Graduates will have demonstrated their capacity to evaluate the complexities of international business based on cross-cultural perspectives.

ORGANIZATION

1.Part I: Asian Geopolitics SEMINAR:21.0h

Session1 : Introduction to China and (East) Asia

Lecture:

General Introduction to East Asia:

- Geography
- Nations
- Political systems
- Economic overview
- Tensions

Brief historical overview:

- Sino-centric tributary system
- Western imperialism
- Japanese domination
- U.S. hegemony
- China's rise and its impact: preview

Readings and homework

Pre-reading:

- WANG, Gungwu (2008). China and the International Order: Some Historical Perspectives, China and the New International Order, Routledge, pp.21-31.
- YANG, Jiemian (2015). "China's "New Diplomacy" under the Xi Jinping Administration." China Quarterly of International Strategic Studies, DOI: <https://doi.org/10.1142/S2377740015500013>

Session2 : China-US Relations

Lecture:

Historical development of China-US relations:

- Cold War (Korean War, Vietnam War)
- Rapprochement in the 1970s
- Cross-strait relations and the US factor
- Current issues: South China Sea, Taiwan, North Korea/China/US relations
- A new sphere of US – China competition: Trade Agreements and Institutionalisation World Bank, TTIP vs. AIIB, FTAAP and Belt Road Initiative, Normative Influence

Readings and homework

Pre-reading:

- EVANS, Michael (2010). Power and Paradox: Asian Geopolitics and Sino-American Relations in the 21st Century, DOI: [10.1016/j.orbis.2010.10.004](https://doi.org/10.1016/j.orbis.2010.10.004).
- FOOT, Rosemary (2017). "Power transitions and great power management: three decades of China–Japan–US relations." The Pacific Review. DOI: <https://doi.org/10.1080/09512748.2017.1303535>
- BLINKEN, Antony J. (2017). "Trump Is Ceding Global Leadership to China." New York Times.

Session3 : East Asian Style Economic Development

Lecture:

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

- Accompanying political transformations

Readings and homework

Pre-reading:

- YEUNG, HW. (2017) "Rethinking the East Asian developmental state in its historical context: finance, geopolitics and bureaucracy" Doi: <https://doi.org/10.1080/23792949.2016.1264868>
- JOMO, K.S. (2001). "Growth After the Asian Crisis: What Remains of the East Asian Model?" pp. 11-26.

Session4 : Chinese Style Economic Development

Lecture:

- China's distinctive way of gradual economic reform and decentralization (1980s)
- China's economic liberalization and integration into the global trade network (1990s and 2000s)
- China and the validity of economic theories
- (Geo)political implications

Readings and homework

Pre-reading:

- WHYTE, Martin (2009). "Paradoxes of China's Economic Boom." Annual Review of Sociology. Doi: <https://doi.org/10.1146/annurev-soc-070308-115905>
- CHU, Yin-wah; SO, Alvin Y. "State Neoliberalism: The Chinese Road to Capitalism" in ed. CHU, Yin-wah, 'Chinese Capitalisms' (2010),pp.46-72.

Session5 : China, Eurasia and the Belt & Road Initiative (BRI)

Lecture:

- The domestic roots of the BRI
- Implications for Central, South and Southeast Asia
- Implications for relations with India, Russia, Europe and the US
- BRI as a blueprint for new wave of (China-led) globalization?

Readings and homework

Pre-reading:

- HUANG, Yiping (2016). "Understanding China's Belt & Road Initiative: Motivation, framework and assessment." China Economic Review, doi: [10.1016/j.chieco.2016.07.007](https://doi.org/10.1016/j.chieco.2016.07.007)
- LIU, W. and DUNFORD, M. (2016). "Inclusive globalization: unpacking China's Belt and Road Initiative." Area Development and Policy, doi: [10.1080/23792949.2016.1232598](https://doi.org/10.1080/23792949.2016.1232598)

Session6 : China Rises: Challenges and Opportunities / Team work project I

Lecture:

Political and societal implications of China's economic opening for China itself:

- Income inequality
- Migrant workers
- Environmental implications
- Ageing population
- Sustainability of growth and political stability

Briefing on group projects

Readings and homework

Pre-reading:

- WORLD BANK (2013), "Overview." In 'China 2030: Building a Modern, Harmonious, and Creative Society' (World Bank), pp.3-77 <https://openknowledge.worldbank.org/bitstream/handle/10986/12925/9780821395455.pdf>

Deliverables:

- Project

Session7 : Team work project II

Mid-term Exam:

- Mid-term oral presentation
- Student infographics (Use of piktochart for visual presentation)
- Group presentation of ~4 students with 10 minutes max. per student group / 5 minutes for Q&A

Readings and homework

Milestone:

- Group presentations to be sent to instructor

2.Part II: Asian Economy SEMINAR:21.0h

Session1 : Investing in China

Lecture:

Introduction to the opportunities and obstacles for foreign investors in China:

- Overview of China's IFDI
- Policy and regulation
- Corporate players
- Theoretical implication

Readings and homework

- 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.
- Sauvart, K. P., & Allman, D. (2015). Can India emulate China in attracting and benefitting from FDI? Retrieved from <https://academiccommons.columbia.edu/catalog/ac:201590>
- Sauvart, K. P., & Chen, V. Z. (2014). China needs to complement its 'going-out' policy with a 'going-in' strategy. Retrieved from <https://academiccommons.columbia.edu/catalog/ac:185433>

Session2 : Investment from China

Lecture:

Analysis of challenges and opportunities for foreign investors from China:

- Overview of China's OFDI
- Policy and regulation
- Corporate players
- Theoretical implication

Deliverables:

- Presentation on Chinese FDI in the EU - When, where, and how?

Readings and homework

Pre-reading:

- SEAMAN, John; HUOTARI Mikko; OTERO-IGLESIAS, Miguel (Eds.) (2017). Chinese investment in Europe: A country-level approach. A Report by the European Think-tank Network on China (ETNC), December 2017. <https://www.merics.org/en/merics-analysis/merics-reports/chinese-investment-in-europe/>
- Sauvant, K. P. (2017). China moves the G20 on international investment. Retrieved from <https://academiccommons.columbia.edu/catalog/ac:zw3r2280jq>

Session3 : Socialism with Chinese Characteristics

Lecture:

Chinese government's intervention in the market and its implications:

- Institutions of corporate governance of state-owned enterprises
- Privatisation and hybrid-ownership forms
- G2B relationship

Readings and homework

- LIN, Li-Wen; MILHAUPT, C.J. (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.
- BLUSTEIN, Paul (2017). 'China Inc. in the WTO Dock Tales from a System under Fire - CIGI Papers No. 158'. Centre for International Governance Innovation. 20 December 2017. <https://www.cigionline.org/sites/default/files/documents/Paper%20no.158webPDF.pdf>

Session4 : China and the Market Economy Status

Lecture:

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 WTO:

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

Readings and homework

Pre-reading:

- HOUTARI, M.; GASPARS, J. (2016). Asserting European interests: How Brussels should deal with the question of China's Market Economy Status. MERICS China Policy Brief. January 2016, pp. 1-16
 - GODEMONT, François; Abigaël VASSELIER (2017). 'China at the Gates: A New Power Audit of EU-China Relations'. http://www.ecfr.eu/publications/summary/china_eu_power_audit7242
- Deliverables:
- Project: Preparation for the simulation game: opening statement / negotiation strategy

Session5 : EU Trade Ministers' Simulation Game

Project:

Simulation Game:

- "The EU Council of Economy and Trade Ministers Negotiates Whether or Not to Grant China Market Economy Status"

Deliverables:

- Opening statement
- Negotiation strategy
- Competence
- Participation

Readings and homework

Pre-reading:

- CROSS, James P. (2012). "Interventions and negotiation in the Council of Ministers of the European Union", European Union Politics, March 2012, Vol. 13, No. 1, pp. 47-69.
- Deliverables:
- Project: Simulation game

Session6 : Predictability of economic development I

Lecture:

- China's World Economy (IFIs / FTAs / FDI)
- The World of China's Economy (Consumption-based economy? / Reform of SOEs / Case Study of service sector)

Workshop:

- Predictability of economic development
- Student infographics (Systems thinking / indicators / factor costs > SWOT)

Readings and homework

Pre-readings:

- Bell, Daniel A. (2015). The China Model: Political Meritocracy and the Limits of Democracy. Oxfordshire: Princeton University Press. <https://press.princeton.edu/titles/10418.html>, Preface pp. 8-31.
- LI Hun (2015). JingJinJi Infographic. <http://knowledge.ckgsb.edu.cn/2015/08/20/sustainability/jingjinji-a-chinese-megalopolis-in-the-making/>

Session7 : Predictability of economic development II

Presentation:

- Student infographics (Use of piktochart for visual presentation)
- Group presentation of ~4 students with 10 minutes per student group / 5 minutes for Q&A

Wrap-up

- Mock exam.

Readings and homework

Deliverables:

- Infographic & group presentation

Course hours : SEMINAR, 42.0h

ASSESSMENT

	% of final grade	Assessment type %	Duration (hours)
Final Exam (FE)	50	Written exams Individual 100	3,00
Midterm Exam (ME)	40	Oral exams Individual 100	
Continuous Assessment (CA)	10	Oral exams Individual 100	

BIBLIOGRAPHY

- 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

Course coordinator : **Maximilian RECH**

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Course Information

Department : **AFFAIRES INTERNATIONALES**

Semester : **07 & 08** — Teaching campus : **SHANGHAI**

Total of course hours : **45,00** — ECTS credits : **6,00**

Teaching language : **English**

OVERALL DESCRIPTION

The re-emergence of China is 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 of China in Asia and the world. The course will provide students with insights into the spheres of business, politics, culture and society. By using techniques of business studies and social sciences, students are given ample opportunity for field visits and work in groups on a specific business project of their choice. Regular feedback sessions with the supervisors allow for progress throughout the semester.

LEARNING GOALS & LEARNING OBJECTIVES

2 Managerial skills

2.4 Graduates will have demonstrated the capacity to realise a significant project of academic nature in accordance with international standards.

4 Specific competences according to the Master 1 specialisation track.

4.1 Graduates will have demonstrated their capacity to evaluate the complexities of international business based on cross-cultural perspectives.

ORGANIZATION

1.Part I: Course Introduction SEMINAR:6.0h

Session1 : Module Introduction: East Asian Economies: Performances and Challenges

Lecture: Overview of East Asian Economies

- Introduction to the course: course objectives, course contents, teaching approach, assessment, course timetable.
- The rise of Asia: Asian economies miracles (myth or reality?)
- China: The World's largest economy
- India: The most rapidly growing economy
- Japan: Growth strategy challenges: Abenomics
- Conclusion: Sustainability and economic performances

Asian Business Research Project:

- Team Building (Excel file)
- Select the target company/industry
- Brainstorming
- Group project's schedule, deliverables & assessment

Readings and homework

Pre-reading:

- Reading materials will be distributed by the instructor

Session2 : Research Methods in Business Studies and Social Sciences

Lecture:

- Introduction to the application of various business research methods
- Project management
- Fieldwork in Business Studies / fieldwork in Social Sciences
- Secondary and primary sources
- Quantitative and qualitative data collection

Asian Business Research Project:

- Division of tasks and timetabling

Readings and homework

Pre-reading:

- Mark Saunders et al, Research Methods for Business Students, Financial Times/ Prentice Hall, 4th edition, 2007.

Deliverables:

- A project proposal including a preliminary schedule and plan to be sent to the instructor

2.Part II: Academic Writing & Rhetoric Skills SEMINAR:3.0h

Session1 : Academic Writing Module

- Asian Business Research Project:
Academic Writing Module - 1 ECTS
- Citing, writing, & ESSCA Stylesheet
- Individual writing exercises & group review of literature review

Readings and homework

- Pre-reading:
- Reading materials will be distributed by the instructor
Deliverables:
- Prepare literature review for the group project > at least 10 sources - Respect the ESSCA Stylesheet

3.Part III: Field Work I SEMINAR:6.0h,TP : 3.0h

Session1 : Company Visit

Visit to Shanghai Volkswagen (SVW)

Readings and homework

- Pre-reading:
- Website of Volkswagen > <http://www.vw.com.cn/en.html>
- Prepare focused questions on SVW business operations in China

Session2 : Case Study of multi-national corporation (MNC) in China

Seminar:
Case work on Shanghai Volkswagen – First Mover Advantage in Asia
Chinese Companies as International Competitors

Readings and homework

- Case study:
- Business case will be provided in class.
- Students need to report on the visit

Session3 : Digital transformation and new business models: key challenges and future growth potential

Lecture:
Digital transformation of industries and new business models
-China's growth through technological convergence and innovation
In class Case study:
Case study analysis on cooperative strategy: A Chinese perspective – Didi Chuxing vs Uber China

Readings and homework

- Pre-reading:
- Reading materials will be distributed by the instructor
Case study:
-Business case will be provided in class.

4.Part IV: Group Projects TP : 3.0h

Session1 : Supervised group project

Asian Business Research Project:
- Background research, field visit, interviews etc., as outlined in the plan

Readings and homework

- Deliverables:
- Project diary to be sent to the instructor
- Individual group meeting with the instructor

5.Part V: Field Work II TP : 15.0h

Session1 : Countryside Business Visit

Excursion:
- Visit to companies in China's countryside
- Meeting with government officials
- Interaction with Chinese businesses

Readings and homework

- Pre-reading:
- Background research on the companies/organisations to be visited
- Visit websites
Deliverables:
- Project diary to be sent to the instructor.

6.Part VI: Group Projects & Rhetoric Skills Module TP : 6.0h

Session1 : Rhetoric Skills Module

Asian Business Research Project:
Rhetoric Skills Module - 1 ECTS
- Presentation and rhetoric
- Video analysis
- Individual presentation exercises & group review of presentations

Readings and homework

Pre-reading:

- Reading materials will be distributed by the instructor

Deliverables:

- Prepare a visual presentation for the final group project > use creative visual aid

- Respect the ESSCA Stylesheet

Session2 : Supervised group project II

Asian Business Research Project:

- Background research, field visit, interviews etc., as outlined in the plan
- Finalise background research, field visit, interviews etc., as outlined in the plan.
- Draft final project report
- Draft final presentations
- Discuss outstanding challenges with the supervisors

Readings and homework

Deliverables:

-Project diary to be sent to the instructor.

-Individual group meeting with the instructor.

- Draft project report to be sent to the instructor.

7.Part VII: Course wrap-up and final exam SEMINAR:3.0h**Session1 : Students' Seminar**

Oral Exam:

- Final oral presentations of Asian Business Research Project: Group presentation of ~4 students with 10 minutes per student group / 5 minutes for Q&A

Project:

- Final Report: In-class workshop on the final written report/ Group project (6-8 pages maximum), submission deadline for final report will be indicated during this session.

- No delays will be accepted.
- Respect ESSCA Stylesheet

Readings and homework

Deliverables:

- Students are requested to prepare power point/Media support presentation on their project and send it in advance to the instructor.

- Summary/findings to be sent in advance.

Course hours : SEMINAR, 18.0h ; TP, 27.0h**ASSESSMENT**

	% of final grade	Assessment type %	Duration (hours)
Final Exam (FE)	70	Oral exams 50.0 Project 50.0	
Midterm Exam (ME)			
Continuous Assessment (CA)	30	Oral exams 30.0 Written exams 50.0 Oral exams 20.0	

BIBLIOGRAPHY

- DALE, J., KYOJI, F. and TIMMER, M. (2016), The World Economy, Growth or Stagnation, Cambridge University Press.
- ANDERSON, S. PETERSON M.A. and TOOPS, S.W. (2018), International Studies, An Interdisciplinary Approach to Global Issues, 4th edition, Westview Press.
- "China 2030: Building a Modern, Harmonious, and Creative Society", The World Bank- The World Bank and the Development Research Center of the State Council, P. R. China, 2013.
- ASIAN ECONOMIC INTEGRATION REPORT 2017 - THE ERA OF FINANCIAL INTERCONNECTEDNESS How Can Asia Strengthen Financial Resilience?, Asian Development Bank, 2017.
- OECD (2018), Economic Outlook for Southeast Asia, China and India 2018: Fostering Growth Through Digitalisation, OECD Publishing, Paris, <http://dx.doi.org/9789264286184-en>.
- Krugman, P. (1994) The Myth of Asia's Miracle, Foreign Affairs, 73:6, p.62-78.
- Young, A. (1995). The Tyranny of Numbers: Confronting the Statistical Realities of the East Asian Growth Experience. The Quarterly Journal of Economics, 110(3), 641-680.
- Ted talks / general topics, Harvard Business Review website, Institute for Strategy & Competitiveness (Harvard Business School) Resources, Regular reading of international and Asian economic press and specialized magazines.

Some Useful Websites:

World Bank: <http://www.worldbank.org/>WTO: <http://www.wto.org/>IMF: <http://www.imf.org/>East Asia Forum: <http://www.eastasiaforum.org/>OECD: <http://www.oecd.org/index.htm>UNCTAD: <http://unctad.org/en/Pages/Home.aspx>Asian Development Bank: <http://www.adbi.org/>Economic Research Institute for ASEAN and East Asia (ERIA): <http://www.eria.org/>

INT474 COUNTRY RISK ANALYSIS

Course coordinator : **Maximilian RECH**

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Course Information

Department : **AFFAIRES INTERNATIONALES**

Semester : **07 & 08** — Teaching campus : **SHANGHAI**

Total of course hours : **45,00** — ECTS credits : **6,00**

Teaching language : **English**

OVERALL DESCRIPTION

Country risk is 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 country risk, the main types of risk, methods of analysis, their evaluation by rating agencies, and some countries' rating assessment. More than providing a basic knowledge of traditional risk analysis, this course considers the globalized world in motion taking account regional and world interdependencies. It eventually enables students to review some lessons learned from previous crises in various regions of the world.

LEARNING GOALS & LEARNING OBJECTIVES

1 Leadership, strategy and decision-making

1.3 Graduates will be capable of identifying the overall stakes of a situation, analyse different options, and assess their implications.

2 Managerial skills

2.3 Graduates will possess a global mindset and adopt an international perspective in the management of their projects and missions.

ORGANIZATION

1.Part I: Traditional & Contemporary Risk Analysis SEMINAR:15.0h

Session1 : Introduction & Risk Classification

Lecture:

- Introduction
- Historical perspective of country risks
- Literature review
- Refresh basic theories and laws
- Risks as a chance in business life supposed managers understand how to handle them

- Risk classification
- Differing risks that investors can face on foreign markets
- Concept of Enterprise Risk Management (ERM)

Readings and homework

Pre-reading:

- 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
- Case Study
- SOLVENCIA: Eurobond request to Smith & Parker Bank

Session2 : Financial & Economic Factors

Lecture:

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

- Reference to Socio-Political Risk Analysis > Sessions 11-12

Readings and homework

Pre-reading:

- Currie D.M. (2011), Country Analysis, Gower Publishing Limited

Deliverables:

- Groups Presentation => Students discuss a selected chapter in Currie D.M. (2011)

Session3 : Cultural Risk

Lecture:

- 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.

Readings and homework

Pre-reading:

- Oded S. (2001), Cultural Distance Revisited: Towards a More Rigorous Conceptualization and Measurement of Cultural Differences, Journal of International Business Studies,Third Quarter.

Session4 : Natural & Environmental Risk

Lecture:

- 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.

Readings and homework

Pre-reading:

- Ramady M. (2011), The GCC Economies : Stepping Up To Future Challenges, Springer, part II.

Session5 : Globalization & Rising Country Risks & Emerging Companies

Lecture:
- 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.
- The session also analyses global emerging industries and identifies strategic positions. It analyses why companies globalize and assesses how they develop global strategies.

Readings and homework

Pre-reading:

- Distance Still Matters: The Hard Reality of Global Expansion (HBR OnPoint Enhanced Edition)
- Guemawat P. (2007), Managing Differences: The Central Challenge of Global Strategy, Harvard business Review, March.

Deliverables:

- 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.

2.Part II: Country Risk Assessment & Country Risk Rating SEMINAR:15.0h

Session1 : Measures of Country Risk

Lecture:
- This session introduces risk assessment measures and justifies the use of Country Risk Indicators as well as their limits.

Readings and homework

Session2 : Socio-Political Factors in Business Risk

Lecture:
- Internal forces which may influence social climate and political stability in developing countries
- Focus on the regulatory and political environment
- Comparison of issues in the political economy of China and Southeast Asia

Readings and homework

Readings:

- AmCham Shanghai (2015) China Business Climate Survey Results
- AmCham Shanghai 2015 China Business Climate Survey Press Release
- AmCham Singapore 2016 ASEAN Business Outlook Survey Results
- Corporate Materials from Control Risks (one of the world's top global political risk consultancies): Country Risk Forecasts for China, Indonesia, and Myanmar; Maps of Cross-Border Investment Risk

Session3 : Rating in China: A Critical Assessment

Lecture:
- 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.

Readings and homework

Pre-reading:

- Hand out by instructor

Session4 : Quantitative & Qualitative Methodologies

Lecture:
- This session provides a detailed understanding of analytical methodologies for assessing Sovereign and Country risks in mature and developing markets.

Readings and homework

Pre-reading:

- Hiranya K. N. (2008), Country Risk Analysis: A Survey of the Quantitative Methods, International Business Review , 17(3).

Case Study:

- Managing Risk in an Unstable World

Session5 : The Rating Agency Model Approach

Lecture:
- 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)

Readings and homework

Pre-reading:

- Cosset J.C., Roy J. (1991). The Determinants of Country Risk Ratings, Journal of International Business Studies, 22 (1)
- HOWELL, Llewellyn D. (2014). Evaluating Political Risk. Forecasting Models: What Works? > International Country Risk Guide (ICRG) Methodology
- Standard & Poor's (2011a). Banking Industry Country Risk Assessment Methodology And Assumptions, S&P's website (www.standardandpoors.com)

3.Part III: Country Risk & International Business Development SEMINAR:12.0h

Session1 : The Impact of Rating/Ranking on Corporate Strategies for Foreign Markets

Lecture:
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.

Readings and homework

Deliverables:

- 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.

Session2 : Risk Management & Business Performance

Lecture:

- How companies integrate risk management in their business practices.
- Firm-specific risks directed at a particular company or a business branch.
- Stakeholder Concept

Readings and homework

Pre-reading:

- SAELEEM, S.; ZAIN, U. (2011). 'Do effective risk management affect organizational performance', European Journal of Business and Management, 3(3).
- HAIN, S.(2001). 'Risk perception and risk management in the Middle East market: theory and practice of multinational enterprises in Saudi Arabia', Journal of Risk Research, 14(1).
- HOWELL, Llewellyn D. (2014). Evaluating Political Risk. Forecasting Models: What Works? > Economist Intelligence Unit (EIU) Methodology

Session3 : Risk Insurance

Lecture:

- 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.

Readings and homework

Case Study:

- IFP, Indonesia.

- Preparation for final exam.

Session4 : Making a business case for Investment

Tool Introduction

Overview of Countryrisk.io online sovereign risk tool and uploading the right data

Team Deliverable from Session 8:

1. Choose an emerging company you are excited about
2. Choose a future country market for this company
3. Develop a business case for investment that examines the various risk leveraging the Model of 'Global Country Risk' by Amewokunu & Su and countryrisk.io soeverign risk model

Readings and homework

Readings:

Amewokunu & Su Model of 'Global Country Risk'
Countryrisk.io FAQ

Deliverables:

- 4 Teams presentation 30 minutes each

Course hours : SEMINAR, 42.0h**ASSESSMENT**

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

BIBLIOGRAPHY

FRENKEL, Michael, KARMANN, Alexander, SCHOLTENS, Bert (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.
TOKSOZ, Mina (2014) 'The Economist Guide to Country

INT475 CROSS-CULTURAL MANAGEMENT AND NEGOTIATION

Course coordinator : **Maximilian RECH**

max.rech@essca.fr — Office : SHANGHAI in SHANGHAI

Course Information

Department : **AFFAIRES INTERNATIONALES**

Semester : **07 & 08** — Teaching campus : **SHANGHAI**

Total of course hours : **45,00** — ECTS credits : **6,00**

Teaching language : **English**

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 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, take part in role plays and conduct other practical exercises.

LEARNING GOALS & LEARNING OBJECTIVES

2 Managerial skills

2.3 Graduates will possess a global mindset and adopt an international perspective in the management of their projects and missions.

ORGANIZATION

1.Part I: Fundamentals of Cross-Cultural Management and Negotiation SEMINAR:12.0h

Session1 : Cross-Cultural Management: Fundamental Theories I

- Introduction of fundamental sociological and anthropological concepts that are relevant to cross-cultural management (such as "perception", "space", "social relationships")

- This module will start with a background overview of the notion of culture issues as a Human science and will point out its founding concepts . Emphasis will be laid on what is "observable" and what is "a point of view" to encourage a better understanding of the "obvious facts" arising from anthropology and sociology. This module aims to come up with a synthesis applicable to management; to highlight the approaches to different way of managing people; their relativity and to answer the question of civilizations and cultures.

- After that first approach, we shall quote some examples and anecdotes that will make it easier to understand cultural factors in team management and cross-cultural communication.

Readings and homework

Pre-reading:

- Fernandez, B. Build trust in China: A cross-cultural & relational perspectives.

- Fernandez, B. et.al. (2006). International Executives, Identity, Strategies and Mobility in France and China, Asia Pacific Business Review, Vol. 12, N°1 53-76, January 2006.

- Jiing-Lih Farh, Jiang Liang, Li Fang Chou, and Bor-Shiuan Cheng (2008). Paternalistic Leadership in Chinese Organizations: Research progress and future research direction, In Leadership and Management in China, 2008, Cambridge, pp. 1971-205
- Harvard Business Review (2004). Cultural intelligence, HBR.

Session2 : Cross-Cultural Management: Fundamental Theories II

- Introduction of fundamental sociological and anthropological concepts that are relevant to cross-cultural management (such as "perception", "space", "social relationships")

Readings and homework

Pre-reading:

- Ibid.

Session3 : 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

- This second part has been developed to meet cross-cultural management needs in both Chinese companies and foreign enterprises working in China. It focuses on real issues faced by both expatriates working in China and local Chinese and Asian people working in foreign companies or local companies in employing expatriates staff. It allows students to go beyond differences and create a vision and effective process for working together. It builds the foundations for sustained high performance in cross-cultural management in China. It combines executive experience, know-how and academic interpretations.

Readings and homework

Pre-reading:

- Various case studies and in-class role plays.

2.Part II: Due Diligence and Audits in Europe and China - A cross-cultural comparison. SEMINAR:6.0h

Session1 : 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

Readings and homework

Pre-reading:

- LIU, Y.; WOYWODE, M. (2013). 'Light-Touch Integration of Chinese Cross-Border M&A: The Influences of Culture and Absorptive Capacity', Wiley

Session2 : 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

Readings and homework

Deliverables:

- Prepare questions on 'auditing and controlling in a globalised world'.

3.Part III: Cross-Cultural Management and Negotiation in China SEMINAR:24.0h

Session1 : Introduction and Personal/Team Cultural Orientations

- Characteristics of Culture?
- From Ethnocentrism to Ethnorelativity
- Culture and Personality – Based on Rosinski Cultural Orientations Framework
- Cross-cultural team profile and 'Team Charter'

Approach: Workshop / Facilitative

Readings and homework

Preparation:

- Online COF individual profile
- Teams pre-set according to diversity of profiles (ESSCA)

References:

- Rosinski Coaching Across Cultures
- CORON China Blend: The Cultural Hybrids bridging the world

Deliverables: 'Team Charter'

Session2 : Art and practice of cross-cultural competencies

- What are cross-cultural competencies?
- Practice Listening, Empathy, Non-judging, Asking questions, Openness, Curiosity...
- Role play in critical situations
- Framework to read a cross-cultural situation / critical incident

Approach: Workshop / Facilitative / Experiential

Readings and homework

Pre-reading:

- Article on NVC in work-place?

Deliverables:

- Write your own critical incident – Use the framework to re-read it

Session3 : Fundamentals of China – Historic and political – Business and Society

The basics to understand about cultural context in 10 concepts:

- POPULATION
- MIDDLE KINGDOM
- CONFUCIANISM
- TAOISM
- BUDDHISM
- IMPERIAL EXAMINATIONS
- THE ART OF WAR
- CHINESE COMMUNISM
- GENERATION post- 70-80-90-95
- REAL ESTATE

Readings and homework

Preparation:

- Crash course on China (Youtube):
 1. 2000 Years of Chinese history
 2. Communists, Nationalists and China revolutions
 3. TED Talks on China (pre-selection 8 talks by TED)

Deliverables:

Various cases:

- Concrete examples in today's world of each concept (recent article, experience, film, photo, advertising...)

Session4 : Fundamentals of China – Historic and politic – Business and Society

The basics to understand about cultural context in 10 concepts:

- POPULATION
- MIDDLE KINGDOM
- CONFUCIANISM
- TAOISM
- BUDDHISM
- IMPERIAL EXAMINATIONS
- THE ART OF WAR
- CHINESE COMMUNISM
- GENERATION post- 70-80-90-95
- REAL ESTATE

Readings and homework

Preparation:

- Crash course on China (Youtube):

1. 2000 Years of Chinese history
2. Communists, Nationalists and China revolutions
3. TED Talks on China (pre-selection 8 talks by TED)

Deliverables:
Various cases:

- Concrete examples in today's world of each concept (recent article, experience, film, photo, advertising...)

Session5 : Management & Culture

- What is Management? What are key management skills which will be affected by Culture?
- Building Trust & Networking in China
- 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
- Successful communication strategies
- Leadership Style in China
- Strategy for Knowledge Transfer

Readings and homework

Pre-reading:

Various cases:

- Peugeot-VW Comparison Case

Deliverable:

- Beer Brand > development, project management, and team strategy

Session6 : Management & Culture

- What is Management? What are key management skills which will be affected by Culture?
- Building Trust & Networking in China
- 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
- Successful communication strategies
- Leadership Style in China
- Strategy for Knowledge Transfer

Readings and homework

Pre-reading:

Various cases:

- Peugeot-VW Comparison Case

Deliverable:

- Beer Brand > development, project management, and team strategy

Session7 : Conducting successful negotiations in cross-cultural environments: Practice

- What is negotiation? BATNA? ZOPA?
- Negotiations phases
- Cultural impact on Negotiation
- Negotiations role play

Readings and homework

Pre-reading:

Various cases:

- Guangdong Brewery case

- Renault-Nissan Case

Deliverables:

- Team negotiations roles play

Session8 : Conducting successful negotiations in cross-cultural environments: Practice

- What is negotiation? BATNA? ZOPA?
- Negotiations phases
- Cultural impact on Negotiation
- Negotiations role play

Readings and homework

Pre-reading: Various cases: - Guangdong Brewery case - Renault-Nissan Case Deliverables: - Team negotiations roles play

Course hours : SEMINAR, 42.0h

ASSESSMENT

	% of final grade	Assessment type %	Duration (hours)
Final Exam (FE)	60	Written exams Individual 100	3,00

Midterm Exam (ME)	20	Written exams Group 100	
Continuous Assessment (CA)	20	Written exams 50.0 Oral exams 50.0	

BIBLIOGRAPHY

- FERNANDEZ, Bernard (2010). 'Built Trust in China: A Cross-Cultural and Relational Perspective', In: ZHENG, YANG, 'La Confiance et les Relations Sino-Européennes', L'Harmattan, pp.49-60.
- BENNET, Milton J. (1998). 'Basic Concepts of Intercultural Communication', London: Intercultural Press.
- FERNANDEZ, B., MUTABAZI, E., PIERRE, P. (2006). 'International Executives: Identity, Strategies and Mobility in France and China', Asia Pacific Business Review, Vol. 12, N° 1, pp. 53-76.
- BRAHM, Laurence J. (2003). When Yes Means No (Or Yes Or Maybe): How to Negotiate Deals in China, 2003, Tuttle Publishing.
- BRAHM, Laurence J. (2014). The Art of the Deal in China. ISBN - 9780804839020. Tuttle Publishing - <http://product.dangdang.com/1001377274.html>
- BJORKSTEN, Johan, HAGGLUND, Anders (2010). 'How to manage a successful business in China', World Scientific.
- COLLINS, Robert, BLOCK, Carson (2007). 'Doing Business in China For Dummies', Wiley - Chapter: 'Getting business Going through Successful Negotiation'.
- CHEN, Ming-Jer (Ed.) (2003). Inside Chinese Business: A guide for managers worldwide. Harvard Business School.
- BARTLETT A. Christopher, Ghoshal Sumantra (1998). Managing across Borders, The transnational solution. Harvard Business School press, 2002.
- BOND, M.H., (1991). Beyond the Chinese face, Insights from psychology, Oxford University Press, Hong Kong, p. 125
- CHEN, Chao-Chuan, LEE, Yueh-Ting (2008). Leadership and Management in China, Philosophies, Theories & Practices, Cambridge.
- FERNANDEZ, J.A., UNDERWOOD, L. (2003). Succeeding in China: The voices of Experience, Forthcoming Organizational Dynamics, vol. 35, issue # 1.
- HOFSTEDE, Geert (1991). Cultures and Organizations - Intercultural and its importance for Survival - Software of the mind - Printed: Harper Collins Business, London.
- HALL, E. T. (1976). Beyond culture. New York, Anchor/Doubleday.
- INGLEHART, R. (1997). Modernization and Postmodernisation - Cultural, Economic and Political Change in 43 societies. Princeton University Press, Princeton, New Jersey, 453 p.
- NG Kwang. Aik, (2001). Why Asians are less creative than Westerners. Prentice Hall, Pearson Education Asia Pte Ltd.
- CHEN, Min (2004). "Asian Management Systems", Thomson, UK.
- REDDING, Gordon, STENING, Bruce W. (2003). Cross-cultural Management, Volume I The Theory of culture, Bodmin, Cornwall, "The international Library of critical Writings on Business and Management", EE Published.
- REDDING, Gordon, STENING, Bruce W. (2003). Cross-cultural Management, Volume II Managing Cultural Differences, Bodmin, Cornwall, "The international Library of critical Writings on Business and Management", EE Published.
- TROMPENAARS, Fons, TURNER, Charles Hampden (1998). Riding the waves of culture, Understanding Diversity in global Business, Mc Graw - Hill.

MGT474 LEADERSHIP & STRATEGY

Course coordinator : **Maximilian RECH**

max.rech@essca.fr — Office : SHANGHAI in SHANGHAI

Course Information

Department : **STRATÉGIE ET MARCHÉ - MANAGEMENT**

Semester : **07 & 08** — Teaching campus : **SHANGHAI**

Total of course hours : **45,00** — ECTS credits : **6,00**

Teaching language : **English**

OVERALL DESCRIPTION

Working in organisations 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 about understanding oneself. Realising this involves developing communication skills as well as understanding political dimensions within organisations. 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 a personal skills set, to develop and implement organisational 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.

LEARNING GOALS & LEARNING OBJECTIVES

1 Leadership, strategy and decision-making

1.1 Graduates will know current theories and concepts of leadership.

1.2 Graduates will be capable of carrying out a mission or project while integrating the organisation's global strategy.

1.4 Graduates will know how to apply appropriate decision-making processes within the framework of their professional practice.

2 Managerial skills

2.1 Graduates will have acquired interpersonal and social competences that allow them to hold managerial positions.

2.2 Graduates will have capacities of adaptation and problem-solving in diverse managerial situations.

ORGANIZATION

1.Part I: International Human Resource Management SEMINAR:12.0h

Session1 : Expatriation Management

Categories of employees in an MNE

P. Morgans Model of IHRM

Using HCNs, PCNs, TCNs: advantages & disadvantages

Factors influencing the choice of between PCN & HCN

High rate of expatriation failure

Readings and homework

Pre-reading:

- Case Study: A comparative study between two cases of French expatriation in China
- Haslberger, A., Brewster, C., & Hippler, T. (2013). The dimensions of expatriate adjustment. *Human Resource Management*, 52(3), 333-351.

Session2 : Expatriation Management (Continued)

The international assignment cycle

Staffing practices for managerial positions

Types of contracts

Alternative forms of international assignments

Readings and homework

Pre-reading:

- Andresen, M., Bergdolt, F., & Margenfeld, J. (2013). What distinguishes self-initiated expatriates from assigned expatriates and migrants. *Self-initiated expatriation: Individual, organizational, and national perspectives*, 11-41.
- Collings, D. G., Scullion, H., & Morley, M. J. (2007). Changing patterns of global staffing in the multinational enterprise: Challenges to the conventional expatriate assignment and emerging alternatives. *Journal of World Business*, 42(2), 198-213.

Session3 : Talent Management in China

Three types of HCNs in Chinese context

Chinese returnees

Mobile workforce trends in China

High turnover rate & retention challenge

Readings and homework

Pre-reading:

- China's TOP 10 TALENT TRENDS FOR 2016

Session4 : Self-initiated expatriation

- Group presentation: Self-initiated Expatriation in China : motivations and challenges

Readings and homework

Delivarables

- Mid-term exam

2.Part II: Leadership SEMINAR:15.0h

Session1 : Figures of Power

Understanding the structure of power and its dynamics in organizations

Refresh economic knowledge about basic economic laws, the functions in a company, the knowledge areas, the ERM theory, the stakeholder concept, conflict management

Readings and homework

Pre-reading:

- 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

Session2 : Forms and Types of Leadership

What is Leadership

Self-leadership and Leadership skills

Understanding leadership styles

Readings and homework

Pre-reading:

- 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

Session3 : The exercise of authority in the upper-subordinate relationships

Negotiating, Communicating & creating followers

Directing a subordinate who objects indirectly

Understanding the dynamic of authority relationship

Readings and homework

Pre-reading:

- 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 Tronic

Session4 : The political skills in organizations: a must or a necessary evil?

Networking, Data mining and influencing events and people

Know how to develop political skills

Analyze power games

Enter the political stakes of relationships in organizations

Readings and homework

Pre-reading:

- 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

Session5 : The Vision of the Leader: Anticipate the Future

Vision: a stretch and leverage approach

Empowering creativity in an organization

Mobilizing towards a mission statement

Examples of key leaders in innovative organizations

Continuous Assessment: Case Study Leadership

Read, analyse and discuss the case study drawing on the lessons learned in the module.

Readings and homework

Pre-reading:

3.Part III: Strategy SEMINAR:15.0h

Session1 : Introduction to Strategy and the Nature of Strategic Management

The nature of strategic management
Defining strategy
Key terms in strategic management
What is and what isn't strategy and strategic management

Levels of strategy & strategic balance
The business vision and mission

Readings and homework

Pre-reading:

- FRED, David R.; FOSTER, David R. (2015). Strategic Management - Concepts, Chapter 1 & 2.
- JOHNSON et al. (2011). Fundamentals of Strategy, PEARSON, Chapter 1.
- Porter, M. E. 1996. What Is Strategy? Harvard Business Review, 74(6): 61-78.

- Deephouse, D. L. 1999. To be different, or to be the same? It's a question (and theory) of strategic balance. Strategic Management Journal, 20(2): 147-166.

Session2 : The External Assessment

The External Assessment
The nature of an external audit
The industrial organization view
Competitive analysis

The Blue Ocean Strategy
From outside-in strategizing to inside-out strategizing
Basics of Blue Ocean Strategy
Exploring the non-market
The BOS strategic canvas

Readings and homework

Pre-reading:

- David, Fred R. and David, Foster R. (2015), Strategic Management – Concepts, Chapter 3
- JOHNSON et al. (2011), Fundamentals of Strategy, PEARSON, Chapter 2.
- Kim, W. C., & Mauborgne, R. 2005. Blue Ocean Strategy. Boston, MA: Harvard Business School Press.

Session3 : The Internal Assessment

The Resource-Based View
Value Chain Analysis

Coopetition
From competition to coopetition
The Value Net
Analyzing players, added value, rules and tactics

Readings and homework

Pre-reading:

- David, Fred R. and David, Foster R. (2015), Strategic Management – Concepts, Chapter 4
- JOHNSON et al. (2011), Fundamentals of Strategy, PEARSON, Chapter 3.
- Brandenburger, Adam, and Nalebuff, Barry (1996). Co-Opetition: A Revolution Mindset That Combines Competition and Cooperation. Crown Business.

Session4 : Strategies in Action, Strategic Analysis and Choice

Types of Strategies

Five Generic Strategies
Strategic Management in Small Firms

A Comprehensive Strategy-Formulation Analytical Framework

Strategic capabilities
Types of resources
VRIN Analysis
Dynamic capabilities

Corporate-level strategy
Market penetration
Product development
Market development
Diversification (related, unrelated, vertical integration)
Portfolio matrices

Readings and homework

Pre-reading:

- David, Fred R. and David, Foster R. (2015), Strategic Management – Concepts, Chapter 5 and Chapter 6
- KIM & MAUBORGNE (2005), Blue Ocean Strategy, HBS Press, Chapter 1.
- Barney, J. 1991. Firm Resources and Sustained Competitive Advantage. Journal of Management, 17(1): 99-120.
- Johnson et al. (2011). Chapter 3. pp 82-117.
- Johnson et al. (2011). Chapter 7. pp 230-263.

Session5 : Internationalisation Strategy

International strategy
 Simple export
 Multidomestic strategy
 Global strategy
 Transnational strategy

Strategic vehicles
 Organic growth
 Mergers and acquisitions (M&As)
 Alliances and partnerships

Continuous Assessment: Case Study Strategy
 Read, analyse and discuss the case study drawing on the lessons learned in the module.

Readings and homework

Pre-reading:
 - Johnson et al. (2011). Chapter 8. pp. 264-293.
 - Johnson et al. (2011). Chapter 10. pp.326-360.

Case:
 - Case study will be distributed in class

Course hours : SEMINAR, 42.0h

ASSESSMENT

	% of final grade	Assessment type %	Duration (hours)
Final Exam (FE)	40	Written exams Individual 100	3,00
Midterm Exam (ME)	30	Oral exams Group 100	
Continuous Assessment (CA)	30	Oral exams Individual 66.0 Oral exams Individual 34.0	

BIBLIOGRAPHY

- DAVID, Fred,R. and DAVID, Forest R. (2015), Strategic Management-Concepts, PEARSON
- JOHNSON et al. (2011), Fundamentals of Strategy, PEARSON.
- Nahavandi, A. (2014) The Art and Science of Leadership, PRENTICE HALL, 7th edition
- 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 INTEGRATING 'MADE IN CHINA' IN A COMPANY'S GLOBAL SUPPLY CHAIN

Course coordinator : **Maximilian RECH**

max.rech@essca.fr – Office : SHANGHAI in SHANGHAI

Course Information

Department : **STRATÉGIE ET MARCHÉ - MARKETING**
Semester : **07 & 08** – Teaching campus : **SHANGHAI**
Total of course hours : **45,00** – ECTS credits : **6,00**
Teaching language : **English**

OVERALL DESCRIPTION

The course aims to look at complex issues with logistics and supply chain networks in China. It enables students to determine how to manage logistics and supply chain in China for both sourcing and distribution strategies, to tackle the growing demand in logistics, in innovative technologies, and finally to find solutions to grow in competitive markets.

LEARNING GOALS & LEARNING OBJECTIVES

1 Leadership, strategy and decision-making

1.2 Graduates will be capable of carrying out a mission or project while integrating the organisation's global strategy.

2 Managerial skills

2.2 Graduates will have capacities of adaptation and problem-solving in diverse managerial situations.

ORGANIZATION

1.Part I: The Fundamentals of Logistics and Supply Chain Management SEMINAR:18.0h

Session1 : Introduction to 21st Century Supply Chain Management and Logistics in China

- What is Supply Chain Management?
- What is Logistics?
- Definitions of concepts and important issues

Readings and homework

Pre-reading:

- Course book – MURPHY et.al. (2014). Contemporary Logistics. Ch. 1. and Ch. 5

Session2 : Logistics and Information Technology in China

- General types of Information Management Systems
- The Internet's Influence on Logistics in China
- Information Technology Challenges

Readings and homework

Pre-reading:

- Course book – MURPHY et.al. (2014). Contemporary Logistics. Ch. 2.

Session3 : Procurement in China

- Procurement perspectives
- Procurement strategies
- Outsourcing, selection of suppliers and partnership decisions
- eCommerce and procurement

Readings and homework

Pre-reading:

- Course book – MURPHY et.al. (2014). Contemporary Logistics. Ch. 6.

Session4 : Warehousing and Transportation in China

- The role of Warehousing in a Logistics System in China
- Design considerations in warehousing
- Comparing and contrasting transportation infrastructure
- Transportation regulation
- Legal classification of carriers

Readings and homework

Pre-reading:

- Course book – MURPHY et.al. (2014). Contemporary Logistics. Ch. 10 and Ch. 12

Session5 : Important Issues about Products in China

- Products quality in the supply chain with China
- Products quantity in the supply chain with China
- Products packing and pricing strategies

Readings and homework

Pre-reading:

- Handouts by lecturer

Session6 : Inventory Management in China

- Inventory ABC analysis
- Economic order quantity models
- Reorder point models
- Monitoring performance
- Integration and synchronization
- Third-part logistics

Readings and homework

Pre-reading:

- Course book – MURPHY et.al. (2014). Contemporary Logistics. Ch. 8.

2.Part II: On-Site Visit of a Chinese Company TP : 6.0h

Session1 : Excursion

Visit of logistic operations of a Chinese company (full day)

Readings and homework

Deliverables:

- Prepare focused questions for the field trip related to the company visited.

Session2 : Excursion

Visit of logistic operations of a Chinese company (full day)

Readings and homework

Deliverables:

- Prepare focused questions for the field trip related to the company visited.

3.Part III: Managing Logistics in China and Globally SEMINAR:15.0h,TP : 3.0h

Session1 : Managing Business Relationships with the Chinese Partners

- Chinese business etiquette and supply chain strategies
- Important issues in Chinese business culture

Readings and homework

Pre-reading:

- Handouts by lecturer

Session2 : Marketing and Branding in China as Means of Reaching the Chinese Market

- Chinese marketing and main differences between China and other countries
- Specifications about branding in China
- Integrating Chinese suppliers into global companies' brand

Readings and homework

Pre-reading:

- Handouts by lecturer

Session3 : Facility Location in China

- The strategic importance of facility location
- General factors influencing facility location
- Specialized location characteristics
- Finding the lowest-cost location
- Facility relocation

Readings and homework

Pre-reading:

- Course book – MURPHY et.al. (2014). Contemporary Logistics. Ch. 9.

Session4 : International Logistics in China 1

- INCOTERMS 2010
- Important factors to consider when signing contract with Chinese partners
- Practical examples from doing business in China

Readings and homework

Pre-reading:

- Course book – MURPHY et.al. (2014). Contemporary Logistics. Ch. 14.
- Handouts by lecturer

Session5 : International Logistics in China 2

- Importance of international payment for sustainable supply chain
- Potential issues with payment and Chinese suppliers
- Hidden costs

Readings and homework

Pre-reading:

Session6 : Oral Presentations

This session will be dedicated to the presentation of the projects (10-12 minutes presentation followed by Q&A).

Readings and homework

Deliverables:

- Prepare presentations

Course hours : SEMINAR, 33.0h ; TP, 9.0h

ASSESSMENT

	% of final grade	Assessment type %	Duration (hours)
Final Exam (FE)	50	Written exams Individual 100	3,00
Midterm Exam (ME)			
Continuous Assessment (CA)	50	Oral exams Group 75.0 Oral exams Individual 25.0	

BIBLIOGRAPHY

- MURPHY, Paul R. and KNEMEYER, A. Michael, (2014). Contemporary Logistics. 11th Edition. ISBN : 9780132972253
- CHRISTOPHER, Martin (2011). Logistics & Supply Chain Management, 4th Edition. ISBN : 978-0-273-73112-2
- BOWERSOX, Donald J. (2014). Supply Chain Logistics Management. 1st Edition. ISBN: 9787111473459.
- 高等学校经济管理英文版教材·管理学系列 : 供应链物流管理 (英文原书第4版) [Supply Chain Logistics Management 4th Edition] - <http://item.jd.com/11518116.html> - http://www.amazon.cn/dp/B00MHDPGF2/ref=sr_1_2?s=books&ie=UTF8&qid=1452741501&sr=1-2
- 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 IN ASIA

Course coordinator : **Maximilian RECH**

max.rech@essca.fr — Office : SHANGHAI in SHANGHAI

Course Information

Department : **STRATÉGIE ET MARCHÉ - MARKETING**

Semester : **07 & 08** — Teaching campus : **SHANGHAI**

Total of course hours : **45,00** — ECTS credits : **6,00**

Teaching language : **English**

OVERALL DESCRIPTION

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

LEARNING GOALS & LEARNING OBJECTIVES

4 Specific competences according to the Master 1 specialisation track.

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.

ORGANIZATION

1.Part I: Consumer Behaviour in Asia SEMINAR:15.0h

Session1 : The Environment of Asian Markets

Economic, historical, cultural overview of the main markets. Methodology for the class project.

Readings and homework

Deliverables:

- Students are requested to pick two brands from one market to study

Session2 : Consumer Behaviour Principles

Theory and concepts of consumer behaviour.

Qualitative and quantitative research.

Readings and homework

Pre-reading:

- Reading on consumer behavior theory.

Deliverables:

- Students' 1st country presentation

Session3 : Asian Consumer Behaviour: Japan and Korea

Social evolution and characteristics of Japanese and Korean consumers.

Readings and homework

Deliverables:

- Gather secondary data on the market in which the 2 brands evolve. Present the companies' profiles.

Session4 : Chinese Consumer Behaviour

The changing Chinese consumer in perspective.

Readings and homework

Pre-reading:

- Reading on Chinese consumers.

Session5 : Students' presentation on consumer behaviour

Study of other Asian countries.

Readings and homework

Deliverables:

- Students present their analysis of an Asian country's consumer behavior

2.Part II: Retailing in Asia SEMINAR:9.0h

Session1 : Retailing Principles

Retailing challenges today. Distribution and retail networks.

Readings and homework

Pre-reading:

- Reading on a major global retailer present in Asia.

Deliverables:

- Students' 3rd country presentation

Session2 : Asian Retailing Characteristics

Current retailing in Asia. Characteristics of Asian distribution and retailing networks.

Readings and homework

Pre-reading:

- Study their distribution strategy, including store checks in Shanghai.

Session3 : Chinese Distribution

Current Chinese distribution development, and Shanghai retail scene.

The case of Chinese distribution.

Readings and homework

Deliverables:

- Students present the comparison of two stores in Shanghai, and online strategy of the two companies studied.

3.Part III: Branding in Asia SEMINAR:15.0h

Session1 : Branding Principles

Branding theory key points.

Readings and homework

Deliverables:

- Students' 4th country presentation
- Reading on branding

Session2 : Branding in Asia

Branding concepts overview. Evolution of branding among foreign and local companies.

Readings and homework

Deliverables:

- Analyze their current brand strategy and competition.
- Hand in the first analysis of the 2 brands as a Word document (allowing for review & feedback)
- Respect ESSCA Stylesheet

Session3 : Established Japanese Brands

Analysis of key success factors of established Japanese brands in a few sectors.

Readings and homework

Deliverables:

- Students' 5th country presentation

Session4 : Emerging Chinese Brands

Analysis of new business models in branding in China.

Readings and homework

Pre-reading:

- Reading on one Chinese brand strategy.

Session5 : Successful Strategies

Overview of major players' position and evolution.

Readings and homework

Deliverables:

- Hand in the recommendations as a Word document (allowing for review & feedback)
- Respect ESSCA Stylesheet

4.Part IV: Final Assessments TP : 6.0h

Session1 : Case Study

Group work.

Readings and homework

Reading:

- Case study will be provided during the class

Session2 : Final assignment and oral presentation

Describe and analyze two major players' position and recommend future alternatives for growth.

Readings and homework

Deliverables:

- Hand in a full written report and a presentation.
- Respect ESSCA Stylesheet

Course hours : SEMINAR, 39.0h ; TP, 6.0h

ASSESSMENT

	% of final grade	Assessment type %	Duration (hours)
Final Exam (FE)	50	Project 70.0 Oral exams 30.0	

Midterm Exam (ME)	20	Oral exams 100	
Continuous Assessment (CA)	30	Oral exams 66.0 Oral exams 34.0	

BIBLIOGRAPHY

- 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

Course coordinator : **Maximilian RECH**

max.rech@essca.fr — Office : SHANGHAI in SHANGHAI

Course Information

Department : **STRATÉGIE ET MARCHÉ - MARKETING**

Semester : **07 & 08** — Teaching campus : **SHANGHAI**

Total of course hours : **45,00** — ECTS credits : **6,00**

Teaching language : **English**

OVERALL DESCRIPTION

The pervasive aspect of the digital resulted in an in depth transformation of the consumer's behaviour, of the business models leading to success stories and eventually of the society itself. In this environment, the main concern is on how Internet technologies must be deployed, how new offerings may be invented and how existing companies may benefit from their integration. Being able to perform marketing activities in such contexts entails understanding all the aspects of this in depth transformation. Thus, the course is divided in three main parts. The first part will focus on the impact of Internet on the society and subsequently on the environment marketing has to integrate in day-to-day decisions. The second part will provide a deeper understanding of the way business models and its marketing components are invented, transformed and impacted by digital technologies. The third part will develop the way digital technologies may leverage marketing.

LEARNING GOALS & LEARNING OBJECTIVES

1 Leadership, strategy and decision-making

1.3 Graduates will be capable of identifying the overall stakes of a situation, analyse different options, and assess their implications.

3 Ethics

3.1 Graduates will know the ethical principles and rules of their profession.

ORGANIZATION

1.Part I: Introduction to the course and analysis of the Macro Environment of the Digital Environment SEMINAR:9.0h

Session1 : Course Introduction

Introduction to the course objectives, structure and assessments
Presentation of the longitudinal case study
Business Model Analysis
Emerging Business Models
B2B Digital Marketing Practices
Tools and Business models for B2B

Readings and homework

Session2 : Description of the Internet, Functions, Regulations

Introducing the DIMA components - Webs 1.0 to 3.0
Presentation of the Internet, how it works, how it is regulated
Description of the network, IP address, DNS system
Geopolitical aspect of the internet
Consequences for companies, brand, privacy

Readings and homework

Deliverables:

- Case Question - How to get IP addresses? How to protect brands? How to secure activities? How to respect privacy?

Session3 : Identify Utopias and Distopias generated by Digital Environments/ Internet as a Media

How to communicate, socialize and manage in a digital world
The brand and digital identity: Which tools, messages and risks associated to the creation of digital identity
Research tools for assessing digital identity

Readings and homework

Deliverables:

- Case Question 1: How to promote the digital environment?
- Case Question 2: Analyse and define the digital identity of a brand and of yourself.

2.Micro Environment: Impact of Digital Technologies, competitors and consumers on Business Models SEMINAR:12.0h

Session1 : Presentation of the company's existing business model and first recommendations for improvements

Definitions of Business models
Emerging Business Models
Business to Business Digital Marketing Practices
Tools and Business models for business to business marketing
Platforms
Digital Technologies and Value Chain

Readings and homework

Deliverables:

- Case Question: Define the company's business model.

Session2 : Impact of Digital Technologies on Business Models

- Co-creation models
- Crowd sourcing models
- Crowd funding models
- Impact of those models on new product development

Readings and homework

- Deliverables:
- Case Question: Include crowd models in the business model.

Session3 : Relationship marketing using digital platforms

- Information generated by on line activities
- Providers of information
- Interfacing web pages and databases
- Customising Customer Experience
- Case Question: Design your customer Database and Define Customization

Readings and homework

- Deliverables:
- Case Question: Design your Customer Database and Define Customisation.

Session4 : Social Networks as a media

- Using Social Media Tools to Promote and Develop Brands
- Identifying and Targeting Digital Influencers in Social Media

Readings and homework

- Deliverables:
- Case Question: Design the Social Media Marketing Mix.

3.Implementation and Tools SEMINAR:18.0h,TP : 3.0h

Session1 : Delivering the Online Customer Experience through website

- Web site ergonomoy
- On Line consumer Behavior
- E-Quality

Readings and homework

- Deliverables:
- Case Question: Analyse contributors to trust on different web sites.

Session2 : Providing access on Internet

- Referencing strategies,
- SEA,
- SEO, SMO

Readings and homework

Session3 : Use of Mobile Technologies (mobile phones and tablets) and Impact on Business Models

- Uses, applications, QR Code
- Purchasing advertising on Mobile Platforms

Readings and homework

- Deliverables:
- Case Question: How to integrate Mobiles technologies in delivery processes and how to use free models in companies?

Session4 : Marketing communications Using Digital Channels: E-Advertising

- Principles of online Advertising
- Using Tools to Advertise On Line
- Purchasing E Advertising Space
- Tracking tools

Readings and homework

- Deliverables:
- Case Question: Design an online campaign.

Session5 : Marketing Communications Using Digital Channels: E-mailing

- Designing a webmail campaign that deliver

Readings and homework

- Deliverables:
- Case Question: Organize a web mail action.

Session6 : Digital Marketing and Retailing

- Impact on retailing mix : multi channel, omni channels, etc...
- Multichannel behaviors

Readings and homework

- Deliverables:
- Case Question: Distribute the offerings through multi channel approach

Session7 : Group presentations

- Group presentations

Readings and homework

ASSESSMENT

	% of final grade	Assessment type %	Duration (hours)
Final Exam (FE)	30	Written exams Individual 100	3,00
Midterm Exam (ME)	40	Project Group 100	
Continuous Assessment (CA)	30	Oral exams Individual 100	

BIBLIOGRAPHY

- 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

5TH YEAR COURSES IN SHANGHAI

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PROFESSIONALISATION MAJOR : BRAND MARKETING & RETAILING IN CHINA

MKG570 A-Z BUSINESS DEVELOPMENT IN CHINA

Course coordinator : **Lingfang SONG**

Lingfang.Song@essca.fr – Office : H1724 in ANGERS

Course Information

Department : **STRATÉGIE ET MARCHÉ - MARKETING**

Semester : **09** – Teaching campus : **SHANGHAI**

Total of course hours : **45,00** – ECTS credits : **6,00**

Teaching language : **English**

OVERALL DESCRIPTION

The course provides a deep contextualisation of the Chinese distinct economic, ethical, social and political conditions. It exposed students to the fundamental aspects of management and entrepreneurship needed to undertake business development practice in China. Students will be able to get a glimpse of China, especially how the Chinese think and behave, how to get along with them, and how to do business in such a complicated environment.

LEARNING GOALS & LEARNING OBJECTIVES

1 Leadership, strategy and decision-making

1.3 Graduates will be capable of identifying the overall stakes of a situation, analyse different options, and assess their implications.

1.4 Graduates will know how to apply appropriate decision-making processes within the framework of their professional practice.

2 Managerial skills

2.1 Graduates will have acquired interpersonal and social competences that allow them to hold managerial positions.

ORGANIZATION

1. Market Economy with Chinese Characteristics SEMINAR: 15.0h

Session1 : Navigating the market economy with Chinese characteristics

Outline the nature and main characteristics of Chinese business logics and provide an integrated perspective combined with economics, politics, and sociology to understand comprehensively the China today.

Readings and homework

Pre-reading:

- ZHAO W. (2014) What is Capitalism with Chinese Characteristics : Perspective on State, Market and Society, "Federalismi.it", n. 20/2014, 20 pages.,
- WITT M. (2010) China: What variety of capitalism? INSEAD Faculty & Research working paper, 2010/88/EPS, 18 pages.
- COASE R. and N. Wang (2013) How China Became Capitalist, book excerpt, 8 pages.
- HUANG Y.-s. (2008) Just How Capitalist is China? MIT Sloan School Working Paper 4699-08.
- HUANG Y.-s. (2009) Private ownership: The real source of China's economic miracle, The McKinsey Quarterly, 7 pages.

Session2 : Dealing with Chinese government and policy

Special attention to the political economy and institutional aspects of China's transition, the uniqueness of Chinese economy distinguished from other developing or developed economies and important implications for doing business in China.

Readings and homework

Pre-reading:

- GAO Y. (2008) Institutional Environment and MNEs' Strategy in Transitional China, Managing Global Transitions, Volume 6, Number 1, spring 2008, pages 5-21.
- ZHAO W (2015) From Industrial Policy to Upgrading Strategy: Dilemma of Local Developmental State in China's Pearl River Delta, China Economic Policy Review, Vol. 3, No. 1 (2014), 32 pages.

Session3 : Dealing with competitors in China

An overview of the variety of firms in China, such as SOE, private firms, Western firms and firms of overseas Chinese and their strategies of building big and selling cheap in the Chinese market.

Readings and homework

Pre-reading:

- HOUT, T. and D. C. MICHAEL (2014) A Chinese Approach to Management, BCG Perspectives, DECEMBER 03, 2014.
- ZENG, M. and WILLIAMSON (2007) Dragons at your door. How Chinese cost innovation is disrupting global competition, Harvard Business School Press, Boston, Mass.

Session4 : The diversity of Chinese market: key regions and cities

The session will introduce different regions (Pekin-Tianjin-Hebei, Yangtse River Delta, Pearl River Dealta, Southwest, etc.) and important cities as markets to students in order to give some general information on geographically specific markets in China. It shows the importance of a wider perspective on diversity and local characteristics when approaching Chinese costumers....

Readings and homework

Pre-reading:

- PENHIRIN J. (2004) Understanding the Chinese consumer, The Mckinsey Quarterly, 12 pages.
- HBS (2007) Doing Business in China, Harvard Business Review article collection, 41 pages.

Session5 : Dealing with trade in China: Doing, buying or selling?

Entry mode decision on Chinese market, adjusting Financial forecasting in Chinese market, basic principle of selling to and buying from China through cases in textile industry.

Readings and homework

Pre-reading:

- The Economist (2011) Heavy duty: China's next wave of exports, A report from the Economist Intelligence Unit, 17 pages.
- YANG X., Y. JIANG, R. KANG, and Y. KE (2009) A comparative analysis of the internationalization of Chinese and Japanese firms, Asia Pacific Journal of Management, 2009/1st issue.

2.Creating a China Strategy SEMINAR:15.0h

Session1 : Chinese Private Companies

The development and characteristics of Chinese private companies, including their governance structures, organization and management styles, strength and weakness in internationalization.

Readings and homework

Pre-reading:

- COOKE, FANG LEE (2008) Competition and strategy of Chinese firms: An analysis of top performing Chinese private enterprises, Competitiveness Review: An International Business Journal Vol. 18 No. 1/2, 2008, pp. 29-56
- YANG X., Y. JIANG, R. KANG, and Y. KE (2009) A comparative analysis of the internationalization of Chinese and Japanese firms, Asia Pacific Journal of Management, 2009/1st issue.
- ECONOMIST (2015), Special report: Business in China, Back to business, 43 pages.

Session2 : Fundamentals of State-owned Companies in China

The organisation, governance, centralisation, minority shareholders protections, corporate finance, and international expansion of State companies in China.

Milestone: Project on market entry strategy in China? (Midterm Exam)

- Mid-term group project of Business Development in China
- Group presentation of ~4 students with 10 minutes per student group / 5 minutes for Q&A
- Consultancy briefing highlighting key findings and top three recommendations (~1200 words (4 pages) / compliance with ESSCA stylesheet)

Readings and homework

Pre-reading:

- WOETZEL J. (2008) Reassessing China's state-owned enterprises, The McKinsey Quarterly, July 2008, 7 pages.
- Richard HE Huang and Gordon ORR (2007) China's state-owned enterprises: Board governance and the Communist Party, The McKinsey Quarterly, No.1 2007, 4 pages.

Session3 : Making a unique China strategy

The strategic value of alliances, partner selection and assessment, negotiation and design of partnership agreements in China. Presentation of the 7 essential aspects of developing business in China.

Readings and homework

Pre-reading:

- Lieberthal, K. and G. Lieberthal (2003), The Great Transition, Harvard Business Review, October 2003 Issue.
- Jeffrey Towson and Jonathan Woetzel (2014) All you need to know about business in China, The McKinsey Quarterly, April 2014, 5 pages.

Session4 : Avoiding the traps of joint-venture

Through cases of development of Chinese automobile industry, learn how to structure a joint venture and its implications for the evolution of joint ventures.

Readings and homework

Pre-reading:

- RICHET, X., WANG, H., WANG, W. (2001) « Foreign Direct Investment in China's Automotive Industry », China Perspectives, n°38, pp. 36-42.
- Stephan Bosshart, Thomas Luedi, and Emma Wang (2010) Past lessons for China's new joint ventures, The McKinsey Quarterly, December 2010, 6 pages.

Session5 : Growing fast in China: mergers and acquisitions

The opportunities and challenges of M&A in China. How to manage post acquisition integration in China and the characteristics of emerging Chinese companies in international market. Special aspects of due diligence.

Readings and homework

Pre-reading:

- The Economist (2013) Multinational companies and China: What future? An Economist Intelligence Unit report, 63 pages.

3.Creating a Business Strategy to be Agile in China SEMINAR:12.0h

Session1 : Business relations in China?

- Business relations

The modus operandi of Chinese firm networks, their institutional and systemic arrangements. The new perspective on Chinese business relationship or "Guanxi" through the framework of social capital analysis and evaluation.

Readings and homework

Pre-reading:

- GOXE, François (2010). Human and social capital interplay among internationalizing SMEs, Journal of Knowledge-based Innovation in China, Vol. 2 No. 1, 2010, pp. 73-88
- REDDING G. (1995). Overseas Chinese Networks: understanding the enigma, Long Range Planning, 28 (1), 1995.
- KEISTER L. A. (2001). Exchange structures in transition: lending and trade relations in Chinese business groups, American Sociological Review, Vol. 66, No. 3, 2001, 336-360.

Session2 : How to negotiate a deal in China?

- How to negotiate a deal in China

Negotiating rules in China, behaviors of Chinese negotiators, what makes a Chinese negotiation team, negotiation with government, local authorities, communist parties and private businesspersons, Chinese negotiation process, strategies and tricks.

Readings and homework

Pre-reading:

- John L. Graham and N. Mark Lam(2003) The Chinese Negotiation, harvard business review, October 2003, 20 pages.

Session3 : How Chinese entrepreneurs grasp opportunities?

Motivations of Chinese entrepreneurs and top managers, perceptions of risk and uncertainty, the importance of randomness and (good, bad) luck in China, issues of creativity versus hard work, relationships between the state and business firm-founders.

Readings and homework

Pre-reading:

- YANG, Keming (2004) "Institutional Holes and Entrepreneurship in China," The Sociological Review, 52(3), pp371-389.
- NIU F., Y. ZHANG and H. XU (2009) Acquisition of resources, formal organization and entrepreneurial orientation of new ventures, Journal of Chinese Entrepreneurship, Vol. 1 No. 1, 2009, pp. 40-52.

Session4 : How to handle crises in China?

What are the most frequent crises of foreign investors in China, analysis of non-market issues in the Chinese market, techniques of handling issues and crises in China

Readings and homework

Pre-reading:

- Jenny Chan, Ngai Pun and Mark Selden (2013) The politics of global production: Apple, Foxconn and China's new working class, The Asia-Pacific Journal, Vol. 11, Issue 32, No. 2, August 12, 2013.

Course hours : SEMINAR, 42.0h

ASSESSMENT

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

BIBLIOGRAPHY

- STORY J. (2010) China UnCovered: What you need to know to do business in China, FT/ Pearson's, 248 pages.
- HUANG Y-s. (2008) Capitalism with Chinese Characteristics: Entrepreneurship and the State, Cambridge, Cambridge University Press, 348 pages.

MKG571 BRAND MARKETING AND COMMUNICATION IN ASIA

Course coordinator : **Lingfang SONG**

Lingfang.Song@essca.fr – Office : H1724 in ANGERS

Course Information

Department : **STRATÉGIE ET MARCHÉ - MARKETING**

Semester : **09** — Teaching campus : **SHANGHAI**

Total of course hours : **45,00** — ECTS credits : **6,00**

Teaching language : **English**

OVERALL DESCRIPTION

This course aims at building knowledge and skills concerning the development of marketing strategies in Asian markets. It will allow students to cover a variety of industries and markets in B2C and B2B. First it will address FMCG goods' strategies and adaptation in China. The luxury goods strategic adaptation in terms of communication will provide insightful case studies (wines, gastronomy, cosmetics, automotive, hotel business, tourism, etc.). The course gives space to analyze companies (that students may choose to enter), in terms of brand positioning, communication plan, best practices in story telling, public relations, and events management. In the second half of this module, students will discover the characteristics of communication in the B2B sectors. They will be presented with the challenges faced by those enterprises in Asia, as related to branding, CRM, trade shows' presence, and corporate communication. Students will grasp how to promote a company and differentiate among competitors. Finally, strategic thinking and leadership skills will be emphasized through the application of key concepts to current issues on the market, and through case studies taking place either in China or in the Asian region.

LEARNING GOALS & LEARNING OBJECTIVES

1 Leadership, strategy and decision-making

1.2 Graduates will be capable of carrying out a mission or project while integrating the organisation's global strategy.

2 Managerial skills

2.3 Graduates will possess a global mindset and adopt an international perspective in the management of their projects and missions.

4 Specific competences according to the Master 1 specialisation track.

4.4 Graduates are able to mobilise their creative potential in marketing-related decision-making.

ORGANIZATION

1.B2C BRAND MARKETING IN ASIA SEMINAR:3.0h

Session1 : Introduction to Asia and current marketing challenges

- Overview of the students' profiles and career goals, in order to adapt the contents to the class interests.
- Review of market research methodology in international markets.
- Identifying future business opportunities and market trends.
- Market segmentation according to consumers differences (regions, PCS, culture, values, etc.) and examples of Asia.
- Review of strategic marketing tools, emphasizing communication.
- Workshop to choose a brand/sector/country to study in the following sessions.

Readings and homework
Marketing Strategy & Competitive Positioning, chapters 2 & 4.

Session2 : Branding applications

- Review of branding theories.
- Application of branding tools to current successful brands.
- Analysis of their Key Success Factors.
- Case study in class. Discussion and conclusions

Readings and homework
Aaker, Building Strong Brands, Chapter 3, The Identity Prism.

Session3 : Branding in Asia for FMCG markets

- Characteristics of FMCG branding strategies.
- Key trends by sectors, groups, and companies
- Analysis of branding strategies of some main players
- Case study and application.

Readings and homework
Aaker, Building Strong Brands, Chapter 3, The Identity Prism.

Session4 : Characteristics of communication in Asia

- Brand and positioning strategies : replicate, adapt or launch a new brand thanks to consumers motivations, cultural environment and global / local brand portfolio
- Communication key points in Asia, how to adapt?
- Case study and application.

Session5 : Luxury marketing and communication

- Luxury market overview.
- Luxury branding characteristics, and communication strategies of these sectors.
- Example of successful campaigns in China.
- Luxury consumers' characteristics in Asia Luxury markets and strategies in China.

Readings and homework

Session6 : Developing an innovative communication campaign

- Defining a strategy and objectives, and target audience, and expected results.
- Choosing the appropriate communication channels.
- Storytelling, PR, and events management.
- Planning a 360 ° communication strategy.
- Case studies discussed in class.

Readings and homework

Session7 : Presentation of students' branding and communication plan

- How to create a strong presence in the Chinese market, through relevant branding and marketing strategies. Analysis of a major player's tactics in the FMCG or luxury goods sector of your choice. Branding and communication strategies are the main focus. KPI need to be recommended as well.

Readings and homework
Analysis of a foreign branding strategy in China, and targeted marketing plan.

2. B2B BRAND MARKETING IN ASIA SEMINAR:3.0h

Session8 : B to B marketing in Asia and current issues

- Project scope
- B2B market definition and general trends in Asia
- Current and future business opportunities
- Business intelligence methods

Readings and homework
-BrandZ-Top-100-Most-Valuable-Chinese-Brands
Understanding-the-B2B-E-Market-in-China

Session9 : Industrial sectors

- Heavy industry and technology market overview
- Main brands and their tactics
- Case study

Readings and homework
-Marketing-and-selling-to-Chinese-Businesses
-How-to-Compete-in-a-Commoditized-Market

Session10 : Service sectors

- Banking, consulting, tourism key brands' strategies
- Case study

Readings and homework
The-Elements-of-a-killer-B2B-Case-Study

Session11 : Communication strategy (1/2)

- Corporate communication
- Internal communication in Asian firms
- Case study

Readings and homework
-Developing-internal-communications-in-a-global-b2b-company

Session12 : Communication strategy (2/2)

- B2B communication issues
- Professional guest speaker on B2B communication strategies

Readings and homework
-Weibo and WeChat for B2B Companies in China

Session13 : Major players of the trade show industry (1/2)

- The trade show industry in figures by country
- Trade shows main players by industry

Session14 : Optimizing your trade show participation (2/2)

- Case study and strategic thinking

Readings and homework

-Research-report-on-china-convention-and-Exhibition-Industry-2013-2017

Session15 : Project presentation

- Students will present a B2B sector of their choice, in a country of their choice. They will be required to analyze the marketing issues, the communication best practices, the trade shows to be approached, the market opportunities, and recommend a marketing plan for a company that would like to enter this country.

Readings and homework

Course hours : SEMINAR, 6.0h

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

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- AAKER David, Building Strong Brands, Pocket Books, London, 2010.
- CHAN David & ZAKKOUR Michael, China's Super Consumers: What 1 billion customers want and how to sell it to them, Wiley & Sons, Singapore, 2014.
- HOOLEY Graham et al., Marketing Strategy & Competitive Positioning, 2nd edition, Prentice Hall, London, 1998.
- GUTSATZ & MAZZALOVO, Luxury Brand Management, Wiley & Sons.
- KAPFERER Jean-Noel, The New Strategic Brand Management, 3rd edition, Kogan, 2004.
- KOTLER & KELLER, Marketing Management, 14th edition, Prentice Hall, 2012.
- SAUNDERS et al., Research methods for Business students, 5th edition, Prentice Hall, 2009.
- YEUNG Arthur et al., The Globalization of Chinese Companies, Wiley & Sons, Singapore, 2011.

MKG572 STRATEGIC AND SUPPLY CHAIN MANAGEMENT

Course coordinator : **Lingfang SONG**

Lingfang.Song@essca.fr – Office : H1724 in ANGERS

Course Information

Department : **STRATÉGIE ET MARCHÉ - MARKETING**

Semester : **09** – Teaching campus : **SHANGHAI**

Total of course hours : **45,00** – ECTS credits : **6,00**

Teaching language : **English**

OVERALL DESCRIPTION

Multinational companies both source and sell in China and Asia and supply chain management is becoming an important strategic issue. This course aims to address the specific steps in strategy supply chain strategy formulation and implementation at the business and corporate levels. It allows students to understand the modern concepts of supply chain management for both sourcing and distributing 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 Leadership, strategy and decision-making

1.2 Graduates will be capable of carrying out a mission or project while integrating the organisation's global strategy.

2 Managerial skills

2.2 Graduates will have capacities of adaptation and problem-solving in diverse managerial situations.

ORGANIZATION

1.Part I: Basics of Strategic Sourcing and Supply Chain ManagementCM : 18.0h

Session1 : Introduction to 21st Century Supply Chain Management

- What is Supply Chain Management?
- Definition of the concept
- Supply chains and information systems
- Integrative management
- Responsiveness and product lifecycles

Readings and homework
Pre-reading:
- Course book – BOWERSOX, Ch. 1.

Session2 : Customer Accommodation

- Customer Focused Marketing
- Customer Service
- Customer Satisfaction
- Developing Customer Relationship Strategy

Readings and homework
Pre-reading:
- Course book – BOWERSOX, Ch. 3.

Session3 : Integrated Operations Planning

- Supply Chain Planning
- APS System Overview
- Collaborative Planning, Forecasting and Replenishment

Readings and homework
Pre-reading:
- Course book – BOWERSOX, Ch. 6.

Session4 : Strategic Inventory Management

- Inventory Functionality and Definitions
- Inventory Carrying Cost
- Planning Inventory
- Managing Uncertainty
- Inventory Management Policies and Practices

Readings and homework
Pre-reading:
- Course book – BOWERSOX, Ch. 7.

Session5 : Strategic Transportation

- Transportation Functionality and Participants
- Transportation Model Structure
- Specialized Transportation Services

- Transportation Economy and Pricing
- Transportation Management

Readings and homework
Pre-reading:
- Course book – BOWERSOX, Ch. 8.

Session6 : Strategic Warehousing Management

- Warehouse Operations
- Warehouse Ownership Agreements
- Warehousing Decisions

Readings and homework
Pre-reading:
- Course book – BOWERSOX, Ch. 9.

Session7 : Strategic Packaging and Handling

- Packaging Perspectives
- Packaging for Handling Efficiency
- Handling

Readings and homework
Pre-reading:
- Course book – BOWERSOX, Ch. 10.

2. On-Site Visit of a Chinese Company TP : 6.0h

Session1 : Sessions 8/9 - Excursion

Visit of logistic operations of a Chinese company (full day)

Readings and homework
Deliverables:
- Prepare focused questions for the field trip related to the company visited.

3. Managing Logistics in a Global Supply Chain CM : 15.0h, TP : 3.0h

Session1 : Strategic Manufacturing Management

- The Quality Imperative
- Manufacturing Perspectives
- Manufacturing Strategy
- Contemporary Manufacturing Development

Readings and homework
Pre-reading:
- Course book – BOWERSOX, Ch. 5

Session2 : Strategic Network Design

- Enterprise Facility Network
- System Concepts and Analysis
- Total Cost Integration

Readings and homework
Pre-reading:
- Course book – BOWERSOX, Ch. 12

Session3 : Strategic Risk Management and Sustainability

- Evolving Responsibilities of Supply Chain
- Processes and Resources
- Risk and Security Management
- Sustainability

Readings and homework
Pre-reading:
- Course book – BOWERSOX, Ch. 16

Session4 : Global Supply Chains

- Global Economics
- Global Supply Chain Integration
- Global Sourcing

Readings and homework
Pre-reading:
- Course book – BOWERSOX, Ch. 11

Session5 : Oral Presentations

- This session will be dedicated to the presentation of the projects (10-12 minutes presentation followed by Q&A).

Course hours : CM, 33.0h ; TP, 9.0h

ASSESSMENT

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

BIBLIOGRAPHY

- BOWERSOX, Donald J. (2014). Supply Chain Logistics Management. 1st Edition. ISBN: 9787111473459.
- 高等学校经济管理英文版教材·管理学系列：供应链物流管理（英文原书第4版） [Supply Chain Logistics Management 4th Edition] - <http://item.jd.com/11518116.html> - http://www.amazon.cn/dp/B00MHDPGF2/ref=sr_1_2?s=books&ie=UTF8&qid=1452741501&sr=1-2
- 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
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- 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

MKG573 MARKETING AND RETAILING TECHNIQUES IN CHINA

Course coordinator : **Lingfang SONG**

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Course Information

Department : **STRATÉGIE ET MARCHÉ - MARKETING**

Semester : **09** – Teaching campus : **SHANGHAI**

Total of course hours : **45,00** – ECTS credits : **6,00**

Teaching language : **English**

OVERALL DESCRIPTION

This course is aimed at preparing graduates to design and implement a retailing strategy in a context of business development. In this perspective, the retailing strategies, formats and contractual issues are raised.

LEARNING GOALS & LEARNING OBJECTIVES

2 Managerial skills

2.3 Graduates will possess a global mindset and adopt an international perspective in the management of their projects and missions.

2.4 Graduates will have demonstrated the capacity to realise a significant project of an academic nature in accordance with international standards.

4 Specific competences according to the Master 1 specialisation track.

4.2 Graduates demonstrate good understanding of consumer behaviour and the social dimension of consumption in both national and international environments.

4.4 Graduates are able to apply their creative potential to marketing-related decision-making.

ORGANIZATION

1. Marketing in China CM : 15.0h, SEMINAR : 6.0h

Session 1 : Rapidely Changing Business Environment

China, an overview

Economic situation and transformation

FDI in China

Unbalanced development

Development policies

Readings and homework

Session 2 : Rapidely Changing Business Environment (cont'd)

Infrastructure development

Purchasing power

Labor issues

Family planning policy: history & evolution

Readings and homework

Session 3 : Understanding Chinese consumers

Main characteristics of Chinese consumers

Saving attitude and tendency

Tourist and luxury markets

Readings and homework

Session 4 : Understanding Chinese consumers (cont'd)

Entertainment markets

Little fresh meat phenomenon

11.11 Single's Day

Case study

Readings and homework

Session 5 : Adaptation to Chinese market

Product adaptation

Communication adaptation

Session 6 : Company visit
Company visit

Readings and homework

Session 7 : Tutorial for group project
Briefing on group project

Readings and homework

2.Implementing retailing strategies CM : 21.0h

Session 8 : Retailing in the Value Chain
Introduction

Readings and homework

Session 9 : From Integration to Delegation; Attracting dealers: The business model of retailing
The main issues of arbitrating between integrating retailing within the value chain of the company or organizing an independent dealers network are raised here, mainly based on the transaction cost theory, in its latest developments. Costs and earnings of retailing are screened throughout the main ratios of the business.

Readings and homework

Session 10 : Appointing and Dismissing Dealers: Turnover and Loyalty; Contractual Issues
Attracting and keeping dealers loyal to a brand is a key issue to accompany the positioning. This lecture also raises the issue of conflict management within the retailing relationship. To support the positioning of the brand, many possibilities are offered by the contractual frames: general versus specialized retailing, exclusivity, selectivity, franchise.

Readings and homework

Session 11 : Retailing and the Nature of Customers and Implementing Brand Standards
This lecture is aimed at considering the appropriate retailing formats according to the types of customers: Businesses, Administrations, Private Clients. Implementing brand standards: This managerial issue is crucial to ensure compliance with a corporate strategy at the level of retailing. The concepts of incentives and control tools are presented. Cultural adaptation to the Chinese marketplace is taken into account.

Readings and homework

Session 12 : Demand Forecasting and Inventory Management
Bringing the product or service to the marketplace is often challenging given financial issues. Effective Forecasting and Inventory Management are aimed at allowing dealers to serve the level of demand whilst keeping their corporate agility.

Readings and homework

Session 13 : Multi-Channel Retailing and Retailing on the Web; Designing Customer Experience; Retailtainment
In-store, online and mobile marketing are simultaneously considered. Offering customers "moments of truth" to support the positioning of the company. This lecture is inspired by the theoretical frame of Experiential Marketing. Retailtainment: Consumer and shopping experience are at the center of retailing managers' care. Offering a clear supply scenario is intended to enter in the customers' consideration set as far as reputation is concerned.

Readings and homework

Session 14 : Retailing and Business Development; Designing a holistic retail strategy
Retailing as a business is a service. The lecture is aimed at exploring the growth opportunities which can be derived from retailing and the trends of the business. Students will develop a holistic retail strategy.

Readings and homework

3.Group project TP : 3.0h

Session 1 : Group project presentation
Students are required to deliver orally their final group project in class, and submit a corresponding written report as well. The subject will be communicated at the first session of the course.

Readings and homework

Course hours : CM : 36.0h, SEMINAR : 6.0h, TP : 3.0h

ASSESSMENT

	% of final grade	Assessment type %	Duration (hours)
Final Exam (FE)			

Midterm Exam (ME)			
Continuous Assessment (CA)	100	Written exams Individual 50.0 Written exams Group 50.0	

BIBLIOGRAPHY

- Kotler, P., Keller, K. L., & Lu, T. (2009). Marketing management in China. Pearson.
- Usuniner, Lee, Marketing Across Culture, Prentice Hall
- Financial Times, October 20, 2015 How to invest in the Chinese consumer.
- McKinsey Quarterly, 2017 An 'Uber' for Chinese e-commerce.
- Chinadaily 2016 Family planning policy may need more adjustment
- Economist 2017 Chinas internet gjants go global
- China, L'Oréal's number two country <http://www.loreal-finance.com/en/annual-report-2015/focus-china>
- McKinsey 2017 Chinese-luxury-consumers-the-1-trillion-renminbi-opportunity
- McKinsey 2018 What Singles Day can tell us about how retail is changing in China
- McKinsey 2019 China's car of the future

MKG574 DIGITAL MARKETING AND E-CRM IN THE CHINESE CONTEXT

Course coordinator : **Lingfang SONG**

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Course Information

Department : **STRATÉGIE ET MARCHÉ - MARKETING**

Semester : **09** – Teaching campus : **SHANGHAI**

Total of course hours : **45,00** – ECTS credits : **6,00**

Teaching language : **English**

OVERALL DESCRIPTION

The course examines Digital Marketing and electronic Customer Relationship Management (e-CRM) as key strategic directions for international companies in the Chinese market. It serves as a "must" know course in the M2 Brand Marketing and Retailing in China program.

CRM is defined as the overall process of building and maintaining profitable customer relationships by delivering value and satisfying customers. Digital marketing brings together traditional marketing tools switched to internet based technologies with new online techniques and platforms dedicated to better serve customers' needs.

Digital marketing and electronic customer relationship management will be examined with both, individual and business customers.

LEARNING GOALS & LEARNING OBJECTIVES

2 Managerial skills

2.3 Graduates will possess a global mindset and adopt an international perspective in the management of their projects and missions.

4 Specific competences according to the Master 1 specialisation track.

4.4 Graduates are able to apply their creative potential to marketing-related decision-making.

4.6 Graduates are familiar with the digital environment and the uses that can be made in the marketing, distribution and communication functions.

ORGANIZATION

1.Data Science & Big Data Applied to Marketing Strategy SEMINAR:12.0h

Session1 : Introduction to Data Science and Big Data

Content:

- General Introduction
- Data Acquisition
- Data Exploration (part 1)

Readings and homework
Pre-reading: -

Session2 : Data Exploration and Data Modeling In Digital Marketing

Content:

- Data Exploration (part 2)
- Data Modeling

Deliverables:

- Graded homework

Readings and homework
Pre-reading: -

Session3 : Applications of Data Science / Big Data to Digital Marketing

Content:

- Data Visualisation
- Case Studies in Digital Marketing

Deliverables:

- Graded case study in class

Readings and homework
Pre-reading: -

Session4 : Applications of Data Science / Big Data to Digital Marketing

Content:

- Data Visualisation
- Case Studies in Digital Marketing

Deliverables:

- Graded case study in class

Readings and homework
- Group presentation (10mins max.
+ 5mins Q&A)
- Consultancy briefing highlighting
key findings and top three

2.CRM and e-CRM in China SEMINAR:9.0h

Session1 : Relationship marketing-Digital Marketing, CRM and e-CRM

Content:

- Introduction in the global, European and Chinese context
- Introduction to basic concepts of CRM and digital marketing

Readings and homework

Session2 : What is CRM and e-CRM? And Why do we need both?

Content:

- Relationship marketing, CRM, E-CRM, Social CRM
- Definitions and role of the customer in the economy today.
- Does the customer role vary across the countries? role of culture

Readings and homework

Session3 : Customer strategy development

Content:

- Mini-exam (Quiz sur quizziz.com), demonstration of WeChat operations
- Digital customer strategy development with a focus on China
- Model of continued customer engagement (listen, define, engage, measure)

Readings and homework

3.Digital Marketing Planning for Retailers SEMINAR:9.0h

Session1 : Situation analysis in China

Content:

- Case study Durex
- Digital strategy model SOSTAC
- Content planning
- Case study Gracies > Exercise and training on a content planning strategy

Readings and homework

Pre-reading:

- Case studies discussed in class

Session2 : Digital Marketing Strategy development

Content:

- Two case studies on Xiaomi

Readings and homework

Pre-reading:

- Case studies discussed in class

Session3 : Promotion Strategy

Deliverables:

- Mid-term exam with MCQ on principal definitions and concepts of CRM
- Exercise on CRM
- Content planning for a local start-up company

Readings and homework

Pre-reading:

- Case studies discussed in class

4.(e)CRM strategy in China SEMINAR:12.0h

Session1 : e-CRM Value Chain : Taobao Experience

Content:

- Presentation of the Chinese Ecommerce environment
- Introduction to Taobao & Tmall, account creation
- Shopping on Tmall, comparaisn VS Amazon
- Recommendations to optimize the CRM experience on Tmall

Readings and homework

Pre-reading:

-

Deliverables:

- Project stage 1

Session2 : Value creation in multichannel integrated CRM system

Content:

- Presentation of Wechat & Livechat for CRM management
- Discovery of western ECRM experiences
- Design of a live chat CRM experience for a western company

Readings and homework

Pre-reading:

Session3 : Multichannel CRM Experience

Content:

- Discovery of current Wechat Customer services & analysis
- Design of a Wechat CRM experience for a local company

Readings and homework

Session4 : Customer Lifetime Value Computation

Content:

- Introduction to Customer Lifetime Value
- Introduction to the CLV computation
- First application for the optimization of a marketing budget for a party promoter
- First application analysis
- Field testing of the CLV : customer research, computation

Readings and homework

Pre-reading:

- Deliverables:
- Project stage 3

Course hours : SEMINAR, 42.0h

ASSESSMENT

	% of final grade	Assessment type %	Duration (hours)
Final Exam (FE)	40	Written exams Individual 100	3,00
Midterm Exam (ME)	40	Project Individual 100	
Continuous Assessment (CA)	20	Collective assessments 10% Individual attendance 10%	

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- Data and Data Science Capability as a Strategic Asset, in Data Science for Business, by Tom Fawcett and Foster Provost, 2015.
- The Power of Big Data in China, by Ana Swanson, 2015.
- Big Data in China Is a Big Deal, by Elisa Harca, 2015.
- How Baidu, Tencent and Alibaba are leading the way in China's big data revolution, by Ana Swanson, 2015.
- Alibaba Intending to Dig Deep for E-commerce Gold, by Wang Shanshan, 2015.
- Chinese Search Giant Baidu Hires Man Behind the "Google Brain", by Tom Simonite, 2014.
- Reverse-engineering censorship in China: Randomized experimentation and participant observation, by Gary King, Jennifer Pan, and Margaret E. Roberts, 2014.
- Microfinance, E-Commerce, Big Data and China: The Alibaba Story, by Leesa Shrader, 2013.