

Integration Practice

Course Teacher: LI Haiying

Teaching Language: English

Contact Hours: 36

Prerequisites: Management

Semester: Spring

Course Code:

Targeted Students: Master Candidate

Extracurricular class hours: 72

Number of learners: Less than 40

Credits: 2

1. Course Description

In this course you will apply all your previous knowledge and act as a consultant to a real company (see company brief). You will be collecting data (primary and secondary), use several tools for analysis, and prepare a final report that will help the company to develop its future online-sales strategies. Working in a cross-cultural team, you will also learn about inter-cultural behavior, decision-making, and presentation styles. With direct access to a Chinese company and its founders, it is further possible to encounter entrepreneurs that created their own company and learn from their experiences.

2. Course Objectives and Requirements

1) Course Objectives :

This course will prepare students for a consultancy project. The course develops an understanding of the consulting role, client engagement process, solution development, and presentation techniques.

The course challenges students to :

Objective 1: Apply their knowledge of tools and strategies to a real company. Thereby, get a deep insight into how to do real consultancy work.

Objective 2: Do both primary and secondary data collection and learn about the how to collect, analyze, and prepare data for professional purpose.

Objective 3: Obtain in-depth knowledge of the food retail market and, in particular, knowledge about online-sales strategies that may also be applied to other sectors.

2) Requirements :

Every participant and his/her group are probably to be requested time by time to study the teaching materials/handouts in advance, including academic papers and business cases. These materials may come from: reference books and papers, online databases and so on. The Tongji University Library (<http://www.lib.tongji.edu.cn/>) is possibly the most appropriate gateway to the academic databases (both in Chinese and English), although its web pages

are often written in Chinese. Usually the most important reading materials used before-and/or after-class will be appointed and delivered by the teacher to the students as well.

3. Course Arrangement

<p>Week 1-2</p> <p>Topic</p> <ul style="list-style-type: none"> ✓ Preparation: read industry reports from the Yun-file (examples below) and do some research on online food sales. ✓ Talk to people (and company representatives, if possible) and learn about online food sales <p><i>No formal assignment but you should come to class with a good overview of the retail market in general and the online food market in particular. Also, reconsider your toolset for analysis (industry analysis, PEST, consumer analysis, etc.)</i></p>	<p>Week 3-5</p> <p>Topic</p> <ul style="list-style-type: none"> ✓ Preparation of the corporate visit : Pre-structure your analysis and identify information needs. Think about questions you want to ask. ✓ Get to know each other better <p><i>Assignment: Continue to refresh your knowledge of analytics and discuss with your team member which type of analysis to conduct; share your findings from previous research and develop rough plan of how to proceed with the project</i></p>
<p>Week 6-8</p> <p>Topic</p> <ul style="list-style-type: none"> ✓ Summarize insights from corporate visit and discuss problem definition. ✓ Organize team responsibilities and allocate specific tasks if necessary ✓ think about outline for the report and start to draft a rough table of contents ✓ <p><i>Assignment: keep on referring to secondary literature to improve your knowledge</i></p>	<p>Week 9 to Week 12</p> <p>Topic</p> <ul style="list-style-type: none"> ✓ Prepare coaching sessions with professor ✓ Prepare interim report due on 29 June. ✓ Collect further benchmark data from other countries or other companies using online sales (secondary or primary data) <p><i>Assignment: Make sure you constantly revise your knowledge of analytics and learn as much about the market as possible</i></p>
<p>Week 13 to Week 16</p> <p>Topic</p> <ul style="list-style-type: none"> ✓ Prepare coaching sessions ✓ Refine your analysis of company and benchmark data ✓ Allocate responsibilities for presentation ✓ Prepare a mock presentations <p><i>Prepare final presentation</i></p>	

4. Teaching Methods

Lectures, Discussions, Role Plays, Case Analysis, Simulations, Field Dialogues, etc.

5. Learning Outcomes

Category	Learning Outcomes
Master of Knowledge	<ol style="list-style-type: none"> 1. Consulting knowledge integration 2. Strengthening the ability of collecting and processing data 3. Exploring, understanding and testifying clients' demands 4. In-depth understanding of the features of consulting across various countries/cultures
Intellectual abilities learned	<ol style="list-style-type: none"> 1. To analyze, synthesize and critically assess complex material, sometimes too limited and sometimes too much. 2. To apply professional concepts and methods to practical situations. 3. To formulate and defend independent judgments. 4. To communicate effectively in writing and orally.
Practical skills learned	<ol style="list-style-type: none"> 1. Be able to manage changes 2. Leadership development 3. Teamwork 4. Problem solving under pressures of time, emotion and budget
Personal competences and characters Cultivated	<ol style="list-style-type: none"> 1. Successful adaptation to business environment and the ability of contingency management 2. Analyzing and solving problems calmly and rationally 3. admitting wrong decisions and learning from lessons 4. Respecting teams members and business partners 5. Characteristics to innovate and challenge 6. To develop excellence of leadership and responsibility 7. The broad view of diversified and dynamic global competition and the notion of sustainability

6. Performance Evaluation: Means & Ratio

Evaluation Means	Ratio (%)	Link with learning outcomes expected
Interim Report	10	You are supposed to hand in an interim report (power point slides), which shows your rough structure, the tools you use for analysis, and a preliminary data set.
Final Consulting Report	70	<ul style="list-style-type: none"> • The final report (power point slides) should contain the following elements: <ul style="list-style-type: none"> • Front page: Indicate the names of the team members, name of the course, name of the professor, term, and date. • Clear and concise structure of the case analysis distinctly showing <ul style="list-style-type: none"> ○ a beginning (problem definition, setting the scene), ○ a middle (analyses), and ○ an end (recommendations, conclusions). • One slide with a clear statement of the problem definition that sets the agenda for the case analysis and that can be referred to in the conclusion. • Recommendations or course of action should correspond to a thorough case analysis. Do not make unsubstantiated claims or recommendations. • At the end, provide a conclusion by linking back to the problem definition. <p>The criteria for evaluating the final report are as follows: clear and understandable structure, quality of data collection and analysis, problem solving approach and recommendations.</p>
Peer Evaluation	20	Your marks for group (team) work will be affected by your team mates' perceptions of your contribution to the team's efforts. Perceptions will be collected by means of team peer ratings which will be used to arrive at team related individual marks.

7. Required Textbook and Supplementary

Textbook

[1] Louise Wickham & Jeremy Wilcock(2012), Delivering an Effective Project, 4/E, Pearson Canada, 2012, ISBN: 9780273768746

[2] Charles J. Fombrun, Mark D. Nevins(2004), The Advice Business, The Essential Tools and Models for Management Consulting, Prentice Hall ISBN: 9780130303738

1) Online Resources

[1] Planet Retail (2014). European Grocery Retailing.

[http://www.planetretail.net/presentations/Apex Brasil Presentation.pdf](http://www.planetretail.net/presentations/Apex%20Brasil%20Presentation.pdf) [accessed 12 April, 2016]

[2] China-Britain Business Council (2015). The Food and Beverage Market in China

http://www.ccilc.pt/sites/default/files/eu_sme_centre_report_-_the_food_and_beverage_market_in_china_update_-_july_2015.pdf [accessed 12 April, 2015]

[3] Price Water House Coopers (2015).

http://www.pwchk.com/webmedia/doc/635593364676310538_rc_outlook_201516.pdf [accessed 12 April, 2016]

[4] Cap Gemini Consulting (1998). Strategy Analytics.

<http://pptfilesearch.com/single/1243267/the-strategy-analytics-toolkit> [accessed 12, April, 2016]

8. Cases

Please note: You are not required to prepare a presentation of these cases. Instead, they should be read to give you further insight into what/how to analyse scenarios that are similar to your company case.

Edelman, B. (2015). Mission impossible? Yummy 77 delivers groceries within the hour. 916025-PDF-ENG | 14 p

<https://cb.hbsp.harvard.edu/cbmp/pl/49418481/49418483/ba86ef4bb15e937344711bc9ce8c034d>

Kang, J.-S./Downing, S. (2015). CConma.com in South Korea: An innovative e-commerce platform. W15029-PDF-ENG

<https://cb.hbsp.harvard.edu/cbmp/pl/49418481/49418585/b76a0c43363270669102c0c7189df790>

9. Assignment Requirements

The criteria of assignment evaluation (100 points)

Assessment Criteria Grid		Max. points	Points Attributed
Comprehension of key issues:		20%	

Syllabus

<ul style="list-style-type: none"> Understanding of concepts treated in class Ability to apply concepts to new context/s Proper use of subject matter vocabulary Addressed fully the assignment requirements 		
Analysis: <ul style="list-style-type: none"> Display of critical thinking relative to subject matter Application of key models and concepts to the analysis Ability to apply concepts/models from other disciplines to the analysis 	20%	
Structure & presentation: <ul style="list-style-type: none"> Well-structured ideas and information Clarity of presentation Professional layout – tables, figures, images, headings, hierarchy of information Use of transitions and interim conclusions 	20%	
Conclusions & recommendations: <ul style="list-style-type: none"> Logical continuation of reasoning/ideas/analysis developed in assignment Concision and relevancy to the analysis Relevance to the analysis 	20%	
References & citation: <ul style="list-style-type: none"> Citations within paper Proper format of citation and no acts of plagiarism (intentional or unintentional) Reference/Bibliography section Depth and breadth of sources 	10%	
Other: <ul style="list-style-type: none"> Elements of assessment at Professor's discretion relative to the discipline Creativity and originality of ideas/approach/analysis/findings Demonstrated general attainment of module learning objectives 	10%	
TOTAL	100%	

Appendices:

1. The course PPT
2. Case material
3. Other teaching material (such as reading materials, the articles)
4. Study guide