

Asian Campus Fall Semester Programme

Presentation of elective courses – Fall 2013

You will find a brief presentation of the elective courses that are on offer during the Asian Campus Fall Semester 2013 (September 9th– December 20th incl.).

The information provided includes the title (followed by the course code in parentheses), the number of ECTS credits, the week or weeks in which the elective course is to be offered, the number of places available, and a brief description of the contents. You should consult this list for the purpose of 1) expressing your intentions and then 2) making your final choices as far as the electives you wish to choose are concerned. Intentions and choices are to be sent back to the programme office (to: Scott DAI) at the appointed time and as requested by the Programme Office.

There are two types of elective course

- 1) Most of the elective courses are 30 hours long (10 sessions of 3 hours) and grant 5 ECTS.**
- 2) A few electives are 15 hours long (5 sessions) and grant 2.5 ECTS.**

Please also note that:

- some courses are organised during the first half of the programme (September 9th – October 26th) on a bi-weekly basis (2 sessions per week) → “phase 1”
- some courses are offered in a block format (1 or 2 weeks) in the second phase of the programme (November 4th – December 13th) → “phase 2”

All Asian Campus Semester students are expected to validate a minimum of 22.5 ECTS during the Fall semester on the Asian campus. This implies that each student must take and validate at least:

- the compulsory core course ABE Asian Business Environment (5 ECTS);
- the ICP In-Company Project (7.5 ECTS)
- and elective courses equivalent to a minimum of 10 ECTS.

Students can, under normal circumstances, choose electives up to a maximum credit value of 32.5 ECTS.

Those students from the MSc in Management programme from EMLYON who have chosen to take the MSc core course in Strategic Management while they are here on the Asian campus must take this course into consideration when choosing their courses, as it will be counted as an elective course for the purpose of the Asian Campus Fall Semester programme (30 hours / 10 sessions / 5 ECTS)

The ECTS credits from all courses will be counted in the final credit evaluation that students receive for the Asian Campus Fall Semester programme.

Elective courses offered during Phase 1 (September 9th – October 26th)

(ordered by course code)

Title: Business Finance in Asia (SHGF10) - 5 ECTS	
Phase 1 – Tuesday & Thursday morning	Places: 50
<p>This course is intended for students who wish to either prepare for an Asia (ex-Japan) related career in the financial services industry or develop a career in corporate finance. The course will also interest those who wish to pursue entrepreneurial ventures and desire a primer in fund raising.</p> <p>In this course you will develop a well-rounded understanding of the corporate finance, trade finance, and private placement environment in the region with strong focus on China and India. The course will also cover other Asian money centres like Hong Kong and Singapore.</p> <p>The course comprises of 3 major topics:</p> <ol style="list-style-type: none">1. International Trade Finance in Asia (ex-Japan)2. Venture Capital and Private Equity in Asia (ex-Japan)3. M&A in Asia (ex-Japan)4. Free Trade Agreements and their impact in Asia5. The WTO and China	

Title: International Investment (SHGF18) - 5 ECTS	
Phase 1 – Tuesday & Thursday evening	Places: 50
<p>This course is aimed at students wishing to acquire a sound understanding as well as decision-making concerning main investment opportunities in diverse fields, either of real or virtual nature. Specifically, following a top-down logic of investment decision-making strategy, the course objectives can be delineated into three layers:</p> <ol style="list-style-type: none">1) help students grasp the ability of analyzing the social-economic development pattern of the globe or some target economy during given time period as well as industries' business prospects immersed in these macro circumstances;2) enable students to comprehend different investment strategies, instruments, and their applications as well as respective risk-return balances;3) cultivate in students the skill for modelling individual investment motives and complete scientific and veracious investment rationale.	

Title: Luxury Business in Asia (SHLX11) - 5 ECTS	
Phase 1 – Tuesday & Thursday morning	Places: 50
<p>The first part of this course, an introduction to the theories and practices of the luxury business in China (6 sessions) will give students an overview of the luxury market in China and a deeper understanding of Chinese luxury consumer behaviour. It will present students with the strategies of successful luxury brands in the Chinese market and familiarise them with specific aspects of luxury brand management in this context.</p> <p>The second part of the course (4 sessions) will provide an overview of the luxury industry and market in Japan.</p>	

Title: Luxury Brand Management (SHLX 14) - 5 ECTS	
Phase 1 – Tuesday & Thursday afternoon	Places: 50
<p>This course aims at providing students with the key learning and tools so they can develop and manage efficiently a luxury brand. It includes topics such as: product development, product design and quality, brand identity and brand extension, integrated marketing communications, distribution and retail management, and managing supply and demand. The teaching method consists of lecture, case studies, group exercises and discussions.</p> <p>Students will thus learn to understand better the issues related to the creation, development and management of a luxury brand.</p>	

Title: Consumer Behaviour in China (SHMK18) - 5 ECTS	
Phase 1 – Tuesday & Thursday morning *	Places: 50
<p>* N.B. This course will begin on Tuesday October 8th and run until Thursday October 24th and will include some class sessions on Saturdays.</p> <p>The most complex aspect of marketing concerns understanding the mind and heart of the consumer. If consumer behaviour were easy to explicate, then all products would sell as well as projected, all ads would be effective, economies would be efficient and marketing would be a simple prospect. For those international businesses eager to thrive in China's 1.3 billion-consumer market, the task of understanding consumers is even more challenging, mainly due to the fact that (a) the Chinese consumer market is changing rapidly; (b) most managers have cavalierly assumed that consumers' needs and wants are homogeneous across cultures.</p> <p>This course focuses on providing you with the basic tools to better understand consumer behaviour in China. We will address:</p> <ul style="list-style-type: none"> • Basic frameworks and tools drawn from consumer behaviour research: How those theories can be applied to the analysis of Chinese consumers? • Social and cultural specificities of Chinese consumers: How do Chinese consumers differ from consumers from other parts of the world in terms of their motivations, information processing, values and attitudes? • Managerial applications of consumer behaviour in the context of Chinese market: What marketing strategies are likely to be effective given consumer response? 	

Title: Digital Media Marketing in China (SHMK 33) - 2.5 ECTS	
Phase 1 – Tuesday & Thursday morning*	Places: 50
<p>* N.B. This course runs from Tuesday, September 10th to Thursday, September 26th only.</p> <p>Following the trend of its consumers and businesses, marketing in China has quickly evolved over the last few years, from a rudimentary and traditional way of advertising to one which adopts all ways in which internet is used in China.</p> <p>Whatever was enough for Western companies, like having their websites translated into Chinese, has now become obsolete. Social media in China are one of the key influences on customer purchasing decisions, brand loyalty or new products discovery. This programme focuses on helping marketing professionals to build and sustain successful Chinese digital media platforms as well as harmonising their overseas content with the Chinese one.</p>	

Title: International Strategy & Innovation (SHPG10) - 5 ECTS	
Phase 1 – Tuesday and Thursday morning	Places: 50
<p>Innovation has been considered a key factor determining a firm's competitiveness. This is especially the case when firms are competing in a fast-paced knowledge economy and/or when the whole economy is experiencing a series of growth stalls. To cope with those challenges, firms are usually advised to look into the market and develop new products to rebuild their leadership in the industry. So, in general, innovation is frequently associated with new technologies, new products and new processes of technology/product development.</p> <p>However, we may ask questions like “how are we going to make sure that the new product can be appropriately designed, timely manufactured, correctly marketed and sold to the right customers?” “Do we need a new business model to sustain the operations?” and “How to manage innovation so that firms can strategically maintain their competitive advantages in an industry now and in the future?”</p> <p>These are all about innovation in strategic management. In this course, students will discuss strategy from innovation perspective and understand how and why firms from emerging countries such as China can develop innovative solutions to catch up with their counterparts from the western world. Students, after learning the western theories, must know what “the other side of the world” also thinks about strategic issues. Some of the cases in the course may be very counterintuitive or innovative, if compared with the current knowledge taught in business schools in the world, which totally reflects the core of this study.</p>	

Title: Innovation & Entrepreneurship in Asia (SHPG11) - 5 ECTS	
Phase 1 – Tuesday & Thursday afternoon	Places: 50
<p>This course is tailored to students who wish to learn and explore the concepts of innovation and entrepreneurship in the context of two of the fastest growing economies in the world – China and India. This course would also interest those who wish to either launch or participate in entrepreneurial ventures or get involved in the innovation domain of their organizations. The course is designed to develop a basic understanding of the concepts of innovation and entrepreneurship and explore the key models, drivers and processes. The course will put a strong emphasis on the global and Asian examples of innovation and entrepreneurship and explore the essential roles that both are playing in the growth of China and India as world-leading economies.</p> <p>In this course you will learn of the various models of innovation and their role in society and you will gain an understanding of how to foster innovation in a business through various examples and strategies.</p> <p>You will develop a well-rounded understanding of the various models of entrepreneurship and their associated processes. You will compare and contrast the Chinese and Indian models of innovation & entrepreneurship as well as the role of their respective cultural contexts in defining their diverging management styles</p>	

Title: Intercultural Management (SHRH13) - 5 ECTS	
Phase 1 – Tuesday & Thursday afternoon	Places: 50
<p>This course aims to provide a comprehensive understanding of the theories and practical cases in cross-cultural management. It will focus on the impact of culture at the level of the individual, and the organization; it will demonstrate how cultural factors influence behaviours in the workplace and will develop skills needed to manage effectively in cross-culture</p>	

situations. In order to help students to face a more and more globalized business world, different leadership styles in cross culture context will also be introduced. Students are required to reflect on their own cultural values and experiences to prepare their future international business career. By the end of the course, you may:

- Gain an in-depth understanding of the nature of culture, the theories and frameworks that help in highlighting similarities and differences across cultures, and comparative business practices and behaviours;
- Be able to apply these theories and concepts to ranges of different cultural and organizational settings;
- Be aware of different leadership styles and adapt to them according to cross-cultural context.
- Improve your ability to work in, manage, and lead culturally diverse groups and teams

Elective courses offered during Phase 2 (November 4th – December 13th)

(ordered according to period)

Title: Offshore Platforms for Investment in China (SHEC12) - 2.5 ECTS	
Week beginning: November 4th (1 week)	Places: 50
<p>Hong Kong, Taiwan and Singapore are the main vehicles for investing in China through a more secure source. Considering the main challenges that foreign companies face when doing business in China, using an “amicable” outsource platform is one of the key tools on minimizing risks. This course focuses on the main advantages that each platform has, analysing the pros and cons for each economy and how it may influence the company’s operations.</p> <p>This course will use up-to-date information as well as case-studies on main companies making business in China.</p>	

Title: The Japanese Business System (SHEC11) - 2.5 ECTS	
Week beginning: November 11th (1 week)	Places: 50
<p>Japan is a country located in Northeast Asia with a full array of contrasting realities: on one hand, Japan is a major economic power, the world's third-largest economy, the world's fourth largest exporter, the sixth largest importer, and the only Asian country in the G-8. On the other hand, Japan's ageing population is placing pressure on the workforce and government finances, its economy is hampered by excessive regulation and interventionism, and its contentious modern history still provokes suspicion from other Asian countries.</p> <p>This course is intended for students who want to prepare for an Asia-related career (either in business, economics or other fields) and want to understand the most important features of life, work, economy and business in Japan. Consequently, this course has been designed to develop a comprehensive understanding of Japanese history, culture, society, economic development and business environment, while also analysing and discussing the opportunities, risks and challenges that both face today.</p>	

Title: The Financing of Innovation (SHGF17) - 5 ECTS	
Week beginning: November 4th (2 weeks)	Places: 50
<p>Our class titled “The Financing of Innovation” is taught by four entrepreneurs and investors practicing the financing of innovation on a daily basis. The class addresses a number of important topics for entrepreneurs, investors, and society in general. Guest speakers with relevant experience in Asia will participate in the classes as well. The topics to be addressed are:</p> <ul style="list-style-type: none">- Creating value (buy low, sell high, selection process, incentives, forecast and plan to win, an eye to the financial exit);- Innovation and the economy (economic cycles, technology adoption life cycle, the Chasm, shareholders, role of management);- Valuation (P/E, P/S, comparable, DCF, NPV, private versus public, liquidity premium, ROI, IRR, breakeven);- ROI of Innovation (R&D models, valuing an innovative project);- Venture Capital and Innovation (incentives, targets, accountability, perseverance, another way to fund companies, beating the dinosaurs); The VC cycle (fund raising, selecting opportunities, growing your companies, exits);- Fostering Innovation (Silicon Valley, Sophia Antipolis, Shanghai KIC); VC returns are	

correlated; Triple bottom line firms (socially responsible, environmentally friendly, and make money);

- Micro-VC (micro-finance as equity investment, Kickstarter, Demohour); Risk mitigation (diversification, portfolio approach, “spray and pray”);
- Private Equity and Innovation (hunger, incentives, wealth, financial engineering); Convertible debt (the Silicon Valley Bank model, mixing debt and equity, following investment leaders).

Title: Retail Management in China / Asia (SHMK11) - 5 ECTS	
Week beginning: November 4th (2 weeks)	Places: 50
<p>Retail in China will deal with the delivery platform of products and services close to the customer interface. Three platforms will be looked at:</p> <ul style="list-style-type: none"> -The retail store, department store -the electronic platform internet and mobile platform -the direct sales platform like Avon <p>While Service Management in China focuses on the differences of services compared to product, retail looks at the environment, either 3D or electronic, of product and service in China. To understand the difference of the Chinese retail compared to that of Europe, one needs to look into the economic and social development of China and its shift from state planned economy to that of a state capitalist economy. This implies also a shift in role of a retail operation from a delivery point to a choice proposition of how to develop one's own personality as a customer. The importance of retail operations as interface with customers needs to look into the ownership of the retail location as well as into the operating culture.</p> <p>The historic socio-economic evolution of retail operations will show how the role of salesclerk has changed and to what extent modern retail management in China actually leads to new form of working restrictions for the employee. The retailer once a deliverer only has to take entrepreneurial risk nowadays for the orders and sales. The rapid mall development often lures them into major investments which in turn accelerates the mall development especially in the second and third tier city.</p> <p>To understand retail management, including the one China, one needs to understand the basic concepts of retail management and based on that recommendations and conclusions one could draw for the future development of retail management in China</p> <p>Finally retail operations are a part of the integrated marketing communication as it reinforces the brand expectation through a 3D brand experience decor.</p>	

Title: Cross-cultural Communication and Negotiation (SHMK15) - 5 ECTS	
Week beginning: Two sessions available:	Places: 30 (for <u>each</u> session)
<ul style="list-style-type: none"> - November 4th (2 weeks) - November 18th (2 weeks) 	
<p>How to grasp complex negotiation or interaction situations in a cross-cultural context, how to frame the appropriate strategy and how to go about implementing that strategy are among the key questions discussed in this seminar. The objectives of the course are to:</p> <ul style="list-style-type: none"> • acknowledge cultural differences, specifically between Asia and the west • understand how they affect our behaviour and our communication patterns • learn to work, communicate and negotiate across cultures 	

- acknowledge the level of importance of communication and facilitation skills in every respect of management practices beyond business negotiations
- benchmark yourself against other participants to discover your strengths and weaknesses and develop a personal plan for perfecting your skills and your impact.

The course will begin with a major simulation which will serve as a basis for all class work and discussion.

Title: Luxury Consumer Behaviour (SHLX15) - 5 ECTS	
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Week beginning: November 18th (2 weeks)	Places: 50
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The course starts with the question: who is actually a luxury consumer? This includes differentiating between luxury and non-luxury consumers and thinking about how to identify luxury consumers and how to approach them. Based on that, different luxury consumer segments and ways of segmentation will be discussed. The analysis of luxury consumer behavior is split into the areas of perception & information processing, the stages of the luxury consumer purchasing decision process and influence factors on the purchasing process.

Influence factors include environmental factors such as culture and individual consumer characteristics such as attitudes, involvement, motives, lifestyle, values, and so on. The course is application-oriented. It discusses how to influence luxury consumer behavior by brand communication and other marketing techniques and how to make use of the concepts of consumer behavior in luxury brand management.

Title: High-tech Marketing (SHMK32) - 5 ECTS	
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Week beginning: November 18th (2 weeks)	Places: 50
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This course is about how and what marketers should do for innovative products in new markets. The main objective of this course is to train students with “practical” marketing methods and theories, recently developed since 1990, for innovative products and new markets.

This course deals with a variety of new issues not only for high-tech industries but also any other “new” industries and innovative products. Therefore, this course is for anyone who wants to learn how to develop innovative products, how to evaluate their marketability, and how to create new markets.

This course is particularly relevant to those students interested in fresh knowledge and information on innovation-friendly industries such as Telecommunication, Internet service, electronics, and digital contents (movies, music, and online game). However, these are just the popular ones discussed in class. The contents of our course are not restricted to those industries. We deal with any industries with innovative products.

Title: International Entrepreneurship (SHPG12) - 5 ECTS	
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Week beginning: November 18th (2 weeks)	Places: 50
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With the current transformation of the world to a “global village”, the environment of entrepreneurs is also being transformed from domestic to international. Recent research works provide us a framework that we will use to understand the main challenges in IE. Differences between domestic and international entrepreneurship will be reviewed and the development process of “global mindset” will be explained. Culture, which is another

important issue in IE will be analysed and we will see how an international entrepreneur has to adapt his project (products, services, marketing, negotiation, business ethic...) in an international environment.

Along this course we will use case studies, workshops and simulations to understand the main challenges in IE. A special focus will be put on international entrepreneurship in China through an overview of the entrepreneurial environment in China and case studies. Several entrepreneurs will also join us to share their entrepreneurial adventures in the form of round tables.

Title: Supply Chain Management in Asia (SHMT12) - 5 ECTS	
Week beginning: November 18th (2 weeks)	Places: 40
Today's competition is no longer company versus company; it is supply chain versus supply chain. SCM represents a philosophy of doing business that stresses processes and integration. Supply chain management (SCM) is a systems approach to managing information, materials, and services flows from raw material suppliers through factories and warehouses to customers. This course provides a comprehensive study of the concepts, processes, and strategies used in the development and management of supply chains in Asia. This course covers the major issues in SCM, including: definition of a supply chain, role of inventory, advanced production-inventory models, supply contracts, sourcing, bullwhip effect and information sharing, distribution strategies, third-party logistics, managing product variety, and the application of information technology. The center of application gravity lies in SCM issues in Asia.	

Title: Legal Risk Management in Doing Business in China (SHDR10) - 2.5 ECTS	
Week beginning: December 2nd (1 week)	Places: 50
China has many challenges on business. This course will thus be devoted to an in-depth analysis of the potential legal risks a company and its management may face when doing business in China. Students interested in this area may then go on to study the financial risks involved in doing business in China (see SHGF16).	
Students will be able to understand the main legal risks that, as managers, they will have to handle when doing business in China. The course is primarily structured to deal with negotiating with China from a position of buying or selling Chinese products, manufacturing in China, and the intricacies to take on once established in China such as taxation, labour.	
The program is designed upon real case scenarios collected from the Professor's experience as well as landmark cases in China. The whole program is intended to be pragmatic.	

Title: Risk Management & Internal Control (SHGF21) - 2.5 ECTS	
Week beginning: December 2nd (1 week)	Places: 50
This course will look into risk management and internal control with particular reference to international companies. It will cover themes and topics such as the risk map, COSO, legal requirements concerning risk management and internal control, and future developments, such a continuous controls monitoring and auditing.	

Title: Managing Fraud Risk in Asia (SHGF22) - 2.5 ECTS	
Week beginning: December 9th (1 week)	Places: 50
<p>This course will cover the following themes:</p> <ul style="list-style-type: none"> - legislation concerning fraud, relating to companies in China - financial transactions and fraud schemes - money laundering - fraud investigations - implementation of a fraud prevention programme. 	

Title: Luxury Retail & Service Operations (SHLX12) - 5 ECTS	
Week beginning: December 2nd (2 weeks)	Places: 50
<p>In today's competitive environment of the luxury industry, luxury companies are looking for ways to improve customer experience with their brands. This course aims at providing students with the key learning and tools so they can develop and manage efficiently the customer experience in a luxury environment. It covers aspects such as boutique management, visual merchandising, product range management, stock management, customer service, motivation and sales personnel management, while studying topics such as: zone of tolerance, service recovery and service recovery paradox, and total customer experience management. The teaching method consists of lecture, case studies, group exercises and discussions.</p>	

Title: Services Management in China / Asia (SHMK16) - 5 ECTS	
Week beginning: December 2nd (2 weeks)	Places: 50
<p>The focus is often too much on a product and system basis and not enough on service-systems. The course seeks to emphasise the challenges the Asia service system is confronted with and the links to training, scripting of service, 6 Sigma, the notion of relationship management and avoiding the transaction mentality. Hotel chains, airlines and FedEx provide good inroads into improving the Asian service industry. Here the analyses of contact points along the consumer behaviour inline from pre-purchasing to purchasing experience and post-purchasing experiences can contribute to improvements in training people, designing 3D experiences, as well as conceiving new products and services and the related branding.</p> <p>Reducing the gap between brand expectations and the actual brand experience brings human resources into focus as they are the main assets in the service industry. Other forms of service industries like retail banking and insurance companies will be analysed as they have been growing rapidly since the China accession to the WTO. Case studies will cover Ritz Carlton, Starbucks as well as the rise of the private Ping An Insurance company of China.</p>	

Title: Asian Business Simulation (SHPG13) - 2.5 ECTS	
Week beginning: December 9th (1 week)	Places: 30
<p>Asian Business Simulation is designed as one of the courses that focus on strategy implementation and practices. Strategy implementation is an important part of strategy.</p>	

Without practice, strategy itself only lies on paper. Though it has some meaning, it does not reach its commercial ends and cannot be proven to be successful or not. In addition, strategy implementation is not only based on scientific calculations and theories but also relates to art. That is, a decision maker has to make a hybrid kind of decision which require both rigorous thinking and spontaneous non-linear understanding of the continuously changing organizational (internal and external) contexts.

A manager, in reality, has to face issues with human resource management, accounting and finance, manufacturing, operations, marketing and sales, after-sales services, logistics, customer relationships and government. These issues are not as simple as strategy formulation.

Asian Business Simulation aims, at least, to help students partly gain such an experience. Working as a “company” in the Chinese Auto Industry, a team of four students will be set up and compete with five other “companies”. They may comprehensively conduct the following activities in a huge market (1.3 billion people) in order to try and build up competitive advantages for their organization: Manufacturing, HR management, R&D, Marketing and sales, Financing.

Title: Strategies for Emerging Markets (SHPG15) - 5 ECTS	
Week beginning: December 2nd (2 weeks)	Places: 50
<p>This course combines several perspectives, namely Strategic Management, International Business & Innovation studies, thereby addressing the ongoing debate about global capabilities and strategies in emerging countries. We shall focus on firms’ strategies across nascent yet fast developing industries such as banking, insurance, retail, etc. by discussing and analyzing case studies from large emerging markets such as India and China to address the following question: How do organizations innovate to respond to typically emerging market issues? An estimated 4 billion people globally live on low incomes forming a sizeable population in EMs. This huge un-served and under-served (BOP) market segment offers tremendous opportunities and challenges for multinationals and local companies alike and calls for optimum strategies and innovative business models for these markets. The course will therefore focus on innovation strategies for BOP market - looking at areas such as; new product development, marketing, public policy, delivery / distribution, thus identifying key innovation processes in EMs.</p>	

Title: Managing, Coaching & Team Building in Asian Contexts (SHRH12) - 2.5 ECTS	
Week beginning: December 2nd (1 week)	Places: 40
<p>This seminar aims at leveraging cultural differences in team management in Asian contexts. The objective is to learn how to produce at the same time team performance and participants’ personal growth. The students will experience team building techniques as team players. They will learn how cultural differences impact team management. They will experience the specific technique of coaching. They will also participate to exercises in which they have either to play the role of a leader or follow a leader and analyze his or her behaviour.</p>	

Title: Managing Human Resources in Asian Contexts (SHRH11) - 2.5 ECTS	
Week beginning: December 9th (1 week)	Places: 40
<p>This course provides students with an understanding of the key issues in Human Resource</p>	

Management in the specific Asian contexts. We will adopt the perspective of an operational manager who has to work in an Asian organization or with Asian colleagues, managers and subordinates. In this context, it is more and more each manager's responsibility to make decisions regarding HRM issues such as recruitment, expatriation, training and compensation in line with the strategy of the firm. The course will focus very much on case studies of HRM practices in different Asian countries. You will also hear several testimonies from HRM executives working in Shanghai.

Strategic Management (PG41)

Please note that this core course for the MSc in Management students from EMLYON will normally be offered in 2 different sessions during the 2nd phase of the programme, i.e.:

- November 4th – 16th (2 weeks)
- November 18th – 30th (2 weeks)