

Asian Campus Summer Semester Programme

Presentation of elective courses – Fall 2017

You will find a brief presentation of the elective courses that are on offer during the Asian Campus Fall Semester 2017 (August 30th – December 15th incl.).

The information provided includes the title (followed by the course code in parentheses), the number of ECTS credits, the weeks in which the elective course is to be offered, the number of places available (before PFI/PFA track enrolments), 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 is one main type of elective course, which comprises 24 hours of in-class teaching and grants 5 ECTS.

However, as EMLYON and, even more so, the Asian Campus are in transition towards what is called “blended learning”, some courses may still comprise the traditional length of 30 hours (10 x 3 hours), while a few courses may even be shorter while offering more “blended” styles of learning. All courses should involve a total amount of student work of roughly 100 hours for 5 ECTS, including all preparation, reading, revision, evaluations, etc.

Please also note that:

- some courses are organised during the first half of the programme on a bi-weekly basis (2 sessions per week) i “**Phase 1**”
- some courses are offered in a block format (2 weeks) in the second phase of the programme i “**Phase 2**”

Asian Campus Semester students are expected to validate a minimum of

- 20 ECTS, if they are in the 2nd year of the MSc programme (courses only);
- 22.5 ECTS if they are in year 3 and above (courses plus ICP)

All students will take the compulsory core course ABE Asian Business Environment (5 ECTS) and the Chinese class (no ECTS). 3rd-year students and above will do the ICP In-Company Consulting Project (7.5 ECTS).

All students will then take electives to fulfil the minimum requirements in terms of ECTS.

Students can, under normal circumstances, choose electives up to a maximum credit value of 30 ECTS (2nd-year students) or 32.5 ECTS (3rd-year and above).

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

(ordered by course code)

Title: Business Finance in Asia (SHGF10) - 5 ECTS

Places: **50**

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.

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.

The course comprises of 3 major topics:

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 Asia
5. The WTO and China

Title: Luxury Business in Asia (SHLX11) - 5 ECTS

Places: **50**

The first part of this course, an introduction to the theories and practices of the luxury business in China 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.

The second part of the course will provide an overview of the luxury industry and market in Japan.

Title: Luxury Brand Management (SHLX 14) - 5 ECTS

Places: **50**

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.

Students will thus learn to understand better the issues related to the creation, development and management of a luxury brand.

Title: **Consumer Behaviour in China (SHMK18) - 5 ECTS**

Places: **50**

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.

This course focuses on providing you with the basic tools to better understand consumer behaviour in China. We will address:

- Basic frameworks and tools drawn from consumer behaviour research: How those theories can be applied to the analysis of Chinese consumers?
- Managerial applications of consumer behaviour in the context of Chinese market: What marketing strategies are likely to be effective given consumer response?
- 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?

Title: **Digital Media Marketing in China (SHMK 33) - 5 ECTS**

Places: **50**

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.

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.

Title: **Innovation & Entrepreneurship in Asia (SHPG11) - 5 ECTS**

Places: **50**

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.

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.

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

Title: **Financial Diagnosis (GF12A) - 5 ECTS**

Places: **50**

The course is directed at students who wish to be able to evaluate the performance and prospects of firms based on publicly available data. The course will focus on the work of the financial analysts, either working from the shareholders' side or creditors' side.

The key concepts include Return on Capital Employed – Return on Equity, financial risk, value creation, and cash flow statement.

Students will thus know how to analyse a company's financial statements and other sources of information critically and thus produce informative reports on them. They will also learn how to analyse the financial situation of firms and calculate forecasts for a business plan.

Title: **The Financing of Innovation (SHGF17) - 5 ECTS**

Places: **50**

Our class titled "The Financing of Innovation" is taught by 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:

- Creating value (buy low, sell high, selection process, operations, 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 (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);
Venture debt (mixing debt and equity, following investment leaders, leverage).

Title: **Luxury Consumer Behaviour (SHLX15)** - 5 ECTS

Places: **50**

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: **Retail Management in China / Asia (SHMK11)** - 5 ECTS

Places: **50**

Based on the fact that many ICP projects have an important part about how to deal with customers in the sales interface and how to develop the context that shapes intended Chinese consumer behaviour, Retail in China focuses on providing a support.

Retail looks at the environment, either 3D or electronic, of a 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 the 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. Examples of luxury, sports as well as Taobao and Tencent will be discussed and latest mall development trends indicated by visiting stores in Shanghai.

The course deals with delivery platforms of products and services close to the customer interface. Three platforms will be looked at:

- the retail store, department store
- the electronic platform: internet and mobile commerce platform
- the direct sales platform and its difficulties in China due to restriction.

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, now has to take entrepreneurial risk 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.

To understand China retail management, one needs to understand the basic concepts of retail management, including floor charts, and based on that one could draw recommendations and conclusions for the future development of retail management in China, which saw a very early integration of brick and click strategies, making a

complementary of o-to-o, online to offline.

During the course we study the famous 11.11, Taobao's 24 hours spending spree that will top last year's 9.3 billion \$ turnover including sales worldwide.

Finally retail operations are a part of the integrated marketing communication as they reinforce the brand expectation through a 3D brand experience decor in the marketing mix. Therefore we explore the branding necessities when operating multi-channel forms e.g. Walmart China is leading innovations for the global operations of the group.

Title: Cross-cultural Communication and Negotiation (SHMK15) - 5 ECTS

Places: **30** (for each session)

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:

- 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: International Finance (SHGF11) - 5 ECTS

Places: **50**

This course is intended for students with a general background in financial valuation and investment. It aims at furthering their financial knowledge by exploring international issues and financial instruments.

The course will cover the major issues concerning the international financial environment. This includes the balance of payments, the theories about foreign exchange valuation, and

the major trends affecting foreign exchange and international financial flows today, such as international trade, global financial markets and the main global financial actors with a brief focus on Asia.

It will then cover the main features of the foreign exchange markets, and the major tools used by investors and companies exposed to currency risk. After a refresher session on stock and bonds valuation, the course explores forwards, futures, options and swaps. The course does not presuppose that students already have a solid knowledge these instruments.

Title: **Luxury Retail & Service Operations (SHLX12) - 5 ECTS**

Places: **50**

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.

Title: **Global Strategies of Chinese Companies in the Service Sector (SHMK16) - 5 ECTS**

Places: **50**

Jack Ma said: Alibaba is like an aircraft carrier, it enables many startup companies to operate mobile service application as a service business. The paradox in China's service industry is that it is still a small percentage of GDP, but is a huge provider of jobs, partly due to the integration of low-paid jobs. In this course we look at the strategies of Tencent, Alibaba, Baidu, Xiaomi, Huawei and ZTE to link the internet with the service industry and make it a global platform.

The services sector in China is still smaller than it should be for an economy at China's stage of economic development. Unlocking the enormous potential of the services sector strengthens the business sector, provide jobs for a rapidly growing labor force, facilitate trade, accelerate the adoption of advanced management methods and increases overall economic efficiency. The evolution of the service sector including logistics, finance, banking and insurance play a vital role.

The challenge for the companies is to create a positive online experience. The platform around WeChat of Tencent will serve as an example, being the blueprint for global expansion, yet deeply rooted in the Chinese economy, which is a training place for global expansion. The O to O business, online to offline, is driven by brand management, technical integration and complimentary offerings.

The course will indicate the scale of problems and the scope of solutions. This will include among others an analysis of contact points along the consumer behaviour inline from pre-purchasing to purchasing and post-purchasing experiences. This can contribute in designing 3D/online experiences, as well as conceiving new products and services and the related branding. As service, contrary to product, is less present, when studying branding, this may be also the opportunity to extend one's knowledge about the experience management industry in general and China in particular.

Title: Strategies for Emerging Markets (SHPG15) - 5 ECTS

Places: **50**

This elective combines several perspectives, namely Strategic Management, International Business & Innovation studies, thereby addressing the on-going 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 analysing case studies from emerging markets (EMs) 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, technology, market building etc. thus identifying key innovation processes and strategies in EMs.

Title: Financial Markets in Asia (SHGF12) - 5 ECTS

Places: **50**

This course is intended for students interested in working in investment banking in Asia, who have already acquired the basics of asset valuation and portfolio investment. The course will give an overview of the different financial markets in Asia and also look into the situation in China.

This course will be one of the first on the Asian campus to integrate a more "blended" approach to learning, with 6 or 7 class sessions and a large amount of self-learning and application work.

Title: International Entrepreneurship (SHPG12) - 5 ECTS

Places: **50**

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.