

# **Asian Campus Summer Semester Programme**

## **Presentation of elective courses – Summer 2016**

You will find a brief presentation of the elective courses that are on offer during the Asian Campus Summer Semester 2016 (April 18<sup>th</sup> – July 22<sup>nd</sup> 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 (these numbers have been modified owing to PFI/PFA track enrolments), and a brief description of the contents. You should consult this list for the purpose of making your final choices as far as the electives you wish to choose are concerned. Your choices are to be sent back to the programme office (to: Scott DAI) at the appointed time and as requested by the Programme Office.

### **The format of the elective courses may be different:**

- 1) Most of the courses grant 5 ECTS and are 24 hours long (8 sessions of 3 hours):
  - Some of the courses, however, will have begun to incorporate a more blended approach to learning and may therefore involve fewer face-to-face teaching hours (15, 21, ...), while very few may still be on the old system of 30 hours.
- 2) A few rare electives grant 2.5 ECTS and are 15 hours long (5 sessions).

Please also note that:

- some courses are organised during the first phase of teaching (April 18<sup>th</sup>– May 28<sup>th</sup>) on a bi-weekly basis (up to 2 sessions per week) → **“Phase 1”**
- some courses are offered in a block format (over 1 or 2 weeks) in the second phase of the teaching (June 6<sup>th</sup> – July 16<sup>th</sup>) → **“Phase 2”**

All Asian Campus Semester students are expected to validate a minimum of 20 ECTS during the Summer 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);
- elective courses equivalent to a minimum of 15 ECTS
- and the Chinese class

Some students may take the ICP In-Company Consulting Project (depending on availability), which carries a credit value of 7.5 ECTS. This will contribute to the minimum requirement of 20 ECTS.

Students can, under normal circumstances, choose a programme of courses up to a maximum credit value of 30 ECTS (32.5 ECTS for MSc3 /4 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.

## **Elective courses offered during Phase 1 (April 18<sup>th</sup> – May 28<sup>th</sup>)**

(ordered by course code)

<b>Title: Business Finance in Asia (SHGF10) - 5 ECTS</b>	
<b>Phase 1 – Tuesday &amp; Thursday morning</b> <b>N.B.</b> Also offered in block format during Phase 2 period June 6 <sup>th</sup> – 18 <sup>th</sup>	<b>Places: <del>50</del> → approx. 20 places</b> <b>(after PFA enrolment)</b> <b>(same course offered in Phase 2)</b>
<p>This course is intended for students who wish either to 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 a 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 the following major topics:</p> <ol style="list-style-type: none"><li>1. International Trade Finance in Asia (ex-Japan)</li><li>2. Venture Capital and Private Equity in Asia (ex-Japan)</li><li>3. M&amp;A in Asia (ex-Japan)</li><li>4. Development of Shanghai as a global financial centre</li></ol>	

<b>Title: Internal Control &amp; Managing Fraud Risk in China (SHGF23) - 5 ECTS</b>	
<b>Phase 1 – Tuesday &amp; Thursday afternoon</b>	<b>Places: 50</b>
<p>This course will first 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.</p> <p>This rest of the course will then cover the following themes:</p> <ul style="list-style-type: none"><li>– legislation concerning fraud, relating to companies in China</li><li>– financial transactions and fraud schemes</li><li>– money laundering</li><li>– fraud investigations</li><li>– implementation of a fraud prevention programme.</li></ul>	

<b>Title: Luxury Business in Asia (SHLX11) - 5 ECTS</b>	
<b>Phase 1 – Tuesday &amp; Thursday morning</b>	<b>Places: 50</b>
<p>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.</p> <p>The second part of the course will provide an overview of the luxury industry and market in Japan.</p>	

<b>Title: Consumer Behaviour in China (SHMK18) - 5 ECTS</b>	
<b>Phase 1 – Tuesday &amp; Thursday afternoon</b>	<b>Places: 50</b>
<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"> <li>• Basic frameworks and tools drawn from consumer behaviour research: How those theories can be applied to the analysis of Chinese consumers?</li> <li>• 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?</li> <li>• Managerial applications of consumer behaviour in the context of Chinese market: What marketing strategies are likely to be effective given consumer response?</li> </ul>	

<b>Title: The Sports Industry / Market in China (SHMK27) - 2.5 ECTS</b>	
<b>Phase 1 – Tuesday &amp; Thursday afternoon</b> <b>Weeks 1-3 <u>only</u></b>	<b>Places: <del>50</del> → approx. 15 places</b> <b>(after PFA enrolment)</b>
<p>The Chinese government is currently drafting the 13th Five Year Plan, which will be enforced from 2016 on and it will provide a strong impulse and large resources for developing sports in China. Prof. Liu Dongfeng is one of the scholars in charge of drafting this Plan, and students will thus have a unique opportunity to learn about and discuss the new trends coming for sports business in China.</p> <p>The course is also focused on analysing the influence of local government on the development of sports and sports events and as part of this discussion, a field trip to a major sports facility will be organized. One of the objectives is to meet and discuss the main intricacies of running a sport facility in Shanghai with the facility managers.</p>	

<b>Title: Sports Industry Marketing in China I (SHMK31) - 2.5 ECTS</b>	
<b>Phase 1 – Tuesday &amp; Thursday afternoon</b> <b>Weeks 4-6 <u>only</u></b>	<b>Places: <del>50</del> → approx. 15 places</b> <b>(after PFA enrolment)</b>
<p>China is experiencing an unprecedented development and maturity of its sports market. Coming from being the largest manufacturer of sports apparel and goods, is increasingly transforming itself into a large consumer market of sports, both local and international.</p> <p>The course is designed to analyze the current market and marketing trends in China. As part of the learning experience there will be at least one testimony with one industry manager in charge of developing a "new" sport in China.</p> <p><u>N.B. This is the pre-requisite course for SHMK34 Sports Marketing in China II (see below)</u></p>	

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

Phase 1 – **Tuesday & Thursday morning**

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: Supply Chain Management in Asia (SHMT12) - 5 ECTS**

Phase 1 – **Tuesday & Thursday afternoon**

Places: **50**

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 centre of application gravity lies in SCM issues in Asia.

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

Phase 1 – **Tuesday & Thursday afternoon**

Places: **50 → FULL**

**N.B.** Also offered in block format during Phase 2 period June 6<sup>th</sup> – 18<sup>th</sup>

**(same course offered in Phase 2)**

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 robust understanding of the concepts of innovation and entrepreneurship through extensive meetings with local entrepreneurs and businesses. 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.

<b>Title: Intercultural Management (SHRH13) - 5 ECTS</b>	
<b>Phase 1 – Tuesday &amp; Thursday morning</b>	<b>Places: 50</b>
<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 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:</p> <ul style="list-style-type: none"> <li>- 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;</li> <li>- Be able to apply these theories and concepts to ranges of different cultural and organizational settings;</li> <li>- Be aware of different leadership styles and adapt to them according to cross-cultural context.</li> <li>- Improve your ability to work in, manage, and lead culturally diverse groups and teams</li> </ul>	

### **Elective courses offered during Phase 2 (June 8<sup>th</sup> – July 18<sup>th</sup>)**

(ordered according to period, then course code)

<b>Title: Managing Corporate Risk in China (SHDR10) - 5 ECTS</b>	
<b>Period: June 6<sup>th</sup> – 18<sup>th</sup> (2 weeks)</b>	<b>Places: 50</b>
<p>Chinese domestic demand is soaring, which means bigger and better opportunities for Western companies providing products and services, but not anticipating the main legal and commercial risk may lead to losing a big opportunity and also large amounts of money.</p> <p>The teaching goal for this class is that students will have enough knowledge to understand, manage and anticipate the main strategic and legal risks that, as managers or entrepreneurs, they will have to handle when doing business in China.</p> <p>The course is primarily structured to deal with negotiating with China from different perspectives: manufacturing, trading, or selling products and services in China. All main sub-categories such as intellectual protection and repatriation of profits are also covered.</p> <p>The program is designed upon land mark cases as well as common scenarios that different types of companies face in China.</p>	

<b>Title: Business Finance in Asia (SHGF10) - 5 ECTS</b>	
<b>Period: June 6<sup>th</sup> – 18<sup>th</sup> (2 weeks)</b>	<b>Places: 50</b>
See description of same course as offered in Phase 1 (see above)	

<b>Title: Advanced Corporate Finance (GF121A) - 5 ECTS</b>	
Period: <b>June 6<sup>th</sup> – 18<sup>th</sup> (2 weeks)</b>	Places: <del>50</del> → <b>approx. 20 places</b> (after PFA enrolment)
<p>The course aims at giving a systematic view of the following topics in corporate finance:</p> <ul style="list-style-type: none"> <li>• Advanced capital budgeting: <ul style="list-style-type: none"> <li>○ Capital Budgeting and capital structure</li> <li>○ Capital budgeting decisions with leverage and real options</li> </ul> </li> <li>• Long-term financing: <ul style="list-style-type: none"> <li>○ equity issues</li> <li>○ debt issues</li> <li>○ the specificities of small and medium enterprises</li> </ul> </li> </ul>	

<b>Title: Cross-cultural Communication and Negotiation (SHMK15) - 5 ECTS</b>	
Beginning: <b>Two sessions available:</b> - <del>June 6<sup>th</sup> – 18<sup>th</sup> (2 weeks)</del> → <b>FULL</b> - <b>July 4<sup>th</sup> - 16<sup>th</sup> (2 weeks)</b>	Places: <b>30</b> (for each session)
<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"> <li>• acknowledge cultural differences, specifically between Asia and the west</li> <li>• understand how they affect our behaviour and our communication patterns</li> <li>• learn to work, communicate and negotiate across cultures</li> <li>• acknowledge the level of importance of communication and facilitation skills in every respect of management practices beyond business negotiations</li> <li>• benchmark yourself against other participants to discover your strengths and weaknesses and develop a personal plan for perfecting your skills and your impact.</li> </ul> <p>The course will begin with a major simulation which will serve as a basis for all class work and discussion.</p>	

<b>Title: Supplier Relations in the Sports Industry (SHMK23) - 5 ECTS</b>	
Period: <b>June 6<sup>th</sup> – 18<sup>th</sup> (2 weeks)</b>	Places: <del>50</del> → <b>approx. 15 places</b> (after PFA enrolment)
<p>A company's survival is the result of its competitiveness on 4 markets: labor market, customers market, capital market and suppliers market. Purchasing and Supply Chain costs represent more than 60 % of the turnover in major companies (&gt; 80 % in some industries), and can represent significant opportunities for performance and competitive advantages. In a global economy, the relationships between firms and their upstream is one of the key factors of success. This is especially relevant in the Sports Industry, which relies on a supplier base in multiple geographies. This course provides managers of all key functions in the Sport Industry the grasp of the concepts they will need to successfully interact with experts of the function.</p> <p>Objectives,</p> <ul style="list-style-type: none"> <li>- To understand the potential of Supplier Management to develop and enhance competitiveness and support all the objectives of the firm</li> <li>- To increase the ability to implement an operational approach to managing suppliers</li> </ul>	

- and supply chains
- To understand the specifics of the Sport Industry Management in its key sub segments: Apparels, Equipment, and Footwear

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

Period: **June 6<sup>th</sup> – 18<sup>th</sup> (2 weeks)**

Places: **50**

See description of same course as offered in Phase 1 (see above)

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

Period: **June 6<sup>th</sup> – 18<sup>th</sup> (2 weeks)**

Places: ~~50~~ → **approx. 10 places**  
(after PFA enrolment)

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. The emphasis in these markets has been on the relationship between business growth as well as inclusive economic development. However, poverty, inequality, social exclusion, sustainability, technological, institutional and infrastructure gaps presents tremendous opportunities and challenges for western multinationals and local companies alike and calls for optimum strategies and innovative business models for these markets.

We shall focus on firms' strategies across nascent yet fast developing industries such as banking, insurance, retail, etc. by discussing and analysing cases 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? The course will 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.

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**Title: Financial Mathematics for Bond Markets and Life Insurance and Pensions (SHGF25) - 5 ECTS**

Period: **June 20<sup>th</sup> – July 1<sup>st</sup> (2 weeks)**

Places: ~~50~~ → **approx. 20 places**  
(after PFA enrolment)

This class introduces students to all the fundamental aspects of financial mathematics, namely the discounting of cash flows for finance and insurance products. The core applications are in the fixed income and life insurance industry, but the tools studied are also very useful in all other branches of finance, including the valuation of corporate projects. The class makes use of a lot of exercises and closely follows the syllabus of the FM - and partly MLC - exams organized by the Society of Actuaries.

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

Period: **June 20<sup>th</sup> – July 1<sup>st</sup> (2 weeks)**

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: B to B Marketing in Asia (SHMK22) - 5 ECTS**

Period: **July 4<sup>th</sup> – 16<sup>th</sup> (2 weeks)**

Places: ~~50~~ → **approx. 25 places**  
**(after PFA enrolment)**

This elective is designed for MSc students:

- who have already taken a B to B Marketing course at EMLYON (European campus of Ecully). It then consists in understanding how B to B marketing methods and concepts are applied in Asian environments.
- who wish to start learning marketing by discovering its application to the Asian area and then enrich this knowledge through a study path widening the perspective.

This course aims at establishing a distinction between:

- on the one hand, general concepts and methods applying independently of any geographical area,
- and on the other hand, B toB marketing concepts that specifically apply to the Asian area; it highlights in particular the aspects, on which the marketing practices of industrial firms are adapted to the Chinese and Asian markets. .

Several managers will contribute to this elective course to share their practices and experience of the Asian markets.



<b>Title: International Entrepreneurship (SHPG12) - 5 ECTS</b>	
<b>Period: June 20<sup>th</sup> – July 1<sup>st</sup> (2 weeks)</b>	<b>Places: <del>50</del> → approx. 10 places (after PFA enrolment)</b>
<p>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.</p> <p>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.</p>	

<b>Title: Sports Industry Marketing in China II (SHMK34) - 2.5 ECTS</b>	
<b>Period: June 27<sup>th</sup> – July 1<sup>st</sup> (1 week)</b>	<b>Places: <del>50</del> → approx. 15 places (after PFA enrolment)</b>
<p>After learning the basics of Sports Marketing in China, this class is designed to have an in-depth analysis of related areas of the industry in China such as social media channels, production of sports apparel and corporate social responsibility.</p> <p>As part of the learning experience there will be at least one testimony at the headquarters of a company in a related industry.</p> <p><b><u>Pre-requisite:</u></b> In order to follow this class, students must first take <u>Sports Industry Marketing in China I (SHMK31) during the first phase of the programme.</u></p>	

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<b>Title: Offshore Platforms for Investment in China (SHEC12) - 5 ECTS</b>	
<b>Period: July 4<sup>th</sup> – 16<sup>th</sup> (2 weeks)</b>	<b>Places: 50</b>
<p>Foreign Direct Investment in China is facing new challenges and restrictions, not only on the type of ventures allowed to conduct business in this country, but also related to IP protection, technology transfer and repatriation of funds. This class provides an alternative on conducting business in China by using Hong Kong, Taiwan and Singapore as the main Offshore Platforms for investing through a more secure source.</p> <p>This course focuses on the main advantages that each Offshore Platform has, analysing the pros and cons for each line of business and how it may influence the company’s operations.</p> <p>This course uses up-to-date information and analysis as well as case-studies on main companies making business in China.</p>	

<b>Title: Financial Markets in Asia (SHGF12) - 5 ECTS - NEW</b>	
Period: <b>July 4<sup>th</sup> – 16<sup>th</sup> (2 weeks)</b>	Places: <b>50</b>
<p>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.</p> <p>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.</p>	

<b>Title: The Financing of Innovation (SHGF17) - 5 ECTS</b>	
Period: <b>July 4<sup>th</sup> – 16<sup>th</sup> (2 weeks)</b>	Places: <del>50</del> → <b>FULL</b>
<p>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.</p> <p>The topics to be addressed are:</p> <ul style="list-style-type: none"> <li>– Creating value (buy low, sell high, selection process, operations, incentives, forecast and plan to win, an eye to the financial exit);</li> <li>– Innovation and the economy (economic cycles, technology adoption life cycle, the Chasm, shareholders, role of management);</li> <li>– Valuation (P/E, P/S, comparable, DCF, NPV, private versus public, liquidity premium, ROI, IRR, breakeven);</li> <li>– ROI of Innovation (R&amp;D models, valuing an innovative project);</li> <li>– 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);</li> <li>– Fostering Innovation (Silicon Valley, Sophia Antipolis, Shanghai KIC); VC returns are correlated; Triple bottom line firms (socially responsible, environmentally friendly, and make money);</li> <li>– Micro-VC (micro-finance as equity investment, Kickstarter, Demohour); Risk mitigation (diversification, portfolio approach, "spray and pray");</li> <li>– Private Equity and Innovation (hunger, incentives, wealth, financial engineering); Venture debt (mixing debt and equity, following investment leaders, leverage).</li> </ul>	

<b>Title: Retail Management in China / Asia (SHMK11) - 5 ECTS</b>	
Period: <b>July 4<sup>th</sup> – 16<sup>th</sup> (2 weeks)</b>	Places: <b>50</b>
<p>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.</p> <p>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</p>	

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**

Period: **July 4<sup>th</sup> – 16<sup>th</sup> (2 weeks)**

Places: **30**

See description of same course as offered in Phase 2 period: June 6<sup>th</sup> – 18<sup>th</sup> (see above)

**Title: Global Sourcing in Asia (SHMK21) - 5 ECTS**

Period: **June 20<sup>th</sup> – July 1<sup>st</sup> (2 weeks)**

Places: ~~50~~ → **approx. 25 places**  
(after PFA enrolment)

Globalization is the key trend within firms in the beginning of 21st century, especially on Purchasing. Through Global Sourcing, companies aim at buying the major part of their products & services in the most Leading Competitive Countries at the moment. During the end of 20th century (1989-2000), China became the 'factory of the world'; but since 2000, new Asian countries benefited from a new wave of delocalisations (Vietnam, Thailand, Malaysia...) or relocalisations (Japan).

The course objective is to better understand the dynamic of Global Sourcing in Asia. Firstly, this guided tour of Global sourcing in Asia compares different solutions to source locally: direct purchasing, international tradeshows, trading companies, purchasing platforms, local subsidiaries, takeover of local companies, purchasing to Asian companies, sub-delocalisation in other Chinese regions or Asian countries.

Secondly, some key issues of Global Sourcing in Asia are analyzed: contract management,

quality control, logistics & transportation, payments, taxes & insurance...

Pedagogically, each group of participants is in charge of preparing a class session on one of these subjects (desk study, field study, testimonies, best in class practices, assessment...).

Finally, during the last session, participants have to present the specificity of Asian practices along the Purchasing process.

Due to the concepts / methods / tools expected to master purchasing practices, requisites are needed to attend this elective : a) first priority is given to participants of PFI06 and PFA24; b) second priority is given to participants following all the courses of PFA25