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**I learn
unlearn
relearn**
I'm an
early maker

early
makers

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business
school

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School introduction

Founded in 1872, **emlyon business school** is one of the oldest business schools in Europe. It is one of the few business schools certified by the three international accreditations: AACSB, EQUIS and AMBA. As such, it justifies its place as a world-class business school. **emlyon business school** today has 5 campuses located in Lyon, Saint-Etienne, Casablanca, Shanghai and Paris.

Every year it welcomes more than 4,100 students in initial training and more than 5,500 continuing education executives representing nearly 80 nationalities.

On a global scale, the school also relies on a network of over 140 international academic partners and leads a community of 27,000 graduates in 107 countries around the world.

The mission of **emlyon business school** is to train "makers", namely individuals capable of taking charge of their destiny, to be an actor and entrepreneur of their existence, in a collaborative approach, by moving from "Do It Yourself to Do It Together. This notion of "maker" reflects the vision of the entrepreneur of **emlyon business school**: the one who tries, experiments, makes mistakes, starts again, learns while walking. The entrepreneur must today combine this dimension of doing, and do it quickly, have an ability to anticipate, brew ideas, cultivate them, see before others and do faster than others. The entrepreneur of **emlyon business school** is a maker and an early mover. In short, an early maker.

Programme introduction

The Asian Campus Semester (ACS) programme was designed within the context of the development of **emlyon business school**'s activities in Asia and of the launching of its Asian campus in Shanghai in September 2007.

The Asian Campus Summer Semester is a full-time programme with a number of specific pedagogical objectives ascribed to it.

The programme will enable students to:

- achieve a clear understanding of key success factors in Asian economic development;
- understand the impact this environment may have on the development of Western countries' economies and business;
- identify specific managerial practices in China;
- develop and adapt intercultural and negotiation skills to the Chinese and Asian environment;
- create a personal network and potentially a future professional network.

The programme seeks to provide both academic and professional perspectives on the subject matter, with contributions from faculty from **emlyon business school**, East China Normal University, and other local institutions of higher education, as well as from experienced business consultants in Asia.

ACS 2018 fall semester

- ✧ Period: Monday September 3rd 2018 to December 14th 2018 (incl.)
- ✧ Place: **emlyon business school** Asian campus, at Zizhu International Education Park (No 155, Tanjatang Road, Minhang District, Shanghai)
- ✧ Activities: The programme involves a full range of academic and associated activities including:
 - Management and Economics Courses
 - In-company Consulting Projects
 - Careers Workshops
 - Conferences
 - Student Association Activities....
- ✧ Places available:
 - Approx. 180 places for students of MSc in Management - Grande Ecole programme and MSc in Management - European Triple Degree - Grande Ecole programme from **emlyon business school** (Lyon, France);
 - 35-40 places for students of master level from Chinese partner universities in Shanghai.

Structure of courses

The programme will comprise:

- A core course named Asian Business Environment, which is obligatory for all students and will develop a fundamental understanding of various dimensions of doing international business in China and Asia;
- Elective courses, which will focus on specific aspects and specific areas of competence of business in Asia and international development, and which students can select according to their professional project or their centers of interest.

In principle, a typical course (core or elective courses) comprises 8 class sessions and a total of 24 contact hours (= 5 ECTS credits); each class session covers 3 contact hours in the classroom.

European Credits Transfer System:

The ECTS is a European system designed to facilitate the transfer of academic credit from one institution to another and from one country to another.

In principle, a full semester programme will include at least 15 ECTS for courses, 7.5 ECTS for the In-company Consulting Project (ICP). It is expected that these credits will in principle be validated by the student's home university.

All students must take and validate a minimum of 22.5 ECTS, including the obligatory core course, the ICP and the number of elective courses required to attain this number of credits.

Course introduction

Core course

Asian Business Environments

Course description

Asia is the most dynamic and fastest growing region in the world. It also has some of the world's most distinctive cultures and business ethics. This course is intended for students who wish to prepare for an Asia-related career in businesses or other types of organizations. The course has been designed to develop a basic understanding of the business environment in Asian countries, in particular, China, India, Japan, and Korea. The course investigates and synthesizes the business opportunities, risks and challenges in these Asian economies based on their historical and cultural backgrounds, political and economic structures, financial systems, economic sustainability, and so on.

By the time of the completion of the course, Students will gain an overview of the business environment of selected Asian countries and will be able to research particular aspects of business or economic development in this region.

Course Objectives

To help students to understand Asia's economic development and economic structures, and to identify the tremendous business opportunities that are available and growing in Asia in the 21st century.

To familiarize students with the Asian business culture and ethics and therefore to help them understand the business behavior of Asian managers.

To help students understand the financial, political and legal systems in Asian countries and become aware of the challenges and constraints facing multinational companies.

Learning Themes

Theme 1: Asian Business Culture(s) (introductory sessions mainly covering China and India)

Theme 2: Chinese Business and Institutional Systems (sessions covering the Political systems, the Legal system, the Financial and Banking System, and Corporate Governance)

Theme 3: Economic Structures and Development in Asia (sessions covering China, India)

Elective courses

Business Finance in Asia

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 centers like Hong Kong and Singapore.

The course comprises of major topics below:

- International Trade Finance in Asia (ex-Japan)
- Venture Capital and Private Equity in Asia (ex-Japan)
- M&A in Asia (ex-Japan)
- Free Trade Agreements and their impact in Asia

Innovation & Entrepreneurship in Asia

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 skills.

Digital Media Marketing in China

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 program focuses on helping marketing professionals to build and sustain successful Chinese digital media platforms as well as harmonizing their overseas content with the Chinese one.

Consumer Behavior in China

The most complex aspect of marketing concerns an understanding of the mind and heart of the consumer. If consumer behavior 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 behavior in China. We will address:

- Basic frameworks and tools drawn from consumer behavior 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 behavior in the context of Chinese market: What marketing strategies are likely to be effective given consumer response?

Global Strategies of Chinese Companies in the Service Sector

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 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 behavior dynamic from pre- purchasing to

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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.

Cross-cultural Communication & Negotiation

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 behavior 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.

International Entrepreneurship

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 mind-set" will be explained. Culture, which is another important issue in IE will be analyzed 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.

Financial Markets in Asia

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.

Strategies for Emerging Markets

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 analyzing 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.

The Financing of Innovation

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).

Luxury Business in Asia

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 behavior. It will present students with the strategies of successful luxury

brands in the Chinese market and familiarize 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.

Luxury Brand Management

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.

Luxury Retail & Service Operations

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, store performance evaluation and control, 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.

Luxury Consumer Behavior

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.

In-company Consulting Project (ICP)

Within the Asian Campus Semester, students will work in groups on a consulting project for a company during which they will address real-life management / business issues. Within this programme, the In-Company Consulting Project (ICP) provides students real exposure to the Chinese business environment and gives them a chance to work and perform in a cross-cultural setting

The In-Company Consulting Project work covers the whole duration of the semester.

Project definition and requirements:

The project will correspond to the following requirements:

- it will address real issues and problems that the company wishes to understand and analyze;
- it will have direct operational consequences for possible implementation;
- it involves contacts with employees and potential third parties such as customers, prospective customers or any other partners of the company;
- the project will be completed within the duration of the semester with an expected workload coherent with the 6 ECTS awarded. Within the semester programme, the daytime on Wednesday is free of courses every week for work on this project, in particular in the context of meetings within the company.

Examples of projects in previous sessions include:

- Defining the product range of a luxury start-up company;
- Setting up a new home-delivery service for a major retail distributor;
- Evaluating and planning the introduction of a new line for a baby-products firm;
- Reorganizing the supply chain in order to gain efficiency.

Actors within the project:

4 parties, each with clearly defined responsibilities, are involved in this project and contribute to ensuring its successful execution:

- ✓ the group of students, which conducts the project work with a view to attaining the objectives set and bears sole responsibility for the concrete project deliverables and recommendations provided during the final presentation (scope, quality, etc...)
- ✓ the company, which is represented by the company supervisor, and which can be considered the ICP client. The company supervisor:
 - defines the framework of the assignment, fixes project expectations,
 - will be directly concerned by the final recommendations of the project work, and
 - represents the first and principal point of contact with regard to all internal (managers/employees, data and information) or external resources (professional contacts)

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- ✓ the academic tutor, which represents a resource accessible to students. The pool of tutors will comprise a number of academic experts from different business fields and will:
 - offer suggestions and advice concerning methodology, action plans, sources of information, etc.,
 - provide feedback to students on the basis of the work accomplished at a given point,
 - help the group to define and implement the appropriate approaches to the issues,
 - orient students towards the areas of expertise they may lack.
 - communicate with the company supervisor directly with the aim of making the project scope clear and definite when it seems not.
- ✓ the ICP board is made up of several professional and academic experts, who will assess the mid-term presentation, provide recommendations, evaluate the overall quality of the final project determine and adjudicate the final grades awarded, while ensuring coherence and an equitable distribution.

Selection of candidates

Application to participate in the Asian Campus Semester will be carried out through the completion of an application form.

Eligible students who wish to take part in this programme must correspond to the following criteria:

- ✓ They must be enrolled in a master's programme.
Undergraduate Students who are in their fourth year, qualified with management and economical knowledge will also be taken into consideration.
- ✓ They should hold a first qualification in the fields of Social Sciences or Management or in related fields (e.g. Law, Economics, Finance, Project Management, International Trade, Tourism Management, Information Science, ...)
- ✓ Students should possess the fundamental skills in Economics, Management, Finance, and Corporate Strategy in order to benefit from the courses and to be an active contributor both to courses and experiential project.
- ✓ All students must possess a fully proficient command of the English language which enables them to make a real contribution to the programme.
- ✓ Finally it is essential that candidates can demonstrate real motivation for this programme, which will give them a first-rate opportunity to work and study alongside Western students and take advantage of teaching methods founded in real contexts (case-studies, in-company projects, professional testimonies...).