

**English Taught Graduate Course List and Introduction**

**School of Management, Fudan University**

## **Course List**

### **1. Business Administration Courses**

- 1) International Business
- 2) Strategic Intellectual Property Management for Technology Driven Companies
- 3) Transnational Management

### **2. Finance and Economics Courses**

- 1) Corporate Financial Strategy
- 2) Does China or Doesn't China? – Chinese Economy and its Impact on the World
- 3) Financial Accounting
- 4) Investments
- 5) Managerial Economics and Decision Making
- 6) Multinational Financial Management
- 7) Risk Management

### **3. Information Management and Business Intelligence Courses**

- 1) Big Data Consumer Analytics
- 2) Data Mining for Business Analytics
- 3) Digital Management
- 4) E-Commerce in China
- 5) Global Practices and China Specifics: Internet Platform and Its Ecology Strategies in China

### **4. Leadership and Organizational Behavior Courses**

- 1) Leadership Development
- 2) Leading and Organizing Digitally
- 3) Project and Change Management
- 4) Theory and Practice of Leadership

### **5. Management Science Courses**

- 1) Achieving Operational Excellence in Service
- 2) Analytics and Innovation in Supply Chain and Finance
- 3) Multinational Enterprises Strategy
- 4) Operational Management
- 5) Operations Management according to lean and I4.0 principles
- 6) Strategic Human Resources Management
- 7) Supply Chain Management and Logistics

### **6. Marketing Course**

- 1) Branding and Communications
- 2) Decoding Branding

- 3) Digital Transformation and Management Strategy in a Cross-Cultural Context
- 4) Luxury Brand Management
- 5) Marketing Technology

**7. Strategy and Entrepreneurship Course**

- 1) Cooperative Strategy and Networks
- 2) Entrepreneurship
- 3) Intra/Entrepreneurship and New Wealth Creation
- 4) New Venture Creation: from Theory to Practice
- 5) Strategic Insight from Machine Learning
- 6) Strategic Technology and Innovation Management

# **Course Introduction**

## **Business Administration Courses**

### **International Business (2 credits)**

This course gives an overview of the opportunities and challenges facing firms involved in conducting cross-border business activities in an increasingly open and dynamic world. The course aims to provide the students with managerial knowledge and analytical skills that are important when companies carry out international business activities. The course combines corporate strategy theories with theories of economic organization and management. Students will learn about challenges in the organization and management of multinational corporations, and they should be able to evaluate appropriate structural solutions. Also, they should be able to critically analyze the internationalization strategies of business companies, with emphasis on international companies entering the Chinese market and investing in China, and Chinese companies entering foreign markets and investing abroad.

### **Strategic Intellectual Property Management for Technology Driven Companies (1 credit)**

The “Strategic Intellectual Property (IP) Management for Technology Driven Companies” course is NOT designed to turn business managers into legal experts, but to use plain business language to help students gain a solid foundation on the basics of IP, develop a true appreciation of the power of IP, and be inspired to push for creative IP management to achieve superior business performance. This course builds upon IP management theories and emphasizes the practical applications of the theories by incorporating numerous real world examples. Special attention is also given to help students acquire a global perspective on IP management. The course explores the following major topics: Why IP management is critically important to today’s business managers, particularly to those in technology driven Enterprises, different forms of IP and their applications in real world business settings, IP creation, protection and enforcement, how companies can use IP value matrix (IPVM) to achieve a wide range of business objectives and gain competitive advantages, and how to build a strong IP-empowered organization

### **Transnational Management (2 credits)**

Companies today confront an increasing array of choices of markets, of locations for value adding activities, and of modes of crossing borders. This course focuses on the international dimensions of strategy, and provides a framework for formulating strategies in an increasingly complex and uncertain world economy, and for making those strategies work effectively. The first part of the course introduces the background and trends of global business, then the second part discusses the environmental challenges for transnational business, and the third part deals with global strategy and organization challenges. On the basis of these three parts, the fourth part explores some emerging issues in the field of international business, including MNCs in China and the international expansion of companies from China. The fifth part is action learning by group projects.

## **Finance and Economics Courses**

### **Corporate Financial Strategy (2 credits)**

Corporate Financial Strategy is a follow-up of Corporate Finance course. It aims to improve the competence of financial analysis through case studies. The course will discuss some of the classic cases of financial management from the U.S. and China, including RJR Nabisco, Apple and Vanke. The course will put financial management in the framework of corporate strategy, and show how corporate finance can support and measure the overall success of corporate strategies. The course will devote most of the time to case analysis, supplemented by discussions of theories. Through the case studies, students are expected to grasp the essence of financial management and value creation, avoid the common mistakes, and apply the analytical techniques to corporate financial decisions.

### **Does China or Doesn't China? – Chinese Economy and its Impact on the World (2 credits)**

The title of this course pays homage to a successful 1956 advertising campaign to promote a Clairol hair coloring product, "Does she...or doesn't she? Only her hairdresser knows for sure". There are uncanny parallels between Clairol then and Chinese economy today. Both are viewed with a mixture of astonishment on the effects and suspicion about the actuation and intention. Just like hair coloring was new then, and so are many economic phenomena in China today unorthodox to observers who cannot easily reconcile the complex facts, sometimes seemingly contradictory, with their conventional framework. Confusions ensue. This course is an attempt to clarify and enlighten. Through closer examinations of wide range of economic issues currently faced by China you will gain insights of the key features of Chinese economic system so that you are equipped escape

the prejudice often held by mainstream pundits. On a micro level, the cases of Chinese companies may also inspire a new thinking on how to corporate and compete Chinese companies. As globalization is rapidly reshaping, it is important for business leaders to gain a deep understanding of Chinese economy, and frame their strategies with China in the picture.

### **Financial Accounting (2 credits)**

This course introduces the fundamentals of financial accounting and financial statement analyses. It prepares students to interpret and analyze financial statements for purposes such as equity valuation, credit analysis, investment decisions, lending decisions, etc. This course develops a thorough understanding of financial reporting from the users' perspective. Students learn to use financial accounting information to compare and evaluate companies' profitability, risk, prospect, efficiency, competitiveness, strategy, and intrinsic value.

### **Investments (2 credits)**

This course is intended to provide a general overview of capital markets, financial instruments, and investment process. We will emphasize the role of modern financial theory in portfolio management. Therefore, we will cover a wide range of topics such as, financial markets, security valuation, diversification and asset allocation, modern asset pricing models, performance measurement, active portfolio management, and financial derivatives.

### **Managerial Economics and Decision Making (2 credits)**

Managerial Economics is one of the core modules for MBA program. The theoretical background of the module is microeconomics, but managerial economics is much more focused on applications of the economic principles in practice and competition in doing business. This module will use a systematic framework from viewpoint of economics to analyze the decision making in doing business and to explain that how the economic principles and its applications are related. Based on the critical concepts in microeconomics, the module will focus on competitive strategies. Towards different industries and different markets, this module will analyze that how to select a better strategy in pricing, product differentiation, and output competition, etc, and to explain the critical factors to reach better performance in business decision making.

### **Multinational Financial Management (2 credits)**

The objective of this course is to provide students with an overall understanding of the financial management practices in multinational companies in a dynamic global business world. The course extends investment and financing decisions in corporate finance, however focus more on the adjustments of these decisions because of the additional risks multinational firms are exposed to, namely, foreign exchange risk and political risk, as well as the uneven tax rates in countries that provide room for global tax planning. A standard elective course taught in a Chinese business school, this course has a strong China background. Not only does it specifically explain the process and the rationale of RMB exchange rate reform and the forex market in China, but also it presents more examples of Chinese firms in global investing and financing and hedging foreign exchange risks. This course focuses on analytical skills rather than quantitative calculations. However, students should demonstrate that they have fundamental knowledge in Macroeconomics (GDP and inflation) and Corporate Finance (NPV, discount rate, cost of capital, etc.).

### **Risk Management (2 credits)**

This course offers to students the concepts and techniques necessary for effective corporate risk management. During the Asian financial crisis in 1998 and the global financial crisis in 2008, firms with lapses in risk control were either put out of business or inflicted with huge financial losses by adverse market conditions. Companies must take risks in order to survive and prosper. Particularly for firms levered with debt in the capital structure, sound risk management plays a pivotal role in ensuring the financial health of the firm and creating value for shareholders. Nowadays, risk management is a key component of corporate leadership and corporate governance. This course will cover the role of financial markets and the use of financial products including derivatives for managing market, credit and operational risk. This course has a heavy focus on the financial modeling of risk and the effective use of the various financial products for risk management. In particular, the course will focus on: 1) Identification and measurement of a firm's exposure to financial risk, 2) Use of various financial instruments in managing the firm's exposure to risks, and 3) Implementation of risk management program.

## **Information Management and Business Intelligence Courses**

### **Big Data Consumer Analytics (2 credits)**

Consumers leave a massive digital trail through mobile devices, social media, transactions, and information communication technologies (ICT). Companies and organizations in all industries face this plethora of consumer data and are looking to turn it into value through advertising and better products and services. This course looks

to introduce students to the various methods and strategies to make sense of the data. We will cover topics including advance and Big Data analytics, machine and deep learning, text mining and analysis, image and video analysis, social network analysis and geospatial and mobility analytics. Students will have real hands-on practice exercises with these methods, learn how to generate insights from large and unstructured data, and build an understanding of its strategic relevance in creating sustainable competitive advantage. No programming nor coding experiences are required. The course will also bridge these technical methods with social sciences and consumer behavior. We will cover a number of case studies, with an emphasis on Asia, in sundry industries including retailing and e-commerce, advertising, FinTech and retail financial sectors, telecommunication, and transportation and smart nations. Finally, we will discuss the interwoven dependencies on the legal frameworks with Big Data, including issues relating to privacy, regulations, rights, consumer reactions and adherence to data legislation in different markets. Prior background in marketing research methods is recommended, but not required. Students will have exclusive use to the Analytics for Executives Tool (AET), the leading no-programming platform for Big Data analytics, with real datasets and case studies to learn to interpret and build an intuition for Big Data.

### **Data Mining for Business Analytics (2 credits)**

This course will change the way you think about data and its role in business. Businesses, governments, and individuals create massive collections of data as a byproduct of their activity. Increasingly, decision-makers rely on intelligent technology to analyze data systematically to improve decision-making. In many cases, automating analytical and decision-making processes is necessary because of the volume of data and the speed with which new data are generated. In virtually every industry, data mining has been widely used across various business units such as marketing, finance and management to improve decision making. In this course, we discuss specific scenarios, including the use of data mining to support decisions in customer relationship management (CRM), market segmentation, credit risk management, e-commerce, financial trading and search engine strategies. The course will explain with real-world examples the uses and some technical details of various data mining techniques. The emphasis primarily is on understanding the business application of data mining techniques, and secondarily on the variety of techniques. We will discuss the mechanics of how the methods work only if it is necessary to understand the general concepts and business applications. You will establish analytical thinking to the problems and understand that proper application of technology is as much an art as it is a science.

### **Digital Management (2 credits)**

It has been more than two decades since the world stepped into the VUCA era, and the



epidemic has reinforced the characteristics of this era. Meanwhile, a new round of technological and industrial revolution is emerging vigorously, which will not only create new industries and businesses, but also enable the transformation and upgrading of existing industrial landscape, organizational forms and management paradigms. How to break through and move forward in such an era of uncertainty is what all business leaders need to think about. This course is designed to help students understand the underlying logic of emerging digital technologies (e.g., artificial intelligence, block chain, data technologies, cloud computing, internet of things, etc.) and their profound impact on management, business, and product/service/business model innovation. Specifically, through lectures, cases and discussion, students will develop an understanding of the evolvement of digital technologies and their applications in management field. Then we will delve into digital management from several perspectives, such as data as the new productivity factor, digital transformation of organizations, digital technology enabled product/service/business model innovation, and artificial intelligence strategy. We will also discuss challenges accompanying the increasingly digitized era of management such as data.

### **E-Commerce in China (2 credits)**

With the pervasion of Internet, E-commerce has experienced rapid growth globally. China, as the largest developing country and emerging market, has great development in E-commerce. There are many E-commerce companies in China, which represent online business models, e.g. Alibaba, Jingdong, etc. In current enterprise operation and management, managers and business people are increasingly involved into the E-commerce-related decision-making and management. They are required to have certain understanding and knowledge on E-commerce management and operation. This course aims to introduce E-commerce development in China, which covers the major E-commerce platforms, E-commerce payment, B2B E-commerce, agricultural E-commerce, O2O and cross-border E-commerce. The purpose of the course is to provide students comprehensive E-commerce management knowledge to leverage more business value from the Internet. And this course focuses on the strategic management issues rather than the details of technology. An IT background is not required.

### **Global Practices and China Specifics: Internet Platform and Its Ecology Strategies in China (2 credits)**

Internet, Internet+ and broad adoption of Internet-based platforms as well as social networks have been reshaping the economy greatly. Accordingly, various competitive strategies that worked for conventional business are no longer suitable for the new Internet economy with strong network effect and information transparency. This course is designed for managers in the Internet era to rethink about their business strategy for success in online efforts. Driven by typical industrial cases, this course examines the

specialties of network economy and featured platform theory as well as competitive strategies applied in the Internet economy, which includes platform design strategies, pricing strategies, competition strategies and governance strategies. This course applies theory-based reasoning to analyze and explain different strategies adopted by platform companies under various situations in the network economy. This course further explores new business opportunities and corresponding competitive strategies and student are encouraged to implement various competitive strategies under real business circumstances to build competitive advantages. Through course learning and discussion, students will learn to understand online business and offline business in an integrated business framework, take advantage a two-sided network platform to reshape business, use various pull strategies in platform promotion and design core features, interactions, metrics and governance to enhance platform competitiveness.

## **Leadership and Organizational Behavior Courses**

### **Leadership Development (2 credits)**

The previous modules have focused on different types of managerial knowledge that is required for optimal performance in international business organizations. The students should thus have become familiar with both basic and advanced perspectives on the several facets of the job as a versatile business leader. In this final module we will emphasize the importance of understanding leadership as a role, characterized by a set of challenges from the surroundings. To perform satisfactorily in this role, the students will need to develop behaviors influencing employees, co-workers and other stakeholders towards commitment to and co-operation towards business objectives. The module focuses on fundamentals in leadership theories (particularly transformational leadership), assessment of leadership performance and potential, and on how leadership capacity in organizations may be developed. A particular emphasis is made on the relationship between leadership, leadership development and strategic business objectives. Additional emphasis is given to cross-cultural aspects of leadership, authority and interpersonal behaviors.

### **Leading and Organizing Digitally (2 credits)**

Rapid and unpredictable change, emergence of ubiquitous intelligent technology, and the consistent decline of routine work render conventional static organizational designs inadequate and provide a vastly expanded repertoire of available ways to organize work. Participants will learn about the demands and opportunities facing leaders and organizational designers in a digital work environment. These developments will have consequences for internal processes such as the ways we organize and the way leaders understand their roles. Participants will learn about how the traditional role of

leadership needs to adapt to the changing nature of work in the digital age, agile ways of organizing, how leadership relates to learning and innovation, and how digital technologies, as a value-creating resource, may affect leadership.

### **Project and Change Management (2 credits)**

The World Bank expects about 25 to 30% of all money spend in the World to be spend on projects. The popularity of 'doing work by projects' is often attributed to the versatility of projects as a mechanism for turning ideas into reality. In other words: to bring about change. A project is a temporary organization embedded in a wider and more permanent organization, which simultaneously prioritizes, selects, plans, and executes many projects, as well as coordinates among them. How is that done? Which units and roles are needed for this and how is it all coordinated? How are projects managed, and how are they embedded in the larger permanent organization? These questions are addressed through the concept of Organizational Project Management (OPM), which is practiced in this course by use of a related model that allows to understand OPM both theoretically through OPM theory, as well as practically by observing organizational reality.

### **Theory and Practice of Leadership (2 credits)**

This leadership course offers you specific insights into your individual leadership style, your approach to change and your on-going personal leadership development combined with practical tools for leading others, developing high performance teams, goal-setting and goal articulation and analysing and building organisational capability. This course is a combination of practical and theoretical expert input delivered by one of the foremost global leadership practitioner academics. Your take-aways will include an opportunity to gain exposure to tools and instruments that are used in high-level executive development and are not typically available to graduates and MBAs. This course covers some of the success factors critical to high impact leadership including the psychological, interpersonal, intrapersonal, analytical and strategic dimensions. You will leave this course with an enhanced repertoire of leadership knowledge, behaviours and skills to support you in leading the organisations where you will work and to build-on as part of your on-going leadership development.

## **Management Science Courses**

### **Achieving Operational Excellence in Service (2 credits)**

Service management is about matching supply with demand – providing the services

that customers want while making a profit. Broadly speaking, its mission is to provide the right services at the right place and time, while optimizing a given performance measure subject to a given set of business constraints. Matching supply with demand while making a profit is complicated by the fact that we face three operational challenges: We waste our inputs and resources (our supply). Variability in supply and demand makes matching supply with demand difficult. And, while demand is variable, supply oftentimes is inflexible, which again prevents us from matching supply with demand. Increasingly competitive markets are making it imperative to manage service systems more and more efficiently. In addition, they have to serve a very demanding type of customer, who insists on the instantaneous availability of a continuous stream of new products & services. So, the providers of logistics activities are asked to do more transactions, in smaller quantities, with less lead time, in less time, for less cost, and with greater accuracy. Through this course, you will learn how to match supply with demand while making a profit, and how to overcome key operational challenges such as avoiding waste of inputs and resources, and managing the variability and the inflexibility of processes. As a result, we aim to achieve operational excellence in service. This course presents cases of real-world situations calling for appropriate state-of-the-art models and solution methods for the design, control and operation of service systems.

### **Analytics and Innovation in Supply Chain and Finance (2 credits)**

This course unpacks how analytics and innovation can change the way we conduct business and deliver superior performance, especially in areas related to supply chain and finance. We will work on several in-depth real-world case studies in the areas related to supply chain and finance. The course has two facets. 1. Through a mixture of lectures and workshops, we will introduce prescriptive analytics and modelling techniques such as influence diagram, sensitivity analysis, decision-tree analysis, and Monte-Carlo simulation. Combining these techniques with data analytics (such as regression), we will build quantitative models that allow us to evaluate different actions, make sensible recommendations, and serve as the basis for communicating findings and influencing decisions. 2. Through lectures, discussions, and mini debates, we will introduce useful ways of thinking for participants to critically assess the viability of business model innovation and technology innovation (e.g., digitalization and blockchain) in various business applications; further enabling participants to analyse and design innovative and inter-functional business solutions.

### **Multinational Enterprises Strategy (2 credits)**

In view of the bilateral US–China tensions, anti-globalization sentiment, COVID-19 and belt and road initiative, multinational enterprises are facing difficult times and opportunities. The biggest challenge for multinational enterprises is “how to maintain

the sustainable firm growth”. This course is designed to provide you with a detailed understanding of (1) the complexity of managing multinational enterprises in the changing global business environments, (2) the strategies that multinational enterprises can deploy with regards to their strategic positions in the global business field, and (3) the structure and organization of multinational enterprises in different foreign markets.

### **Operational Management (2 credits)**

Operations management is concerned with the production and delivery of goods and services. It encompasses the design of the products and processes, the planning and execution of production, and acquisition and deployment of resources. Efficient operations can provide a firm with major competitive advantages, since the ability to respond to consumer and market requirements quickly, at low cost, and with high quality, is vital for sustained profitability and growth. The course aims to familiarize you with the problems and issues confronting operations managers and provide you with concepts, insights and tools to deal with these issues in order to gain competitive advantage through operations. We will see how different business strategies require different business processes, and vice versa, how different operational capabilities allow and support different strategies to gain competitive advantage. A process view of operations will be used to analyze different key operational dimensions such as capacity management, cycle time management, supply chain and logistics management, and quality management. And, we will connect to recent development such as lean or world-class manufacturing, just-in-time operations, time-based competition and business re-engineering.

### **Operations Management according to lean and I4.0 principles (2 credits)**

Lean Management is one of the major methods for managing operations, especially in automotive environments but increasingly also in other industries and service domains. This course targets students who are interested in operations management and the idea of “eliminating waste”. The course starts with the fundamental question, “Why does lean matter?” and why perform companies, who apply lean production better than companies who do not. The lecturer will introduce the fundamentally important concepts of lean production, as well as the important European Foundation for quality Management (EFQM) model. Furthermore, the students will learn about the technique value stream planning through executing a real-life case study of a Fortune 500 company, and experience why “waste is rather a symptom than a root cause of the problem”, as well as why “overproduction is the worst type of waste”. In subsequent sections, the students will learn about the “power of standards”, apply some important tools, such as production planning, control systems, and develop within several group exercises production schedules, production control principles and do inventory planning. The “highlight” of the course is another group session where the students

solve “a real-life” operations management problem in the context of production planning and control. The course will rely on state of the art literature (also by the lecturer himself) and 20 years real-life, first-hand experience with Fortune 500 companies of the lecturer. Many real-life examples and cases will be utilized in this course.

### **Strategic Human Resources Management (2 credits)**

Strategic human resource management (HRM) aims to maximize the value of human capital with a wide range of tools, such as the design of business models, performance measures, compensation systems, and workplace rules. This course covers the content knowledge in the following topics: (1) how to use people factors to upgrade the business models in the digital economy era, (2) how to use Key Performance Indicators (KPIs) and Objectives and Key Results (OKRs) to enhance human productivity and firm performance, (3) how to make an offer to attract a person to join your team and how to select a person who will perform well and stay long, (4) how to design compensation structures for organizations and design monetary and non-monetary incentives for individuals, and (5) how to gamify the workplace with a human-focused, rather than a function-focused mindset, etc. The course offers a lot of interactive opportunities to apply what they learned to solve problems in different case scenarios.

### **Supply Chain Management and Logistics (2 credits)**

The course is designed to prepare you to apply business strategies, analytical methodologies and information technology in supply chain management. Traditionally industries have focused on operation evaluation and performance improvement of mainly the manufacturing process; however, the deficiency of supply chain coordination results in severe downgrade of business competitiveness. With advent of information technology, computers not only improve manufacturing operation and management and also strategic decision-making as well. This course focuses on the systems approach to the planning, analysis, design, development, and evaluation of supply chain and logistics management. You will not be learning dry, abstract concepts or theories, but will be given practical situations and case studies from a number of industries to stimulate your thinking for solutions in the analysis of your own organisation's supply chain operation. The learning contents are designed to be comprehensive and illuminative. If you are merely a consumer or customer, this study will help make you more perceptive and more understanding of the constraints and strengths of supply chain management.

## **Marketing Courses**

## **Branding and Communications (2 credits)**

Building a strong and enduring “brand” is becoming a top priority for many enterprises regardless of its industry sector and the size of the company. This is particularly true for Chinese enterprises as China has transformed itself from a world factory to a world’s leading R&D center. The fact that some Chinese brands such as Tencent and Alibaba are emerging as leading global brands has reinforced the point that branding is an essential element of successful and well-respected companies across the world. This course will examine all the key principles of branding and explain how to build leadership brand in the digital age and during uncertain times, including post COVID-19 and the New Normal. Relevant cases and examples will be referenced across Asia and the world to allow the participants to draw useful and practical insights in building their own brands according to a global standard. Finally, as the branding principles can be applied not only to a product but an individual and a country, the concept of branding will be elaborated at a personal, corporate, and social level. As such, this course will bring tremendous value to the participants with any background and business focus. This course is highly complementary to subjects like Marketing Management, Advertising Management, and Consumer Behavior.

## **Decoding Branding (2 credits)**

Building a strong and enduring “brand” is becoming a top priority for many enterprises regardless of its industry sector and the size of the company. This is particularly true for Chinese enterprises as China has transformed itself from a world factory to a world’s leading R&D center. The fact that some Chinese brands such as Tencent and Alibaba are emerging as leading global brands has reinforced the point that branding is an essential element of successful and well-respected companies worldwide. Indeed, the brand is the most valuable asset to any organization since it is the ultimate differentiator that leads to customer loyalty. In other words, a company that possesses a distinctive and robust brand will never have to compete on price, thus allowing it to maintain a healthy profit margin. This has awakened many senior executives to realize that branding is more than a marketing concept; it is, in fact, a financial concept. If any company is going to acquire Coca-Cola, for example, the majority of the investment is going to be spent on acquiring the Coca-Cola brand, not its sugared, carbonated water. This course will examine all the fundamental principles of branding and examine how to build a leadership brand in the digital age and during uncertain times. Relevant cases and examples will be referenced across Asia and the world to allow the participants to draw valuable and practical insights in building their own brands according to a global standard. Finally, as the branding principles can be applied not only to a product but an individual and a country, the concept of branding will be elaborated at a personal, corporate, and social level. As such, this course will bring tremendous value to the participants with any background and business focus.

## **Digital Transformation and Management Strategy in a Cross-Cultural Context (2 credits)**

The course of Digital Transformation and Management Strategy in a Cross-Cultural Context is designed to equip students with a thorough understanding of major cultural frameworks/concepts and how they can be applied practically to develop innovation, digital transformation and management/business strategies. Discussion of how to manage internal staffs with diverse cultural background, as well as the techniques to build/manage cross-cultural team, especially when conducting digital transformation will be made. The impact of culture to leadership style, people management, way of communication, change management, motivation technique, perception over time and decision making process will be studied. How culture relates to business negotiation, marketing & branding strategies, digital strategy, product development & packaging and buying behavior, etc. will also be explored. We will build on the principles of business and management frameworks with focus in Digital Transformation Compass to examine the role of digital transformation as a strategic necessity. It provides a roadmap for transforming companies into infrastructures to integrate customers, suppliers, partners and employees together to create superior business value.

## **Luxury Brand Management (2 credits)**

Branding is still relatively new in China. In the last 20 years, Chinese consumers have seen a radical transformation of the consumption landscape from few products and practically no brands in 1998, to a proliferation of products and brands favored by the exceptional economic development of the last 20 years and by the impact of globalization. Strong in the early phase of this fast expansion path, the voice of the brands is now getting weaker due to the abundance of choices and the difficulty to stand out of the crowd. At the same time, the digital revolution empowered consumers with e-commerce, social media, online cross border and Chinese consumers today can access from their mobile phones all the products and brands they are interested in, even those which are not yet in China. Brands are also increasingly squeezed between these empowered consumers and powerful digital market places and integrated digital platforms. The development of local consumption continues to attract foreign brands but more and more Chinese brands also realize the huge opportunities they have to compete with western brands by leveraging on their understanding of Chinese consumers culture, aspirations and also digital consumption journeys. However, there is still a certain deficit of branding skills among many Chinese companies and the real “power of the brand” is still a relatively new concept, not fully understood. This course aims at developing a stronger branding culture and helping Chinese brands and businesses learn from the best practices of successful western brands, primarily in the premium and luxury sector, where we can often identify the best branding and



marketing techniques. These best practices can be applied partially or totally to many brands and businesses in China, not only in the premium and luxury sector and help them upgrade their branding and marketing activities, increase their brand equity value, become more aspirational. Last but not least it should be reminded that Chinese luxury consumers will account for 40% of the global luxury consumption by 2025 from 34 % today and that most of the growth will be driven by millennials and Gen Zers. This constitutes a huge opportunity for western premium and luxury brands but also for upcoming Chinese premium and luxury brands.

### **Marketing Technology (2 credits)**

It is increasingly possible to use analysis of quantitative data to inform, make, and even automate marketing decisions. This is possible in the sense that the data is often available or economical to collect. Through a series of quantitative analytics cases, we study how the proven marketing science frameworks can combine with cutting-edge data analytics tools, to transform companies' marketing decision making, and gain a critical edge in their business domain. We will cover quantitative approaches to: learning customer lifetime value, customer segmentation, customer acquisition and management, measuring preferences and demand, recommendations and personalization, product management, advertising, retention and churn, and discovering customer needs. The goal of this course is to give students the expertise to initiate, participate in, manage, and evaluate marketing analytics efforts with substantial business impact. This requires knowledge of fundamental ideas at the intersection of statistics, machine learning, and human behavior, but also benefits from knowing specific techniques. Impactful analytics can require a challenging balance of rigor, speed, repeatability, and interpretability.

## **Strategy and Entrepreneurship Courses**

### **Cooperative Strategy and Networks (2 credits)**

The basic question in strategy is ‘why do some firms succeed and others fail?’ Our usual and traditional answer to this essential question has been explained by the fact that successful firms have developed a competitive advantage. A challenge with this expression, and with the basic strategy question, is that the unit of analysis is an individual firm. Yet, today we know that more and more firms depend on relationships to others; firms are interdependent, not independent. Taking interdependence as the fundamental starting point for the understanding of business performance has a number of significant implications. Rather than focusing on individual firm competitive advantage, we need to acknowledge cooperative advantage in relationships and networks.

## **Entrepreneurship (2 credits)**

Entrepreneurship is both an exciting and a big topic. This course aims to provide an overview of the entrepreneurship process by focusing on new venture creation from idea generation, building compelling business model and opportunity recognition to managing new business startup and dealing with the venture capitalists.

Entrepreneurship is about business innovation, how to create new value in firms through new business concepts and models. Students will learn how to develop business models that create new value for customers in a startup venture and will also learn about the values, management, marketing, and financial skills that most often associated with successful entrepreneurial activity. Students then discover and evaluate opportunities, develop possible business models and prepare a venture plan. The class will follow a seminar and workshop format. Classroom sessions will consist of a mixture of comprehensive case analyses, business case presentations, lectures, group discussion and outside speakers. Students will work in groups to prepare case study reports, work on new business startup exercise, and make class presentation.

## **Intra/Entrepreneurship and New Wealth Creation (2 credits)**

New businesses and related new wealth are created from scratch (entrepreneurship) as well as within existing organizations (intrapreneurship). Most existing companies face new value creation possibilities on the basis of existing resources and capabilities. These new business opportunities can be captured by aggressive, innovative and visionary managers and exploited for the benefit of the firm. Going from tested products and well-known business models into novel offerings and innovative monetization possibilities is just as demanding and creative as starting a venture from scratch. On the other hand, emerging technological possibilities can be captured by new start-up firms, which if successful in the market do generate tremendous returns for their founders as well as benefits to the economy and society at large. In this module you will learn about both; new ventures and intrapreneurial projects. You will do so from a theoretical and a practical perspective. The practical part will consist of you forming venture teams and either (a) start your own firm or (b) create your own intrapreneurial project within an existing firm, ideally a real project at the firm where you work. This module is meant to complete the other two modules on entrepreneurship and idea works by offering an organizational approach and novel techniques to exploiting new business ideas in an existing type of business, as well as in a startup setting. This course will in-depth review cases in emerging market contexts, touching upon the interaction between culture, institutions and new value creation opportunity. Lastly, the module will offer a mix of theories on creative destruction, entrepreneurship and 'control for innovation' models with a focus on renewing existing business for growth and new wealth creation in a Chinese environment.

### **New Venture Creation: from Theory to Practice (2 credits)**

The “New Venture Creation: from Theory to Practice” course provides students with a comprehensive overview and hands-on practice of the “entrepreneurial experience”. The course highlights not only the rewards and what-to-do’s for entrepreneurs, but also the pains and what-not-to-do’s. In addition, the course builds upon entrepreneurial theories and emphasizes the practical applications of the theories by incorporating numerous real world examples. The course explores the following five major topics: 1. Why entrepreneurship? 2. Evolution of a company: from idea to IPO 3. New venture financing 4. Development of a winning business model and 5. Entrepreneurial leadership.

### **Strategic Insight from Machine Learning (2 credits)**

Digitalization creates high speed, high volume digital activity traces – Big Data. Using recent advances in machine learning, organizations can use these data to build models that predict specific events in real-time. Managers can use machine learning-based analytics to improve a wide variety of tasks ranging from targeted marketing to preventative maintenance to fraud detection. The course emphasizes defining viable machine learning problems and assessing machine learning models. The class will function like a lab in which students get hands-on experience with cutting-edge analytics processes, tools, and techniques. This firsthand experience provides students with insight into how big data analytics can (and can't) be used for business processes and decision-making.

### **Strategic Technology and Innovation Management (2 credits)**

ICT (information and communications technology) has evolved extremely rapidly, and is now increasingly pervasive in all aspects of business or public administration. Many of the most difficult decisions (strategic or administrative) to be taken by managers involve information technology, both as medium and content; and many actions (both external and internal to the organization) are carried out within a fully digital environment. Rapid communications networks, mobile computing and communications equipment, and vast storage capabilities means that many industries are facing changes in their business environment that deeply influences their strategic options and future profitability. Clearly, managers need to understand information technology – if nothing else, so that they can communicate effectively with the organizational units charged with its implementation.