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Corporate Information Strategy and Management

Course Description and Objectives:

Increasingly organization survival and/or efficiency are related to the ability to acquire and maintain critical information about itself and competing organizations. The objective of the course is to provide students with a better understanding of the influence of 21st-century information technologies on business decisions.

The course will examine how information technology (IT) enables organizations to conduct business in radically different and more effective ways and discuss today's challenges from the point of the view of the managers who are grappling with them. We will learn stories of success and failure, focusing on the issues faced and the decisions made by executives in companies around the world. By taking a practical, managerial-oriented approach (case studies), this course discusses how IT can be used by information system department, by end users and vendor as well. Managing information resources, new technologies, and communications network is becoming a critical success factor in the operations of many companies and will be addressed in the course too.

In order to make smart business decisions that bring about a productive and profitable organization, managers of information technology need to acquire business skills to compliment their traditional technical skills. We will learn how these business skills can be applied effectively to cut Information Systems costs and improve the quality without reducing services.

Course Outline:

Week	Topic	Reading/Assignment Due
1	Challenges of Managing in a Network Economy	Introduction Chapter
	Knowing Yourself and Where You are Heading for	Case: A tale of two airlines in the network age
2	Creating Business Advantage with IT	Chapter 1 Case: Valuing the AOL-Time Warner Merger
3	Crafting Business Models	Chapter 2 (p.45-59)

4	Crafting Business Models **(Final Project Handout)**	Chapter 2 (p.59-78) Case: Quicken Insurance: The Race to Click and Close
5	Building Networked Business	Chapter 3 Case: Taco Bell
6	Making the Case for Networked Business	Chapter 4 (p.263-274)
7	Making the Case for Networked Business	Chapter 4 (p.274-295) **Case: American Express Interactive**
8	Understanding Internetworking Infrastructure	Chapter 5 Case: Jamcracker
9	Assuring Reliable and Secure IT Services	Chapter 6 Case: the iPremier Company **(Final Project Outline Due)**
10	Managing Diverse IT Infrastructure	Chapter 7 (p. 451-463)
11	Managing Diverse IT Infrastructure	Chapter 7 (p. 463-474) Case: Ford Motor Company: Supply Chain Strategy
12	Organizing and Leading IT Function	Chapter 8 Case: Harley-Davidson: Enterprise Software Selection
13	*A Portfolio Approach to IT Projects*	Chapter 10 (p. 579-586) **(Final Project Presentation)**
14	A Portfolio Approach to IT Projects	Chapter 10 (p. 586-600) Case: Destiny WebSolutions, Inc. **(Final Project Presentation)**
15	Conclusion: The Challenges of Managing in a Network Economy	**(Final Project Presentation)**
16	*Course Review and Final Project Review*	**(Final Project Presentation)**
17/18	*Final Period*	**(Final Project Paper Due)**

Note: the actual date and assignment might be changed based on the needs and future condition.

Innovation Management

Spring Term 2016

(27H)

Course Syllabus

Instructor: Associate Professor Dr. Mingfeng TANG

School of Business Administration

Southwestern University of Finance and Economics

Phone: 0086 13551190191

Email: tang@swufe.edu.cn

Course Description

We know that those organizations that are consistently successful at managing innovation outperform their peers in terms of growth and financial performance. However, managing innovation is not easy or automatic. Successful innovation management is much more than managing a single aspect, such as creativity, research and development or product development. This course uses an integrated approach, which deals with the interactions between changes in markets, technology andorganization. It will provide students with 1) strong evidence-based approach to the understanding and practice of managing innovation, drawing upon real world research projects; 2) real illustrations and case examples of innovation in action, in manufacturing and services, private and public sectors.

Objectives

The course is also designed to train students to have innovation spirit in mind, encourage and support practice and organization-specific experimentation and learning.

Texts and Reading Materials

Joe Tidd and John Bessant (2009). Managing innovation: integrating technological, market and organizational change. 4th Edition, John Wiley & Sons Ltd, England, UK.

Fagerberg J., Mowery D. C. and Nelson R. R. (2005).The Oxford Handbook of

Innovation.Oxford Press.

Pascal Le Masson, Benoît Weil and Armand Hatchuel (2010). From innovation to innovative design, in Strategic management of innovation and design, page 3-63, Cambridge University Press.

Journal papers related to managing innovation: The papers can be retrieved from the library databases or provided by the instructor.

Lecture notes and case studies from my emails.

Course Format

The course is based on lecture, in-class discussion/presentation, case studies through which students demonstrate critical thinking and analysis of assigned readings. Students are required to read all assigned readings in advance or in class, and participate in class discussion. Final exam is obligatory for every attendant to this course.

Course Grading Policy

	Weight
Final exam	40%
Oral presentation in class	30%
In-class discussion	20%
Attendance	10%
	100%

Course Outline

Session 1 Innovation - What it is and why it matters

Description

A general introduction about innovation: What is innovation; A process view of

innovation; Exploring different aspects of innovation; Why innovation matters?

Assignment

1. Read the case study Inditex/Zara, think about the discussion questions at the end of the case and prepare aclass discussion.
2. Read the following articles:
- Giovanni Dosi (1988). *The nature of innovative process*. In Giovanni Dosi, Christopher Freeman, Richard Nelson, Gerald Silverbergand Luc Soete(eds), *Technical Change and Economic TheoryChapter10*, London and NewYork: Pinter Publishers, pp.221- 238.
- João J.M. Ferreira, Cristina I. Fernandes, Helena Alves,Mário L. Raposo (2015). *Drivers of innovation strategies: Testing the TiddandBessant (2009)model*, Journal of Business Research,vol.68, pp.1395-1403.

Session 2 Building the innovative organization and developing an innovation strategy

Description

The field of organizational behavior is widely discussed. And in formulating and executing their innovation strategies, organizations cannot ignore the national systems of innovation and international value chains in which they are embedded. Students will learn how to build appropriate and innovativeorganization structure and what key factors are to build such an organization. Students will be also taught that how to develop an innovation strategy to build up or remain the dynamic capabilities of firms.

Assignment

1. Read the case study “Threadless”, think about the following discussion questions and prepare for class discussions:
- How was the company created?
- What is the strategy of the Threadless company? Do you think it is an innovative one? And why?
- What actions were done by the companyto implement the strategy successfully?

- What organizational culture was built up to support theexecution of the strategy?
- If you were the top management of Threadless, should you accept the offer from the major retailer? If so, why?
- Do you view Threadless company as an innovative organization? Please give your comments.

2. Read the following two articlesand prepare for discussion in next class:

- JörgMusiolik, JochenMarkard, Marko Hekkert(2012). Networks and Network Resources in Technological Innovation System: Towards A Conceptual Framework for System Building. *Technological Forecasting & Social Change*, vol. 79, pp.1032-1048.

Session 3 Source of innovation and innovation networks

Description

There are many ways in which the innovation process can be triggered and there is a need for multiple approaches to the problem of searching for them. Students will learn skills to recognize the rich variety of sources and configure search mechanisms which balance the “exploit” and “explore” domains.

Assignment

1. Read the case “Crowdfunding the young gallery project” and preparing the following questions for next class discussions:

- What makes CF an attractive new financing stream for third-sector, not-for-profit and forprofit organizations?
- Given the type of project the YG presented, could impact Arts have secured a better outcome using another CF platform? If so, how?
- Evaluate Impact Arts’ choice of donation levels, the commensurate rewards offered, and the duration of the project pitch. Were the donation levels, commensurate rewards and length of the pitch appropriate?
- What do donors get from backing a social charitable project like the YG? In marketing terms, if the rewards are features, what are the benefits?
- Evaluate the YG project pitch. Was the concept a good one? What worked well and what did not? Was the project sold (pitched) well? How would you suggest the pitch

could be improved?

2. Read the following two articles and prepare for discussion in next class:

- Vareska van de Vrande,Jeroen P.J. de Jong, Wim Vanhaverbeke, Maurice de Rochemontd (2009). *Open innovation in SMEs: Trends, motives and management challenges*, Technovation, vol.29, pp.423-437.

Session 4 Innovation and Entrepreneurship

Description

The session will explain the relation between innovation and entrepreneurship and then focus on technology-based business incubators which assist entrepreneurships in growing their start-ups. Students will understand the importance of entrepreneurship in promoting innovation and learn practical skills how to create start-ups in specific countries.

Assignment

1. Read the following two articles and prepare for class discussions:

- Mingfeng Tang and Caroline Hussler (2011).*Betting on Indigenous Innovation or relying on FDI: The Chinese Strategy for Catching-up*, Technology in Society, vol.33, issues1-2, pp.23-35.

- Chih-Wen Wua and Kun-Huang Huarng (2015).*Global entrepreneurship and innovation in management*.Journal of Business Research, vol. 68, pp.743-747.

2. Students coming from the same country make a group and discuss about the entrepreneurial environment in their home country. The class discussion questions can be but not limited to the following questions:

- Do people like to create their own business?
- Are the policies in your home country favorable for new business creation?
- If a foreigner wants to create a new business in your home country, what procedures should they follow?
- Which industries are preferred by new start-ups in your home country?
- How many new start-ups are created yearly on average? Do they perform well?

3. Prepare for the final exam in class.

Session 5 China's Innovation Strategy for Catching-up

Description

This lecture characterizes the national innovation system (NIS) built up in China and analyses whether this NIS is helpful for China to catch up.

Assignment

1. Read the case "7-Eleven Indonesia: innovation in emerging markets" and answer the following discussion questions:

- What was 7-Eleven's value proposition and how did it differ from other industry players? What factors did they eliminate, raise, create or reduce?
- What resources, activities, channels and key partnerships did 7-Eleven need as part of their business model to successfully deliver value to its customers?
- How did the broader environment (or ecosystem) affect 7-Eleven and what innovations did it come up with to deal with these?
- Is the 7-Eleven model scalable and sustainable? What suggestions do you have for Honoris to design the future strategy of 7-Eleven in Indonesia?

Final exam in Class

Marketing Research Methods

Course Description:

This course (Marketing research methods) aims to introduce to students the popular research and data analysis techniques that marketing researchers are currently using in solving problems arising from consumer research. In the qualitative research section, we will cover such techniques as in-depth interview, observation, projective techniques and focus-group. The quantitative section covers basic topics, such as sampling techniques and sample sizes, to the common types of data analyses (when both IV and DV are non-metric, when both IV and DV are metric, and when the IV is non-metric and the DV is metric), and the more advanced experimentation methods (including the logic and types of experimental designs). The emphasis is given to application of the techniques, rather than illustrating the mathematical mechanisms; furthermore, these techniques covered by this unit are not only applicable to consumer research, but also to other research areas such as sociology and psychological science. By the end of the course, students are expected to have a basic understanding of the quantitative marketing research technologies and are able to apply them to their own research projects.

Objectives:

The learning goals associated with this unit are to:

Demonstrate a detailed understanding of key concepts and methods used in marketing research

Demonstrate an ability to formulate a theoretical framework for a marketing problem/opportunity

Demonstrate an ability to formulate a research design

Demonstrate skills in writing a research brief and a research proposal

Develop competencies in analyzing marketing data by applying basic statistical tools and interpreting output from a marketing perspective.

Develop the ability to critically analyze and comment on research designs and analyses from existing journal articles

Intercultural Business Communication and Management (Bachelor)

By Dr. Min Zhu

Course Prerequisite: Knowledge about management science, statistics, organizational behavior, human resource management, marketing, and be familiar with social science analysis software, such as SPSS, E-views.

Required Text: Essentials of Business Communication, *Mary Ellen Guffey*, Post & Telecom Press, Authorized by Cengage Learning, 2012, Beijing.
CengageBrain.com.

References: 1. Cultural Differences in Business Communication, John Hooker, Tepper School of Business, Carnegie Mellon University, December 2008.

Course Objectives: The scope of business operations has changed drastically over the past several decades. The globalization has brought challenges regarding intercultural communication and understanding. The first objective of this course is to introduce to students the basic theories of across culture communication in businesses and skills in business communication process.

Additional knowledge about China's economy, and marketing, Chinese culture will be introduced in the class, which will bring the students the most up to date knowledge about China.

The students are also required to practice communication skills and finish assignments both in or out of the class through participating in group discussion and group presentation. Students are motivated to associate with the practical use in international organization. Communication skills trainings, lectures, case studies, group discussion, and class presentation are required in the class.

Course Methods: The students need to read the assigned chapter/s, cases, and assignments before class. The instructor will lead class discussions and elaborate on these in class. The students are required to relate theories learned in class to real business communication in different culture environments, and contribute to class discussions with comments on the topics being covered. Individual and group exercises will be conducted.

Grading:

Assignment …… ……..……... ……10%

Participation …….……...…….……..20%

Group Presentation…...……..……10%

Final course theses…..…… ……...60%

Participation and peer evaluation will be based on performance and attendance in class and contribution in group discussion. A special premium of one mark will be given to the students who positively rise and answer questions in high quality.

CLASS POLICIES AND REQUIREMENTS:

1. **The students** are expected to read assigned chapter/s in the tentative schedule before every class. All the readings are intended to bring you up to date on current management thoughts and practice. The students are encouraged to relate all readings with observations in real market in order to reach high level of participation in class discussion.
2. **All assignments** (group or individual) are due in class on the due date. All late work regardless of the excuse will bear a deduction of grading. Please do not ask for excused extensions as the policy is intended to bring about fairness to all students.
3. This class is mainly lecturing，presentation, and discussion-oriented.
4. Class participation is expected.

Tentative Scheduled Activities

Lecturing 1. Introduction to the Course:

Part I Business Communication As Part Of Human Behavior

Course Methods: Text, Mini Cases,

Assignment: 1. Introduce yourself to the class, and

2. Read Chapter 10 Business Communication

OB, Stephen p. Robbins.

Lecturing 2. Part II The Theories Related to Culture Differences

Course Methods: Text, Mini Cases,

For Next Class: 1. Read: The Seven Dimensions of Culture

2. Class Grouping Announcement

Lecturing 3. Part III Cultural Differences in Business Communication

Course Methods: Text, Mini Cases,

Final of Class Name List and Team Membership List

Assignment: Topics for student presentation

For Next Class: 1. Read: Communication Barriers in Business

2. Prepare for presentation

Lecturing 4. Part IV Communication Barriers in Business

Course Methods: Text, Mini Cases, Student Presentation:

Assignment: Business English Reading: China's Perspective

Lecturing 5. Part V Marketing Environment in China

Course Methods: Text, Mini Cases, Student Presentation

For Next Class: Business English Reading: China's Perspective

Lecturing 6. Part VI Introduction of China's Economic Development

Course Methods: Text, Mini Cases, Student Presentation

For Next Class: Business English Reading: China's Perspective

Lecturing 7. Part VII China's Consumer behavior

Course Methods: Text, Mini Cases, Student Presentation

Lecturing 8. Student Presentation of theses

Due of final theses

Intercultural Business Communication and Management (Master)

By Dr. Min Zhu

Course Prerequisite: knowledge about management science, statistics, organizational behavior, human resource management, marketing, and be familiar with social science analysis software, such as SPSS, E-views.

Required Text: 1、Essentials of Business Communication, *Mary Ellen Guffey*, Post & Telecom Press, Authorized by Cengage Learning, 2012, Beijing.
CengageBrain.com.
2. Business English Reading: China's Perspective, 主编 李桂媛等，南开大学出版社，天津，2012

References:
1. Cultural Differences in Business Communication, John Hooker, Tepper School of Business, Carnegie Mellon University,December 2008.
2. Organizational Behavior. Stephen p. Robbins. Eleventh Edition. Prentice-Hall, Inc, 2011.

Course Objectives: The scope of business operations has changed drastically over the past several decades. The globalization has brought challenges regarding intercultural communication and understanding. The first objective of this course is to introduce to students the basic theories of across culture communication in businesses and skills in business communication process.

Additional knowledge about China's economy, and marketing, Chinese culture will be introduced in the class, which will bring the students the most up to date knowledge about China.

The students are also required to practice communication skills and finish assignments both in or out of the class through participating in group discussion and group presentation. Students are motivated to associate with the practical use in international organization. Communication skills trainings, lectures, case studies, group discussion, and class presentation

are required in the class.

Course Methods: The students need to read the assigned chapter/s, cases, and assignments before class. The instructor will lead class discussions and elaborate on these in class. The students are required to relate theories learned in class to real business communication in different culture environments, and contribute to class discussions with comments on the topics being covered. Individual and group exercises will be conducted.

Grading:

Assignment …… ……..…….....**.....** 20%
Participation ……..……...……..……10%
Class Presentation of Research proposal…….……10%
Final course theses or survey paper if possible…..……..…60%

Participation and peer evaluation will be based on performance and attendance in class and contribution in group discussion. A special premium of one mark will be given to the students who positively rise and answer questions in high quality.

CLASS POLICIES AND REQUIREMENTS:

1. **The students** are expected to read assigned chapter/s in the tentative schedule before every class. All the readings are intended to bring you up to date on current management thoughts and practice. The students are encouraged to relate all readings with observations in real market in order to reach high level of participation in class discussion.
2. **All assignments** (group or individual) are due in class on the due date. All late work regardless of the excuse will bear a deduction of grading. Please do not ask for excused extensions as the policy is intended to bring about fairness to all students.
3. This class is mainly lecturing， presentation, and discussion-oriented.
4. Class participation is expected.

Introduction of China

History, Culture and Marketing Studies

Professor: **Dr. Min Zhu**
Class Hours: **Every Monday, 10:55-3:35 p.m.**
Office: **Tongbo Building A325， College of Business Administration**
Phone: **18180717725**
E-mail: zhumin@swufe.edu.cn
Office Hrs: **Every Thursday 10:00 --- 12:00 a.m.**
Language : **English**

Course Prerequisite: Basic knowledge about Economics, Marketing,Organizational Behavior, Management, Across Culture Communication or equivalent

TEXT BOOK:

China Panorama，GUO Peng & CHENG LONG，Translated by Luke Hambleton, Higher Education Press, 2012.

REFERENCES:

Tim Whitmarsh,Battling the Gods: Atheism in the Ancient World,

ResearchArticles related to Across Culture Communication.

REFERENCE WEBSITES

https://en.wikipedia.org/wiki/China#Environmental_issues

……

COURSE OBJECTIVES:

This is intended to be an integrative course that uses as foundation knowledge to help students to understand China and Chinese Culture. China is one of four ancient civilizations with long history and on the process of integrating into international communities. There are many topics to discuss for this. However, the course will focuses on :

1. Geographical Environment
2. History and Ancient Agriculture Civilization
3. Traditional Patriarchal Clan System
4. Chinese traditional thoughts

5. Ancient China' Contribution To World's Science And Tech.
6. Social system in China Now
7. Festivals and Customs
8. Marketing Environment In China
9. Consumer Behavior In China
10. The Differences between Chinese and Western Food Cultures

From this class, students are required to understand the contents covered and are motivated to integrate their understanding ofChina and differences between China and that of your own countries on all topics mentioned above to promote cooperation between China and your home countries. Contents about China market as well as China's economic situation are also included in class reading to help students to understand China.

COURSE METHODS: The students need to read the assigned chapter/s, visit websites, and assignments before class. The instructor will guided class discussions and elaborate on these in class. The students are required to relate concepts of China learned in class to locale and explore realities to develop communication bridges between different cultures and ethnicities, as well as countries, and contribute to class discussions with comments on the topics being covered. Individual and group exercises will be conducted.

GRADING:

Topic presentation (individual, group, & site visit)…….……...20%
Participation ……..……...…….10%
Assignment…….……...……. .20%
Final course theses or survey paper if possible…...……50%

CLASS POLICIES AND REQUIREMENTS:

The students are expected to read assigned chapter/s in the tentative schedule before every class. All the readings are intended to bring you up to date on current marketing

thoughts and practice. The students are encouraged to relate all readings with observations in real market in order to reach high level of participation in class discussion.

All assignments (group or individual) are due in class on the due date. All late work regardless of the excuses will bear a deduction of grading. Please do not ask for excused extensions as the policy is intended to bring about fairness to all students

This class is mainly lecturing and discussion-oriented. Class participation is expected.

TENTATIVE SCHEDULED ACTIVITIES

Lecturing 1-2. Introduction to the Course:

Geographical Environment

Course Methods: Text, Mini Cases,

Assignment: 1. Introduce yourself to the class, and

2. Read Chapter 1-2 of the text book.

Lecturing 3-4. History and Ancient Agricultural Civilization

Course Methods: Text, Mini Cases,

For Next Class: 1. Read: Chapter 3

2. Class Grouping Announcement

Lecturing 5-6. Traditional Patriarchal Clan System and its influences now

Course Methods: Text, Mini Cases

Final of Class Name List and Team Membership List

Assignment：Topics for student presentation

For Next Class: 1. Read: Communication Barriers in Business

2. Prepare for presentation

Lecturing 7-8. Chinese Traditional Thoughts

Course Methods: Text, Mini Cases, Student Presentation:

Assignment:

Lecturing 9. Ancient China' Contribution To World's Science And Tech.

Course Methods: Text, Mini Cases, Student Presentation

For Next Class: Business English Reading: China's Perspective

Lecturing 10-11. Social system in China Now

Course Methods: Text, Mini Cases, Student group Presentation

Lecturing 12. Festivals and Customs

Course Methods: Text, Mini Cases, Student Presentation

Lecturing 13. Marketing Environment In China

Course Methods: Text, Mini Cases, Student group Presentation

Lecturing 14 Consumer Behavior In China

Course Methods: Text, Mini Cases, Student group Presentation

Lecturing 15 The Differences between Chinese and Western Food Cultures

Course Methods: Text, Mini Cases, Student group Presentation

Lecturing 16 Student Presentation of theses

Week 18 Due of final theses

Operations Management

Instructor Information

Teacher Dr. Ye Tian
Zhizhi Yuan, room 122
yetian@swufe.edu.cn or tianye7272@gmail.com

Class Time To be announced

Office Hour Wednesday Afternoon or make an appointment

Course Overview

Operations is the term that refers to the process by which an organization converts inputs (e.g. labor, material, knowledge, equipment) into outputs (goods and services) for both its external and internal markets. Operations Management, studies the concepts and techniques, such as TQM, JIT, MRP, and supply chain management, that makes the conversion process more efficient and profitable.

Operations managers, ranging from first-level supervisors to senior vice presidents, are concerned with the production of goods and services. More specifically, they are responsible for designing, running, controlling, and improving production systems. Every organization, whether manufacturing or service, public or private, deals with operations planning and management.

As recent experience has shown in global markets, significant competitive advantages accrue to those firms capable of producing quality goods and services efficiently. For this reason the careful design and management of the production process is of fundamental importance for the long-term success and survival of a corporation. We shall focus on the decision problems that confront operations managers.

Prerequisite Expected by Instructor

Although we will not be delving very deeply into the math, Operations Management is, at its heart, quantitative (primarily algebra and statistics). As indicated by the prerequisites, the student is expected to have taken entry level courses on Probability and Statistics. As you may know, MS Excel is a very effective and powerful tool. It will be used a lot during this course. The student should, therefore, have a working knowledge of Excel.

Optional Textbook

Stevenson, William J., *Operations Management (9th Edition)*. New York: McGraw-Hill Higher Education. (ISBN: 0073290947)

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【出版日期】	2007-8-1	2008-07
【价格】	96.00 元	58.00 元

Required Course Material

1. Downloadable readings and computer files from my emails

Supplemental Course Material

1. Goldratt, Eliyahu M., *The Goal: A Process of Ongoing Improvement*, 3rd Ed, Great Barrington, MA: North River Press, 1994.

2. Terwiesch, Cachon, *Matching Supply with Demand: an Introduction to Operations Management*, New York: McGraw-Hill Higher Education, 2006.

Course Grading Policy

	Weight
Quizzes	65%
Problem Sets	32%
Attendance	3%

Moreover, up to 3% of extra credit may be earned based on class participation (see below).

Problem Sets

About 4 problem sets will be assigned during the semester. These are typically designed to give students practice in applying the managerial knowledge and quantitative techniques learned in class. To get full credit, your homework should have your name and ID number **written clearly** on the front page and should be **stapled**. The problems sets will be handed out at least three days prior to the due date. It is due **before** the class on the due date and no late assignment will be accepted.

Quizzes

All quizzes are **noncomprehensive**. However, they are **closed** book. During the quiz, you may not use the textbook, lecture notes, your own notes, or share calculators with other students. Students are required to sit **every other seat** during quizzes, if enough seats are available. The final answer of each problem should be written at the designated place. Multiple versions of quizzes may be given without notice. Quizzes will be given during the regular class time and the exact date of each quiz will be announced at least 3 classes ahead of time. Unless arrangements are made with the instructor prior to the quiz, which should be supported with "hard evidence", such as doctor's notes and official letters from university offices, students will not be allowed to make up the missed quiz.

Attendance

Class attendance is expected and highly recommended. Material will be covered in class that cannot be found in the required and optional readings. Attendances will be taken randomly during the session. Students with fewer than two absences will get the full attendance credit. 1% total points will be deducted for each absence beyond one.

Class Participation

Class attendance is expected and highly recommended. Material will be covered in class that cannot be found in the readings. Students can help to improve their grade by up to 6% by attending and actively participating in class. The instructor will do his best to assign bonus points objectively, thus **no attempted negotiation** will be tolerated. Attendance will be taken randomly during the semester.

Most grading in this class is based on achievement. This class participation bonus allows students to improve their grade based on effort. If any students are struggling with their assignments, then they have no excuse for not striving to receive a 6% participation bonus. This represents a very easy way to improve your grade. In addition, active class participation should improve the class experience for everyone.

Human Resource Management

Instructor: JiafeiJin, Ph.D.
Email: jin@swufe.edu.cn
Office Hours: Thursdays 10:30am-12:00pm, or by appointment, Zhizhi Building room118

Overview

This is a post graduate-level course on Human Resource Management. The purpose of this course is to introduce you to major topics and theoretical frameworks of Human Resource Management. This class will cover important areas of Human Resource Management, including Human Resource Management generally review, Human Resource Management practice, the development and future orientation of Human Resource Management, humanity management, and cross-culture studies in Human Resource Management.

Course Readings

There is no required textbook for this course. Required readings will consist of 1) theoretical reviews of the literature, 2) seminal work on the topics, and 3) recent examples of empirical research.

Course Requirements

Weekly participation (40%) – Weekly participation consists of a number of components.

Attendance and participation (20%): Class meetings are designed with the primary purpose of offering an opportunity to discuss issues and make inquiries into the assigned topic. Class participation is a very important part of the learning process in this course. For each class, you are expected to be thoroughly familiar with the reading assignments and to be *actively* involved in class discussions. Given the importance of class discussion, attendance is mandatory. Frequent absence and non-participation will result in low scores on this performance dimension.

Article presentation (20%): You will be responsible for making a brief presentation on the assigned articles (10-12 minutes). Specific guidelines for the presentation will be

provided. The number of articles for each student will be determined by the size of the class.

Term project (60%) – Term project includes a paper and a presentation.

For the paper there are two options:

To develop a research proposal, proposing a novel research question that can be answered empirically. This paper should take the form of an introduction and method section, as in a typical journal article.

To write a literature review on a topic of your choice. This review should take the form of articles typically seen in *Academy of Management Review*. Rather than simply listing empirical research findings one by one, the best papers will integrate these findings in order to draw general conclusions about the field's current knowledge of the topic area and identify questions that remain unanswered.

You will also be required to give a short 10-15 minute presentation of your paper to the class at the end of the semester.

Grading Scale

A = 93 – 100	A - = 90 – 92.9		
B+ = 87 – 89.9	B =	83 – 86.9	B - = 80 – 82.9
C+ = 77 – 79.9	C =	73 – 76.9	C - = 70 – 72.9
D+ = 67 – 69.9	D =	63 – 66.9	F = 62.9 or lower

Course Schedule*

Week	Topic
1	Overview and Introduction of Human Resource Management
2	Human Resource Management Practice (Turnover and Innovation)
3	The Development of Human Resource Management
4	The Future Orientation of Human Resource Management
5	Humanity Management

6	Humanity Management
7	Cross-Culture Studies in Human Resource Management.
8	Cross-Culture Studies in Human Resource Management.
9	Final Paper Presentation

*Please consider this a living document; readings, ordering of topics, etc. are subject to change with class discussion.

Course Readings

Gamble, J., & Huang, Q. (2008). Organizational commitment of Chinese employees in foreign-invested firms. *International Journal of Human Resource Management*, *19*(5).

Tsui, A. S. (2006). Contextualization in Chinese management research. *Management and Organization Review*, *2*(01), 1-13.

Marketing Management in China and Europe

Course Introduction:

Marketing management is the leading marketing text because its content and organization consistently reflect changes in marketing theory and practice. Marketing management includes segmentation, targeting, and positioning. It also includes concepts such as brand equity, customer value analysis, database marketing, e-commerce, value networks, hybrid channels, supply chain management, and integrated marketing communications.

As companies change, marketing is no longer a company department charged with a limited number of tasks –it is a company-wide undertaking. It drives the company's vision, mission, and strategic planning. Marketing includes decisions like who the company wants as its customers; which of their needs to satisfy,; what products and services to offer; what prices to set; what communications to send and receive; what channels of distribution to use; and what partnerships to develop. Moreover, as the world's largest emerging country, China represents a critical area that researchers should pay more attention to. International marketers are seeking some differences on marketing in Western countries such as Germany and in China, so to help them to succeed in marketing in China.

This course proposes to focus on marketing management in China. It also discusses about the difference between marketing in China and that in Europe. Specifically, this course plans to analyze competitors and understand customer behavior in China and Europe, identify target markets and positioning, decide the marketing program in China, and so on. The main content of this course is included as follows.

* The Marketing Environment in Europe and China
* Analyzing Competitors and Understanding Customer Behavior in China and Europe
* Identifying Target Markets and Positioning
* Deciding about the Marketing Program

Branding Decisions

Image and Country-of-Origin Effect

Premium or Discount Pricing?

Creating Efficient Distribution Networks

Developing an Integrated Communication Strategy

* Establishing New Customer Relationships through E-Marketing
* B-2-B and Service Marketing
* Towards a Global Village?
* Comprehensive Case Study

Course Objectives:

* To identify the key success factors for marketing in China and Europe
* To understand the influence of intercultural differences
* To assess the need for local adaptation and the potential for standardized marketing approaches
* To learn from experience (case studies)

Managerial Economics

Course Introduction	After learning this course, the students will: A, apprehend clearly the basic concepts, principles and viewpoints of managerial economics; B, understand deeply the issues involved in managerial economics; C have some understanding of the latest development of management studies. The course will cover: A, the motivation of firms; B, economic optimization; C, demand analysis; D, production analysis; E, cost analysis; F. competitive market; F, monopoly; G, monopolistic competition and oligopoly.		
Instructor	Zhong Liu	Title	Professor

Teaching Goal	After learning this course, the students will: A, apprehend clearly the basic concepts, principles and viewpoints of managerial economics; B, understand deeply the issues involved in managerial economics; C have some understanding of the latest development of management studies.
Chapters	Chapter 1 – Nature and Scope of Managerial Economics Chapter 2 – Economic Optimization Chapter 3 – Demand and Supply Chapter 4 – Demand Analysis Chapter 5 – Production Analysis and Compensation Policy Chapter 6 – Cost Analysis and Estimation Chapter 7 – Competitive Market Chapter 8 – Performance and Strategy in Competitive Strategy Chapter 9 – Monopoly and Monopsony Chapter 10 – Monopolistic Competition and Oligopoly
Teaching Resources	1, Textbook Hirschey, M.(2007). Managerial Economics，the 11th version. Beijing: Renmin University Press (adopted version) 2, The website of the above textbook

Schedule

week	Chapter	Style	hours	Coursework	Note
1	Chapter 1 – Nature and Scope of Managerial Economics Chapter 2 – Economic Optimization	lecturing	3	coursework	Half hour discussion
2	Chapter 2 – Economic	lecturing	3	coursework	Half hour

	Optimization				discussion
3	Chapter 3 –Demand and Supply	lecturing	3	coursework	Half hour discussion
4	Chapter 3 –Demand and Supply Chapter 4 – Demand Analysis	lecturing	3	coursework	Half hour discussion
5	Chapter 4 – Demand Analysis Chapter 5 – Production Analysis and Compensation Policy	lecturing	3	coursework	Half hour discussion
6	Chapter 5 – Production Analysis and Compensation Policy Chapter 6 – Cost Analysis and Estimation	lecturing	3	coursework	Half hour discussion
7	Chapter 6 – Cost Analysis and Estimation	lecturing	3	coursework	Half hour discussion
8	Coursework analysis		3	coursework	
9	Chapter 7 – Competitive Market	lecturing	3	coursework	Half hour discussion
10	Chapter 7 – Competitive Market Chapter 8 – Performance and Strategy in Competitive Strategy	lecturing	3	coursework	Half hour discussion
11	Chapter 8 – Performance and Strategy in Competitive Strategy Chapter 9 – Monopoly and Monopsony	lecturing	3	coursework	Half hour discussion
12	Chapter 9 – Monopoly and Monopsony Chapter 10 – Monopolistic Competition and Oligopoly	lecturing	3	coursework	Half hour discussion
13	Firm Visit				
14	Chapter 10 – Monopolistic Competition and Oligopoly	lecturing	3	coursework	Half hour discussion
15	Chapter 10 – Monopolistic Competition and Oligopoly	lecturing	3	coursework	Half hour discussion
16	Review	lecturing	3		
Grade	attendanc：10%，coursework：30%， Final Exam：60%				

Principles of Management

Spring Term 2016

48H

Course name: Fundamentals of Management

Instructor: Associate Professor Dr. Mingfeng TANG

Office: N°514, Tong Bo Building, Liu Lin Campus

Phone: 13551190191

Email: tang@swufe.edu.cn

Course Description

This course explains the understanding of managers and management, the environment that mangers face, functions of management, the role of managers, the process of management and the activities of managers. In addition to providing some management theories, it will provide students with fresh case studies to the understanding and practice of management and also some insight in what it takes for a manager to be successful in the 21st century. In this course, students will learn basic management concepts and terminologies as well as some practical management skills. Students will also learn how organizations are structured and why managers are important.

Objectives

The course is designed to train students to have management concept in mind and to prepare some excellent managers for the future.

Textbook and Reading Materials

Stephen P. Robbins, David A. Decenzo and Mary Coutler. Fundaments of Management (7th edition), Renmin University Press, 2013.

Lecture notes and case studies from my emails or text book.

Course Format

The course is based on lectures, case studies and in-class discussions/presentation. In

terms of case studies, students are required to read the assigned reading materials in advance and prepare for in class discussions.

Course Grading Policy

	Weight
Final exam	40%
Mid-term Exam	20%
Off-campus interview report	20%
In-class discussion	10%
Attendance	10%
	100%

Course Outline

Chapter 1 Managers and Management

Description

Describe the difference between managers and operative employees, explain the basic function of management; identify where in an organization managers are located; describe the roles of managers adopt to perform the basic functions of management; outline the competencies managers must have to be effective.

Chapter 2 The management environment

Description

Describe the new economy and how it's affecting the way organizations are managed and explain globalization and its impact on organizations; discuss how society's expectations are influencing managers and organizations; describe how the workforce is changing and its impact on the way organizations are managed.

Chapter 3 Foundations of Planning

Description

Discuss the nature and purposes of planning and explain what managers do in the strategic planning process. Compare and contrast approaches to goal setting and planning. Discuss contemporary issues in planning.

Chapter 4 Foundations of Decision Making

Description

Describe the decision-making process and explain the three approaches managers can use to make decisions. Describe the types of decisions and decision-making conditions managers face, discuss group decision-making and discuss contemporary issues in managerial decision-making.

Chapter 5 Organizational Structure and Culture

Description

Describe 6 key elements in organizational design. Identify the contingency factors that favor the mechanistic model or the organic model. Compare and contrast traditional and contemporary organizational designs. Discuss the characteristics and importance of organizational culture.

Chapter 6 Managing Human Resources

Description

Describe the key components of the HRM process and what influences it. Discuss the tasks associated with identifying and selecting competent employees. Explain how employees are provided with needed skills and knowledge. Describe strategies for retaining competent, high-performing employees. Discuss contemporary issues in managing human resources.

Chapter 7 Managing change and innovation

Description

Define organizational change and compare and contrast views on the change process. Explain how to manage resistance to change and how managers can serve as change agents. Describe what managers need to know about employee stress. Discuss techniques for stimulating innovation.

Chapter 8 Motivating and Rewarding Employees

Description

Identify the focus and goals of organizational behavior (OB). Explain the role that

attitudes play in job performance. Describe different personality theories. Describe perception and the factors that influence it. Discuss learning theories and their relevance in shaping behavior. Discuss contemporary issues in OB.

Chapter 9 Leadership and Trust

Description

Explain why good leadership is critical for success as a manager; summarize the main theoretical approaches to leadership; identify the behavior and skills that are commonly associated with effective leadership; explain how the right approach to leadership might be influenced by important contingencies; discuss the difference between transformational and transactional leadership.

Chapter 10 Communication and Interpersonal Skills

Description

Describe what managers need to know about communicating effectively. Explain how technology affects managerial communication. Discuss the interpersonal skills that every manger needs.

Chapter 11 Foundations of control

Description

Explain the nature and importance of control. Describe the three steps in the control process. Discuss the types of controls organizations and managers use. Discuss contemporary issues in control.

Chapter 12 Operations Management

Description

Define operations management and explain its role. Define the nature and purpose of value chain management. Describe how value chain management is done. Describe contemporary issues in managing operations.

Mangement Information System

Part I、Basic information about the course

Course name：Management Information Sysytem

credit hours：3

PartII Faculty、TA、location

Faculty：Jingwen，Lai, Associate professor

E-mail： cdlaijingwen@126.com

PartIII 、Required Textbook and Supplementary Books/Readings

1 Required Textbook：Kenneth C. Laudon, Jane P. Laudon, Essentials of Management Information System (9th edition), Beijing: China Renmin UP, Sep. 2012. /

2 Supplementary Textbook： Stephen Haag, Maeve Cummings, Management Information Ssystem(2nd edition), Beijing: China Renmin UP, Sep. 2010.

Part III Other Readings

Readings assigned in class

Part IV、Course Introduction

1 The purpose of course

Management Information System is one of required courses in the business administration programs. This course aims to teach fundamental theories, techniques and methods related to the application of IT in business management. It enable students to understand the profound impact of the application of IT on the competitive environment, ideas and methods of enterprises management, understanding the great role played by information systems in support of business operations, controlling and decision-making. And also, understanding the application of some key information systems, such as ERP (Enterprise Resource Planning), SCM (Supply Chain Management), CRM (Customer Relationship Management), DSS(Decision Support System) and Electronic Commerce. At the same time, enhancing the awareness of social responsibility of students when they getting and using Information.

2 The main contents of the course

	Part	Topics	Teaching hours
1	TheIS in the digital era	information，IS and IT	**9**
		Getting compititve advantages by IT	
2	IT infrastructure	IT infrastructure ： Hardware and software	**18**
		Database and information management	
		Telecommunication,Internet,Wireless technology	
3	Key Applications in the digital era	Types of IS system in the Enterprise	**21**
		ERP and SCM	
		CRM	
		Decision optimize and knowledge management system	
		E-commerce	
Total hours：48 hours		**Teaching hours（42）+Lab（6）**	

3 Homework

1.Case study： should be handed in as reqiured

2.Term project： Students are reqiured to finish a term project by temas. Each teams should have less than six studens.

Part V class schedule

Week	Contents
1	Chapter 01 1.1 The Role of Information Systems in Business Today 1.2 Dimentions of IS 1.3IS and your career
2	Chapter 02 2.1 Using Information Systems to Achieve Competitive Advantage
3	Chapter 02 2.2 Competing on a Global Scale Case discuss
4	Chapter 03 3.1 The Database Approach to Data Management 3.2 Database Management System
5	3.2 Database Management System 3.3 Using Databases to Improve Business Performance and Decision Making(Data warehouse)

6	3.3 Using Databases to Improve Business Performance and Decision Making(Data warehouse) 3.4 big data
7	Chapter 4 IT Infrastructure: Hardware and Software 4.1 IT Infrastructure: Computer Hardware 4.2 IT Infrastructure: Computer Software 4.3 Managing Hardware and Software Technology Case study
8	Case study Chapter 5 Telecommunications, the Internet and Wireless Technology 5.1Telecommunications and Networking in Today's Business World
9	5.2 Communications Networks 5.3 The Internet 5.4 Wireless Networks
10	Chapter 06 The key applications in the enterprise 6.1 Different types of IS systems 6.2 ERP Guideline for the term project
11	6.2 ERP Case study
12	6.3 SCM 6.4CRM
13	Chapter 7 Improving Decision Making and Managing Knowledge 7.1 Decision Making and Information Systems 7.2 Systems for Decision Support 7.3 Intelligent Systems for Decision Support
14	7.4 Systems for Managing Knowledge Chapter 8 E-Commerce: Digital Markets, Digital Goods 8.1Electronic Commerce and the Internet 8.2 Electronic Commerce
15	8.2 Electronic Commerce 8.3 M-Commerce
16	Presentation about the term project

Optimization Theory and Application

Teacher：Ye Tian

Introduction

Introduce some important concepts, methods, models and algorithms in the area of operations research. This course aims to help the students develop mathematical ideas, model skills and problem-solving techniques. A lot of practical problems including financial and management examples are added to help the students understand the classical models. The solving approach focuses on visual thinking and geometric interpretation.

Course Materials

Textbook：

Linear and Nonlinear Programming, Third Edition, Luenberger and Ye, Springer,.2008.

Graphs, Networks and Algorithms, Third Edition, Jungnickel, Springer, 2009.

Course Grade: Participation 10%,Quiz 10%,Homework 30%,Exam 50%

Course Content

	Topic	Date	Reading
1	Introduction to OR	03.04	《Linear》Chapter1
2	Linear Programming	03.11	《Linear》Chapter1
3	Simplex Method I	03.17	《Linear》Chapter2
4	Simplex Method II	03.24	《Linear》Chapter2
5	Dual Theory	03.31	《Linear》Chapter3
6	Sensitive Analysis	04.07	
7	Integer Programming	04.14	《Graph》Chapter1
8	Branch and Bound Method	04.21	《Graph》Chapter2
9	Exam I	04.28	
10	Graph	05.05	《Graph》Chapter2
11	Network	05.12	《Graph》Chapter3
12	Shortest Path Problem	05.19	《Graph》Chapter3
13	Maximum Flow Problem	05.26	《Graph》Chapter4
14	Project Management	06.02	
15	Scheduling	06.09	
16	Review	06.16	

Game Theory and Business Strategies

Part I Basic information about the course

Course name：Game Theory and Business Strategies

Code：

Credit hours：3

Part II Faculty Information

Lecturer：WONG，Yat Fung

Part III Required Textbook and Supplementary Books/Readings

A. Dixit, S. Skeath and D. Reiley, “Games of Strategy”, W. W. Norton & Company. (DSR) (Required Readings)

J. Watson. Strategy: An Introduction to Game Theory, Norton 2002.(JW) (Supplementary Reading)

P.K. Dutta. Strategies and Games: Theory And Practice, MIT 1999 (PKD) (More difficult and for interested students)

Part IV Course Description

This course is an introduction to game theory and strategic thinking. Ideas such as dominance, backward induction, Nash equilibrium, commitment, credibility, asymmetric information, adverse selection and signaling are discussed and applied to examples drawn from business and economics.

Part V Course Objectives

1. Understand the science of strategic thinking.
2. Be able to apply the concepts in game theory into your daily life.
3. Be able to use tools of game theory to analyze market interactions

Part VI The main contents of the course

	Part	Topic	Teaching Hours
1	Introduction	Introduces basic ideas and describes course arrangement	**3**
2	Simultaneous Move Game	（1）Strategic Form Game （2）Equilibrium Concepts （3）Best Response Analysis （4）Business Applications	**15**
3	Sequential Move Game	（1）Extensive Form Game （2）Equilibrium Concepts （3）Backward Induction （4）Business Applications	**15**
4	Repeated Game	(1)Understand Repeated Game (2) Equilibrium Concepts (3）Business Applications	**3**
5	Game with Imperfect Information	(1)Understand Game with Imperfect Information (2)Subgame Perfect Equilibrium (3) Sequential Rationality	**3**
6	Game with Incomplete Information	（1） Moral Hazard （2） Adverse Selection (3) Signaling (4) Screening	**9**
Total：		**48 Hours**	

Part VII Class Schedules

Week	Contents	Teaching activities	Homework	Supplementary Reading
1	DSR Chapter 01&02 Introduces basic ideas and describes course arrangement	Leuture		JW chapter 1
2	DSR Chapter 04 Simultaneous Move Game with	Leuture		JW chapter 6,7,9

	pure strategies I: Discrete Strategies			
3	Chapter 04 (Continuous) Simultaneous Move Game with pure strategies I: Discrete Strategies	Leuture	Homework 1	
4	DSR Chapter 05 Simultaneous Move Game with pure strategy II: Continuous Strategies	Lecture		JW chapter 8 and 10
5	DSR Chapter 05 (Continuous) Simultaneous Move Game with pure strategy II: Continuous Strategies	Lecture		
6	DSR Chapter 07: Simultaneous Move Game with mixed strategy	Lecture	Homework 2	JW chapter 4, 11
7	DSR Chapter 03: Sequential Move Game: Representation	Lecture		JW Ch 2, 14
8	DSR Chapter 03: Backward Induction	Lecture		
9	DSR Chapter 06 Combining Sequential and Simultaneous Move	Lecture	Homework 3	
10	DSR Ch 10 Strategic Move	Lecture		
11	Topics in Industrial Organization	Lecture		JW Ch 16
12	DSR Chapter 11 Repeated Game	Lecture	Homework 4	JW Ch 22
13	Game with Imperfect Information	Lecture		JW Ch 15

14	Game with Incomplete Information: Moral Hazard	Lecture		JW Ch 25
15	Game with Incomplete Information: Adverse Selection	Lecture		JW Ch 27 and 29.
16	Game with Incomplete Information: Signaling	Lecture	Homework 5	JW Ch 27 and 29.

Part VIII Evaluations

Item	**contents**	**How to evaluate**	**points**
Homework	Exercises related to concepts learnt in class	Assignments	40
Final Exam	Topics talked in the class	Close book	50
Class Participations		Questions and Games Played	10

Financial Accounting (FN1)

Fall 2016

Professor:Cunyu Xing **Office: A314**

Email: xingcunyu@swufe.edu.cn

Office Hour: There is no fixed time slot for office hours. If you have questions, please try to email me. If the questions demand a lengthy explanation, you can email me to arrange a time which is available for me. I am usually available on Friday morning.

Email Etiquette: Any email should include a short description of your question in the subject area. Please restrict your emails to issues that cannot be answered by reading the syllabus. I will NOT respond to emails about due dates for quiz, exam dates, and chapters covered on the exams, or anything that has already been clarified in the 'Announcements 'section of Blackboard, etc. For the purpose of improving your English writing skills, you'd better write the email in English.

Course Description and Objectives

This course offers an introduction to corporate finance, with strong emphasis onfundamental principles. Topics include financial statement analysis, securities valuation, capital budgeting, short-term and long-term financing capital structure and dividend policy decisions, and a couple of latest academic topics in finance.

The primary objective of the course is to provide students with a broad overview of the process by which corporations finance their operations, growth and capital investment.

Another is to acquaint students with decision making in practice through case studies.

Finally, we expect the course can contribute to improvethe finance English.

Prerequisites:

1 Basic accounting knowledge

2 Basic mathematics

3 Fundamental principles of economics

4 The primary knowledge of finance is not required but will be helpful.

Textbooks

Stephen A. Ross, Randolph W. Westerfield and Jeffrey Jaffe

Corporate Finance Irwin McGraw –Hill Asian Global Edition

Blackboard：Blackboard will be the primary method of communication outside the classroom and office hours. It is important to check the Blackboard on a regular basis.

Quiz, cases and Exams

Class Presentation: a class presentation is required. It is an analysis of financial statements. The term paper is due on 4 weeks before the final exam. The topic for the presentation will be given later.

Quiz: there are 2 or 3 quizzes over this semester. They are closed-book test. A calculator is necessary for the quiz. Each quiz takes 45 minutes or more.

Final exam: it is cumulative.You need a calculator. It is a closed-book exam.

Class participation: it consists of two parts. The first one is the attendance. I'll take attendance randomly. Each one of you is allowed to have 2 absences. The second part is the class discussion. I'll ask someone questions related to the reading materials. The reading materials are included in the course schedule.

GRADING CRITERIA

Quiz	15%
Class Presentation	30%
Class participation	5%
Final exam	50%
	100

Remarks:

1. You are strongly encouraged to use the email to give me the feedback about the course and ask questions. Please feel free to let me know any question you have.
2. Please do not quote or disperse the content of the lecture without permission
3. self-study

Topics

Part I: Overview	
1	Introduction to Corporate Finance
2	Financial Statements and Cash Flow
3	Financial statement analysis and financial model
Part II: Value and Capital Budgeting	
4	Discounted cash flow valuation
5	Net present value and other investment rules
6	Making capital investment decisions
7	Risk analysis, real option, and capital budgeting
8	Interest rates and bond valuation
9	Stock valuation
Part III: Risk	
10	Risk and return: lessons from market history
11	Return Risk: The Capital Asset Pricing Model (CAPM)
13	Risk, Cost of Capital, and valuation
Part IV: Capital Structure and Dividend Policy	
15	Long-Term Financing: An Introduction
16	Capital Structure: Basic Concepts
17	Capital Structure: Limits to the Use of Debt
18	Valuation and Capital Budgeting for the Levered Firm
19	Dividend Policy

Schedule

No	Topics	Style
1	introduction 1.1 What is Corporate Finance? 1.2 The Corporate Firm	Lecture

	1.3 The Importance of Cash Flows 1.4 The Goal of Financial Management	
2	1.5 The Agency Problem and Control of the Corporation 1.6 Regulation	Lecture
3	2.1 The Balance Sheet 2.2 The Income Statement 2.3 Taxes 2.4 Net Working Capital	Lecture
4	2.5 Financial Cash Flow 2.6 The Accounting Statement of Cash Flows 2.7 Cash Flow Management3.1 Financial Statements Analys6is 3.2 Ratio Analysis	Lecture
5	3.3 The Du Pont Identity 3.4 Financial Models 3.5 External Financing and Growth 3.6 Some Caveats RegardingFinancial Planning Models	Lecture
6	Review Chapter 1-3 4.1 Valuation: The One-Period Case 4.2 The Multiperiod Case	Lecture
7	Class Discussion: 4.3 Compounding Periods 4.4 Simplifications	Lecture+Discussion
8	4.5 Loan Amortization 4.6 What Is a Firm Worth? 5.1 Why Use Net Present Value? 5.2 The Payback Period Method	Lecture
9	5.3 The Discounted Payback Period Method 5.4 The Internal Rate of Return 5.5 Problems with the IRR Approach 5.6 The Profitability Index	Lecture
10	**Quiz 1 (Chapter 1-3)** 5.7 The Average Accounting Return Rule 5.8 The Practice of Capital Budgeting	Lecture+Quiz
11	6.1 Incremental Cash Flows 6.2 The Baldwin Company: An Example 6.3 Inflation and Capital Budgeting	Lecture

12	6.4 Alternative Definitions of Cash Flow 6.5 Investments of Unequal Lives: The Equivalent Annual Cost Method Discussion: HUTTI GOLD MINES LIMITED	Lecture+Discussion
13	8.1 Bonds and Bond Valuation 8.2 Government and Corporate Bonds 8.3 Bond Markets	Lecture
14	9.1 The Present Value of Common Stocks 9.2 Estimates of Parameters in the Dividend Discount Model 9.3 Growth Opportunities 9.4 Price-Earnings Ratio	Lecture
15	9.5 The Stock Markets Review Chapter 4-9 10.1 returns 10.2 holding period returns	Lecture+Review
16	10.3 return statistics 10.4 Average Stock Returns and Risk-Free Returns 10.5 Risk Statistics	Lecture
17	10.6 More on Average Returns 10.7 The U.S. Equity Risk Premium: Historical and International Perspectives 11.1 individual securities	Lecture
18	11.2 expected return, variance, and covariance 1.3 the return and risk for portfolios **Quiz 2 Chapter 4-9**	Lecture+Quiz
19	11.4 the efficient set for two assets 11.5 the efficient set for many securities 11.6 diversification 11.7 riskless borrowing and lending 10.8 market equilibrium	Lecture
20	11.9 relationship between risk and expected return 13.1 the 11cost of equity capital 13.2 estimation of cost of equity capital with CAPM 13.3 determinants of beta	Lecture
21	13.4 Beta, Covariance and correlation 13.5 Determinant of Beta 13.6 dividend discount model 13.7 cost of capital for divisions and projects	Lecture
22	13.8 cost of fixed income securities	Lecture

	13.9 the weighted average cost of capital 13.10 estimation Eastman chemical' s cost of capital 13.11 flotation costs and the weighted average cost of capital	
23	Review chapter 10, 11, 13 15.1 some features of common and preferred stocks 15.2 corporate long-term debt Discussion: **Due date for term paper**	Lecture+Review +Discussion
24	15.3 some different types of bonds 15.4 long-term syndicated bank loans 15.5 international bonds 15.6 patterns of financing 15.7 recent trends in capital structure 16.1 The Capital Structure Question and The Pie Theory	Lecture
25	16.2 Maximizing Firm Value versus Maximizing Stockholder Interests 16.3 Financial Leverage and Firm Value: An Example 16.3 Financial Leverage and Firm Value: An Example 16.4 Modigliani and Miller: Proposition II (No Taxes)	Lecture
26	**Quiz 3 (Chapter 10,11,13)** 16.5 Taxes 17.1 Costs of Financial Distress1	Lecture+Quiz
27	17.2 Description of Financial Distress Costs 17.4 Integration of Tax Effects and Financial Distress Costs 17.10 How Firms Establish Capital Structure 18.1adjusted present value approach 18.2 flow to equity approach	Lecture
28	18.3 weighted average cost of capital method 18.4 a comparison of the APV,FTE and WACC 19.1 different types of dividend 19.2 standard method of cash dividend payment	Lecture
29	19.3 the benchmark case19.4 repurchase of stock 19.5 personal taxes, issuance costs, and dividends 19.6 real world factors favoring a high-dividend policy 19.7 the clientele effect 19.8 what we know and do not know about dividend policy	Lecture

Note: 1. this schedule is tentative and is subject to change throughout semester.

Ethics and Professionalism

Accountants have an obligation to the public, their profession, the organization they serve, and themselves, to maintain the highest standards of professional and ethical conduct. High standards of ethics and professionalism are an integral part of an accountant's job.

In this class, we expect you to adhere to SWUFE's standards regarding integrity, honesty, and cheating at all times. The policy states:

> Academic dishonesty is unacceptable and will not be tolerated. Cheating, forgery, plagiarism and collusion in dishonest acts undermine the college's educational mission and the students' personal and intellectual growth. SWUFE students are expected to bear individual responsibility for their work, to learn the rules and definitions that underlie the practice of academic integrity, and to uphold its ideals. Ignorance of the rules is not an acceptable excuse for disobeying them. Any student who attempts to compromise or devalue the academic process will be sanctioned.

The possible punishment of violating the code of academic ethics can be found here www.swufe.edu.cn/jwc/Gzzd/view.asp?id=92

In terms of your grade, cheating in exam will result in automatic failing the exam or assignment in question and/or failing the course. Moreover, a report of suspected academic dishonesty will always be sent to the Dean of Students office. This can result in expulsion or suspension.

We also expect that you will exhibit high standards of professionalism in this course. Chronic lateness, talking in class and cell phone calls during class is unacceptable. Please arrange your personal schedules so that late arrivals and early departures are avoided.

Principles of Finance

Fin 3000 Course Syllabus

I. Basic information:

Instructor: Cunyu Xing

Email: xingcunyu@swufe.edu.cn

II. Course objective

This course provides students with an introduction to the basic ideas of finance. The main concepts being covered are: 1) the basic characteristics of financial securities, markets and transactions 2) the time-value-of-money concepts and calculations, 3) pricing stocks and bonds using time value of money 4). return and risk concepts and measures 5) building a two security portfolio

III. Required (no exceptions)

A. Financial Calculator

Texas Instrument Business Calculator BA II or BA II Plus (about $39)

IV. Grades

Midterm 1	30%
Final Exam	50%
Group Presentation	20%

V. Exams and homework assignments

All exams will be multiple choice format with the final will be cumulative. You can have a one page equation sheet 92 sides) for your exams. In addition to that you will only need a pencil, calculator and student ID. If you miss any of the exams, you will be allowed to take a make-up if you provide a "valid, documented proof" for your absence.

Attention: There are no make up exams for the midterms.

VI. Additional course policies

- All electronic devices must be muted during class hours. Phone calls, text messaging, drinking alcoholic beverages, or eating food during the classes are not allowed.
- If you are late for an exam, you will have time only until the end of the regular exam time.

VII. Academic integrity

I take very seriously the following statement from SWUFE College's Student Guide to Academic Integrity:

> We, the students of SWUFE, are committed to creating and maintaining an environment dedicated to academic excellence. We encourage students to explore, learn, apply, and achieve in many fields of student. We believe that academic integrity is fundamental to achieving such goals. Academic integrity can exist only when there is honesty and trust among students, faculty, administrators, and staff. Any form of academic dishonesty undermines this objective and constitutes a violation of the academic policies set forth by SWUFE College. We hold all students, faculty, administrators, and staff responsible for understanding and upholding these policies and ideals.

If I determine that you cheated on an exam, then you will receive 0 points for that exam and I will follow SWUFE's academic integrity policies. "Cheating" includes, but is not limited to, talking to another student, a physical exchange with another student, or a concerted effort to view another student's exam or to share your own.

IX. Course Outline

PART 1

Topic 1 Characteristics and information about common stock which include (Chapter 1) Advantages and disadvantage of ownership, spinoffs, splits, cash dividend, stock dividends, dates associated with dividends, voting right, pre-emptive right, general categories of stocks, ADRs, alternative strategies used by investors. Preferred stock characteristics also but not in your text book.

Topic 2 Fixed income securities (Chapter 2)

Advantages and disadvantage of ownership, performance over time, basic terminology, 5 types of risk exposure, yield versus price, maturity versus early redemption using call feature, sinking fund feature and series bonds. Types of bonds, treasury, agency, municipal, corporate (unsecured and secured), zero coupon bonds, asset backed securities and mortgage backed securities. Convertible bond characteristics and how conversion ratio is used to like bond and stock price

Topic 3 Securities markets and transactions (Chapter 3)

Primary versus secondary, underwriting process, broker verses dealer markets, NYSE-Euronext, Nasdaq, electronic communication networks for information and trading, dark pools, bull and bear markets more on ADRs and risks of international investing, cash transactions, margin transactions and short selling transactions, motivation and how to do the transactions and role of margin requirements. Not in text but to be included are mutual fund, closed end fund and exchange traded funds.

Topic 4Firms and Financial markets (Chapter 4)

Overview of topics 1-3 to put the securities, markets and transactions in perspective and is a review for Mid-term Exam #1.

PART 2

Topic 5 Time Value of Money Single payment problems(Chapter 5)

Understand the difference between simple interest and compound interest. Understand the impact of increasing the frequency of compounding. Given value for any three of the four variables, n-periods, interest rate, present value and future value, the fourth variable is solved. Understand the key concepts and be able to solve problems using the financial calculator function keys. Calculate effective annual interest rate and use for comparison problems.

Topic 6 Time Value of Money multiple payment problems(Chapter 6)

Know the difference between ordinary annuity and annuity due. Understand the

concept and calculations using financial calculator for present value and future value of annuities. Solve problems for payment size and number of payments. Solve problems future value given present value and payments or present value given future value and payments. Solver verbal problems where the variable solved for is not obvious.

Topic 7 Market efficiency and behavioral finance (Chapter 7)

Cover, inefficient, weakly efficient, semi strongly, and strongly efficient and their implications for investing. Briefly touch on a few market anomalies. Cover behavior models including overconfidence, loss avoidance and under and overreaction. Briefly covered is technical analysis and charting.

Topic 8 Bond valuation (Chapter 8 and yield in chapter 10)

Yield curve shapes, and expectations hypothesis to get implied forward rates. Using TVM calculate bond price for annual and semi-annual interest payments. Given price calculate yield. Discuss inverse relation between price and yield. Yield is discussed in more detail in chapter 10. Magnitude of price reaction depends on coupon size and time to maturity. Bond duration is optional

Topic 9 Stock valuation (Chapter 9)

Some stocks pay cash dividends and other do not. Use and problem with P/E ratio. Forecasting future earnings and dividends. Dividend model with constant dividend and constant growth dividends including negative growth rates. Growth rate determined by ROE and retention ratio. For non traded companies use of price relative procedures. Not in text but coverd is solving for k given stock price, what it means and how used in comparing stocks with differing growth rated. explain why earnings announcements that appear to be good news cause the stock price to fall.

Topic 10 Return and Risk (Chapter 10)

Return composed of dividend yield and capital gains. Expected returns versus historic returns and holding period returns. Calculate mean of historic returns. Return is the risk-free rate plus premium for financial risks including business risk, market (systematic) risk, purchasing power risk, liquidity risk and event risk. Understanding why standard deviation is considered a measure of risk, what it captures and how it is

calculated. Investor risk attitudes, indifferent, averse and seeking. Creating return risk ratios for comparing securities by calculating standard deviation/ mean return or mean return/ standard deviation.

PART 3

Topic 11Portfolio construction (Chapters 11 and 12)

Construction of a two stock portfolio. Calculating portfolio return in chapter 11 and 12. Role of correlation in the calculation of portfolio risk. Concept of diversification and risk management. Capital Asset pricing model with only systematic risk. Both the traditional security market line formula is discussed and the risk premium formula with the right hand side company return – risk-free rate. Calculation of company return using the security market line. Graphic representation of security market line. Calculation of portfolio beta and interpretation. Discussion beta is the slope coefficient of the regression with the stock risk premium as the dependent variable and the market risk premium as the independent variable. Use of R-square as a measure of how much risk is systematic.

Topic 12 Option topic Call and Put options

Definitions of call and put options and why they are considered deferred decision contracts. Discussion of strike price, market price (premium) and its components, intrinsic value and time/volatility value. Listed options contracts and index option contracts. Motivation for being the writer and the buyer. Breakeven price and how it is used by the write and buyer.

Corporate Strategy Management

Fall 2016

Professor: Cunyu Xing **Office**: A314
Email: xingcunyu@swufe.edu.cn

Office Hour: There is no fixed time slot for office hours. If you have questions, please try to email me. If the questions demand a lengthy explanation, you can email me to arrange a time which is available for me. I am usually available on Wednesday afternoon.

Email Etiquette: Any email should include a short description of your question in the subject area. Please restrict your emails to issues that cannot be answered by reading the syllabus. I will NOT respond to emails about due dates for quiz, exam dates, and chapters covered on the exams, or anything that has already been clarified in the 'Announcements 'section of Blackboard, etc. For the purpose of improving your English writing skills, you'd better write the email in English.

Course Description and Objectives

To succeed in the future, managers must develop the resources and capabilities needed to gain and sustain advantage in competitive markets—traditional and emerging. The way in which organizations attempt to develop such competitive advantage constitutes the essence of their strategy. This course introduces the concept of strategic management through readings, discussion and case analyses, and considers the basic direction and goals of an organization, the environment (social, political, technological, economic and global factors), industry and market structure, and organizational strengths and weaknesses. The emphasis is on the development and successful implementation of strategy in different types of firms across industries.

Prerequisites:

1 Basic Management knowledge
2 Basic mathematics

3 Fundamental principles of economics

4 The primary knowledge of Management is not required but will be helpful.

Textbooks

Theory of Strategic Management with Cases

加雷斯.R 琼斯，查尔斯 W.L 希尔 Ninth Edition

Presentations, cases and Exams

Class Presentation: a class presentation is required. It is an analysis of the success of failure of a well-known firm's strategy.

Final exam: it is cumulative and a closed-book exam.

Case Write-up: Students will individually prepare one written case analyses. The case could be any firm's strategy analysis. The written paper should be no longer than 1500 words (please use 12-point font and 1" margins), plus any exhibits, tables and figures. There is a penalty for exceeding the maximum word count.

Class participation: it consists of two parts. The first one is the attendance. I'll take attendance randomly. Each one of you is allowed to have 3 absences. The second part is the class discussion. I'll ask someone questions related to the reading materials.

GRADING CRITERIA

Case-Write-ups……..10%

Class Presentation……..…30%

Class participation……..…10%

Final exam…….……50%

100%

Remarks:

1. You are strongly encouraged to use the email to give me the feedback about the course and ask questions. Please feel free to let me know any question you have.

2. Please do not quote or disperse the content of the lecture without permission

3. self-study

Topics

1	Strategic Leadership: Managing the Strategy-Making Process for Competitive Advantage
2	External Analysis:The Identification of Opportunities and Threats
3	Internal Analysis: Distinctive Competencies,CompetitiveAdvantage, and Profitability
4	Building Competitive Advantage Through Functional-Level Strategy
5	Building Competitive Advantage Through Business-Level Strategy
6	Business- Level Strategy and the Industry Environment
7	Strategy in High-Technology Industries
8	Strategy in the Global Environment
9	Corporate Strategy: Horizontal Integration, Vertical Integration, and Strategic Outsourcing
10	Corporate-Level Strategy: Formulating and Implementing Related and Unrelated Diversification
11	Corporate Performance, Governance, and Business Ethics
12	Implementing Strategy in Companies That Compete in a Single Industry
13	Implementing Strategy in Companies That Compete Across Industries and Countries

Schedule

No	**Topics**	**Style**
1	**Strategic Leadership:** Managing the Strategy-Making Process for Competitive Advantage	Lecture
2	**External Analysis:**The Identification of Opportunities and Threats	Lecture +Discussion
3	**Internal Analysis:** Distinctive Competencies,CompetitiveAdvantage, and Profitability	Lecture

4	**Building Competitive Advantage Through Functional-Level Strategy**	Lecture
5	**Building Competitive Advantage Through Business-Level Strategy**	Lecture
6	**Business- Level Strategy and the Industry Environment**	Lecture
7	**Strategy in High-Technology Industries**	Lecture +Discussion
8	**Strategy in the Global Environment**	Lecture
9	**Corporate Strategy: Horizontal Integration, Vertical Integration, and Strategic Outsourcing**	Lecture
10	**Corporate-Level Strategy: Formulating and Implementing Related and Unrelated Diversification**	Lecture +Discussion
11	**Corporate Performance, Governance, and Business Ethics**	Lecture
12	**Implementing Strategy in Companies That Compete in a Single Industry**	Lecture +Discussion
13	**Implementing Strategy in Companies That Compete Across Industries and Countries**	Lecture
14	Review from chapter 1 to 4	Review
15	Review from Chapter 5 to 9	Review
16	Review from Chapter 10 to 13	Review
17	Q & A, Cumulative Review	Q&A+ Review

Note: 1. this schedule is tentative and is subject to change throughout semester.

Ethics and Professionalism

Accountants have an obligation to the public, their profession, the organization they serve, and themselves, to maintain the highest standards of professional and ethical conduct. High standards of ethics and professionalism are an integral part of an accountant's job.

In this class, we expect you to adhere to SWUFE's standards regarding integrity, honesty, and cheating at all times. The policy states:

Academic dishonesty is unacceptable and will not be tolerated. Cheating, forgery, plagiarism and collusion in dishonest acts undermine the college's educational mission and the students' personal and intellectual growth. SWUFE students are expected to bear individual responsibility for their work, to learn the rules and definitions that underlie the practice of academic integrity, and to uphold its ideals. Ignorance of the rules is not an acceptable excuse for disobeying them. Any student who attempts to compromise or devalue the academic process will be sanctioned.

The possible punishment of violating the code of academic ethics can be found here www.swufe.edu.cn/jwc/Gzzd/view.asp?id=92

In terms of your grade, cheating in exam will result in automatic failing the exam or assignment in question and/or failing the course. Moreover, a report of suspected academic dishonesty will always be sent to the Dean of Students office. This can result in expulsion or suspension.

We also expect that youwill exhibit high standards of professionalism in this course. Chronic lateness, talking in class and cell phone calls during class is unacceptable. Please arrange your personal schedules so that late arrivals and early departures are avoided.

Corporate Strategic Management

Instructors

Dr. Yi Wang, 王祎

Office: Tongbo Building (通博楼)A206

Email:wangyi63@swufe.edu.cn

Office hour: By appointment

Course Objective

This course aims to introduce the concepts of strategic management and provide tools to identify organizational strategies and examine the processes by which firms formulate and implement strategies. The course is designed to integrate and apply as much of the management knowledge and experience in the context of the development of business strategy and the practical application of strategic management.

Course Description

This is a capstone course for graduating seniors in the Business School. The course provides an exposure to concepts, processes, and techniques of strategic management with regard to strategy formulation, implementation, and competitive analysis. Strategic management represents a macro orientation, as opposed to the more micro approach in such courses as organizational behavior, operations management, financial management, or human resources management. In the highly competitive business environment, organization survival and growth depends on a macro approach in the formulation of the correct strategies, the positioning of the company's products and services, the analysis of the organization's competitive positions and advantages, and the successful execution of strategic decisions. Relying on numerous real world examples and real world cases, the course explores the external and internal factors that impact the organization's competitive strategic positions and advantages, including ways of making appropriate strategic decisions for organizational survival and success. Through the study of the course materials and exercises, students are able to understand the strategic management process, how to use it successfully in an organizational setting, and, moreover, to be able to address the complex question, "Why do some companies fail while others succeed."

Course method / Teaching Mode

- Full-time study, face-to-face lectures in a multi-media classroom environment to engage attention and facilitate understanding.

- Heavy readings as assigned prior to the classes for the students being well prepared for the class discussion and other classroom activities.
- Research projects are assigned for students to develop problem solving skills in a team work environment.

Intended Learning Outcomes (ILOs)

- Develop an understanding of the elements of the Strategic Management process, research and theories.
- Learn how to apply the Strategic Management techniques and tools to real life business, including current world/business news, and develop recommendations to help firms create and sustain competitive advantage.
- Learn to think critically and strategically, to grasp the "big picture," and be able to develop strategies that go from a general strategic perspective to specific implementation approaches.
- Improve your analysis ability, problem solving skills through on-class discussion and the use of various team and individual assignments.
- Improve communication skills through presentation of business analyses, both before the class and in writing.
- Develop an appreciation for the general manager's cross-functional perspective of complex problems and the decision making process required to build strategy in organizations.
- Apply the knowledge, attitudes, and skills learned in this course to help you advance your professional careers.

Textbook

	Main Text	Supplementary Reading
Title	Strategic Management: Concepts and Cases, 10e	Copies of supplementary texts will be provided in class when necessary.
Author	Michael A.Hitt, R.Duane Ireland, Robert E.Hoskisson	
Publisher	Renming University Press	
Publish time	2013	

Requirements

- **Prerequisites**

  Basic Management Theories, Microeconomics, Operation Management,

Financial Management, Marketing, Human Resource Management

- **Preparation**

  You are responsible for a large portion of your own and your peers' development. You are required not only to attend classes but also to carefully prepare for each class, contribute actively as well as listen carefully to others. The emphasis on case analysis makes it crucial that preparation for class is of consistently high quality. Please consider the following guidelines for high quality class participation:

  - Relevance: Are your comments clearly related to the case and to the comments of others?
  - Advancement: Does your comment move the class discussion forward? Does it take the discussion farther or deeper than the previous comments?
  - Fact-Based: Have you used specific data from the case, from readings, or from personal experience to support the assertions that you are making?
  - Logical: Is your reasoning consistent and logical? Do you use economic concepts correctly?

- **Guidelines for Case Analysis**

  Although you are given specific case questions, you should process all cases approximately as the framework below suggests. When you are asked to turn in one or more of the case questions, your write up should reflect insights drawn from the thorough process described here.

  1. High Level Understanding of Key Issues:

  What are the most pressing key issues the firm is facing? Be sure to revisit this question after you have completed an indepth analysis

  2. Analysis of External Environment:

  ◆ Porter's 5 Forces plus Complements, and

  ◆ Macroenvironmental analysis

  3. Analysis of Firm Level Assets, Capabilities, and Resources:

  ◆ Assessment of firm's strengths and weaknesses

  ◆ Are any of the firm's resources or other sources of competitive advantage? Are those advantages sustainable? What are the firm's core

capabilities?

- What do the firm's financial statements say about its health? Trends? Comparison to competitors?

4. Analysis of business-level positioning strategy used by the firm:

- What is the overall positioning of the firm is in its market?
- How is the positioning strategy supported (or not) by its functional strategies?
- Evaluate the positioning strategy in the context of the competitive and/or cooperative dynamics of the industry. Be sure to include any appropriate quantitative analysis of the advantage this position yields (or fails to yield) over the firm's competitors.

5. Analysis of the corporate-level strategy of the firm:

- Identify the businesses the company is in (or is considering entering), how they are related (or unrelated), and whether and how they create additional value in their combination. Be specific and detailed. If it is unclear that value is created, try to assess why the firm might have chosen to enter those businesses.
- Identify and analyze the methods of entry the firm has used to enter those businesses. Were the methods of entry used (or proposed) the best choice given the firm's objectives, environment, strengths, weaknesses, and strategy? Be sure to include any appropriate financial analysis to support your assessment.

6. Recommendations

Recommendations should respond to the key issues of the case, and must be ***specific*** and ***actionable***. They must not be obvious "so what" platitudes, and they must be ***consistent with the analysis***. You should evaluate the impact of each recommendation on the firm's environment, strengths, weaknesses, and strategy. Do not forget to consider the firm's financial standing when making recommendations.

Evaluation and Grading

	Percentage
Case Analysis Assignment I	10%
Case Analysis Assignment II	15%

Group Project	25%
Final exam	50%
Total	100％

Class Participation

We have three central requirements:

- ✓ Class participation is critical to learning and demonstrating proficiency in strategic management. Therefore, you are expected to contribute to class discussion by sharing your viewpoint, comments and questions.
- ✓ Class attendance is mandatory. Absences will require prior notification with the exception of emergencies.
- ✓ Accumulated unexcused absences will result in a lower grade and the possibility of being dropped from the course.

There will be three case study sessions indicated in the class schedule. The instructor will distribute the case materials and required questions via Blackboard one week before the case study sessions. You are required to prepare the case analysis before the case study sessions. The instructor will ask any of you to present your analysis before the class. PPT slides are encouraged. The rest of the class should give their comments to the presenter.

Individual participation will be graded using three criteria: (a) attending class and being on time, (b) demonstrating preparation of assigned material by participating in class discussions, and(c) critical thinking, performing research beyond the text readings and listening and building on other students comments.

Case Analysis Assignment

We will use a number of case analysis assignments to give you an opportunity to apply the concepts and frameworks covered in class. Two assignments will be indicated in the Blackboard. You are required to do the assignments individually. Please submit a soft copy of assignments via Blackboard upon due time. Late assignments will not be accepted.

Strategic Management Project

Students will be a member of a 4 to 5 person team for performing a case study on a company of their choosing using strategic management tools and concepts studied in

the course. Each student is responsible for voluntarily finding and forming their Strategic Management Project Team. During the later part of the course, teams will make a presentation to the class of their research results. Class members will perform an analysis of each team member's presentation and that of the overall team. Separate instructions will be provided on the approach and format of the Strategic Management Project. However the expectation is that students will apply in a comprehensive manner the strategic management concepts studied in the course to the analysis of their selected company.

About Written Report: The report to be submitted shall be approximately 30 pages in length (double spaced, Times Roman 12 point font), not including cover page, table of contents, exhibits, references, and attachments.

The cover page and abstract of the report must be both in English and Chinese. The report must contain approximately 15 references and include footnotes and a proper bibliography. Students will take care to avoid plagiarism in the writing of their report and will document all references through appropriate citations. Team leaders are responsible to submit the softcopy of your team's reports via the Blackboard upon due time. The hard copy of project report shall also be submitted to the Instructor's mail box in Wenxi 2F. In general, reports should contain no more than 20% non-original work.

About the Presentation: Each team will present their project in the latter half of this semester. Powerpoint slides are expected. Each presentation will last 15 minutes, with 5 more minutes for questions & answers. Team leaders are responsible to submit the softcopy of your team's PPT via the Blackboard upon due time. All team members are required to give the presentation before the class. The grades will be given individually based on the quality of the presentation, which means each team member will get different grade.

Submission Requirements: All assignments must be submitted on or before the specified due time. Late assignments will be accepted only if it is discussed with the lecturer beforehand. The late penalties are:
No more than 24 hours late: 50% point deduction;

More than 24 hours late: 100% point deduction.

Classroom Policies

- **Laptops, Smartphones, & Other Electronic Devices**: May not be used in class.
- **Attendance:** Required and part of grade. Faculty will excuse absences only in the case of documented serious illness, family emergency. Absences for recruiting activities are only acceptable upon relevant evidence documents.
- **Arriving Late, Leaving Early, Coming & Going**: Students are expected to arrive to class on time and stay to the end of the class period.

Modification Statement

The instructors reserve the right to change the course schedule according to the students' performance or modify the syllabus during the semester.

Class Schedule

Week	Topic	Tasks
1.	Course Overview Strategic Management and Strategic Competitiveness	Team formation
2.	The External Environment	Case Analysis Assignment I
3.	The Internal Organization	
4.	Business-Level Strategy	
5.	Competitive Rivalry and Competitive Dynamics	
6.	Corporate-Level Strategy	Proposal of team project
7.	Merger and Acquisition Strategies	
8.	International Strategy	Case Analysis Assignment II
9.	Cooperative Strategy	
10.	Strategy Implementation	
11.	Corporate Governance and Ethics	
12.	Organizational Structure and Control	Report the progress of team project
13.	Strategic Leadership	
14.	Strategic Entrepreneurship	
15.	Team Presentation I	
16.	Team Presentation II	

Circulation Economics

Semester: Fall 2015-2016

Instructor: Jing Zhu, Yang Chen

Part I: Course/Faculty Information

Course Title & Code	**Circulation Economics Seminar**	
Class schedule	8:30-11:05AM, Tuesday	
Classroom location	204, Tongbo Building	
Course Duration:	8 weeks	
No. of credits:	2	
Level:	**[√] Master Core Course**	**[ ] Master Elective Course**
Prerequisites:	Micro Economics, Macro Economics, Econometrics	
Instructor name:	**Jing Zhu, Yang Chen**	
Office hours	To be Announced	
Instructor's contact info (office, email, tel):	**Jing Zhu** **Office: A105, Tongbo Building** **Tel: 18224423136** **Email:** zhuj@swufe.edu.cn **Yang Chen** **Office: Room #122, Zhizhi Yuan** **Tel: 18828041300** **Email:** chenyang@swufe.edu.cn	

Faculty's Bio-sketch (within 100 words)

Jing Zhu. Dr. Zhu is an Associate Professor in School of Business Administration, Southwestern University of Finance and Economics. Dr. Zhu received his Bachelor of Science degree from the department of Mathematics, Nankai University, a Master of Philosophy from the department of Systems Engineering and Engineering Management, Chinese University of Hong Kong, and a Ph.D from Desautels Faculty of Management, McGill University, Canada. His main research areas include operations management, marketing and corporate finance.

Part II: Required Textbook and Supplementary Books/Readings

Handbooks in Operations Research and Management Science, 11: Supply Chain Management: Design, Coordination and Operation

Edited By A.G. de Kok and S.C. Graves.

Part III：Course Introduction

Circulation Economics Seminar is the core course in the master program of circulation economics. This course will be divided into two parts, including a review of classical models and theories in circulation economics, and empirical applications in marketing. The related method, principle and technology will be introduces in detail.

Through this course, students should have a comprehensive understanding of related theories, models, and techniques in the field of circulation economics, and the capability of applying theoretical knowledge.

Part IV：Learning Goals & Learning Objectives

Learning Goal	**Learning Objective**
Knowledge Comprehensiveness	Understand general concepts of business, management, and economics, and have ability to apply and integrate disciplinary knowledge
Problem-Solving Capability	Analyze and evaluate arguments, draw conclusions supported by appropriate evidence, and present analytical problem-solving capability

Part V: Course Objectives and Learning Outcomes

No.	**Expected Learning Outcomes(course objectives) – What will students achieve after completing this course**
1	Understand the theory related to circulation economics, marketing and supply chain management, and master problem-solving method, technology and tools
2	Acquire the ability to analysis problems in operations management systematically and solve it.

Part VI: Learning/Teaching Environment

Courses Taught is through the basic theory content, explain theory with practice, and

in conjunction with the relevant business trends. Class time will be used for lecture, multimedia presentations in support of lectures, class discussion, and student project presentations. In-class activities include discussing textbook chapters and classical papers, presentations, and experience sharing.

Students can expect to have access to help from the Instructor beyond regular class via office hours, email, QQ group or cell phone.

Part VII: Course Schedule

For each session, the topics, class activities and assignments have been indicated so that you know what to do in preparation for class.

WEEK	Topic	Class activities and Assignments
1	Introduction	Introduce how to find and download papers from various resources. Present classic paper(s) in Marketing
2	Customer Relationship Management	Discuss empirical studies in customer satisfaction, brand loyalty, customer relationship management
3	Operations Management	Discuss theoretical models in operations management, different supply chain contracts, and related papers.
4	Presentation	Students present and discuss selected paper
5	Logic writing	Introduce how to use logic thinking to write a paper, using one Information Systems paper as an example
6	Model building	Introduce how to build conceptual model in a paper, using one Information Systems paper as an example
7	Research questions and contributions	Introduce how to provide research questions and contributions in a paper, using one Marketing Management paper as an example
8	Presentation	Students present and discuss selected paper

Part VIII: Course Assignments

No.	Type of Assignment	Assignment Requirement (brief)
1	Reading and Discussion	Read the assigned book chapters and papers; attend the class discussion and come prepared to ask and answer questions and participate in the review of the paper.
2	Presentation	Prepare slides of the assigned paper and present the paper for in-class discussion.
3	Final report	The final report should be a short paper that identifies and discusses in depth a topic related to the section of the course but that was not included in the course materials and lectures.

Part IX: Course Evaluation

Assignments/Grading Items	%
Contributions to in-class activities	10
Presentation	40
Final report	50
TOTAL	100

Organizational Behavior

Fall 2016

Associate Professor: Jing Ma

Office: Room 522, Section A, Tong Bo Building

Office Hour: 9:30-11:30AM, Wednesday or by appointment

E-mail: majing@swufe.edu.cn

Teaching Assistant: TBD

Office Hour: By Appointment

E-mail:

Textbook and References:

Textbook: *Essentials of Organizational Behavior*(10th edition) (2009) Stephen P. Robbins and Timothy A. Judge, China Renmin University Press Co., LTD. ISBN: 978-7300134987.

References: (1) *Organizational Behavior*(12th edition) (2008) Stephen P. Robbins and Timothy A. Judge, China Renmin University Press Co., LTD. ISBN: 978-7300091532.

(2) *Organizational Behavior* (2008) Steven McShane and Mary Von Glinow, Translated by Yinchao Tang, China Renmin University Press Co., LTD. ISBN: 978730009161.

(3) Additional readings and cases will be provided throughout the course

Course Overview

The goal of this course is to enhance students' managerial and organizational skills by developing a sound understanding of organizational behavior (OB). The course surveys various topics in OB, which are grouped roughly into the individual, group, and organizational levels of analysis. The course uses a variety of instructional techniques, and balances conceptual knowledge with practical application. The conceptual background on topics covered in the course is imparted through the text, any assigned readings, and lectures. Students' facility with this knowledge is enhanced through classroom discussion of the conceptual material, video clips, and cases. Students' skills in applying this knowledge to practical situations are developed through assignments, exams, and in-class experiential

exercises.

Learning Objectives:

The course is designed to achieve several learning objectives that are important to the development of managerial talent. Specifically, the course seeks to develop/sharpen participants' abilities to:

- Manage individuals for high performance by developing a well-grounded understanding of individual and interpersonal behavior
- Effectively build and lead groups, and to use interpersonal interactions to communicate purpose and vision, inspire commitment, and motivate others
- Demonstrate leadership, teamwork, and communication skills
- Think critically about organizational behavior problems and use suitable concepts and Frameworks in making decisions on the problems

Grading:

Course Assignments	**Points Assigned**
(1) Attendance	10
(2) Participation	10
(2) Quiz	10
(3) Case analysis	30
Case report	20
Case presentation	10
(4) Final exam	40
(5) Total points	**100**

Quiz:

Two random quizzes will be arranged during the semester, and each quiz will be limited to ten to fifteen minutes. "Random" means they will be given without prior notice. The purpose of these quizzes is to solidify your understanding of the course concepts, in anticipation of your using these concepts during class discussion. In most cases, the quiz will be close-book, consisting of multiple choice (or true/false) questions.

Case analysis:

The objectives of case analysis write-up are:

- To provide you with an opportunity to apply concepts learned in class to assess an organization and its practices
- To practice teamwork concepts covered in class
- To learn about effective use of organizational behavior concepts in designing and managing organizations

Your deliverable for the assignment is a 5-page (12 point Times New Roman font, double spaced, 1-inch margins) written case report and a PowerPoint presentation (maximum 15 pages) of an organization (TBD). Your analysis should include an assessment of how the organization is designed and managed (using organization-level OB concepts), how teams are formed and how they function at the organization (using team-level OB concepts), and the characteristics, attitudes, and behaviors of employees that fit well at the organization (using individual-level OB concepts). You will be graded on the quality of your analysis as well as on the quality of your research supporting the analysis. The case report and presentation carry 10 points each. The write-up is due on Nov 21. Please submit your write-up in hard copy and soft copy.

Exam

- All exams will cover the text, any other assigned readings, lectures, class discussions, and exercises.
- The exams may include a mix of multiple-choice, short-answer and essay questions
- The exams will test your knowledge of theories and concepts as well as your understanding of how these theories and concepts apply to organizational situations.
- Make-up exams may be given under extreme circumstances, at the discretion of the instructor and in accordance with the rules and regulations of the University. The format of questions for any make-up exam may be different from that of the original missed exam.

Course Administration:

(1) **Attendance and Participation：** Full participation in this course includes the following: reading the text and accompanying team assignments carefully; completing all reading and written assignments (case study) on time; participating in activities and discussions by asking and answering questions and providing opinions thoughtfully; listening to others; and watching for and sharing current events which relate to course content.

Required Attendance (with points given): Class attendance is required and will be recorded, and points will be allocated. **Excused Absences** will be given only for **documented illnesses, participation in University-sponsored activities, or serious family emergencies**. In other cases, missing class involves a choice, and choices have consequences—in this case, receiving fewer points.

(2) **Late Work:** Late assignments will receive a *10% reduction* for *each day* the assignment is late. **Three days** after the due day, assignments will not be accepted. Makeup times can be arranged for **Excused Absences**. If the absence is known ahead of time, you **must make arrangements before** the date the assignment is due.

(3) **Student Responsibilities:** As a member of this class, you have several responsibilities beyond simply showing up:

- Come to class **prepared**: have the reading done, be ready to discuss the day's topic.
- **Ask** any and all questions you have regarding the text, lecture material, or assignments. **Don't** wait until the day of a quiz or a test: at that point, it's too late. **Don't** ask about the requirements for an assignment on the due day (or, even worse, afterwards); these must be clarified in advance.
- **Realize** that your opinions are valuable. You have something important to say that others will benefit from hearing. Silencing yourself is the best way to avoid learning.

Course Outline:

Week	Topic	Reading/Assignment Due
1	Introduction to Organizational Behavior	Chapter 1
2	Personality Traits and Work Values	Chapter 2
3	Individual Perception and Decision-Making	Chapter 3
4	**National DAY**	Chapter 4
5	Job Attitudes	Chapter 5 **(Case Requirement Hand-Out)**
6	Motivation I: Basic Concepts	Chapter 6
7	Motivation II: Applied Concepts	Chapter 7
8	Moods, Emotions and Organizational Behavior	Chapter 8 & 9 **(Case Report Outline)**
9	**Groups and Teams**	Chapter 10
10	Communication Process	Chapter 11
11	Leadership,	Chapter 12 **(Case Report Draft)**
12	*Power and Politics*	Chapter 13
13	Conflict and Negotiations	Chapter 14 **(Case Report Due)**
14	Structure and Organizational Behavior	Chapter 15 **(Group Presentation)**
15	*Organizational Culture*	Chapter 16 **(Group Presentation)**
16	Organizational Change and Overview	
17/18	*Final Exam*	

Note: The actual date and assignment might be changed based on the needs and future condition.

Organizational Behavior

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Course Description

This courses in organizational behavior help students to understand behavior at both the individual and organization levels. Organizational behavior provides the framework within which we can understand how managers and subordinates interact by focusing on the characteristics of individuals, and groups within organizations. The course is designed to be interactive and thus, attention is given to both conceptual and experiential learning. Classroom time will be spent on a combination of lecture, video, and group activities. Given this, students are encouraged (expected) to share their experiences and participate in the learning processes.

Objectives

This course is designed:

1. To give an overview of the field of organizational behavior.
2. To explain the role of human factors, organizational structure and organizational process relate to each other and to influence the performance of individual, team and organization.
3. To provide students with conceptual understanding of cutting-edge concepts of organizational behavior.
4. To give real examples of application of the concept in organizational settings.
5. To develop critical thinking in organizational behavior through analysis of the real life cases.

Upon completion of this course, the student will be able to:

1. Understand the role of individual variables, organizational structure and organizational process in influencing the performance of individual, team and organization.
2. Apply the principles of organizational behavior in solving the human and organizational problems in real life.
3. Design an effective organization through alignment of individual variables, organizational structure and organizational process.

Course Requirements

Students are evaluated on the following criteria:

1. Mid-term exam (30%)
2. Final exam (30%)
3. Participation in class discussion (20%) (There are cases to be discussed in class, every student should write his or her analysis for their own case in 2-3 pages).
4. Final paper (20%)

Course Materials

Organizational Behavior, 14 Edition, Stephen P. Robbins & Timothy A. Judge, 2011.

In addition to the above mentioned reading materials, the students will also be required to read articles from several journal which are relevant to the course contents.

Course Content & Schedule.

Session-1: What Is Organizational Behavior?
Session-2: Diversity in Organizations
Session-3: Attitudes and Job Satisfaction
Session-4: Case Study/Discussion
Session-5: Emotions and Moods
Session-6: Personality and Values
Session-7: Perception and Individual Decision Making
Session 8: Mid Semester exam
Session 9: Motivation Concepts
Session 10: Motivation: From Concepts to Applications
Session 11: Foundations of Group Behavior
Session-12: Case Study/Discussion
Session-13: Understanding Work Teams
Session-14: Communication
Session-15: Leadership
Session-16: Final Exam

Chinese Language

NAME OF THE BOOK EXPERIENCING CHINESE-STUDING IN CHINA

WEEK	LESSON	OBJECTIVES	REMARKS
1	Pronunciation	1.Learn initials,finals of Chinese pinyin； 2.Learn tones of Chinese pinyin； 3.Basic pronunciation and tone drills.	
2	Lesson 1	1.Learn the most commonly used greetings； 2.Learn how to give your name and nationality； 3.Learn the numbers； 4.Basic pronunciation and tone drills.	
3	Lesson 2	1.Learn how to introduce your friends to each other； 2.Review the numbers； 3.Basic pronunciation and tone drills.	。
4	Lesson 2-3	1.Learn to give your address； 2.Learn the basic way to tell the time；3.Basic pronunciation and tone drills.	
5	Lesson 3-4	1.Learn how to say the days of the week； 2.Learn to talk about money； 3.Review the basic way to tell the time；4.Basic pronunciation and tone drills.	Learn how to introduce youself Do presentations
6	Lesson 4	1.Learn how to ask the price；2.Learn how to use the unit measurements of daily commodities； 3.Review the basic way to tell the time； 4.Basic pronunciation and tone drills.	
7	Lesson 5	1.Learn how to ask about the characteristics of commodities； 2.Learn how to bargain； 3Review how to use the unit measurements of daily commodities； 4.Basic pronunciation and tone drills.	
8	Lesson 5-6	1.Learn how to order food；2.Review how to bargain；3.Review how to ask about the characteristics of commodities； 4.Basic pronunciation and tone drills.	Do Review Midterm test
9	Lesson 6	1.Learn how to order drinks；2.Learn	

		how to order staple foods；3.Learn the expressions used for food；4.Basic pronunciation and tone drills.	
10	Lesson 7	1.Learn the expressions used for surfing the Internet in a cyber cafe；2.Review how to order food；3.Review the basic way to tell the time.	
11	Lesson 8	1.Learn the simple words for locations；2.Review the expressions used for surfing the Internet ；3.Basic pronunciation and tone drills;4.Review the numbers.	
12	Lesson 8-9	1.Learn how to sak for directions；2.Learn how to ask about and describe locations；3.Learn the transport；4.Basic pronunciation and tone drills.	
13	Lesson 9	1.Learn the vocabulary needed in a taxi；2.Learn how to ask about and describe routes；3.Review the simple words for locations；4.Basic pronunciation and tone drills.	
14	Lesson 10	1.Learn how to change foreign currencies into RMB；2.Learn to express the exchanange rate；3.Learn the expressions used for changing money；4.Review the simple words for locations；5.Basic pronunciation and tone drills.	
15	Lesson 11	1.Learn the words related to accommodation service；2. Review the expressions used for changing money；3.Review the basic way to tell the time；；4..Basic pronunciation and tone drills.	
16	Lesson 11-12	1.Learn how to ask for help；2.Learn how to describe the symptoma of illness；3.Learn how to buy medicines in the pharmacy；4.Basic pronunciation and tone drills.	Final test