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Thinking the Future
Zukunft denken

School of
Business and Economics

RWTHAACHEN
UNIVERSITY

Kursüberblick

» Technology Driven Business Innovation	1
» McKinsey Global Leadership Course	4
» Crisis Management	6
» Consumer Behavior	8
» Personal Assessment and Selection	11
» Financial Theory	19



Technology Driven Business Innovation

Course Number: 80515462

Credits: 5 ECTS

Teaching Method: lecture

Assessment Method: oral presentation (40%), final report/ thesis (60%)

Instructor: Prof. Yan Zhu

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Office Phone: (86) (10) 62773737

Office hours: 08:00 – 20:00

Discussion Board: <http://learning.sem.tsinghua.edu.cn/>

Course Description:

The purpose of the course is to enable the students to understand the real technology driven business innovation practices through the sessions of the invited speakers from the renowned leading companies and government associations. For this semester, the course will start by introducing the importance of technology in business innovation process, using BT –one of the biggest Information and Communication Technology companies –as the example. BT's internal approach to research and innovation will be introduced, moreover, how BT establish its research ecosystem through collaborating with universities, industries and start-ups and its practices on identifying and developing new services and technology innovations. There will be the comparison among different innovation strategies deployed by Chinese and International companies. Besides the general knowledge of innovation, there will be sessions explaining how advanced ICT technologies continuously

transform different industries, e.g. financial service industries, the consumer packaged good industries, etc. This course will also introduce the role of Intellectual Property in the world of innovation and technology and how international MNCs maintain their technology/business leading edge by effectively generating and protecting their IPRs. This course will also introduce the future view of industrial innovation from the angle of UK government and the future of industrial research and innovation from CTOs.



Technology Driven Business Innovation

Week	Content
24th September	<p>Speaker: Jonathan Legh-Smith BT Head of Partnership & Strategic Research</p> <p>Topic: Research & innovation within BT Introducing BT's approach to research & innovation. The internal processes used for identify & developing new services & technology innovations, collaborations with universities and industry, and working with start-ups.</p>
8th October	<p>Speaker 2: Ruth Rowan Marketing Director BT AsiaPac Middle East and Africa</p> <p>Topic: Innovative marketing for today's increasingly global audience During this session, Ruth will explore the challenges and opportunities facing companies that are engaging with today's customer. She will cover how customers are changing (both in the consumer and business to business markets), how marketers are evolving how they communicate with those customers and share some of the innovative techniques organisations are</p>
15th October	<p>Speaker: Michael Cooper CTO of BT Financial Product</p> <p>Topic: Technology Innovation in the Finance Industry How advanced ICT technologies continue to transform the financial service industry, how companies such as BT work with Financial Services customers to identify and develop innovative new services.</p>
22nd October	<p>Speaker: Chris Bailey Executive, Rouse & Co. International LLP</p> <p>Topic: Innovation and international Intellectual Property Why Intellectual Property plays such an important role in today's technology world. How international MNCs maintain their technology/business leading edge by effectively generating and protecting their IPRs.</p>



Technology Driven Business Innovation

Week	Content
29th September	<p>Speaker: TBN CIO/CTO: iSoftStone</p> <p>Topic: Technology Innovation in the modern life: IoT How advanced ICT technologies continue to transform the way people live their life. What IoT brings to today's business.</p>
5th November	<p>Speaker: Jie Zhang(1 hour) BT Head of China Research Centre</p> <p>Topic: Research & Innovation strategies: comparing China with the rest of the world Comparing the innovation strategies of Chinese and International companies. Including case studies on a number of Chinese/International MNCs approaches to R&D.</p> <p>Company site visit: Class to pay a half day visit to BT China headquarter office based in Oriental Plaza. Firsthand experience of how innovation played an important role in modern business operations. A BT showcase manager will talk through all advanced telecommunication technologies that a top ICT companies currently offers to our customers.</p>
12th November	<p>Speaker: Kevin Woollard BT Director of Research Engagement and Operations</p> <p>Topic: The future of industrial research and innovation Successful industrial research organizations must continually adapt to the changing requirements of their businesses. They must constantly review the relevance of the work they undertake and their role and engagement within their own organization. BT's Director of Research Engagement will discuss the possible future models for industrial research, and the implications for working with industry and academic partners.</p>



McKinsey Global Leadership Course

Course Number: 80515182

Credits: 5 ECTS

Teaching Method: lecture, discussion, case study, literature reading

Assessment Method: case analysis (report) (40%), final report/ thesis (60%)

Grading: Individual Learning Journal (35%), Interactions and Exercises (15%),
Group Project (50%)

Instructor: Lecture Review Board and a team of CEOs and area experts

Coordinator: Professor Zhirong DUAN

Office: Weilun 313

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Office Phone: (86) (10) 62798445

Office hours: by appointment

Discussion Board: <http://www.sem.tsinghua.edu.cn>

Course Description:

1. To equip the students with new knowledge/theories/insights drawn from leading real business practices in key functional areas, with the emphasis on building students' capability for problem solving with deeper insights.
2. To provide the students with exposure/interaction with some distinguished business leaders for their leadership development, with the emphasis on helping students to understand broad yet concrete leadership concepts such as leading organizational change, driving innovation, and decision-making in crisis.

Highlights of course contents:

1. Prestigious lecturers. The course is intended to bring world-class business leaders (e.g., CEOs of globally renowned corporations, senior partners leading McKinsey global practices) into the classroom at Tsinghua SEM to have face-to-face sharing/interaction with students.
2. Cutting-edge functional thinking. The course is designed to convey deep insights on new trends across some key themes of business functions (e.g., strategy, operations, organization, corporate finance, marketing, "big data", technology, CAPEX, sustainability, and macroeconomics) with a field-and-forum approach.
3. Global perspectives. The course is scoped to discuss topics on a global level rather than China-only specifics.



McKinsey Global Leadership Course

Week	Content
18th September	Overview –Big Trends and Leader Characteristics
9th October	The Investor Perspective – What Do They Expect
(TBC)	Corporate Transformation/ Turnaround/ Restructuring
(TBC)	Corporate Finance
(TBC)	„Big Data“
(TBC)	Organization
(TBC)	Operations
(TBC)	Closing

Lecture times: 7-10pm

Room: Shunde 401

Other requirements and information:

Depending on the availability and schedule of some speakers, the contents and time might be slightly different from this version. Please note that the information is confidential at the moment. As an honor code, it is your responsibility to keep it to yourself and only use it for class registration purpose.



Crisis Management

Course Number: 80511511

Credits: 5 ECTS

Teaching Method: lecture, discussion, literature reading

Assessment Method: In-class quiz (40%), online discussion (60%)

Grading: Attendance & participation in class discussion (15%). Contribution to discussion board (15%), Team assignments (30%), Quizzes (40%)

Instructor: H. Keith Florig

E-mail: RiskandCrisisMgt@gmail.com

Discussion Board: <http://www.sem.tsinghua.edu.cn>

Course Description:

From time to time, every organization is confronted with a crisis that draws intense external scrutiny, paralyzes normal operations, and threatens high-level goals. How the organization responds during such a trying episode can profoundly influence the organization's reputation and the willingness of its stakeholders to remain engaged. This course explores the causes and effects of crisis, as well as how managers can both reduce the probability of encountering crisis and achieve positive outcomes should crisis become inevitable. Best practices are offered for crisis preparation, crisis communication, and crisis leadership. Examples drawn from China and elsewhere illustrate factors that most influence crisis outcome. Principles of good crisis communications in traditional and social media are presented and practiced in team crisis simulations.



Crisis Management

Week	Topic	Reading
1	Stakeholder perceptions and reputation Crisis prevention: sensing, issue management, risk management, relationship management. Crisis preparation: crisis mgmt plan/team	Dach 2013 Diermeier 2011 Coombs 2014
2	Quiz 1; Team assignment 1 due Crisis preparation: business continuity Crisis communications theory	Coombs 2014
3	Quiz 2; Team assignment 2 due Emotion and crisis behavior Apology and liability Stakeholders, messaging, media skills	Coombs 2014 Fischhoff 2011 Coleman & Pinder 2010 Somaiya 2010
4	Quiz 3; Team assignment 3 due Social media operations Crisis leadership	Coombs 2014 Tripp & Grégoire 2011 Useem et al. 2011

Textbooks & References:

- Coleman, L. & S. Pinder (2010) "What Were They Thinking? Interviews with Senior Finance Executives before the Global Financial Crisis," *Applied Financial Economics*.
- Coombs, T. (2014) *Ongoing Crisis Communication: Planning, Managing, and Responding*, 4th edition, paperback.
- Dach, L. (2013) "Don't Spin a Better Story. Be a Better Company," *Harvard Business Review*.
- Diermeier, D. (2011) "Reputation Rules" *Change This*.
- Fischhoff, B. (2011) "The Emotions of Nuclear Experts," *Bulletin of the Atomic Scientists*.
- Somaiya, R. (2010) "What Not to Say When Your Company Is Ruining the World," *Newsweek*, June 1.
- Tripp, T.M. & Y. Grégoire (2011) "When Unhappy Customers Strike Back on the Internet," *Sloan Management Review*.
- Useem, M., R. Jordan & M. Koljatic (2011) "How to Lead during a Crisis: Lessons from the Rescue of the Chilean Miners," *Sloan Management Review*.



Consumer Behavior

Course Number: 80510862

Credits: 5 ECTS

Teaching Method: lecture, case study

Assessment Method: class participation (25%), case summary presentation (10%), group project write-up (25%), group project presentation (15%), final exam (25%)

Instructor: Maggie Wenjing Liu

Office: Weilun 35

E-mail: liuwenjing@sem.tsinghua.edu.cn

Office Phone: 62782505

Office Hour: by appointment

Discussion Board: <http://www.sem.tsinghua.edu.cn>

Course Description:

How do consumers make decisions and why? How can marketers predict behaviors from consumers' attitude, motivation, lifestyle, and culture, etc? What are the characteristics of Chinese consumers? Consumer behavior draws heavily on the disciplines of psychology, economics, sociology and anthropology. In this course, you will survey the relevant theory and learn how to apply these concepts to real world marketing situations. The emphasis in this course is on understanding, application, and generalization.

Course Format

The format of the course is a combination of lectures, case discussions, group project write-up, and presentation. You are expected to read and prepare for the cases before class, to attend class, and to actively participate in class discussions.

Course Objectives:

At the end of the course, students should be able to:

- Understand and analyze consumer behaviors in a variety of situations.
- Apply theory to address real world marketing problems and strategies.
- Develop a small scale consumer research project to help solve a management issue.
- Refine your analytical and presenting skills both orally and in writing.



Consumer Behavior

Class Participation and Case Discussion:

TA will record your attendance and class participation. Our class meetings will be discussion-oriented and are designed to push you to think critically. **It is your responsibility to read and prepare for the required cases before the class.** You will contribute to the classroom experience by being present and prepared and by providing valuable additions to discussion. At the end of the term each student is given a participation score (full score 30%) according to attendance, quality of class discussion, and participation in the case analysis according to the TA's record.

Group Presentations:

Each group has to

1. present a summary of one of the five cases at the class and prepare to actively attend and lead the case discussion in class.
2. present its project in front of the entire class. The time allocation of each presentation is 15 min + 5min for Q&A. Every group needs to email me their PowerPoint presentation the day before class. Each team member has to participate in the presentation. Each group member will receive a same score for the group performance.



Consumer Behavior

Week	Date	Content	Deadline	Cases
9		Introduction to Consumer Behavior and Chinese Market		
10		Perception, Learning, and Memory Escaping Chinese Market		Tsinghua Case: Haidilao Company
11		Motivations and Values Effect of Censorship on Consumers		HBS Case: Mountain Man Brewing Company: Bring the Brand to Light
12		Personality, Persuasion, and Advertising	Group list and topic due	HBS Case: JWT China
13		Decision-Making Psychology of Pricing		HBS Case: Coca-Cola's New Vending Machine (A): Pricing to Capture Value, or Not?
14		Global and Cultural Influence Chinese city tiers and consumers		Hong Kong University Case: Ports: China's Walk on the Global Luxury Fashion Boulevard
15		Group Presentation	PPT due	
16		Group Presentation & Final Exam	Write-up due	



Personnel Assessment & Selection

Course Number: 80510862

Credits: 5 ECTS

Teaching Method: lecture, discussion, case study, literature reading, computer-aided assignment, students', in-class presentation

Assessment Method: In-class exam (20%), Individual assignments (15%), Group assignments (40%), Pop quizzes (10%), Class participation and contribution (15%)

Instructor: Dr. Lei Wang

Office: Weilun 344

E-mail: wanglei@sem.tsinghua.edu.cn

Office Phone: (86-10) 62788133

Office Hour: Friday, 13:30-15:00 or by appointment

Class time: Tuesday, 13:30-16:55

Classroom: Xinshui 331

Course Description:

This course will address classic theory and recent practice in personnel selection and placement. The course will focus on the prediction of employee performance and employee selection methodology.

I will lecture for a portion of the class, and will also use group activities, lab exercises etc. to increase your understanding of the topic(s) for that class. In-class activities are designed to enhance your understanding of the topic by providing 'hands-on experience,' generating discussion in addition to textbook perspectives, as well as hearing the viewpoints of your classmates. I look forward to an interactive classroom, and am interested in your thoughts and experiences.

Please note, that although the full content of the assigned readings may be used for test purposes, I will not lecture on each chapter in its entirety. I believe our class time will be better spent by adding different learning experiences into the format rather than reiterating what is already stated in the textbook.

Textbooks & References :

Cook, Mark. (2009). *Personnel Selection: Adding Value Through People* (5th edition). A John Wiley & Sons, Ltd., Publication.

This course will also use cases, HBR articles, and other academic articles as the additional references.



Personnel Assessment & Selection

Grading:

In-class Exam (200points)

There will be **one** in-class exam given. It is designed to assess your knowledge of the assigned readings, supplemental lectures, and in-class activities. They will be multiple-format (any combination of T/F, multiple choices, matching, short essay, etc.).

Individual Assignments (150points)

There will be one short case analysis assignment(80points)and one lab exercise(70 points).Details will be discussed in class.

Class Participation and Contribution (150points)

Given that classes will often involve a variety of experiential activities, student participation is an important component of the class. Each student is expected to be an active participant and to make meaningful comments. Your grade on class participation is something to be earned via consistent, daily contribution to class discussions. You should make a conscientious effort to attend all classes and always be prepared to contribute to class discussions. Merely coming to class is necessary but not sufficient to earn a good participation grade. If you choose to miss, or unable to attend, a class session, you will lose class contribution and attendance points (20 points per session not attended). If you miss a class, you may make up the points for up to a total of two classes (30 points total). To do this, you will need to interview a class member and write a one-page reaction paper that represents what you reactions would have been to the class discussion if you had attended. Course participation is more than attendance, and you are required to actively participate in the class discussions, case studies, roles plays and other activities. In addition, you are required to actively contribute to the class and demonstrate leadership qualities.

Your participation grade is determined by your behaviors. Graded behaviors include attendance, meeting deadlines, taking proactive actions, participation, respect for the values of others, risk taking, sleeping in class, talking when others are speaking, using electronic devices, doing other work during class, etc. Students are encouraged to step outside of their comfort zones, to willingly make mistakes in front of others, and to creatively apply learned



Personnel Assessment & Selection

Group Assignments (400 points)

There will be two group assignments. The purpose of the first group assignment (100 points) is to push you to learn the most important concepts in the area of personnel selection. This assignment asks each group to contribute to a symposium: "Important concepts and myths in personnel selection". The purpose of the second assignment (300 points) is to provide an opportunity to use your personnel selection knowledge and team skills all at once. You will be divided into groups of 5-6 members to complete the two group assignments. You will present your work in class. Presentation of the first assignment, the symposium, will be held in Week 4. Each team will have 15 minutes to introduce the assigned concepts (e.g., reliability, intelligence) in your own way. Presentations of the second assignment, the final group project, will be held in week 8. The presentation length should be about 20 minutes long. Team members will complete a "peer evaluation form" where they will assess their team members', as well as their own, performance in group activities. If a particular member makes no or little contribution to the team, the member will be awarded zero or less points for the team assignments, following a written complaint from the other team members (see the attached "Peer Evaluation"). Do not wait until the last day of class to apprise the instructor of problems! More details will be provided in class.

Pop Quizzes (100 points)

There will be **TWO** pop quizzes given; they are designed to assess your understanding of the lectures. They will be multiple-format (any combination of T/F, multiple choices, matching, short essay, etc.). The pop quizzes are not cumulative and I will not return them, but you are welcome to meet with me to review your results. Each quiz is worth 50 points.



Personnel Assessment & Selection

Week	Content	Readings
Week 1 9/13	<ul style="list-style-type: none"> • Syllabus • Overview • Job and analysis 	<ul style="list-style-type: none"> • Cook (Ch. 1)
Week 2 9/20	<ul style="list-style-type: none"> • Old and new selection methods • Reliability and validity lab (<i>please bring your laptop to class</i>) • Individual assignment 1 requirements and information • Group project requirements and information • <i>Symposium sign up</i> 	<ul style="list-style-type: none"> • Anastasi: Psychological testing
Week 3 9/27	<ul style="list-style-type: none"> • Symposium: <i>Important concepts and myths in personnel selection</i> 	
Week 4 10/04	No class	
Week 5 10/11	<ul style="list-style-type: none"> • Interview • Individual assignment 2 requirements and information 	<ul style="list-style-type: none"> • Case: SG Cowen • Submit individual assignment 1 in class.
Week 6 10/18	<ul style="list-style-type: none"> • Interview • Assessment center 	<ul style="list-style-type: none"> • Case: Assessing managerial talent at AT&T • Submit individual assignment 2 in class.
Week 7 10/25	<ul style="list-style-type: none"> • Assessment center • <i>In-class exam</i> 	
Week 8 11/01	<ul style="list-style-type: none"> • Group project presentation • Summary 	<ul style="list-style-type: none"> • Submit group project report in class.



Finance Theory

Course Number: 70518023

Credits: 7,5 ECTS

Teaching Method: lecture, discussion, case study, literature reading, computer-aided assignment, students', in-class presentation

Assessment Method: In-class exam (20%), Individual assignments (15%), Group assignments (40%), Pop quizzes (10%), Class participation and contribution (15%)

Instructor: Dr. Lei Wang

Office: Weilun 344

E-mail: wanglei@sem.tsinghua.edu.cn

Office Phone: (86-10) 62788133

Office Hour: Friday, 13:30-15:00 or by appointment

Class time: Tuesday, 13:30-16:55

Classroom: Xinshui 331

Course Description:

This course introduces students to the fundamentals and advances of financial theory. Financial success is the ultimate motivation for modern economic activities, which are necessitated by financial resources. The needs of consumers and businesses have been evolving to exhaust the full capacity that the financial system provides. The development and sophistication of the financial system are thus a continual process. Consequentially, financial theory has been experiencing path-breaking advances along with the rapid development in financial practices. These developments are further accelerated by the extensive globalization of financial markets. This course provides an introduction to modern finance theory and its applications within a unified framework. The topics of the course include: (1) theory of capital structure; (2) valuation of assets; (3) theory of interest rates; (4) portfolio theory; (5) asset pricing models; (6) behavioral finance; (7) finance history. Objectives

At the end of this course, a student should be able to: Describe how major global markets for financial securities function and discuss the mechanics of trading stocks, bonds, and options. Explain the function of simple and complex securities and the role of these securities in asset allocation. Assess the risk and expected return for a security or portfolio using relevant historical information and forecasts. Assess ethical considerations that naturally arise during the process of financial management and investment analysis.



Textbooks & References

Optional Textbooks

- Bodie, Kane and Marcus: Investments, McGraw Hill.
- Brealey, Myers and Allen: Principles of Corporate Finance, McGraw Hill.
- John Hull: Options, futures and other derivatives, McGraw Hill.

Additional Reading

- Andrei Shleifer: Inefficient Markets: An Introduction to Behavioral Finance, Oxford University
- Richard Thaler: The Winner's Curse, Princeton University Press

