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## **1、 Soft-Skills Module – Organizational Behavior, Leadership Development, Managerial Thinking and Communication.**

Course code: 70510732

Course title:

**Leadership Development (领导力开发)**

Contact hours: x Credits: 2 Department: Department of Leadership and Organization Management

Lecturer: Yang Baiyin

### **Course description**

This course is designed to help students assess and understand their strengths while improving their leadership and management skills. Students will learn how to apply their leadership skills in real-life business situations besides being taught on leadership theories. Students are provided with opportunities to practice and refine their skills under various settings and will receive abundant feedbacks. To give students a better understanding of leadership from multiple angles and perspectives, participants in the course will explore the different definitions and studies pertaining to leadership and over the last century and the exercising of leadership skills in business, military, athletic and political contexts. We will read similar or contradicted leadership theories and discuss cases portraying leaders who support or challenge these theories.

Course code: 70510012

Course title:

**Organizational Behavior (组织行为学)**

Contact hours: x Credits: 2 Department: Department of Leadership and Organization Management

Lecturer: Yang Baiyin

### **Course description**

This course provides a comprehensive analysis of individual and group behaviors in organizations and an understanding of how organizations can be managed more effectively while enhancing the quality of employees work life. Topics include motivation and reward, stress management, individual and group behavior, conflict,

power and politics, leadership, job design, organizational structure, decision-making, communication and organizational change and development.

Course code: 80514472

Course title:

**Managerial Thinking & Communication I (管理思维与沟通(上))**

Contact hours: x Credits: x Department: x Lecturer: Steven White

### **Course description**

This course aims to explore the fundamental mindsets and strategies that are common adopted by successful executives through exercises, simulations, interviews, assignments and individual and team projects. One will have the opportunity to reflect on one's own strengths and opportunities for development in these mindsets and action strategies, and propose one's own development plan during the two-year MBA program.

Course code: 60610162

Course title:

**Elementary Chinese (初级汉语)**

Contact hours: 32 Credits: 2 Department: external Lecturer: Chen Siyu

### **Course description**

This course targets Chinese language beginners with limited Chinese proficiency that will help students build a good foundation in Chinese language and help in communicate in China. It contains the following parts:

- 1) Pinyin system and improvement of pronunciation
- 2) The course covers quite a few essential topics such as most commonly-used greetings, introducing friends to each other, the basic way to tell time, asking the price and talking about money, asking about the characteristics of commodities, ordering food and drinks, asking for directions and describing locations, the vocabulary needed in a taxi and describing routes, expressing the exchange rate etc. Each unit consists of the following parts: Sentences, Scenes, Activities, Learn and Use, Characters and Grammar.

- 3) Accurate usage of basic Chinese grammar rules
- 4) Basic knowledge on Chinese characters, including radicals, basic strokes, the order of writing characters
- 5) Oral and aural skills that will help students be familiar with daily conversation and they can express their thoughts and feelings in Chinese
- 6) Our course emphasizes on practice and requires students to practice individually or within groups. We will try to make students grasp and memorize the main points of each lesson in class and hope that students will be able to make fast progress..

Students are expected to reach a certain fluency and proficiency on topics discussed in class after a semester's course.

Course code: 70510921

Course title:

**Ethics and Corporate Responsibilities (EN) (伦理与企业责任 (英))**

Contact hours:16 Credits: 1 Department: Department of Leadership and Organization Management

Lecturer: Qian Xiaojun

### **Course description**

Ethics and Corporate Responsibilities is a one-credit core course for first-year MBA students at Tsinghua SEM. It aims to help students gain a basic understanding in: (1) the ubiquity of ethical challenges; (2) ethical considerations as one of the most important and indispensable dimensions in decision making; (3) to whom we should be responsible for and what responsibilities a person and an entity should bear for the well-being of the whole society; and (4) alignment of conducts with corporate responsibilities.

The course is taught primarily by case method with various activities and a number of recommended readings. It requires one's active and sincere participation in class discussions and activities. One will be able to understand ethical challenges when decisions or choices have to be made in one's daily lives as well as in business practices. One will also be able to reflect on one's seemingly reasonable claims and imbedded value systems, realizing possible consequences or impacts one's

decisions may bring about, and be capable to apply ethical analysis framework to ethical dilemmas.

## **2、Analytical Foundation Module**

Course code: 80510193

Course title:

**Accounting (EN) (会计学(英))**

Contact hours: 48 Credits: 3 Department: Department of Accounting Lecturer:  
Wang Kun

### **Course description**

1. To introduce an overview of the broader field of financial accounting and its role as the “language of business” in business organizations.
2. To develop ethics and social responsibility in accounting professions by enhancing earnings managements and improving ethical information reporting.
3. To understand the basic conceptual framework of accounting, the accounting principles and standards based on GAAP relating to valuation and reporting of asset, liability and equity items, ethical implications in auditing.
4. To develop the fundamental skills in analyzing and interpreting financial statements.

Course code: 70510133

Course title:

**Managerial Economics (管理经济学 (EN) (英))**

Contact hours: 48 Credits: 3 Department: Department of Economics Lecturer:  
Gao Ming

### **Course description**

This course is designed to provide one with the basic tools in microeconomics and ability of applying these skills to the analyses of issues related to consumer behavior, firm strategy, market competition and government policy. These analytical skills will help one solve many real-life problems, be it in the business environment or in other fields. The concepts and principles learned in this course will also be helpful when one studies finance, strategic management, marketing or organizational behavior courses.

Course code: 70510773

Course title:

**Data, Models and Decisions (EN) (数据、模型与决策(英))**

Contact hours: 48 Credits: 3 Department: Department of Management Science and Engineering

Lecturer: Sun Jing

### **Course description**

Many managerial decisions are becoming increasingly reliant on the use of management science methods and models, which include statistics, regression, and optimization models. These methods have dramatically changed the way business operates in finance, service operations, manufacturing, marketing, consulting, and e-commerce. When used wisely, management science models have the power to enhance the competitiveness of almost any enterprise. In this course, we will present advanced methods and applications in management, which aims to help students to think structurally and strategically about decision problems, and ultimately to improve the best-practices of tomorrow's leading managers.

Pre-course of DMD will be arranged before the formal start of 2013 autumn semester in order to study the basic knowledge of probability including 4 sections (3 hours each).

### **3、 Management Fundamentals Module**

Course code: 70510903-3

Course title:

**Corporate Finance (EN) (公司金融(英))**

Contact hours: 48 Credits: 3 Department: Department of Finance Lecturer: Lu Yao

### **Course description**

The objective of this course is to introduce the fundamental principles of corporate finance as well as their applications. Several key conceptual tools will be introduced in the first few sessions: value and capital budget; risk and return, capital structure and dividend policy. The rest of the sections will cover several important special corporate finance topics, including issuing securities to the public, mergers and acquisitions and corporate governance. The course covers both basic and standard concepts of corporate finance and some special issues in Chinese financial markets. Underpinning the entire course is the emphasis on the interaction between business models and finance models to realize the objective of maximizing a firm's value (stockholder wealth).

Course code: 80511503-3

Course title:

**Marketing (EN) (营销管理(英))**

Contact hours: 48 Credits: 3 Department: Department of Marketing Lecturer: Wu Shali

### **Course description**

1. To introduce one to the marketing aspect of strategy development and the elements of marketing analysis (customer analysis, competitor analysis, and company analysis).
2. To familiarize one with the job scope of a marketing manager (product strategy, pricing, advertising and promotion, and distribution), and to enhance one's problem solving and decision making skills in the field of marketing.
3. To refine one's decision-making and analytical skills and the ability to present marketing analysis in oral and written forms.

Course code: 80512552-3

Course title:

**Strategic Management (EN) (战略管理 (英) )**

Contact hours: 32 Credits: 2 Department: Department of Innovation,  
Entrepreneurship and Strategy Lecturer: Gao Xudong

### **Course description**

The objectives for the course are as follows:

- Develop and reinforcing a general management perspective
- Understand the fundamental concepts of strategic management: strategy identification and evaluation, firm strategic analysis, the relationship of strategy and organization, industry analysis, competitor analysis, firm and industry evolution, strategic and organizational responses to external changes, corporate strategy (diversification strategy and managing the multi-business enterprise), and international strategy.
- Integrate knowledge gained in previous and concurrent core and elective courses with a focus on understanding of skills that will be of the most use to general managers.
- Develop an awareness of the impact of external environmental forces, strategic actions by firms and its rivals.
- Develop a critical and analytical perspective and skill in reporting conclusions effectively in written and oral forms.

Course code: 80512702-3

Course title:

**Operations Management (运营管理)**

Contact hours: 32 Credits: 2 Department: Department of Management Science  
and Engineering  
Lecturer: Ye Qing

### **Course description**



Operations Management studies the processes in which inputs (including materials, labor, capital and information) are transformed into products and services which customers are willing and able to pay for. These processes can be managed well or poorly. Knowledge introduced in this course will help one understand the reasons for both. This course provides an introduction to the concepts and analytic methods that will be useful in understanding the management of a firm's operations and aims to: (1) familiarize one with the problems and issues that operations managers experience, and (2) provide one with language, concepts, insights and tools to deal with these issues in order to gain competitive advantage through operations.

One will be able to see how different business strategies require different business processes, and how different operational capabilities allow and support different strategies to gain competitive advantage. A process view of operations will be used to analyze different key operational dimensions such capacity management, flow (cycle) time management, project management, quality management, and logistics and supply chain management. We will also explore recent developments in operation management, including as lean manufacturing, just-in-time operations, and e-Business in operations.

#### **4、 China and the World Module –Chinese Culture Seminars**

Course code: 70510943-3

Course title:

**The Chinese Economy in the World (EN) (中国与世界经济(英))**

Contact hours: 48 Credits: 3 Department: Department of Finance Lecturer: Li Daokui

#### **Course description**

The Chinese economy is by itself a fascinating and intriguing topic, which is not only intellectually interesting but also practically extremely important since most of our Tsinghua MBA students will assume positions that are involved in/with the Chinese economy. As the Chinese economy ascends to become one of the world's most important economies (projected to be the world's largest economy in about

two decades), China will have enormous impact on the businesses environment in its neighboring regions, including those of Hong Kong, Macao and Taiwan.

Course code: 80514622-3

Course title:

**Management of Global Enterprises (EN) (全球化企业的管理(英))**

Contact hours: 32 Credits: 2 Department: Department of Innovation, Entrepreneurship and Strategy Lecturer: White, Richard Steven

### **Course description**

Globalization—integrating resources and serving markets worldwide—presents firms with many potential opportunities for growth and profits. Grasping those opportunities, however, poses a host of strategic and managerial challenges. This course will deepen one’s understanding of those opportunities and challenges and provide one with the analytic tools to make sound analyses and recommendations for global strategy and execution. We will be looking at established multinationals as they attempt to increase their competitiveness in developed and developing markets, as well as emerging multinationals from China and India as they pursue their own growth objectives and rise to challenge incumbents. We will cover a wide range of topics, and examine at issues from both strategic as well as management/OB perspectives.

Course code: 80514632-2

Course title:

**China’s Institutional Environment and Business Law (中国制度环境与商法(英))**

Contact hours: 32 Credits: 2 Department: Department of Finance/Department of Human Resource Lecturer: Li Jinliang & Jiang Peng

### **Course description**

Throughout the past decade, the Chinese economy has been gearing towards the socialist market model, which is built on the foundation of business laws.

Therefore, it is necessary for MBA students to familiarize themselves with the legal framework that businesses adhere to.

This course is designed to cover the institutions and legal aspects of business in Mainland China and will help students gain a fundamental understanding of China's legal environment and the basic theory and practice of China business law.

The course will generally focus on the following topics:

- (1) The political, administrative, judicial, and legislative framework of China.
- (2) Legal framework that business organizations adhere to, such as the incorporation process of a company in Mainland China, the capital requirements, corporate governance, protection of shareholders and stakeholders; IPO, M&A, bankruptcy.
- (3) Contract law, including the validity and enforcement of a contract, consequences of breaching a contract, and creditor's protection etc.
- (4) Resolution of disputes, such as arbitration and civil litigation in China.

The course aims to

- (1) Understand the Chinese environments both of law and institution.
- (2) Gain practical knowledge on civil and business law.
- (3) Find solutions to potential legal disputes that companies might run into.
- (4) Improve one's legal knowledge.

Students are required to attend class consistently. Students will also be encouraged to read the cases provided in class, engage in group discussions if necessary, and finish personal assignments by the end of the course.

## **5、 MIT Courses and Lectures**

A number of prominent MIT professors regularly make visits to Tsinghua SEM to deliver courses and lectures over the course of the two academic years on a variety of topics including, but not limited to the following:

- Entrepreneurial strategy
- Managing Employee Relations and Resolving Workplace Conflicts
- Leadership Communication and Style and Leading Effective Teams

- New Strategic Principles: Platforms and Services
- Capturing Value from Innovations
- Negotiation Strategy

Course code: x

Course title:

**Entrepreneurial Strategy (创业创新战略)**

Contact hours: x Credits: 4 Department: x

Lecturer: Gao Xudong, Scott Stern, Pierre Azoulay

### **Course description**

This course, which is jointly conducted by professors from both MIT Sloan and Tsinghua, provides an integrated strategy framework for innovation-based entrepreneurs through interactive lectures, case analyses and opportunities of engaging with start-ups. Throughout the semester, students will be provided with a deeper understanding of the core strategic challenges that start-up innovators might face. One will also be able to apply the synthetic framework for the development and implementation of entrepreneurial strategy in dynamic environments, particularly in the Chinese business field, into practice through cases, assignments, and various exercises.