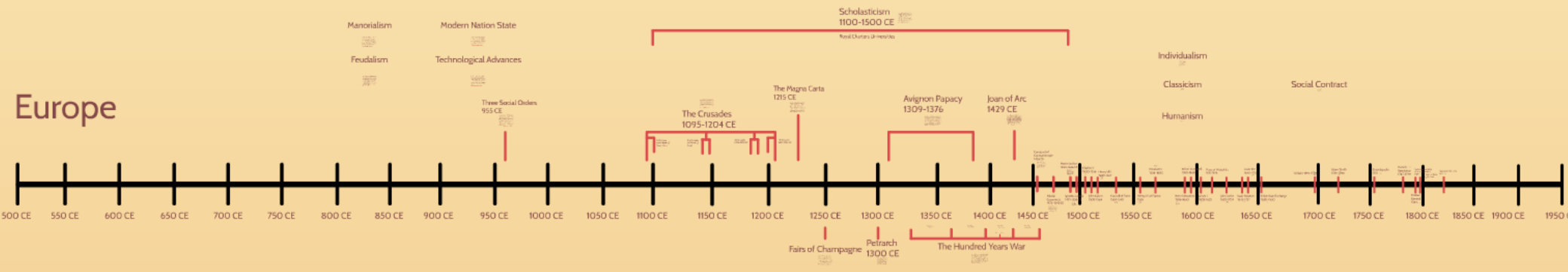
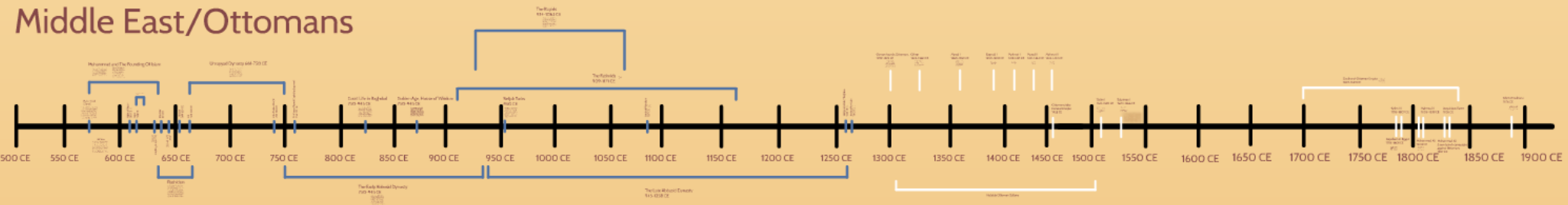


# Mission Hills: Leading the China Golf Industry

## Europe

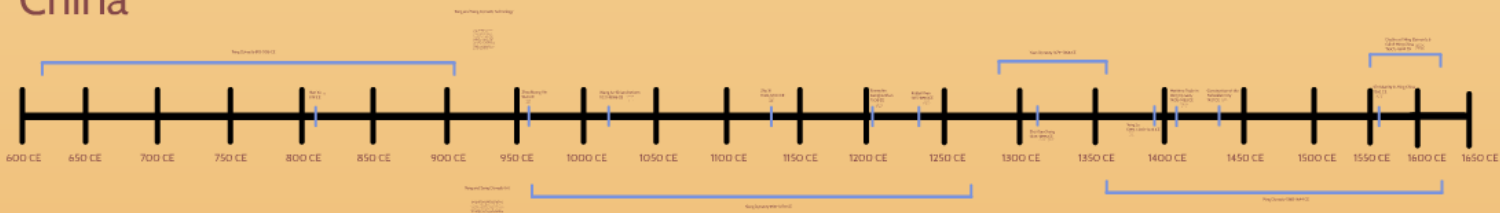


## Middle East/Ottomans



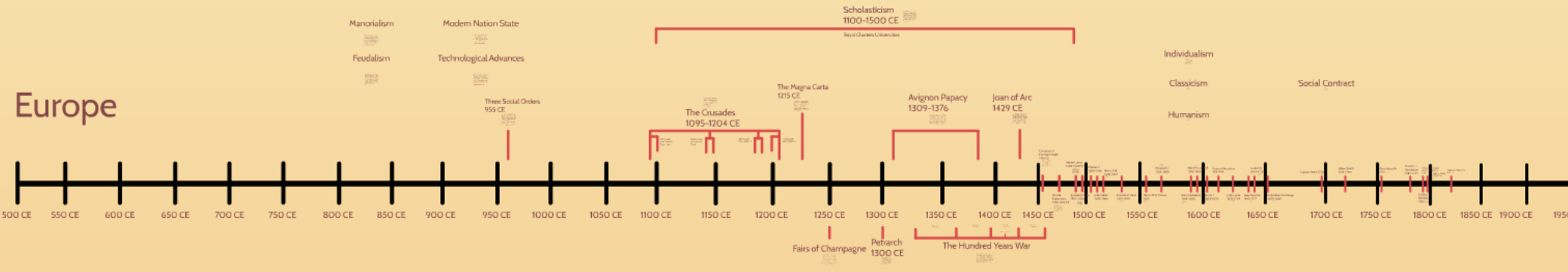
Thecasesolutions.com

## China

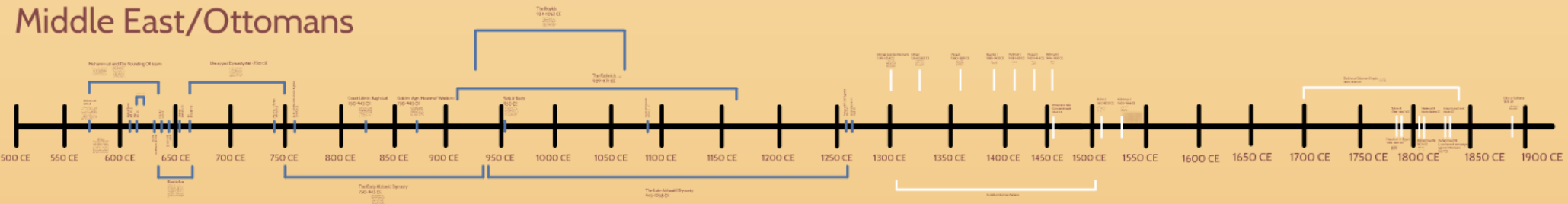


# Mission Hills: Leading the China Golf Industry

## Europe

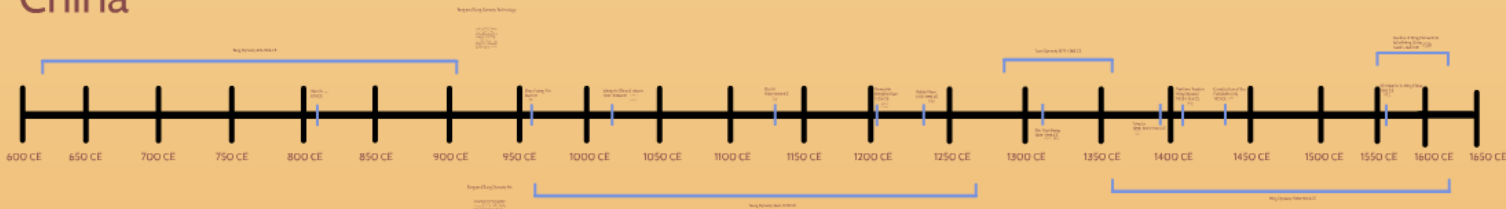


## Middle East/Ottomans



Thecasesolutions.com

## China



People during the 11th century were inspired by the Roman manorial system of agriculture, which included a country house that functioned as a self-contained communal farm. The farm consisted of the lord of the manor who managed agriculture, created justice and provided the farm with defense and the farm laborers worked the soil for life. The lands of the manor had three parts, the demesne, which was land managed by the lord, the second part was called the dependent land, which was land worked by the serfs to benefit the lord in payment for letting them use his land and last part, the free peasant land, was used by the peasants for a fee. The manors incorporated all three social orders, was self-sufficient and provided a basic economic structure for the whole system. Some manors eventually became small towns and provided stability to society.

**Thecasesolutions.com**

The people during the high middle ages used a system called feudalism, which secured the three relationships by oaths of fealty. The oaths created the relationship of lord to vassal and exchanged services between the two and a grant of land or a fief. For example, if a king and baron create an oath, the king would provide the baron a fief to maintain the barony and to provide the king with services he needed such as knights and foot soldiers. Also, the baron would create an oath with his knights and would provide them a fief in exchange for their services. It seems like the people did not have an allegiance with the kingdom, but through the series of oaths it brings them back to the king. Although it was complicated, this system maintained stability throughout the land, reinforced the orders and provided knights and the common people a chance to attain a higher rank in society.

**[Thecasesolutions.com](http://Thecasesolutions.com)**

The idea of the modern nation-state emerged during the high middle ages. A nation-state is a system of government operated by a group of people who are economically and politically dominant within the state system. People during the high middle ages did not identify themselves with a nation-state, but the rise of nations and nationalism began with England and France.

**[Thecasesolutions.com](https://www.thecasesolutions.com)**

During the high middle ages, the population and acreage of lands cultivated increased because of technological advances and climate change. The climate changed to warm and dry which led to people changing their crop rotations and higher life expectancies. Many things were improved or invented. One example is the padded horse collar, which allowed the horse to carry the weight of the plow on its shoulders instead of its neck, which made plowing and farming fields more efficient. Farmers became more in demand for heavier and bigger iron plows because of the horse collar, which led to better crops because the large plows turned over more soil which exposed it to more oxygen and more blacksmith services because they created plows and horseshoes. (Draft horses replaced oxen, more horse breeds) Another example is the waterwheel which was improved by adding more complex gears which allowed a mill to run all year and grind grain all year. The improvement of agriculture related technology created more crops for trade and isolated towns and manors had more contact with neighbors.

**[Thecasesolutions.com](http://Thecasesolutions.com)**

Christian civilization during the High Middle Ages was composed of three parts: the oratores, bellatores, and the laboratores. The oratores were clergymen, the bellatores were people who protected the Kingdom such as knights and laboratores were the laborers, farmers and peasants and everyone else who wasn't a bellatores or oratores. At the very top of the social hierarchy was the King and the monarchs, who made sure everyone in the three social orders did their job. During this time, each member of society stayed in their own spheres and had lifelong careers. The nobility governed the people, each community had a friar or priest and the church supported and anointed the king. This order made sure the people contributed to society, created unity and maintained social order.

**[Thecasesolutions.com](http://Thecasesolutions.com)**

In 1095 Pope Urban II delivered a sermon in Clermont, France where he asked the armies of Christendom to free the Holy Lands in Palestine. Some men joined the armies of Christ for various reasons: some did not have a future being the 3rd or 4th sons of nobles, some out of excitement, some to escape prison and some to receive salvations. The crusades helped bring Christians and Muslims into contact. The first four crusades took place between 1095-1204. During the first crusade, the Christian army sought to take Jerusalem, which was defended by the weak Fatimid Caliphate and were successful. Their main goal was to take Jerusalem and after their success, many crusaders went home. During the third crusade, Salah ad-Din (r.1174-1193), a Kurdish Muslim who united Syria, won a battle on July 4, 1187 and took Jerusalem back after a brief siege. During the fourth crusades, the armies lacked funds and support from the Pope so they instead went to Constantinople where they sacked the city in 1204. They established the Latin empire of Constantinople which lasted until 1261. The crusades were a failure in a military and political sense but it helped unite the modern regions of France, Germany and England and helped the countries see itself as a unity or Europe. The interactions between the Muslims and Christians helped promote the exchange of ideas and trade. Wealth flowed into Europe starting with Venice, then into France and eventually into England. The crusades also created a divide between Christianity and Islam.

**Thecasesolutions.com**



Royal charters during the high middle ages were responsible for creating universities and towns. The monarchs sought to have more freedom and power away from the church, so they created universities so that the universities could produce more people who could read and write, instead of relying only on the church and monasteries. One of the first universities was the University of Paris, Oxford University and University of Bologna. In these universities, a new method of learning was created called Scholasticism and influenced the curriculums from 1100-1500. Scholasticism taught students to appeal to human reason instead of authority and revelation through a series of discussions where logical points and counterpoints were presented called dialectical reasoning. Scholastic philosophers wanted to unify Christian and non-Christian philosophy. Some famous Scholastic philosophers include St. Thomas Aquinas who wrote Summa Theologica, William of Ockham, and Albertus Magnus. Modern liberal arts can be linked as the product of Scholasticism and universities from the high middle ages.