MBA Class of 2015
Elective Modules

HR • Finance • Supply Chain
Marketing • Business Development
Consulting
HR
Description:

Professional success is largely dependent on one’s success in managing differences and fostering collaboration among people and organizations. However, in today’s highly dynamic and complex managerial environment, which is marked by increasing interdependence and often by conflicts of interest, it can be extremely challenging to bring together the relevant “players” — internal and external stakeholders who have different interests, perceptions, attitudes, behaviours, or values — to forge efficient, profitable, and lasting agreements. Professionals who understand the science and practice of negotiation are much better equipped to navigate these differences and create agreements that advance their own interests, and also the interests of the other parties involved.
Description:

Professional success is largely dependent on one’s success in managing differences and fostering collaboration among people and organizations. However, in today’s highly dynamic and complex managerial environment, which is marked by increasing interdependence and often by conflicts of interest, it can be extremely challenging to bring together the relevant “players” — internal and external stakeholders who have different interests, perceptions, attitudes, behaviours, or values — to forge efficient, profitable, and lasting agreements. Professionals who understand the science and practice of negotiation are much better equipped to navigate these differences and create agreements that advance their own interests, and also the interests of the other parties involved.
Subject: Influence (COMM637)
Faculty: Susheela A Varghese

Description:

Influence is the vehicle of successful cooperation and collaboration. Few activities happen in the workplace these days without mutual understanding, shared goals and joint effort. The thoughtful leader recognizes that influence is the strategic communication tool to motivate that shared purpose and collective innovation. The purpose of this course is to build an executive’s skill in using influence in a range of challenging managerial situations that demand collaboration and cooperation. The course draws on the vast body of persuasion research to offer insight into when and how influence works and what stymies some influence attempts. It provides participants a toolkit of strategies for undertaking fruitful influence.
Subject: Ethics, the Corporation and Social Value (MGMT664)
Faculty: Stefano Harney

Description:
This course is an interactive, activity-based exploration of the contemporary corporation. It’s goal is to foster ethical leadership in the corporate world by enabling students to recognise and negotiate different spheres of value in society. The course begins with an exploration of the history of the modern corporation, and continues week by week with investigations of contemporary corporate sectors, including energy, finance, retail, and food. Students will first learn to make visible the implicit values of the sphere of business, but rather than critique those values as is typical in most business ethics classes, instead students will learn to lead ethically by coming up with strategies to advance amongst competing and sometimes contradictory value spheres in society.
Description:

Human Capital is often a hidden source of competitive advantage and differentiation in the marketplace. In this course we will take a consulting approach to examine the strategic elements that are critical for top management attention. We will understand the people-side of business in the context of business strategies (Merger/Acquisition, Growth, Cost-Cutting, Global Expansion, etc.). Today’s greatest business challenges are often associated with managing the greatest asset that somehow does not appear on the balance sheet: Human Capital. Progressive top executives are increasingly looking at new ways of unlocking the potential of their people to optimize the knowledge, innovation, and motivation of their workforces. After all, it is often the people that make the difference in today’s globally competitive markets.
Subject: Integrity, Responsibility, and Good Governance (LGST604)
Faculty: Eugene Tan

Description:
This course aims to sensitize participants to the issues and concerns of business ethics and social responsibility. It seeks to equip participants with the conceptual tools and thinking/ethical processes by which decisions are made and evaluated when businesses/individuals are confronted with ethical and moral dilemmas. It is also hoped that a good understanding of ethics can be applied to the development of frameworks and environments that promote good governance.
Subject: Strategic Decision Making (MGMT677)
Faculty: S. Noorein Inamdar

Description:
Making effective strategic decision in environments characterized by the popular acronym VUCA (Volatile, Uncertain, Complex and Ambiguous) has proven to be elusive. Specifically, the course will cover the following:

- A typology of the different types of decisions.
- Definition of strategic decision making and its unique characteristics
- A multi-dimensional framework to assist with making better decision including research from: neuroscience, decision theory, and social psychology
- Case examples on effective and ineffective decision making
- The aim of this session is to provide an understanding of what constitutes strategic deliberations and provide direction on how to make more effective strategic decisions. Since decision making is a skill that is a constant work-in-process, participants from diverse backgrounds and experience levels will benefit from this course.
Description:

Human Capital is often a hidden source of competitive advantage and differentiation in the marketplace. In this course we will take a consulting approach to examine the strategic elements that are critical for top management attention. We will understand the people-side of business in the context of business strategies (Merger/Acquisition, Growth, Cost-Cutting, Global Expansion, etc.). Today’s greatest business challenges are often associated with managing the greatest asset that somehow does not appear on the balance sheet: Human Capital. Progressive top executives are increasingly looking at new ways of unlocking the potential of their people to optimize the knowledge, innovation, and motivation of their workforces. After all, it is often the people that make the difference in today’s globally competitive markets.
Subject: Current Issues in the Global Economy (MGMT615)  
Faculty: Augustine HH Tan

Description:
This course develops analytical skills indispensable for understanding macroeconomic developments in the global economy and assessing business and political risks arising from global macroeconomic changes. Participants will gain a practical knowledge of international trade, exchange rates, monetary and fiscal policies, money and prices. They will study the role of governments and international institutions in the global economy. The course will enhance their understanding of the complexity of the international political and economic environment and its impact on regional and global business. It will improve their ability to apply macroeconomic tools in diverse economic circumstances.
Subject: Design Thinking for Innovation (MGMT660)
Faculty: Ted Tschang

Description:
This course introduces design thinking and its application to developing new products, services and the organization of businesses. Design thinking is a way of thinking and a structured set of techniques for creating innovations. Design thinking is a hot area which has the aim to help companies large and small (e.g. startups) to change and innovate. Design thinking as practiced in this course partly follows from the IDEO approach (see for example, www.ideo.com), which blends creative thinking and logical or rational thinking, and involves a process consisting of the inspiration, ideation, and implementation sequence. It also involves underlying methods such as brainstorming, prototyping and systems thinking. Students will learn and apply design methodologies and frameworks, and apply them through exercises and projects.
Finance
Professional success is largely dependent on one’s success in managing differences and fostering collaboration among people and organizations. However, in today’s highly dynamic and complex managerial environment, which is marked by increasing interdependence and often by conflicts of interest, it can be extremely challenging to bring together the relevant “players” — internal and external stakeholders who have different interests, perceptions, attitudes, behaviours, or values — to forge efficient, profitable, and lasting agreements. Professionals who understand the science and practice of negotiation are much better equipped to navigate these differences and create agreements that advance their own interests, and also the interests of the other parties involved.
Description:

Professional success is largely dependent on one’s success in managing differences and fostering collaboration among people and organizations. However, in today’s highly dynamic and complex managerial environment, which is marked by increasing interdependence and often by conflicts of interest, it can be extremely challenging to bring together the relevant “players” — internal and external stakeholders who have different interests, perceptions, attitudes, behaviours, or values — to forge efficient, profitable, and lasting agreements. Professionals who understand the science and practice of negotiation are much better equipped to navigate these differences and create agreements that advance their own interests, and also the interests of the other parties involved.
Subject: Risk Management and Assurance (ACCT627)
Faculty: Foo See Liang

Description:

The purposes of this course are to provide participants with an overview of governance principles to achieve corporate objectives; the essentials of risk management to respond to threats affecting these objectives; and lastly, assurance principles and practices to assure the integrity of the governance and risk management frameworks. GRA is more than merely a set of policies, systems, processes and practices. Its fundamental thrust is to inculcate a culture of doing the right thing within the business and societal contexts.

This course adopts complementary strategic and stakeholders’ perspectives of GRA. The stakeholder approach is designed to expose participants to the conflicting roles, influence, power and objectives of the parties that contribute to the corporation’s value creation process.
Description:

This course is an interactive, activity-based exploration of the contemporary corporation. It’s goal is to foster ethical leadership in the corporate world by enabling students to recognise and negotiate different spheres of value in society. The course begins with an exploration of the history of the modern corporation, and continues week by week with investigations of contemporary corporate sectors, including energy, finance, retail, and food. Students will first learn to make visible the implicit values of the sphere of business, but rather than critique those values as is typical in most business ethics classes, instead students will learn to lead ethically by coming up with strategies to advance amongst competing and sometimes contradictory value spheres in society.
Subject: Valuation Techniques In Finance (FNCE697)
Faculty: Gennaro Bernile

Description:

The aim is to provide students with the tools to value any business proposition from any perspective and for any reason. The valuation techniques will be useful to estimate and manage value from the perspective of investors (small and large; short and long term; individual and institutional; insider and outsider), analysts (buy and sell side), accountants, and regulators/government agencies. These techniques will apply to the valuation of publicly traded (small and large; in developed and emerging economies; in manufacturing, technology, and service sectors) and private firms (for owners and investors PE, VC, and IPO) across their life-cycle (Start-up/Young, IPO, Mature, Declining). At the end of the module, there will be 1 valuation case report and presentation that are strictly team exercises. Each team will conduct an independent valuation of a business proposition (public or private company) that it will pitch to the investment committee (i.e., the rest of the class and myself) during a 15-minute slot.
Description:

An entry-level MBA beginning in a bank’s financial markets business is told (not entirely facetiously) by experienced co-workers to “forget everything you learned in University.” Indeed much of the first 2 years of learning in this business is under pressure to perform practical tasks with an understanding of the high-pressure environment in which one is working. To prepare students for what they are likely to experience upon entering the financial sector, this seminar covers the business elements of contemporary financial markets, focusing on the practical processes and the revenue strategies employed by banks in these markets.
Subject: Fixed Income (FNCE604)
Faculty: Ang Ser-Keng

Description:

The fixed income market in Asia is rather under-developed. Over the last decade significant progress has been made to spur the growth and development of the fixed income market. There still remain tremendous opportunities for growth in the area. This course examines in detail the fixed income securities (non-equity) market, which comprises instruments such as treasury (government), and corporate bonds. Instruments such as convertible bonds and various forms of securitizations will also be covered.

The course is designed to help participants understand the aspects of modern theory of finance and how these developments can be translated into prudent practices. The course will cover the primary market structuring parameters and pricing (which would include a discussion on term structure of interest), as well as secondary trading and pricing.

In addition to the theories of fixed income, the course also aims to provide participants with an understand of how investment banks originate, underwrite and trade these instruments, as well as how these origination efforts relate to the sales and marketing of other products and services sold to clients.
Description:

Derivatives are financial instruments that deliver cash flows based on the value of an external factor, such as the price of a physical commodity or financial asset. Derivatives have become a staple tool of the financial industry, giving rise to a wealth of innovative (and occasionally dangerous) financial engineering. This course will provide an introduction to the characteristics and properties of standard derivatives such as forwards, futures, options and swaps. We will investigate how derivatives can be used for financial hedging and speculation, and also how they should be priced in an arbitrage-free market.
Subject: Integrity, Responsibility, and Good Governance (LGST604)
Faculty: Eugene Tan

Description:
This course aims to sensitize participants to the issues and concerns of business ethics and social responsibility. It seeks to equip participants with the conceptual tools and thinking/ethical processes by which decisions are made and evaluated when businesses/individuals are confronted with ethical and moral dilemmas. It is also hoped that a good understanding of ethics can be applied to the development of frameworks and environments that promote good governance.
Subject: Managerial Accounting (ACCT 626)
Faculty: Hanno Roberts

Description:
The aim of this course is to introduce from a practical, hands-on perspective, the use of management accounting tools for planning, control and decision-making within for-profit business organizations. This course is focusing on the internal management of the firm, and how it can mobilize its resources to achieve optimal financial performance.
Subject: Valuation Techniques In Finance (FNCE697)
Faculty: Gennaro Bernile

Description:

The aim is to provide students with the tools to value any business proposition from any perspective and for any reason. The valuation techniques will be useful to estimate and manage value from the perspective of investors (small and large; short and long term; individual and institutional; insider and outsider), analysts (buy and sell side), accountants, and regulators/government agencies. These techniques will apply to the valuation of publicly traded (small and large; in developed and emerging economies; in manufacturing, technology, and service sectors) and private firms (for owners and investors PE, VC, and IPO) across their life-cycle (Start-up/Young, IPO, Mature, Declining). At the end of the module, there will be 1 valuation case report and presentation that are strictly team exercises. Each team will conduct an independent valuation of a business proposition (public or private company) that it will pitch to the investment committee (i.e., the rest of the class and myself) during a 15-minute slot.
Description:

This course serves to familiarize participants with the nuances of the M&A market. Specifically, it aims to explain the role that M&A play in corporate strategy development. In this respect, some of the related questions will be explored: Why firms undertake these transactions? What is the genesis of value in these transactions? How much value, if any, is created? Who gains from these transactions? What is the track record of value creation for M&A deals? How does M&A market relate to corporate restructuring?

An important focus is relating the theory to the practical aspect of a deal. Here, participants will be exposed to valuation techniques and issues; structuring considerations; aspects of M&A execution including negotiation strategies, due diligence, documentations, legal and regulatory issues. Post-acquisition integration which is a crucial part of M&A transactions will also be discussed. This course will be relevant for those planning to pursue a career in finance or general management in a corporate setting as well as those planning to pursue a career in private equity or at a deal intermediary, such as an investment bank. As such, there will be some discussions on how an investment bank organizes its corporate finance department and how this product fits with other parts of its capital raising business.
Subject: Strategic Decision Making (MGMT677)
Faculty: S. Noorein Inamdar

Description:
Making effective strategic decision in environments characterized by the popular acronym VUCA (Volatile, Uncertain, Complex and Ambiguous) has proven to be elusive. Specifically, the course will cover the following:

• A typology of the different types of decisions.
• Definition of strategic decision making and its unique characteristics
• A multi-dimensional framework to assist with making better decision including research from: neuroscience, decision theory, and social psychology
• Case examples on effective and ineffective decision making
• The aim of this session is to provide an understanding of what constitutes strategic deliberations and provide direction on how to make more effective strategic decisions. Since decision making is a skill that is a constant work-in-process, participants from diverse backgrounds and experience levels will benefit from this course.
Description:

The aim of this course is to introduce from a practical, hands-on perspective, the use of management accounting tools for planning, control and decision-making within for-profit business organizations. This course is focusing on the internal management of the firm, and how it can mobilize its resources to achieve optimal financial performance.
Description:
This finance elective provides a thorough grounding in the conceptual and practical aspects of the discipline of portfolio management, drawing on real-life examples from the world of institutional asset management, sell-side and buy-side investment analysis, and private wealth management. The course starts with an overview of the principal players in the asset management industry and how their particular objectives impact the practice of portfolio management. Next, students receive a hands-on introduction to the essential concepts of modern portfolio theory, covering the topics of risk and return, diversification, asset allocation and systematic portfolio construction. The course then zooms in on the two most prominent asset classes of equities and fixed income, covering the essentials of individual security analysis as well as portfolio management within these two traditional asset classes. Alternative asset classes are covered in separate sessions on hedge funds and private equity/venture capital. After an introduction to the topic of performance evaluation and manager selection, the course concludes with a session on the particular context of private wealth management. Throughout the course, special attention will be given to the asset management industry landscape in Asia.
Description:

The purposes of this course are to provide participants with an overview of governance principles to achieve corporate objectives; the essentials of risk management to respond to threats affecting these objectives; and lastly, assurance principles and practices to assure the integrity of the governance and risk management frameworks. GRA is more than merely a set of policies, systems, processes and practices. Its fundamental thrust is to inculcate a culture of doing the right thing within the business and societal contexts.

This course adopts complementary strategic and stakeholders’ perspectives of GRA. The stakeholder approach is designed to expose participants to the conflicting roles, influence, power and objectives of the parties that contribute to the corporation’s value creation process.
Subject: Entrepreneurial Finance (FNCE696)
Faculty: Ang Ser-Keng

Description:

Any successful business progresses through a life cycle from a start-up all the way to being a successful and mature firm. Growth firms often find financing one of the biggest hindrances to survival and growth. As such, an entrepreneur will often be confronted with the challenges of financing the firm to achieve growth and profitability objectives. Each financing choice have their own pros and cons, that may create additional opportunities or risks for the business venture.

Hence, understanding the choices available at each stage of the life cycle will be critical for the entrepreneur to chart the firm’s future.
Subject: Current Issues in the Global Economy (MGMT615)
Faculty: Augustine HH Tan

Description:
This course develops analytical skills indispensable for understanding macroeconomic developments in the global economy and assessing business and political risks arising from global macroeconomic changes. Participants will gain a practical knowledge of international trade, exchange rates, monetary and fiscal policies, money and prices. They will study the role of governments and international institutions in the global economy. The course will enhance their understanding of the complexity of the international political and economic environment and its impact on regional and global business. It will improve their ability to apply macroeconomic tools in diverse economic circumstances.
Subject: Advanced Cases in Corporate Finance (FNCE675)
Faculty: Gennaro Bernile

Description:
The course is designed to emphasize teamwork, which is required for producing written analytical reports and attaining successful negotiated outcomes. The course focuses on Market Value Balance Sheet (MVBS) analyses of specific problems and cases in financial economics. In particular, the students will learn to value and analyze intra-corporate and inter-corporate transactions, including advanced financial instruments in the context of corporate control contests, and understand related legal issues. There will be 3 case analyses and negotiations that are strictly team exercises. Depending on the specific topic, each team will be assigned a different “role” of the same case (e.g., a company engaging an investment banker; a company seeking to acquire another company; etc.). Each team will provide a written report for the case and conduct negotiations with other teams (depending on the perspective assigned) to close a deal on the corresponding transaction.
Subject: Hedge Funds (FNCE664)
Faculty: Melvyn Teo

Description:
This course serves as an introduction to the little known and fascinating world of hedge funds. The aim is to provide students with an understanding of the various hedge fund strategies and the risks that they are exposed to. By understanding the investment issues, agency problems, and operational constraints that hedge funds grapple with, students will be equipped with the skills to select hedge fund products. The course will be useful for aspiring chief investment officers, asset managers, private bankers, family office managers, prime brokers at investment banks, hedge fund managers, and hedge fund investors.
Subject: Asset Management (FNCE695)
Faculty: Guy Weyns

Description:

This finance elective provides a thorough grounding in the conceptual and practical aspects of the discipline of portfolio management, drawing on real-life examples from the world of institutional asset management, sell-side and buy-side investment analysis, and private wealth management. The course starts with an overview of the principal players in the asset management industry and how their particular objectives impact the practice of portfolio management. Next, students receive a hands-on introduction to the essential concepts of modern portfolio theory, covering the topics of risk and return, diversification, asset allocation and systematic portfolio construction. The course then zooms in on the two most prominent asset classes of equities and fixed income, covering the essentials of individual security analysis as well as portfolio management within these two traditional asset classes. Alternative asset classes are covered in separate sessions on hedge funds and private equity/venture capital. After an introduction to the topic of performance evaluation and manager selection, the course concludes with a session on the particular context of private wealth management. Throughout the course, special attention will be given to the asset management industry landscape in Asia.
Subject: Valuation Techniques In Finance (FNCE697)
Faculty: Gennaro Bernile

Description:
The aim is to provide students with the tools to value any business proposition from any perspective and for any reason. The valuation techniques will be useful to estimate and manage value from the perspective of investors (small and large; short and long term; individual and institutional; insider and outsider), analysts (buy and sell side), accountants, and regulators/government agencies. These techniques will apply to the valuation of publicly traded (small and large; in developed and emerging economies; in manufacturing, technology, and service sectors) and private firms (for owners and investors PE, VC, and IPO) across their life-cycle (Start-up/Young, IPO, Mature, Declining). At the end of the module, there will be 1 valuation case report and presentation that are strictly team exercises. Each team will conduct an independent valuation of a business proposition (public or private company) that it will pitch to the investment committee (i.e., the rest of the class and myself) during a 15-minute slot.
Description:

Any successful business progresses through a life cycle from a start-up all the way to being a successful and mature firm. Growth firms often find financing one of the biggest hindrances to survival and growth. As such, an entrepreneur will often be confronted with the challenges of financing the firm to achieve growth and profitability objectives. Each financing choice have their own pros and cons, that may create additional opportunities or risks for the business venture.

Hence, understanding the choices available at each stage of the life cycle will be critical for the entrepreneur to chart the firm’s future.
Supply Chain
Description:

Professional success is largely dependent on one’s success in managing differences and fostering collaboration among people and organizations. However, in today’s highly dynamic and complex managerial environment, which is marked by increasing interdependence and often by conflicts of interest, it can be extremely challenging to bring together the relevant “players” — internal and external stakeholders who have different interests, perceptions, attitudes, behaviours, or values — to forge efficient, profitable, and lasting agreements. Professionals who understand the science and practice of negotiation are much better equipped to navigate these differences and create agreements that advance their own interests, and also the interests of the other parties involved.
Description:
Professional success is largely dependent on one’s success in managing differences and fostering collaboration among people and organizations. However, in today’s highly dynamic and complex managerial environment, which is marked by increasing interdependence and often by conflicts of interest, it can be extremely challenging to bring together the relevant “players” — internal and external stakeholders who have different interests, perceptions, attitudes, behaviours, or values — to forge efficient, profitable, and lasting agreements. Professionals who understand the science and practice of negotiation are much better equipped to navigate these differences and create agreements that advance their own interests, and also the interests of the other parties involved.
Description:

This course is an interactive, activity-based exploration of the contemporary corporation. It’s goal is to foster ethical leadership in the corporate world by enabling students to recognise and negotiate different spheres of value in society. The course begins with an exploration of the history of the modern corporation, and continues week by week with investigations of contemporary corporate sectors, including energy, finance, retail, and food. Students will first learn to make visible the implicit values of the sphere of business, but rather than critique those values as is typical in most business ethics classes, instead students will learn to lead ethically by coming up with strategies to advance amongst competing and sometimes contradictory value spheres in society.
Description:

Matching supply with demand is a primary challenge for a firm: excess supply is too costly, inadequate supply angers customers. Matching supply to demand is easiest when a firm has a flexible supply process, but flexibility is generally expensive. In this course we will learn (1) how to assess the appropriate level of supply flexibility for a given industry and (2) explore strategies for economically increasing a firm’s supply flexibility. We will also study coordination and incentives across multiple firms in a supply chain. While quantitative models and decisions are part of this course, the emphasis is on the qualitative insights needed by general managers or management consultants. We will demonstrate that companies can use (and have used) the principles from this course to significantly enhance their competitiveness.
Description:

This course aims to sensitize participants to the issues and concerns of business ethics and social responsibility. It seeks to equip participants with the conceptual tools and thinking/ethical processes by which decisions are made and evaluated when businesses/individuals are confronted with ethical and moral dilemmas. It is also hoped that a good understanding of ethics can be applied to the development of frameworks and environments that promote good governance.
Description:

Successful orchestration of planning and execution processes across virtual and global supply chain networks is a critical success factor for today’s businesses. This necessitates tight information integration across the supply chain and a strong alignment between the supply chain and IT organizations. However, in reality, there is a distinct misalignment between these two functions, and a relative lack of understanding of the value IT brings. As the scale of IT investments grow and new disruptive technologies such as big data, mobility and cloud gain prominence, executives need to understand this ‘rift’ better, align IT strategy with supply chain and business strategy, and assess, in clear terms, the tangible and non-tangible benefits that IT can bring.

The focus of this course is to critically understand and evaluate the above topics. This is an integrative course that connects business and supply chain strategy, process analysis, IT capability development requirements, capital budgeting, project management and change management concepts to develop a clear framework and process for discovering the value potential of IT and ensuring value realization from IT investments.
Subject: Strategic Management in China (MGMT658)
Faculty: Heli Wang

Description:
The primary topic of this course is strategic management in the Chinese context, including that of both local Chinese companies and foreign companies operating in China, but with a somewhat greater focus on the former. The course has two primary features. First, it broadly encompasses three levels of strategies of companies competing in the Chinese context: business strategies, corporate strategies, and cross-border competitive strategies. Second, in analyzing the strategies of companies competing in the Chinese context, the course will take a comparative perspective. The key frameworks in strategic management are mostly developed in the West. Since there are fundamental differences in macro national environment, competitive industry, and firm strategic issues between China and the West, whether the existing frameworks are applicable to the Chinese context is thus a key concern. We shall discuss throughout the course the similarities and differences between strategic management issues in the West and in China.
Description:

Making effective strategic decision in environments characterized by the popular acronym VUCA (Volatile, Uncertain, Complex and Ambiguous) has proven to be elusive. Specifically, the course will cover the following:

• A typology of the different types of decisions.
• Definition of strategic decision making and its unique characteristics
• A multi-dimensional framework to assist with making better decision including research from: neuroscience, decision theory, and social psychology
• Case examples on effective and ineffective decision making
• The aim of this session is to provide an understanding of what constitutes strategic deliberations and provide direction on how to make more effective strategic decisions. Since decision making is a skill that is a constant work-in-process, participants from diverse backgrounds and experience levels will benefit from this course.
Description:

This course develops analytical skills indispensable for understanding macroeconomic developments in the global economy and assessing business and political risks arising from global macroeconomic changes. Participants will gain a practical knowledge of international trade, exchange rates, monetary and fiscal policies, money and prices. They will study the role of governments and international institutions in the global economy. The course will enhance their understanding of the complexity of the international political and economic environment and its impact on regional and global business. It will improve their ability to apply macroeconomic tools in diverse economic circumstances.
Subject: Design Thinking for Innovation (MGMT660)
Faculty: Ted Tschang

Description:
This course introduces design thinking and its application to developing new products, services and the organization of businesses. Design thinking is a way of thinking and a structured set of techniques for creating innovations. Design thinking is a hot area which has the aim to help companies large and small (e.g. startups) to change and innovate. Design thinking as practiced in this course partly follows from the IDEO approach (see for example, www.ideo.com), which blends creative thinking and logical or rational thinking, and involves a process consisting of the inspiration, ideation, and implementation sequence. It also involves underlying methods such as brainstorming, prototyping and systems thinking. Students will learn and apply design methodologies and frameworks, and apply them through exercises and projects.
Description:
As businesses move away from brick and motor and create new business models that are heavily reliant on technology. This course aims to provide students with the necessary skills to see how the world of business is changing and what are the critical elements of a technology enabled business.

The course would cover aspects relating to business models, financial aspects, supply chain management and technology leverage for management as well as consumer insights. The course would entail discussion around business strategies and financial models for e-commerce for risk management, the applications of consumer analytics to e-commerce, and the operational challenges and innovations in e-commerce fulfillment.

The course would be an eight week elective, each aspect covered over two weeks. The course would be offered across all the PGPP programs.
Marketing
Subject: Negotiating in Business A & B (OBHR602)
Faculty: Michael Benoliel

Description:
Professional success is largely dependent on one’s success in managing differences and fostering collaboration among people and organizations. However, in today’s highly dynamic and complex managerial environment, which is marked by increasing interdependence and often by conflicts of interest, it can be extremely challenging to bring together the relevant “players” — internal and external stakeholders who have different interests, perceptions, attitudes, behaviours, or values — to forge efficient, profitable, and lasting agreements. Professionals who understand the science and practice of negotiation are much better equipped to navigate these differences and create agreements that advance their own interests, and also the interests of the other parties involved.
Subject: Negotiating in Business (OBHR602)  
Faculty: Donald L. Ferrin

Description:
Professional success is largely dependent on one’s success in managing differences and fostering collaboration among people and organizations. However, in today’s highly dynamic and complex managerial environment, which is marked by increasing interdependence and often by conflicts of interest, it can be extremely challenging to bring together the relevant “players” — internal and external stakeholders who have different interests, perceptions, attitudes, behaviours, or values — to forge efficient, profitable, and lasting agreements. Professionals who understand the science and practice of negotiation are much better equipped to navigate these differences and create agreements that advance their own interests, and also the interests of the other parties involved.
Influence is the vehicle of successful cooperation and collaboration. Few activities happen in the workplace these days without mutual understanding, shared goals and joint effort. The thoughtful leader recognizes that influence is the strategic communication tool to motivate that shared purpose and collective innovation. The purpose of this course is to build an executive’s skill in using influence in a range of challenging managerial situations that demand collaboration and cooperation. The course draws on the vast body of persuasion research to offer insight into when and how influence works and what stymies some influence attempts. It provides participants a toolkit of strategies for undertaking fruitful influence.
Subject: Ethics, the Corporation and Social Value (MGMT664)
Faculty: Stefano Harney

Description:
*This course is an interactive, activity-based exploration of the contemporary corporation. It’s goal is to foster ethical leadership in the corporate world by enabling students to recognise and negotiate different spheres of value in society. The course begins with an exploration of the history of the modern corporation, and continues week by week with investigations of contemporary corporate sectors, including energy, finance, retail, and food. Students will first learn to make visible the implicit values of the sphere of business, but rather than critique those values as is typical in most business ethics classes, instead students will learn to lead ethically by coming up with strategies to advance amongst competing and sometimes contradictory value spheres in society.*
Subject: Crafting and Providing Services (MKTG613)
Faculty: Kapil R. Tuli

Description:

The specific objectives of the course are:

(i) to develop an understanding and appreciation of the key theoretical concepts and tools in the domain of services, and
(ii) to enhance the decision making skills related to multiple facets of marketing services.
Subject: Consumer Behaviour (MKTG607)
Faculty: Seshan Ramaswami

Description:
Consumer Behaviour (CB) is the inter-disciplinary science of understanding the impact of marketing actions on consumers. This course has been specially designed to convey the essence of the most important CB theories (from individual level to macro level), the most essential research techniques, and applications of both theories and research techniques to diagnose marketing problems and to arrive at solutions. This course will help you improve your ability to anticipate consumer reactions, to predict their responses and most importantly, to measure the ultimate impact on consumers. Students who wish to work in consulting or in branding/marketing/advertising in B2C firms may find this course useful.
Description:
Customer relationship management (CRM) is an important development within the field of marketing. If understood and implemented well, CRM can offer a company a significant competitive edge. This course is designed to help managers gain a good understanding of CRM concepts and to effectively put CRM into practice. For CRM to be effective, it must be holistically implemented within the organization. The high rate of CRM failures in companies today is a consequence of this not done. The aim of the course is to present a holistic view of CRM, covering its various perspectives including strategic, operational, analytical and collaborative.
Subject: Integrity, Responsibility, and Good Governance (LGST604)
Faculty: Eugene Tan

Description:
This course aims to sensitize participants to the issues and concerns of business ethics and social responsibility. It seeks to equip participants with the conceptual tools and thinking/ethical processes by which decisions are made and evaluated when businesses/individuals are confronted with ethical and moral dilemmas. It is also hoped that a good understanding of ethics can be applied to the development of frameworks and environments that promote good governance.
Subject: Applied Marketing Research and Analytics (MKTG622)
Faculty: Sandeep R. Chandukala

Description:
This course takes students through various advanced marketing decision analyses to better understand the marketplace. The information provided in this course will help students in honing their analytical and problem solving abilities, which in turn should enhance their future success as a manager, regardless of the company they join after completion of SMU’s MBA program. In view of this, course participants will learn to:

• Understand various types of statistical and economic analysis applied to marketing data.
• Define and understand market segments, brand positioning, product, pricing and advertising strategies.
• Show how data can be used in managerial decision-making.
• Use predictive and decision-based analytics software to organize and analyze data.
• Clearly communicate the managerial insights and appreciate how marketing research impacts business decisions.
Description:
The Big Picture is an integrated Framework that helps marketers transforms the way they analyze and solve the challenges and opportunities they face in their business. The framework takes the form of a funnel, where each successive set of decisions brings increased focus to the strategy development and implementation planning process.

The framework is a critical link between the product-market decision made in Corporate Strategy and its translation into the 4P’s of marketing for effective execution. The Big Picture Framework is useful to connect strategy with practical decisions in marketing.
Description:

Making effective strategic decision in environments characterized by the popular acronym VUCA (Volatile, Uncertain, Complex and Ambiguous) has proven to be elusive. Specifically, the course will cover the following:

- A typology of the different types of decisions.
- Definition of strategic decision making and its unique characteristics
- A multi-dimensional framework to assist with making better decision including research from: neuroscience, decision theory, and social psychology
- Case examples on effective and ineffective decision making
- The aim of this session is to provide an understanding of what constitutes strategic deliberations and provide direction on how to make more effective strategic decisions. Since decision making is a skill that is a constant work-in-process, participants from diverse backgrounds and experience levels will benefit from this course.
Subject: Competitive Advantage (MGMT678)
Faculty: Adel F Dimian

Description:
This course introduces students to the theoretical concepts and analytical tools required for understanding competitive advantage. Topics covered include a review of external and internal environmental analyses, business-and corporate-level strategies, and competitive dynamic. The outcome of competitive advantage will be studied via simulation. This course emphasizes the application of theory to the real world competitive issues. Students are encouraged to synthesize their existing knowledge and experience in various industries into a comprehensive understanding of competitive strategy and firm advantage.
Description:

This course develops analytical skills indispensable for understanding macroeconomic developments in the global economy and assessing business and political risks arising from global macroeconomic changes. Participants will gain a practical knowledge of international trade, exchange rates, monetary and fiscal policies, money and prices. They will study the role of governments and international institutions in the global economy. The course will enhance their understanding of the complexity of the international political and economic environment and its impact on regional and global business. It will improve their ability to apply macroeconomic tools in diverse economic circumstances.
Description:
As businesses move away from brick and motor and create new business models that are heavily reliant on technology. This course aims to provide students with the necessary skills to see how the world of business is changing and what are the critical elements of a technology enabled business.

The course would cover aspects relating to business models, financial aspects, supply chain management and technology leverage for management as well as consumer insights. The course would entail discussion around business strategies and financial models for e-commerce for risk management, the applications of consumer analytics to e-commerce, and the operational challenges and innovations in e-commerce fulfillment

The course would be an eight week elective, each aspect covered over two weeks. The course would be offered across all the PGPP programs.
Subject: Design Thinking for Innovation (MGMT660)
Faculty: Ted Tschang

Description:
This course introduces design thinking and its application to developing new products, services and the organization of businesses. Design thinking is a way of thinking and a structured set of techniques for creating innovations. Design thinking is a hot area which has the aim to help companies large and small (e.g. startups) to change and innovate. Design thinking as practiced in this course partly follows from the IDEO approach (see for example, www.ideo.com), which blends creative thinking and logical or rational thinking, and involves a process consisting of the inspiration, ideation, and implementation sequence. It also involves underlying methods such as brainstorming, prototyping and systems thinking. Students will learn and apply design methodologies and frameworks, and apply them through exercises and projects.
Description:
This new media presents many challenges to marketing professionals. Where once much of the ad spend devoted to traditional media was typically one way (i.e. from the firm to the consumer), the explosion of social media demands a two way conversation. The increasing use of user generated content and the platforms that facilitate their influence means that the firm does not have control on what messages are being circulated about the firm and its brands. Understanding the digital technologies, the social media tools and the mechanisms by which consumers get influenced is important in developing future marketing communication strategies. This course provides frameworks to understand the new digital marketing landscape and mechanisms on how firms can effectively develop their digital marketing strategies.
Subject: Crafting and Providing Services (MKTG613)
Faculty: Kapil R. Tuli

Description:

The specific objectives of the course are:

(i) to develop an understanding and appreciation of the key theoretical concepts and tools in the domain of services, and

(ii) to enhance the decision making skills related to multiple facets of marketing services.
Subject: Creative & Critical Thinking (MGMT649)
Faculty: Mark Nowacki

Description:

This course delivers an understanding of how critical thinking occurs in the creative mind and organization leader. Participants are led through the practical and theoretical frameworks of abductive thinking (the logic of what might be), inductive thinking (proving by observation that something works), and deductive thinking (proving by reason that something must be). Data collection and the interpretation of patterns and interactions are explored. The use of decision-making tools within these experiential frameworks and game models elucidate key learning outcomes. The focus is on cultivating skills that will be of long-term practical use.
Subject: Competitive Advantage (MGMT678)
Faculty: Adel F Dimian

Description:
This course introduces students to the theoretical concepts and analytical tools required for understanding competitive advantage. Topics covered include a review of external and internal environmental analyses, business-and corporate-level strategies, and competitive dynamic. The outcome of competitive advantage will be studied via simulation. This course emphasizes the application of theory to the real world competitive issues. Students are encouraged to synthesize their existing knowledge and experience in various industries into a comprehensive understanding of competitive strategy and firm advantage.
Subject: Applied Marketing Research and Analytics (MKTG622)
Faculty: Sandeep R. Chandukala

Description:
This course takes students through various advanced marketing decision analyses to better understand the marketplace. The information provided in this course will help students in honing their analytical and problem solving abilities, which in turn should enhance their future success as a manager, regardless of the company they join after completion of SMU’s MBA program. In view of this, course participants will learn to:

- Understand various types of statistical and economic analysis applied to marketing data.
- Define and understand market segments, brand positioning, product, pricing and advertising strategies.
- Show how data can be used in managerial decision-making.
- Use predictive and decision-based analytics software to organize and analyze data.
- Clearly communicate the managerial insights and appreciate how marketing research impacts business decisions.
Business Development
Subject: Negotiating in Business A & B (OBHR602)
Faculty: Michael Benoliel

Description:

Professional success is largely dependent on one’s success in managing differences and fostering collaboration among people and organizations. However, in today’s highly dynamic and complex managerial environment, which is marked by increasing interdependence and often by conflicts of interest, it can be extremely challenging to bring together the relevant “players” — internal and external stakeholders who have different interests, perceptions, attitudes, behaviours, or values — to forge efficient, profitable, and lasting agreements. Professionals who understand the science and practice of negotiation are much better equipped to navigate these differences and create agreements that advance their own interests, and also the interests of the other parties involved.
Description:

*Professional success is largely dependent on one’s success in managing differences and fostering collaboration among people and organizations. However, in today’s highly dynamic and complex managerial environment, which is marked by increasing interdependence and often by conflicts of interest, it can be extremely challenging to bring together the relevant “players” — internal and external stakeholders who have different interests, perceptions, attitudes, behaviours, or values — to forge efficient, profitable, and lasting agreements. Professionals who understand the science and practice of negotiation are much better equipped to navigate these differences and create agreements that advance their own interests, and also the interests of the other parties involved.*
Subject: Influence (COMM637)
Faculty: Susheela A Varghese

Description:

Influence is the vehicle of successful cooperation and collaboration. Few activities happen in the workplace these days without mutual understanding, shared goals and joint effort. The thoughtful leader recognizes that influence is the strategic communication tool to motivate that shared purpose and collective innovation. The purpose of this course is to build an executive’s skill in using influence in a range of challenging managerial situations that demand collaboration and cooperation. The course draws on the vast body of persuasion research to offer insight into when and how influence works and what stymies some influence attempts. It provides participants a toolkit of strategies for undertaking fruitful influence.
Subject: Customer Relationship Management (MKTG608)
Faculty: Raymond Teo

Description:
Customer relationship management (CRM) is an important development within the field of marketing. If understood and implemented well, CRM can offer a company a significant competitive edge. This course is designed to help managers gain a good understanding of CRM concepts and to effectively put CRM into practice. For CRM to be effective, it must be holistically implemented within the organization. The high rate of CRM failures in companies today is a consequence of this not done. The aim of the course is to present a holistic view of CRM, covering its various perspectives including strategic, operational, analytical and collaborative.
Description:

*This course is an interactive, activity-based exploration of the contemporary corporation. Its goal is to foster ethical leadership in the corporate world by enabling students to recognize and negotiate different spheres of value in society.* The course begins with an exploration of the history of the modern corporation, and continues week by week with investigations of contemporary corporate sectors, including energy, finance, retail, and food. *Students will first learn to make visible the implicit values of the sphere of business, but rather than critique those values as is typical in most business ethics classes, instead students will learn to lead ethically by coming up with strategies to advance amongst competing and sometimes contradictory value spheres in society.*
Subject: Strategy And Organization For The Multi-business Firm (MGMT676)
Faculty: Kannan Srikanth

Description:
Most large companies, and many quite small ones, are not single businesses but ‘multi-business groups’: i.e., a portfolio of more or less separate strategic business units (SBU) under a single corporate umbrella. The primary aim of this course is to help students gain an organization design perspective on challenges in corporate strategy and introduces toolkits for developing superior ones. This course builds on the foundations of the core strategy course and significantly extends it to managing a portfolio of businesses. It is likely to be a useful complement to courses on corporate finance by providing insights from a strategic perspective. The course is particularly useful for those intending to advise, work in and eventually lead Corporate Headquarters (business development managers; management consulting) as well as those who intend to evaluate said strategies (analysts and investment bankers).
Subject: Consumer Behaviour (MKTG607)
Faculty: Seshan Ramaswami

Description:
Consumer Behaviour (CB) is the inter-disciplinary science of understanding the impact of marketing actions on consumers. This course has been specially designed to convey the essence of the most important CB theories (from individual level to macro level), the most essential research techniques, and applications of both theories and research techniques to diagnose marketing problems and to arrive at solutions. This course will help you improve your ability to anticipate consumer reactions, to predict their responses and most importantly, to measure the ultimate impact on consumers. Students who wish to work in consulting or in branding/marketing/advertising in B2C firms may find this course useful.
Subject: Supply Chain Management (OPIM614)
Faculty: Holly Ott

Description:
Matching supply with demand is a primary challenge for a firm: excess supply is too costly, inadequate supply angers customers. Matching supply to demand is easiest when a firm has a flexible supply process, but flexibility is generally expensive. In this course we will learn (1) how to assess the appropriate level of supply flexibility for a given industry and (2) explore strategies for economically increasing a firm’s supply flexibility. We will also study coordination and incentives across multiple firms in a supply chain. While quantitative models and decisions are part of this course, the emphasis is on the qualitative insights needed by general managers or management consultants. We will demonstrate that companies can use (and have used) the principles from this course to significantly enhance their competitiveness.
Subject: Integrity, Responsibility, and Good Governance (LGST604)  
Faculty: Eugene Tan  

Description:  
This course aims to sensitize participants to the issues and concerns of business ethics and social responsibility. It seeks to equip participants with the conceptual tools and thinking/ethical processes by which decisions are made and evaluated when businesses/individuals are confronted with ethical and moral dilemmas. It is also hoped that a good understanding of ethics can be applied to the development of frameworks and environments that promote good governance.
Subject: Strategic Management in China (MGMT658)
Faculty: Heli Wang

Description:
The primary topic of this course is strategic management in the Chinese context, including that of both local Chinese companies and foreign companies operating in China, but with a somewhat greater focus on the former. The course has two primary features. First, it broadly encompasses three levels of strategies of companies competing in the Chinese context: business strategies, corporate strategies, and cross-border competitive strategies. Second, in analyzing the strategies of companies competing in the Chinese context, the course will take a comparative perspective. The key frameworks in strategic management are mostly developed in the West. Since there are fundamental differences in macro national environment, competitive industry, and firm strategic issues between China and the West, whether the existing frameworks are applicable to the Chinese context is thus a key concern. We shall discuss throughout the course the similarities and differences between strategic management issues in the West and in China.
Subject: Strategic Decision Making (MGMT677)
Faculty: S. Noorein Inamdar

Description:
Making effective strategic decision in environments characterized by the popular acronym VUCA (Volatile, Uncertain, Complex and Ambiguous) has proven to be elusive. Specifically, the course will cover the following:

• A typology of the different types of decisions.
• Definition of strategic decision making and its unique characteristics
• A multi-dimensional framework to assist with making better decision including research from: neuroscience, decision theory, and social psychology
• Case examples on effective and ineffective decision making
• The aim of this session is to provide an understanding of what constitutes strategic deliberations and provide direction on how to make more effective strategic decisions. Since decision making is a skill that is a constant work-in-process, participants from diverse backgrounds and experience levels will benefit from this course.
Subject: Competitive Advantage (MGMT678)
Faculty: Adel F Dimian

Description:
This course introduces students to the theoretical concepts and analytical tools required for understanding competitive advantage. Topics covered include a review of external and internal environmental analyses, business-and corporate-level strategies, and competitive dynamic. The outcome of competitive advantage will be studied via simulation. This course emphasizes the application of theory to the real world competitive issues. Students are encouraged to synthesize their existing knowledge and experience in various industries into a comprehensive understanding of competitive strategy and firm advantage.
Subject: Strategy And Organization For The Multi-business Firm (MGMT676)
Faculty: Kannan Srikanth

Description:
Most large companies, and many quite small ones, are not single businesses but ‘multi-business groups’: i.e., a portfolio of more or less separate strategic business units (SBU) under a single corporate umbrella. The primary aim of this course is to help students gain an organization design perspective on challenges in corporate strategy and introduces toolkits for developing superior ones. This course builds on the foundations of the core strategy course and significantly extends it to managing a portfolio of businesses. It is likely to be a useful complement to courses on corporate finance by providing insights from a strategic perspective. The course is particularly useful for those intending to advise, work in and eventually lead Corporate Headquarters (business development managers; management consulting) as well as those who intend to evaluate said strategies (analysts and investment bankers).
Description:

*Any successful business progresses through a life cycle from a start-up all the way to being a successful and mature firm.* Growth firms often find financing one of the biggest hindrances to survival and growth. As such, an entrepreneur will often be confronted with the challenges of financing the firm to achieve growth and profitability objectives. Each financing choice have their own pros and cons, that may create additional opportunities or risks for the business venture.

*Hence, understanding the choices available at each stage of the life cycle will be critical for the entrepreneur to chart the firm’s future.*
Subject: Current Issues in the Global Economy (MGMT615)
Faculty: Augustine HH Tan

Description:
This course develops analytical skills indispensable for understanding macroeconomic developments in the global economy and assessing business and political risks arising from global macroeconomic changes. Participants will gain a practical knowledge of international trade, exchange rates, monetary and fiscal policies, money and prices. They will study the role of governments and international institutions in the global economy. The course will enhance their understanding of the complexity of the international political and economic environment and its impact on regional and global business. It will improve their ability to apply macroeconomic tools in diverse economic circumstances.
Subject: Design Thinking for Innovation (MGMT660)
Faculty: Ted Tschang

Description:

This course introduces design thinking and its application to developing new products, services and the organization of businesses. Design thinking is a way of thinking and a structured set of techniques for creating innovations. Design thinking is a hot area which has the aim to help companies large and small (e.g. startups) to change and innovate. Design thinking as practiced in this course partly follows from the IDEO approach (see for example, www.ideo.com), which blends creative thinking and logical or rational thinking, and involves a process consisting of the inspiration, ideation, and implementation sequence. It also involves underlying methods such as brainstorming, prototyping and systems thinking. Students will learn and apply design methodologies and frameworks, and apply them through exercises and projects.
Subject: Creative & Critical Thinking (MGMT649)
Faculty: Mark Nowacki

Description:
This course delivers an understanding of how critical thinking occurs in the creative mind and organization leader. Participants are led through the practical and theoretical frameworks of abductive thinking (the logic of what might be), inductive thinking (proving by observation that something works), and deductive thinking (proving by reason that something must be). Data collection and the interpretation of patterns and interactions are explored. The use of decision-making tools within these experiential frameworks and game models elucidate key learning outcomes. The focus is on cultivating skills that will be of long-term practical use.
Subject: Competitive Advantage (MGMT678)
Faculty: Adel F Dimian

Description:
This course introduces students to the theoretical concepts and analytical tools required for understanding competitive advantage. Topics covered include a review of external and internal environmental analyses, business-and corporate-level strategies, and competitive dynamic. The outcome of competitive advantage will be studied via simulation. This course emphasizes the application of theory to the real world competitive issues. Students are encouraged to synthesize their existing knowledge and experience in various industries into a comprehensive understanding of competitive strategy and firm advantage.
Subject: Entrepreneurial Finance (FNCE696)
Faculty: Ang Ser-Keng

Description:

Any successful business progresses through a life cycle from a start-up all the way to being a successful and mature firm. Growth firms often find financing one of the biggest hindrances to survival and growth. As such, an entrepreneur will often be confronted with the challenges of financing the firm to achieve growth and profitability objectives. Each financing choice have their own pros and cons, that may create additional opportunities or risks for the business venture.

Hence, understanding the choices available at each stage of the life cycle will be critical for the entrepreneur to chart the firm’s future.
Consulting
Description:

Professional success is largely dependent on one’s success in managing differences and fostering collaboration among people and organizations. However, in today’s highly dynamic and complex managerial environment, which is marked by increasing interdependence and often by conflicts of interest, it can be extremely challenging to bring together the relevant “players” — internal and external stakeholders who have different interests, perceptions, attitudes, behaviours, or values — to forge efficient, profitable, and lasting agreements. Professionals who understand the science and practice of negotiation are much better equipped to navigate these differences and create agreements that advance their own interests, and also the interests of the other parties involved.
Consulting

Subject: Negotiating in Business (OBHR602)
Faculty: Donald L. Ferrin

Description:

*Professional success is largely dependent on one’s success in managing differences and fostering collaboration among people and organizations. However, in today’s highly dynamic and complex managerial environment, which is marked by increasing interdependence and often by conflicts of interest, it can be extremely challenging to bring together the relevant “players” — internal and external stakeholders who have different interests, perceptions, attitudes, behaviours, or values — to forge efficient, profitable, and lasting agreements. Professionals who understand the science and practice of negotiation are much better equipped to navigate these differences and create agreements that advance their own interests, and also the interests of the other parties involved.*
Description:

Influence is the vehicle of successful cooperation and collaboration. Few activities happen in the workplace these days without mutual understanding, shared goals and joint effort. The thoughtful leader recognizes that influence is the strategic communication tool to motivate that shared purpose and collective innovation. The purpose of this course is to build an executive’s skill in using influence in a range of challenging managerial situations that demand collaboration and cooperation. The course draws on the vast body of persuasion research to offer insight into when and how influence works and what stymies some influence attempts. It provides participants a toolkit of strategies for undertaking fruitful influence.
Subject: Ethics, the Corporation and Social Value (MGMT664)
Faculty: Stefano Harney

Description:
This course is an interactive, activity-based exploration of the contemporary corporation. It’s goal is to foster ethical leadership in the corporate world by enabling students to recognise and negotiate different spheres of value in society. The course begins with an exploration of the history of the modern corporation, and continues week by week with investigations of contemporary corporate sectors, including energy, finance, retail, and food. Students will first learn to make visible the implicit values of the sphere of business, but rather than critique those values as is typical in most business ethics classes, instead students will learn to lead ethically by coming up with strategies to advance amongst competing and sometimes contradictory value spheres in society.
Consulting

Subject: Implementing Strategy Through People A & B (MGMT675)
Faculty: Rick Smith / Fermin Diez

Description:

*Human Capital is often a hidden source of competitive advantage and differentiation in the marketplace. In this course we will take a consulting approach to examine the strategic elements that are critical for top management attention. We will understand the people-side of business in the context of business strategies (Merger/Acquisition, Growth, Cost-Cutting, Global Expansion, etc.). Today’s greatest business challenges are often associated with managing the greatest asset that somehow does not appear on the balance sheet: Human Capital. Progressive top executives are increasingly looking at new ways of unlocking the potential of their people to optimize the knowledge, innovation, and motivation of their workforces. After all, it is often the people that make the difference in today’s globally competitive markets.*
Consulting

Subject: Strategy And Organization For The Multi-business Firm (MGMT676)
Faculty: Kannan Srikanth

Description:
Most large companies, and many quite small ones, are not single businesses but ‘multi-business groups’: i.e., a portfolio of more or less separate strategic business units (SBU) under a single corporate umbrella. The primary aim of this course is to help students gain an organization design perspective on challenges in corporate strategy and introduces toolkits for developing superior ones. This course builds on the foundations of the core strategy course and significantly extends it to managing a portfolio of businesses. It is likely to be a useful complement to courses on corporate finance by providing insights from a strategic perspective. The course is particularly useful for those intending to advise, work in and eventually lead Corporate Headquarters (business development managers; management consulting) as well as those who intend to evaluate said strategies (analysts and investment bankers).
Subject: Strategy Consulting (MGMT666)  
Faculty: Howard Thomas  
Dates: 21 - 23 Sep, 9 & 23 Oct, 6 & 13 Nov  

Description:

The course provides students with a framework of strategic management consulting as grounded in theory and applied by consulting firms globally. It challenge participants to an actual and current strategic issue and student teams will apply structured problem solving approaches in an iterative and competitive process coached by Prof Thomas.

Students will go through the steps of the consulting process, generating data, analysis, ideas and strategic recommendations for a company. They will then present these recommendations to a group of company executives in the format of a case-competition. Two top teams will be given the opportunity to present to company’s senior leadership.
Description:

This course aims to sensitize participants to the issues and concerns of business ethics and social responsibility. It seeks to equip participants with the conceptual tools and thinking/ethical processes by which decisions are made and evaluated when businesses/individuals are confronted with ethical and moral dilemmas. It is also hoped that a good understanding of ethics can be applied to the development of frameworks and environments that promote good governance.
Description:

The course provides students with a framework of strategic management consulting as grounded in theory and applied by consulting firms globally. It challenges participants to an actual and current strategic issue and student teams will apply structured problem solving approaches in an iterative and competitive process coached by Prof Thomas.

Students will go through the steps of the consulting process, generating data, analysis, ideas and strategic recommendations for a company. They will then present these recommendations to a group of company executives in the format of a case-competition. Two top teams will be given the opportunity to present to company’s senior leadership.
Subject: Supply Chains and IT  Bridging the Rift and Extracting Value (OPIM616)
Faculty: Kaushik Ghatak

Description:
Successful orchestration of planning and execution processes across virtual and global supply chain networks is a critical success factor for today’s businesses. This necessitates tight information integration across the supply chain and a strong alignment between the supply chain and IT organizations. However, in reality, there is a distinct misalignment between these two functions, and a relative lack of understanding of the value IT brings. As the scale of IT investments grow and new disruptive technologies such as big data, mobility and cloud gain prominence, executives need to understand this ‘rift’ better, align IT strategy with supply chain and business strategy, and assess, in clear terms, the tangible and non-tangible benefits that IT can bring.

The focus of this course is to critically understand and evaluate the above topics. This is an integrative course that connects business and supply chain strategy, process analysis, IT capability development requirements, capital budgeting, project management and change management concepts to develop a clear framework and process for discovering the value potential of IT and ensuring value realization from IT investments.
Subject: Strategic Decision Making (MGMT677)
Faculty: S. Noorein Inamdar

Description:
Making effective strategic decision in environments characterized by the popular acronym VUCA (Volatile, Uncertain, Complex and Ambiguous) has proven to be elusive. Specifically, the course will cover the following:

• A typology of the different types of decisions.
• Definition of strategic decision making and its unique characteristics
• A multi-dimensional framework to assist with making better decision including research from: neuroscience, decision theory, and social psychology
• Case examples on effective and ineffective decision making
• The aim of this session is to provide an understanding of what constitutes strategic deliberations and provide direction on how to make more effective strategic decisions. Since decision making is a skill that is a constant work-in-process, participants from diverse backgrounds and experience levels will benefit from this course.
Subject: Competitive Advantage (MGMT678)
Faculty: Adel F Dimian

Description:
This course introduces students to the theoretical concepts and analytical tools required for understanding competitive advantage. Topics covered include a review of external and internal environmental analyses, business-and corporate-level strategies, and competitive dynamic. The outcome of competitive advantage will be studied via simulation. This course emphasizes the application of theory to the real world competitive issues. Students are encouraged to synthesize their existing knowledge and experience in various industries into a comprehensive understanding of competitive strategy and firm advantage.
Consulting

Subject: Implementing Strategy Through People A & B (MGMT675)
Faculty: Rick Smith / Fermin Diez

Description:

Human Capital is often a hidden source of competitive advantage and differentiation in the marketplace. In this course we will take a consulting approach to examine the strategic elements that are critical for top management attention. We will understand the people-side of business in the context of business strategies (Merger/Acquisition, Growth, Cost-Cutting, Global Expansion, etc.). Today’s greatest business challenges are often associated with managing the greatest asset that somehow does not appear on the balance sheet: Human Capital. Progressive top executives are increasingly looking at new ways of unlocking the potential of their people to optimize the knowledge, innovation, and motivation of their workforces. After all, it is often the people that make the difference in today’s globally competitive markets.
Subject: Strategy And Organization For The Multi-business Firm (MGMT 676)
Faculty: Kannan Srikanth

Description:
Most large companies, and many quite small ones, are not single businesses but ‘multi-business groups’: i.e., a portfolio of more or less separate strategic business units (SBU) under a single corporate umbrella. The primary aim of this course is to help students gain an organization design perspective on challenges in corporate strategy and introduces toolkits for developing superior ones. This course builds on the foundations of the core strategy course and significantly extends it to managing a portfolio of businesses. It is likely to be a useful complement to courses on corporate finance by providing insights from a strategic perspective. The course is particularly useful for those intending to advise, work in and eventually lead Corporate Headquarters (business development managers; management consulting) as well as those who intend to evaluate said strategies (analysts and investment bankers).
Subject: Current Issues in the Global Economy (MGMT615)
Faculty: Augustine HH Tan

Description:
This course develops analytical skills indispensable for understanding macroeconomic developments in the global economy and assessing business and political risks arising from global macroeconomic changes. Participants will gain a practical knowledge of international trade, exchange rates, monetary and fiscal policies, money and prices. They will study the role of governments and international institutions in the global economy. The course will enhance their understanding of the complexity of the international political and economic environment and its impact on regional and global business. It will improve their ability to apply macroeconomic tools in diverse economic circumstances.
Description:

*The course provides students with a framework of strategic management consulting as grounded in theory and applied by consulting firms globally. It challenges participants to an actual and current strategic issue and student teams will apply structured problem solving approaches in an iterative and competitive process coached by Prof Thomas.*

*Students will go through the steps of the consulting process, generating data, analysis, ideas and strategic recommendations for a company. They will then present these recommendations to a group of company executives in the format of a case-competition. Two top teams will be given the opportunity to present to company’s senior leadership.*
Description:
This course introduces design thinking and its application to developing new products, services and the organization of businesses. Design thinking is a way of thinking and a structured set of techniques for creating innovations. Design thinking is a hot area which has the aim to help companies large and small (e.g. startups) to change and innovate. Design thinking as practiced in this course partly follows from the IDEO approach (see for example, www.ideo.com), which blends creative thinking and logical or rational thinking, and involves a process consisting of the inspiration, ideation, and implementation sequence. It also involves underlying methods such as brainstorming, prototyping and systems thinking. Students will learn and apply design methodologies and frameworks, and apply them through exercises and projects.
Subject: Creative & Critical Thinking (MGMT649)
Faculty: Mark Nowacki

Description:
This course delivers an understanding of how critical thinking occurs in the creative mind and organization leader. Participants are led through the practical and theoretical frameworks of abductive thinking (the logic of what might be), inductive thinking (proving by observation that something works), and deductive thinking (proving by reason that something must be). Data collection and the interpretation of patterns and interactions are explored. The use of decision-making tools within these experiential frameworks and game models elucidate key learning outcomes. The focus is on cultivating skills that will be of long-term practical use.
Description:
This course introduces students to the theoretical concepts and analytical tools required for understanding competitive advantage. Topics covered include a review of external and internal environmental analyses, business-and corporate-level strategies, and competitive dynamic. The outcome of competitive advantage will be studied via simulation. This course emphasizes the application of theory to the real world competitive issues. Students are encouraged to synthesize their existing knowledge and experience in various industries into a comprehensive understanding of competitive strategy and firm advantage.
Exchanges, Business Study Missions (BSMs) & Seminars
Country: Vietnam (1 credit)
Awarding: Pass / Fail

Description:
This course is designed to provide students with a rich understanding of business practices in a world region of great significance in global commerce, particularly for the future. You will gain background knowledge of the history, culture, politics, and economics of Vietnam, followed by direct experience through a study tour to important business centres in the area.
Country: Philippines (1 credit)
Awarding : Pass / Fail

Description:
This course is designed to provide students with a rich understanding of business practices in a world region of great significance in global commerce particularly for the future. You will gain background knowledge of the history, culture, politics, and economics of Philippines, followed by direct experience through a study tour to important business centres in the area.
University: Seoul National University  SNU (1 credit)
Awarding : Pass / Fail
Topic: Doing Business in Korea

Description:
This course gives an overview of doing business in Korea, including an introduction to the Korean economy, history and culture. Lectures and seminars on a wide range of functional areas draw out some differences between this region and others.
Overview:

- Consulting and Influencing Skills: This highly interactional course provides students with a range of tools and skills to master today’s leadership and consulting challenges. Students will learn key consulting frameworks and approaches and use negotiation techniques to practice their cross-cultural skills. Professional role-players will work in small group scenarios with the students to enhance their insights and skills regarding entry, rapport-building, contracting and joint analysis in the consulting process. In addition, highly experienced commercial consultants will present and use some of their psychometric tools in order to allow students to understand how to work more professionally with clients.

- Company Visit: We will visit the site of a leading organization to explore their business models and corporate success factors. In the discussion the British and global contexts will be reflected and lessons for working in other countries will be explored. While it is not clear as yet which company we will visit, we will aim for major manufacturing organizations such as Rolls-Royce, GlaxoSmithKline or BMW.

- London: On the last day we will visit London. This trip may include a further, shorter company visit. Time permitting, we will make arrangements for the students to explore the cultural and tourism highlights of the British capital.
University: IE Business School Spain (1 Credit)
Awarding: Pass / Fail

Topics (TBA):
• New Venture Creation
• Strategic Foresight: Navigating Uncertainty
• Luxury Goods Management
University: Keio Business School (4 credits)
Awarding : Pass / Fail

Period: 1 September - 26 December 2015

Electives Courses at Keio:
• Management Control in Japan
• Management Science and Decision Making
• Uncertainty and Management in Organisations
• Business Logistics
• International Economy and Emerging Markets
• Strategic Management with Social Impacts
• Innovation Management: Asian Way
• Individual Field Study (Upon Request)

Students are required to take at least 4 courses.
Term Exchanges

University: University of British Columbia, Sauder School of Business (2 - 4 credits)
Awarding: Pass / Fail

Period: 8 September - 17 October 2015, 2 November - 12 December 2015

Elective Courses at University of British Columbia (subjected to changes):

• Intrapreneurship
• Taxation and Decision Making
• Managing Change
• E-Business Strategies
• Consulting Simulation
• Mergers and Acquisitions
• Risk Management
• International Finance Management
• Real Estate Investment Analysis
• Introduction to Healthcare Management
• New Product Development
• Internet Marketing
• Supply Chain Analytics
Topic: Advanced Certificate in Trading (no credit)

Description:
Advanced Certificate in Trading is offered by the International Trading Centre@SMU to all students undergoing SMU’s MBA programme with the aim of equipping them with the working knowledge they require to facilitate their transition into the trading sector. Engagements with various industry stakeholders in Singapore have revealed that a common challenge they face in talent recruitment is the lack of breadth in knowledge of the trading value chain by potential hires. Consequently, these candidates are unable to appreciate how value can be further developed and captured for the organisation.

The programme will encompass topics that are crucial to understanding the trading value chain, including subjects such as shipping, commodities knowledge, trade related competencies, risk management and law.
Everyday we hear about an established company forced into a major transformation, an entire industry in disruption or a global market phenomenon triggered by a technological innovation. We are in the middle of a fundamental transition started by the advent of the Internet and currently referred as The Internet of Everything. If the past five years were any indication, it would be hard to imagine the opportunities, competition and challenges that we will face as future leaders. However, it is clear the pace of innovation is accelerating, the possibilities are exponential and businesses will need new leadership to not only avoid disruption as many companies have failed to do, but also shape strategies and lead in an emerging and dynamic environment. New skills, experiences and know-how are needed to be successful. The course objective is to expand and deepen your understanding and, hence, your ability to lead in an environment of innovation, disruption and transformation. This is not a discussion on technology or IT systems and appropriate for business executives or functional leads of large enterprises as well as entrepreneurs or newcomers to technology.
Description:
The class will cover the following key pricing strategy decisions that managers have to make to set prices.

- Value Pricing
- Challenges and Opportunities of Pricing In a digital Economy
- Pricing in Business to Business Markets
- Pricing of Services
- Customer Feedback And Conjoint Analysis to set prices
- Dynamic pricing
- Managing Price Competition
- Building pricing capability
Description:

*Brand Management* is an increasingly crucial area of management expertise that encompasses all aspects associated with managing and growing brands. The course is designed for any student with an interest in branding and will offer value to anyone intending to focus on a career in FMCG, luxury, retail, B2B or consulting industries. The course will examine a range of different brands including those in consumer goods, services, retail, B2B, start-up and luxury and explore the strategic and managerial expertise required to successfully grow and protect brand equity. The key topics of the course include brand equity, financial brand value, brand research, brand positioning, brand architecture and brand tracking. The course combines case discussion, lecture, group work and guest speakers to present a complete view of the world of branding. The course itself is very intensive occurring over five consecutive days but in this format has been offered by the same instructor at London Business School, MIT and Melbourne Business School and been awarded the MBA teaching prize at each of these schools.