

Course Description for Aug 2010 semester (**Tentative only, subject to change**)

**Block Seminar**

Title / Description of content and goals	Literature (Textbook/Readings are subject to change)
<p><b>Managing Plurality: Self-Leadership in the Global Organization (3 ECTS)</b></p> <p>This seminar is built around the perspective that management and organization in the 21<sup>st</sup> century is more than ever characterized by multiple rationalities rather than a singular rationality, and such rationalities are always context-dependent.</p> <p>The purpose of this seminar will be twofold: (1) to lead students to know themselves in their heterogeneity, to grow a sense of ‘self-leadership’, and (2) to guide them (through selected topics) to develop a mind-set for management that will acknowledge and encompass competing values, contested norms, and multiple rationalities at play.</p> <p>In sum, the seminar will provide an initiation into the management of plurality, critical for survival and success in the global organization.</p>	<p>The six day seminar will be conducted through a myriad of teaching methods such as short lectures, discussion, exercises, purposive visits to local sites, videos and movies. Students will undertake self-audits/assessments, journal entry, small group discussions, case-analysis, presentation of findings, and other exercises that may involve role play/simulation and debates.</p> <p>Day 1: Getting to Know You through an experiential, outdoor adventure (The Geocaching Challenge) conducted by FOCUS Adventure.</p> <p>Day 2: Knowing Self and Implications through the HBDI™ instrument.</p> <p>Day 3: Self-Leadership</p> <p>Day 4: Understanding patterns of thought, sense-making and meaning creation in organizations</p> <p>Day 5: Structure, culture and its nexus with modern managerial practices</p> <p>Day 6: Business Practices in Southeast Asia</p>

## Compulsory Strategy Course: Asia Pacific Business

Title / Description of content and goals	Literature (Textbook/Readings are subject to change)
<p><b>BMA5112 Asia Pacific Business (6 ECTS)</b></p> <p>The objective of the course is to develop an understanding of the business environment in the Asia-Pacific region. The economic, political and social institutions that evolve in this process are emphasized.</p> <p>The first part of the course will focus on the principles of international trade, foreign direct investment and foreign exchange regimes. Our goal is to develop an understanding of the socio-cultural, economic, and political underpinnings of growth and development in the Asia-Pacific region.</p> <p>The second part of the course entails country studies, which includes student presentations. Students are expected to apply theories and frameworks learnt in the first two parts of the course to assess the economic, social, political, trade and foreign direct investment environments of Asian countries.</p> <p>The first part of the class will develop the necessary theory and framework to explore how various economic, social and political institutions shape the business environment. The second part will cover firm level strategy including global expansion, international alliance and international mergers and acquisitions.</p> <ol style="list-style-type: none"> <li>1) National State &amp; Trade/WTO</li> <li>2) FDI/Outsourcing</li> <li>3) Culture/Politics</li> <li>4) Exchange Rate</li> <li>5) Innovation, International Expansion Strategy</li> <li>6) International Alliance</li> <li>7) International Mergers &amp; Acquisitions</li> </ol>	<p><b>Selected Readings</b></p> <p>“Asia’s Reemergence,” Steven Radelet and Jeffrey Sachs, Foreign Affairs, Nov/Dec. 1997</p> <p>“Can India Overtake China” By Tarun Khanna and Yasheng Huang, Foreign Policy, 2003</p> <p>“Capital Controversies,” Economist, May 23, 1998</p> <p>“The Perils of Global Capital,” Economist, April 11, 1998</p> <p>“The Man in Baghdad Café,” Economist, November 9, 1996)</p> <p>“The Limits of Family Values,” (Economist, March 9, 1996)</p> <p>“Innovation: Location Matters,” by Michael Porter and Scott Stern, Sloan Management Review, Summer 2001</p> <p>Survey of South Korea (Economist, April 19, 2003)</p> <p>Survey of Taiwan ( Economist, November 7, 1998)</p> <p>Survey of China (Economist, June 13, 2002)</p> <p>Survey of India (Economist, May 31, 2002)</p> <p>Survey of Southeast Asia (Economist, February 12, 2000)</p>

## CEMS Electives: Core Modules in MBA Program

Title / Description of content and goals	Literature (Textbook/Readings are subject to change)
<p><b>BMA5009 Marketing Management (6 ECTS)</b></p> <p>Marketing management is the process of planning and executing the conception, pricing, promotion, and distribution of goods, services, and ideas to create exchanges with target groups that satisfy customer and organizational objectives. It involves analyzing the environment to identify opportunities, and developing marketing strategies and programs to exploit such opportunities.</p> <p>This course aims to impart marketing concepts, tools, and techniques that may be applied to solve various problems in marketing management. It also provides an Asian perspective to the marketing management process.</p>	<p>Kotler, Philip, Kevin Lane Keller, Swee Hoon Ang, Siew Meng Leong, and Chin Tiong Tan (2008), <i>Marketing Management: An Asian Perspective</i>, 5<sup>th</sup> edition, Singapore: Prentice Hall.</p> <p>Schutte, Hellmut, Swee Hoon Ang, Siew Meng Leong, and Chin Tiong Tan (2004), <i>Marketing Management: An Asian Casebook</i>, Singapore: Prentice Hall.</p> <ol style="list-style-type: none"> <li>1) Introduction to Course, Marketing Excellence</li> <li>2) Marketing Research</li> <li>3) The Asian Marketing Environment</li> <li>4) Segmenting, Targeting, Positioning</li> <li>5) Managing Brands in Asia</li> <li>6) Global Branding</li> <li>7) Product &amp; Service Strategy</li> <li>8) Pricing Strategy</li> <li>9) Promotion Strategy</li> <li>10) Marketing in Asia</li> </ol>

Title / Description of content and goals	Literature (Textbook/Readings are subject to change)
<p><b>BMA5008 Financial Management (6 ECTS)</b></p> <p>The objective of this course is to introduce to the students the basic tools and techniques required in modern financial management. Further, the course will also introduce some of the underlying concepts and theories involved. The course is roughly divided in two parts: capital markets and corporate finance.</p> <p>All the topics covered will start from the basics but will gradually build up so that the students gain a comprehensive understanding of the material covered. An important aim of the course will be to improve the analytical skills of the future managers.</p>	<p>Ross, Westerfield, Jaffe and Jordan (2007), <i>Modern Financial Management</i>, 8<sup>th</sup> edition, McGraw-Hill.</p> <p><u>Capital Markets</u></p> <ol style="list-style-type: none"> <li>1) The environment and role of the financial manager</li> <li>2) Investment appraisal using NPV</li> <li>3) Alternative investment appraisal methods</li> <li>4) Fixed income securities</li> <li>5) Stock pricing</li> <li>6) Portfolio theory</li> <li>7) CAPM and its limitations</li> <li>8) Derivatives: Options</li> <li>9) Market Efficiency</li> </ol> <p><u>Corporate Finance</u></p> <ol style="list-style-type: none"> <li>1) Raising capital</li> <li>2) Capital structure irrelevance</li> <li>3) Alternative theories of capital structure</li> <li>4) Dividend policy</li> <li>5) Short-term financing</li> </ol>

Title / Description of content and goals	Literature (Textbook/Readings are subject to change)
<p><b>BMA5002A &amp; BMA5010A (3 ECTS each)</b>  <b>Statistics &amp; Managing Operations</b></p> <p>The statistics portion introduces basic statistical techniques required in business decision making. Examples in the areas of Finance, Marketing and Management will be used to illustrate the techniques taught. Emphasis will be more on the concept than the theory. The Microsoft Excel package will be used. Throughout the course, some simple projects will be assigned to students in group so that they can apply the techniques they have learnt in the class.</p> <p>The managing operations portion introduces students to the strategic and operating issues and decisions involved in managing business/operational processes within a firm. Effective operations management is a key ingredient for success and an understanding of it is essential for all managers. It is even more important for entrepreneurs who cannot afford to limit themselves to a narrow functional perspective.</p> <p>The importance of cross-functional integration between operations and other functional areas such as marketing and finance will be emphasized.</p>	<p>David M. Levine, David Stephan, Timothy C. Krehbiel and Mark L. Berenson (2005), <i>Statistics for Managers using Microsoft Excel</i>, 4<sup>th</sup> edition, Prentice Hall.</p> <p>Michael R. Middleton (2004), <i>Data Analysis using Microsoft Excel</i>, Duxbury Thomson Learning.</p> <ol style="list-style-type: none"> <li>1) Introduction to Course</li> <li>2) Sampling and Sampling Distributions</li> <li>3) Estimation</li> <li>4) Hypothesis Testing</li> <li>5) Regression</li> </ol> <p>Stevenson, William J. (2007), <i>Operations Management</i>, 9<sup>th</sup> edition, McGraw Hill/Irwin</p> <p>Chase, Richard B., Aquilano, Nicholas J. and Jacobs, F. Robert (2006), <i>Operations Management for Competitive Advantage</i>, 11<sup>th</sup> edition, McGraw Hill/Irwin.</p> <ol style="list-style-type: none"> <li>1) Introduction &amp; Operations Strategy</li> <li>2) Managing for Quality: TQM</li> <li>3) Process Design and Service Operations</li> <li>4) Planning and Coordination</li> <li>5) Returning to Basics</li> <li>6) Value Creation through Operations: Scheduling and Execution</li> </ol>

Title / Description of content and goals	Literature (Textbook/Readings are subject to change)
<p><b>BMA5003 Financial Accounting (6 ECTS)</b></p> <p>The course stresses the theory of accounts, generally accepted accounting principles, and the interpretation of financial statements. The perspective of the course is that of managers and investors as knowledgeable users of accounting information.</p> <p>After taking this course, students should:</p> <ul style="list-style-type: none"> <li>▪ Have a broad view of the role of accounting in providing information for financial markets.</li> <li>▪ Understand the fundamental accounting concepts, principles, the elements of financial statements, and the implications of management’s judgment and choice in accounting measurement.</li> <li>▪ Know how the principles of accounting may prompt opportunistic behavior by management to further their own gain.</li> <li>▪ Have basic competence to comprehend how accounting numbers are created and to analyze, synthesize, and evaluate accounting information in the context of concrete business problems.</li> <li>▪ Be aware of international differences in accounting and of multinational accounting problems.</li> </ul>	<p>Libby Libby, and Short (2007), <i>Financial Accounting</i>, 5<sup>th</sup> edition, McGraw Hill.</p> <p><u>The Asian Wall Street Journal</u> is recommended, a few minutes reading every day.</p> <p><i>Useful Websites</i>  Securities and Exchange Commission filings: <a href="http://www.sec.gov">www.sec.gov</a>. Select EDGAR for company data. This is the main site for company annual reports (10-Ks) and quarterly reports (10-Qs).</p> <p>FASB website for financial accounting standards: <a href="http://www.fasb.org">www.fasb.org</a>.</p> <p>IASC website for international financial accounting standards: <a href="http://www.iasc.org.uk">www.iasc.org.uk</a>.</p> <p>Business times Singapore <a href="http://www.businesstimes.com.sg">www.businesstimes.com.sg</a> (Available on NUS Library web site)</p>
<p><b>BMA5001 Managerial Economics (6 ECTS)</b></p> <p>The course emphasizes the importance of microeconomics analysis of the firm and markets. It serves to show that it is a powerful tool in bringing clarity to managerial decisions.</p>	<p>Pindyck and Rubinfeld (2008), <i>Microeconomics</i>, 7<sup>th</sup> edition, Prentice Hall.</p> <p>Kreps (2004), <i>Microeconomics for Managers</i>, Norton.</p> <ol style="list-style-type: none"> <li>1) Theory of consumer behavior</li> <li>2) Choice under uncertainty</li> <li>3) Theory of the firm</li> <li>4) Costs of production</li> <li>5) Analysis of competitive markets</li> <li>6) Market power: its implication on pricing behavior</li> <li>7) Monopolistic competition, Oligopoly</li> <li>8) Game theory and applications</li> <li>9) Externalities and public goods</li> </ol>

Title / Description of content and goals	Literature (Textbook/Readings are subject to change)
<p><b>BMA5004A &amp; BMA5016A (3 ECTS each)</b>  <b>Management &amp; Organization and Leadership in Organization</b></p> <p>This course will be structured as an active learning journey for us to examine the current and emerging issues and challenges that managers must resolve.</p> <ol style="list-style-type: none"> <li>1) What is management, what are the theories and controversies?</li> <li>2) What are the current and emergent issues facing organizations and their implications on managing?</li> <li>3) What is the best theory on planning, organizing, ensuring, and leading that we can use to address current and emerging challenges?</li> <li>4) What are the practical steps that you can take when applying the most appropriate theories?</li> <li>5) Leadership and Self-awareness</li> <li>6) Leadership, mindsets, change, and emotions</li> <li>7) Leadership, teams, and influence</li> <li>8) Becoming a leader</li> <li>9) Helping others be leaders</li> </ol>	<p>Bateman and Snell (2009), <i>Management: Leading and Collaborating in a Competitive World</i>, McGraw-Hill Irwin.</p> <p><b>Selected Readings</b></p> <p>Barnett &amp; Pratt (2000), <i>From threat-rigidity to flexibility</i>, Journal of Organizational Change Management, 13,74-88.</p> <p>Staw, Standelan, &amp; Dutton (1981), <i>Threat-rigidity effects in organizational behavior: A multi-level analysis</i>, Administrative Quarterly, 26, 501-524.</p> <p>Argyris (1998), <i>Empowerment: The emperor's new clothes</i>, Harvard Business Review.</p> <p>Bernhut (2002), <i>Primal leadership: Interview with Goleman</i>, Ivy Business Journal.</p> <p>Goleman (2000), <i>Leadership that gets results</i>, Harvard Business Review.</p> <p>Thomas &amp; Bennis (2002), <i>Leadership Crucibles</i>, Executive Excellence, 19, p3-4.</p>

### CEMS Electives: Core Module in MBA Program with pre-requisite

Title / Description of content and goals	Literature (Textbook/Readings are subject to change)
<p><b>BMA5013 Corporate Strategy (6 ECTS)</b>  <b>Pre-requisites: Statistics, Financial management, Marketing Management</b></p> <p>It is the intention of this course to give an overview of all essential aspects of strategic management. The most fundamental distinction made in the field is between strategy process, strategy content and strategy context. These are the three <i>dimensions of strategy</i> that can be recognized in every real-life strategic problem situation.</p>	<p>De Wit, Bob, and Ron Meyer (2004), <i>Strategy - Process, Content, Context: An International Perspective</i>, 3<sup>rd</sup> edition, London: Thomson Learning.</p> <ol style="list-style-type: none"> <li>1) Introduction to Strategy</li> <li>2) Strategic Thinking</li> <li>3) Strategy Formation</li> <li>4) Strategic Change</li> <li>5) Business Level Strategy</li> <li>6) Corporate Level Strategy</li> <li>7) Network Level Strategy</li> <li>8) Industry Context</li> <li>9) Organizational Context</li> <li>10) International Context</li> <li>11) Organizational Purpose</li> </ol>

## CEMS Electives: Electives in MBA Program without pre-requisite

Title / Description of content and goals	Literature (Textbook/Readings are subject to change)
<p><b>BMA5108 Technopreneurship (6 ECTS)</b></p> <p>This course aims to provide hands-on introduction to the scalable venture creation process for students with a strong interest in technology entrepreneurship (technopreneurship). Technopreneurship does not necessarily mean starting a high-tech business; it means starting a business with the potential to grow to a significant size. The course will explore creative problem-solving and innovation, valuation and forecasting, fund raising, winning negotiations, managing growth and going global, and effective presentations</p>	<p>Shane (2004), <i>Finding Fertile Ground: Identifying Extraordinary Opportunities for New Ventures</i>, Wharton.</p> <p>Kuratko and Hodgetts (2008), <i>Entrepreneurship: theory, process, practice</i>, Cengage-South Western.</p> <p><b>Selected Readings</b></p> <p>Moore (1991), <i>Crossing the Chasm: marketing and selling technology products to mainstream customers</i>, HarperBusiness.</p> <p>Paulos (2003), <i>A Mathematician Plays the Stock Market</i>, Basic Books.</p> <p>Shelf (2002), <i>China Dawn: The Story of a Technology and Business Revolution</i>, HarperBusiness.</p>
<p><b>BMA5002 Analytics for Manager (6 ECTS)</b></p> <p>Many fresh graduates start their career as consultant / analyst supporting the Supply Chain, Marketing, Finance and HR departments to refine their processes i.e. making them more efficient, profitable and customer-centric.</p> <p>This course aims to prepare participants towards such jobs by equipping them with a scientific / analytical mindset, that is, informed management based on data, models and sensitivity analyses.</p>	<p>Albright, Winston, and Zappe (2008), <i>Data Analysis and Decision Making with Microsoft Excel</i>, 3<sup>rd</sup> edition, South-Western.</p> <p>Through case analyses and their presentations, students will gain exposure to:</p> <ul style="list-style-type: none"> <li>▪ Decision and Risk Analyses i.e. Systematic assessment of Strategies, Risks, and Payoffs using Decision Trees</li> <li>▪ Business Optimization Models i.e. how to allocate scarce resources effectively (e.g. Optimal Product / Advertising Mix, Revenue Management, Hub Location, BPO, Portfolio Optimization, Supply Chain Optimization)</li> <li>▪ Simulation for hard-to-analyse applications e.g. Cash Balance Management</li> <li>▪ Extraction and communication of information from data i.e. <i>exploratory CRM</i></li> <li>▪ Forecasting via regression (e.g. <i>analytical CRM</i>) and time series models.</li> </ul>

Title / Description of content and goals	Literature (Textbook/Readings are subject to change)
<p><b>BMA5407</b>  <b>Managing Human Capital in Organization (6 ECTS)</b></p> <p>This module discusses basic theories, concepts, practices and current issues in the management of human capital in organizations. Topics include attracting, retaining, motivating and rewarding human capital. It will also discuss the impact of globalization on human capital, global flow and cross-cultural management of human capital.</p>	<p>Dessler and Tan (2008), <i>Human Resource Management: An Asian Perspective</i>, 2<sup>nd</sup> edition, Pearson Prentice Hall.</p> <p>Tan and Torrington (2004), <i>Human Resource Management in Asia</i>, 3<sup>rd</sup> edition, Pearson Prentice Hall.</p> <p>Zhu (2005), <i>Human Resource Management in China</i>, Routledge.</p> <ol style="list-style-type: none"> <li>1) Human Capital Management - an overview</li> <li>2) Sourcing and Selecting</li> <li>3) Retaining, Motivating and Rewarding</li> <li>4) Training and Developing</li> <li>5) Career Management</li> <li>6) Managing Professionals and Foreign Talents</li> <li>7) Global Flow of Human Capital</li> <li>8) Cross-cultural Sensitivity and Diversity</li> <li>9) Contemporary Issues</li> </ol>
<p><b>BMA5406</b>  <b>Negotiations and Conflict Management (6 ECTS)</b></p> <p>The course objectives are:</p> <ol style="list-style-type: none"> <li>1. To teach and enhance negotiation and conflict resolution skills;</li> <li>2. To allow participants to interact and share different perspectives to conflict resolution;</li> <li>3. To adopt an open and experiential learning to allow participants to reflect, contribute, and relate their life experiences to negotiations;</li> <li>4. To provide a good classroom environment in which participant creativity and spontaneity can be encouraged and fostered.</li> </ol>	<p>Fisher and Ury (1981), <i>Getting to Yes: Negotiating agreement without giving in</i>, Houghton Mifflin.</p> <p>Ury (1991), <i>Getting past No: Negotiating with difficult people</i>, Bantam Books.</p> <p>Lewicki, Saunders, Barry and Minton (1999), <i>Negotiations</i>, McGraw-Hill Irwin.</p> <p>The course draws from the experiential workshops on Negotiation conducted at the Program on Negotiation at Harvard Law School and Mediation programs by LEADR in Australia, and also the work on “difficult conversations” by the Harvard Negotiations Project.</p> <p>The theory of negotiation and conflict resolution will be introduced through short lectures, discussions, and papers. Students are then expected to apply and demonstrate the acquired knowledge through the practice of negotiations, mediations, and one-on-one difficult conversations.</p>

Title / Description of content and goals	Literature (Textbook/Readings are subject to change)
<p><b>BMA5011</b>  <b>Macro &amp; International Economics (6 ECTS)</b></p> <p>The aim of this course is to introduce students to the key principles of macroeconomics and international economics. Macroeconomics seeks to explain the behaviour of the economy as a whole, concentrating on understanding the behaviour of key aggregates such as the level (and growth) of output, unemployment, and inflation. Macroeconomics deals with the determination of exchange rates, the operation of monetary and fiscal policy under different exchange rate regimes.</p>	<p>Dornbusch, Fischer and Startz (2008), <i>Macroeconomics</i>, 10<sup>th</sup> edition, McGraw-Hill.</p> <ol style="list-style-type: none"> <li>1) Overview of the Macro Economy</li> <li>2) Macroeconomic Goals and Measures, Macroeconomic Models</li> <li>3) Aggregate Demand without the Monetary Sector and including the Monetary Sector</li> <li>4) Macroeconomic equilibrium, Aggregate Supply</li> <li>5) Open Economy macroeconomics, exchange rate determination</li> <li>6) Government fiscal and monetary policies under different exchange rate regimes.</li> <li>7) Financial Markets and the Real Economy</li> <li>8) Understanding Economic Growth</li> <li>9) Special topics on macro and international economics</li> <li>10) The monetary/exchange-rate framework of Singapore</li> </ol>

## CEMS Electives: Electives in MBA Program with pre-requisite

Title / Description of content and goals	Literature (Textbook/Readings are subject to change)
<p><b>BMA5505 Services Marketing (6 ECTS)</b>  <b>Pre-requisite: Marketing Management</b></p> <p>This course is designed for students interested in understanding services and helping organizations leverage service for value creation, market differentiation and competitive advantage. As statistics go, services account for 70%+ of the GNP in most developed economies. In the OECD countries, four out of every five members of the workforce holds a service sector job.</p> <p>Service management presents unique challenges that reflect the fundamental differences between products and services. For instances, services involve greater intangibility, variability, consumer participation and so on. These give rise to singular problems in service design, delivery and control. Successful management of these challenges requires threading together the functional disciplines of marketing, operations and human resources.</p>	<p>Lovelock, Wirtz, Keh and Lu (2005), <i>Services Marketing in Asia</i>, 2<sup>nd</sup> ed., Prentice Hall.</p> <ol style="list-style-type: none"> <li>1) Understanding Consumer Behavior and Segmentation for Services</li> <li>2) Analysis of Customer Purchase Process</li> <li>3) Understanding Service Experience</li> <li>4) Customer Relationship Management</li> <li>5) Understanding and Managing Service Quality</li> <li>6) Pricing of Services and Yield Management</li> <li>7) Using Internet for Service Distribution Growth Strategy</li> </ol> <p>To give students a broad and varied exposure to the different segments of the service sector, cases spanning a few service industries (e.g., Telecoms, Airlines, Tourism &amp; Hospitality, Banking &amp; Financial Services, and Health Care Services) will be used.</p>
<p><b>BMA5503 Promotional Management (6 ECTS)</b>  <b>Pre-requisite: Marketing Management</b></p> <p>There is hardly an industry that has changed as much during the past 50 years as the communication and advertising industry. Media unbundling, new interactive media, growing role of promotions and 1-on-1 communication, 360 degrees marketing are all relatively recent developments that create the need for truly integrated marketing communications. At the same time, the core of these programs - great ideas based on human truths, the use of humor and creativity - remains the same.</p> <p>The course will introduce the students to the organizations that create the end products that we experience on a day-to-day basis.</p>	<p>Jörg Dietzel (2008), <i>Create Connect Convince: Fundamentals of Advertising, Branding and Communication</i>, Marshall Cavendish Business.</p> <p>Palani K A Pillai et al (2003), <i>Sharpen the Saw: The Practitioner's Guide to Advertising</i>, The Institute of Advertising Singapore/Tien Wah Press (Pte) Ltd</p> <p>By looking at real-life examples and by creating campaigns in class and presenting them to real-life clients, students will understand the process of developing a campaign that generates results. The course will look into the different roles in that process, in particular in account management, strategic planning, creative and media. Students will also get a chance to develop promotional strategies for real-life businesses and to understand better the importance of creativity and the intricacies of executing promotional plans through hands-on projects.</p> <p>While the module will cover theories in integrated marketing communications, it is generally approached with a practical and applied orientation. Lectures and readings will be supplemented with cases, ad critiques, video clips and talks. Students will acquaint themselves with current and future A &amp; P environments and developments in Singapore and other countries as well as the processes that go on behind the scenes in the management of communication.</p>

Title / Description of content and goals	Literature (Textbook/Readings are subject to change)
<p><b>BMA5318 Investment Banking (6 ECTS)</b>  <b>Pre-requisite: Financial Management</b></p> <p>This is a non-technical course on investment banking designed to introduce students to the world of investment banks. The course will help students to understand the various business activities investment banks typically undertake and the various financial instruments created and used by investment banks. The global environment, challenges, and opportunities relevant to investment banking will be covered.</p>	<p>K. Thomas Liaw (2006), <i>The Business of Investment Banking (A Comprehensive Overview</i>, 2<sup>nd</sup> edition, John Wiley &amp; Sons, Inc.</p> <ol style="list-style-type: none"> <li>1) Private Equity</li> <li>2) Mergers and Acquisitions</li> <li>3) Equity Underwriting and Foreign Listing</li> <li>4) Debt Underwriting and the Repurchase Agreement Market</li> <li>5) Asset Securitization</li> <li>6) Trading</li> <li>7) Financial Engineering</li> <li>8) Investment Management</li> <li>9) International Markets &amp; Emerging Markets</li> </ol>

Title / Description of content and goals	Literature (Textbook/Readings are subject to change)
<p><b>BMA5302 Investment Analysis and Management (6 ECTS)</b>  <b>Pre-requisite: Financial Management</b></p> <p>This is an introductory course in investments. It provides a comprehensive coverage of basic concepts, theories, applications and decision-making rules in financial investments. In particular, the course will focus on the analysis of stocks, bonds, options and other derivative securities. Additionally, the course will examine the role and performance of portfolio managers, mutual funds and other investment companies.</p> <p>On completion, students should be knowledgeable in investment management in preparation for careers in financial analysis, financial planning, investment banking, portfolio management, and corporate finance. More generally, this course should prove useful for the management of your personal investments.</p>	<p>Bodie, Kane and Marcus (2009), <i>Investments</i>, 8<sup>th</sup> edition, McGraw-Hill.</p> <p>The readings from the text will be supplemented by other materials such as case studies, relevant news articles, and academic journal articles. To get the most out of the course, students should make an effort to be well-informed about current developments in the financial markets by reading publications such as <i>The Wall Street Journal</i> or the business section of <i>The Straits Times</i>.</p> <ol style="list-style-type: none"> <li>1) Basics of Financial Investment</li> <li>2) Market Efficiency</li> <li>3) Portfolio Theory</li> <li>4) Analysis of Equity</li> <li>5) Analysis of Fixed Income Securities</li> <li>6) Analysis of Derivative Securities</li> <li>7) Active Portfolio Management</li> </ol>
<p><b>BMA5309 Fund Management (6 ECTS)</b>  <b>Pre-requisite: Financial Management</b></p> <p>The overall objective is to gain an insight into the operations and concepts of investment management beyond the nuts and bolts. We will seek to understand how money managers function in the investment of funds from the inception of money inflow to the final performance of returns.</p> <p>This course is an extension of the introductory Investment Analysis module. The primary focus will be on real world investment concepts and practices used in the industry and will leverage on theory and concepts that have been taught in prior Finance courses.</p> <p>There is no substitute for experience in investing and we will discuss issues that are commonplace in the investment landscape. We will extend the coverage to equity type investing, bond type investing and hedge fund type strategies. While there is no one identical or universal style of investing across all investment houses, we will engage in core similarities and fundamentals that are applied in most asset managers today, whether they are stocks, bonds, hedge funds, or institutional/retail managers.</p>	<p>Maginn, Tuttle, Pinto and McLeavy (2008), <i>Managing Investment Portfolios, A Dynamic Process</i>, 3<sup>rd</sup> edition, John Wiley.</p> <ol style="list-style-type: none"> <li>1) Understanding the Investment Process and Investment Objectives of Investors</li> <li>2) Formulating Asset Allocation based on Macroeconomics and Business Cycles</li> <li>3) Analyzing Investment Styles &amp; Methodologies of Equities, Bonds, &amp; Hedge Funds</li> <li>4) Determining investment strategies</li> <li>5) Mapping Risk management procedures</li> <li>6) Evaluating Investment &amp; Portfolio Performance</li> </ol>

Title / Description of content and goals	Literature (Textbook/Readings are subject to change)
<p><b>BMA5526 Managerial Decision Making &amp; Ethical Values (6 ECTS)</b>  <b>Pre-requisite: Marketing Management</b></p> <p>In today's business environment, companies and individuals must act responsibly to gain a competitive advantage. Businesses now should be operating on a bottom line that consists not only of revenue but also includes an evaluation of ethical treatment, environmental protection and community contribution.</p> <p>In this highly participative course, we will examine Code of Ethics from both an Individual and Corporate perspective as well as looking at how leading companies have created a Global Leadership Network that impacts Communities. The Code of Ethics applies to Customers, Shareholders/Employees and the Communities in which they operate.</p> <p>Corporate Social Responsibility (CSR) deals with strategic issues that a corporation undertakes to provide a triple bottom line of revenue, environmental impact and community support. This includes outright social and monetary contributions as well as building sustainable business models where businesses must serve the community and protect the environment.</p>	<p><b>Selected Readings:</b></p> <p>Why Good Managers Make Bad Ethical Choices</p> <p>Can a Corporation have a Conscience?</p> <p>Corruption in International Business</p> <p>Values in Tension: Ethics Away from Home</p> <p>Redefining Corporate Social Responsibility, 3 HBR Articles by Porter, Kramer, Zadek</p> <p>Insead talk by Unilever Executive on sustainable strategies that benefit the community and Environment</p> <p>The Equator Principles July 2006 (also visit <a href="http://www.equator-principles.com">www.equator-principles.com</a>)</p> <p>Carbon credits article</p> <p>CEMEX Sustainability Report 2006</p> <p>Patrimonio Hoy”A Financial Perspective</p> <p>Starbucks and Conservation International</p> <p>Using Corporate Social Responsibility as Insurance for Financial Performance</p> <p><b>Selected Cases:</b></p> <p>Dow Corning Business Conduct and Global Values</p> <p>H.J. Heinz The Administration of Policy</p> <p>Innovation Corrupted: The Rise and Fall of Enron, Perspectives from Sherron Watkins (Enron Whistle Blower)</p> <p>NKF Materials from newspapers and “National Kidney Foundation: CEO with a Golden Tap”</p>

Title / Description of content and goals	Literature (Textbook/Readings are subject to change)
<p><b>BMA5318 Investment Banking (6 ECTS)</b>  <b>Pre-requisite: Financial Management</b></p> <p>This is a non-technical course on investment banking designed to introduce students to the world of investment banks. The course will help students to understand the various business activities investment banks typically undertake and the various financial instruments created and used by investment banks. The global environment, challenges, and opportunities relevant to investment banking will be covered.</p>	<p>K. Thomas Liaw (2006), <i>The Business of Investment Banking (A Comprehensive Overview</i>, 2<sup>nd</sup> edition, John Wiley &amp; Sons, Inc.</p> <ol style="list-style-type: none"> <li>1) Private Equity</li> <li>2) Mergers and Acquisitions</li> <li>3) Equity Underwriting and Foreign Listing</li> <li>4) Debt Underwriting and the Repurchase Agreement Market</li> <li>5) Asset Securitization</li> <li>6) Trading</li> <li>7) Financial Engineering</li> <li>8) Investment Management</li> <li>9) International Markets &amp; Emerging Markets</li> </ol>