

MIBP - COURSE CATALOG AUTUMN SEMESTER 2007

Last update: 22.8.2007. All information is subject to change.

1.-5.9.2007
Student Arrival Days

10.-27.9.2007
George Moschis, **CONSUMER BEHAVIOR**

1.-13.10.2007
Ronald Collins, **STRATEGIC MANAGEMENT**

1.-13.10.2007
Martin Desmaras, **CROSS-CULTURAL MANAGEMENT**

10.9.-1.11.2007
Leo Fredericks, **ASIAN BUSINESS ENVIRONMENT**

13.10.-28.10.2007
BREAK

29.10.-15.11.2007
Jorma Pohtola, **MANAGEMENT OF SME'S AND ENTREPRENEURSHIP**

19.11.-30.11.2007
Kamal K. Jain, **MANAGERIAL LEADERSHIP**

Consumer Behaviour, 6 ECTS units

Course Objectives:

This course has two main objectives:

- 1) to acquaint the student with theories, concepts, techniques, and research findings which may be useful to the study of consumer behavior; and
- 2) to relate behavioral concepts and findings to marketing decision-making.

Classroom Procedure:

A combination of lecture and discussion will be used throughout the course. The lectures will be used to amplify and extend text material. Students are expected to participate in class discussion. A portion of your grade will be based on your class contributions. There will be daily at-home assignments for classroom discussion.

Lecturer:

Professor George Moschis, Georgia State University, Professor of Marketing

Required Text:

Henry Assael, Consumer Behavior: A Strategic Approach, Boston: Houghton Mifflin.

Class handouts.

Examination:

There will be three major exams.

Grading:

Exam I 30% (150 pts.)

Exam II 30% (150 pts.)

Exam III 30% (150 pts.)

Class Participation and Attendance 10% (50 pts.)

Total 100% (500 pts.)

Class Attendance:

Students are expected to attend all classes. They will be asked (randomly) to discuss class assignments and absences will affect their class-participation grade.

Tentative Outline:

- Sep. 6 Chapter 1 – Orientation; a managerial approach
- Sep. 7 Chapter 2 – Complex decision making
- Sep. 8 Chapter 3 – Consumer research and consumer learning
- Sep. 9 Chapters 4 & 5 – Low involvement decisions; situational influences
- Sep. 10 Chapter 6 – Consumer perceptions
- Sep. 13 Exam I – (Chapters 1-6); Chapter 7 – Information processing
- Sep. 14 Chapter 8 – Attitude development & change
- Sep. 15 Chapter 9 – Demographics and social class
- Sep. 16 Chapter 10 – Lifestyles and personality
- Sep. 17 Chapters 11 & 12 – Cultural and subcultural influences
- Sep. 20 Exam II – (Chapter 7-12); Chapter 13 – Cross-cultural/global influence
- Sep. 21 Chapters 14 & 15 – Reference groups and Household decision making
- Sep. 22 Chapters 16 & 17 – Group communications and Marketing communications
- Sep. 23 Chapter 18 – Market segmentation
- Sep. 24 Exam III (Chapter 13-18)

All courses are subject to change.

Strategic Management, 6 ECTS units

Course Description

This course is an exploration of the concepts and processes of the development and maintenance of long-range planning and vision for conducting international business. The course examines strategic direction and the management of the strategic process, detection of and adaptation to environmental change, procurement and allocation of resources, integration of activities across subparts of the organization and the determination of purpose and the setting of corporate direction.

Learning Outcomes

The learning outcomes of the course, upon successful completion, include the ability to:

- know and understand the essential concepts of international business strategy and strategic planning,
- understand concepts and procedures of industry and competitive analysis,
- evaluate company resources and competitive capabilities,
- understand strategic management processes,
- understand how to control and evaluate strategic plans, and
- understand the role of culture, leadership, and international agencies in strategic planning and implementation.

Textbook

Fred R. David, *Strategic Management* (10th edition), Prentice Hall

J. Ronald Collins, Ph.D.
Professor and Director of International Programs
University of Prince Edward Island, Canada
Email: Collins@upei.ca

Ron Collins has been a Professor in the School of Business, University of Prince Edward Island, since 1975, teaching in the areas of Management and Strategy. Courses taught include Organizational Behaviour, Introduction to International Business, Intercultural Management, Interpersonal Communications and Strategic Management. He is co-author of *Canadian Management: Principles and Functions*. published by Irwin.

Educational Background:

B.Sc. – Boston College, USA
MBA, Ph.D. – University of Massachusetts, USA

Research Interests:

Dr. Collins' research interests include the general topics of motivation, leadership and strategic management. Presently, he is investigating the adaptation of business curriculum to developing countries.

Recent Publications:

In recent years, he has authored a number of papers presented at conferences in Canada, China, Finland, France, India, Japan, Kazakhstan, Poland, Russia, and the Czech Republic. A number of these papers have been published on conference proceedings.

Academic Organizations / Board of Directors:

Besides serving on UPEI committees, Dr. Collins has also served as President of the Administrative Sciences Association of Canada, as a member of Board of Directors of the Canadian Federation of Deans of Management and Administrative Studies, and Chair of the Canadian Consortium of Management Schools.

Cross-Cultural Management, 6 ECTS units

Lecturer:

José Martín Desmaras Luzuriaga

MSC Cultural Anthropology

Director, International Business Intelligence Asia-Pacific.

Senior Director, Santa Trade (Santa Catarina Trade Office)

Lecturer of International Relations, International Logistics and Cross-Cultural Management.

Educational Background

- Master in Anthropology, Universidade Federal de Pernambuco, Brazil, 2001
- Bachelor in Political Science, Universidad del Salvador, Argentina, 1996

Professional Background

- Lecturer of Graduate Programs (Master's and Specialization Level) at the following higher education institutions: California State University, East Bay; International Trade Institute, Taiwan; Centro Universitário de Jaraguá do Sul, Brazil; Universidade do Alto Vale do Itajaí, Brazil; Universidade do Vale de Itajaí, Brazil. Teaching Field: Cross-Cultural Management, Global Business and Business English.
- Lecturer of Undergraduate Programs at the following higher education institutions: Centro Universitário de Jaraguá do Sul, Brazil; Chinese Culture University, Taiwan. Teaching Field: Cross-Cultural Management, International Relations, Global Business, International Logistics, Research Methodology and Business English.
- Director of International Business Intelligence Asia-Pacific (IBI-Asia) – Consulting Firm with a focus on international market intelligence and business promotion for enterprises, consortia and governments (2005 through present).
- Director of International Business Intelligence of the Americas (IBI-Americas) – Consulting Firm with a focus on international market intelligence and business promotion for enterprises, consortia and governments (2004 through present).

Consulting and/or Executive Training

- Clients include companies, associations and government agencies in Brazil, Argentina and Taiwan.

Subjects of Interest

- Cross-Cultural Management

- International Business
- International Relations
- Internationalization of SMEs.

Course Description:

This is a course in cross-cultural management, with a focus on Asian markets, designed to develop and implement an integrated approach to managing multicultural business relations. Its purpose is to enable participants to sharpen the quality of communication, negotiation and conflict-resolution skills within an intercultural context. Emphasis is placed on organizational culture, cross-cultural management and multicultural environment analysis. The course correlates theory with real-world examples, the instructor's/participants' experiences, intensive case analysis, and interactive exercises to develop the cross-cultural skills and capabilities demanded in Asian cultures to develop effective business and work relations.

Course Objectives:

This course is designed to enhance management and negotiation skills for executives to operate successfully across cultural borders. It proposes a theoretical framework to analyze the nature of cross-cultural communication and negotiation strategies and tactics. It addresses features of Asian business cultures and discusses how to communicate, negotiate and manage conflict effectively.

The course is organized into five distinct sections. The first section develops a framework for understanding the types of organizational cultures, discusses the challenges involving the management of multicultural groups, and turns the spotlight on corporate culture issues that affect the operation of global firms. The second section examines the role of intercultural communication when dealing with Asian cultures and discusses practical approaches to reach win-win situations. The third section builds an understanding of cultural values behind the different Asian negotiation styles, analyses processes and outcomes, and proposes practical ways of attaining "zones of common agreement". The final section aims at further developing analytical capabilities to understand the impact of culture in real-life global business situations and at gaining "communicational empathy" in multicultural environments.

The following are the major objectives of this course:

1. To help participants gain an appreciation and understanding of the nature of culture and cross-cultural communication, emphasizing on the impact of culture on business practices in Asia.
2. To develop skills to improve communication with individuals from Asian

cultures, with the aim of enhancing management skills in multicultural environments.

3. To enable participants to develop cross-cultural negotiation skills with business people of Chinese, Indian, and Malay origin, determined by specific cultural/national contexts.

4. To gain insight in global human resource management issues, related to executive posting in Asia.

5. To enable participants to exercise cross-cultural abilities through real-life communication and negotiation practices.

Text:

Managing Cultural Differences, Sixth Edition: Global Leadership Strategies for the 21st Century (Managing Cultural Differences), Philip R. Harris, Robert T. Moran, and Sarah V. Moran, 2004

Course Format

This course will be conducted as a seminar with a discursive coverage of the selected topics. The instructor will present the material in an interactive format and the presentation will be interspersed with the discussion of cases. Participants will be called upon to contribute to the discussions and to make presentations of the cases assigned. The course will consist of lecture/discussion sessions combined with case presentations, discussions of classic and recent articles, group discussions, and role playing.

Course Evaluation Method

Participants are required to analyze and present a major cross-cultural business strategy case, critique other case presentations, participate in class discussions, and complete two written assignments. The final grade will be determined on the basis of an arbitrary weighting of these criteria. Teamwork will be at a premium but care will also be taken to isolate independent and original work by each participant. The grade for the course will be determined as follows:

Final test	50%
Written Assignments	30%
Class Participation	20%
Total	100%

All courses are subject to change.

Management of SME'S and Entrepreneurship, 6 ECTS units

Management of SME's and Entrepreneurship (6 ECTS)

Instructor:

Jorma Pohtola, Lic. Sc.(econ), Helsinki School of Economics

Profile

Lic. Sc. Jorma Pohtola has over 20 years experience in both academic and business life. His experience includes international education and management training for SME's, international retailing and B to B services. In the field of academic research he has coordinated various research studies linked to entrepreneurship and retailing. He has worked as Program Director of "MIBP" -program at HSE Executive Education Ltd and at Academy Access Ltd. He received his Lic.Sc. in Business Administration from Helsinki School of Economics. Mr. Pohtola is currently finishing his Ph.D. - study in the field of International retailing and Entrepreneurship and is also working at HSE/ Entrepreneurship-department.

Objectives: Provide understanding in the issues of SME Management and Entrepreneurship in the context of innovation and open markets. Provide the theoretical and practical knowledge for managing SME's for global markets. By providing better understanding on entrepreneurship, the course can support student's career plans in SME's.

Contents: Initiating a new business venture and developing it into a self-sustaining and profitable enterprise. Describing the process whereby a person decides to become an entrepreneur, screens opportunities, selects an appropriate product/market target, obtains the necessary resources, finds an innovative team and employees and launches a new enterprise. The course focuses on management issues of innovative SME. The course also prepares the students to create business plans for global markets. On successful completion of this subject, the student should be able to: understand the process of new venture creation and SME management develop a plan for management of a new business venture or existing SME's assess their own suitability as a potential entrepreneur or for a career in SME's

Required textbooks/readings:

TIMMONS, J.A and SPINELLI, S.: New Venture Creation, Entrepreneurship for the 21st Century, 6th ed., McGrawHill, 2003.

Evaluation:

1. Class participation and Case Studies 25 %
2. Exam 25 %
3. Project Plan for SME's Management 50 %

Managerial Leadership, 6 ECTS units

Prof Dr. Kamal K Jain, UNITAR, Malaysia

Textbook

Gary A. Jukl, Leadership in Organizations, 6th edition, Prentice Hall Publication, ISBN -13: 9780131494848

Course Objective

According to Fred Fiedler, "The quality of leadership, more than any other single factor, determines the success or failure of an organization." The conventional view that people need to be managed is being challenged. Rose Perot observed that people can not be managed. Inventories can be managed, but people must be led.

Organizations today do not lack in technical expertise. However, they lack managers with leadership qualities. The pre-requisite to leadership can no longer be technically driven. The ability to motivate, energize and focus on people is the primary skill necessary in the new leaders management tool bag as we go forward into the twenty-first century. Those organizations whose systemic design, human systems and operating cultures remain highly flexible with a real focus on human factor and leadership who understands how to create a meaningful vision, a sense of community, creative flexibility and have the ability to quickly change organizational direction will survive and prosper. The main objective of the course is to equip the students with leadership theories and models.

Course Synopsis

The course offers a broad review and analysis of the field of leadership, complete with its many debates and controversies. The course provides inputs about leadership models, leadership behaviors and basic skills necessary to be an effective leader. The course will enable the students to

understand and know their own personality type, emotional intelligence and other skills that they possess to help them improve or choose the appropriate leadership style.

Course Outline

Introduction- Leadership and Management-Similarities, Differences; Power, Influence and Authority- Power vs Authority, Sources of Power for Upper Management, Middle Management, and Lower Management; Kelman's Contingency Model of Power.

Knowing The Self- Personality Types, Theories of personality, Emotional Intelligence-Components of Emotional Intelligence at Work, Assertiveness. Know your Personality Type (Myers-Briggs Test), Know your Emotional Quotient, and Know your Assertiveness Score.

Leadership Models-The Managerial Grid Theory, The Contingency Theory, The Path Goal Theory, Leader Participation Theory, Situational Leadership, Leader Member Exchange Theory.

Leadership Behaviors-Supportive Leadership, Situational Dynamics of Supportive Leadership: Directive Leadership, Situational Dynamics of Directive Leadership: Participative Leadership, Situational Dynamics of Participative Leadership: Leader Reward and Punishment Behaviors, Situational Dynamics of Leader Reward and Punishment Behaviors: Charismatic Leadership, Situational Dynamics of Charismatic Leadership Behavior: Transformational Leadership, Situational Dynamics of Transformational Leadership

Levels of Leadership- Individual Level- Motivating, Mentoring, Coaching and Counseling; Group Level- Building Teams and Resolving Conflict; Organizational Level-Building organizational Culture and Learning Organization.

Leadership Skills-Building Trust, Inspiring Innovation and Creativity, Empowering Individuals and Teams, Giving and Receiving Feedback, Conducting Negotiation, Handling Ambiguity, Leading Change

Followership-Effective Followership Behavior, Being an Effective Follower, Strategies for Building Effective Relations with Leaders, Situational Factors and Followership, Strategies for Building Cooperative Relationship with Co-workers.

LECTURER PROFILE

Dr. Kamal K. Jain joined UNITAR as Professor of Strategic Management/HR in September 2005. He is also Deputy Dean (Graduate Studies) at UNITAR. Before joining UNITAR he was Chair, Department of Business Administration, St. John's College, Agra (India). He had a brief stint with UNITAR before (2000 – 2002). He did his graduation and post graduation from St. John's college, Agra. He received merit scholarship from the Government of India throughout his schooling and university education. He has 29 years experience of teaching, research, and conducting MDPs. He takes regular MDPs on themes like competitive advantage, stress management, team building, conflict resolution, leadership etc. He has about 35 publications to his credit in the national and international journals and his bio-data has been included in Reference Asia - Asia's Who is Who of Men and Women of Achievement, and Trainers and Training Institutions – Who is Who. He was actively involved for various academic assignments with professional bodies like Institute of Chartered Financial Analysts, Institute of Chartered Accountants, Indira Gandhi National Open University etc. and has been regularly invited by many management institutes for guest lectures in India. His research interest is in the area of corporate management, e-learning, leadership, knowledge sharing, entrepreneurship, and organizational development and change.

Asian Business Environment, 6 ECTS units

Teaching:

In the afternoons over the first half of the semester

Lecturer:

Prof L.J.Fredericks, Information Resources Inc. , Kuala Lumpur

B.A. (Hons) First Class University of Malaya, 1963

M.S.A. University of British Columbia, 1965

Agr. Dr. Royal Agricultural College of Sweden

Lecturer, Department of Economics, University of Malaya, 1965-1975

Associate Professor, Rural Development Division, Faculty of Economics and Administration, University of Malaya, 1975

Deputy Dean, Faculty of Economics and Administration, University of Malaya, 1979

Chairman, Rural Development Division, Faculty of Economics and Administration, University of Malaya, 1979

Deputy Vice-Chancellor, University of Malaya, 1979-1983

Deputy Director and Director, ASEAN Food Handling Bureau, 1984-1987

P.A. to GMD, SungeiWay Group, 1987-1988

GM, HRD, SungeiWay Group, 1988

Director, Sunway College, 1989-1991

Director, Post-Graduate Centre, HELP Institute, 1991-2000

Director, CSU DBA Programme, IGS, 2000-2001

Senior Adviser, IRI, 2001-

Adjunct Professor, Charles Stuart University, 2000-

Course content:

1. Defining Asia - it's growth, political, economic and social systems and their significance in the world.
2. Globalization and regional integration.
3. The Asian Miracle.
4. The Asian Flu.
5. Asia - post-9/11 and SARS
6. Analysis of selected countries in Asia: Japan, China, Malaysia, India, HK/Singapore
7. Drawing lessons for the West.

This course is based on a wide diversity of sources. what is given below is just a sample of the readings covered in ABE.

1. Magazines such as the Economist, Far Eastern Economic Review, Asian Wall Street Journal, Asia Inc., Time, Newsweek, Businessweek, etc.
2. World Bank, Asian Development Bank, UNESCAP websites and publications.
3. The best www resources on Asia Pacific. (to be distributed)
4. Michael Blackman, Asian Eclipse: Exposing the Dark Side of Business in Asia, John Wiley and Sons, Singapore, 1999.
5. The World Factbook, Basic Background Material on Asian Countries, www.cia.gov/cia/publications/factbook/geos/