

MIBP - COURSE CATALOG SPRING SEMESTER 2010

Last update: 12.5.2009. All information is subject to change.

Dates	Courses and Professors	Hours
Dec. 29-31	Student Arrival Days	
Jan. 4	Orientation	
Jan. 4 -Jan. 15	Asian Management Professor Francis Piron, Ph.D. University Technology Malaysia francispiron@gmail.com	9.00am – 1.00pm Monday to Friday
Jan. 18 -Jan. 29	Marketing Strategy Dr. Sumesh Nair Monash University, Australia Sumesh.Nair@buseco.monash.edu.au	9.00am – 1.00pm Monday to Friday
Feb. 1 -Feb 12	Strategic Management Doctoral Student Mohar Yusof Mohar.Yusof@gmail.com	9.00am – 1.00pm Monday to Friday
Feb. 13 -Feb. 21	CHINESE NEW YEAR BREAK	
Feb. 22 -March 5	Cross-Cultural Management Director Martin Desmaras International Business Intelligence Asia-Pacific ibi@ibiasia.net	9.00am – 1.00pm Monday to Friday
March 8 -March 19	International Human Resources Management Associate Professor Rosmini Omar, Ph.D. University Technology Malaysia Rosmini.Omar@minotstateu.edu	9.00am – 1.00pm Monday to Friday
March 22 -April 2	Management of Organizational Change Dr. Leo Fredericks FX Kunskap sdn bhd, Kuala Lumpur, Malaysia leofredericks@gmail.com	9.00am – 1.00pm Monday to Friday

Asian Management, 6 ECTS units

The course **Asian Management** offers an in-depth analysis of the fundamental changes that have taken place both in business environments and in business practices in Asia. It reviews the current Asian management practices and highlights individual, organizational and societal influencers. It is aimed at students interested in furthering their understanding about Asian enterprise management.

The topics covered include:

Asian Management in a Changing World,
The Management Challenges of Large Asian Nations,
Managing Industrial Development through Learning,
Managing the Process of Continuity-in-Change,
Dynamic and Divergent Asian management Responses to Convergent Global Imperatives

Textbook

Asian Management in Transition: Emerging Themes, Shamir R. Chatterjee and Alan R. Nankervis (editors), Palgrave Macmillan, 2006

Professor Francis Piron

Dr. Francis Piron is a Professor of International Business at the International Business School of Universiti Teknologi Malaysia in Kuala Lumpur, Malaysia. He received his B.Sc. degree from University of Louisiana, USA, his MBA-MIM degree from American Graduate School of International Management, Glendale, Arizona, USA and his Ph.D. degree in Business Administration from Graduate School of Business, University of South Carolina, USA.

He has been Assistant Professor at the School of Business, the University of Alaska, Anchorage, Lecturer in International Business at the Chinese University of Hong Kong, Senior Lecturer in Marketing at the Nanyang Technological University in Singapore and a Professor of Marketing at the University of Macau, Peoples Republic of China.

Dr. Piron has taught in MBA Programs at the China-Europe International Business School in Shanghai and Guang Hua School of Management of Peking University. He has also taught at leading business schools in France such as ESSEC in Paris and CERAM in Nice.

All courses are subject to change.

Marketing Strategy, 6 ECTS units

Dr. Sumesh Nair

Dr. Sumesh Nair has received his Bachelor of Commerce, Master of Commerce and Ph.D. degrees from the University of Kerala, India. Sumesh has 12 years of marketing teaching experience at both undergraduate and graduate levels in India, Malaysia and Australia. He is currently employed at Monash University, Clayton Campus, Australia. He has published widely in various international business journals. Sumesh's primary research interest is in the area of environmental marketing and sustainability.

Course description

This course is aimed at developing skills in marketing strategy development in an increasingly global business environment. Good marketing strategies play pivotal role in ensuring long-term growth and prosperity of organisations across national boundaries. A good understanding of strategic marketing theory and a wide array of skills for its application are essential for an excellent marketing strategist. Therefore, the course intends to develop basic appreciation of strategic marketing theory and skills for developing and implementing marketing strategies in dynamic business environments. In order to achieve these twin objectives, a combination of lectures and analysis of cases will be used in the class room. A high degree of student interaction is expected at all times during the delivery of the programme.

Text book

Walkker/Mullins/Boyd/Larréché, Marketing Strategy, a decision – focused approach (5th edition). McGraw-Hill International edition.

Learning outcomes

The students are expected to acquire the following abilities at the end of the course.

- Understand the key strategic marketing theory
- Identify and develop appropriate tools and frameworks for strategic marketing decisions making
- Apply strategic marketing tools to analyse, formulate and implement marketing strategies
- Develop creative yet feasible marketing strategies

Tentative course outline:

Days	Activity	Topic
1	Lecture 1	Introduction to Marketing Strategy (Chapter 1 of the text book)
2	Lecture 2	Corporate Strategy & its marketing implications (Chapter 2) Business Strategies & its marketing implications (Chapter 3)
3	Lecture 3	Understanding and Measuring Market Opportunities (Chapters 4 & 5)
4	Lecture 4	Segmentation, Targeting & Positioning (STP) (Chapters 6 & 7)
5	Lecture 5	Formulation of Marketing Strategies – Marketing Strategies for New Market Entries (Chapter 8)
6	Lecture 6	Formulation of Marketing Strategies - Strategies for Growth Markets(Chapter9)
7	Lecture 7	Formulation of Marketing Strategies - Strategies for Mature and Declining Markets (Chapter10)
8	Lecture 8	Marketing Strategy Implementation and Control (Chapter11)
9	Student case Presentations	(Each team gets 20 minutes for presentation & 10 minutes for Q & A)
10	Student case Presentations	(Each team gets 20 minutes for presentation & 10 minutes for Q & A)

Assessment

1	Class Test	30 %
2	Case Presentation	40 %
3	Case Written Report	30 %
	Total	100%

Strategic Management (6 ETSC)

Instructor: Doctoral Student M. Yusof

M. Yusof holds a Bachelor of Economics (Hons) degree, a Graduate Diploma in Management and a Master in Business Administration. Currently, he is pursuing a PhD in Management (by Research) focusing on organizational antecedents of academic entrepreneurship. He has taught various courses related to economics, entrepreneurship and strategic management.

His area of specialization is in New Ventures Development and focuses on the sustainability of new ventures created by university students, graduates and academicians. In addition, he provides consultancy services within the sphere of entrepreneurial development, technology commercialization and innovation intermediation. He is also an advisor on technology management and intellectual property management for several technology start-ups.

In the international arena, he was elected a Fellow of the International Professional Managers Association, United Kingdom, and currently engaged as an advisor for the Change Catalyst Conference, Foundation of Youth Social Entrepreneurship, based in Beijing, China. He is also a member of the United States Association of Small Businesses and Enterprises (USASBE) and a university representative for MyNetResearch, a global research networking portal.

Textbook:

Dess, Lupkin and Eisner, Strategic Management: Text and Cases, 3rd edition, McGraw-Hill Irwin, 2006.

Course Synopsis:

To ensure that candidates can exercise judgement and technique in strategic business management to enable them to contribute to the formulation of business strategy, the development of products and services and maintaining an appropriate balance between efficiency and effectiveness throughout the organization.

Course Assessment:

Quiz	10 %
Case Study Assignments	30 %
Final Examination	60 %
Total	100 %

Cross-cultural Management (6ECTS 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.

International Human Resources Management (6ECTS units)

Instructor: Assoc. Prof. Dr. Rosmini Omar

e-mail: rosmini@citycampus.utm.my

Office : International Business School, Universiti Teknologi Malaysia, Jalan Semarak, Kuala Lumpur

Consultation Hours : by appointment

Telephone : 012 3972422

E-mail : rosmini.omar@minotstateu.edu or rosmini@citycampus.utm.my

Course Synopsis

This course provides fundamental, yet critical issues, related to talents that organizations must manage as they set global ventures from home-base to abroad. With such a global outlook, organizations of all sizes need to align corporate strategies and effective management of talents in order to gain long-term sustainability. This is a challenging task for multinational enterprises and transnational corporations because every stakeholder, especially the staff must feel comfortable with diversity and uncertainty. It is an intricate issue as organizations strike balance between internal and external factors of each different country, while making appropriate adjustment to structures, policies, and strategies for managing their employees as they move from one host- country to another.

This course is delivered via two loci. The first locus initiates students to appreciate the essence of strategic orientation when managing and leading international corporate, entrepreneurial ventures. The second locus lead students to examine the various lenses of HRM activities namely human resource planning, employer-employee relations, recruitment and selection, training and development, performance management and reward systems, as well as re-entry and career planning and industrial relations.

All theHRM activities are discussed with the understanding that national culture and country specifics differ, and thus students need to capture and cultivate the skills to understand diverse groups of people for work effectiveness. International management of the human capital is an integral component of business development and thus links closely to the overall corporate strategy, vision, mission and values. An understanding of international HRM would influence the character, development, quality and productivity of the human capital. It helps any firm to achieve its primary strategic goal of enhancing value creation and global competitive advantage.

Course Objectives

Upon completion of this course, students should be able to:

- understand the nature of International HRM and appreciate how and why International HRM has become so critical to entity's competitiveness and to our society's well-being

- to develop greater sensitivity and confidence in our own capacity when working across cultures and this must effectively encompass all the HRM processes
- staffing for international growth and operations
- recruiting and selecting
- training, development and succession planning
- compensating, motivating and rewarding
- performance management
- repatriation, re-entry
- industrial relations
- to develop a global mindset that enable the process of reflecting, sharing, discussing and writing thoughtfully issues of HRM from the perspectives of culture and diversity.

Required Material

Peter J. Dowling, Marion Festing, and Allen D.Engle, Sr. International Human Resource Management: Gaining a Competitive Advantage. London: Thompson Learning, 5th edition.

Course Assessment

Methods	Percentage
Participation :	15
Assignments: Group Case Analysis (Written & Presentation)	30
Individual Global Mindset Reflection	15
Final Examination	40
Total	100

Course Requirements & Policies

You are expected to fulfill the following requirements of the course to obtain a grade:

Attendance

Attendance for face to face class is compulsory. Any student not attending a class should provide a medical certificate or a written justification. Punctuality is equally important.

Participation

Students are required to participate actively in class discussion, exercises and other class activities. It is just not enough to read and study the lectures given by the instructor, or to participate mentally in the discussion without voicing out your opinions or relating your own experiences. Students are expected to read the topics before coming to class, and be ready with the case analyses or class presentations, according to the schedule given in the course plan.

Assignments

This course gives emphasis to both individual and group effort, as much as incorporates theories and real world conflicts and phenomena. Thus, the types of assignments for this class reflect these patterns. Generally, each student is required to submit written assignments given the specific submission date shown in the course plan. The instructor fully appreciates students who diligently submit all assignments before or exactly on the due dates with excellent standard of work. Such students will be given Tier 1 marks. If you encounter any problem to submit assignments on the specific date, let the instructor know. Otherwise, your marks on the assignments will be moved to Tier 2 or 3 (where marks will be penalized on a daily basis), depending on the period between the deadlines and your submission. All assignment submission can be either in hardcopy or softcopy (via email, but make sure you are 100% VIRUS FREE!)

Management of Organizational Change (6ECTS units)

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 DESCRIPTION

This module is focused on the nature of change phenomenon as associated with business organizations. Starting off from the perspective of why change occurs, what forces drive change and their origin, an analysis is made of the nature of the change concept and the literature on how businesses respond to these change forces. Various models of planned change are discussed especially from the perspective of their practical application, including an examination of the sources of resistance to change. An introduction to the theoretical frameworks for the analysis of organizational development interventions are applied based largely on the change intervention and the “frames” approaches. The module is completed by an investigation of the process of leading and managing organizational change.

COURSE OBJECTIVES

1. Understanding the nature of contemporary forces impacting on and pressuring business organizations to change.
2. Developing a familiarity with the concepts of change and organizational change.

3. Critically analyzing the approaches to the study of organizational change and change models.
4. Identifying the sources of individual and organizational resistance to change.
5. Comprehending the approaches to organizational development interventions based on the change intervention and “frames” approaches.
6. Appreciating the significance and challenges of leading and managing organizational change in a turbulent business environment.

COURSE STRUCTURE AND TEACHING METHODS

The structure of this module will reflect a balance between theory, models and analytical frameworks and practical applications drawing upon the personal experiences and understanding of students. Thus, lectures will be given on the basic theoretical frameworks drawn from organizational change literature while class and group discussions will be initiated using cases drawn from contemporary readings, cases and articles dealing with the various perspectives linked to the study of organizational change.

READINGS AND RESOURCES

Cummings, TG and Worley, CG (2005), *Organizational Development and Change*, 8th Edition, South-Western Publishing, Ohio

Burnes, B (2004), *Managing Change: A Strategic Approach to Organizational Dynamics*, 8th Edition, Prentice-Hall, Essex

Bolman, LG and Deal, TE (2003), *Re-Framing Organizations: Artistry, Choice and Leadership*, 3rd Edition, Jossey-Bass, San Francisco

French, W, Bell, CH and Zawacki, R (eds) (2005), *Organizational Development and Transformation: Managing Effective Change*, 6th Edition, Irwin, Illinois

Stace, D and Dunphy, DC (2001), *Beyond the Boundaries: Leading and Re-Creating the Successful Enterprise*, 2nd Edition, McGraw-Hill, Sydney

The list above will be supplemented by readings, cases and articles from selected journals.

STUDENT EVALUATION: GRADING AND ASSIGNMENTS

1. Students will be assessed on the basis of class discussions, participation and presentations. (50%)
2. Written end-of-course examination lasting 3 hours. (50%)