

### 3.1.2 Description of courses

#### Master of Science in Finance

##### FF6001 Foundations for Finance

This is an introductory course in finance. The main objective is to help participants build a strong foundation in sound financial principles. The major topics covered include the time value of money, financial statement analysis, working capital management, risk and return, security valuation, cost of capital, capital budgeting, capital structure, corporate financing and dividend policy.

##### FF6002 Economic Analysis

This course focuses on the application of economic principles to the financial markets. Microeconomic applications include the workings of the market mechanism and the strategic interaction between firms. Macroeconomics discusses how interest rates, inflation, exchange rates and government policies affect the economic environment and the financial markets.

##### FF6003 Financial Statement Analysis

This course focuses on the use of financial statement information in different settings. Topics include foundations of financial statement analysis; analysis of inventories, long-lived assets, taxes, liabilities, off balance-sheet finance, pension costs, inter corporate investments, business combinations and multinational operations; market response to financial information and use of financial information in valuation, forecasting and credit analysis.

##### FF6004 Statistical Analysis

This course provides the participants with statistical skills to analyse complex finance problems. Regression and time-series analyses will be the main topics.

##### FF6005 Equity Investments

This course focuses primarily, on the principles and valuation techniques in equities analysis, including an overview of the investment environment and basic portfolio management. It includes discussions of economic, stock market, industry and company analyses for equities.

##### FF6006 Fixed Income Investments

The objective of this course is to provide an in-depth understanding of fixed income security markets and their analyses. These securities include treasury securities, corporate and international bonds, and structured securities. Their risk-return characteristics will be explained in terms of price yield relationship, yield and return measures, and price volatility measures. Various techniques for the valuation, trading, and risk control of these securities will be illustrated to details in association with yield curve analysis.

##### FF6007 Derivative Investments

This course focuses on the valuation of derivative securities such as forwards, futures, swaps and options. Topics include interest rate, currency, commodity and equity-related derivatives. Operational issues in derivative markets, uses of derivatives and concepts of financial engineering will also be discussed in this course.

##### FF6008 Fund Management

This course builds on the fundamentals of investment theory and in the valuation of equity, fixed income, and derivative securities. Topics include portfolio management policies, capital market expectations; asset allocation, portfolio construction and revision, equity and fixed-income portfolio management strategies, portfolio protection and portfolio performance measurement and evaluation.

##### FF6110 Corporate Finance

This course builds upon the principles of financial management to analyse corporate financial problems. Topics include equity and debt financing, financial decisions and announcements, managing corporate growth, free cash flow, payout policy, financial structure policy, the market for corporate control, corporate risk management, international aspects of corporate finance, real options, and behavioral finance.

##### FF6111 Treasury Management in Financial Institutions

This course focuses on the practical aspects of treasury management in financial institutions. It covers trading strategies in foreign exchange, money market instruments and derivative products, and risk management controls in treasury operations in financial institutions. This course includes practical trading sessions.

**FF6112 Structured Products**

In this course, participants will learn about structured products such as asset-backed securities, option-embedded bonds, credit-linked notes, credit derivatives and other innovative financial instruments. An understanding of the pricing and the risk & return of these financial instruments are essential in investment management and meeting market demand for such instruments.

**FF6113 Mergers and Acquisition**

This course provides an understanding of the strategic, cost, valuation, structure, financial, legal, accounting, negotiation, and implementation issues associated with mergers and acquisitions. Issues in the development of well-defined, value creating mergers and acquisition strategy will be explored.

**Master of Science (Financial Engineering)**

**FE6516 Stochastic Calculus for Finance**

AUs: 3

Prerequisites: Calculus and Linear Algebra, Stochastic Modelling in Asset Pricing

Semester: NIL

This course extends the concepts covered in the Stochastic Modelling in Asset Pricing module to the continuous state-space, continuous time scenario, Black-Scholes option pricing model to multi-asset models, change of numeraire, and a selection of the following topics: exotic options, stochastic volatility models, interest rate term structure (Vasicek, CIR, HJM).

**FE8506 Calculus and Linear Algebra**

AUs: 1.5

Prerequisites: NIL

Semester: NIL

This course covers mathematical tools and concepts for solving problems in financial engineering.

**FE8507 Stochastic Modelling in Asset Pricing**

AUs: 1.5

Prerequisites: NIL

Semester: NIL

This course covers the mathematical foundations of multi-period asset pricing.

**FE8510 Optimisation in Finance (E)**

AUs: 1.5

Prerequisites: NIL

Semester: NIL

Starting with a brief introduction to mathematical programming, this course will cover applications of optimisation techniques to financial problems.

**FE8511 Probability and Statistics**

AUs: 1.5

Prerequisites: NIL

Semester: NIL

This course covers the essential concepts and methods in probability theory and statistical inference, using statistical computer software and real-life data.

**FE8512 Linear Financial Models**

AUs: 1.5

Prerequisites: Probability and Statistics

Semester: NIL

This course covers both underlying theory and practical techniques of linear statistical models.

**FE8513 Financial Time Series Analysis**

AUs: 1.5

Prerequisites: Probability and Statistics

Semester: NIL

This course covers the data analytic aspects related to Financial Time Series.

**FE8514 Advanced Statistical Modelling (E)**

AUs: 1.5

Prerequisites: Probability and Statistics, Linear Financial Models, Financial Times Series Analysis

Semester: NIL

This course builds upon the materials covered in Linear Financial Models and Financial Time Series Analysis.

**FE8515 Simulation Methods for Option Pricing (CMU)**

AUs: 1.5

Prerequisites: NIL

Semester: NIL

This course initially presents standard topics in simulation including random variable generation, variance reduction methods and statistical analysis of simulation output.

**FE8705 Object Oriented Programming I**

AUs: 1.5

Prerequisites: NIL

Semester: NIL

Introduction to programming concepts, syntax, algorithms, data structure and programmes design.

**FE8706 Object Oriented Programming II**

AUs: 1.5

Prerequisites: Object Oriented Programming I

Semester: NIL

Common data structure and algorithmic design and analysis techniques – searching and sorting.

**FE8707 Web Programming (E)**

AUs: 1.5

Prerequisites: Object Oriented Programming I, Object Programming II

Semester: NIL

The objective of this course is to provide the necessary working knowledge on Java and to develop Internet applications based on Java platform.

**FE8709 Credit Risk – Measurement and Management (E)**

AUs: 1.5

Prerequisites: Stochastic Modelling in Asset Pricing, Stochastic Calculus for Finance Derivation Securities

Semester: NIL

The course will cover measurement and management of credit risk as well as the valuation of credit derivatives in addition to the valuation of securities associated with default risk.

**FE8809 Financial Engineering Project (CMU)**

AUs: 1.5

Prerequisites: NIL

Semester: NIL

This course will focus on portfolio construction and product structuring. Specific applications will vary from year to year.

**FE8810 Corporate Finance**

AUs: 1.5

Prerequisites: NIL

Semester: NIL

This course covers the essential elements of the corporate financial management process.

**FE8811 Asset Pricing Theory**

AUs: 1.5

Prerequisites: NIL

Semester: NIL

This course develops the consumption-based asset-pricing model and lays the foundations for the understanding of special pricing models such as CAPM, ICAPM, and APT.

**FE8812 Bond Portfolio Management**

AUs: 1.5

Prerequisites: NIL

Semester: NIL

This course covers concepts and techniques for managing fixed income portfolios.

**FE8813 Equity Portfolio Management**

AUs: 1.5

Prerequisites: NIL

Semester: NIL

While soundly anchored within the bounds of Modern Portfolio Theory and Asset Pricing Theory, this course aims to provide an in-depth but practical understanding of the equity management process, from stock, industry and market evaluation through to portfolio selection techniques and the on-going management functions and evaluation.

**FE8814 Derivative Securities**

AUs: 1.5

Prerequisites: NIL

Semester: NIL

This course covers the use and pricing of derivatives - from the basic features of forwards and options to dynamic trading and hedging strategies.

**FE8815 Interest Rate Derivatives**

AUs: 1.5

Prerequisites: Derivative Securities

Semester: NIL

This course covers: 1) Various exchange-traded and over the counter interest rate derivative products. 2) The estimation of parameters of the interest rate models using historical data. 3) Computer programming to compute the values of the derivatives. 4) Hedging interest rate risk using interest rate derivatives. 5) Financial engineered interest rate derivatives.

**FE8816 Financial Risk Management**

AUs: 1.5

Prerequisites: NIL

Semester: NIL

The course provides a comprehensive presentation of the measurement and management of market and credit risk.

**FE8818 Financial Accounting (E)**

AUs: 1.5

Prerequisites: NIL

Semester: NIL

The objective of this course is to provide a sound understanding of the various items in published financial statements.

**FE8819 Exotic Options and Structured Products (E)**

AUs: 1.5

Prerequisites: Derivative Securities

Semester: NIL

This course covers the applications and the associated risks of financial options that have non-standard features, and the use of financial instruments to restructure an existing financial profile into one having more desirable properties.

**FE8820 Studies in Financial Engineering (CMU)**

AUs: 1.5

Prerequisites: NIL

Semester: NIL

This course focuses on the use of financial engineering and derivative securities in solving practical business problems.

**FE8821 Term Structure: Theory and Practice (CMU)**

AUs: 1.5

Prerequisites: NIL

Semester: NIL

Advanced models of the term structure. Implementation of term structure models.

**MBA / Master of Science (with a Specialisation)**

**B6004 Statistical and Research Methods**

AUs: 3

Prerequisites: After first trimester of studies for full-time participants; After second trimesters of studies for part-time participants

Semester: NIL

The course outlines the various research methods commonly used to address business questions.

**B6005 Financial Management**

AUs: 3

Prerequisites: NIL

Semester: NIL

The major topics covered include the time value of money, financial statement analysis, working capital management, risk and return, security valuation, cost of capital, capital budgeting, capital structure, corporate financing and dividend policy.

**B6007 Marketing Management**

AUs: 3

Prerequisites: NIL

Semester: NIL

The objectives of this course are to demonstrate the role of marketing in the company; to explore the relationship of marketing to other functions; and to show how effective marketing builds on a thorough understanding of consumer behaviour to create value for customers.

**B6010 Organisational Behaviour**

AUs: 3

Prerequisites: NIL

Semester: NIL

This course covers material that is essential to the understanding of individual and group behaviour within an organisation. The course also focuses on the implications of today's e-business on individual and group behaviour, and deals with issues raised by a contingent workforce and virtual organisations.

**B6013 Economic Analysis**

AUs: 3

Prerequisites: NIL

Semester: NIL

This course focuses on the application of economic principles to the conduct of business.

**B6014 Electronic Commerce and IT**

AUs: 3

Prerequisites: NIL

Semester: NIL

This course aims to build the foundations for understanding the digital economy and the power of new IT-driven organisational forms and marketplaces.

**B6015 Corporate and Business Strategy**

AUs: 3

Prerequisites: Financial Management, Financial Accounting, Economic Analysis

Semester: NIL

This course encourages participants to develop the mindset required to formulate business strategies that can beat the competition.

**B6016 Managing Business Operations**

AUs: 3

Prerequisites: NIL

Semester: NIL

This course will address a broad-spectrum of issues related to the design, planning, control, and improvements of business operations for both manufacturing and service organisations. The focus is on providing a basic understanding of the operations management function.

**B6017 Accounting for Decision-Making and Control**

AUs: 3

Prerequisites: Financial Accounting

Semester: NIL

The aim of this course is to introduce the design and use of management accounting information for planning, control and decision-making within business organisations. The organisational architecture will be used as the organising framework. The major topics covered in this course include product costing, activity-based costing and management, strategic cost management practices, transfer pricing issues, tools for decision-making such as cost profit-volume (CVP) analysis, and performance evaluation, measurement and compensation issues. The course will conclude with a discussion on ethics and social responsibility within the decision-making framework.

**B6018 Leadership and Organisational Behaviour**

AUs: 3

Prerequisites: NIL

Semester: NIL

This course comprises of two objectives. The first is to increase participants' insights and understanding of the behaviour of people at work, and of organisations as complex systems. The second objective is to improve the capabilities of participants to give leadership through an understanding of the nature of leadership, through building participant's leadership skills, and through improving their meta-skills of self reflection. The aim is to develop greater self-awareness, a deeper understanding of the impact on their actions on others, hence building the capability of participants to lead and take effective action in complex organisational settings.

**B6054 Entrepreneurship**

AUs: 3

Prerequisites: NIL

Semester: NIL

The course is designed to cover both the theoretical aspects of the discipline as well as the practical aspects of "Entrepreneurs in Action".

**B6055 Management of Innovation**

AUs: 3

Prerequisites: NIL

Semester: NIL

This course will focus on how organisations innovate and what managers can do to manage the process of innovation.

**B6065 Regional Study Seminars**

AUs: 3

Prerequisites: NIL

Semester: NIL

With the regionalisation of business, there is a need to train managers and entrepreneurs to understand the language, business environment and cultural practices of countries in the region.

**B6082 Seminar in Corporate and Crisis Communications**

AUs: 3

Prerequisites: NIL

Semester: NIL

This course traces the broad social, political and economic environment facing today's corporate executives and develops the managerial processes necessary to effectively communicate within this environment.

**B6083 The Business Environment in China**

AUs: 3

Prerequisites: NIL

Semester: NIL

This course will be conducted by a group of "China experts" with proven research and publications on contemporary China.

**B6084 Global Risk Analysis**

AUs: 3

Prerequisites: NIL

Semester: NIL

This course looks at the identification, assessment and management of global risk from the viewpoint of potential investors and MNCs. The areas covered include political risk, economic risk, commercial risk and reputation risk. The course is case study based and participants are expected to complete a group project.

**B6088 Customer Value Management**

AUs: 3

Prerequisites: NIL

Semester: NIL

This course will enable participants to understand the complex and challenging process of creating and managing customer value, regardless of the industry they are in.

**B6089 Technopreneurship and Venture Creation**

AUs: 3

Prerequisites: NIL

Semester: NIL

This course focuses on the major challenges and issues a technopreneur is likely to face in real-life and reflects not only the latest thinking in specific areas but also the practical experience and lessons learned in the real business environment of today's high technology revolution.

**B6090 Chinese Classic and Business Strategy II**

AUs: 3

Prerequisites: NIL

Semester: NIL

This course attempts to see how some of these well-known Chinese classics such as Sun Zi Art of War, the 36 Strategies of the Chinese, the Principles of Tao Zhu-gong, Annals of the Three Kingdoms, etc. can be applied to strategic thinking and business practices. This course also seeks to broaden students' creative and analytical thinking skills in relating Chinese philosophical concepts to business.

**B6091 Microeconomics of Competitiveness**

AUs: 3

Prerequisites: Economic Analysis or permission of instructor

Semester: NIL

This course explores the determinants of competitiveness of firms, clusters, regions and countries. It uses the tools of microeconomics to examine how the strategies and operating practices of locally-based firms, the vitality of clusters, and the quality of the business environment ultimately determine the productivity of regions and nations.

**B6092 Sun Zi Art of War and Business Applications**

AUs: 3

Prerequisites: NIL

Semester: NIL

This course seeks to relate the military philosophy of Sun Zi to the corporate world by providing new and different insights on topics like strategic leadership, teamwork, military and business intelligence, strategy development and formulation, strategic controls, ethics, and management of human resources. It takes an oriental perspective in dealing with the various issues pertaining to strategy and seeks to broaden students' creative and analytical thinking skills in relating Chinese philosophical concepts to business.

**B6093 Market Dynamics**

AUs: 3

Prerequisites: NIL

Semester: NIL

This course will examine the following issues – what moves the market and why; how to stay close to the market and feel its pulse; make informal decisions about market movements; and make an educated conjecture about evolving trends.

**B6125 Tax Management**

AUs: 3

Prerequisites: NIL

Semester: NIL

The course is designed to provide participants with a broad understanding of the Singapore income tax system, international taxation and an awareness of the tax implications of business transactions.

**B6131 Governance, Risk Management and Compliance**

AUs: 3

Prerequisites: NIL

Semester: NIL

The purpose of this course is to provide participants with an overview of risks that can threaten the attainment of organisational objectives and the building of control frameworks to identify, understand and manage risks.

**B6132 Accounting Recognition and Measurement**

AUs: 3

Prerequisites: Financial Accounting

Semester: NIL

This course is designed to equip participants with a strong conceptual and technical knowledge in the recognition and measurement of the elements of financial statements.

**B6133 Assurance, Attestation and Auditing**

AUs: 3

Prerequisites: Governance, Risk Management and Compliance Accounting Recognition and Measurement (or concurrently)

Semester: NIL

This course aims to provide a broad understanding of the role of attestation and other assurance services in serving the needs of organisations and society in general, as well as a keen appreciation of the multi-faceted environment (e.g., economic, organisational, social, legal, regulatory, professional) in which these services are provided.

**B6134 Risk Reporting and Analysis**

AUs: 3

Prerequisites: Accounting Recognition and Measurement



Semester: NIL

This course aims to provide a firm professional and conceptual grounding in issues pertaining to the reporting and analysis of a firm's risks.

**B6222 Corporate Finance**

AUs: 3

Prerequisites: Financial Management

Semester: NIL

Builds upon the principles of financial management to analyse corporate financial problems. Topics include equity and debt financing, financial decisions and announcements, managing corporate growth, free cash-flow, payout policy, financial structure policy, the market for corporate control, corporate risk management, international aspects of corporate finance and real options.

**B6250 Equities and Fixed Income Securities**

AUs: 3

Prerequisites: Financial Management

Semester: NIL

Focuses on principles and valuation techniques in equities and fixed income securities analysis, including an overview of the investment environment and basic portfolio management.

**B6252 Financial Statement Analysis**

AUs: 3

Prerequisites: Financial Management, Financial Accounting

Semester: NIL

Focuses on the use of financial statement information in different settings.

**B6253 Portfolio Management**

AUs: 3

Prerequisites: Equities and Fixed Income Securities

Semester: NIL

Builds on the fundamentals of investment theory and in the valuation of equity, fixed income, and derivative securities.

**B6255 Derivative Securities**

AUs: 3

Prerequisites: Financial Management

Semester: NIL

Focuses on valuation of derivative securities such as forwards, futures, swaps and options, with computer applications for problems solving.

**B6350 Managing Human Capital in the New Organisation**

AUs: 3

Prerequisites: NIL

Semester: NIL

This course explores the challenges of building competitive advantage through effective human capital management in the organisation of the 21st century. A multi-faceted approach is adopted reflecting the complexity of the environment and issues faced.

**B6351 Building the Human Capital Base**

AUs: 3

Prerequisites: NIL

Semester: NIL

The course focuses on developing, maintaining and improving workforce capability.

**B6360 Training and Development of Human Capital**

AUs: 3

Prerequisites: NIL

Semester: NIL

The course focus is two pronged. First, it will examine why firms train workers; how should this be done; the gross benefits of training; making and evaluating training decisions; and the design of training programmes. Second, it will focus on talent development, building the organisation's capabilities and talent pool, and also promotions and career concerns.

**B6436 Asian Foreign Investment Laws**

AUs: 3

Prerequisites: NIL

Semester: NIL

Introduces various legal systems in Asia and explores various forms of foreign investment transactions and legal ramifications.

**B6443 International Business Law**

AUs: 3

Prerequisites: NIL

Semester: NIL

Covers practical issues and legal principles relating to cross-border business transactions. Evaluates the impact of differing national laws as well as international rules and conventions on the major forms of international contracts and dispute resolution.

**B6548 Enterprise Systems**

AUs: 3

Prerequisites: Electronic Commerce and IT (or concurrently) or relevant experience

Semester: NIL

The integrated enterprise comprises the basic foundation for EC. This course provides participants with a management-level introduction to the technologies, methodology, and human aspects of planning and implementing such enterprise systems. The course also includes hands-on computer sessions to configure SAP R/3's FI module to a case company, create the basic master files, and to subsequently to process typical transactions against these files.

**B6724 Managing Technology and Capital Transfers**

AUs: 3

Prerequisites: NIL

Semester: NIL

Deals with the complex strategic, financial, legal, public policy and organisational aspects of technology-based cooperative ventures. It focuses on the process of planning, organising, managing, controlling cross-borders transfer of technology and capital between private organisations.

**B6726 Mergers and Acquisitions**

AUs: 3

Prerequisites: Financial Accounting or permission of instructor

Semester: NIL

Provides an understanding of the strategic, cost, valuation, structure, financial, legal, accounting, negotiating and implementation issues associated with mergers and acquisitions. Issues in the development of well-defined, value creating mergers and acquisition strategy will be explored.

**B6741 Managing People Across Cultures**

AUs: 3

Prerequisites: Organisational Behaviour (recommended)

Semester: NIL

This course will help participants understand the impact of culture on managing people in today's global business environment. It seeks to develop the knowledge and skills needed to manage effectively in different cultural settings and to work effectively with people from other cultures.

**B6745 International Marketing**

AUs: 3

Prerequisites: Marketing Management

Semester: NIL

The course aims to provide managers with the knowledge, skills, and sensitivities to effectively manage international markets. It examines the opportunities and challenges faced by companies operating in the global marketplace. The course will develop an integrated framework for understanding the dynamics of operating internationally to formulate and implement optimal global marketing strategies. The course also addresses negotiations with international customers and the process to achieve global competitive advantage.

**B6746 Managing International Trade and Investment**

AUs: 3

Prerequisites: NIL

Semester: NIL

This course addresses both the macro and micro aspects of international trade and investment. The course will rely heavily on student participation, role-play exercises and group projects will be used to bring issues to life for participants.

**B6833 Strategy Formulation**

AUs: 3

Prerequisites: NIL

Semester: NIL

The course examines the process of strategy formulation. Both formal and emergent approaches to strategy formulation as well as control issues are discussed.

**B6834 Strategy Implementation**

AUs: 3

Prerequisites: NIL

Semester: NIL

This course reviews how strategy is aligned with structure, control and reward systems in organisations.

**B6835 Competitive Strategy**

AUs: 3

Prerequisites: Economic Analysis

Semester: NIL

Participants study how firms allocate resources and make investments to maximise long-term returns in the face of competition. The course reviews aspects of industrial organisation and economic theories of organisation (transaction cost economics and agency theory).

**B6836 Managing Organisational Change**

AUs: 3

Prerequisites: Organisational Behaviour

Semester: NIL

The aim of this course is to develop the participant's skills in working as a management consultant.

**B6837 Seminar in Strategic Management - Value-Based Innovation for Growth and Profit**

AUs: 3

Prerequisites: NIL

Semester: NIL

The seminar provides a forum to discuss relevant academic research and emerging managerial practice.

**B6838 Games and Business Strategy**

AUs: 3

Prerequisites: Economic Analysis

Semester: NIL

This course uses cases to provide both the conceptual foundations of game theory and applications to business.

**B6926 Product and Pricing Management**

AUs: 3

Prerequisites: Marketing Management (or concurrently)

Semester: NIL

The primary focus of course is on development processes of product and pricing decisions.

**B6939 Integrated Marketing Communications**

AUs: 3

Prerequisites: Marketing Management (or concurrently)

Semester: NIL

The course is designed to familiarise participants with the key issues, theories and tools associated with marketing communication decisions, especially those involving paid media. Specifically, it aims to provide analytical skills useful for the planning, implementation and evaluation of advertising communication.

**B6942 Marketing Research: Design and Analysis**

AUs: 3

Prerequisites: Marketing Management (or concurrently)

Semester: NIL

The objective of the course is to provide a rigorous experience in marketing research. The course is aimed at the manager, who is the ultimate user of the research and is responsible for determining the major scope and direction of research activities.

**B8053 Seminar in Management 1\***

AUs: 1.5

Prerequisites: NIL

Semester: NIL

This half-course evaluates the impact of economic, political, social or environmental developments on business in general, and the corporation in particular.

**B8054 Seminar in Management 2\***

AUs: 1.5

Prerequisites: NIL

Semester: NIL

This half-course examines contemporary management issues that confront every middle to senior level manager.

**B8080 Supply Chain and Logistics Management**

AUs: 1.5

Prerequisites: Managing Business Operations

Semester: NIL

This course will cover both strategic as well as operational issues in supply chain and logistics management. Topics covered include strategic principles in logistics management, supply chain and logistic systems design, demand and inventory management, logistics customer service, logistics information systems, order processing, transportation management, warehousing and materials handling.

**B8081 Managing in Asia: Issues and Ethics\***

AUs: 1.5

Prerequisites: NIL

Semester: NIL

This is a practical course aimed at enhancing the managerial skills and understanding needed to deal with challenges arising from the unique environment in which Asian business operates.

**B8083 Managing in Transitional Economies\***

AUs: 1.5

Prerequisites: NIL

Semester: NIL

This course examines the increasingly important issue of managing operations in transitional economies (TEs), with the focus on the East Asian TEs.

**B8085 Leadership in Organisations\***

AUs: 1.5

Prerequisites: NIL

Semester: NIL

The course deals with how effective leaders set direction, align critical constituencies and create a meaningful value system.

**B8086 Developing Effective Communications Skills: An Executive Approach\***

AUs: 1.5

Prerequisites: NIL

Semester: NIL

Tomorrow's leaders require a command of communications skills to properly represent their organisations to their many stakeholders. These skills can be learned and this seminar is designed to teach the techniques used by effective executive communicators.

**B8088 Management Consulting\***

AUs: 1.5

Prerequisites: NIL

Semester: NIL

The course will compare the various forms of consulting, the skills required, the approach used in management consulting, the writing of a proposal, discussion of fees, scope of work, deliverables, and time-line for completion of the consulting assignment. Some basic consulting techniques will be introduced in the course and case studies on consulting will be examined.

**B8089 Managerial Decision-Making: Biases and Cures\***

AUs: 1.5

Prerequisites: NIL

Semester: NIL

This course is designed to provide an understanding of the nature and sources of decision biases, and of ways to improve decision quality. The course highlights some of the systematic biases and errors that managers commit.

**B8090 Communications Management\***

AUs: 1.5

Prerequisites: NIL

Semester: NIL

This course focuses on oral and written communications that managers use to get work done in organisations.

**B8091 Power and Empowerment in Organisations\***

AUs: 1.5

Prerequisites: NIL

Semester: NIL

This course is designed to accomplish the following objectives: to help participants become more effective in exercising influence; to develop their understanding of power and empowerment as managerial tools for getting things done through others.

**B8092 Financial Planning\***

AUs: 1.5

Prerequisites: NIL

Semester: NIL

This course will provide a comprehensive coverage of the financial planning process.

**B8093 Management Presentations\***

AUs: 1.5

Prerequisites: NIL

Semester: NIL

This course focuses on delivery and content in formal and semiformal oral presentations.

**B8095 Life Sciences: A Business Perspective\***

AUs: 1.5

Prerequisites: NIL

Semester: NIL

This course gives participants an understanding of the emerging life sciences industry, and its huge potential for new wealth and jobs creation.

**B8256 Credit Risk Management\***

AUs: 1.5

Prerequisites: Financial Management

Semester: NIL

Credit risk management has become perhaps the key risk management issue as we move further into the new millennium. The course explores both the traditional and new approaches to credit risk management.

**B8260 Treasury Management\***

AUs: 1.5

Prerequisites: Financial Management

Semester: NIL

Focuses on the practical aspects of treasury management in corporations and financial institutions. The course will cover trading strategies in foreign exchange, money market instruments and derivative products and risk management controls in treasury operations in corporations and financial institutions. Practical trading sessions will be conducted in our Simulated Trading Room.

**B8261 Market Risk Management\***

AUs: 1.5

Prerequisites: Financial Management

Semester: NIL

Topics covered include: Definition of risks and value at risk (VaR); Approaches to measure VaR (variance-covariance, historical simulation, Monte Carlo simulation, and stressing testing); Implementing VaR (fixed income, FX, commodities, and equity); Managing risk with VaR; Risk-adjusted performance measurement; Regulators and risk management.

**B8262 International Finance \***

AUs: 1.5

Prerequisites: Financial Management

Semester: NIL

This course introduces the participant to the environment of international finance and multinational financial management.

**B8263 Multinational Financial Management\***

AUs: 1.5

Prerequisites: International Finance\*

Semester: NIL

This course, which is a continuation of Financial Management and International Finance, deals with financial management practices in an international context, i.e. from the perspective of the multinational corporation and its foreign subsidiaries.

**B8264 Asset-Liability Management\***

AUs: 1.5

Prerequisites: Financial Management

Semester: NIL

The increase in interest rate volatility has created a demand for better tools, techniques and strategies for interest rate risk management. This course provides an analytical framework to measure and manage interest rate risk.

**B8265 Financial Modelling\***

AUs: 1.5

Prerequisites: Financial Management

Semester: NIL

Microsoft Excel is one of the mostly widely used software in the industry. This mini course provides the participants with a hands-on opportunity to implement financial models using Excel.

**B8267 Special Topics in Finance I\***

AUs: 1.5

Prerequisites: Financial Management

Semester: NIL

The aim of this course is to cover specific topics in banking and finance. Examples may include advanced topics in the various fields such as investments, corporate finance, international finance, risk management and financial institutions.

**B8268 Special Topics in Finance II\***

AUs: 1.5

Prerequisites: Financial Management

Semester: NIL

This course will cover some of the most current topics in the finance area. It provides a forum to discuss relevant research and emerging practice in the field.

**B8434 Management of Intellectual Property Rights\***

AUs: 1.5

Prerequisites: NIL

Semester: NIL

Focuses on how business can make practical use of technology and intellectual property to gain strategic competitive advantages. The course will show how the fruits of R & D efforts and business creations can be guarded against misappropriation through IP devices and yet be commercially exploited.

**B8441 Company Law\***

AUs: 1.5

Prerequisites: NIL

Semester: NIL

The course trains students to explore Company Law through the lens of business whether in creating, financing, operating, rescuing or liquidating business enterprises.

**B8442 Management of Legal Obligations in Business\***

AUs: 1.5

Prerequisites: NIL

Semester: NIL

Focuses on practical and legal considerations and strategies associated with the contracting process and discusses relevant issues pertaining to specific types of contracts such as sales and employment contracts. Includes coverage of non-contractual obligations such as tort and business crimes as well.

**B8445 Negotiation\***

AUs: 1.5

Prerequisites: NIL

Semester: NIL

The ability to negotiate skillfully and effectively is an important advantage in business. This seminar aims to increase participants' awareness about the negotiation process and enhance their negotiating skills so as to enable them to reach agreement and/or resolve disputes more effectively.

**B8446 Creative Thinking and Problem Solving\***

AUs: 1.5

Prerequisites: NIL

Semester: NIL

This course is designed to help managers develop the thinking processes necessary for creative problem solving.

**B8563 Business Process Management**

AUs: 1.5

Prerequisites: Electronic Commerce and IT (or concurrently) or relevant experience

Semester: NIL

Process innovation aims to achieve order-of-magnitude improvements in business performance: lower cycle times, better quality, enhanced customer service, and lower costs.

**B8565 Advanced Topics in IT and e-Business I\***

AUs: 1.5

Prerequisites: Electronic Commerce and IT

Semester: NIL

This course will cover some of the most cutting-edge topics in e-Commerce. Currently, the new emerging technological areas in e-Commerce include mobile commerce, XML and WAP. The exact topics that will comprise the course will vary with every offering. The specialised areas that will be covered could also include business issues such as Customer Relationship Management (CRM), B2B models, Networks and e-Markets, or B2C Portals.

**B8566 Advanced Topics in IT and e-Business II\***

AUs: 1.5

Prerequisites: Electronic Commerce and IT

Semester: NIL

This course will cover some of the most current topics in the e-Commerce area. It provides a forum to discuss the relevant research and emerging practice in the field. Topics will be selected to leverage on the expertise of leading scholars and practitioners in the region.

**B8624 Quality Management\***

AUs: 1.5

Prerequisites: NIL

Semester: NIL

This course focuses on quality management concepts, methodologies and practices of services and manufacturing industries.

**B8628 Project Management\***

AUs: 1.5

Prerequisites: NIL

Semester: NIL

This course provides a comprehensive treatment of the key planning and control aspects of project management that are common to many different areas of applications.

**B8631 Strategic Technology Management\***

AUs: 1.5

Prerequisites: NIL

Semester: NIL

This course examines the roles and dynamics of technology at the societal and firm levels. The impact of technology on businesses and strategic choices of firms will be emphasised.

**B8636 Emerging Technologies in Business\***

AUs: 1.5

Prerequisites: NIL

Semester: NIL

This course examines emerging technologies to provide an understanding of their status and evolution with respect to business. The course specifically addresses how IT and other technologies can be exploited to enable e-business and other technology initiatives.

**B8637 Advanced Topics in Technology and Operations\***

AUs: 1.5

Prerequisites: NIL

Semester: NIL



This course covers hot topics in the IT and operations management area. Essentially, the course provides a means for visiting professors, researchers and practitioners to share state-of-the-art ideas, findings and experience on a specific topic of considerable interest.

**B8721 International Business Foundations\***

AUs: 1.5

Prerequisites: NIL

Semester: NIL

This course is intended primarily for participants who have not previously studied international business (IB). The course introduces the broader IB environment, through a series of traditional case studies and mini-lectures.

**B8722 International Business Applications\***

AUs: 1.5

Prerequisites: NIL

Semester: NIL

This introductory course is restricted to participants who have just joined the programme and who have not previously studied international business (IB). The course focuses on the operational aspects of international business, through a series of web-based case discussions and mini-lectures.

**B8945 Seminar in Marketing\***

AUs: 1.5

Prerequisites: Marketing Management (or concurrently)

Semester: NIL

There is a specialised body of knowledge which keeps on evolving and which is very important and relevant for marketing professionals. The objective of this course is to familiarise the participants with the specialised knowledge of such professors.

**B8947 Strategic Brand Management\***

AUs: 1.5

Prerequisites: Marketing Management (or concurrently)

Semester: NIL

The objectives of the course are to help participants better understand how a favourable corporate and brand image is created and managed over a period of time, the role of brand equity and its challenges from private labels.

**B8948 Business to Business Marketing\***

AUs: 1.5

Prerequisites: Marketing Management (or concurrently)

Semester: NIL

The business market consists of all the organisations that acquire goods and services used in the production of other products or services. The course objectives are to familiarise the participants with the different decision-making processes by which formal organisations establish the need for purchased products and services and identify, evaluate, and choose among alternative suppliers.

**B8950 Advanced Topics in Marketing\***

AUs: 1.5

Prerequisites: Marketing Management (or concurrently)

Semester: NIL

The objective of this course is to familiarise the participants with detailed knowledge of some advanced marketing topics, which may vary over time, depending on current marketing trends.

**B8951 Effective Sales Management\***

AUs: 1.5

Prerequisites: Marketing Management (or concurrently)

Semester: NIL

The course will familiarise with recent research in sales management that underlies the theories and concepts, which can be applied to practical situations.

**B8952 Marketing Channels Strategies\***

AUs: 1.5

Prerequisites: Marketing Management (or concurrently)

Semester: NIL

This course refers to one of the four Cs called convenience, which was earlier neglected. The course will provide analytical skills necessary for strategic design and effective management of distribution channels. The course will elaborate the various criteria of channel selection and channel motivation for optimum revenue generation and market share.

**B8953 Understanding Consumer Behaviour\***

AUs: 1.5

Prerequisites: Marketing Management (or concurrently)

Semester: NIL

This course takes a managerial perspective, focusing on understanding and serving consumer needs to create satisfied and loyal customers.

**B8954 Services Marketing\***

AUs: 1.5

Prerequisites: Marketing Management (or concurrently)

Semester: NIL

The service sector of the economy is going through rapid growth, diversity and change. The course examines the development and management of services within a growing and changing marketplace.

**B8955 Retailing Strategies\***

AUs: 1.5

Prerequisites: Marketing Management (or concurrently)

Semester: NIL

The objective of this course is to enrich participants' understanding of probably the most challenging and competitive form of business – retailing.

**IP6000 Theories and Issues in International Political Economy**

AUs: 3

Prerequisites: NIL

Semester: NIL

This core course is designed to provide students with the conceptual tools to analyse three central concerns in International Political Economy.

**IP6011 Government and Politics of Southeast Asia**

AUs: 3

Prerequisites: NIL

Semester: NIL

This course will examine the dynamics of the domestic politics of Southeast Asia. Within the framework of Comparative Politics, this course focuses on the political actors, institutions, and processes that define the characteristics of political systems in the region.

**IR6004 International Relations of Northeast Asia**

AUs: 3

Prerequisites: NIL

Semester: NIL

This course analyses the forces, factors, and personalities that shape the interactions between China, Japan, the Koreas, Taiwan, and Hong Kong.

**IR6005 International Relations of South Asia**

AUs: 3

Prerequisites: NIL

Semester: NIL

This course will survey the international politics of South Asia since 1947.

**IR6008 US Foreign Policy**

AUs: 3

Prerequisites: NIL

Semester: NIL

The United States occupies the primary position in today's 'unipolar' world, and Washington exercises unparalleled power in the global arena. The aim of this course is to examine critically American foreign policy from the historical and theoretical perspectives in order to understand the origins, nature and consequences of the ascendancy of the US.

**K6102 Knowledge Management Tools [from School of Communication and Information M.Sc. (Knowledge Management)]**

AUs:3

Prerequisites: NIL

Semester: NIL

Electronic Document Managements (EDMS), Customer Relationship Management (CRM), workflow, content management, business intelligence tools, search engines and intelligent agents. Mind mapping, idea processors, and taxonomy builders. Knowledge Portals, Intranets, and collaboration and learning tools. Establishing knowledge management infrastructure. Evaluation criteria. Selection criteria for knowledge management tools.

**S6003 Management of Defence Technology**

AUs: 3

Prerequisites: NIL

Semester: NIL

This course provides an appreciation of the important strategic relationships between management, technology and defence.

**S6014 The Evolution of Strategic Thought**

AUs: 3

Prerequisites: NIL

Semester: NIL

This advanced-level course is designed to provide students with the opportunity to analyse the ideas of key strategic thinkers on the nature and conduct of non-nuclear warfare. The course examines important ways of theorising war as a phenomenon and addresses the various methods of studying it and applying the insights.

**S6015 Government and Politics of Northeast Asia**

AUs: 3

Prerequisites: NIL

Semester: NIL

The purpose of this course is to examine the past, present and future of various "countries" in Northeast Asia in terms of political and socioeconomic changes.

**6016 The Study of War**

AUs: 3

Prerequisites: NIL

Semester: NIL

This course examines the phenomenon of war, from the processes of making strategy to the actual conduct of the military operations that comprise war.

**S6018 State and Politics in Modern Indonesia**

AUs: 3

Prerequisites: NIL

Semester: NIL

This course evaluates the main currents in Indonesia's domestic politics since its independence in 1945.

## **Master of Business Administration (Nanyang Fellows)**

### **NF8002 Corporate Finance and Policy**

AUs: 3  
Prerequisites: NIL  
Semester: NIL

The objective of this course is to increase understanding of the essential elements in the strategic financial management process and build proficiency in the application of these elements to real market problems.

### **NF8010 Accounting**

AUs: 3  
Prerequisites: NIL  
Semester: NIL

This course focuses on the nature and scope of using accounting information for economic decision-making.

### **NF8011 Seminar on Leadership**

AUs: 3  
Prerequisites: NIL  
Semester: NIL

The course deals with how effective leaders set direction, align critical constituencies, and create a meaningful value system.

### **NF8013 Contemporary Economic Analysis and Policy**

AUs: 3  
Prerequisites: NIL  
Semester: NIL

This is a seminar course where students will write a term paper, present and defend it. The objective of the course is to expose students to current and contemporary economic problems, issues and policies.

### **NF8014 Global Marketing**

AUs: 3  
Prerequisites: NIL  
Semester: NIL

Rapid and dynamic changes in the business landscape as evidenced by factors such as digitalisation, globalisation and futurisation have rendered the role of marketing even more critical for any sustainable business.

### **NF8018 Corporate Mergers and Acquisitions**

AUs: 3  
Prerequisites: NIL  
Semester: NIL

Mergers and acquisitions (M & A) and corporate restructuring activities will feature widely in the economies of Asia over the next several decades in line with the dynamic economic and financial growth of the region.

### **NF8020 Global Corporate Strategy: A Strategy Innovation and Business Redesign Approach**

AUs: 3  
Prerequisites: NIL  
Semester: NIL

This course aims to provide a balanced view of the organisation and its interaction with its environment.

### **NF8024 Managing in Asia**

AUs: 3  
Prerequisites: NI  
Semester: NIL  
Module A - Sun-Zi (AUs: 11/2), Module B – HR 11/2)

### **NF8026 Managing Human Capital in the New Organisation**

AUs: 3

Prerequisites: NIL

Semester: NIL

The course will help participants to recognise the role of effective human resource management in the implementation of corporate/business strategies.

**NF8027 Leadership and Organisation Behaviour**

AUs: 3

Prerequisites: NIL

Semester: NIL

Leadership is an important component in training today's managers. The aim is to develop greater self-awareness, a deeper understanding of the impact of their actions on others, hence building the capability of participants to lead and take effective action in complex organisational setting.

**NF8502 Legal Aspects of International Business**

AUs: 1.5

Prerequisites: NIL

Semester: NIL

This course will focus on major legal issues that affect cross-border business relationships.

**NF8511 Corporate Governance and Social Responsibility**

AUs: 1.5

Prerequisites: NIL

Semester: NIL

Corporate Governance (CG) has been found to be a critical determinant in the performance of business firms

**NF8511 Corporate Governance and Financial Markets**

AUs: 1.5

Prerequisites: NIL

Semester: NIL

Corporate Governance (CG) has been found to be a critical determinant in the performance of business firms: when the interests of entrepreneurs and managers, as well as other stakeholders (creditors, employees, customers, suppliers and the community at-large) and the owners of equity capital (shareholders) are in conflict, the firm performs below its potential and is not able to serve any of its stakeholders well. During the course, we will look at CG from both theoretical as well as practical perspectives.

**Master of Management in Hospitality (MMH)**

**Competitive Strategies for the Hospitality Industry**

AUs: 3

Prerequisites: Knowledge Courses in Financial Management, Financial Statements, Statistical Decision-Making

Semester 2

Strategic management considers the total enterprise, the industry, and the competitive environment in which firms operate. This integrative capstone course focuses on how firms formulate, implement, and evaluate corporate and business strategies. The goal is for you to develop a mastery of the tools used to perform analysis of the industry and competitors and to develop skill at evaluating and implementing strategies to sustain a firm's competitive advantage while generating superior value for customers.

**Corporate Finance**

AUs: 3

Prerequisites: Knowledge Courses in Financial Management, Financial Statements, Statistical Decision-Making

Semester 1

This course builds on the prerequisites courses in financial accounting and financial reporting. Topics include applications of discounting techniques, evaluation of capital expenditures, estimating cost of capital, bond and stock valuation, portfolio theory, asset-pricing models, and capital-structure decisions. The course

emphasises valuation skills as a means to bring together the cost of capital, financing, and operating issues faced by a firm.

You will come to understand the financial impact of managerial decisions, know how to differentiate decisions that increase the value of a firm, and know how to properly evaluate investment, financing, and payout decisions. You also will know standard techniques of financial analysis, such as discounted cash-flow valuation, capital budgeting, risk analysis, and estimating the cost of debt and equity.

### **Hospitality Marketing**

AUs: 3

Prerequisites: Knowledge Courses in Financial Management, Financial Statements, Statistical Decision-Making

Semester 1

This course on the fundamental concepts of marketing management - and the techniques, analysis, and frameworks for solving marketing-management problems - explores theories and conceptual frameworks that draw on customer, competitor, and core-capability analysis in marketing planning and implementation. You develop decision-making capabilities in product/service development, pricing, advertising and promotions, and distribution policies. The capstone of the course will be team development of a marketing plan for a new hospitality business.

### **Human Resources Management**

AUs: 3

Prerequisites: Knowledge Courses in Financial Management, Financial Statements, Statistical Decision-Making

Semester 3

In covering the strategies that enable companies to attract, develop, and retain high-quality employees, attention will be given to selection, compensation, performance appraisal, and career management. In each of these areas, the focus is on the return on the human resource investment.

### **Managerial Accounting**

AUs: 3

Prerequisites: Knowledge Courses in Financial Management, Financial Statements, Statistical Decision-Making

Semester 1

This introduction to managerial accounting, which is the use of accounting information for decision-making and control, covers cost behaviour, cost classification, cost-volume-profit analysis, product costing, budgeting, variance analysis, cost estimation, cost allocations, customer-profitability analysis, managerial control systems, and performance measurement.

### **Managerial Communication**

AUs: 3

Prerequisites: Knowledge Courses in Financial Management, Financial Statements, Statistical Decision-Making

Semester 2

Managers use communication strategies that involve written and oral messages to solve problems and accomplish professional goals within the workplace. The chief goal of this course is to help you become a competent, confident, and versatile communicator. You will prepare clear and powerful messages-reports, oral presentations, letters, and memos-and to approach problems analytically, so you can make thoughtful communication choices, some of which will be situation-specific.

### **Operations Management**

AUs: 3

Prerequisites: Knowledge Courses in Financial Management, Financial Statements, Statistical Decision - Making

Semester 1

Operations management, based on principles of scientific management, concerns itself with how work is done. This course gives you the skills and understanding necessary for decision-making using quantitative and qualitative data. You will use computer spreadsheet software extensively for "number-crunching"

analysis and learn to communicate the results of your analysis in a clear manner. The course gives you a "tool kit" of sophisticated Excel models for solving service-operations problems.

### **Organisational Behaviour**

AUs: 3

Prerequisites: Knowledge courses in Financial Management, Financial Statements, Statistical Decision-Making

Semester 2

This course teaches you, how individuals, groups, and organisations interact within a complex, globalised service environment. You will develop your interpersonal skills and gain a greater awareness of how your personal style influences your leadership and decision-making. You will learn to motivate others, negotiate ethical decisions, manage teams, and lead organisations through change.

### **Properties Development and Planning**

AUs: 3

Prerequisites: Knowledge courses in Financial Management, Financial Statements, Statistical Decision-Making

Semester 2

In this overview of hospitality project development and planning from the perspective of an owner and manager, you will learn about the role of the development team, feasibility studies, space programming, and construction management, and about functional and design criteria for hotels and restaurants. Teams will prepare programme documentation for a new hotel or restaurant or one undergoing major repositioning.

### **Information Systems Management**

AUs: 3

Prerequisites: Knowledge courses in Financial Management, Financial Statements, Statistical Decision-Making

Semester 3

Information technologies-based information systems are important to almost all organisations. They are a primary means for ensuring efficient operations and effective decision-making, and they offer the potential to increase a firm's competitiveness when appropriately planned and used. You will become comfortable with all aspects of information systems decision-making, including systems analysis and design, systems selection and purchasing, and the risks in IT investments. And you will become familiar with the systems found in hospitality operations. The course is not overly technical, but you are expected to be comfortable researching and discussing information technologies.

### **Career-track electives**

#### **1 Marketing Management**

#### **2 Operations Management**

#### **3 Real Estate Finance and Investment**

#### **4 Revenue Management**

#### **5 Human Resource Management**

AUs: NIL

Prerequisites: Knowledge Courses in Financial Management Financial Statements, Statistical Decision-Making

Semester 1, 2 and 3

Career tracks are designed around coursework and come with multiple opportunities to connect with people making careers in the area of your concentration. Elective courses will be selected from a wide range of offerings at Cornell University and Nanyang Technological University.

## **Shanghai Jiao Tong University MBA**

### **Core Courses**

#### **Corporate Finance (NBS)**

This course is about financial decisions by corporations. The scope of the course will cover the fundamental financial management theories, principles, techniques and methods. The emphasis of learning the course is to understand that the financial management primary objective is to maximize the value of the firm, and the

fundamental determinants of the value of the firm are the magnitude of future cash flows, their timing, and their friskiness.

**Date Module & Decision (SJTU)**

This course provides an introduction to statistics and probability as techniques for collecting, summarizing and interpreting data and for coping with uncertainty in the management decision-making process.

**Financial Accounting (NBS)**

The course introduces key concepts, standards and practices of financial reporting and develops skills for using accounting with other information to serve the needs of business decision-making.

**Information Technology (SJTU)**

This course focuses on how to manage information resources and technology. Students will gain exposure to various information technologies, examine their applications, explore the competitive advantages associated with the information technology, and address organizational and managerial implications.

**Managerial Economics (NBS)**

The course introduces key concepts of microeconomics, and its application of managerial decision-making in enterprises, public- and non-profit institutes. These theories include demand-supply theory, production-cost theory, and analysis of market efficiency, pricing strategies, investment and production decisions, game theory and the strategic interactions of firms, uncertainty and asymmetric information.

**Marketing Management (SJTU)**

The course examines the fundamental issues that influence marketing decisions, such as buyer behavior, competition, pricing, advertising, distribution and selling methods.

**Operation Management (SJTU)**

The course examines some of the basic principles managing the production of goods or services and studies some useful tools. It focuses on the efficient and effective deployment of capital, material, information, technology and human resources. It aims to provide an integrative approach on functional areas such as product and process development, quality management, capacity and inventory planning, supply chain management, technology and managing change.

**Organization Behavior (SJTU)**

This course aims to introduce and assess basic theories of managers' roles and responsibilities, and to acquaint students with the nature, forms and scope of behavior within organizations.

**Strategic Management (SJTU)**

Students will learn about top management's job of formulating strategy for the enterprise including the shaping of mission objective, product-market choice and organizational character as well as the allocation of resources to achieve organizational circumstances and conflicting stakeholder interest. Particular attention is placed to the role of the general manager in articulating organizational objectives, formulating and implementing organizational strategies, motivating and managing strategic changes.

**Other Compulsory Courses**

**Analysis of Securities Investment (SJTU)**

This course will systematically introduce the history, present situation and possible future trends of Chinese security market in the form of symposiums. It aims that through learning, students can comprehend problems and opportunities on the market, master fundamental methods of analyzing the investment value of the market as well as listed companies, and form effective investment notions and styles. Therefore, the students are able to grasp favorable opportunities for company development or achieve great success of personal investment in the coming tide on Chinese security market.

**Business Ethics (SJTU)**

This course aims to improve students' recognition of business ethics and help the students build themselves into ethical persons and their companies ethical companies.



**China Macroeconomics Analysis (SJTU)**

This course helps MBA students understand and master the main principle of macro-economy run, the special run of China's macro-economy, its problem and the idea of how to settle these problems. To spur the students relying on pondering frame of macro-economy run to make better micro decision of their enterprises.

**Chinese Law Environment and System (SJTU)**

This course researches Chinese present law environment and policy. It mainly includes: the evolvement of Chinese law system; Chinese court and justice system; Chinese commercial law system; Chinese foreign trade policy and law practice; Chinese commitment about entry WTO and its effect on Chinese economy, etc. This course focuses on cultivate the students' practice ability by discussing cases.

**Human Resource Management (SJTU)**

In this course, students will master the basic principle of human resource (HR), get to know the hot topic of its present development, comprehend its basic function, grasp the theory and method of job analysis, the human resource planning, employee recruitment, cultivation, performance appraisal of staff, salary design, etc, be familiar with the establishment of teamwork, trans-cultural management and other present exploration and development of modern human resource.

This course aims to assist students in gaining a clear understanding of internet and e-business. Attention is placed to apply various e-business strategy models, to explore and adopt emerging e-business technologies, and to develop project execution and planning expertise in a digital economic environment.

**Industrial Policies & Singapore's Management Experiences (NBS)**

The objective of this course is to provide future general managers with an understanding of major public policy influences on industrial performance at the national and international levels. Additional topics in Singapore's management experiences, such as government-link companies, foreign direct investment, industrial transformation, productivity movement, and international competitiveness will be covered.

**Innovation & New Business Development (NBS)**

This course deals with the convergence of creativity, entrepreneurship and innovation in organizations. It will show that innovation is a complex process that needs cultivation as much as management. The topics include individual creativity, sensing opportunities, organizing for and benefiting from innovation.

**International Business (NBS)**

The course examines the basis for international trade, the nature of global enterprises, current economic issues and how firms deal with complex, evolving issues and competition in the world's market.

**Logistics Management (NBS)**

Management of the supply chain, made up of a complex set of product flows, production processes and distribution channels, requires cross-functional understanding as well as sound technical and managerial skills. These skills are becoming more and more important in an expanding market, with the inevitable challenges brought about by the globalisation of operations. Supply chain and logistics management deals with the management of materials, information and financial flows in a network consisting of suppliers, manufacturers, distributors, and customers across all activities such as designing, purchasing, manufacturing, distributing, and customer services. The coordination and integration of these flows within and across companies are critical to achieving supply chain efficiency and effectiveness.

**Multinational Corporate Finance (SJTU)**

This course is about financial decisions by multinational corporations. The scope of this course will cover the fundamental multinational financial management theories, principles, techniques and methods including forecasting exchange rates, speculation and arbitrage, foreign exchange risk management, foreign investment analysis, financing foreign operations, multinational working capital management, international tax management, multinational restructuring, and so on.