Rationale:

Ethics and Corporate Social Responsibility should be integral components of a management school's educational program. In addition to studying ethics for management and leadership decision-making, this subject is important for introducing MBA students to strategies of best conduct, comprised of standards and guidelines governing the behavior of members of the business profession. This course will investigate current challenges and opportunities facing managers and companies in areas of corporate responsibility and ethical governance. Through case studies we will examine and critically evaluate contemporary developments in ethical responsibility with respect to environmental protection, community development and employee welfare. Also, the integration of social values into corporate objectives and the balancing of those objectives with responsibility to shareholders and communicating a vision of corporate social responsibility. The main purpose of this course is to develop MBA students’ analytical skills in understanding and applying ethical concepts to real-life management problems and practical situations.

Catalog Description:

Ethical decision making; cross-cultural ethical issues; good governance; environmental responsibility; community development; employee welfare; stakeholders; community social responsibility; the ethics of management; professional standards and codes of conduct.

Pre-requisite: None

Course Outline:

I. Overview of Business Ethics
   1. Ethics in the Workplace
   2. The Manager and Ethics
   3. Cross-Cultural Ethical Issues
   4. Practical Applications

II. Conceptual Background
   1. The Business Case for CSR
   2. The Strategic Context
   3. Implementation: The Integration of CSR into Strategy and Culture

III. Contemporary Developments in CSR
    1. Current Issues and Case Studies
    2. Organizational Stakeholders
    3. Economic Stakeholders
    4. Societal Stakeholders

IV. Corporate Accountability and Good Governance
    1. Corporate Governance Principles
    2. Communicating Good Governance and CSR

V. Toward a Responsible Society
    1. Corporate Governance and Social Entrepreneurship
    2. Stakeholder Relations and Community Development

Textbook:

Werther, W.B. and Chandler, D.:

Reference Books:

Anderson, B.:


Journals:
- Business Ethics Corporate Social Responsibility Report
- Business Ethics Quarterly
- Corporate Conduct Quarterly
- Ethical Management
- Ethics in Action
- Journal of Business Ethics

Grading System:

Class assignments: 10%
Presentation: 20%
Case study project: 30%
Final exam (open book): 40%

Instructor: Dr. Willi Zimmermann
Rationale:

The purpose of this class is to give students a thorough introduction to financial management that blends relevant theory with practical applications. This course explores the fundamental financial and operating decision undertaken by corporate management.

Catalog Description:

Investment rules, capital budgeting decisions, valuation and capital market theory, return and risk, efficient market hypothesis, long-term financing: capital structure, dividend policy, short-term financial planning.

Pre-requisite(s): SM60.33 Managerial Accounting

Course Outline:

I. Introduction to Financial Management
   1. Investment and Financing Decision
   2. Financial Markets

II. Investment Rules
   1. Investment Rules
   2. Valuing Stocks and Bonds
   3. Capital Budgeting

III. Return and Risk
   1. Capital Asset Pricing Model (CAPM)
   2. Relationship between return and risk

IV. Long-term Financing
   1. Capital Structure
   2. Dividend Policy

V. Short Term Financial Planning
   1. Working Capital Management
   2. Financing Short Term Capital

Textbook:


Journal and Magazines:

Financial Management
Journal of Finance
Fortune
Economist

Grading System:

Mid-Semester exam 30%
Final exam 40%
Assignments 10%
Quizzes 20%

Instructor(s): Dr. Supasith Chonglerttham
Rationale:
Successful organizations excel in bringing different kinds of people together to accomplish a common goal. As people drive the performance of their organizations, achieving success depends on an organization’s ability to manage human resources. Human resources management (HRM) activities involve identifying, recruiting, selecting the right people; training, appraising, retaining and grooming people. All managers play a key role and are responsible for at least some of these HRM activities. Hence, managers who have a good understanding of the importance of HRM activities are more likely to be successful in managing human capital.

Catalogue Description:
Human resource strategy, human resource planning, job analysis, job design, recruitment, employee selection, training and development, performance management, career management.

Pre-requisite: None

Course Outline:

1. The strategic role of the HRM function
2. Strategic human resource management
3. The analysis and design of work
4. Human resource planning
5. Recruitment
6. Employee selection
7. Training
8. Performance management
9. Career management

Textbook:

Recommended Journals:
Academy of Management Journal
Academy of Management Review
Human Resource Development Quarterly
Human Resource Management
Human Resource Management Journal
Human Resource Management Review
Journal of Management

Grading System:

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<tr>
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<td>20%</td>
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<tr>
<td>Final examination</td>
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Instructor: Dr. Vimolwan Yukongdi
Rationale:
Marketing is the management process responsible for identifying, anticipating and satisfying customer requirements profitable. Marketing is foremost not a functional area but the philosophy of customer focused Management that has to be realized in many functional areas throughout the company. Marketing management is fundamentally about understanding customer value, developing appropriate solutions in form or products and services for them and communicating and delivering value efficiently and conveniently. This course introduces the holistic concept of customer focused corporate strategy and the basic tools that managers need to plan, organize and execute the customer value creation process of a firm.

Catalog Description:
Marketing strategies and plans, product strategy, creating customer value, customer-relationship management, building brand equity, designing and managing services, pricing strategy, marketing channels, marketing communication.

Pre-requisite(s): None

Course Outline:

I. Understanding Marketing Management
   1. Marketing as a value creation process
   2. Marketing strategy and strategic planning

II. Identifying Customer needs
    1. Market research
    2. Environmental scanning
    3. Analysing consumer and business markets

III. Strategic Market Positioning
    1. Identifying Segments and Targets
    2. Positioning
    3. Dealing with Competition

IV. Shaping the Market Offering
    1. Product Strategy
    2. Managing Services
    3. Pricing strategies

V. Delivering and Communicating Value
    1. Channel Marketing
    2. Marketing Communications

Textbook:

Journal and Magazines:
Harvard Business Review
Journal of Marketing
Marketing Science

Grading System
Class Participation 15 %
Mid-term Examination 25 %
Cases presentations 30 %
Quizzes 5 %
End-term Examination 25 %

Instructor: Dr. Sabita Mahapatra
Rationale:

To provide students with basic concepts and techniques in managing manufacturing or service operations in an enterprise. The practical aspects will be emphasized through case studies / project works to relate the recent theoretical developments with real business environment.

Catalogue description:

Production and service systems; product design and process selection; facility location and layout; operation planning and scheduling; quality management; inventory and material management; ERP; supply chain management; productivity measurements and improvement.

Course Outline:

I. Overview
   1. What is operations management?
   2. Issues in operations management

II. Forecasting
   1. Forecast characteristics and its role in operations management
   2. Forecasting techniques

III. Product development and long-term operations planning
   1. Product development
   2. Capacity plan
   3. Facility location

IV. Inventory management
   1. Basics in inventory management
   2. Economic order quantity

V. Medium and short-term operations planning
   1. Aggregate planning
   2. Materials requirements planning
   3. Short-term scheduling

VI. Quality management
   1. Defining quality
   2. Total quality management

VII. Just-in-time and lean production

Text book(s):

Jay Heizer, Barry Render,

Reference book(s):

S. Nahmias

R.S. Russel, B. W Taylor III:

Grading system:

Homework and assignments: 30%
Quizzes: 20%
Final exam: 50%

Instructor(s): Dr. Vatcharapol Sukhotu
Rationale:

Organizations use the strategic management approach to understand competitive forces and to develop competitive advantages. Companies are extending the scope of strategy formulation to successfully compete in the 21st century's dynamic and challenging competitive landscape. Dynamic strategic management process is the full set of commitments, decisions and actions required for a firm to achieve strategic competitiveness and earn above-average-returns. The magnitude of this challenge is greater today as a result of technological revolution and increasing globalization.

Catalog Description:

Industry analysis; competitive analysis; company analysis; business strategy; corporate strategy;

Pre-requisite:

Course Outline:

I. Strategy Making Process
   1. Vision, mission and objectives
   2. Values and philosophy
   3. Strategy and tactics
   4. Strategic processes

II. External Analysis
   1. Defining industry
   2. Porter’s five forces model
   3. Industry structure
   4. Industry life cycle

III. Internal Analysis
   1. Resources, capabilities and competencies
   2. Value chain
   3. Competitive advantage and profitability

IV. Building Competitiveness through Functional Level Strategies
   1. Economies of scale and scope
   2. Learning effects
   3. Experience curve

V. Building Competitiveness through Business Level Strategies
   1. Cost leadership, focus and differentiation
   2. Industry groups
   3. Competitive positioning

VI. Corporate Strategies
   1. Integration
   2. Diversification
   3. Strategic outsourcing
   4. Restructuring

VII. Strategies in High-tech Industries
   1. Technical standards and format
   2. Network effects
   3. First mover advantage
   4. Disruptive technologies

Textbook:

Reference Books:


Journals and Magazines:

Harvard Business Review
Sloan Management Review
Journal of Business Strategy
Strategic Management Journal

Grading System:

<table>
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<tr>
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<td>Class participation and case discussion</td>
<td>20 %</td>
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<tr>
<td>Group project</td>
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Instructor: Dr. Winai Wongsurawat
Rationale:

Industry consolidation and co-opetition are the new strategies to improve competitive strengths of firms. In many global industries, the incidence of mergers and alliances is increasing at a very fast pace, and the managers are required to learn techniques of acquisition, post-merger integration, and negotiating and managing alliances.

Catalog Description: M&A; Alliances, Joint ventures.

Pre-requisite: None

Course Outline:

I. Introduction to M&A and alliances
   1. Logic of M&A and Alliances
   2. Cross border alliances
   3. Principles of co-opetition
   4. Complementary advantages

II. Types and Motives for M&A and Alliances
   1. R&D Alliances
   2. Logistics and Supply Chain Alliances
   3. Co Branding and Marketing Alliances
   4. Franchising and retail Alliances
   5. Alliance networks

III. Negotiating and Launching Joint Ventures
   1. Partner selection
   2. Negotiating agreement
   3. Ownership structure
   4. Agreement parameters

IV. Cutting Deals and Managing Acquisitions
   1. Target selection
   2. Friendly vs. hostile take over
   3. Negotiating deal structure
   4. Challenges of M&A Leadership
   5. Post M&A Integration
   6. Managing M&A Portfolio

V. Managing Alliances
   1. Management Process in Joint ventures
   2. Measuring Performance of Alliances
   3. Challenges faced by Joint Ventures in Asian Countries

VI. Failure of Alliances
   1. Self-interest Seeking Behavior of Alliance Partners
   2. Failure and break up of Alliances
   3. Behavioural success factors
   4. Organizational success factors
   5. Exit strategies

Reference Books
   A course pack with all the readings and cases.

Journal and Magazines:
   The Alliance Analyst
   Harvard Business Review
   McKinsey Quarterly
   Emerald journal database
Grading System:

Class participation and case discussion: 20%.
Mid-semester Examination: Concepts and written analysis of case: 20%.
Team Project 1 (M&A): 20%.
Team Project 2 (Joint Venture): 20%.
Final examination: Concepts and written analysis of case: 20%.

Instructor(s): Dr. Yuosre Badir
Introduction:

Knowledge Management (KM) provide critical support business across a variety of industries. Corporations have become increasingly aware of the importance of their intellectual capital, like any other asset, for improving their competitive advantage. The challenge they face is to determine within a vast sea of information what is “valuable” for them and share the right information with the right people who need it. Although information technologies can support KM initiatives, it should not begin there.

Learning Outcomes:

- Understand the different types of personal knowledge and transfer to organizational knowledge
- Know the factors influencing the adoption of business information systems for managing corporate knowledge
- Know relevant business opportunities to enable knowledge management
- Describe the five phases of knowledge management cycle and the relation to other business processes
- Outline key technologies that support corporate knowledge management system
- Apply KM concepts and techniques to work-based and work-related situations.
- Know the characteristics and can evaluate the effectiveness of corporate knowledge service

Course Content:

Session 1: Understanding Knowledge & Knowledge Management (KM)
Session 2: Defining corporate knowledge goals, KM Strategies and Work Models
Session 3: Knowledge Creation: Identifying required and acquiring knowledge - from tacit knowledge to explicit knowledge
Session 4: Acquiring knowledge through partnerships
Session 5: Developing knowledge
Session 6: Sharing knowledge
Session 7: Communities of Practice
Session 8: HRM support to KM
Session 9: KM tools in action
Session 10: Preserving knowledge
Session 11: Measuring knowledge
Sessions 12 & 13: Student presentations of cases
Sessions 14 & 15: Final Case Analysis Exam

Cases and Reading Material:

- ABB, DaimlerChrysler, Danone, Dupont, Ericsson, Fuji Xerox, HP, Lafarge, Porsche, Rolls-Royce, Samsung Electronics, Samsung SDI, Siemens, Unilever.
- Debowski,S.: Knowledge management, Milton, Queensland, Wiley & Sons Australia.

Reference Books:


Journals and Magazines:

- Journal of Knowledge Management
- Knowledge Management Research and Practice
Grading and Evaluation:

Case Analysis & Presentation in class  = 40%
Final Case Project = 50%
Participation in class discussions = 10%

Useful Web-links: Students are requested to identify an interesting website and present their choice in class!

Instructor:  Dr. Barbara Igel
AIT School of Management
Email:  igel@ait.asia
Office: SOM r
Creating an effective strategy and then implementing it are the key ingredients of organizational success—and the most reliable metrics of good management. Organization design and leadership are tools used by organizations to implement their strategy. This course is designed to help participants gain an understanding of the theoretical underpinnings and best-practices utilized in the fields of strategic management, organization design, and leadership.

The course will focus on three primary areas: (i) Strategy Management, including: industry and competitive analysis; strategy formulation; and strategy implementation; (ii) Organization Design, including: organization structure, differentiation and integration of activities, people grouping in organizations, communication, coordination and control mechanisms; and (iii) Leadership, including: types and styles of leadership; delegation; communication; team building; and conflict resolution.

Catalog Description:

Strategic planning, strategy execution, competitive advantages, organization design, leadership, types and styles of leadership

Pre-requisite(s): None

Course Outline:

I. Strategic Management
   1. Strategic analysis
   2. Strategy formulation and development
   3. Strategy implementation
   4. Strategic Control

II. Organization Design
   1. Organization design and strategy
   2. Basic challenges of organizational design
   3. Designing organizational structure
   4. Communication, coordination in organizations
   5. Organization change and redesign

III. Leadership
   1. Types and styles of leadership
   2. Leadership and management change
   3. Problem solving
   4. Communication and negotiation
   5. Conflict resolution
   6. Team building and delegation

Textbook(s):


Lecture notes and handouts provided by the instructor.

Journal and Magazines:

1- Strategic Management Journal
2- Harvard Business Review
Grading System:

The final grade will be computed from the following constituent parts:

- Mid-term exam (30%)
- Assignment (30%)
- Final exam (40%)

Instructor(s): Dr. Yuosre Badir
Leadership, 3(3-0)  

Semester: January

Rationale:

Organizations require effective leadership at all levels to remain productive and sustainable. Regardless of your position in the organization, you will encounter situations that present leadership opportunities and challenges. This course will help you recognize why some leaders are more successful than others. We will examine research-based frameworks for explaining effective leadership in organizational settings and apply theory to practice.

Catalogue Description:

Leadership traits, global leadership skills, charismatic leadership, transformational leadership, ethical leadership, expectancy theory, motivational skills, leadership attitudes and behavior, situational leadership, power and influence, strategic leadership, leadership development.

Pre-requisite: None

Course Outline:

1. The meaning of leadership
2. Global and cross-cultural leadership
3. Personality traits of effective leaders
4. The charismatic and transformational aspects of leaders
5. The moral aspects of leadership
6. The leader’s role in team-based organizations
7. Leaders as motivator and coach
8. Leadership actions, attitudes and styles
9. Situational influences on effective leadership
10. How leaders exert influence
11. How leaders attain and maintain power
12. Communicating with others and resolving conflict
13. Characteristics of creative leaders
14. The nature of strategic leadership
15. The development of leaders

Textbook:


Recommended Journals:

Academy of Management Journal
Academy of Management Review
Journal of Management
Journal of Organizational Behavior Leadership
Leadership & Organization Development Journal
The Leadership Quarterly

Grading System:

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<tbody>
<tr>
<td>Contribution to class discussion</td>
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</tr>
<tr>
<td>Class presentation</td>
<td>20%</td>
</tr>
<tr>
<td>Written assignment</td>
<td>30%</td>
</tr>
<tr>
<td>Final examination</td>
<td>40%</td>
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Instructor: Dr. Vimolwan Yukongdi
Course Objectives:

New opportunities created by global digitalization and the Internet of Things and new threats from climate change, resource depletion and natural disasters are changing the global competitive landscapes. Established business models are being challenged, while the complexity and risk of industrial innovation has increased. This course provides understanding of implications and strategies to face disruptive innovation in general and from the emerging-economy entrepreneurs (EMNEs) in India, China, and the region in particular.

Learning Outcomes:

In this course students will explore the strategies applied by emerging-economy entrepreneurs and understand how to create a sustainable business advantage from a disruptive product or service innovation. Asia’s leading challengers have demonstrated numerous examples of disruptive innovations that did challenge incumbent global industry leaders in sectors such wind turbines, e-bikes, e-cars, solar cells, health care, mobile, etc. At the end of this course, students will be able to:

- explain the distinct differences of disruptive innovation compared to sustaining types innovation;
- assess the potential contribution of disruptive innovation to the development of emerging economies;
- describe disruptive innovation strategies adopted by emerging-economy entrepreneurs for successful business growth;
- explain factors the organization has to manage for both, disruptive innovation success and user value creation;
- assess strategic options to innovate the business models rather than a product, service or process.
- explain the steps of a business model innovation, its significance for disruptive innovation and socially inclusive growth of BoP markets;

Pre-requisite(s): none

Course Outline:

I. Disruptive Innovation
   a. Characteristics of Disruptive Innovation vz. Sustaining Innovation
   b. Business Model Innovation
   c. Managing Disruptive Product and Service Innovation
      Cases: 3 D Printing, Unmaned Aerial Vehicles, Nature House

II. Economic Competitiveness and Disruptive Innovation
   a. Knowledge-based and Innovation-driven Economies
   b. High-disruption vz low-disruption scenarios
   c. Value-migration between industries
   d. The Circular Economy
      Cases: BRIC and GCC countries, Mobile Networks, Automotive revolution, Energy Business

III. Corporate Disruptive Innovation Strategies
   a. Paradigm shifts, mindsets and new frameworks 2 | Page
   b. Tools for Disruptive Product Redesign
   c. Innovation at the BoP Markets
      Cases: Tata Motors, Danone, Capitec bank,...

IV. Business Sustainability and Corporate Responsibility
   a. The Social Contract and License to Operate
   b. Accountability and Risks
   c. Strategy and Stakeholders
   d. Creating Competitive Advantage e. Governance
      Cases: illiCaffe, Nestle’s Creating Shared Value, Nespresso, Unilever Sustainable Living Plan

Text and Case Book:

Reference books and journal articles:

The instructor will provide an updated list of the cases to be studied. Cases and reference materials will be uploaded to the course Moodle before the first class.

Grading Plan

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<td>Case summary presentation &amp; moderating class discussion (2 cases per group)</td>
<td>2 x 20% = 40%</td>
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<tr>
<td>Weekly Quiz (individual)</td>
<td>20%</td>
</tr>
<tr>
<td>Final Report (individual)</td>
<td>40%</td>
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Students’ duties and activities

- **Case discussion** – students are responsible for forming by xx January 2017 latest a group of two members for one major activity = Presenting and moderating the class discussion of the case assigned for the day. Each week, one student group will take charge of the day’s case assigned for class discussion by presenting a 10 minute–summary of the case story and raising questions from the case to kick-start the plenary discussion by all students.
- **Quiz** - All students in this course MUST read the Case assigned for that day before joining the class. To test whether the students have read and know the case a short written quiz of 10 minutes will be conducted before the case is discussed.
- **Final Report** – is based on the individual Internet-based study about a disruptive innovation case, or successful Business Model innovation case.

Each student must specify the topic of the final case report by XX March 2017 latest to receive guidelines from the instructor.

Instructor: Dr. Barbara Igel
Office: Room 236
Tel: Ext. 5654, Email: igel@ait.asia