

The Global Institute

For the Advancement of
Management and Entrepreneurship

MBA Course Descriptions

Global Concentration Certificate for MBA Programs in International

Course: BusinessThe Global Economy

This course will examine macroeconomic events and policies in a global setting. It will cover topics such as monetary policy and inflation, policy options for smoothing the business cycle, sources of economic growth, and the costs and benefits of trade restrictions to specific industries and the overall economy.

We will examine the impact of potentially volatile exchange rate adjustments, trade blocs (such as NAFTA and EMU), and international organizations like the IMF and WTO.

Extending the analysis to developing nations, we'll examine sudden reversals of capital flows and currency crises, labor migration (both legal and illegal), disparate growth rates that widen the gaps between rich and poor nations, and the array of "globalization" concerns about job security, sweatshops, environmental degradation, and cultural homogenization.

The emphasis throughout the course will be on applications and on building a basic framework for a practical understanding of the opportunities and dangers that these events pose for decision-makers.



Course: Current Issues in Marketing: Customer Relationship Management

This course examines customer relationship management (CRM) as a key strategic process for organizations. Composed of people, technology, and processes, effective CRM optimizes the selection or identification, acquisition, growth and retention of desired customers to maximize profit.

Anyone interested in being an architect of CRM within his or her organization, or responsible for the development of any major aspect of CRM will find this course beneficial. CRM discussions and projects will address both organizational customers (B2B) and consumers/households (B2C).

Although organizations continue to invest heavily in CRM, these implementations experience a high failure rate. The pitfalls as well as the benefits of CRM strategy and implementation are addressed in depth throughout the course, culminating in the completion of a CRM strategic plan. In addition to the CRM strategic plan, in-depth class discussions of cases, student "expert" presentations, online discussions and hands-on analysis will be used to accomplish the course objectives.

The Global Institute

For the Advancement of
Management and Entrepreneurship

Course: Global Strategy and Implementation

Multinational corporations account for about half the productive wealth in the industrialized world. Their importance in the U.S. economy is no less significant: close to three-quarters of the sales revenues of all U.S. corporations are accounted for by U.S. multinationals, and further, about a third of the sales revenues of these U.S. multinationals comes out of their production abroad. They account for 75% of all U.S. exports and 50% of all U.S. imports.

Clearly, we are dealing with institutions that are remarkably significant in the world/U.S. economy.



Operation in an international environment gives the manager access to new markets, additional natural resources, and low-cost-factor endowments. More importantly, it opens up new sources of ideas and knowledge to stimulate future innovation. Above all, global markets provide a vast new source of the scarcest of all corporate resources: management talent. On the other hand, these new opportunities present the challenges of managing in more complex, diverse, and uncertain circumstances.

Purely domestic companies operate in a single national environment where consumer preference, government policies and regulations, and labor union demands are relatively consistent and predictable and where competition is bounded within a single, familiar market. Overall performance is measured in one comparable unit: the local currency.

Unlike the purely domestic company, multinational corporations (MNCs) face diverse and often conflicting demands and pressures—including political risk—from various host countries. Unlike domestic companies, MNCs must deal with barriers of distance and time, and differences in language and culture. They must compete on a complex, global playing field. Furthermore, MNCs are required to measure results with a flexible yardstick as the values of currencies fluctuate against each other.

In some instances, firms choose to confront these challenges when they make the decision to expand internationally. In many instances, however, firms have these challenges thrust upon them as their industries become increasingly global in scope. This is especially true for countries that are rapidly opening up their borders. For these firms, global competition is not an option but a necessary survival response to a changing world.

This course focuses on the challenges of developing and implementing strategies of global industries. The aim of the course is to provide participants with a conceptual and practical understanding of the strategic and organizational challenges of multinational corporate management. The types of questions that we address are: Why do firms go abroad? What differentiates a "global" from a "Multi-domestic" industry? How does a multinational company play the global chess game? Why and when do/should companies engage in cross-border strategic alliances? Cross-border mergers and acquisitions? What are the associated risks and how to guard against them? What potential roles can foreign subsidiaries play in the MNC's global strategy? How do companies choose an optimal global structure? How do companies ensure coordination between the headquarters and its subsidiaries, and among subsidiaries? How do



The Global Institute

For the Advancement of
Management and Entrepreneurship

companies manage strategic change from one type of global strategy to another?

As an outcome of this course, participants are expected to acquire knowledge, skills, and sensitivities that will help them manage effectively in an international business environment. Since virtually all corporations have to deal with global competition in one form or another, this course is intended for students interested in pursuing general management positions in any corporation. The course is well suited for students electing careers in management consulting, strategic planning, general management, and brand management in a global environment.

Course: Global Economics for Managers

Managerial Economics covered the basic ideas underlying the economic behavior of individual markets (theory of exchange and supply and demand), firms (cost and pricing), and industries (i.e., strategic interaction). Global Economics for Managers will expand your knowledge of economics in two directions.

First, we expand the scope of inquiry to cover the economics of the nation in a global economy. This portion of the course will cover international economics and macroeconomics. We will study the larger economic forces that shape production, trade flows, capital flows, interest rates, exchange rates, and other variables that create the global economic landscape.

The second direction is international microeconomics. This part of the course will apply the tools of microeconomics and international economics to illustrate how globalization influences performance, strategy, and policy within firms. Our ultimate objective is to help you develop a framework for analyzing both opportunities and risks in a global economic environment.

Course: Marketing of New Ideas

As a managerial process, marketing is the way in which an organization determines its best opportunities in the marketplace. The managerial philosophy of marketing puts central emphasis on the customer. Accelerated technological change and globalization exert increased pressure on organizations to develop and transform their products, services, and marketing programs. Stable product design and long production runs are no longer the norm.

This seminar approaches the process of new product development and strategic marketing from the perspective of understanding customers and cultivating and nurturing customer relationships through the effective flow of knowledge resources within and external to the organization, with an emphasis on the importance of market research, customer relationship management, and data mining. This seminar addresses the increasing importance of electronic commerce as a distribution and promotional channel for business and explores emerging New Economy marketing applications and the effectiveness of various e-commerce strategies. Finally, the seminar addresses issues of ethics and social responsibility in marketing management.

The Global Institute

For the Advancement of
Management and Entrepreneurship

Course: Organizations and the External Environment

This seminar focuses on the various types of business organizations and the public regulatory environments that shape organizational decisions. Emphasis is placed on the framework of relevant laws, regulatory structures, and public policies at local, state, national, and international levels that define the inner workings of business activities.

The impact of law, regulation, and technology on corporate decision making will be key focus points in this seminar. Systems thinking, critical thinking, ethics and social responsibility, the impact of technology on management, the future of organizations, and global challenges are linked with the seminar's critical features.

Increased student knowledge of and comfort with the nature of external business environments is a seminar goal.

Topic areas include:

- ✓ Business and Antitrust Law
- ✓ Corporate Governance
- ✓ Regulatory Environments
- ✓ International Trade
- ✓ Macroeconomic Policy
- ✓ Technology Innovation

