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Master of Business Administration

Course/Module Handbook

at

**The Schiller International University
Academic Year 2015-16**

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1. Qualifications Profile

Aims of the Program:

- This program of study is designed to provide a thorough understanding of the key principles, concepts, theories and debates in the field of business administration and to equip its graduates with professional and practical skills necessary for success and leadership in the increasingly complex global labor market.
- Specifically, the program enables its graduates to use modern business solutions to deal with the organizational and technological challenges, which face corporations or organizations.
- The program of study is intended to strengthen the initiative and creativity of participants to identify and compile solutions for management problems through project and case study work thus graduates are also trained in project-oriented teamwork and interdisciplinary thinking.
- Providing the opportunities for the development of key skills such as teamwork, leadership, planning, oral and written communication, self-management, problem solving, decision-making and financial literacy.
- Develop an ability to conduct management research and use a range of quantitative and qualitative techniques.
- Taught in English, the program attracts students from around the globe and brings them together in multilingual and cross-cultural environment. It thus seeks to ensure that students learn to reflect upon their own values even as they learn to take those of others into consideration.
- Due to the international composition of the classes the program also helps graduates develop a multidimensional perspective to ensuring a nuanced, differentiated approach.

Degree awarded: MBA – Master in Business Administration

Duration of studies: Course work of 12 months (in addition 6 months for a RoE thesis as stated in the University Catalogue pp. 129-132; p. 137.)

Learning Goals:

Upon completion of the program, it is expected that graduate will be able to:

- Critically understand theoretical and conceptual management frameworks and critically evaluate and apply concepts and theories relevant to functional and strategic management.
- Develop a critical, ethical and global mind-set to work in an international management context.
- Assess the potential impact of the effects of contextual and global environmental forces on organizations, industry sectors and the practice of management.
- Manage, process, and integrate complex and advanced information using an interdisciplinary approach.
- Carry out advanced independent applied management projects (including research projects) pertaining to an international context.
- Demonstrate communication skills, interpersonal problem solving and analysis skills, and teamwork at an advanced level in an intercultural environment.

Qualification Profile of Graduates (fields of expertise and typical career paths):

Graduates of this program will have a global perspective that will suit their areas of interest and professional goals whilst having developed the skill base necessary to contribute to the management of international organizations and companies within a global economic environment. Graduates could expect to find employment in the private and public business sector as well as in any international- and non-governmental organization.

2. Overview: Modules and Courses

Module/Course Number and Title <i>(All modules/courses offered once within a 12-month period)</i>		Assessment	Contact hours per week/ workload				Module Convener
			Contact Hours	Self Study	Credits: US: 3 ECTS: 6	Level	
Credit Totals US 36 ECTS 72	Required Core Modules/Courses						
BA 501	Organizational Behavior	Exam 50% Paper 50%	45	135	6	7	J. Bucholz
BA 510	Business Economics	Exam 50% Paper 50%	45	135	6	7	M. Sumadi
BA 512	Managerial Accounting	Exam 75 Paper 25	45	135	6	7	M. Sumadi
BA 515	Managerial Finance	Exam 50% Paper 50%	45	135	6	7	M. Sumadi
BA 522	International Marketing	Exam 50% Paper 50%	45	135	6	7	E. Ananiewicz
BA 529	Multinational Business Management	Exam 50% Paper 50%	45	135	6	7	W McConnell
BA 537	Productions and Operations Management	Exam 50% Paper 50%	45	135	6	7	J. Bucholz
BA 542	Comprehensive Business Management Seminar	Coursework: 100%	45	135	6	7	W. McConnell
BA 544	Human Resources Management	Exam 30% Paper 70%	45	135	6	7	J. Bucholz
BA 560	International Business Law	Exam 50% Paper 50%	45	135	6	7	A Brvenik
BA 589	Methods of Research and Analysis	Exam 50% Paper 50%	45	135	6	7	W. McConnell
IT 576	IT Applications in Business	Exam 50% Paper 50%	45	135	6	7	J. Bucholz



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3. Modules and Courses: detailed syllabi

VERY IMPORTANT MESSAGE!

PLEASE NOTE THAT FOR ALL PAPERS COMPLETED AS PART OF THE FOLLOWING MODULES SIU EXPECTS YOU TO APPLY THE PRINCIPLES OF GOOD ACADEMIC CONDUCT, SPECIFICALLY THE USE PLAGIARISM SOFTWARE (e.g., SAFE ASSIGN AS FOUND ON BLACKBOARD); STYLE AND REFERENCING/BIBLIOGRAPHY AS SPECIFIED IN THE SYLLABI (APA FORMAT). FAILURE TO APPLY THESE GUIDELINES WILL BE REFLECTED IN THE GRADE AWARDED.

3.1 Organizational Behavior

1. Module/Course Number:	BA 501									
2. Module/Course Title:	Organizational Behavior									
3. Program:	Business Administration									
4. Credits:	3 US/12 CATS/6 ECTS (45 contact hours; 135 h self-study)									
5. Level:	7									
6. Prerequisite	Graduate Standing									
7. Module Convener: Approved by Provost: Date revised:	J. Bucholz J. Bucholz 8/2014									
8. Lecturer and Contact Information Instructor: Office Location: Office Hours: Telephone #: E-mail:										
9. Module/Course Description:	This course is designed to provide students with an understanding of the impact that individual and group behavior can have on organizational performance. It will stress differences in organization behavior across cultures. The course will also focus on the key factors that affect and shape organizational behavior. It will provide: practical examples; exercises and simulations; and methods for problem solving on behavioral issues.									
10. Learning Outcomes and Assessments:	<p>The outcome of any course for individual student is contingent upon what each student brings to class and the amount of energy and effort that they deploy. However, a student who attends all of the classes and undertakes the associated tasks with diligence can expect to be able to:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 50%; text-align: left;">LEARNING OBJECTIVES</th> <th style="width: 50%; text-align: left;">ASSESSMENTS</th> </tr> </thead> <tbody> <tr> <td>Formulate a plan to be the real-life successful managers in any multinational or global organization.</td> <td>Individual Paper: 1200 words minimum APA format, 3 references</td> </tr> <tr> <td>Critically analyze the key aspects of organizational behavior and how they affect operational behavior. Evaluate how individual factors, organizational design and structure and leadership impact organizational behavior</td> <td>Examination: This will be a two hour examination with three sections: Section A: Short Answer (20 %) Section B: Long Answers (30%) Section C: Case Study (50%)</td> </tr> <tr> <td>Analyze how ethnic and cultural diversity influence organizational behavior in an international level. Assess the skills necessary to</td> <td>Examination: This will be a two hour examination with three sections: Section A: Short Answer (20 %) Section B: Long Answers (30%)</td> </tr> </tbody> </table>		LEARNING OBJECTIVES	ASSESSMENTS	Formulate a plan to be the real-life successful managers in any multinational or global organization.	Individual Paper: 1200 words minimum APA format, 3 references	Critically analyze the key aspects of organizational behavior and how they affect operational behavior. Evaluate how individual factors, organizational design and structure and leadership impact organizational behavior	Examination: This will be a two hour examination with three sections: Section A: Short Answer (20 %) Section B: Long Answers (30%) Section C: Case Study (50%)	Analyze how ethnic and cultural diversity influence organizational behavior in an international level. Assess the skills necessary to	Examination: This will be a two hour examination with three sections: Section A: Short Answer (20 %) Section B: Long Answers (30%)
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	recognize, analyze, and solve behavioral issues at the individual, interpersonal and group levels.	Section C: Case Study (50%)
11. Basic Texts:	<p>Title: ORBG - 3 Authors: Nelson, D.L., and Quick, J.C. Publisher: Cengage (2013) ISBN: 978111826130</p>	
12. Additional Reading and Supplemental Texts:	<p>Additional readings and primary source material may be provided at the instructor's discretion</p> <p>Chhetri, P. (2014). The role of cognitive and affective trust in the relationship between organizational justice and organizational citizenship behavior: A conceptual framework. <i>Business: Theory & Practice</i>. Vol. 15(2), pp. 170-178.</p> <p>Dekas, K., Bauer, T., Welle, B., Kurkoski, J., and Sullican, S. (2013). Organizational citizenship behavior, version 2.0: A review and qualitative investigation of OCBs for knowledge workers at Google and beyond. <i>Academy of Management Perspectives</i>. Vol. 27(3), pp. 219-237.</p> <p>Muneer, S., Javed, I., Syed, M., Khan, S., and Choi, S. (2014). An incorporated structure of perceived organizational support, knowledge-sharing behaviors, organizational trust and organizational commitment: A strategic knowledge management approach. <i>Pakistan Journal of Commerce & Social Sciences</i>. Vol. 8(1), pp. 42-57.</p> <p>Duffy, J. and Lilly, J. (2013). Do individual needs moderate the relationships between organizational citizenship behavior, organizational trust and perceived organizational support? <i>Journal of Behavioral & Applied Management</i>. Vol. 14(3), pp. 185-197.</p> <p>Cha, J., Chang, Y., and Kim, T. (2014). Persona-organization fit on prosocial identity: implications on employee outcomes. <i>Journal of Business Ethics</i>. Vol. 123(1), pp. 57-69.</p>	
13. Teaching and Learning Methods:	<p>Classes use a mixture of lecture, seminar, videos and practical exercises. Students will prepare the individual project for the course outside of the classroom. The two examinations will be in class, two hour time frame, individual and overall feedback will be provided once everyone has taken the examination.</p> <p>This course is a three credit-hour semester course delivered in an accelerated four-week format. Three semester hours represent the US and European Credit Transfer System equivalent of 135 to 180 total study hours. This course meets required classroom and outside of class work through the various methods listed above.</p>	
14. Assessment:	<p>Coursework: 50% Examinations 50%</p>	
15. Syllabus Outline:	<p><i>Topics covered</i></p> <p>Introduction: define organizational behavior, review organizational behavior and opportunity, review the challenges for today's managers.</p>	



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	<p>Individual processes and behavior: review personality, perception, and attribution, attitudes, emotions, and ethics, motivation at work, learning and performance management, stress and well-being.</p> <p>Interpersonal processes and behavior: review communication, work teams and groups, decision making by individuals and groups, power and political behavior, leadership and followership, conflict and negotiation.</p> <p>Organizational processes and structure: review jobs and design of work, organizational design and structure, organizational culture, career management and managing change.</p>
<p>16. Attendance and Participation Policy:</p>	<p>Regular class participation is essential for proper academic progress and is expected. At Schiller International University, satisfactory participation is considered to be a vital part of each student's performance in the course. Lack of participation could result in a lowered achievement rating and an undesirable record. Lack of participation in class discussions and activities, for any subject, may cause a student to be ineligible to take the final examination in that course. Such determinations are made on a case-by-case basis by the Professor. Excessive poor participation may also result in the following administrative actions: a warning or suspension. Students must be in attendance by the third class meeting or they are not permitted to begin a course. In an emergency which causes a student to be absent, it is the student's responsibility to make arrangements with the instructor to complete missed work. The instructor decides, based on University policy, if a student should be permitted to make up missed work or, in the case of poor participation in class, be referred to the Administration for more severe action.</p>
<p>17. Academic Honesty Policy</p>	<p>Honesty and integrity are essential to Schiller International University's academic standard to educate ethical, global citizens. A violation of the academic honesty policy undermines the fundamental values inherent in SIU's mission. Violations include but are not limited:</p> <ul style="list-style-type: none"> • Cheating: Intentionally using unauthorized material. Infringing on academic rights of others. • Fabrication: Intentional or unintentional invention or falsification. • Plagiarism: Intentionally or unintentionally representing the words or ideas of another as one's own. • Facilitation: Knowingly helping another to commit an act of academic dishonesty <p>The risk of plagiarism can be avoided by clearly indicating the source of any major or unique idea or wording that one did not arrive at on one's own. Sources must be given regardless of whether the material is directly quoted or paraphrased. Students who breach the policy will be subject to penalties: <i>First offense:</i> you will receive a zero for the assignment with NO opportunity for making it up. The Program Director and the Campus Registrar will be notified that you have cheated in the course. <i>Second offense</i> will result in receiving an "F" for the course. There will be absolutely NO EXCEPTIONS to this policy.</p>

3.2 Business Economics

1. Module/Course Number:	BA 510						
2. Module/Course Title:	Business Economics						
3. Program:	Business Administration						
4. Credits:	3 US/12 CATS/6 ECTS (45 contact hours; 135 h self-study)						
5. Level:	7						
6. Prerequisite	Graduate Standing						
7. Module Convener: Approved by Provost: Date revised:	M Sumadi J Bucholz 12/2014						
8. Lecturer and Contact Information Instructor: Office Location: Office Hours: Telephone #: E-mail:							
9. Module/Course Description:	This course in business economics is an essential tool that enhances a manager's ability to make effective economic decisions. Because understanding concepts is more important than memorizing technics, this course describes both theory and practice so students understand how to produce and apply information that is useful in day-to-day decision making. This course emphasizes the applicability of economic theory to both the business/internal dynamics of the business and the external circumstance under which businesses operate. The course provides the necessary knowledge, tools and understanding of economic discourse as a basis for the study of business as well as a background of the basic economic principles relevant to business.						
10. Learning Outcomes and Assessments:	<p>The outcome of any course for individual student is contingent upon what each student brings to class and the amount of energy and effort that they deploy. However, a student who attends all of the classes and undertakes the associated tasks with diligence can expect to be able to:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 50%; text-align: left;">LEARNING OUTCOMES</th> <th style="width: 50%; text-align: left;">ASSESSMENTS</th> </tr> </thead> <tbody> <tr> <td>Evaluate the main business economic theories that concern an organization and its market.</td> <td rowspan="3">Examination: This will be a two hour examination with three sections: Section A: Short Answers (20%) Section B: Long Answers (30%) Section C: Case Study (50%)</td> </tr> <tr> <td>Evaluate the usefulness of these theories in the understanding of the operations of business.</td> </tr> <tr> <td>Critically analyze the relationship between business economies and management.</td> </tr> </tbody> </table>	LEARNING OUTCOMES	ASSESSMENTS	Evaluate the main business economic theories that concern an organization and its market.	Examination: This will be a two hour examination with three sections: Section A: Short Answers (20%) Section B: Long Answers (30%) Section C: Case Study (50%)	Evaluate the usefulness of these theories in the understanding of the operations of business.	Critically analyze the relationship between business economies and management.
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Evaluate the usefulness of these theories in the understanding of the operations of business.							
Critically analyze the relationship between business economies and management.							

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	<p>Summarize the impact of fraud and recent accounting scandals on the stock market; distinguish between stocks and bonds, and why prices vary.</p>	<p>Individual Paper: 1200 words APA format with three academic resources.</p>
	<p>Assess the effects of and use of tariffs, quotas and subsidies used to restrict the entry of foreign goods and promote the export of domestic goods.</p>	<p>Examination: This will be a two hour examination with three sections: Section A: Short Answers (20%) Section B: Long Answers (30%) Section C: Case Study (50%)</p>
<p>11. Basic Texts:</p>	<p>Title: Economics, (9th ed.). Authors: Boyes, W. and Melvin, M. Publisher: Cengage, 2013 ISBN: 9781111826130</p>	
<p>12. Additional Reading and Supplemental Texts:</p>	<p>Additional readings and primary source material may be provided at the instructor's discretion</p> <p>Kalemi-Ozcan, S., Papaioannou, E., Peydro, J. (2013). Financial regulation, financial globalization, and the synchronization of economic activity. <i>Journal of Finance</i>, Vol. 66(3), pp. 1179-1228.</p> <p>Quick, B. (2014, July 21). The world is not flat: The return of protectionism. <i>Fortune</i>, Vol, 170(1), p. 44.</p> <p>Poliakova, I. (2014). Principles of functioning of the transmission mechanism of the monetary system in international business. <i>Problems of Economy</i>. Issue 1, pp. 37-42.</p> <p>Isletmelerde, R, Ulustaraarasi, I, and Turklyeye, Y. A theoretical study on the concept of risk in enterprises, dynamics of risk in international business, investing in Turkey & evaluation of macro risks abstract. <i>Ege Academic Review</i>, Vol. 14(2), pp. 175-187.</p> <p>Dobbs, R., Remes, R., and Smit, J. (2013). The shifting global corporate landscape. <i>McKinsey Quarterly</i>, issue 4, pp. 16-17.</p> <p><u><i>DiPLO: Towards more inclusive and effective diplomacy</i></u> http://www.diplomacy.edu/resources/general</p>	
<p>13. Teaching and Learning Methods:</p>	<p>Classes use a mixture of lecture, seminar, videos and practical exercises. Students will prepare the individual paper for the course consisting of 1200 words. Two examinations will be in class, two hour time frame, closed book, student notes are accepted resources during the examination. Individual and overall feedback will be provided once everyone has taken the examinations.</p> <p>This course is a three credit-hour semester course delivered in an accelerated four-week format. Three semester hours represent the US and European Credit Transfer System equivalent of 135 to 180 total study hours. This course meets required classroom and outside of</p>	



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	class work through the various methods listed above.
14. Assessment:	Examinations 50% Individual Paper 50%
15. Syllabus Outline:	<p><i>Topics covered</i></p> <p>Introduction to the price system: an introduction to economics around the world. The discussion centers on choice, opportunity costs and specialization. The introduction will also include an overview of markets, demand and supply, price systems, as well as the market system in the private and public sectors.</p> <p>Macroeconomics: review of national incomes accounting, unemployment and inflation and the macroeconomic equilibrium between aggregate demand and supply and aggregate expenditures as well as the income and expenditures equilibrium. This section also provides an introduction to the foreign exchange market and the balance of payments.</p> <p>Macroeconomic policy: this section starts with a review on fiscal policy, money and banking and monetary policy. Other areas addressed include tradeoffs, expectations, credibility and sources of business cycles, as well as various macroeconomic viewpoints, economic growth the development economies.</p> <p>Product market basics: a review of elasticity, demand and supply, consumer choice and the effect on economic and the costs of doing business.</p> <p>Product markets: an overview of profit maximization, perfect competition, monopoly, monopolistic competition and oligopoly, antitrust regulation and the government, and finally market failure.</p> <p>Resource markets: the section addresses the following markets – resource markets, the labor market, capital markets and the land markets and natural resources.</p> <p>Current issues involving the public sector and the market economy: aging, social security, poverty and government policy are topics addressed in this section.</p> <p>Issues in international trade and finance: this last section of covers he world trade equilibrium, international trade restrictions, exchange rates and the financial links between different countries.</p>
16. Attendance and Participation Policy:	Regular class participation is essential for proper academic progress and is expected. At Schiller International University, satisfactory participation is considered to be a vital part of each student's performance in the course. Lack of participation could result in a lowered achievement rating and an undesirable record. Lack of participation in class discussions and activities, for any subject, may cause a student to be ineligible to take the final examination in that course. Such determinations are made on a case-by-case basis by the Professor. Excessive poor participation may also result in the following administrative actions: a warning or suspension. Students must be in attendance by the third class meeting or they are not permitted to begin a course. In an emergency which causes a student to be absent,



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<p>17. Academic Honesty Policy</p>	<p>Honesty and integrity are essential to Schiller International University's academic standard to educate ethical, global citizens. A violation of the academic honesty policy undermines the fundamental values inherent in SIU's mission. Violations include but are not limited:</p> <ul style="list-style-type: none">• Cheating: Intentionally using unauthorized material. Infringing on academic rights of others.• Fabrication: Intentional or unintentional invention or falsification.• Plagiarism: Intentionally or unintentionally representing the words or ideas of another as one's own.• Facilitation: Knowingly helping another to commit an act of academic dishonesty <p>The risk of plagiarism can be avoided by clearly indicating the source of any major or unique idea or wording that one did not arrive at on one's own. Sources must be given regardless of whether the material is directly quoted or paraphrased. Students who breach the policy will be subject to penalties: <i>First offense</i>: you will receive a zero for the assignment with NO opportunity for making it up. The Program Director and the Campus Registrar will be notified that you have cheated in the course. <i>Second offense</i> will result in receiving an "F" for the course. There will be absolutely NO EXCEPTIONS to this policy.</p>

3.3 *Managerial Accounting*

1. Module/Course Number:	BA 512							
2. Module/Course Title:	Managerial Accounting							
3. Program:	Business Administration							
4. Credits:	3 US/12 CATS/6 ECTS (45 contact hours; 135 h self-study)							
5. Level:	7							
6. Prerequisite	Graduate Standing							
7. Module Convener: Approved by Provost: Date revised:	M Sumadi J Bucholz 12/2014							
8. Lecturer and Contact Information Instructor: Office Location: Office Hours: Telephone #: E-mail:								
9. Module/Course Description:	<p>This course is an essential tool that enhances a manager's ability to make effective economic decisions. Because understanding concepts is more important than memorizing techniques, this course describes both theory and practice so students understand how to produce and apply information that is useful in day-to-day decision making. This course deals with all business sectors – nonprofit, retail, wholesale, service, selling and administrative situation as well as manufacturing. The focus is on planning and controlling decisions, not on product costing for inventory valuation and income determination.</p> <p>Management accounting is the process of identifying, measuring, accumulating, analyzing, preparing, interpreting and communicating information that helps managers fulfill organizational objectives. This course builds upon the student's basic understanding of financial and managerial accounting by exploring in more depth the essential concepts of managerial accounting, including ratio analysis, budgeting and cost measurement.</p>							
10. Learning Outcomes and Assessments:	<p>The outcome of any course for individual student is contingent upon what each student brings to class and the amount of energy and effort that they deploy. However, a student who attends all of the classes and undertakes the associated tasks with diligence can expect to be able to:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 50%; text-align: left;">LEARNING OUTCOMES</th> <th style="width: 50%; text-align: left;">ASSESSMENTS</th> </tr> </thead> <tbody> <tr> <td>Critically evaluate managerial accounting principles, concepts and techniques to be applied to problem solving and decision making processes.</td> <td>Examination: This will be a two hour examination with three sections: Section A: Short Answers (20%) Section B: Long Answers (30%) Section C: Case Study (50%)</td> </tr> <tr> <td>Critically analyze case problems by applying the relevant principles, concepts and</td> <td></td> </tr> </tbody> </table>		LEARNING OUTCOMES	ASSESSMENTS	Critically evaluate managerial accounting principles, concepts and techniques to be applied to problem solving and decision making processes.	Examination: This will be a two hour examination with three sections: Section A: Short Answers (20%) Section B: Long Answers (30%) Section C: Case Study (50%)	Critically analyze case problems by applying the relevant principles, concepts and	
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Critically analyze case problems by applying the relevant principles, concepts and								

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	<p>techniques of managerial accounting.</p>	
	<p>Summarize the main types of assets/elements in the balance sheet, cash flow statement, and income statement.</p>	<p>Individual Paper: 1200 words APA format with three academic resources.</p>
	<p>Assess the effects of the four major methods of accounting for inventories.</p>	<p>Examination: This will be a two hour examination with three sections: Section A: Short Answers (20%) Section B: Long Answers (30%) Section C: Case Study (50%)</p>
<p>11. Basic Texts:</p>	<p>Title: Introduction to Management Accounting, (16th ed.) Authors: Horngren, C. T., Sundem, G. L., and Stratton, W. O. Publisher: Pearson, 2014 ISBN: 9780133058789</p>	
<p>12. Additional Reading and Supplemental Texts:</p>	<p>Additional readings and primary source material may be provided at the instructor's discretion</p> <p>Allen, B.R., Brownlee, M.E., Haskins, L., Lynch, J. and Rotch, J.W. (2004) Cases in management accounting and control systems, (4th ed.). Upper Saddle River, NJ: Prentice Hall.</p> <p>Byrne, A. (2013). <i>The lean turnaround: How business leaders use lean principles to create value and transform their company</i>. New York, NY: McGraw Hill.</p> <p>Reka, C., and Stefan, P. (2011). Managerial and cost accounting practices – A Romanian overview. <i>Annals of the university of Oradea, Economic Science Series</i>, Vol. 20(2), pp. 484-490.</p> <p>Wagenhofer, A. (2006). Management accounting research in German-speaking countries. <i>Journal of Management Accounting Research</i>, Vol. 18(1), pp. 1-19.</p> <p>Briciu, S., and Scorte, C. (2012). The relevance of management accounting for the hospitality industry. <i>Annals of the University of Oradea, Economic Science Series</i>, Vol. 21(1), pp. 886-893.</p> <p>Aghimain, P. (2010). The impact of Sarbanes-Oxley Act on international accounting and multinational enterprises. <i>International Journal of Business, Accounting & Finance</i>, Vol. 4(2), pp. 102-117.</p> <p>Al-Hussaini, A., Al-Shammari, B, and Al-Sultan, W. (2008). Development of enforcement mechanisms following adoption of international accounting standards in the Gulf co-operation council member states. <i>Journal of International Business Strategy</i>, Vol. 8(3), pp. 50-71.</p> <p><u>DiPLO: Towards more inclusive and effective diplomacy</u> http://www.diplomacy.edu/resources/general</p>	

<p>13. Teaching and Learning Methods:</p>	<p>Classes use a mixture of lecture, seminar, videos and practical exercises. Students will prepare the individual paper for the course consisting of 1200 words. Examinations will be in class, two hour time frame, closed book. Individual and overall feedback will be provided once everyone has taken the examinations.</p> <p>This course is a three credit-hour semester course delivered in an accelerated four-week format. Three semester hours represent the US and European Credit Transfer System equivalent of 135 to 180 total study hours. This course meets required classroom and outside of class work through the various methods listed above.</p>
<p>14. Assessment:</p>	<p style="text-align: center;">Examinations 75% Individual Paper 25%</p>
<p>15. Syllabus Outline:</p>	<p><i>Topics covered:</i></p> <p>Decision making: an introduction to managerial accounting, the business organization and professional ethics. The following areas are reviewed cost behavior and cost-volume profit relationship, measurement of cost behavior, cost management systems and activity-based costing, relevant information for decision making with a focus on pricing decisions and operational decisions.</p> <p>Accounting for planning and controlling: an introduction to budgets and preparing the master budget. This section includes flexible budgets and variance analysis, management control systems and responsibility accounting and management control in decentralized organizations.</p> <p>Capital budgeting: specific areas include capital budgeting for programs or projects, discounted cash flow models, sensitivity analysis and risk assessment, NPV comparisons, income tax effects, other models for analyzing long-range decisions, and performance evaluation.</p> <p>Product costing: this section addresses cost allocation, accounting for overhead costs and job-ordered costing and process-costing systems.</p> <p>Basic financial accounting: basic accounting include the concepts, techniques and conventions. This section helps the student to understand corporate annual reports and basic financial statements and consolidated financial statements.</p>
<p>16. Attendance and Participation Policy:</p>	<p>Regular class participation is essential for proper academic progress and is expected. At Schiller International University, satisfactory participation is considered to be a vital part of each student's performance in the course. Lack of participation could result in a lowered achievement rating and an undesirable record. Lack of participation in class discussions and activities, for any subject, may cause a student to be ineligible to take the final examination in that course. Such determinations are made on a case-by-case basis by the Professor. Excessive poor participation may also result in the following administrative actions: a warning or suspension. Students must be in attendance by the third class meeting or they are not permitted to begin a course. In an emergency which causes a student to be absent,</p>



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	<p>it is the student's responsibility to make arrangements with the instructor to complete missed work. The instructor decides, based on University policy, if a student should be permitted to make up missed work or, in the case of poor participation in class, be referred to the Administration for more severe action.</p>
<p>17. Academic Honesty Policy</p>	<p>Honesty and integrity are essential to Schiller International University's academic standard to educate ethical, global citizens. A violation of the academic honesty policy undermines the fundamental values inherent in SIU's mission. Violations include but are not limited:</p> <ul style="list-style-type: none">• Cheating: Intentionally using unauthorized material. Infringing on academic rights of others.• Fabrication: Intentional or unintentional invention or falsification.• Plagiarism: Intentionally or unintentionally representing the words or ideas of another as one's own.• Facilitation: Knowingly helping another to commit an act of academic dishonesty <p>The risk of plagiarism can be avoided by clearly indicating the source of any major or unique idea or wording that one did not arrive at on one's own. Sources must be given regardless of whether the material is directly quoted or paraphrased. Students who breach the policy will be subject to penalties: <i>First offense</i>: you will receive a zero for the assignment with NO opportunity for making it up. The Program Director and the Campus Registrar will be notified that you have cheated in the course. <i>Second offense</i> will result in receiving an "F" for the course. There will be absolutely NO EXCEPTIONS to this policy.</p>

3.4 Managerial Finance

1. Module/Course Number:	BA 515	
2. Module/Course Title:	Managerial Finance	
3. Program:	Business Administration	
4. Credits:	3 US/12 CATS/6 ECTS (45 contact hours; 135 h self-study)	
5. Level:	7	
6. Prerequisite	Graduate Standing	
7. Module Convener: Approved by Provost: Date revised:	M Sumadi J Bucholz 12/2014	
8. Lecturer and Contact Information Instructor: Office Location: Office Hours: Telephone #: E-mail:		
9. Module/Course Description:	<p>The collapse of the sub-prime mortgage market, the financial crisis and the global economic crisis make it more important than ever for students and managers to understand the role that finance plays in a global economy, in their own companies, and in their own lives. This course is designed to help students prepare for a changed world. The course combines theory and practical implications. An understanding of finance theory is essential for anyone developing and/or implementing effective financial strategies. The course begins by reviewing fundamental concepts, including background on the economic and financial environment, financial statements, and the time value of money, bond valuation, risk analysis, and stock valuation. With that background the course moves to specific techniques and decision rules that can be used to help maximize the value of the organization.</p>	
10. Learning Outcomes and Assessments:	The outcome of any course for individual student is contingent upon what each student brings to class and the amount of energy and effort that they deploy. However, a student who attends all of the classes and undertakes the associated tasks with diligence can expect to be able to:	
	LEARNING OUTCOMES	ASSESSMENTS
	Critically analyze the decision-making processes that affect financial markets and market efficiency.	Examination: This will be a two hour examination with three sections: Section A: Short Answers (50%) Section B: Case Study (50%)
Evaluate plans for investment, financial analysis, and financial planning and control.	Examination: This will be a two hour examination with three sections: Section A: Short Answers (50%) Section B: Case Study (50%)	

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	<p>Critically apply topics such as cash management, inventory control, lease financing, and mergers and acquisitions.</p> <p>Assess how and why corporations make specific decisions in the areas of capital budgeting, raising capital.</p>	<p>Individual Paper: 1200 words APA format with three academic resources.</p>
11. Basic Texts:	<p>Title: Financial Management,; Theory & Practice, (14th ed). Authors: Brigham, E., and Eehardt, M. Publisher: Cengage, 2014 ISBN: 9781111972202</p>	
12. Additional Reading and Supplemental Texts:	<p>Additional readings and primary source material may be provided at the instructor's discretion</p> <p>Weissbrich, D., & Krohmer, H. (2011). Managerial-challenges among marketing, sales, and finance actors. <i>Marketing Review</i> St.Gallen, 28(3), 20-25.</p> <p>Heaton, J. B. (2004). Managerial optimism and corporate finance. Rochester, NY: <i>Social Science Research Network</i>.</p> <p>Syedian, M., & Yi, T. D. (2011). Improving financial literacy of college students: A cross-sectional analysis. <i>College Student Journal</i>, 45(1), 177-189.</p> <p>Rausch, A. (2011). Reconstruction of decision-making behavior in shareholder and stakeholder theory: Implications for management accounting systems. <i>Review of Managerial Science</i>, 5(2-3), 137-169.</p> <p>Coles, J. L., Lemmon, M. L., & Meschke, F. (2011). Structural models and endogeneity in corporate finance: The link between managerial ownership and corporate performance. Rochester, NY: Social Science Research Network.</p> <p><u><i>DiPLO: Towards more inclusive and effective diplomacy</i></u> http://www.diplomacy.edu/resources/general</p>	
13. Teaching and Learning Methods:	<p>Classes use a mixture of lecture, seminar, videos and practical exercises. Students will prepare the essays for the course outside of the classroom. Examinations will be in class, two hour time frame. Individual and overall feedback will be provided once everyone has taken the examinations.</p> <p>This course is a three credit-hour semester course delivered in an accelerated four-week format. Three semester hours represent the US and European Credit Transfer System equivalent of 135 to 180 total study hours. This course meets required classroom and outside of class work through the various methods listed above.</p>	
14. Assessment:	<p>Examinations 50% Individual Paper 50%</p>	
15. Syllabus Outline:	<p>Topics Covered</p>	



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	<p>The company environment: an overview of financial management and the financial environment. Areas addressed include derivatives, stock markets, financial statements, cash flow and taxes as well as an overall analysis of financial statements.</p> <p>Fixed income securities: review of time value money including the Tabular approach and derivation of annuity formulas. Also included are bonds, bond valuation and interest rates.</p> <p>Stocks and options: this section of the course looks are risk and return including continuous probability distributions, valuation of stocks and corporations, and financial options and applications in corporate finance.</p> <p>Projects and their valuation: review the cost of capital, the basics of capital budgeting, cash flow estimations and risk analysis and certainty equivalents.</p> <p>Corporate valuation and governance: review corporate valuation and financial planning as well as agency conflict and corporate governance.</p> <p>Cash distributions and capital structure: review distributions to shareholders, and capital structure decisions.</p> <p>Managing global operations: review supply chain and working capital management, secured short-term financing and multinational financial management.</p> <p>Tactical financial decisions: this section addresses public and private financing including initial offerings, seasoned offerings and investment banks. Also addresses is lease financing and hybrid financing such as preferred stock, warrants and convertibles.</p> <p>Strategic finance in a dynamic environment: review dynamic capital structures, mergers and corporate control, enterprise risk manage and bankruptcy, reorganization and liquidation.</p> <p>Special topics: review areas such as portfolio theory and asset pricing models, real options such as the abandonment real option and risk-neutral valuation.</p>
<p>16. Attendance and Participation Policy:</p>	<p>Regular class participation is essential for proper academic progress and is expected. At Schiller International University, satisfactory participation is considered to be a vital part of each student's performance in the course. Lack of participation could result in a lowered achievement rating and an undesirable record. Lack of participation in class discussions and activities, for any subject, may cause a student to be ineligible to take the final examination in that course. Such determinations are made on a case-by-case basis by the Professor. Excessive poor participation may also result in the following administrative actions: a warning or suspension. Students must be in attendance by the third class meeting or they are not permitted to begin a course. In an emergency which causes a student to be absent, it is the student's responsibility to make arrangements with the instructor to complete missed work. The instructor decides, based on University policy, if a student should be permitted to make up missed</p>



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	work or, in the case of poor participation in class, be referred to the Administration for more severe action.
<p>17. Academic Honesty Policy</p>	<p>Honesty and integrity are essential to Schiller International University's academic standard to educate ethical, global citizens. A violation of the academic honesty policy undermines the fundamental values inherent in SIU's mission. Violations include but are not limited:</p> <ul style="list-style-type: none"> • Cheating: Intentionally using unauthorized material. Infringing on academic rights of others. • Fabrication: Intentional or unintentional invention or falsification. • Plagiarism: Intentionally or unintentionally representing the words or ideas of another as one's own. • Facilitation: Knowingly helping another to commit an act of academic dishonesty <p>The risk of plagiarism can be avoided by clearly indicating the source of any major or unique idea or wording that one did not arrive at on one's own. Sources must be given regardless of whether the material is directly quoted or paraphrased. Students who breach the policy will be subject to penalties: <i>First offense</i>: you will receive a zero for the assignment with NO opportunity for making it up. The Program Director and the Campus Registrar will be notified that you have cheated in the course. <i>Second offense</i> will result in receiving an "F" for the course. There will be absolutely NO EXCEPTIONS to this policy.</p>

3.5 *International Marketing*

1. Module/Course Number:	BA 522									
2. Module/Course Title:	International Marketing									
3. Program:	Business Administration									
4. Credits:	3 US/12 CATS/6 ECTS (45 contact hours; 135 h self-study)									
5. Level:	7									
6. Prerequisite	Graduate Standing									
7. Module Convener:	E. Ananiewicz									
Approved by Provost:	J Bucholz									
Date revised:	12/2014									
8. Lecturer and Contact Information Instructor: Office Location: Office Hours: Telephone #: E-mail:										
9. Module/Course Description:	This course is designed to take a strategic approach to marketing by outlining the major dimensions of the global business environment. The course will focus on a set of conceptual and analytical tools that prepare students to successfully apply the four Ps to global marketing. The course will help the student develop international strategies in planning market research and control with regards to legal, cultural and economic factors involved in crossing border. Ethics, corporate social responsibility and social responsiveness in the globalization era are also addressed.									
10. Learning Outcomes and Assessments:	<p>The outcome of any course for individual student is contingent upon what each student brings to class and the amount of energy and effort that they deploy. However, a student who attends all of the classes and undertakes the associated tasks with diligence can expect to be able to:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left; padding: 5px;">LEARNING OUTCOMES</th> <th style="text-align: left; padding: 5px;">ASSESSMENTS</th> </tr> </thead> <tbody> <tr> <td style="padding: 5px;">Develop international marketing strategies using social, cultural, political, legal and regulatory considerations.</td> <td style="padding: 5px;">Individual Paper & Presentation: 1800 words/ 12 power point slides</td> </tr> <tr> <td style="padding: 5px;">Critically evaluate international marketing research</td> <td style="padding: 5px;">Develop a Global Marketing Plan APA format with four academic resources.</td> </tr> <tr> <td style="padding: 5px;">Describe key factors involved in crossing borders to include segmentation, targeting and positioning, importing, exporting and sourcing.</td> <td style="padding: 5px;">Examination: This will be a two hour examination with three sections: Section A: Short Answers (20%) Section B: Long Answers (30%) Section C: Case Study (50%)</td> </tr> </tbody> </table>		LEARNING OUTCOMES	ASSESSMENTS	Develop international marketing strategies using social, cultural, political, legal and regulatory considerations.	Individual Paper & Presentation: 1800 words/ 12 power point slides	Critically evaluate international marketing research	Develop a Global Marketing Plan APA format with four academic resources.	Describe key factors involved in crossing borders to include segmentation, targeting and positioning, importing, exporting and sourcing.	Examination: This will be a two hour examination with three sections: Section A: Short Answers (20%) Section B: Long Answers (30%) Section C: Case Study (50%)
LEARNING OUTCOMES	ASSESSMENTS									
Develop international marketing strategies using social, cultural, political, legal and regulatory considerations.	Individual Paper & Presentation: 1800 words/ 12 power point slides									
Critically evaluate international marketing research	Develop a Global Marketing Plan APA format with four academic resources.									
Describe key factors involved in crossing borders to include segmentation, targeting and positioning, importing, exporting and sourcing.	Examination: This will be a two hour examination with three sections: Section A: Short Answers (20%) Section B: Long Answers (30%) Section C: Case Study (50%)									

	Assess the global marketing mix.	Examination: This will be a two hour examination with three sections: Section A: Short Answers (20%) Section B: Long Answers (30%) Section C: Case Study (50%)
11. Basic Texts:	<p>Title: Global Marketing, (8th ed.). Authors: Green, W. J., and Green, M.C. Publisher: Pearson (2014) ISBN: 9780133545005</p>	
12. Additional Reading and Supplemental Texts:	<p>Additional readings and primary source material may be provided at the instructor's discretion</p> <p>Evers, N., Andersson, S., and Hannibal, M. (2012). Stakeholders and marketing capabilities in international new ventures: Evidence from Ireland, Sweden and Denmark. <i>Journal of International Marketing</i>, Vol, 20(4), pp. 46-71.</p> <p>Swoboda, B., and Elsner, S. (2013, March). Transferring the retail environment successfully into foreign countries. <i>Journal of International Marketing</i>, Vol. 21(1), pp. 81-109.</p> <p>Akaka, M., Archpru, V., and Lusch, R. (2013). The complexity of context: A service ecosystems approach to international marketing. <i>Journal of International Marketing</i>, Vol 21(4), pp. 1-20.</p> <p>Tan, Q., and Sousa, C. (2013, October). International marketing standardization. <i>Management International Review</i>, Vol. 53(5), pp. 711-739.</p> <p>Magnusson, P., Westjohn, S., Semenov, A., Randrainasolo, A and Zdravkovic, S. The role of cultural intelligence in marketing adaptation and export performance. <i>Journal of International Marketing</i>, Vol. 21(4), pp. 44-61.</p> <p>Greenley, G., Hooley, G., & Saunders, J. (2004). Management processes in marketing planning. <i>European Journal of Marketing</i>, 38(8), 933-955.</p> <p>Cavusgil, S., Deligonul, S., and Yaprak, A. (2005). International marketing as a field of study: A critical assessment of earlier development and a look forward. <i>Journal of Internal Marketing</i>, Vol. 13(5), pp. 1-27.</p> <p>Yang, Z, Su, C., and Fam, K.(2012, May). Dealing with institutional distances in international marketing channels: Governance strategies that engender legitimacy and efficiency. <i>Journal of Marketing</i>, Vol. 76(3), pp. 41-55.</p> <p>Lecoeuvre-Soudain, L., & Deshayes, P. (2006). From marketing to project management. <i>Project Management Journal</i>, 37(5), 103-112.</p> <p><u><i>DiPLO: Towards more inclusive and effective diplomacy</i></u> http://www.diplomacy.edu/resources/general</p>	

<p>13. Teaching and Learning Methods:</p>	<p>Classes use a mixture of lecture, seminar, videos and practical exercises. Students will prepare the essay for the course outside of the classroom. Student will make a 15 minute presentation on the marketing plan. Examinations will be in class, two hour time frame. Individual and overall feedback will be provided once everyone has taken the examinations.</p> <p>This course is a three credit-hour semester course delivered in an accelerated four-week format. Three semester hours represent the US and European Credit Transfer System equivalent of 135 to 180 total study hours. This course meets required classroom and outside of class work through the various methods listed above.</p>						
<p>14. Assessment:</p>	<table border="0"> <tr> <td>Examinations</td> <td style="text-align: right;">50%</td> </tr> <tr> <td>Individual Paper</td> <td style="text-align: right;">25%</td> </tr> <tr> <td>Presentation</td> <td style="text-align: right;">25%</td> </tr> </table>	Examinations	50%	Individual Paper	25%	Presentation	25%
Examinations	50%						
Individual Paper	25%						
Presentation	25%						
<p>15. Syllabus Outline:</p>	<p><i>Topics Covered</i></p> <p>Introduction to global marketing: a review of the principles of marketing, what global marketing is and is not, the importance of global marketing, management orientation, and forces affecting global integration and global marketing.</p> <p>The global marketing environment: an overview of the world economy, economic systems, stages of market development, the global trade environment including the World Trade Organization and GATT, Latin America, Asia-Pacific, Western, Central and Eastern Europe, the Middle East and Africa, social and cultural environments, and the political, legal and regulatory environments.</p> <p>Approaching global markets: an overview of global information systems and market research, segmentation, targeting and positioning, importing, exporting and sourcing, global market-entry strategies. Also addressed are licensing, investment, and strategic alliance.</p> <p>The global marketing mix: review brand and product decisions in the global market, pricing decisions, global marketing channels and physical distribution, global marketing communications decisions such as advertising and public relations.</p> <p>Strategy and leadership in the 21st century: review strategic elements of competitive advantage including industry analysis, global competition and national competitive advantage, leadership, ethics, corporate social responsibility and responsiveness.</p>						
<p>16. Attendance and Participation Policy:</p>	<p>Regular class participation is essential for proper academic progress and is expected. At Schiller International University, satisfactory participation is considered to be a vital part of each student's performance in the course. Lack of participation could result in a lowered achievement rating and an undesirable record. Lack of participation in class discussions and activities, for any subject, may cause a student to be ineligible to take the final examination in that course. Such determinations are made on a case-by-case basis by the Professor. Excessive poor participation may also result in the following administrative actions: a warning or suspension. Students must be in attendance by the third class meeting or they are not permitted to begin a course. In an emergency which causes a student to be absent, it is</p>						



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	<p>the student's responsibility to make arrangements with the instructor to complete missed work. The instructor decides, based on University policy, if a student should be permitted to make up missed work or, in the case of poor participation in class, be referred to the Administration for more severe action.</p>
<p>17. Academic Honesty Policy</p>	<p>Honesty and integrity are essential to Schiller International University's academic standard to educate ethical, global citizens. A violation of the academic honesty policy undermines the fundamental values inherent in SIU's mission. Violations include but are not limited:</p> <ul style="list-style-type: none"> • Cheating: Intentionally using unauthorized material. Infringing on academic rights of others. • Fabrication: Intentional or unintentional invention or falsification. • Plagiarism: Intentionally or unintentionally representing the words or ideas of another as one's own. • Facilitation: Knowingly helping another to commit an act of academic dishonesty <p>The risk of plagiarism can be avoided by clearly indicating the source of any major or unique idea or wording that one did not arrive at on one's own. Sources must be given regardless of whether the material is directly quoted or paraphrased. Students who breach the policy will be subject to penalties: <i>First offense</i>: you will receive a zero for the assignment with NO opportunity for making it up. The Program Director and the Campus Registrar will be notified that you have cheated in the course. <i>Second offense</i> will result in receiving an "F" for the course. There will be absolutely NO EXCEPTIONS to this policy.</p>

3.6 *Multinational Business Management*

1. Module/Course Number:	BA 529	
2. Module/Course Title:	Multinational Business Management	
3. Program:	Business Administration	
4. Credits:	3 US/12 CATS/6 ECTS (45 contact hours; 135 h self-study)	
5. Level:	7	
6. Prerequisite	Graduate Standing	
7. Module Convener:	W McConnell	
Approved by Provost:	J Bucholz	
Date revised:	12/2014	
8. Lecturer and Contact Information Instructor: Office Location: Office Hours: Telephone #: E-mail:		
9. Module/Course Description:	<p>This course is designed to help students develop the essential skills needed to formulate and implement successful strategic moves in the new competitive and interlaced global environment. Students will come to understand that successful multinational managers view the world as an integrated market where competition and collaboration evolve from anyone and anywhere. This course considers how cultural differences affect strategies and operations and gives the student an appreciation of how social institutions such as the economic system, the polity, the education system, and religion play an important role in any multinational operation. This course emphasizes specific techniques utilized by a multinational firm; its strategy, marketing, finances, decision-making, organization, communication, planning and control.</p>	
10. Learning Outcomes and Assessments:	<p>The outcome of any course for individual student is contingent upon what each student brings to class and the amount of energy and effort that they deploy. However, a student who attends all of the classes and undertakes the associated tasks with diligence can expect to be able to:</p>	
	LEARNING OUTCOMES	ASSESSMENTS
	Evaluate the traditional approaches to strategy formulation and the impact on a multinational business.	<p>Examination: This will be a two hour examination with three sections:</p> <p>Section A: Short Answers (25%)</p> <p>Section B: Long Answers (25%)</p> <p>Section C: Case Study (50%)</p>

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	<p>Critically analyze all international activities directly related to business management and management processes.</p>	<p>Examination: This will be a two hour examination with three sections: Section A: Short Answers (25%) Section B: Long Answers (25%) Section C: Case Study (50%)</p>
	<p>Critically analyze the influence of economic, political, legal, cultural and educational environments on the conduct of international businesses.</p>	<p>Individual Paper and Presentation: 1200 words and 10 annotated slides APA format with three academic references. Presentation: 15 minutes</p>
<p>11. Basic Texts:</p>	<p>Title: Multinational Management: A Strategic Approach, (6th ed.). Authors: Cullen, J.B., and Parboteeah, K. P. Publisher: Cengage, (2014) ISBN: 9781285094946</p>	
<p>12. Additional Reading and Supplemental Texts:</p>	<p>Additional readings and primary source material may be provided at the instructor's discretion</p> <p>Varnum, M. (2009). A bright beacon on multinational risk. <i>Security</i>, 46(4), 34-34, 36.</p> <p>Feinberg, P. (2000). Multinational subsidiaries often use parents' managers. <i>Pensions & Investments</i>, 28(21), 48.</p> <p>Bottomly, G. D. (2004). The relationship between technology and consumer behavior and the impacts on business strategy for multinational firms in the memory preservation industry. (Order No. 3138851, Walden University). ProQuest Dissertations and Theses</p> <p>Cheng, J. L. C., & Bolon, D. S. (1993). The management of multinational R&D: A neglected topic in international business research. <i>Journal of International Business Studies</i>, 24(1), 1.</p> <p><u><i>DiPLO: Towards more inclusive and effective diplomacy</i></u> http://www.diplomacy.edu/resources/general</p>	
<p>13. Teaching and Learning Methods:</p>	<p>Classes use a mixture of lecture, seminar, videos and practical exercises. Students will prepare the essays for the course and present an overview to the class via a power point presentation. Examinations will be in class, two hour time frame. Individual and overall feedback will be provided once everyone has taken the examinations.</p> <p>This course is a three credit-hour semester course delivered in an accelerated four-week format. Three semester hours represent the US and European Credit Transfer System equivalent of 135 to 180 total study hours. This course meets required classroom and outside of class work through the various methods listed above.</p>	
<p>14. Assessment:</p>	<p>Examinations 50%</p>	



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	Individual Paper 50%
15. Syllabus Outline:	<p><i>Topics Covered</i></p> <p>Foundations of multinational management: review the foundations of multinational management including multinational management in a changing world, culture and multinational management, the institutional context of multinational management and managing ethics and social responsibility challenges in multinational companies.</p> <p>Strategy content and formulation for multinational companies: review strategic management in the multinational company, multinational and entry-mode strategies, and small business and international entrepreneurship, overcoming carriers and finding opportunities.</p> <p>Management processes in strategy implementation including design choices for multinational companies: review organizational designs, international strategic alliances and multinational ecommerce strategies and structures.</p> <p>Strategy implementation for multinational companies: international human resources management, HRM in the local context, international negotiation and cross-cultural communication, motivation and leadership and management behaviors in multinational organizations are addressed.</p>
16. Attendance and Participation Policy:	<p>Regular class participation is essential for proper academic progress and is expected. At Schiller International University, satisfactory participation is considered to be a vital part of each student's performance in the course. Lack of participation could result in a lowered achievement rating and an undesirable record. Lack of participation in class discussions and activities, for any subject, may cause a student to be ineligible to take the final examination in that course. Such determinations are made on a case-by-case basis by the Professor. Excessive poor participation may also result in the following administrative actions: a warning or suspension. Students must be in attendance by the third class meeting or they are not permitted to begin a course. In an emergency which causes a student to be absent, it is the student's responsibility to make arrangements with the instructor to complete missed work. The instructor decides, based on University policy, if a student should be permitted to make up missed work or, in the case of poor participation in class, be referred to the Administration for more severe action.</p>
17. Academic Honesty Policy	<p>Honesty and integrity are essential to Schiller International University's academic standard to educate ethical, global citizens. A violation of the academic honesty policy undermines the fundamental values inherent in SIU's mission. Violations include but are not limited:</p> <ul style="list-style-type: none"> • Cheating: Intentionally using unauthorized material. Infringing on academic rights of others. • Fabrication: Intentional or unintentional invention or falsification. • Plagiarism: Intentionally or unintentionally representing the words or ideas of another as one's own. • Facilitation: Knowingly helping another to commit an act of academic dishonesty



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	<p>The risk of plagiarism can be avoided by clearly indicating the source of any major or unique idea or wording that one did not arrive at on one's own. Sources must be given regardless of whether the material is directly quoted or paraphrased. Students who breach the policy will be subject to penalties: <i>First offense</i>: you will receive a zero for the assignment with NO opportunity for making it up. The Program Director and the Campus Registrar will be notified that you have cheated in the course. <i>Second offense</i> will result in receiving an "F" for the course. There will be absolutely NO EXCEPTIONS to this policy.</p>
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3.7 *Operations and Production Management*

18. Module/Course Number:	BA 537									
19. Module/Course Title:	Operations and Production Management									
20. Program:	Business Administration									
21. Credits:	3 US/12 CATS/6 ECTS (45 contact hours; 135 h self-study)									
22. Level:	7									
23. Prerequisite	Graduate Standing									
24. Module Convener: Approved by Provost: Date revised:	J. Bucholz J. Bucholz 12/2014									
25. Lecturer and Contact Information Instructor: Office Location: Office Hours: Telephone #: E-mail:										
26. Module/Course Description:	This course provides an introduction to the basic methods and models of production management and operations research. The course addresses inventory control and demand forecasting. The course places emphasis on analytical techniques of POM and modern topics such as lean production involving just-in-time systems, computer-integrated manufacturing, etc.									
27. Learning Outcomes and Assessments:	<p>The outcome of any course for individual student is contingent upon what each student brings to class and the amount of energy and effort that they deploy. However, a student who attends all of the classes and undertakes the associated tasks with diligence can expect to be able to:</p> <table border="1" style="width: 100%;"> <thead> <tr> <th style="width: 50%;">LEARNING OBJECTIVES</th> <th style="width: 50%;">ASSESSMENTS</th> </tr> </thead> <tbody> <tr> <td>Evaluate the overall strategy in a production and operations environment.</td> <td rowspan="2">Examination: This will be a two hour examination with three sections: Section A: Long Answers (25%) Section B: Short Answers (25%) Section C: Case Study (50%)</td> </tr> <tr> <td>Analyze the key elements in just-in-time manufacturing and its impact on quality assurance.</td> </tr> <tr> <td>Critically analyze key concepts related to capacity planning and facility location. Using enterprise resources planning and material planning methods, determine the optimal schedule for a manufacturing or service operation.</td> <td>Examination: This will be a two hour examination with three sections: Section A: Long Answers (25%) Section B: Short Answers (25%) Section C: Case Study (50%)</td> </tr> <tr> <td>Develop a forecasting method appropriate to a production or service operation.</td> <td>Individual Paper and Presentation: 1200 words and 10 annotated slides</td> </tr> </tbody> </table>	LEARNING OBJECTIVES	ASSESSMENTS	Evaluate the overall strategy in a production and operations environment.	Examination: This will be a two hour examination with three sections: Section A: Long Answers (25%) Section B: Short Answers (25%) Section C: Case Study (50%)	Analyze the key elements in just-in-time manufacturing and its impact on quality assurance.	Critically analyze key concepts related to capacity planning and facility location. Using enterprise resources planning and material planning methods, determine the optimal schedule for a manufacturing or service operation.	Examination: This will be a two hour examination with three sections: Section A: Long Answers (25%) Section B: Short Answers (25%) Section C: Case Study (50%)	Develop a forecasting method appropriate to a production or service operation.	Individual Paper and Presentation: 1200 words and 10 annotated slides
LEARNING OBJECTIVES	ASSESSMENTS									
Evaluate the overall strategy in a production and operations environment.	Examination: This will be a two hour examination with three sections: Section A: Long Answers (25%) Section B: Short Answers (25%) Section C: Case Study (50%)									
Analyze the key elements in just-in-time manufacturing and its impact on quality assurance.										
Critically analyze key concepts related to capacity planning and facility location. Using enterprise resources planning and material planning methods, determine the optimal schedule for a manufacturing or service operation.	Examination: This will be a two hour examination with three sections: Section A: Long Answers (25%) Section B: Short Answers (25%) Section C: Case Study (50%)									
Develop a forecasting method appropriate to a production or service operation.	Individual Paper and Presentation: 1200 words and 10 annotated slides									

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		APA format with three academic references. Presentation: 15 minutes
28. Basic Texts:	Title: Principles of operations management, (9 th ed.). Authors: Heizer, J., and Render, B Publisher: Pearson, (2013) ISBN: 9780132968362	
29. Additional Reading and Supplemental Texts:	Additional readings and primary source material may be provided at the instructor's discretion Al-Dhaafri, H. S., & Bin Yusoff, R. Z. (2013). The effect of total quality management, enterprise resource planning and the entrepreneurial orientation on the organizational performance: the mediating role of the organizational excellence --- a proposed research framework. <i>International Journal of Business Administration</i> , 4(1), 66-85. Brown, S., Squire, B., & Lewis, M. (2010). The impact of inclusive and fragmented operations strategy processes on operational performance. <i>International Journal of Production Research</i> , 48(14), 4179–4198. Goldratt, E. M., & Cox, J. (2004). <i>The Goal: A process of on-going improvements</i> (3rd ed.). Great Barrington, MA: The North River Press. Kuei, C., Madu, C. N., & Lin, C. (2011). Developing global supply chain quality management systems. <i>International Journal of Production Research</i> , 49(15), 4457–4481.	
30. Teaching and Learning Methods:	Classes use a mixture of lecture, seminar, videos and practical exercises. Students will prepare the essays for the course and present an overview to the class via a power point presentation. Examinations will be in class, two hour time frame. Individual and overall feedback will be provided once everyone has taken the examinations. This course is a three credit-hour semester course delivered in an accelerated four-week format. Three semester hours represent the US and European Credit Transfer System equivalent of 135 to 180 total study hours. This course meets required classroom and outside of class work through the various methods listed above.	
31. Assessment:	Individual Paper: 50% Examinations 50%	
32. Syllabus Outline:	<i>Topics covered</i> Introduction to operations: review the definitions of operations and productivity. Review a global view of operations and supply chains, developing missions and strategies, achieving a competitive advantage, strategic planning, core competencies and outsourcing. Project management including PERT and CPM are addressed. Strategic forecasting, monitoring and controlling forecasting are also addressed. Designing operations: review the design of goods and services, generating new products, product development, design trees, sustainability in the supply chain, managing quality, TQM, statistical process control, processing strategy, capacity and constraint	



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	<p>management, location strategies, layout strategies and human resources, job design and work measurement.</p> <p>Management operations: review supply chain management, ethics and sustainable supply chain, supply chain analytics, inventory management, inventory models for independent demand, aggregate planning, supply and operations planning, material requirements planning, enterprise resource planning, short-term scheduling, Just-in-Time, Toyota Production System, lean operations and maintenance and reliability.</p>
<p>33. Attendance and Participation Policy:</p>	<p>Regular class participation is essential for proper academic progress and is expected. At Schiller International University, satisfactory participation is considered to be a vital part of each student's performance in the course. Lack of participation could result in a lowered achievement rating and an undesirable record. Lack of participation in class discussions and activities, for any subject, may cause a student to be ineligible to take the final examination in that course. Such determinations are made on a case-by-case basis by the Professor. Excessive poor participation may also result in the following administrative actions: a warning or suspension. Students must be in attendance by the third class meeting or they are not permitted to begin a course. In an emergency which causes a student to be absent, it is the student's responsibility to make arrangements with the instructor to complete missed work. The instructor decides, based on University policy, if a student should be permitted to make up missed work or, in the case of poor participation in class, be referred to the Administration for more severe action.</p>
<p>34. Academic Honesty Policy</p>	<p>Honesty and integrity are essential to Schiller International University's academic standard to educate ethical, global citizens. A violation of the academic honesty policy undermines the fundamental values inherent in SIU's mission. Violations include but are not limited:</p> <ul style="list-style-type: none"> • Cheating: Intentionally using unauthorized material. Infringing on academic rights of others. • Fabrication: Intentional or unintentional invention or falsification. • Plagiarism: Intentionally or unintentionally representing the words or ideas of another as one's own. • Facilitation: Knowingly helping another to commit an act of academic dishonesty <p>The risk of plagiarism can be avoided by clearly indicating the source of any major or unique idea or wording that one did not arrive at on one's own. Sources must be given regardless of whether the material is directly quoted or paraphrased. Students who breach the policy will be subject to penalties: <i>First offense:</i> you will receive a zero for the assignment with NO opportunity for making it up. The Program Director and the Campus Registrar will be notified that you have cheated in the course. <i>Second offense</i> will result in receiving an "F" for the course. There will be absolutely NO EXCEPTIONS to this policy.</p>



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3.8 Comprehensive Business Management Seminar

1. Module/Course Number:	BA 542								
2. Module/Course Title:	Comprehensive Business Management Seminar								
3. Program:	Business Administration								
4. Credits:	3 US/12 CATS/6 ECTS (45 contact hours; 135 h self-study)								
5. Level:	7								
6. Prerequisite	Graduate Standing								
7. Module Convener:	W. McConnell								
Approved by Provost:	J Bucholz								
Date revised:	12/2014								
8. Lecturer and Contact Information Instructor: Office Location: Office Hours: Telephone #: E-mail:									
9. Module/Course Description:	This course focuses on how managerial thinking influences strategy formation and implementation. The importance of change and the needed for managerial dynamic thinking and the importance of organization learning are reviewed. The case study approach integrates the various disciplines associated with management such as accounting, finance, human resources utilization, and organization behavior. This is the capstone course is a comprehensive course that addresses issues ranging from corporate governance and social responsibility to competitive strategy, functional strategy and strategic alliances.								
10. Learning Outcomes and Assessments:	<p>The outcome of any course for individual student is contingent upon what each student brings to class and the amount of energy and effort that they deploy. However, a student who attends all of the classes and undertakes the associated tasks with diligence can expect to be able to:</p> <table border="1"> <thead> <tr> <th>LEARNING OUTCOMES</th> <th>ASSESSMENTS</th> </tr> </thead> <tbody> <tr> <td>Construct a strategic audit using the case analysis model.</td> <td rowspan="4">Individual Project: Strategic audit of a case presented by the instructor. This project will be developed in sections and graded thusly.</td> </tr> <tr> <td>Synthesize data using the external factor analysis, internal factor analysis, and the strategic factor analysis method.</td> </tr> <tr> <td>Generate an organizational analysis.</td> </tr> <tr> <td>Recommend strategic alternatives and implementation programs.</td> </tr> </tbody> </table>		LEARNING OUTCOMES	ASSESSMENTS	Construct a strategic audit using the case analysis model.	Individual Project: Strategic audit of a case presented by the instructor. This project will be developed in sections and graded thusly.	Synthesize data using the external factor analysis, internal factor analysis, and the strategic factor analysis method.	Generate an organizational analysis.	Recommend strategic alternatives and implementation programs.
LEARNING OUTCOMES	ASSESSMENTS								
Construct a strategic audit using the case analysis model.	Individual Project: Strategic audit of a case presented by the instructor. This project will be developed in sections and graded thusly.								
Synthesize data using the external factor analysis, internal factor analysis, and the strategic factor analysis method.									
Generate an organizational analysis.									
Recommend strategic alternatives and implementation programs.									

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<p>11. Basic Texts:</p>	<p>Title: Strategic Management and Business Policy: Globalization, Innovation and Sustainability, (14th ed.). Authors: Wheelen, T., Hunger, J.D., Hoffman, A.N., and Bamford, C.E. Publisher: Pearson, 2015 ISBN: 9780133126143</p>
<p>12. Additional Reading and Supplemental Texts:</p>	<p>Additional readings and primary source material may be provided at the instructor's discretion</p> <p>Beckman, H. (2014). Competitive strategy. <i>Competitive Strategy-Research Starters Business</i>, pp. 107.</p> <p>Shivakumar, R. (2014). How to tell which decisions are strategic. <i>California Management Review</i>, Vol. 56(3), pp. 78-97.</p> <p>Jauch, L., Osborn, R., and Martin, T. (1980). Structured content analysis of cases: A complementary method for organizational research. <i>Academy of Management Review</i>, Vol. 5(4), pp. 517-527.</p> <p>McWilliams, A., and Siegel, D. (2000, May). Corporate social responsibility and financial performance: Correlation of misspecification? <i>Strategic Management Journal</i>, pp. 603-309.</p> <p>Lau, R., Liao, S., Wong, K., and Dickson, K. (2012). Environmental scanning and adaptive decision support for business mergers and acquisitions. <i>MIS Quarterly</i>, Vol, 36(4), pp. 1239-1240.</p> <p>Beal, R. (2000). Competing effectively: Environmental scanning, competitive strategy, and organizational performance in small manufacturing firms. <i>Journal of Small Business Management</i>, Vol. 36(1), pp. 27-47.</p> <p><u><i>DiPLO: Towards more inclusive and effective diplomacy</i></u> http://www.diplomacy.edu/resources/general</p>
<p>13. Teaching and Learning Methods:</p>	<p>Classes use a mixture of lecture, seminar, videos and practical exercises. Students will construct a strategic audit throughout this course which will require synthesizing knowledge from various resources. The case analysis method will be used. Overall feedback will be provided once everyone has completed the case analyses.</p> <p>This course is a three credit-hour semester course delivered in an accelerated four-week format. Three semester hours represent the US and European Credit Transfer System equivalent of 135 to 180 total study hours. This course meets required classroom and outside of class work through the various methods listed above.</p>
<p>14. Assessment:</p>	<p>Course work 100%</p>
<p>15. Syllabus Outline:</p>	<p><i>Topics covered</i></p> <p>Introduction to strategic management and business policy: an overview on the basic concepts of strategic management, corporate governance, social responsibility and ethics in strategic management.</p> <p>Scanning the environment: a review of the techniques for environmental scanning and industry analysis including internal</p>



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	<p>scanning and an organizational analysis.</p> <p>Strategy formulation: review strategy formulation in terms of situation analysis and business strategy, corporate strategy, functional strategy and strategic choice.</p> <p>Strategy implementation and control: review strategic implementation in terms of organizing for action, staffing and directing, evaluation and control.</p> <p>Introduction to case analysis: this section provides the details for an effective case analysis.</p>
<p>16. Attendance and Participation Policy:</p>	<p>Regular class participation is essential for proper academic progress and is expected. At Schiller International University, satisfactory participation is considered to be a vital part of each student's performance in the course. Lack of participation could result in a lowered achievement rating and an undesirable record. Lack of participation in class discussions and activities, for any subject, may cause a student to be ineligible to take the final examination in that course. Such determinations are made on a case-by-case basis by the Professor. Excessive poor participation may also result in the following administrative actions: a warning or suspension. Students must be in attendance by the third class meeting or they are not permitted to begin a course. In an emergency which causes a student to be absent, it is the student's responsibility to make arrangements with the instructor to complete missed work. The instructor decides, based on University policy, if a student should be permitted to make up missed work or, in the case of poor participation in class, be referred to the Administration for more severe action.</p>
<p>17. Academic Honesty Policy</p>	<p>Honesty and integrity are essential to Schiller International University's academic standard to educate ethical, global citizens. A violation of the academic honesty policy undermines the fundamental values inherent in SIU's mission. Violations include but are not limited:</p> <ul style="list-style-type: none"> • Cheating: Intentionally using unauthorized material. Infringing on academic rights of others. • Fabrication: Intentional or unintentional invention or falsification. • Plagiarism: Intentionally or unintentionally representing the words or ideas of another as one's own. • Facilitation: Knowingly helping another to commit an act of academic dishonesty <p>The risk of plagiarism can be avoided by clearly indicating the source of any major or unique idea or wording that one did not arrive at on one's own. Sources must be given regardless of whether the material is directly quoted or paraphrased. Students who breach the policy will be subject to penalties: <i>First offense:</i> you will receive a zero for the assignment with NO opportunity for making it up. The Program Director and the Campus Registrar will be notified that you have cheated in the course. <i>Second offense</i> will result in receiving an "F" for the course. There will be absolutely NO EXCEPTIONS to this policy.</p>

3.9 Human Resource Management

1. Module/Course Number:	BA 544	
2. Module/Course Title:	Human Resources Management	
3. Program:	Business Administration	
4. Credits:	3 US/12 CATS/6 ECTS (45 contact hours; 135 h self-study)	
5. Level:	7	
6. Prerequisite	Graduate Standing	
7. Module Convener: Approved by Provost: Date revised:	J Bucholz J Bucholz 7/2014	
8. Lecturer and Contact Information Instructor: Office Location: Office Hours: Telephone #: E-mail:		
9. Module/Course Description:	This course focuses on HRM in a multinational setting in term of human resource activities, types of employees and countries of operation. The complexity of operating in different countries and employing different national categories of workers is a key variable that differentiates domestic and international HRM, rather than any major difference between HRM activities performed. The course familiarizes the student with the basic functions of HR including staffing, recruiting, training and development, compensation, employee relations and performance management with an emphasis on the international environment.	
10. Learning Outcomes and Assessments:	The outcome of any course for individual student is contingent upon what each student brings to class and the amount of energy and effort that they deploy. However, a student who attends all of the classes and undertakes the associated tasks with diligence can expect to be able to:	
	LEARNING OUTCOMES	ASSESSMENTS
	Critically analyze the present complexities and future challenges that impact the practice of human resource management; Critically analyze both internal and external conditions that impact the organization and be able to relate these conditions to the effective management of human resources; Critically evaluate the importance of effective	Individual Project: 2500 words minimum Develop an Employee Handbook or New Hire Orientation Program

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	<p>employee relations, employee health and be able to relate these issues to actual situations encountered at the workplace.</p>	
	<p>Evaluate the complexities involved with the processes of recruitment, retention, training and development and be able to relate these complexities to practical situations;</p>	<p>Examination: This will be a two hour examination with three sections: Section A: Long Answers (30%) Section B: Short Answers (20%) Section C: Case Study (50%)</p>
<p>11. Basic Texts:</p>	<p>Title: International Human Resource Management, (5th ed.). Authors: Dowling, P., Festing, M., and Engle, A. Publisher: Cengage (2009) ISBN: 978032580341</p>	
<p>12. Additional Reading and Supplemental Texts:</p>	<p>Additional readings and primary source material may be provided at the instructor's discretion</p> <p>McDonnell, A., Lavelle, J., and Gunningle, P. (2014). Human resource management in multinational enterprises: Evidence from a late industrializing economy. <i>Management International Review</i>, Vol. 54(3), pp. 361-380.</p> <p>Janssens, M. and Steyaert, C. (2012). Towards an ethical research agenda for international HRM: The possibilities of a plural cosmopolitan framework. <i>Journal of Business Ethics</i>, Vol. 111(1), pp. 61-72.</p> <p>Khavul, S., Benson, G., and Dattla, D. (2010). Is the internationalization associated with investments in HRM? A study of entrepreneurial firms in merging markets. <i>Human Resource Management</i>, Vol, 49(4), 693-713.</p> <p>Godbout, A. J. (2000). Managing core competencies: The impact of knowledge management on human resources practices in leading-edge organizations. <i>Knowledge and Process Management</i>, 7(2), 76-86.</p> <p>Boudreau, J., Hopp, W., McClain, J. O., & Thomas, L. J. (2003). On the interface between operations and human resources management. <i>Manufacturing & Service Operations Management</i>, 5(3), 179.</p> <p>Petrescu, I., & Konrad, C. (2012). Human resources management in the european context. <i>Revista De Management Comparat International</i>, 13(1), 49-54.</p> <p>Craciun, C. (2013). The importance of human resources in European quality management. <i>International Journal of Academic Research in Business and Social Sciences</i>, 3(1), 415-421.</p> <p><u><i>DiPLO: Towards more inclusive and effective diplomacy</i></u> http://www.diplomacy.edu/resources/general</p>	
<p>13. Teaching and Learning Methods:</p>	<p>Classes use a mixture of lecture, seminar, videos and practical exercises. Students will prepare the individual project for the course outside of the classroom. The examination will be in class, two hour time frame. Individual and overall feedback will be provided once</p>	



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	<p>everyone has taken the examination.</p> <p>This course is a three credit-hour semester course delivered in an accelerated four-week format. Three semester hours represent the US and European Credit Transfer System equivalent of 135 to 180 total study hours. This course meets required classroom and outside of class work through the various methods listed above.</p>
<p>14. Assessment:</p>	<p>Examination 30% Individual Project 70%</p>
<p>15. Syllabus Outline:</p>	<p><i>Topics Covered</i></p> <p>Introduction to IHRM: defining international HRM (IHRM), differences between domestic and international HRM, applying a strategic view to IHRM, and the variable that moderate the differences between domestic and IHRM. The organizational context and cross-border alliance and SMEs are also discussed.</p> <p>HRM functions: staffing, recruiting and selecting, training and development, compensation, and performance management are all addressed from an international perspective.</p> <p>Career and performance management: review career options including repatriation and repatriation planning. Performance management and performance appraisals are also addressed.</p> <p>Trends: complexity, challenged and choices in the future are briefly reviewed.</p>
<p>16. Attendance and Participation Policy:</p>	<p>Regular class participation is essential for proper academic progress and is expected. At Schiller International University, satisfactory participation is considered to be a vital part of each student's performance in the course. Lack of participation could result in a lowered achievement rating and an undesirable record. Lack of participation in class discussions and activities, for any subject, may cause a student to be ineligible to take the final examination in that course. Such determinations are made on a case-by-case basis by the Professor. Excessive poor participation may also result in the following administrative actions: a warning or suspension. Students must be in attendance by the third class meeting or they are not permitted to begin a course. In an emergency which causes a student to be absent, it is the student's responsibility to make arrangements with the instructor to complete missed work. The instructor decides, based on University policy, if a student should be permitted to make up missed work or, in the case of poor participation in class, be referred to the Administration for more severe action.</p>
<p>17. Academic Honesty Policy</p>	<p>Honesty and integrity are essential to Schiller International University's academic standard to educate ethical, global citizens. A violation of the academic honesty policy undermines the fundamental values inherent in SIU's mission. Violations include but are not limited:</p> <ul style="list-style-type: none"> • Cheating: Intentionally using unauthorized material. Infringing on academic rights of others. • Fabrication: Intentional or unintentional invention or falsification. • Plagiarism: Intentionally or unintentionally representing the



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	<p>words or ideas of another as one's own.</p> <ul style="list-style-type: none">• Facilitation: Knowingly helping another to commit an act of academic dishonesty <p>The risk of plagiarism can be avoided by clearly indicating the source of any major or unique idea or wording that one did not arrive at on one's own. Sources must be given regardless of whether the material is directly quoted or paraphrased. Students who breach the policy will be subject to penalties: <i>First offense</i>: you will receive a zero for the assignment with NO opportunity for making it up. The Program Director and the Campus Registrar will be notified that you have cheated in the course. <i>Second offense</i> will result in receiving an "F" for the course. There will be absolutely NO EXCEPTIONS to this policy.</p>
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3.10 International Business Law

1. Module/Course Number:	BA 560				
2. Module/Course Title:	International Business Law				
3. Program:	Business Administration				
4. Credits:	3 US/12 CATS/6 ECTS (45 contact hours; 135 h self-study)				
5. Level:	7				
6. Prerequisite	Graduate Standing				
7. Module Convener: Approved by Provost: Date revised:	A Brvenik J Bucholz 12/2014				
8. Lecturer and Contact Information Instructor: Office Location: Office Hours: Telephone #: E-mail:					
9. Module/Course Description:	This course emphasizes private and public law. The private law applicable to international business transactions includes the law of international sales, trade finance and letters of credit, licensing and distribution agreements, agreements with foreign sales representatives and other governing law. Public international law includes conventions, treaties and agreements among nations that make up the legal framework within which international business take place. The treaties of the European Union, the GATT agreement, the agreements of the World Trade Organization and NAFTA are prime sources of public international business law. Public international law provides the basis for government regulation of international business. It affects the environment within which a firm develops its international business strategies, and establishes the organization's responsibility to national laws and administrative regulations. Legal concerns including ethics and social responsibility will be addressed throughout the course.				
10. Learning Outcomes and Assessments:	<p>The outcome of any course for individual student is contingent upon what each student brings to class and the amount of energy and effort that they deploy. However, a student who attends all of the classes and undertakes the associated tasks with diligence can expect to be able to:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 50%; text-align: left;">LEARNING OUTCOMES</th> <th style="width: 50%; text-align: left;">ASSESSMENTS</th> </tr> </thead> <tbody> <tr> <td>Summarize the legal aspects of transnational business in developed and developing countries.</td> <td>Examination: This will be a two hour examination with three sections: Section A: Short Answers (25%) Section B: Long Answers (25%) Section C: Case Study (50%)</td> </tr> </tbody> </table>	LEARNING OUTCOMES	ASSESSMENTS	Summarize the legal aspects of transnational business in developed and developing countries.	Examination: This will be a two hour examination with three sections: Section A: Short Answers (25%) Section B: Long Answers (25%) Section C: Case Study (50%)
LEARNING OUTCOMES	ASSESSMENTS				
Summarize the legal aspects of transnational business in developed and developing countries.	Examination: This will be a two hour examination with three sections: Section A: Short Answers (25%) Section B: Long Answers (25%) Section C: Case Study (50%)				

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	<p>Critically analyze the legal restrictions on transnational business by comparing and contrasting the differences in national laws and legal systems.</p>	<p>Individual Paper: 1200 words APA format with three academic resources.</p>
	<p>Critically evaluate different types of risks as they apply to transnational business, including ethics, social responsibility and codes of conduct as well as international sales.</p>	<p>Examination: This will be a two hour examination with three sections: Section A: Short Answers (25%) Section B: Long Answers (25%) Section C: Case Study (50%)</p>
<p>11. Basic Texts:</p>	<p>Title: International Business Law & Its Environment, 9th Ed. Authors: Schaffer, R. Agusti, F., and Dhooge, L. Publisher: Cengage (2014). ISBN: 9781285427041</p>	
<p>12. Additional Reading and Supplemental Texts:</p>	<p>Additional readings and primary source material may be provided at the instructor's discretion</p> <p>Evans, J., and Gable, A. (2014). Legal competitive advantage and legal entrepreneurship: A preliminary international framework. <i>North Carolina Journal of Intentional Law & Commercial Regulation</i>, Vol. 39(2), pp. 333-442.</p> <p>Mathiason, T. (2013). Are you a part of the global workforce? An examination of the "duty to care" to business travelers and international assignees under the ILO occupational health and safety conventions and as emerging international customary law. <i>American University International Business Law Review</i>, Vol 28,(3), pp. 873-904.</p> <p>Waltzer, D. (2010). Globalization grows field of international business law. <i>Rochester Business Journal</i>, 26(28), 28.</p> <p>Gottschalk, T., Mora, A., & Wright, P. (2007). Plenary corporate counsel forum: The impact of international law on multinational corporations. Washington: American Society of International Law.</p> <p>Stohl, C., Stohl, M., & Popova, L. (2009). A new generation of corporate codes of ethics. <i>Journal of Business Ethics</i>, 90(4), 607-622.</p> <p><u><i>DiPLO: Towards more inclusive and effective diplomacy</i></u> http://www.diplomacy.edu/resources/general</p>	
<p>13. Teaching and Learning Methods:</p>	<p>Classes use a mixture of lecture, seminar, videos and practical exercises. Students will prepare the essay for the course outside of the classroom. Examinations will be in class, two hour time frame. Individual and overall feedback will be provided once everyone has taken the examinations.</p> <p>This course is a three credit-hour semester course delivered in an accelerated four-week format. Three semester hours represent the US and European Credit Transfer System equivalent of 135 to 180 total study hours. This course meets required classroom and outside of</p>	



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	class work through the various methods listed above.
14. Assessment:	Examinations 50% Individual paper 50%
15. Syllabus Outline:	<p><i>Topics Covered</i></p> <p>The legal environment of international business: an introduction to international business, international law and the world's legal system and resolving intentional commercial disputes.</p> <p>International sales, credits, and the commercial transaction: review the formation and performance of contracts for the sale of goods, the documentary sale and terms of trade, the legal issues in international transportation, and bank collections, trade finance and letters of credit.</p> <p>International and U.S. trade law: review national law making powers and the regulation of U.S. trade, the World Trade Organization, the laws governing access to foreign markets, regulating import completion and unfair trade, imports, customs and tariff laws, export controls and sanctions, North American Free Trade law and the European Union.</p> <p>Regulation of the international market place: marketing, representative advertising and anti-corruption, protection and licensing of intellectual property, the legal environment of foreign direct investment, labor and employment discrimination law, environmental law and regulating the competitive environment.</p>
16. Attendance and Participation Policy:	Regular class participation is essential for proper academic progress and is expected. At Schiller International University, satisfactory participation is considered to be a vital part of each student's performance in the course. Lack of participation could result in a lowered achievement rating and an undesirable record. Lack of participation in class discussions and activities, for any subject, may cause a student to be ineligible to take the final examination in that course. Such determinations are made on a case-by-case basis by the Professor. Excessive poor participation may also result in the following administrative actions: a warning or suspension. Students must be in attendance by the third class meeting or they are not permitted to begin a course. In an emergency which causes a student to be absent, it is the student's responsibility to make arrangements with the instructor to complete missed work. The instructor decides, based on University policy, if a student should be permitted to make up missed work or, in the case of poor participation in class, be referred to the Administration for more severe action.
17. Academic Honesty Policy	<p>Honesty and integrity are essential to Schiller International University's academic standard to educate ethical, global citizens. A violation of the academic honesty policy undermines the fundamental values inherent in SIU's mission. Violations include but are not limited:</p> <ul style="list-style-type: none"> • Cheating: Intentionally using unauthorized material. Infringing on academic rights of others. • Fabrication: Intentional or unintentional invention or falsification. • Plagiarism: Intentionally or unintentionally representing the



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	<p>words or ideas of another as one's own.</p> <ul style="list-style-type: none">• Facilitation: Knowingly helping another to commit an act of academic dishonesty <p>The risk of plagiarism can be avoided by clearly indicating the source of any major or unique idea or wording that one did not arrive at on one's own. Sources must be given regardless of whether the material is directly quoted or paraphrased. Students who breach the policy will be subject to penalties: <i>First offense</i>: you will receive a zero for the assignment with NO opportunity for making it up. The Program Director and the Campus Registrar will be notified that you have cheated in the course. <i>Second offense</i> will result in receiving an "F" for the course. There will be absolutely NO EXCEPTIONS to this policy.</p>
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3.11 *Methods of Research and Analysis*

1. Module/Course Number:	BA 589	
2. Module/Course Title:	Methods of Research and Analysis	
3. Program:	Business Administration	
4. Credits:	3 US/12 CATS/6 ECTS (45 contact hours; 135 h self-study)	
5. Level:	7	
6. Prerequisite	Graduate Standing	
7. Module Convener:	W.McConnell	
Approved by Provost:	J Bucholz	
Date revised:	12/2014	
8. Lecturer and Contact Information Instructor: Office Location: Office Hours: Telephone #: E-mail:		
9. Module/Course Description:	<p>Business research is a systemic inquiry that provides information to guide managerial decisions. It is a process of planning, acquiring, analyzing, and disseminating relevant data, information and insights to decision makers. This course is designed to give students experience in a wide range of methodological and fieldwork activities involved in an actual piece of research. The main stages in historical, social science and business research are addressed. This course prepares a student for various research projects using empirical research methods including formulation of a research problem statement, literature and theoretic review, research design, data collection and fieldwork and construction of and development of a solid research project. Ethics is also addressed.</p>	
10. Learning Outcomes and Assessments:	<p>The outcome of any course for individual student is contingent upon what each student brings to class and the amount of energy and effort that they deploy. However, a student who attends all of the classes and undertakes the associated tasks with diligence can expect to be able to:</p>	
	LEARNING OUTCOMES	ASSESSMENTS
	<p>Summarize and evaluate the various research techniques as they apply to business and a business project.</p> <p>Contrast the methods of research design, data collection and fieldwork in preparing a research project.</p>	<p>Examination: This will be a two hour examination with two sections: Section A: Short Answers (50%) Section B: Long Answers (50%)</p>
<p>Validate the key concepts of research methodology by constructing a viable research project</p>	<p>Individual Research Project: 2500 words APA format with five academic resources.</p>	

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<p>11. Basic Texts:</p>	<p>Title: Business Research Methods, (12th ed.). Authors: Cooper, D., and Schindler, P. Publisher: McGraw Hill (2014) ISBN: 9780073521503</p>
<p>12. Additional Reading and Supplemental Texts:</p>	<p>Additional readings and primary source material may be provided at the instructor's discretion</p> <p>Lee, B., and Cassell, C. (2013). Research methods and research practice: history, themes and topics. <i>International Journal of Management Review</i>, Vol. 15(2), pp. 123-131.</p> <p>Marais, H. (2012). A multi-methodological framework for the design and evaluation of complex research projects and reports in business and management studies. <i>Electronic Journal of Business Research Methods</i>, Vol. 10(2), pp. 64676.</p> <p>Cameron, R. (2011). Mixed methods research: The five Ps framework. <i>Electronic Journal of Business Research Methods</i>, Vol. 9(2), pp. 96-108.</p> <p>Trauth, E. (2011). What can we learn from gender research? Seven lessons for business research methods. <i>Electronic Journal of Business Research Methods</i>, Vol. 9(1), pp. 1-9.</p> <p>Zivkovic, J. (2012). Strengths and weaknesses of business research methodologies: Two disparate case studies. <i>Business Studies Journal</i>, Vol. 4(2), pp. 91-99.</p> <p>Javalgi, R., Granot, E., Brashear, A., and Thomas, G. (2011). Qualitative methods in international sales research: Cross-cultural considerations. <i>Journal of Personal Selling & Sales Management</i>, Vol. 31(2), pp. 152-170.</p> <p><u><i>DiPLO: Towards more inclusive and effective diplomacy</i></u> http://www.diplomacy.edu/resources/general</p>
<p>13. Teaching and Learning Methods:</p>	<p>Classes use a mixture of lecture, seminar, videos and practical exercises. Students will prepare the research project under the direction and guidance of the instructor. Topics must be approved in advance from the instructor. One examination will be in class, two hour time frame, individual and overall feedback will be provided once everyone has taken the examination. Provided the final paper is at least 20 pages and recommended by the professor, the final paper may be submitted to the Provost and the Academic Review Committee for consideration of the SIU graduation requirement.</p> <p>This course is a three credit hour semester course delivered in an accelerated four week format. A three credit semester hours is the equivalent of 135 hours of combined classroom and outside class work. This course meets the 135 hours of combined classroom and outside class work with 45 contact hours in the classroom and 90 hours outside the classroom study through the various methods listed above.</p> <p>This course is a three credit-hour semester course delivered in an accelerated four-week format. Three semester hours represent the US and European Credit Transfer System equivalent of 135 to 180 total</p>



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	study hours. This course meets required classroom and outside of class work through the various methods listed above.
14. Assessment:	Coursework: 50% Examinations 50%
15. Syllabus Outline:	<p><i>Topics covered</i></p> <p>Introduction to business research: review of the main concepts in research in business, ethics in business research, thinking like a researcher, and overview of the research process and clarifying the research question through secondary data and exploration.</p> <p>The design of business research: an overview of research design, qualitative research, observation studies, experiments and surveys.</p> <p>The sources and collection of data: review of various measure techniques, measurement scales, questionnaires and instruments, and sampling techniques.</p> <p>Analysis and presentation of data: this section addresses data preparation and description, exploring, displaying and examining data hypothesis testing, measures of association, presenting insights and findings as well as techniques for oral presentations.</p>
16. Attendance and Participation Policy:	Regular class participation is essential for proper academic progress and is expected. At Schiller International University, satisfactory participation is considered to be a vital part of each student's performance in the course. Lack of participation could result in a lowered achievement rating and an undesirable record. Lack of participation in class discussions and activities, for any subject, may cause a student to be ineligible to take the final examination in that course. Such determinations are made on a case-by-case basis by the Professor. Excessive poor participation may also result in the following administrative actions: a warning or suspension. Students must be in attendance by the third class meeting or they are not permitted to begin a course. In an emergency which causes a student to be absent, it is the student's responsibility to make arrangements with the instructor to complete missed work. The instructor decides, based on University policy, if a student should be permitted to make up missed work or, in the case of poor participation in class, be referred to the Administration for more severe action.
17. Academic Honesty Policy	<p>Honesty and integrity are essential to Schiller International University's academic standard to educate ethical, global citizens. A violation of the academic honesty policy undermines the fundamental values inherent in SIU's mission. Violations include but are not limited:</p> <ul style="list-style-type: none"> • Cheating: Intentionally using unauthorized material. Infringing on academic rights of others. • Fabrication: Intentional or unintentional invention or falsification. • Plagiarism: Intentionally or unintentionally representing the words or ideas of another as one's own. • Facilitation: Knowingly helping another to commit an act of academic dishonesty <p>The risk of plagiarism can be avoided by clearly indicating the source</p>



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	<p>of any major or unique idea or wording that one did not arrive at on one's own. Sources must be given regardless of whether the material is directly quoted or paraphrased. Students who breach the policy will be subject to penalties: <i>First offense</i>: you will receive a zero for the assignment with NO opportunity for making it up. The Program Director and the Campus Registrar will be notified that you have cheated in the course. <i>Second offense</i> will result in receiving an "F" for the course. There will be absolutely NO EXCEPTIONS to this policy.</p>
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3.12 IT Applications in Business

1. Module/Course Number:	IT 576								
2. Module/Course Title:	IT Applications in Business								
3. Program:	Business Administration								
4. Credits:	3 US/12 CATS/6 ECTS (45 contact hours; 135 h self-study)								
5. Level:	7								
6. Prerequisite	Graduate Standing								
7. Module Convener: Approved by Provost: Date revised:	J. Bucholz J. Bucholz 7/2014								
8. Lecturer and Contact Information Instructor: Office Location: Office Hours: Telephone #: E-mail:									
9. Module/Course Description:	This course provides an in-depth look at how today's business organizations use information technologies and systems to achieve corporate objectives. Information systems are one of the major tools available to managers for achieving operational excellence, developing new products and services, improving decision making, and achieving competitive advantage. This course introduces the students to electronic data processing systems and techniques in the context of organizational management information systems.								
10. Learning Outcomes and Assessments:	<p>The outcome of any course for individual student is contingent upon what each student brings to class and the amount of energy and effort that they deploy. However, a student who attends all of the classes and undertakes the associated tasks with diligence can expect to be able to:</p> <table border="1" style="width: 100%;"> <thead> <tr> <th style="width: 50%;">LEARNING OUTCOMES</th> <th style="width: 50%;">ASSESSMENTS</th> </tr> </thead> <tbody> <tr> <td>Critically analyze methods of improving internal and external business processes using Information Technology. Assess methods for building and maintaining Information Systems.</td> <td>Examination: This will be a two hour examination with three sections: Section A: Short Answers (25%) Section B: Long Answers (25%) Section C: Case Study (50%)</td> </tr> <tr> <td>Defend methods an Information Services manager may use to recognize and respond to common system-related risks. Evaluate methods for building and maintaining IT Systems.</td> <td>Examination: This will be a two hour examination with three sections: Section A: Short Answers (25%) Section B: Long Answers (25%) Section C: Case Study (50%)</td> </tr> <tr> <td>Critically evaluate upcoming trends in Information Technology and their</td> <td>Individual Paper: 1200 words APA format with three</td> </tr> </tbody> </table>	LEARNING OUTCOMES	ASSESSMENTS	Critically analyze methods of improving internal and external business processes using Information Technology. Assess methods for building and maintaining Information Systems.	Examination: This will be a two hour examination with three sections: Section A: Short Answers (25%) Section B: Long Answers (25%) Section C: Case Study (50%)	Defend methods an Information Services manager may use to recognize and respond to common system-related risks. Evaluate methods for building and maintaining IT Systems.	Examination: This will be a two hour examination with three sections: Section A: Short Answers (25%) Section B: Long Answers (25%) Section C: Case Study (50%)	Critically evaluate upcoming trends in Information Technology and their	Individual Paper: 1200 words APA format with three
LEARNING OUTCOMES	ASSESSMENTS								
Critically analyze methods of improving internal and external business processes using Information Technology. Assess methods for building and maintaining Information Systems.	Examination: This will be a two hour examination with three sections: Section A: Short Answers (25%) Section B: Long Answers (25%) Section C: Case Study (50%)								
Defend methods an Information Services manager may use to recognize and respond to common system-related risks. Evaluate methods for building and maintaining IT Systems.	Examination: This will be a two hour examination with three sections: Section A: Short Answers (25%) Section B: Long Answers (25%) Section C: Case Study (50%)								
Critically evaluate upcoming trends in Information Technology and their	Individual Paper: 1200 words APA format with three								

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	integration into current operations of an organization.	academic resources (100%)
11. Basic Texts:	<p>Title: Essentials of Management Information Systems, (10th ed.).</p> <p>Authors: Laudon, K., and Laudon, J.</p> <p>Publisher: Pearson, 2103</p> <p>ISBN: 9780132668552</p>	
12. Additional Reading and Supplemental Texts:	<p>Additional readings and primary source material may be provided at the instructor's discretion</p> <p>Ryssel, R., Ritter, T., & Gemunden, H. G. (2004). The impact of information technology deployment on trust, commitment and value creation in business relationships. <i>The Journal of Business & Industrial Marketing</i>, 19(3), 197-207.</p> <p>Williams, H. E., & Shah, B. K. (2013). Administering information technology capabilities in competitive global business by preventing replication of technology portfolio. <i>International Journal of Innovation, Management and Technology</i>, 4(6), 619.</p> <p>Al-Adwan, M., & Almashaqba, Z. M. S. (2012). Evaluation the role of information technology in business value performance (BVP). <i>Interdisciplinary Journal of Contemporary Research in Business</i>, 4(6), 404-420.</p> <p>Wilkinson, G. D. V. L. M. (2006). Meeting business objectives through adaptive information and communications technology. <i>BT Technology Journal</i>, 24(4), 113-120.</p> <p>Kritzinger, A. (2002). Getting to the root of IT value: How does information technology contribute to business goals. <i>CIO Canada</i>, 10(12), pp. 37-43.</p>	
13. Teaching and Learning Methods:	<p>Classes use a mixture of lecture, seminar, videos and practical exercises. Students will prepare a paper for the course. Examinations will be in class, two hours time frame, individual and overall feedback will be provided once everyone has taken the examinations.</p> <p>This course is a three credit-hour semester course delivered in an accelerated four-week format. Three semester hours represent the US and European Credit Transfer System equivalent of 135 to 180 total study hours. This course meets required classroom and outside of class work through the various methods listed above.</p>	
14. Assessment:	<p>Coursework: 50%</p> <p>2 Examinations 50%</p>	
15. Syllabus Outline:	<p><i>Topics covered</i></p> <p>Information systems in the digital age: the role of information systems in business today, global e-business and collaboration, achieving a competitive advantage with information systems.</p> <p>Information technology infrastructure: review IT hardware and software, foundations of business intelligence including data bases and information management, telecommunications, the internet and wireless technology, and securing information systems.</p>	



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	<p>Key applications for the digital age: achieving operational excellence and customer intimacy through enterprise applications, e-commerce including digital markets and digital goods, improving decision making and managing knowledge.</p> <p>Building and managing systems: building information systems and managing projects, and ethical and social issues in information systems.</p>
<p>16. Attendance and Participation Policy:</p>	<p>Regular class participation is essential for proper academic progress and is expected. At Schiller International University, satisfactory participation is considered to be a vital part of each student's performance in the course. Lack of participation could result in a lowered achievement rating and an undesirable record. Lack of participation in class discussions and activities, for any subject, may cause a student to be ineligible to take the final examination in that course. Such determinations are made on a case-by-case basis by the Professor. Excessive poor participation may also result in the following administrative actions: a warning or suspension. Students must be in attendance by the third class meeting or they are not permitted to begin a course. In an emergency which causes a student to be absent, it is the student's responsibility to make arrangements with the instructor to complete missed work. The instructor decides, based on University policy, if a student should be permitted to make up missed work or, in the case of poor participation in class, be referred to the Administration for more severe action.</p>
<p>17. Academic Honesty Policy</p>	<p>Honesty and integrity are essential to Schiller International University's academic standard to educate ethical, global citizens. A violation of the academic honesty policy undermines the fundamental values inherent in SIU's mission. Violations include but are not limited:</p> <ul style="list-style-type: none"> • Cheating: Intentionally using unauthorized material. Infringing on academic rights of others. • Fabrication: Intentional or unintentional invention or falsification. • Plagiarism: Intentionally or unintentionally representing the words or ideas of another as one's own. • Facilitation: Knowingly helping another to commit an act of academic dishonesty <p>The risk of plagiarism can be avoided by clearly indicating the source of any major or unique idea or wording that one did not arrive at on one's own. Sources must be given regardless of whether the material is directly quoted or paraphrased. Students who breach the policy will be subject to penalties: <i>First offense:</i> you will receive a zero for the assignment with NO opportunity for making it up. The Program Director and the Campus Registrar will be notified that you have cheated in the course. <i>Second offense</i> will result in receiving an "F" for the course. There will be absolutely NO EXCEPTIONS to this policy.</p>



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4. Examination System

Every module/course has a number of assessments spread across the month of the course. All courses have two examinations – one usually given at the end of the Thursday of the second week and the other one is given on the Thursday of the fourth week. Additionally courses usually have a paper and/or a presentation which has to be held and handed in sometime during the duration of the module. The required assessments are clearly stated on each class syllabus which is handed in the first class to each student as well as being posted on Blackboard. The exams are mix of short and long answer questions and where appropriate cases. The student receives the result of his or her first exam the week following the exam, the paper and second exam is posted no later than 72 hours after the end of the module.

Students have the right to appeal their final grade in a course if they believe their grades reflect a capricious, arbitrary, or prejudiced academic evaluation, or reflect discrimination based on race, sex, age, handicap, veteran status, religion or creed, sexual orientation, color, or national origin. The posted grade shall remain in effect until the appeal procedure is completed. A final grade appeal request from a student will be considered only within 30 days following the conclusion of the course.

The following procedure is used to handle the appeal.

- Step 1. The student appeals the final grade directly to his/her instructor within five (5) days after the grade is posted. If the student is not satisfied with the decision, he/she has to proceed immediately to Step 2.
- Step 2. The student contacts the Registrar/Head of Study or Academic Dean to appeal his/her final grade for on campus classes and the Provost or Dean of Curriculum & Design/Distance Learning for online classes by completing a Grade Appeal Form. The Registrar/Head of Study or Academic Dean or Provost/Dean of Curriculum Design /Distance Learning will render a decision within five (5) days. If the student is not satisfied with this decision, he/she proceeds immediately to Step 3
- Step 3. The student contacts the Provost for further review of the appeal request. The Provost will notify the student of a decision within five (5) days. If the student is not satisfied with this decision, he/she can request a review of the appeal by an Academic Appeal Committee. The Provost will determine if the facts of the case warrant review by committee.
- Step 4. If the Provost determines that a review by an Academic Appeal Committee is indicated, a committee shall be assembled to determine a final resolution. This Committee shall consist of two (2) or more faculty members. The Committee will render a final decision and advise the student of the outcome within five (5) days.

The decision of the Committee is final unless the appeal refers to a University of Roehampton (UoR) mark. In this case, the students will have the right to go through the UoR appeal system. This procedure is to be completed within 20 calendar days. If a grade change is approved, the University will ensure the change is recorded in the student's official academic record.

US GRADING SYSTEM

Undergraduate/Graduate Grading Scale

Letter Grade	Percentage Grade	Quality Points
A	93-100	4.00
A-	90-92	3.75
B+	87-89	3.25
B	83-86	3.00
B-	80-82	2.75
C+	77-79	2.25
C	73-76	2.00
C-	70-72	1.75
D	60-69	1.00
F	59 or below	0.00



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CR		Credit received
I		Incomplete
IP		In Progress
NC		No Credit
R		Repeat
TR		Transferred
W		Withdrawal
X or AU		Audit



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5. Appendices



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Appendix 5.1: Sample DISSERTATION TOPIC OUTLINE

PLEASE SEE THE REGISTRAR FOR AN OFFICIAL LOGO COPY OF THIS FORM

Student Surname:

Student First Name:

Student ID Number:

Email address

Programme:

Academic Year:

Proposed dissertation title (be as specific as possible):

If your work has a geographical focus, please state here:

If your work focuses on a specific organisation, please give the name:

Do you think you will need to obtain ethical approval before you can start this dissertation? (e.g. work set in NHS, research of vulnerable groups)

Yes
No
Don't know

Please describe below the main focus/objectives of your dissertation:

Signature (supervisor)

Signature (student)

Once you have discussed this with your chosen supervisor and he/she is happy to supervise you please submit this form to the Head of Studies of your campus, via email or in hard copy.



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Appendix 5.2: Sample DISSERTATION STATEMENT OF COMMITMENT
DISSERTATION STATEMENT OF COMMITMENT

PLEASE SEE THE REGISTRAR FOR AN OFFICIAL LOGO COPY OF THIS FORM

Prof. _____ (Heidelberg)²
Dissertation Advisor/Tutor,

C E R T I F I E S

That Mr./Ms. _____
student from Schiller International University, has committed to develop the project
titled

as the Dissertation of the _____³ studies that
the student is at present undertaking.

The above mentioned tutor confirms that the theme of the project has been previously examined and
that it has been preliminary classified as SUITABLE for the purpose and scope of the subject.

In the same way the student commits to the development of the project in accordance with the
objectives and quality standards required within the subject.

Correspondingly the tutor commits to orientate, help and support the student with the
development of the business project in accordance with the terms and regulations established by
Schiller International University and the University of Roehampton.

Signed: Prof.

The Advisor/Tutor

Signed: Mr./Ms.:

The student

² Campus Location

³ Name of the program in which the student is enrolled



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Appendix 5.3: Sample DROP ADD FORM

PLEASE SEE THE REGISTRAR FOR AN OFFICIAL LOGO COPY OF THIS FORM

DROP ADD FORM

First Name: _____ Family Name: _____

Degree/Major: _____ Graduation Date: _____ Date: _____

I am registered for the following courses:

Course Number	Credits	Course Number	Credits
1.		4.	
2.		5.	
3.		6.	

I would like to **DROP** the following course(s)

Course Number	Instructor	Credits
1.		
2.		
3.		

I would like to **ADD** the following course(s):

Course Number	Instructor	Credits
1.		
2.		
3.		

After the above changes my TOTAL NUMBER OF CREDITS is:

--

I understand that I will receive an F (failed =no credit) if after the end of the drop add period it is found out that I do not have the pre-requisite(s) for a course I added.

Student's Signature: _____

Advisor's Signature: _____

For Office Use Only:

- | | |
|----------------------------|------------------------------|
| 1. _____ Tally Sheet | 4. _____ Class List |
| 2. _____ Computer | 5. _____ Instructor informed |
| 3. _____ Registration Form | Date: _____ |



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Appendix 5.4: Sample COURSE WITHDRAWAL FORM

PLEASE SEE THE REGISTRAR FOR AN OFFICIAL LOGO COPY OF THIS FORM

COURSE WITHDRAWAL FORM

First Name: _____ Family Name: _____
Degree/Major: _____ Date: _____

I understand that I will receive a "W" (= withdrawal) for a course I drop BEFORE and an "F" (= failed) for a course I drop AFTER the midterm week, unless I have a passing grade with the missing assignments having 0 points.

Student's signature: _____

Course Number	Course Title	Instructor

Advisor's signature: _____



Dear _____

_____ Please put a "W" (=withdrawal) down on your grade sheet.
_____ The student submitted this form after the midterm exam. Please complete:

In _____ the student's grade is _____.
(Course number / title) (Grade)

Instructor's signature: _____ Date: _____

Please return this form to the registrar.

For Office Use Only:

_____ Registration Form
_____ Class List:

Instructor _____
Date: _____



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Appendix 5.5: Sample REPORT OF INCOMPLETE GRADE

PLEASE SEE THE REGISTRAR FOR AN OFFICIAL LOGO COPY OF THIS FORM

Report of Incomplete Grade

Campus: Heidelberg

This form is to be completed by the instructor issuing the "I" grade, signed by all parties, and filed in the department with a copy to the student.

Student's name _____ SID# _____
Year & Semester Enrolled _____
Course Number and Title _____ Credit hours _____

The student must complete and submit the following work by _____ (date).

The following work must be completed either by the above date or within 30 days for the "I" to be removed and replaced by the appropriate grade. Specific information for any exams to be taken and for grading should be attached to the department copy of this form. The 30-day period starts on the last day of final exams of the term when the student was enrolled in the course. If the "Incomplete" grade is not replaced within 30 days, it changes to a "F."

Describe what portion of the course remains to be completed and how the final grade will be determined after the required work has been completed and graded.

Date _____ Student's signature _____
Date _____ Instructor's signature _____
Date _____ Approved by Academic Dean or Head Studies or Campus Director _____

4/13/2015—Form approved by the Office of the Provost



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Appendix 5.6: Sample THESIS EXTENSION FORM

PLEASE SEE THE REGISTRAR FOR AN OFFICIAL LOGO COPY OF THIS FORM

APPLICATION FOR AN EXTENSION TO MAXIMUM PERIOD OF REGISTRATION FOR THE THESIS

If you wish to extend your maximum period of registration you should complete this form. Provided that you are within your registration period, and you have the approval of your adviser, you may be allowed to extend your maximum period of registration for a six-month period your current registration expiry date. Extensions must be applied for in advance. **All periods of extension must be paid for at the relevant part-time or full-time rate. (Consult the Office of the Registrar for applicable fees.)**

Please type this form or complete it in black ink and in block capitals and, when the necessary signatures have been obtained, return it to your Academic Adviser, the Academic Dean, or the campus Registrar.

SECTION 1: REGISTRATION DETAILS

Program:

- MAIRD
- MBAIT
- BS IB

- MIB
- MIM
- BA IE

- MBA
- BA IRD

Date of initial registration:

Mode of Study:

- Part-time
- Full-time

Student ID#: _____ SIU: _____ UoR: _____ Name: _____

Title of research:

SECTION 2: EXTENSION REQUEST

Current registration expiry date:

I wish to extend my registration to the following date (THIS DATE MAY NOT EXCEED SIX MONTHS FROM THE CURRENT REGISTRATION EXPIRY DATE)

Extended registration expiry date:



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SECTION 3: OUTLINE OF PROGRESS AND PROVISIONAL TIMETABLE FOR COMPLETION

Please give an outline of your progress so far and your intended timetable for completion. You must justify why the additional time is required and how you will make best use of this time.

Continue on a separate sheet if necessary

Signature:

Date:

SECTION 4: SIGNATURES

I recommend that the candidate's registration be extended for the period requested and believe that the candidate has outlined a workable timetable for completion

Director/Chair of Studies (Advisor)	Signed:	Date:	Program:
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For completion by the Program Administrator/Academic Dean or Campus Director:

Academic
Director:

Dean/Campus

Date:

Signature:



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Appendix 5.7: Sample PETITION FOR GRADUATION

PLEASE SEE THE REGISTRAR FOR AN OFFICIAL LOGO COPY OF THIS FORM



Petition for Graduation

Completion and submission of this form is required to process your degree and transcripts upon completion of your program. Please complete and secure the appropriate signatures, Thank you

Graduate Clearance Form should be turned in prior to or no later than the last week of your last class

Expected Graduation Date (not Graduation Ceremony):	
Program of Study:	
First Name:	Last Name:
Current Mailing Address (street/city/state)	
Email:	Schiller Email:
Cell phone:	Home phone:
International Student:	International Student: Will you apply for OPT: "
International student: I have (student/graduate) met with the Registrar regarding OPT application: "	
Alternate Contact (Required) <i>Family member that can receive an important message or document for you.</i>	
Name:	Relationship:
Cell phone:	Email:
Mailing Address:	
Student/Graduate Signature (Type if emailing)	
Do you plan to participate in the Graduation Ceremony?	Campus: Heidelberg
SIU Administration Selection: (Required Signatures)	
Financial Aid Officer:	Date:
Business Manager:	Date:
Registrar:	Date:
Registrar: The student above will complete all required class by this date:	
(The following must be completed prior to receiving the CS signature)	
Resume Submitted: Yes/No	Resume Approved by CS Department:
Career/Student Services:	Date:
Notes:	
Graduate folder paperwork submitted (Exit, Survey, Placement form)	
APPROVED to Process:	If No HOLDING For: