

McRae International Management Program
Course Descriptions

Required Courses Fall 2005

1. MRIM 500 – Introduction to International Management

Instructor: John Brownlee-Baker

General Objectives

- To provide students with an overview of the theory and practice of management, and how it can be applied to organizations in international contexts.

Learning Objectives

On completion of this course the students should be able to:

1. Understand the value of planning, organization, leadership and control to the success of the business entity;
2. Comprehend basic organizational structures and the main functional roles within an organization;
3. Discuss how culture influences management styles and structures.
4. Understand how internal organization and resource allocation can benefit/impede efficient operation of the organization.

2. MRIM 511 – International Finance I

Instructor: Chee Soon Lum

General Objectives

- To provide students with an understanding of financial concepts and strategies that influence business in the conduct of its affairs and familiarize them with current Asian and Latin American business realities through the study of business journals that cover corporate economic and financial events in Asia and Latin America. In addition the subjects of international trade finance and foreign exchange risk management will be covered.

Learning Objectives

Everybody that may find her/himself in a position where she/he will be an owner/manager/employee of business enterprise, should clearly understand the following topics:

- There is a saying that “cash is king” in business. This suggests that “liquidity shortages” are the “achilles heel” of corporate health. The student will become familiar with various techniques to avoid liquidity traps. (Week 1)
- Working capital (i.e. receivables, inventory cash and payables) management tends to occupy more than 80% of a manager’s attention. The student will become familiar with strategies that aim to maximize the benefits and minimize the burdens associated with a company’s working capital. (Weeks 2 & 3)
- The management of every company involves educated guessing (it is called budgeting). The consequence of poor guessing can be fatal to a company’s health. The student will become familiar with various budgeting techniques employed in business. (Week 4)
- Without a doubt, Economic Value Added analysis is the most formidable tool that can guide companies to success. The student will learn how to use EVA goal setting as a strategic planning tool. (Weeks 5, 6&7)

3. MRIM 521 – International Marketing

Instructor: TBA

General Objectives

- Following on the fundamentals of Marketing, this course will focus on the differences in markets and how business plans must be altered as a result.

Learning Objectives

- Associates will learn the methods of obtaining marketing information to study a foreign market.
- Associates will assess the characteristics of one market in a group and present the findings for the benefit of the whole class.

4. MRIM 530 – International Career Management

Instructor: Chris Klar, Jorge Ocegueda

General Objectives

- Successfully managing a global career in today's economy requires ongoing attention to your own changing needs and emerging trends in the workplace, and constantly honing the skills required to get and keep the work that you want. This course will equip you to assess yourself, survey the world of work, set motivating career/life goals, develop and implement a career action plan, identify appropriate work opportunities, and get and keep the work that you want. The course will also address the specific process involved in arranging to work abroad and adjusting to life and work in a new culture.

Learning Objectives

Through successful completion of this course, associates will:

- integrate results from a variety of formal and informal self-assessments to clarify their career goals;
- enhance their understanding of global changes in the world of work;
- become familiar with resources and strategies for researching potential occupations and/or organizations and targeting their work search activities;
- develop clear strategies for effective career management in the changing global workplace;
- learn why targeting resumes, letters, and interviews will enhance chances of success;
- gain a deeper understanding of the cultural etiquette in both Asian and North American business environments;
- develop a comprehensive career "portfolio."

5. MRIM 531 – Co-op Term Preparation

Instructor: Chris Klar, Jorge Ocegueda

General Objectives

- This course will provide tools and strategies to prepare students to research, apply for and secure an appropriate international management co-op placement.

Learning Objectives

Upon successful completion of the readings, assignments and regular class participation, students will be able to:

1. Identify career goals and strategies to achieve them;
2. Understand the steps and challenges of developing a geographic focus in Asia Pacific or Latin America to achieve personal goals through understanding current labour market conditions for managers;
3. Identify and develop appropriate tools to market oneself to employers in the Asia Pacific or Latin American region including Curriculum Vitae, letters of introduction and application, personal and informational interviews;
4. Build skills and strategies for effective international networking in the Asia Pacific or Latin American region;

5. Compose a target list of employers in the area of their career focus for the short and medium term;
6. Develop and maintain a detailed and effective Co-op Job Research file, including time lines and communications;
7. Develop and implement a co-op job search action plan.

6. MRIM 532 – Managers Skill Set I (workshops)

Instructor: Various

General Objectives

- The workshops aim to give students an opportunity to develop business related skills or expertise in a wider range of offerings than is possible in the program's core courses. The student will be able to 'customize' this part of the program.

Learning Objectives

- Depending on workshops selected, successful students will acquire skills and knowledge in such areas as word processing, databases, desktop publishing, time management, corporate social responsibility, proposal writing or other topics.

7. MRIM 540 – Interpreting Global Markets

Instructor: Chee Soon Lum

General Objectives

- To provide an understanding of the evolving framework of the global economic system as it relates to North America, Latin America and the Asia-Pacific region (who is doing what and why)
- To demonstrate the 'real world' grounded aspects of market processes and our conceptions of them.
- To increase 'literacy' in terms of the ability to read economic, business and other analyses.
- To develop an understanding of the basic indicators found in most MBA outlines.

Learning Objectives

At successful completion the associate will:

- Have an understanding of divergent views of the ways markets work.
- Understand the interfaces of global, regional and local dynamics
- Be able to sustain a position through the gathering, understanding and interpretation of social, economic and geographic data and to 'situate' these data within local contexts.
- Understand current trends in primary, secondary, tertiary and quaternary sectors.
- Understand key market trends and how these affect strategy and fit within broader processes of social change.
- Have increased literacy in terms of themes and issues surrounding globalization.
- Develop forecasting abilities mixing social, cultural and political forces with market dynamics.
- Be able to read country and industry reports and understand most of the jargon.

Asia Pacific Regional Courses - Fall

1. MRIM 550 – Asian Traditions and Thought

Instructor: TBA

General Objectives

- To emphasize the historical and current interdependency of the region.
- To demonstrate the links between historical developments and current trends
- To increase cultural and historical literacy.
- To increase awareness of issues of cultural interpretation

Learning Objectives

- Associates will understand key elements of Asian religious systems and philosophies, how they vary from one another and from 'western' beliefs.
- Associates will be able to recognize key historical figures in the development of Asia
- Associates will be able to identify historical roots for current events
- Associates will be able to interpret the impact of colonialism and how this shaped the region
- Associates will be able to interpret and integrate regional meta-narratives, figures and events.

2. MRIM 551 – Post-Colonial Asia

Instructor: Charles Greenberg

General Objectives

- To outline the impacts of independence struggles on current political, social and economic realities in the region.
- To highlight key issues facing specific countries in the region and to develop cross-cutting themes which affect the region as a whole.
- To examine likely future trajectories of selected countries.
- To prepare associates for the more in depth seminar work to occur in the spring term.

Learning Objectives

On successful completion of the course, associates will:

- be conversant in main debates regarding the interpretation of the impact of colonialism and its impact on the region.
- understand the narratives of independence and their legacies.
- understand key elements of the current economic and political organization within Asian states.
- will be able to recognize key recent or contemporary figures and their national and regional impacts.
- be able to analyse national 'risk.'
- be able to interpret and integrate regional meta-narratives, figures and events.
- be able to identify key current cultural (esp popular culture) and social trends (e.g., demographics) facing selected Asian countries.
- be conversant in the 'post-colonial discourse,' especially as it relates to Asia and its 'voice.'

3. MRIM 554 – Global News Analysis I - Asia

Instructor: John Brownlee-Baker

General Objectives

The general objectives of this course are three-fold:

1. Associates will know and be able to discuss contextually the major events, newsmakers, and trends in the Asia Pacific region
2. Associates will be able to critically analyze the sources of information available to them about events, newsmakers, and trends in the region
3. Associates will be able to communicate effectively both in written form, orally and electronically (e-mail, conferences, PowerPoint, web pages) their analyses of these events, newsmakers and trends.

Latin American Regional Courses - Fall

1. MRIM 560 – Latin America Traditions and Thought

Instructor: Luis Villalba

General Objectives

- To emphasize the historical and current interdependency of the region.
- To demonstrate the links between historical developments and current trends
- To increase cultural and historical literacy.
- To increase awareness of issues of cultural interpretation

- To set the stage for MRIM-561 (Post-Colonial Latin America)

Learning Objectives

- Associates will understand key elements of syncretic religious systems and philosophies, how they vary from one another and from 'western' beliefs.
- Associates will be able to recognize key historical figures in the development of Latin America
- Associates will be able to identify historical roots for current events
- Associates will be able to interpret how colonialism shaped the region
- Associates will be able to interpret and integrate regional meta-narratives, figures and events.

2. MRIM 561 – Post Colonial Latin America

Instructor: Luis Villalba

General Objectives

- To outline the impacts of independence struggles on current political, social and economic realities in the region.
- To highlight key issues facing specific countries in the region and to develop crosscutting themes that affect the region as a whole.
- To examine likely future trajectories of selected countries.
- To prepare associates for the more in depth seminar work to occur in the spring term.

Learning Objectives

On successful completion of the course, associates will:

- be conversant in main debates regarding the interpretation of the impact of colonialism and its impact on the region.
- understand the narratives of independence and their legacies.
- understand key elements of the current economic and political organization within Latin American states.
- Will be able to recognize key recent or contemporary figures and their national and regional impacts.
- be able to interpret and integrate regional meta-narratives, figures and events.
- be able to identify key current cultural (especially popular culture) and social trends (e.g., demographics) facing selected Latin American countries.
- be conversant in the 'post-colonial discourse,' especially as it relates to Latin America and its multiple 'voice.'

3. MRIM 564 – Global News Analysis I - Latin America

Instructor: Luis Villalba

General Objectives

- This course aims to provide students with an understanding of and the ability to interpret key issues and current events in the Americas in a global context.

Instructional Objectives

At the end of the course the successful student will be able to:

1. Develop strong critical analysis skills to interpret hemispheric news and events;
2. Research and analyze economic sectors in countries or regions;
3. Deliver professional oral presentations on selected topics; and
4. Use sources of up-to-date information on the Americas.

Required Courses Spring 2005

1. MRIM 502 – Strategic Management

Instructor: Jorge Ocegüera

General Objectives

- This course provides students with an introduction to international business strategy with particular emphasis on application to the Latin American and Asian regions.

Learning Objectives

Upon successful completion of this course, the student will be able to:

1. Perform a SWOT analysis to understand a company's strengths, weaknesses, opportunities and threats in the marketplace;
2. Understand and conduct simple value chain analysis;
3. Perform industry and country strategic analyses with emphasis on Latin America;
4. Design global business plans with locally customized entry programs for Latin America; and
5. Understand what is likely to work and what is likely to fail in global business, and as a result become a better international manager.

2. MRIM 503 – International Business Development Projects

Instructor: Mitra Kiamanesh

General Objectives

- The objective of this course is to provide students with a thorough practical understanding of the requirements of a business plan to start or expand a venture in an international environment, ideally with a Latin American or Asia Pacific focus. Workgroups will act as management consultants to a real client organization working on a real business start-up or expansion challenge. This course consolidates much of the learning from the whole LAMP and Asia Pacific program.

Learning Objectives

Upon successful completion of this course, the student will be able to:

1. Develop appropriate "Terms of Reference" for a project;
 2. Use a variety of management, marketing and business techniques for the planning, organising and control of the project;
 3. Establish a close co-operative working relationship with the Client Company;
 4. Prepare and deliver a comprehensive written and oral report on the project to the client and others when scheduled;
 5. Understand the practical challenges of gaining agreement to new proposals.
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3. MRIM 504 – Negotiating Across Cultures ✓

Instructor: Mitra Kiamanesh

General Objectives

- The goal of this course is to present techniques for increasing the effectiveness of negotiation with focus on factors impacting the process of negotiating in an international environment

The general objectives of the course are to:

1. Introduce techniques for effective negotiation
2. Discuss methods and skills to better prepare for and conduct a negotiation process;
3. Present the importance of cultural sensitivity; and
4. Explore cultural issues impacting the process and results of business negotiation in Latin American countries.

Learning Objectives

Through the course, participants will develop:

1. Steps for negotiating towards a desirable agreement more effectively;
2. Appreciation for the importance of cultural considerations in an international / multicultural environment;
3. Their individual styles of negotiation;

4. Understanding of similarities and differences between different Latin American and North American business cultures;
 5. Techniques / skills to respond to potential negotiating situation effectively;
 6. Skills to constructively evaluate a negotiation process and/or problem;
 7. A research paper presenting their studies on a specific related topic/situation
- Participants will be able to demonstrate the capability to develop a team, prepare for and conduct a negotiation process effectively.

4. MRIM 512 – International Financial II (Strategies)

Instructor: Allen Zhu

General Objectives

- To provide students with a deeper understanding of financial concepts and strategies that influence business in the conduct of its affairs and familiarize them with current Asian and Latin American business realities through the study of business journals that cover corporate economic and financial events in Asia and Latin America.

Learning Objectives

Everybody that may find her/himself in a position where she/he will be an owner/manager/employee of business enterprise, should clearly understand the following topics:

- Working capital (i.e. receivables, inventory cash and payables) management tends to occupy more than 80% of a manager's attention. The student will become familiar with strategies that aim to maximize the benefits and minimize the burdens associated with a company's working capital. (Weeks 1, 2)
- The management of every company involves educated guessing (it is called budgeting). The consequence of poor guessing can be fatal to a company's health. The student will become familiar with various short, medium and long term and capital budgeting techniques employed in business. (Weeks 3, 4, 5)
- Without a doubt, Economic Value Added analysis is the most formidable tool that can guide companies to success. The student will learn the basics of EVA determination and the four fundamental approaches of raising EVA. (Weeks 6 & 7)

5. MRIM 531 – Co-op Term Preparation

Instructor: Chris Klar, Jorge Ocegueda

General Objectives

- This course will provide tools and strategies to prepare students to research, apply for and secure an appropriate international management co-op placement.

Learning Objectives

Upon successful completion of the readings, assignments and regular class participation, students will be able to:

1. Identify career goals and strategies to achieve them;
2. Understand the steps and challenges of developing a geographic focus in Asia Pacific or Latin America to achieve personal goals through understanding current labour market conditions for managers;
3. Identify and develop appropriate tools to market oneself to employers in the Asia Pacific or Latin American region including Curriculum Vitae, letters of introduction and application, personal and informational interviews;
4. Build skills and strategies for effective international networking in the Asia Pacific or Latin American region;
5. Compose a target list of employers in the area of their career focus for the short and medium term;
6. Develop and maintain a detailed and effective Co-op Job Research file, including time lines and communications;
7. Develop and implement a co-op job search action plan.

6. MRIM 533 – Managers Skill Set II (workshops)

Instructor: Various

General Objectives

- The workshops aim to give students an opportunity to develop business related skills or expertise in a wider range of offerings than is possible in the program's core courses. The student will be able to 'customize' this part of the program.

Learning Objectives

- Depending on workshops selected, successful students will acquire skills and knowledge in such areas as word processing, databases, desktop publishing, time management, corporate social responsibility, proposal writing or other topics.

7. MRIM 541 – McRae Seminars in Global Dynamics

Instructor: John Brownlee-Baker

General Objectives

- To increase associate literacy concerning global dynamics and the ability to debate its various dimensions – especially from an interdisciplinary perspective.
- To understand the evolving framework of the global economic system and in particular to 'situate' market forces in social, cultural and political milieux.
- To increase understanding and sensitivity to the manner in which global and regional forces articulate with local contingencies.
- To increase awareness of connections, similarities and distinctions concerning Latin America and Asia.
- To engage and further develop the McRae 'vision' on global integration.

Learning Objectives

- To understand key elements of global trends as related to Latin America, Asia, the US and Canada with specific reference to:
 - Financial Flows
 - Trading Systems
 - Cultural Intermixing
 - Global regulatory and organizational regimes
 - Migration and tourism
 - Informational connectivity
 - Security
 - Environmental Risks
 - Business Practices
 - Developmental outcomes
 - Internal and external political developments
- To recognize and debate key discourses surrounding the globalization process.
- To analyse the trajectory of global processes at an international and a local (i.e. nation state) level.

Asia Pacific Regional Courses - Spring

1. MRIM 552 – Asia Pacific Perspectives

Instructor: TBA

General Objectives

- To build on the prerequisites by bringing historical narratives into the contemporary time-frame.
- To focus in more detail on selected topics

- To develop a deeper awareness of specific current 'real-time' cultural norms and how these reflect and affect social, economic and political exigencies.
- To develop discursive skills.
- To prepare associates for the coop term in Asia.

Learning Objectives

Associates will

- be fully conversant on key issues facing Asian societies today.
- be able to identify key, current cultural norms, icons and stories.
- be able to draw linkages between social, political and economic processes.
- understand key elements of various debates regarding regional and national issues (for example, demographics in Japan).
- have a vision of what the near term future holds for the region.

2. MRIM 553 – Asian Market Trends

Instructor: Chee Soon Lum

General Objectives

- To bridge between management and context streams.
- To increase literacy in terms of Asian corporate players and economic issues.
- To provide an understanding of the evolving framework of the global economic system as it relates to the Asia-Pacific region and in particular to 'situate' market forces in social, cultural and political milieu.
- To introduce students to the conceptual underpinnings of country and strategic risk analysis and methodologies for identifying and assessing social, demographic, environmental, political, economic, and financial risks.

Learning Objectives

At successful completion the associate will:

- Have a thorough understanding of Asia's economic development: strengths and weaknesses.
- Have a thorough understanding of the Asian Miracle and Crisis.
- Understand the relationships between Asia markets and various corporate strategic models.
- Will be able to read and interpret most forms of economic data as they relate to Asia.
- Be able to carry out basic analyses and produce briefing documents.
- Develop forecasting skills.

3. MRIM 555 – Global News Analysis II - Asia

Instructor: Charles Greenberg

General Objectives

The general objectives of this course are three-fold:

- Associates will be able to understand and discuss the effects of key local, regional and global events on Asian countries' macro-economic, socio-economical and political situations.
- Associates will be able to critically analyze the sources of information available to them about events, newsmakers, and trends in the region.
- Associates will be able to communicate effectively both in written and oral forms.

Latin American Regional Courses – Spring

1. MRIM 562 – Latin American Perspectives

Instructor: Luis Villalba

General Objectives

- To build on the prerequisites by bringing historical narratives into the contemporary time-frame.
- To focus in more detail on selected topics
- To develop a deeper awareness of specific current cultural norms and how these reflect and affect social, economic and political exigencies.

Handwritten notes:
 MRIM 555
 MRIM 562
 MRIM 563
 MRIM 564
 MRIM 565
 MRIM 566
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 MRIM 570

- To develop discursive skills.
- To prepare associates for the Co-op Term in Latin America.

Learning Objectives

Successful Associates will

- be fully conversant on key issues facing Latin American societies today.
- be able to identify key, current cultural norms, icons and stories.
- be able to draw linkages between social, political and economic processes.
- understand key elements of various debates regarding regional and national issues
- have a vision of what the near term future holds for the region.

12. MRIM 563 – Latin American Market Trends

Instructor: Stephen Nairne

General Objectives

The objectives of the course are threefold:

1. To introduce students to the conceptual underpinnings of country and strategic risk analysis and methodologies for identifying and assessing social, demographic, environmental, political, economic, and financial risks.
2. To identify and analyze contemporary trends in Latin America from a political economy / country risk perspective in regional and country-specific settings.
3. To explore professional applications of country and strategic analysis in the planning and risk management functions of private firms, financial institutions, government agencies, non-governmental organizations, and international organizations.

13. MRIM 565– Global News Analysis II - Latin America

Instructor: Luis Villalba

General Objectives

- This course aims to provide students with an understanding of global current political, economic, social, and environmental issues with a focus on Latin America and in North American relations with Latin America, enabling them to be effective global managers.

Learning Objectives

At the end of the course the successful student will be able to:

1. Develop strong critical analysis skills to interpret hemispheric news and events;
 2. Research and analyze economic sectors in countries or regions;
 3. Deliver professional oral presentations on selected topics; and
 4. Use sources of up-to-date information on the Americas.
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McRae International Management Program
Course Descriptions

Elective Courses 2005-06

Choose a total of 6.00 credits from the elective courses listed below.

MRIM 590 – Directed Studies
Instructor: Lorne Braun
Term: Fall
Credit: 1.50

General Objectives

- To provide an opportunity for Associates to engage a topic in depth.

Learning Objectives

Upon successful completion of this course associates will have:

- Identified a key area of research/investigation (in conjunction with instructor).
- Completed a thorough literature review of their topic of specialized interest.
- Completed a written assignment applicable to the area of interest and approved by instructor.
- Presented a seminar with faculty (and possibly associates and/or mentors) on the topic of focus.

2. MRIM 510 – Introduction To International Finance
Instructor: Chee Soon Lum
Term: Fall
Credit: 1.50

General Objectives

- To provide students with a basic understanding of financial concepts and strategies that influence business in the conduct of its affairs and familiarize them with current Asian and Latin American business realities through the study of business journals that cover corporate economic and financial events in Asia and Latin America. In addition the subjects of international trade finance and foreign exchange risk management will be covered.

Learning Objectives

Everybody that may find themselves in a position where they will be an owner/manager/employee of business enterprise, should clearly understand the following topics:

- The fundamental twin goals that govern a company's survival and success, i.e. maximize the benefits (yield) that are generated by the company's assets and minimize the costs of funds that are employed by that company. (Week 1 – material)
- To do so, the student should be able to clearly understand "the story" that is told by the company's financial data and be able to diagnose strengths, weaknesses, dangers and opportunities that are revealed by those financial data. (Week 2)
- The student should understand that in order to minimize its costs of money, the company should understand what is required to satisfy the needs of financial markets (i.e. lenders and investors) and to understand the trade-offs between the use of debt versus equity financing. (Week 3)
- The student should also be able to "read" the strategic information that lies hidden within the financial data and use that information to come up with strategies that will strengthen the company's financial performance. (Weeks 4, 5, 6)
- The student should understand the various concepts of value (Accounting -, Market -, Net Realisable -, and Break-up Value) that play a role in decision-making in business. (Week 7)

Spring Electives 2005

1. MRIM 505 – Managing International Non-Profits

Instructor: Lorne Braun

Term: Spring

Credit: 1.50

General Objectives

- The purpose of this course is to provide an understanding of the kinds of management skills and strategies needed to manage international non-profit organizations, such as international development NGO's, business associations, and foundations.

Learning Objectives

At the end of the course the successful student will:

1. know how to apply management skills in a non-profit context
2. be familiar with the types of challenges faced by non-profit managers and strategies to address those challenges
3. understand the various fundraising methods used by international non-profits
4. have researched an organization of their choice

2. MRIM 506 – Entrepreneurship and E-Commerce

Instructor: Luis Villalba

Term: Spring

Credit: 0.75

General Objectives

- The aim of this course is to provide students with an introduction to the major components of e-Commerce in an international context. This course builds on the McRae International Marketing Principles and International Business Strategy courses.

Learning Objectives

Upon successful completion of this course, the student will be able to:

- Analyze and understand the impact of the Internet in a global context;
 - Understand the marketing implications of e-commerce and how to integrate e-commerce into a total marketing and business plan; and
 - Make a positive and immediate e-commerce impact in any business.
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3. MRIM 507 – International Human Resources Management

Instructor: Maria-Luisa Sinclair

Term: Spring

Credit: 1.50

General Objectives

- To introduce the theory and application of Human Resources Management and familiarity with the specifics of HRM practices in Canada, Latin America and Asia. To develop analytical skills in a contextual manner, and create an awareness and knowledge of the approaches and skills that will enable conducting successful business initiatives through effective management of people.
- While comparing and contrasting Human Resource Management practices, understand the forces creating variations in HR in Asia and Latin America.

Learning Objectives

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

1. Understand the strategic importance of human resource management to business success and how it has evolved from the traditional personnel role.
2. Recognize changing workforce values, demographic shifts and competitive challenges that impact Human Resource Management in various countries.

3. Apply environmental scanning (political, regulatory, economic and social/cultural contexts) to understand HRM practices Canada, Latin America and Asia.
4. Understand Canadian employment law and the value of Human Resource planning.
5. Identify effective recruitment and selection techniques and the employment issues facing various countries.
6. Evaluate the importance and effectiveness of different employee relations practices including employee communications, involvement, counseling and rights.
7. Experience participation on a HRM decision-making team analyzing the effectiveness of HRM practices to achieve the business mission and goals.
8. Understand the role of the manager in encouraging exceptional employee performance and handling performance and discipline problems.
9. Understand current approaches and issues of compensation and benefits management.
10. Appreciate varying employment regulations and labour laws in Asian and Latin American countries.
11. Understand the role of labour organizations in Latin America and Asia compared to North America and key Labour Relations issues and practices.
12. Identify international employee health and safety issues.
13. Understand the critical importance of employee training and development and the role of leadership in managing change.

4. MRIM 513 – Advanced Finance: 4X & Interest Rate Risk Mgmt

Instructor: Luis Villalba

Term: Spring

Credit: 0.75

General Objectives

- To provide students with an understanding of certain financial concepts and strategies that influence business in the conduct of its affairs and familiarize them with current International business realities.

Learning Objectives

- Every company that is involved in import and export activities should use procedures that reduce its exposure to foreign currency risk. The student will become familiar with the most often used strategies to control FX risk exposure

5. MRIM 514 – Project Budgeting and Impact Analysis

Instructor: Luis Villalba

Term: Spring

Credit: 0.75

General Objectives

- The purpose of this course is to provide a basic understanding of the process of creating a cash budget, monitor budget performance and analyze the financial and non-financial impact of a project.

Learning Objectives

At the end of the course the student will be able to:

1. Translate project activities and tasks into financial terms
 2. Prepare a user-friendly cash budget model using Excel
 3. Conduct sensitivity analyses for budgeting and forecasting
 4. Monitor project-related expenditures and revenues against benchmarks
 5. Prepare a volume-adjusted (flexible) budget
 6. Apply variance analysis and exception reporting concepts to a performance-review system
 7. Understand financial and non-financial project impact analysis
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6. MRIM 522 – International Trade Principles & Logistics

Instructor: Ted Benson

Term: Spring

Credit: 1.50

General Objectives

- To provide basic understanding of international business challenges facing trans-national organizations, understand international trade principles, logistics, trade agreements and practical applications to the Americas.

Learning Objectives

After completing this course, the student will be able to:

1. Show an understanding of international trade principles, lexicon and trade logistics procedures.
2. Understand basic issues facing organizations operating beyond their country of origin.
3. Demonstrate adequate knowledge of main trade agreements in the Americas.
4. Include international trade issues as inputs when considering market expansions.
5. Perform basic export market research and design a market entry plan and/or an export promotion strategy.

7. MRIM 523 – Strategic Communications

Instructor: Angela Kelleher

Term: Spring

Credit: 0.75

General Objectives

- To increase the breadth and depth of understanding of the various types of communication skills needed in business.

Learning Objectives

- Associates will understand the theory and practice of various communication formats such as advertising, media relations, public speaking, negotiation, issues management, and sales presentations.

8. MRIM 501 – International Project Management

Instructor: Mitra Kiamanesh

Term: Spring

Credit: 1.5

General Objectives

- To provide skills and a practical toolkit for effective project management.

Learning Objectives

- This course will introduce project requirements, management methodologies, professional roles and responsibilities, implementation and evaluation processes throughout the life cycle of a project, from initiation to completion.

9. MRIM 520 – Marketing Principles

Instructor: Angela Kelleher

Term: Spring

Credit: 1.5

General Objectives

- The aim of this course is to provide students with an introduction to marketing principles, market research and marketing plans. Emphasis is placed on developing a sophisticated understanding of marketing concepts that can be applied in designing and executing marketing plans.