SCHOOL OF MANAGEMENT
ASIAN INSTITUTE OF TECHNOLOGY

MASTER LEVEL

Business Analytics & Digital Transformation

QS GLOBAL BUSINESS MASTER RANKINGS 2024

8th in Asia

Business Analytics & Digital Transformation (BADT)

QS WORLD UNIVERSITY RANKINGS 20 YEARS
BUSINESS MASTERS
IN THE TOP 150
2024

Flexible delivery:

- One, Two and Multi-year Options
- Hybrid (Live classes via Zoom or in Person)
- Main Campus (weekday classes)
- City Campus (some evening on weekdays, once to twice per month three day weekend classes)

AIT Asian Institute of Technology

MASTER/M.Sc. in BUSINESS ANALYTICS and DIGITAL TRANSFORMATION

The Master/ M.Sc. in Business Analytics and Digital Transformation (M.Sc. BADT) is a program designed to give student the skills and knowledge to use business analytics to become a driver for business change and a catalyst for successful digital transformation. It positions AIT Graduates' to take on leadership roles across industries and sectors. It focuses more on the application and interpretation of business analytics.

This is a flexible program with an option for those who want to take daytime courses on main campus or for those working students who want to study at weekends (Friday afternoon-Sunday about once per month) and some evenings at the Bangkok city campus or via Zoom

Credit Requirement

One-year Master degree. This program requires a minimum of 36 credits that is usually taken in one year.

Two-year M.Sc. degree. This program requires a minimum of 48 credits. This is comprised of 36 credits of courses and an internship, exchange, minor, or research study choice in year two.

Business Analytics and Digital Transformation					
Program	Schedule	Core Credits	Elective Credits	Research, Exchange, Minor or Internship	Total
Master in BADT	Usually 1 Year	30	6 (This includes the option of a research project	-	36
M.Sc. in BADT	2 Years	30	6	12 credits	48

Mode of Delivery

This is a flexible program with an option for those who wants to take courses on AIT main campus or city campus, or flex zoom mode.

AIT Main Campus: For daytime students, the courses are mainly delivered between Monday-Friday.

City Campus: For working students, the courses are mainly delivered in a three-day weekend class with some evening classes on weekdays.

Course Content

Foundational Course (non-credit)

- **Digital Business Strategy and Transformation**

Core Courses

- **The Business of Frontier Technologies**
- **Developing Leadership Skills for the Digital Workplace**
- **Big Data Analytics**
- **Responsible and Sustainable Management Decision-Making**
- **Industry 4.0**
- **Change Management**
- **Global Data Management**
- **Managerial Economics**
- **Agile Thinking for Digital Transformation**
- **Digital Marketing and Consumer Analytics**

Admission Requirements

To be eligible for admission to the regular Master's program, an applicant must:

•hold a Bachelor's degree (normally from a four-year program), or its equivalent, in an appropriate field of study from an institution of good standing acceptable to AIT;
•have undergraduate grades significantly above average; the minimum cGPA requirement for admission to the Master's Program is 2.75 or equivalent, at the Bachelor's degree level;
•have English Proficiency Requirement: AIT-EET:6 or IELTS-Academic:6 (writing 6) or TOEFL Paper: 550 (writing 59-61) or TOEFL CBT: 213 (writing 25-26): TOEFL IBT: 80 (writing 21-23);

Digital Business Strategy and Transformation *(Foundation Course)*

Details of the course:

For the past two decades, the pace of change in business caused by the progression of digital technology has been increasing exponentially. This technology is shifting the balance between customers and companies and between new start-ups and more established firms. Digitally based start-ups are challenging formally safe markets for companies several multiples larger than them, and customers continue to benefit from the increasing availability of information and choice. Digital tools and technology are also improving the economics of business in several ways providing strong motivation for companies to engage in digital transformation.

You will have completed by the end of this course:

- Understand the impact of digital technology on business and commerce today
- Identify changes in customer expectations and engagement with products and businesses and formulate potential approaches to dealing with these
- Understand how digital technology is changing the face of their industries, and should be able to identify not only the dangers and challenges they face, but also spot the opportunities that are being created
- Critically assess how best to integrate new technologies into their old processes, whether to put an immediate focus on technology at the core of their business going forward or integrate it more peripherally into their current business practices
- Develop an understanding of changing customer expectations around products and services are forcing companies to pursue new business models and alternative revenue streams
- Build an insight into the key aspects of digital businesses and how to guide organisations through the essential process of integrating this into their practice.

Course outline:
The core domains of digital transformation; Understanding and leveraging customer networks; Focusing on Platforms rather than products; Data as an asset; Innovating like a start-up; Adapting your Value Proposition & Mastering Disruptive Business Models.

Mode/dates of delivery:
June/July (before the August intake): Online live classes

Course 1: The Business of Frontier Technologies

Details of the course:

AI is in the process of transforming business thinking and performance beyond the natural ability of humans. Information technology has moved beyond process automation towards developing human-like insights and value creation. Emphasis will be given to fundamentals and business contextualisation rather than specific software tools or programming environments.

On completion this course, you will be able to:

- Explain Artificial Intelligence (AI) and its impact on business
- Classify and differentiate the work and impact of various subfields of AI including Machine Learning, Deep Learning and Natural Language Processing
- Provide a practical grounding in artificial intelligence (AI) and its application in business particularly that part of computer science involved in creating computer systems that perform tasks that require human intelligence
- Develop the ability to apply scientific methods and models of machine learning to their own business contexts
- A basic understanding of the key principles, techniques and applications of Artificial Intelligence such as Machine Learning, Deep Learning and Natural Language Processing
- Critically examine issues that include knowledge representation, logic, problem solving, perception and robotics.

Course outline:
Introduction to Artificial Intelligence; Cognitive Science and AI; Emergent Intelligence; Neural Networks and Deep Learning; Machine Learning in Business; Natural Language Processing in Business; Robotics in Business; Artificial Intelligence in Business and Society; The Future of Artificial Intelligence.

Dates of delivery:
August-September
Foundation course/s need to be taken before enrollment for this course can occur

Course 2: Developing Leadership Skills for the Digital Workplace

Details of the course:

Digital professionals consistently feedback to say that students graduation from their degree/Masters programs fail to demonstrate even an ade quate grasp of the "soft skills" required to work in the financial industry. This course aims to plug that gap by focusing on the micro skills development of each individual in the class in order to improve their teamwork, communication, problem solving and critical thinking skills.

Those taking this will be able to:

- Apply and analyze mindsets and behaviors that successful leaders exhibit.
- Identify and pursue a problem in a way that addresses fundamental causes.
- Generate novel and useful thinking and ideas about an actual problem, using strategies learned in the course.
- Assess their own progress in developing knowledge, skills, and motivation associated with effective leadership.

Course outline:

- Mindset Development - How to create a growth mindset and thinking about where to aim in your career
- Verbal and Non-verbal communication for the workplace - Listening, comprehension and observation Critical thinking skills
- Problem-solving and problem-loving
- Negotiation and persuastion skills
- Developing a network, communicating with executives and recruiters, writing and developing a professional CV Concepts, knowledge, applicability and development of leadership skills

Dates of delivery:
This course takes place over three (3) terms (15 hours per term)

Course 3: Big Data Analytics

Details of the course:

Today, as more and more data is produced, collected and collated, proper understanding of what the data can tell us now requires more complex tools and integrated approaches than ever before. The exponential increase in processing power available to us means that through the processes of big data analytics we can examine large and varied data sets, also known as big data, and uncover hidden patterns, unknown correlations, market trends, and customer preferences. These techniques and tools provide a means to analyse data sets and draw conclusions or make informed business decisions.

On completion of this course, you will be able to:

- **D**escribe and appraise the influence of big data in today's business context
- Understand how various business problems might be solved with big data tools and methodologies
- Apply big data methods in management decision making
- Develop big data strategies
- Examine and critique big data handling and management processes
- Explain how datasets can provide useful business intelligence are of a volume, velocity or variety so large that they are difficult to store, manage, process, and analyse the data using traditional data processing tools
- Develop an understanding of how this data and these techniques continues to grow and expand, with new applications being developed and discovered every day

Course outline:
Types of Big Data Analytics; Characteristics of Big Data; Domain Specific Big Data: Analytics Flow for Big Data; Big Data Patterns: analytics architecture components and design; Databases; Real Time Analysis; Data Visualisation.

Dates of delivery:
October-November

Course 4: Responsible and Sustainable Management Decision-Making

Details of the course:

The objective of this course is to highlight irresponsible decision-making and further to illustrate what responsible management is and the decision-making and individual skills required.

Learning Outcomes :

- The students on completion of this course would be able to:
- Employ the key theoretical frameworks relating to responsible management in order to analyze and synthesize a view on how good and bad decision-making occurs,
- Explore and develop solutions to key international and regional decision-making challenges, identifying political or social constraints that hamper such efforts
- Comprehend the responsible management decision-making in practice via specific case studies.
- Identify the skills required to generate stronger responsible management decision-making

Course outline:

- Introduction to responsible and irresponsible management decision-making
- Approaches to ethical decision-making
- The rise of 'ESG' (environmental, social, governance) as an instrument of responsible managemen
- Decision-making mechanisms in the context of applied business ethic
- Responsible management skill
- Responsible management initiatives in business school education
- Environmental Sustainability
- Systems thinking and scenario planning in responsible management

Dates of delivery:
October-November

Course 5: Industry 4.0

Details of the course:

The world is currently in the midst of a significant transformation on several levels including social, environmental and industrial. This course aim to focus on the latter shift and takes students through underlying factors that are driving it. Specifically, this course aims to explain how the new era leverages the connectedness and communication between computers and other digital systems and resources to create Cyber Physical Systems (CPS). It will also detail how Industry 4.0 (I4) has independent exchange of information via the sensors, smart machines, storage systems and production facilities that make up the Industrial Internet of Things (IIOT).

On the completion of this course, you will be able to:

- Describe the 4th Industrial Revolution and the various levels of transformation that it entails
- Articulate and appraise the socio-economic shifts driving the transformation
- Critique current business approaches to the transformation
- Construct effective and meaningful approaches to the transformation in business that show a clear understanding on the challenges being faced
- Critically examine how autonomous analysis of data allows the development of predictive models to anticipate and take action to prevent irregularities and breakdowns, and automate a range of other complex tasks without human intervention
- Examine how a range of technologies are transforming industry today, from Big Data and Analytics, Augmented Reality and Simulation, through to Autonomous Robots, Cybersecurity and Additive Manufacturing (3D Printing)
- Demonstrate how application of these new technologies is a significant challenge, especially companies that are currently profitable with an Industry 3.0 model and do not see an urgent need for change yet

Course outline:
Megatrends Driving the Fourth Industrial Revolution; Socio-Economic Shifts; Business Shifts; Geo-political Shifts; The Individual.

Dates of delivery:
January-February

Course 6: Change Management

Details of the course:

Change is the only constant that we can rely on in the business world, especially in the current 'VUCA' environment. This course will help students understand and apply the principles of change management in the workplace by essentially, understanding, promoting, coping and valuing change.

On completion of this course, you will be able to:

- Develop an appreciation of the theories associated with change management and apply this to the way businesses have changed since the start of the century
- Synthesize the theory into practical examples of corporate structure adding value
- Analyze and apply improved change management structures onto corporate entities
- Evaluate a range of companies who have undergone successful and unsuccessful change management and identify the advantages and disadvantages to both approaches

Course outline:

- Expectations and Setting Boundaries (Balancing self, team, organisation and social context; The Nature, types and contexts of change; Change Management methodology – principles, processes and elements)
- Mobilising the organisation for change (Assembling the change team; Aligning leaders, sponsors and workforce; The vision for change; The business case and communications plan; Current state assessment; Outline of desired state)
- Understanding the role of technology in the change process
- Designing the desired state (Organisational change readiness assessment; The case for change defined and communications defined; Impact assessment – people, systems, processes and culture; Complete blueprint of desired state)
- Implementing Change (Employee involvement process implemented; Aligning processes and systems; Designing training process; Preparation for go-live)
- Sustaining Change (Training and consolidation; Coaching management and team leaders to sustain change)

Dates of delivery:
January-February

Course 7: Global Data Management

Details of the course:

Data Management is the process of ingesting, storing, organising and maintaining the data collected and created by the organisation. The course aims to explain why data management is an essential function, not only for digital organisations whose business models are purely based on leveraging data, but for any large organisation that collects data on its customers and business processes. It will also develop a deep understanding of the planning and development of policies and practices that allow organisations to leverage the value of data in gaining new insights into their customers, products and services.

On the completion of this course, you will be able to:

- Describe and explain the global data management process
- Discuss the lifecycle of data and explain how it interfaces with business processes
- Understand data governance and architecture and compare and contrast architectural frameworks
- Critique various metadata strategies
- Critically assess how the data management process involves the management of data throughout its lifecycle and ensuring its effective use to meet strategic organisational goals and build competitive advantage
- Explain how these processes involve separate disciplines covering the whole cycle of data management. This may begin with the development of an organisations data architecture, which provides a blueprint for the data platforms and databases that are being used. Database administration is another core function, supported by database design, data security, and data governance
- Detail how digital companies support the data and information needs of the business, its customers, its staff and business partners. They will understand how best to capture, store, protect and ensure integrity of the data owned by the organisation

Course outline:

Essential Concepts in Data Management; Ethics in Data Handling and Management; Data Governance; Data Architecture; Business Drivers of Data Modelling and Design; Data Storage and Operations; Metadata Strategies and Architecture.

Dates of delivery:
March-April

Course 8: Managerial Economics

Details of the course:

The objective of this course is to equip students with an economic perspective formanaging business units or entire companies in different industries. This course introduces a range of economic tools and analytical techniques available to today's managers for business decision-making. Demand analysis, pricing, forecasting, production and cost analysis, macroeconomic factors affecting business environment, etc. are some of the major topics covered in this course.

Course outline:

- The Fundamentals of Managerial Economics
- Estimating Demand
- Market Forces: Demand & Supply
- Business Forecasting
- Consumer Behavior
- Production and Costs
- Measuring National Income & Growth
- Economic Growth & Development
- Business Cycles
- The Monetary System
- Inflation
- Monetary and Fiscal Policy
- Country Level Economics

Dates of delivery:
March-April

Course 9: Agile Thinking for Digital Transformation

Details of the course:

The word Agile has strong links to the development of a mindset for digital mindset/skills. Agility is about moving fast, but it's also about moving nimbly and accurately. As businesses undertake the challenges of digital transformation the tendency is often to embrace speed over agility. The reasons for this are understandable. Speed means shorter timelines, fewer resources expended and potentially lower costs. But an approach that by prioritises speed runs the risk of losing the immediate and long-term benefits that agility brings. Digital Transformation concerns the use of digital technology to solve business problems and make business processes more efficient and effective. Previous courses on this program highlights how cutting-edge technologies such as cloud computing, the Internet of Things, and AI are altering various business landscapes. However, Digital Transformation also requires a full change in mindset and reconsideration of how a business serves its customers and delivers value to them through their products. In this digital age, customers expect their organisations to respond faster than ever before, with technology like the web and social media giving them a bigger voice and more choice.

On the completion of this course, you will be able to:

- Demonstrate a strong understanding of the skills and mindset required to help their individual relationship to the digital transformation process & at a corporate level also
- Design and implement effective implementation of mindset tools such as agile thinking
- Use various data collection techniques to assist agile thinking

Course outline:

The relationship between mindset development and digital transformation; Loop mindset techniques (OODA); Overcoming obstacles; Data Collection Techniques to assist agile thinking; Agile thinking and design thinking; Agile and problem scenarios.

Dates of delivery:
June-July

Course 10: Digital Marketing and Consumer Analytics

Details of the course:

In the age of digital transformation, marketing must evolve to harness the power of data, automation and analytics. “Becoming more Digital” or implementing “Digital Marketing Technique” means far more than increasing the organisationfootprint in the digital channel/ social media. It requires a radical transformation of operations and skillsets across the marketing organisation. This course is designed to offer a practical guide to understanding the impact of digital and social networks on customer behaviour and marketing strategies. Providing you with conceptual frameworks and analytical tools for formulating and implementing marketing strategies. Helping you to understand best practices in digital marketing through cases, exercises and examples.

On the completion of this course, you will be able to:

- Understand and leverage Four Lines of Marketing Transformation
- Understand how Consumer Behaviour is evolving in the Digital Age and design successful marketing strategies
- Understand and implementing branding techniques in the Digital Age Understand.
- What Motive Customer and Generate Customer Insights
- Understand Modern Customer Segmentation and Behavioural Marketing Techniques
- Use dependent variable techniques to understand consumer behaviour and design effective digital marketing strategies in response to the results.

Course outline:
Principles of Consumer Behaviour and Marketing Strategy; Meaning and relevance of Branding in the Digital Age. Dependent Variable Techniques; Inter-relationship techniques; Leveraging Big Data Analytics in developing Consumer Insights.

Dates of delivery:
June-July

Electives for MSc BADT Program

Storytelling Using Data

This course enables an advanced understanding of stories created with data as crafted across diverse contexts, from advertising to entertainment, to strategic consulting. You will examine various case studies of creative digital stories to understand whether and how their telling is effective, and how stories and meaning are shaped in different contexts (with a key focus on data visualisation) that include social media, interactive dramas, computational fictions, mobile media, virtual reality, augmented reality, and other forms of digital media.

From Data to Decisions: Mastering Data Mining, Analysis and Predictive Analytics in Business

This course aims to provide students with a comprehensive introduction to data mining techniques using Tableau and RapidMiner, equipping them with the skills to analyze and visualize complex datasets effectively. Students will learn to harness the power of these tools to uncover patterns, trends, and insights, enabling data-driven decision-making. Through hands-on projects and practical exercises, participants will develop a solid understanding of data preprocessing, exploratory data analysis, and predictive modeling, fostering a foundational proficiency in applying data mining principles to real-world scenarios.

Leadership and Organization Management

In the current rapidly changing environment, start-up businesses and well-established large organizations alike will need to develop an efficiently responsive and effective management system to enhance its business sustainability. Leadership becomes an essent ial resource for organizations to drive towards organizational effectiveness. This course provides the knowledge base on how organization is developed and changed over time to cope with changing environment; how organizations improve their performance and leadership for business sustainability in various business sectors. It emphasizes the role of leadership and leadership development in organization management. The course also aims to develop the learners' ability to develop effective leadership and management skills for their organizations.

Entrepreneurship and New Ventures

The objective of this course is to provide an understanding of the interrelationships between the management of new ventures and entrepreneurship in an innovation-driven and knowledge-based economic development. In addition, this course will enable students to design and present to venture capitalists/professional investors both, a business model canvas and a complete business plan for a new business venture. This course helps students to understand typical success and failure factors most frequently encountered by new business ventures in knowledge intensive industries and provide future entrepreneurs with strategic tools of planning the operations for the new company.

Electives for MSc BADT Program

Applied Valuation & Investment

Investment is ultimately about identifying and assessing changes in an asset's value over time. Analysing this value is a complex challenge, and involves different perspectives on value, including aspects known as intrinsic value, relative value, and contingent value amongst others.

Accounting for Decision Making

The course is "accounting" in the sense that it deals with information regarding revenue, expenditure, asset, liabilities, cost, and profit. The course is also "managerial" in the sense that it focuses on using accounting information intelligently as a manager, rather than on preparing the information as a good accountant. This course aims to provide knowledge in financial accounting and managerial accounting. The course is expected to build confidence in applying the concepts of accounting, while at the same time encouraging to strive for a level of sophistication. Financial analysis proceeds sequentially, probing deeper and deeper for credible insights. The course is also expected to help you understand the nuances of interpreting the results of the financial analysis.

Fintech and Tech Transfer

The objective of the course is to help students understand the challenging role of financial technology (FinTech) in the banking landscape. The course will cover the role of FinTech in the process of technology transfer, technology

Operations Management

Operations management involves the activities that transform inputs into the goods and services in all organisations. The course provides students with theories and practices in planning and managing the operations part of an organisation. In the course, students will be able to develop managerial skills in planning business operations covering both long and short term planning, such as capacity plan and production resource scheduling respectively. Moreover, they will be able to acquire analytical skills in making decisions in operations management. These decisions include capacity expansion, facility location, and inventory control.

Strategic Brand Management

This course provides students with an overview on the reasons why brands are the most valuable asset of a company. Students will be equipped with knowledge in the strategic dimensions of branding and an understanding of the need for firms to build strong brands to compete in international markets. This course will give students an opportunity to examine strategies to build and leverage brand equity.

Electives for MSc BADT Program

Financial Accounting and Decision Making

This course covers introductions to both financial accounting and management accounting. It provides students with an introduction to financial accounting, and highlights aspects of financial reporting that are important to users of financial information. It covers the preparation of key financial statements and the frameworks of accounting regulation. It also provides students with an introduction to management information and cost management, managerial decision making and performance measurement.

Consumer Behavior

This course aims to equip and familiarise students with consumer behaviour as an underpinning notion to their marketing education. The lectures embrace and integrate a mixture of concepts derived from various disciplines such as psychology, sociology and anthropology which are used to study and explain consumer behaviour.

Negotiations and Pressurized Decision-making

In this course you learn how to frame the situations you face enabling you to get the right outcome by engaging the right people to talk about the right issues, in the right way, and at the right time and space. You will get to practice negotiation tactics and methods in a situation of your choice as well as a high-pressure simulation which culminates in a stressful final session at the end of the course.

Decision Making, Risk and Opportunities

The objective of this course is to equip students with the knowledge of decision-making processes and models that will help in decsion making process on complex risk scenarios . The module will take a inter-disciplinary approach and will emphasise that a mix of both qualitative and quantitative thinking, within a structured decision analysis framework, is needed to significantly improve risk taking behaviour.

Project Management

This course aims at introduce the essential techniques and approaches in project management that include developing and planning new projects as well as effectively managing and controlling their implementation. Though group projects and case studies, the students will also be exposed to the real project experiences in both business and development sectors.

Capital Markets

Two of the most important categories for investors are equity and fixed income. There are great similarities between these two asset classes and they often overlap to link to the same underlying businesses, yet there are critical theoretical and practical differences between the two that lead analysts to look at each from distinctly different perspectives.

Electives for MSc BADT Program

Selected Topic: Consultancy Skills

The purpose of this course is to equip students with creative problem-solving concepts and strategies that will enhance the ability to structure, define and execute in complex situations. This course follows the consulting lifecycle, reviewing the core fundamentals at each stage, ending up with how one can start a career in consulting. It also aims to give MBA-level professionals, the skills, business acumen and toolkit to effectively navigate businesses. The course will focus on Management Consulting, for Senior Consultants/Managers in Strategy & Operations - in particular how to diagnose, structure, test and resolve issues. This is a practical course for people who are interested in consulting careers and/or people who will manage consultants.

Strategic Management

Good strategy-making and good strategy-execution are the mostkey ingredients of company success and the reliable signs of good management. This course is designed to help managers, management consultants, or investment bankers gainanunderstanding of the theory and practice in the field of strategic management. The goal is to give course participant s a thorough understanding of the analytical techniques and tools necessary to identify and formulate strategies successfully and howtoimplement them. Specifically, the course will focus on three main areas: (a) strategic analysis, including: how to rigorously analyze a firm's competitive environment and its internal resources(b) strategy formulation, including: how to formulate functional-level, business-level and corporate-level strategies; and (c) strategy implementation, including: organization design and leadership. Moreover, this course will include elements of sustainability that managers need to take in consideration when they design their corporate strategy.

Service Marketing: Competing on Customer Experiences

This course aims to equip students with knowledge of how to manage services marketing focusing on customer experience that provides customer satisfaction loyalty in service firms. Students will have an opportunity to examine the key drivers of customer experience and the challenges inherent in competing on customer experiences.

Strategic Supply Chain Management

Supply Chain Management views the supply chain in the integrated fashion in order to improve the performance of each entity (supply chain member) and the supply chain as a whole. Supply Chain Management is about how we can coordinate among supply chain members so that decisions made by them to maximize their own performance will also result in the maximized performance of the supply chain. The course will prepare students as managers in a competitive environment to think supply chain and be able to manage it to enhance their firm's competitive position.

Electives for MSc BADT Program

International Finance in ASEAN

A key differentiator for this program is the offering of a course on an in-depth knowledge of the specifics of finance in an ASEAN context. The course would start with the basis to international finance (such as exchange rates, capital flows and financial crises) and then focus on themes of importance to the ASEAN economies and financial systems.

The objectives of the course are two-fold: to introduce and critically evaluate the main relevant theories, models and empirical works in these three key areas of International Finance; and to apply these analytical tools to build an understanding of relevant economic developments and policy issues in the ASEAN markets.

Managing Risk

When there is no risk, investment decisions are straightforward and methodical. Decisions amidst risk and uncertainty require judgment, and are ultimately why the investment professional is paid. The objective of this course is for the student to develop a better sense of risk, investment decision making under risk and uncertainty, and the analysis, measurement, and reporting of risk and risk adjusted performance.

Strategic Human Resources Management

Successful organizations excel in bringing different kinds of people together to accomplish a common goal. As people drive the performance of their organizations, achieving success depends on an organization's ability to manage human resources. This course provides an insight into human resources management (HRM) activities. Students will be equipped with an understanding of identifying, recruiting, selecting the right people; appraising, training, and retaining employees. Course participants will have an opportunity to apply HRM theories to practice and examine how HRM can contribute to overall organizational effective.

Corporate Finance

The course develops theoretical framework for understanding and analysing major financial problems of modern company in market environment. The course covers basic models of valuation of corporate capital, including pricing models for primary financial assets, real assets valuation and investment projects analysis, capital structure and various types of corporate capital employed, derivative assets and contingent claims on assets. The objective of this course is to provides necessary knowledge in evaluating different management decisions and corporate finance structures and their influence on corporate performance and value.

Game Theory for Competitive Strategy

Game theory is the scientific analysis of conflict and coope ration between multiple strategic agents. The tools of game theory have become standard in many disciplines including economics, strategic management, political science, and international relations. A basic understanding of game theoretic concepts is a valuable asset for today's managers and leaders.

Second-Year Options

Minor Option

A minor is an academic program which is made up of 12 credits of semester-based courses. MSc BADT students can take minor offered through the MBA program:

- Minor in Finance
- Minor in Marketing
- Minor in Entrepreneurship
- Minor in Management

Research Option

For students choosing the Research Study option:

Students intending to pursue the Research Study option must submit a written proposal to the Research Advisor, andmust present their proposal in public seminar. The proposal defense must be done at the beginning of the term after completing their coursework. The proposal may be prepared with faculty consultation. However, the proposal should be presented and defended independently by the student.

Internship Program

The objective of an internship is to provide students with an opportunity to apply theories and skills learned in the classroom in a professional environment. A positive internship experience can also offer students an opportunity to engage in further career exploration and development and to expand their professional network.

Second-Year Options

Exchange Program

SOM students can participate in a one-semester exchange program with our partner business schools in Asia and Europe. Students get opportunities to have international exposure and cross- cultural experiences during the exchange program abroad in their 6th term of the MSc program.

Under the exchange program, SOM students go to various partner universities and take coursework. Every year approximately 20 SOM students take advantage of these linkages and participate in the exchange program. These collaborative agreements with partner institutions are based on principle of reciprocity. Under these agreements, exchange students enjoy full facilities at their respective exchange institutions. SOM approves course/credit transfer (equivalent to AIT credits) to its students for approved subjects successfully completed at the partner institution.

Exchange Institutions

Europe

- EDHEC Business School, France
- SKEMA Business School, France
- Institut Mines-Telecom Business School (IMT-BS) formerly Telecom Ecole de Management (TEM), France
- EADA Business School Barcelona, Spain
- HHL Leipzig Graduate School of Management, Germany
- Technical University of Munich (TUM), Germany
- Hof University of Applied Sciences, Germany
- SRH Hochschule Berlin University, Germany
- University of Jyvaskyla, Finland
- Aalborg University, Denmark
- Emlyon Business School, France schools.

Asia

- Tsinghua University, China
- Lingnan University, Hong Kong
- Sun Yat-sen University, China
- National Taiwan University, Taiwan
- KAIST College of Business, Korea
- Indian Institute of Management-Ahmedabad, India
- Indian Institute of Management-Kashipur, India
- XLRI Xavier School of Management, India
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Introducing some of faculty member

KEVIN PEREIRA

Kevin finished a business degree from the Wharton School at the University of Pennsylvania and also has an MBA from INSEAD. He started his career in Private Banking with Citi in New York and after completing his MBA, worked at a technology startup in Myanmar building internet infrastructure. He is currently a Managing Director for Blu Artificial Intelligence, an AI consulting firm based in Hong Kong

STACEY HUANG

Stacey is the co-founder of Change Voyage and an experienced consultant in business transformation, having worked with Fortune 500 companies across industries and continents. As the Executive Director of PARIMA, she drives the growth and strategic initiatives of Asia's largest risk management association, organizing events and education for 3000+ members. With a background in organizational psychology, she also teaches at NUS, conducts psychometric assessments, and is passionate about fostering resilience and practical learning.

VILLE KULMALA

Ville is a mobile technology and enterprise software expert with over two decades of leadership across Asia and Europe, currently serving as Head of APAC for Papyrus Software. His career spans senior roles at Advocacy, Red Dot Ventures, and Accenture, focusing on data management and digital transformation. Ville is a recognized industry speaker and educator, contributing to global reports and serving as a judge for tech competitions and mobile marketing awards across Asia.

MLONDI MASHININI

Mlondi, Managing Partner of FanBase Analytics and Rumble Ventures, brings expertise in data management, consumer analytics, and venture capital. With an MBA from Universidad Europea de Madrid and experience in roles with the Kansas City Chiefs and Real Madrid, he specializes in consumer behavior and digital marketing. As an adjunct professor at the University of Cape Town and San Diego State University, he teaches data analytics within sports business programs.

TIM EDMUNDS

Tim is a Director at Weave Services Limited, is an expert in lean transformation and problem-solving with over a decade of experience leading transformational change. Certified in Lean Six Sigma and as a Supply Chain Professional, he has held leadership roles at Weave, Reunion Capital, and BAA-Heathrow Airport. Tim also brings engineering and project management experience from Ford Motor Company, combining operational excellence with strategic consulting skills.

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