Advanced Training Programme on International Trade and Investment (ITAI)

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Programme Aim

The purpose of this programme is to provide a combination of critical and analytical skills in relevant subjects which are underpinned by theoretical and practical knowledge of the key issues in international trade, cross-border direct investment and economic development. Although there are many short training courses in related fields these tend to be expensive; and other the existing courses tend to be tailored towards recent graduates. The strongest theme of this executive level programme will be the critical assessment and evaluation of trade and investment practices, and their inputs and outputs in relation to their impact on economic development.

Structure and Delivery Schedule

The programme contains seven core modules and the Project module. The following diagram provides an outline of the structure and delivery timing. There will be one intake per semester and trainees joining in each semester will commence their training with the modules due to be delivered in that particular semester. Trainees will normally study two 20 credit modules per semester. If a trainee is unable to study two modules in a semester because of extenuating circumstances then they will be able to take any missed module when this module is next delivered.

The delivery schedule of the modules is illustrated in the diagram below.

ITAI Delivery schedule

Module	Semester N*			Semester N+1			Semester N+2			Semester n+3			Semester N+4			Semester N+5		
Business Planning & Financing International Trade and Investment			N							N+1	N+2	N+3						
Inter-Cultural Communication			N							N+1	N+2	N+3						
Trade, Investment & Economic Development				N	N+1								N+2	N+3	N+4			
Business Negotiations				N	N+1								N+2	N+3	N+4			
Entrepreneurs & SME`s in International Trade and Investment							N	N+1	N+2							N+3	N+4	N+5
International Trade Rules & Agreements							N	N+1	N+2							N+3	N+4	N+5
Research Methods & Project										N			N+1			N+2		

N => Class of students started studies in Semester N
N+1 => Class of students started studies in Semester N+1
N+2 => Class of students started studies in Semester N+2
N+3 => Class of students started studies in Semester N+3
N+4 => Class of students started studies in Semester N+4
N+5 => Class of students started studies in Semester N+5, etc.

N* means the first semester of the Programme

Content and Outcomes of Modules

Business Planning and Financing International Trade and Investment

Aim:
The aim of the module is to enhance the capacity of trainees in preparing or evaluating business plans with particular attention to international trade and investment, and develop their knowledge on sources and methods for financing international trade and investment.

Intended Learning Outcomes:
On completion of this module trainees will be able to:

1. Develop the technical skills for managing the process of developing, implementing and monitoring a business plan with emphasis on International Trade and Investment business;
2. Gain specific knowledge in developing specific parts of a business plan such as: the strategic basis, human resource planning, marketing, financial planning and trade and investment planning;
3. Develop an integrated view of a business and an in-depth understanding of the interrelation between the different elements of the business: products / services, resources planning, marketing, financials and international trade and investment functions;
4. Evaluate business plans and judge when a business can be considered viable with particular reference to financing international trade and investment activities.

Content Summary:
The module will cover all important issues related to the preparation, implementation of a business plan including:

- Establishment of a vision, mission and underlying philosophy underlying the business;
- SWOT Analysis and development of the strategies for the business;
- Development of products and services and corresponding pricing policies;
- Analysis of markets, clients and competitors;
- Marketing, communication and sales strategies;
- Business operations and organisation;
- Human resources planning and management;
- Aspects of legal framework, and environmental and social factors;
- Financial planning and budgeting;
- Risk and sensitivity analysis;
- Identification and evaluation of sources and methods to finance international trade and investment.

Inter-Cultural Communication

Aim:
Further development of capability of understanding national cultural differences and managing international business negotiation processes with particular emphasis in dealing with cross-border trade and investment activities.

Intended Learning Outcomes:
On completion of this module trainees will be able to:

1. Distinguish important differences in various cultures and explain how these affect the progress of a business negotiation.
2. Critically explain alternative theories of cultural communications.
3. Understand counterpart culture as a key element in communication.
4. Explain best practices for succeeding in international business negotiations and develop solutions that lead to satisfactory contracts for both parties.

Content Summary:

- Analysis of intercultural issues relevant to communication in International Trade and Investment transactions;
- Dimensions of National Cultures (DNC's) including power distance, individualism vs collectivism, masculinity – femininity, avoidance of uncertainty, short- vs. long-term orientation, universalism vs. particularism, achievement vs. ascription;
- Important Business Negotiation Factors (BNF's): Time factor, perception of an agreement, trust basis, communication context, decision making, values and beliefs, other social and personal characteristics and behaviours;
- Ways in which dimensions of national cultures affect communication and business negotiation;
- Examples and case studies.

Trade, Investment & Economic Development

Aim:
This module will introduce trainees to the key theoretical and policy issues surrounding international trade and direct investment with the focus on their relationship to economic development.

Intended Learning Outcomes:
On completion of this module trainees will be able to:

1. Critically review current issues in international trade and global investment theories;
2. Evaluate national, bilateral and multilateral trade and investment policies;
3. Analyse the role of the above in economic development;
4. Critically contrast globalisation with regionalism;
5. Identify and evaluate best practices in strategies and policies for promoting international trade and direct investment;
6. Analyse the key factors that influence trade and direct investment flows.

Content Summary:

- Theories of international trade-models, assumptions and empirical evidence;
- Trade policy-history; development and current controversies;
- Trade, growth and economic development;
- Trade blocs-purpose, growth and relationship to economic development and globalisation;
- History of direct investment;
- Criteria and considerations applied by foreign direct investors;
- Benefits and risks of foreign direct investment;
- Evaluation of investment environments of regions.

Business Negotiations

Aim:
The aim of this module is to further develop the knowledge and skills of trainees in getting engaged in successful win-win business negotiations.

Intended Learning Outcomes:
On completion of this module trainees will be able to:

1. Develop knowledge of the human factors involved in a business negotiation;
2. Understand the values of fairness and respect in business transactions;
3. Develop skills in managing successfully negotiation processes;
4. Learn how to manage conflict and structure win-win solutions.

Content Summary:
The ethical, emotional and logical elements of a business negotiation:

- The art of careful listening;
- The use of the “give and take” principle and the “win-win” targeting;
- The value of rapport and respect in a negotiation;
- Emotions, how to use them and control them;
- Conflict management;
- Structuring and guiding business negotiation processes.

Entrepreneurs & SME`s in International Trade and Investment

Aim:
This module focuses on the key area of SMEs and their entrepreneurs as the potential drivers of international trade through export strategy formulation, export planning, import strategy and foreign direct investment. The module will enable trainees to understand barriers to SME international trading and foreign investment and to overcome these to enable successful international business.

Intended Learning Outcomes:
On completion of this module trainees will be able to:

1. Understand and critically evaluate the role of SME¨s and their entrepreneurs in trade and investment;
2. Critically appraise the opportunities and barriers for SME trade and investment;
3. Design a product and service based SME trade and investment strategy;
4. Critically evaluate weaknesses in SME international trade and investment.

Content Summary:

- The scope and scale of SME International Trade and Investment;
- SME barriers to international trade and Investment;
- Theoretical models of SME International Trade and Investment;
- Export, Import and Investment Strategy Formulation;
- The `Born Global`` concept; Risks in SME International Trade and Investment;

- Protective strategies: Trading in Services as SME`s;
- Strategic Trade and Investment Planning for SME`s.

International Trade Rules & Agreements

Aim:
This module will focus on the complex and continually developing area of trade rules with specific attention to key bilateral and multilateral trading agreements. Trainees will understand how such agreements work and the problems inherent in them for businesses.

Intended Learning Outcomes:
On completion of this module trainees will be able to:

1. Delineate and specify the key principles underlying all trade rules and agreements;
2. Critically analyse the key differences between bilateral and multilateral agreements;
3. Critically evaluate the effect of trade blocs on such rules and agreements;
4. Evaluate the impact of selected Agreements on economic development across a range of developing economies;
5. Understand Key international product standards and certification processes and their relation to international trade.

Content Summary:
- The Multilateral Trading System-structure and growth;
- FTA's-purpose, principles and effects;
- RTA's-purpose, principles and effects;
- Role of WTO;
- Rules of Origin;
- Sector-specific rules;
- Tariff and Non-Tariff rules;
- Effects on business trade strategy;
- Effect on development – who benefits in the trading system.

Research Methods

Aim:
The aim of this module is to introduce trainees to key issues in the study of research methods including theoretical concepts and to prepare them to undertake a major Project as a last phase of their training.

Intended Learning Outcomes:
On completion of this module trainees will be able to:

Subject Knowledge & Understanding:

1. Critically analyse alternative research methodologies

Subject Specific Knowledge:

2. Develop an analytical and critically focused literature review
3. Understand alternative data collection methods

Transferable Skills:

4. Prepare a detailed Project Proposal

Contents Summary:

- What is research?
- Research Methods v Research Methodology;
- The Research Cycle;
- Critical Reading and Critical Writing;
- Developing a Literature Review;
- Qualitative Methods;
- Quantitative Methods;
- Data Collection Methods;
- Undertaking a project.

Project

Aim:
The aim of this module is to build on most previous taught modules to enable trainees to undertake personal and substantive research in their chosen topic in order to complete a Project.

Intended Learning Outcomes:
On completion of this project module trainees will be able to:

Subject Knowledge & Understanding:

1. Demonstrate a range of research skills in investigation

Subject Specific Knowledge:

2. Critically review the literature in the chosen research topic and identify key research questions to be answered

Transferable Skills:

3. Construct a Project / Research Project consistent with the standard required at Honour's Degree level

Trainees

Trainees will predominantly be full-time staff or executives employed in any business or public sector organisation. The programme is designed for part-time trainees and will be delivered in such a way as to enable the trainees to continue with the day-to-day work in their offices during the course. The mode is distance-training composed of specially

developed material delivered electronically through email exchanges with teaching staff. Skype and telephone calls can be arranged throughout the semester for further consultation. Finally, an intensive one-week workshop session on Research Methods delivered in Zurich, Switzerland, allows face-to-face training.

Admission Requirements

Trainees will normally be expected to have an Honour's University degree (or equivalent) plus a minimum of two years relevant work experience. Prior academic credit will be considered. All applications will be sent to the Programme Administrator at BIBS who will make recommendations on acceptances to the Programme Directors / Study Board, who will provide final approval.

Applicants without the required level of academic qualification may be considered if they have at least four years' experience in a senior post of professional or administrative responsibility. If appropriate, applicants may be required to provide evidence of English language proficiency.

The admissions process is designed to assure the programme team that the applicant will be able to successfully complete the programme. It also acts as a diagnostic process allowing the identification of trainees who may need additional guidance and support in undertaking postgraduate training.

Trainee Support

Trainees will be fully registered at BIBS. For the duration of their training they will be supported in their work in the ways outlined below. Contact will be via email from the BIBS Administrator, through Module Leaders online support and through the materials. A very comprehensive Trainee Handbook will explain how the programme will run and what trainees can expect. Also it will provide clear contact details for academic and administrative support.

- Trainees will be introduced to the programme and the collaborative organisations through induction materials;
- Trainees will have full use of the BIBS facilities, including use of relevant databases;
- Trainees will be supported in their studies by specially designed, comprehensive distance-training materials, a trainee module guide and a trainee handbook;
- Trainees will have access to additional online materials during the programme;
- The BIBS administrator will be the first line of contact on issues of an administrative nature. The Module Leaders will be the first line of contact for training substance matters;
- Trainees will be provided with the contact details of the Programme Directors;
- Trainee feedback will also be sought using online questionnaires on module content and delivery, module support from Module Leaders, and feedback on the overall programme, management and administration. Such feedback will help to inform and improve the delivery and support for future trainees on the programme.

The programme will commence with the provision of induction material. This material will:

- Draw the trainees' attention to key elements in the Trainee Handbook;
- Provide details of registration data, registration confirmation, etc.;
- Describe and explain the administration arrangements;
- Provide an overview of the programme philosophy and structure;
- Outline the expectations of the demands of postgraduate training;
- Provide a clear schedule containing assessment deadlines;
- Provide information on developing training skills which will underpin successful progress on the programme;
- Clearly stress the requirement to attend the Research Methods workshop (taught in the second year of training) and provide explanation of its operation.

Trainees will be provided with the following:

- Bespoke distance-learning material, module guide and trainee handbook;
- Email and Skype contact details for support from Module Leaders and Programme Directors;
- Intensive workshop in Research Methods.

Assessment and Award

Trainees will be assessed in accordance with the School Regulations. Trainees must complete modules within twelve months from commencing the module unless there are extenuating circumstances. The following details apply:

- Assessment will be by coursework only (no written examination);
- All coursework assignments will be assessed by the corresponding Module Leaders – the Module Leaders will mark these and a sample will be double marked;
- A sample of coursework will be sent to the External Examiner.

A Grading Scale will apply to this programme. Trainees successfully completing this programme will gain a "Certificate" of Advance Training on ***International Trade and Investment*** (requiring 180 credits). The certificate will be accompanied by detailed transcripts that will describe the content of each module studied and the corresponding credits gained.

For most of the 20 credit modules, the programme is assessed on weightings of a first and a second assignment. ***All of the modules*** (excluding the Project undertaken at the last phase of the program) are assessed using the following weightings:

Assignment	Element	Weighting	Pass Mark
Assignment 1	Essay (about 1000 words)	30%	50%
Assignment 2	Case Study (about 3000 words)	70%	50%

The Research Methods module also contains two assignments and these are weighted 50% each.

The award is provided by the Baden International Business School (BIBS). If trainees do have to withdraw early then they will received a confirmation documents of the modules completed included details of the content of the modules and the corresponding grades.

Fees

The total fee for the entire two year training programme is EURO 8,000. Fifty percent of the fee amount (EURO 4,000) is paid upon registration and the remaining fifty percent one year later.

The above fees include:

- The course documentation that will be provided in an electronic format;
- Distance-training and supervision through electronic communication (email, telephone, skype);
- Participation fee for the one-week compulsory workshop in Zurich, Switzerland;
- Supervision of the Project;
- All related registration and programmes administration costs;
- Assessment and awards.

The trainees will receive invoices in electronic form.

In addition to the fee, the trainees should budget for traveling and accommodation expenses for the one-week workshop that will take place Zurich, Switzerland (compulsory), and for the certification award ceremony that will be taking part also in Switzerland (optional). For trainees unable to attend the certification ceremony to receive their certificates, they can request their degrees to be sent to their home by courier.

Financing Fees:

The trainees must find ways of funding their tuition fees and living costs. BIBS does not provide any scholarships or financial assistance, and does not have possibilities to raise funding from any other sources.

How to Apply

For further information or advice please contact:

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