



Suliman S. Olayan School of Business (OSB)

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Instructors:	Hout, Bassima; Tannir-Fawaz, Lina; Uwaydah-Mardini, Rania
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Lecturers:	Dimechkie, Riad; Thornberry, Jon
Instructors:	Kfouri, Michael; Khauli-Hanna, Leila; Salamoun-Sioufi, Randa; Standen, David

Business Information and Decision Systems Track

Convenor:	Osman, Ibrahim
Professors:	Hindi, Khalil; Osman, Ibrahim
Assistant Professors:	Araman, Victor; Azad, Bijan; Barake, Mousbah; Fayyad, Rima, Feghali, Antoine; Fleszar, Krzysztof; King, Nelson; Moussawi, Lama
Lecturer:	El Den, Jamal
Instructor:	Geutcherian, Rita

History and Overview

Business education at AUB started in 1900 and was provided either by a department or a semi-autonomous school under the university's Faculty of Arts and Sciences for approximately one hundred years. In celebration of the hundred-year anniversary of offering business programs, AUB established in September 2000 an independent School of Business (later named the Suliman S. Olayan School of Business, "OSB") as the sixth faculty of the University.

To date, AUB has graduated over 6,000 students from its undergraduate business programs and over 1,200 from its graduate business programs. Since its formal establishment as a distinct school, OSB has grown its full-time faculty complement from 13 in the academic year 2000–01 to over 45 today. It now graduates approximately 350 students from its undergraduate program and 60 students from its graduate programs every year.

OSB currently offers three degree programs: an Executive Master of Business Administration (herein referred to as the "Executive MBA"), a Master of Business Administration (herein referred to as the "MBA") and a Bachelor of Business Administration (herein referred to as the "BBA").

¹ On leave
² On secondment

The First AUB Faculty to Be Named

In June 2003, the AUB School of Business was named the Suliman S. Olayan School of Business (herein referred to as "OSB") in honor of the late international Saudi businessman and AUB trustee whose family has always been a major supporter of AUB.

This watershed event triggered a series of major developments intended to broaden and deepen the delivery of quality undergraduate and graduate business programs at AUB. An entirely new curriculum was introduced for the BBA and MBA degrees in the Fall of 2001. Both degrees were redesigned to follow leading trends in international business education. In the Spring of 2004, OSB launched the Executive MBA program in response to the professional development needs of senior corporate leaders in the region.

Our Vision

The vision of OSB is to become one of the best business schools between Europe and South East Asia.

Our Mission

Building on over a century of prominence in business education, the Suliman S. Olayan School of Business (OSB) is committed to providing quality undergraduate and graduate programs aimed at developing and enhancing global managerial leadership in the Middle East region and beyond. The School's undergraduate program accentuates a liberal arts-based operational focus whereas the Executive MBA has a distinct strategy orientation. The MBA program is designed to provide a dynamic balance between the two. OSB's role in knowledge dissemination and service is reinforced by the School's contribution to knowledge generation through applied, instructional and basic research. OSB upholds and promotes the highest ethical standards and a continuous improvement ethos in all that it imparts to its students.

Ethics and Integrity at OSB

OSB is committed to the highest standards of academic integrity and expects its faculty and students to exhibit exemplary behavior in this regard. All business students are responsible for familiarizing themselves with and always abiding by the AUB policies, rules and regulations that define standards for academic integrity.

Organization and Governance

The School is run by the Dean and guided by two independent boards: an International Board of Overseers (the "IBO") comprising international leaders in business and education and a Middle East Advisory Board (the "MEAB") composed of accomplished regional thought leaders and trend setters in business. The IBO and MEAB advise the Dean and his Advisory Committee on major strategic initiatives and act as a preliminary screening authority prior to the approval of the University Provost, the University President and the University Board of Trustees (BOT). The Dean's Advisory Committee is an elected body as per AUB's faculty bylaws.

The School is organized into the functional equivalent of multi-disciplinary departments, referred to as “Tracks.” While each track has its distinct identity and designated faculty members, a track is markedly different from a department; it allows for multiple faculty membership, offers fertile soil for cross-disciplinary synergy, and facilitates faculty cooperation.

The School has three Tracks, each encompassing a cluster of distinct academic business disciplines (or “concentrations”) and headed by a Track Convener (a highly-qualified OSB faculty member). The Tracks (with their respective concentrations) are:

1. Finance, Accounting and Managerial Economics (FAME)
 - Concentrations (2): Finance and Accounting
2. Management, Marketing and Entrepreneurship (MM&E)
 - Concentrations (2): Management and Marketing
3. Business Information and Decision Systems (BIDS)
 - Concentration (1): Information and Decision Systems

Track Conveners report directly to the Dean of the School. The school is managed by the dean, the associate dean, the assistant dean for student services,, the track conveners, the officers of the school, and ten standing committees, and operates under a set of school bylaws available at:

<http://pnp.aub.edu.lb/by-laws/business/index.htm>

Graduate Programs

OSB currently offers two graduate degree programs: the Executive MBA and the MBA.

The Executive MBA Program

Philosophy

The OSB Executive MBA program is intended for senior regional executives with proven managerial track records who wish to consolidate and expand their expertise. With its distinct strategy orientation, the inter-disciplinary curriculum of the program is specifically designed to provide participants with a state-of-the-art global leadership toolkit, while emphasizing the importance of effective implementation.

The distinctiveness of the program lies in the premium it places on relevance to the development needs of Middle East executives and the organizations they lead. However, effectiveness of regional leaders is contingent upon their ability to manage the global forces that shape their external environment. Hence, the content of the program is continuously benchmarked against leading international best-practices for currency and thought leadership, while customizing learning to the present and emerging forces shaping business practice in the region.

The program emphasizes actionable knowledge through

- problem-based learning, including case studies
- effective integration of the real-life experiences of the participants
- application of knowledge to the participants' organizations

Admission to the Program

Normally, there are two admission deadlines a year; in June, for enrollment in early September, and in November, for enrollment in the following spring.

Criteria for Admission

To be eligible for admission, an applicant must hold a senior management position. Admitted candidates come from a variety of industries and business backgrounds, have demonstrated leadership potential, and possess a strong desire for professional development.

Applicants must hold a university degree recognized by AUB and have an average acceptable to the OSB Graduate Studies Committee. Before being admitted, applicants must also meet the English Language Proficiency Requirement (ELPR) of AUB.

As per the School’s bylaws, the Graduate Studies Committee shall act on admission to graduate work of all applicants. For additional information on graduate admissions, refer to the Admissions section of this catalogue.

The Application Process

To apply for admission, all of the following must be submitted:

- An application form
- Two letters of recommendation
- Official transcripts for all undergraduate and graduate course work
- A TOEFL score report, if required
- An application fee
- A curriculum vita

The Executive MBA Director may request a personal interview with the applicant before the admission decision is taken.

Program Outline

The Program consists of 30 courses in 4 overarching business themes; and requires the completion of 48 credit hours, 19.5 of which are for foundation courses.

The Curriculum

Theme I: Fundamentals and Analytics	12
Module A (Orientation)	
• Applied Behavioral Skills for Executives*	2
• Basics of Accounting*	1
• Basics of Finance*	1
• Basic Decision Making*	1
Module B	
• Financial Accounting*	1.5
• Statistical Analysis for Management*	2
• Marketing Management*	1.5
• Organizational Behavior and Organizational Design*	2
Theme II: Operational Management Skills	
15.5	
Module C	
• Management Accounting	1.5
• Human Capital Management and Human Resource Management	2
• Basics of Economics for Executives*	1.5
Module D	
• Business Information Technology*	1
• Financial Management	2
• Operations and Quality Management	2.5
Module E	
• Corporate Finance	1.5
• Business Models for Decision-Making	2
• Corporate Legal Environment*	1.5
Theme III: The Executive as Strategist	
14.5	
Module F	
• Macro Business Analysis	1.5
• Transnational Corporations	1.5
• Corporate Information Technology and Knowledge Management	2
• Leadership Theory and Practice	1.5
Module G	
• Logistics and Supply Chain Management	1.5
• Strategic Marketing Management	1.5
• Ethics and Corporate Social Responsibility *	1
• Strategic Financial Management	2
• Strategic Management	2

Theme IV: Strategy Implementation and Managing Change	6
Module H	
• Learning Organizations and Change Management	1
• Corporate Governance	2
• Negotiation and Conflict Management	1
• Strategic Planning Implementation	1
• Practicum	1
Total Credit Hours	48

**Indicates a foundation course*

Program Delivery

The Executive MBA program is delivered in a highly interactive modular format and takes approximately 22 months to complete. Courses are offered once every three weeks throughout the fall, spring and summer terms. Normally, classes are offered on Thursdays, Fridays for the whole day, and on Saturday mornings, with some variation during the summer term and during national and regional holidays. Each class day consists of seven class hours of instruction.

Each credit hour consists of 12.5 hours of class instruction.

Credit hours map to teaching days as follows:

Credit Hours (per course)	Exact Teaching Day Equivalence (based on a 7-hour day)	Actual Teaching Days Scheduled (approximate)
1	1.8	1.5
1.5	2.7	2.5
2	3.6	3.5
2.5	4.5	4.5
3.0	5.4	5.5

Thus the program will take approximately 80 days to complete:

- Theme I: Twenty (20) days
- Theme II: Twenty-six and a half (26.5) days
- Theme III: Twenty-four and a half (24.5) days
- Theme IV: Nine and a half (9.5) days

Academic Policies

University Academic Rules and Regulations apply. The minimum passing grade in a course is 70. A participant who fails a course must retake it. Moreover, an average of at least 80 must be maintained in every Theme. Failure to do so will result in the participant being placed on academic probation, which can be lifted only upon completion of a timed development plan, mutually agreed upon with the Executive MBA Director. The OSB Graduate Studies Committee may discontinue the participant from the Executive MBA program if the participant fails to remove the probation within the time period specified in the plan.

Executive MBA Courses

Executive MBA courses are largely interdisciplinary in nature and may be delivered jointly by faculty members from one or more of the three OSB tracks.

Theme I: Fundamentals and Analytics 12.0 cr.

Module A (Orientation) 5.0 cr.

Applied Behavioral Skills for Executives 2.0 cr.

An integrative and interactive foundation course that presents, conceptually and experientially; via simulations, cases, and role-playing; the foundations for understanding and applying the principles of behavior in the workplace. The primary focus throughout is on the understanding and application of behavioral principles that contribute to improving workplace performance through enhanced organizational communication, job design, improved job satisfaction and the implementation of self-directed work teams. Special attention is directed toward effective self-understanding and self-management. *Foundation Course.*

Basics of Accounting 1.0 cr.

An introduction to financial accounting that includes an overview of financial statements and a detailed discussion of the underlying assumptions, principles and constraints. *Foundation Course.*

Basics of Finance 1.0 cr.

An introduction to business finance (corporate financial management and investments). Participants develop a toolkit to analyze financial decisions based on principles of modern financial theory. It introduces concepts such as discounted cash flow, corporate capital budgeting and corporate financial policy. *Foundation Course.*

Basics of Decision Making 1.0 cr.

Illustrates the effective use of commercially available software to produce quickly charts and numerical results freeing decision makers to carry out in-depth analysis, interpretation of output and evaluation of alternative modeling approaches. It equips participants with business decision-making tools; covering both the process and implementation of informed decision making. It identifies the characteristics of leading organizations competing on analytics, teaches “the best practices” of spreadsheet modeling for clarity and communication of real-life decision making problems and introduces general quantitative models. *Foundation Course.*

Module B 7.0 cr.

Financial Accounting 1.5 cr.

A continuation of basic accounting. It builds on the concepts, standards and practices of financial reporting to serve the needs of decision makers and establishes the foundation for financial statements analysis through the understanding of the relationships among the balance sheet, income statement and cash flow statement. *Prerequisite: Basics of Accounting. Foundation Course.*

Statistical Analysis for Management 2.0 cr.

Covers basic statistical concepts and introduces some advanced concepts and tools that are useful for managerial decision making. It deals with descriptive statistics, probability distributions, statistical inference from small and large samples of data, correlation and regression, forecasting and time series. The main objective is to acquire a fundamental understanding of the applicability of statistical analysis using a software package. In addition, participants will analyze cases from their own work experience and the literature. *Foundation Course.*

Marketing Management 1.5 cr.

Designed to offer a contemporary understanding of the management of marketing resources, this course provides a comprehensive coverage of key marketing management concepts. Issues covered include: designing marketing mix programs, identifying and addressing marketing opportunities and achieving competitive advantage through customer satisfaction and retention. *Foundation Course.*

Organizational Behavior and Organizational Design 2.0 cr.

Sets the base for the proper understanding of the organization’s structure, as well as the role of individual and group behavior within organizations. It focuses on comparative organizational designs and the interconnection between individuals, teams, structure and environment from a leader’s perspective. Concepts covered include communication, control, culture, motivation and change. *Prerequisite: Applied Behavioral Skills for Executives. Foundation Course.*

Theme II: Operational Management Skills 15.5 cr.

Module C 5.0 cr.

Management Accounting 1.5 cr.

Examines the use of accounting information by managers for decision making in order to improve overall performance and profitability. Topics covered include cost behavior, cost allocation methods, activity-based costing, budgeting and control, cost-volume-profit analysis and performance measurement. *Prerequisite: Financial Accounting.*

Human Capital and Human Resource Management 2.0 cr.

Develops an understanding of the main challenges of the HRM functions, notably the designing of coherent HR practices, such as job design, recruitment, training and development, performance appraisal, compensation, career development, outsourcing, and downsizing. It also addresses the strategic management of human capital, as well as the issues related to implementation and alignment. *Prerequisite: Organizational Behavior and Organizational Design.*

Basics of Economics for Executives 1.5 cr.

Introduces microeconomics and macroeconomics. The objective is to enhance understanding of how firms are influenced by the microeconomic and macroeconomic environments in which they operate. Topics covered include: demand and supply analysis, consumer behavior, production and costs, market structures, national output, inflation and unemployment, aggregate supply and aggregate demand, monetary and fiscal policies, the balance of payments and exchange rate policy. *Foundation Course.*

Module D 5.5 cr.

Business Information Technology 1.0 cr.

Examines information systems in organizations. The objective is to familiarize participants with key concepts in the use and management of IT in organizations. Topics covered include selected aspects of hardware, software, organizing data and information, telecommunication, electronic commerce, transaction processing systems, decision support systems, business intelligence systems, and systems development. *Foundation Course.*

Financial Management**2.0 cr.**

Provides an understanding of the key areas of financial management: financial analysis, break-even, investment decision-making (NPV, IRR, etc.). These topics are central to decisions made by executives regarding the goals and financial strategy of a corporation, as well as to analysis of financial statements and financial forecasting and planning. *Prerequisites: Basics of Finance and Financial Accounting.*

Operations and Quality Management**2.5 cr.**

Introduces operations management theories, technologies and methodologies with practical corporate applications. It discusses operating systems: production process, process design and flow analysis, time-to-market and responsiveness, project management, effects of uncertainty and waiting lines. It also examines classical ideas in quality management and statistical quality controls, as well as recent process-improvement ideas. Finally, it deals with inventory concepts and models. Case studies are used to highlight central issues. *Foundation Course.*

Module E**5.0 cr.****Corporate Finance****1.5 cr.**

Examines a broad range of issues faced by corporate financial managers in making decisions such as capital budgeting, capital structure, working capital and dividend policy. Using a case-based approach, it covers the application of asset pricing tools to evaluate projects, the capital structure decision and how it may affect firm value, how firms raise capital and set dividend policies and financial issues in mergers and takeovers. *Prerequisite: Financial Management.*

Business Models for Decision-Making**2.0 cr.**

Introduces the basic management-science models, solutions and their applications to decision-making problems in the private and public sectors. It covers the art and science of decision making under certainty and uncertainty, multi-objective decision making and simulation in business, with applications drawn from all business function areas. It uses spreadsheet tools to develop hands-on skills and stresses the logic associated with model development and formulation, interpretation of solutions, sensitivity analysis and limitations, using case studies. *Prerequisite: Basics of Decision Making.*

Corporate Legal Environment**1.5 cr.**

Relates business to its legal environment. It provides a broad analysis of how laws influence management decisions and strategies; reviewing the characteristics of various legal structures, setting the legal framework for doing business and focusing on how business decisions and transactions should comply with the law. It familiarizes participants with certain basic legal concepts relating to doing business on national and international levels. *Foundation Course.*

Theme III: The Executive as Strategist**14.5 cr.****Module F****6.5 cr.****Macro Business Analysis****1.5 cr.**

Further develops fundamental understanding of the macroeconomic environment in which the firm operates and the major forces that affect the level of economic growth. It focuses on the working and impact of fiscal, monetary and exchange rate policies. Topics covered include: aggregate demand and aggregate supply, fiscal policy and its impact on the level of economic activity, the budget deficit and private sector investment, the working of monetary policy and its impact on private investment, inflation and exchange rates, the various exchange-rate arrangements and international adjustments and interdependence, and public debt in emerging markets. *Prerequisite: Basics of Economics for Executives.*

Transnational Corporations**1.5 cr.**

An integrated view of the modern organization operating in an increasingly interrelated world and having to deal with national as well as international threats and opportunities. Topics covered include: the global business environment, cross-cultural challenges, dealing effectively with international employees, consumers and competitors and the management of global enterprises. *Prerequisite: Organizational Behavior and Organizational Design.*

Corporate Information Technology and Knowledge Management**2.0 cr.**

Addresses issues of effective management of information services and highlights the areas of greatest potential application of IT assets to gain strategic advantage and operational efficiencies. It covers development of an IT-enabled strategy and organizational process change. It is organized around a business view of the information services activity and examines the importance of knowledge to the organization's competitive advantage as well as its management, supported by IT. Leading technologies are highlighted in terms of importance to business, organization and information strategies. *Prerequisite: Business Information Technology.*

Leadership Theory and Practice**1.5 cr.**

Focuses on the concepts and skills needed for executive leadership in the modern organization. Emphasis is placed on leadership concepts such as vision, power, influence, motivation, values, attitudes, behavior, communication, leading strategic change and empowerment. It draws on case studies, role modeling exercises and personal assessment and development.

Module G**8.0 cr.****Logistics and Supply Chain Management****1.5 cr.**

Addresses planning, implementation and control of efficient and effective forward and reverse flow and storage of goods, services and related information between the point of origin and the point of consumption in order to meet customers' requirements. It covers supply chain strategy, matching supply/demand planning, inventory management, revenue management, procurement, management of third-party logistics providers and logistics-network design. It also includes coordination and collaboration among supply chain partners for achieving competitive advantage. Case studies are used to analyze supply chain decisions. *Prerequisite: Operations and Quality Management.*

Strategic Marketing Management**1.5 cr.**

Focuses on environmental factors that affect long-term marketing strategies and examines how firms adapt to the rapidly changing business environment. Topics include market orientation, marketing program development, growth strategies, innovation and strategic brand management, marketing research and implementation of marketing plans and assessment of performance. *Prerequisite: Marketing Management.*

Ethics and Corporate Social Responsibility**1.0 cr.**

Examines the challenges of ethical conflicts faced by modern-day corporations. The emphasis is placed on how the executive, as an agent of the corporation, should manage business practices and processes to produce an overall positive impact on society within the limits of individual and corporate responsibility. An emphasis will be placed on the development of a dynamic analytical process relating business decisions and ethical implications. *Foundation course.*

Strategic Financial Management**2.0 cr.**

Aims at providing an overview of the theory and practice of corporate finance. Throughout, emphasis is on how to use financial theory to solve practical problems. While complicated mathematical exposure is avoided where possible, emphasis is placed on developing a sound conceptual framework. The concept of shareholder wealth maximization is emphasized by showing the cost/benefit tradeoffs that the financial manager constantly confronts. *Prerequisites: Financial Management and Corporate Finance.*

Strategic Management**2.0 cr.**

A holistic and integrative course that develops an understanding of the strategies learned in management, operations, marketing, accounting and finance. Emphasis is on combining analytical, integrative, communication, and decision-making skills to develop and implement the strategic direction for an enterprise. Issues include formulation of alternatives and providing solutions and recommendations. *Prerequisites: All courses in Themes I and II.*

Theme IV: Strategy Implementation and Managing Change**6.0 cr.****Module H****6.0 cr.****Learning Organizations and Change Management****1.0 cr.**

Examines the issues involved in the development, implementation and management of change. Participants explore changes in the internal and external environment and focus on introducing creative and new ideas and systems in their organizations. It also discusses learning tools for effective management. Issues covered include learning from experience, development through education and training, building self-image, social learning, working with others and vicarious learning. The focus is on creating and maintaining an entrepreneurial mindset in individuals and groups at all levels of the organization. *Prerequisites: All courses in Themes I and II.*

Corporate Governance**2.0 cr.**

A study of the legal and financial accountability of corporations in conformity with corporate and securities disclosure laws. A variety of issues are considered including: the role of institutional investors, leveraged buyouts, management compensation packages and the role of the board of directors in ensuring an appropriate accountability system and the integrity of financial reporting. *Prerequisite: Strategic Financial Management.*

Negotiation and Conflict Management**1.0 cr.**

Focuses on the development of analytical and behavioral skills for resolving conflict and negotiating successfully. Emphasis is placed on cross-cultural communication, advanced negotiation and power and influence. Topics covered also include developing strategies and techniques for improving negotiation and applying appropriate approaches to conflict management. Simulations are used extensively throughout.

Strategic Planning Implementation**1.0 cr.**

Explores the application of effective strategic planning processes in the real world. Topics covered include the underlying concepts of planning and control, as well as the practical and theoretical issues surrounding the planning process at both the business-unit and the corporate levels. *Prerequisite: Strategic Management.*

Practicum**1.0 cr.**

Participants undertake a successful "consulting" project within their own organization, identifying a challenge or an opportunity they seek to address and undertaking the appropriate analysis leading to a recommended course of action. Participants are encouraged to apply (and integrate) several analytical tools and organizational skills learned in various courses of the program. *Prerequisites: All courses in Themes I and II.*

The MBA Program

Philosophy

The MBA program has been in existence at AUB since the mid 1940s and is committed to the highest standards of quality in graduate management education. The MBA is intended for ambitious professionals on track to becoming senior line managers and provides a dynamic balance between a top-down strategic mindset and a bottom-up operational orientation. While the program develops systematic, big-picture thinking and problem framing, it underscores the importance of implementation, execution and results-based management for maximum impact.

The OSB MBA has a number of characteristics that warrant its leadership status:

- Continuously reviewed and updated programmatic content, benchmarked against international best-practices in graduate management education
- Rigor of admission standards unparalleled in the region
- Alignment with AACSB accreditation standards, whose fulfillment is a strategic target of the program
- Maintaining a careful balance between a holistic core and a flexible menu of focused concentration electives
- Academic computing and technical support that ensures maximum e-learning opportunities
- An explicit focus on leadership, in keeping with the AUB tradition of producing corporate and business executive talent of the finest caliber
- An educational process that is student-driven, team-based and group-oriented
- On-going assessment of learning outcomes geared toward continuous improvement

Admission to the Program

Normally, there are two admission deadlines a year; in April, for enrollment in the following fall, and in November, for enrollment in the following spring.

Criteria for Admission

To be eligible for admission to the MBA program, an applicant must hold a university degree recognized by AUB and meet the English Language Proficiency Requirement (ELPR) of the University.

Admitted applicants will normally have attained the following:

- An undergraduate average of 80 or equivalent in any major
- A recent (no older than 5 years at the time the application is submitted) GMAT score of no less than 570
- Two years of relevant work experience
- A successful personal interview (optional and by invitation at the discretion of the OSB Graduate Studies Committee)

As per AUB's bylaws, the Graduate Studies Committee shall act on admission to graduate work of all applicants. For additional information on graduate admissions, refer to the Admissions section of this Catalogue.

The Application Process

To apply for admission to the MBA program, an applicant must submit all of the following:

- An application form
- Two letters of recommendation
- Official transcripts for all undergraduate and/or graduate course work
- A TOEFL score report, if required
- A GMAT score report
- An application fee
- A curriculum vita

Program Outline

Overview

Students admitted to the MBA program without being required to take any of the 18 credits of pre-MBA foundation courses should complete a total of 42 credit hours of course work. A core of 24 credit hours and a 3-credit hour MBA project are required of all students. The remaining 15 credit hours are covered by elective courses. If a student chooses to pursue a concentration, then at least 12 credit hours of electives must be taken in one of the following concentration areas: accounting; finance; management; marketing; or business information and decision systems. Alternatively, a student who opts for a generic MBA may choose electives from the various concentrations. The program is designed to allow a full-time student to complete all requirements (excluding pre-MBA foundation courses) in 14 months.

Foundation Courses

Foundation courses (FOLC) are "level-setting" and intended for students who need basic remedial work across the disciplines. All FOLC exemption decisions are subject to the approval of the OSB Graduate Studies Committee, which may, depending on academic background, offer a student the option of taking an exemption test, once only, for a non-refundable fee of \$100 per test.

The Curriculum

Pre-MBA Foundation Level Courses (18 credits)			Credits
FOLC	301A	Survey of Financial Accounting	2
FOLC	301B	Survey of Managerial Accounting	2
FOLC	302A	Survey of Financial Management	2
FOLC	303A	Statistical Analysis for Business I	1.5
FOLC	303B	Statistical Analysis for Business II	1.5
FOLC	304A	Survey of Microeconomics	2
FOLC	304B	Survey of Macroeconomics	1
FOLC	305A	Survey of Management	1.5
FOLC	305B	Survey of Marketing	1.5
FOLC	306A	Introduction to Management Information Systems	1.5
FOLC	306B	Introduction to Managerial Decision Making Models	1.5

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 Required Core Business Courses (24 credits)			
ACCT	301	Financial Reporting and Analysis	3
BUSS	300	Business Research Methods	1.5
BUSS	310	Effective Communication	1
BUSS	315	Advanced Business Analysis	2
BUSS	325	Managerial Diagnostic Workshop	0
BUSS	349	Advanced Seminar in Strategic Management	3
DCSN	300	Models for Decision Making I	1.5
DCSN	305	Supply Chain Management	1.5
FINA	306	Intermediate Corporate Finance	3
INFO	300	Corporate Information Technology	1.5
MNGT	306	Leadership and Behavior in Organizations	3
MKTG	306	Marketing Management	3

			24
 The MBA Project (3 credits)			
BUSS	398	MBA Project	3
 Electives (3 credits)			
Business Electives from Concentration (or any business electives if no concentration)			12
Any Business Electives			3

			15
 Grand Total (with FOLC Courses)			60
Grand Total (without FOLC Courses)			42

Program Delivery

MBA Program delivery flexibly caters to the time demands of the working professional. The program can be completed in 14 months (excluding FOLC courses), but may take up to three and a half years, depending on enrollment status and course load.

Upon admission, MBA students should specify whether they will be enrolled full time or part time.

A maximum of 12 credits and minimum of 6 credits are required for full-time MBA status each regular semester, and a maximum of 9 credits in the summer term.

A maximum of 6 credits and minimum of 3 credits are required for part-time MBA status each regular semester or summer session. A part-time student must complete a minimum of 11 credits in an academic year, including the summer term.

Any request for taking a course load below the minimum or exceeding the maximum limits stated above must be approved by the OSB Graduate Studies Committee. All requirements for the MBA degree must be completed within a maximum of four years after admission to graduate study.

OSB recommends the following study plan:

Pre-Term

Semester 1 (Fall)			Credits
FOLC	301A	Survey of Financial Accounting	2.0
FOLC	301B	Survey of Managerial Accounting	2.0
FOLC	303A	Statistical Analysis for Business I	1.5
FOLC	303B	Statistical Analysis for Business II	1.5
FOLC	304A	Survey of Microeconomics	2.0
			Total 9.0

Semester 2 (Spring)			Credits
FOLC	304B	Survey of Macroeconomics	1.0
FOLC	302A	Survey of Financial Management	2.0
FOLC	305A	Survey of Management	1.5
FOLC	305B	Survey of Marketing	1.5
FOLC	306A	Introduction to Management Information Systems	1.5
FOLC	306B	Introduction to Managerial Decision Making Models	1.5
			Total 9.0

Year 1

Semester 1 (Fall)			Credits
ACCT	301	Financial Reporting and Analysis	3.0
BUSS	300	Business Research Methods	1.5
BUSS	310	Effective Communication	1.0
BUSS	315	Advanced Business Analysis	2.0
DCSN	300	Models for Decision Making I	1.5
DCSN	305	Supply Chain Management	1.5
			Total 10.5

Semester 2 (Spring)			Credits
BUSS	325	Managerial Diagnostic Workshop	0
MKTG	306	Marketing Management	3.0
FINA	306	Intermediate Corporate Finance	3.0
MNGT	306	Leadership and Behavior in Organizations	3.0
INFO	300	Corporate Information Technology	1.5
			Total 10.5

Summer Session			Credits
Business Elective		For Students Pursuing Concentration: Business Elective from the Concentration Area For Students not Pursuing Concentration: Any Business Elective	3.0
Business Elective		For Students Pursuing Concentration: Business Elective from the Concentration Area For Students not Pursuing Concentration: Any Business Elective	3.0
			Total 6.0

Year 2

Semester 3 (Fall)			Credits
Business Elective		For Students Pursuing Concentration: Business Elective from the Concentration Area For Students not Pursuing Concentration: Any Business Elective	3.0
Business Elective		For Students Pursuing Concentration: Business Elective from the Concentration Area For Students not Pursuing Concentration: Any Business Elective	3.0
BUSS	349	Advanced Seminar in Strategic Management	3.0
			Total 9.0

Semester 4 (Spring)		Credits
Business Elective	For Students Pursuing Concentration: Business Elective from the Concentration Area For Students not Pursuing Concentration: Any Business Elective	3.0
BUSS 398	Project (graded Pass/Fail)	3.0
		Total 6.0

Academic Policies

ETS Testing

MBA students must complete in their last term a three-hour Educational Testing Service (ETS) Major Field Test in Business in order to graduate. The ETS major field test is critical to OSB's AACSB business accreditation initiative. The results of this test will be used to measure student academic achievement and growth and to evaluate the educational outcomes of OSB's MBA program for continuous improvement.

Academic Rules and Regulations

University Academic Rules and Regulations on courses, grades, probation and dismissal apply. The minimum passing grade in a course is 70. Students in the MBA program are required to maintain a cumulative average of at least 80 in all courses taken for graduate credit.

Academic Advisers

Each student has an academic adviser who must approve the student's schedule each semester. The General University Academic Information section of this catalogue provides further information on academic advisers.

MBA Courses

MBA Course Prefixes

MBA courses all have a prefix indicating the discipline: ACCT (accounting), DCSN (Business Decision Systems), ENTM (Entrepreneurship), FINA (Finance), INFO (Business Information Systems), MKTG (Marketing) and MNGT (Management). Pre-MBA foundation courses, labeled by the prefix FOLC (Foundation Level Course), are required of students who need remedial courses before taking regular MBA courses. Integrative and multi-disciplinary core courses that do not belong to a particular discipline are labeled by the prefix BUSS.

FOLC and BUSS Courses

FOLC 301A Survey of Financial Accounting 2 cr.
A general survey of financial accounting. Topics covered include accounting as an information system, measuring and reporting assets, liabilities and stockholders' equity.

FOLC 301B Survey of Managerial Accounting 2 cr.
A general survey of managerial accounting. Topics covered include interpretation and analysis of management accounting information, planning and control of operations, cost behavior and measurement and performance measurement and evaluation. *Prerequisite: FOLC 301A or equivalent.*

FOLC 302A Survey of Financial Management 2 cr.
Combines the principles of financial management of the firms with the functions of capital markets, discounted cash flows, risk and assets valuation, basics of capital budgeting, cost and structure of capital, short-term and long-term financial decisions. *Co-requisite: FOLC 301B or equivalent.*

FOLC 303A Statistical Analysis for Business I 1.5 cr.
Covers key concepts of probability and randomness and provides grounding in fundamentals of graphical summarization, sampling and estimation, confidence intervals, hypothesis tests, and analysis of variance. Use of spreadsheets and interpretation of the output of analyses are emphasized.

FOLC 303B Statistical Analysis for Business II 1.5 cr.
Covers simple regression and correlation, multiple regression, introduction to nonparametric statistics, and goodness-of-fit tests and contingency analysis. The latter part provides an introduction to some applied topics (e.g., statistical process control and time-series analysis and forecasting). Use of spreadsheets and interpretation of the output of analyses are emphasized.

FOLC 304A Survey of Microeconomics 2 cr.
Covers basic principles of managerial economics. Topics include goals of the firm and optimization techniques; demand analysis, measurement, and forecasting; theory and measurement of production and cost and pricing under different market structures.

FOLC 304B Survey of Macroeconomics 1 cr.
Covers basic principles of macroeconomics. Topics include national income accounts, aggregate demand and supply and income determination model. *Prerequisite: FOLC 304A or equivalent.*

FOLC 305A Survey of Management 1.5 cr.
A general survey of management. Topics include functions of management (planning, organizing, leading, and controlling), schools of management thought, management in a global environment and ethical issues in organizations.

FOLC 305B Survey of Marketing 1.5 cr.
A general survey of marketing. Topics include concepts and functions of marketing, the 4 Ps of marketing (Product, Price, Place, and Promotion) and introduction to marketing strategies.

FOLC 306A Introduction to Management Information Systems 1.5 cr.
Introduces the use of information technology and information systems (IT/IS) in business and surveys the key role of information and its automation in a value chain, support of business processes and conduct of business transactions.

FOLC 306B Introduction to Managerial Decision Making Models 1.5 cr.
A spreadsheet-based introduction to the deterministic and stochastic models used in modern managerial decision making, with examples taken from various functional areas of management. Emphasis is placed on model formulation and analysis of output.

BUSS 300 Business Research Methods 1.5 cr.

Provides an introduction to the main theories and practices in the field of business-research methods and offers examples highlighting specific issues faced by both business school students and managers. It aims to show how to do research and to help locate issues of research method within a wider context. Topics include research strategies and research designs, methods of quantitative research and design of experiments, methods of qualitative research, combining quantitative and qualitative research, E-research, writing up business research and ethics in business research. *Prerequisite: FOLC 303B or equivalent.*

BUSS 305 Advanced Managerial Economics 2 cr.

An advanced treatment of the theory of the firm. Topics include different pricing techniques, government regulation of the industry, competitive markets under asymmetric information, regulation and pricing of public utilities, externalities and market failure, long-term investment decisions of the firm and international aspects of managerial economics. *Prerequisite: FOLC 304A or equivalent.*

BUSS 310 Effective Communication 1 cr.

An intensive 15-hour course focusing on modern corporate communication as a key to performance improvement and customer satisfaction. Hands-on applications, including role playing, circulation and team work, are emphasized.

BUSS 315 Advanced Business Analysis 2 cr.

Enhances understanding of how firms are influenced by the microeconomic and macroeconomic environments in which they operate. On the microeconomic level, topics include pricing decisions in practice, externalities and government regulation, and risk and uncertainty in managerial decision making. On the macroeconomic level, it discusses the IS-LM model and uses it to demonstrate the effect of fiscal and monetary policies on the economy. It pays particular attention to the open economy. It focuses on the balance of payments, exchange rate determination, and macroeconomic policy under both fixed and floating exchange rates, and concludes with a discussion of economic depression, hyperinflation and budget deficits. *Prerequisites: FOLC 304A and FOLC 304B or equivalents.*

BUSS 325 Managerial Diagnostic Workshop 0 cr.

An intensive 15-hour module designed to enhance in-house consulting know-how through hands-on exposure to tools of analysis, diagnosis, and problem solving. *Prerequisite: FOLC 305A or equivalent.*

BUSS 349 Advanced Seminar in Strategic Management 3 cr.

An advanced course on strategic management philosophy, methodology and tools in local and global settings. Special emphasis is placed on competitive positioning and strategic analysis using an applied, hands-on approach. It involves case writings and analysis. *Prerequisites: minimum 18 credits of core MBA courses including MKTG 306 and MNGT 306.*

BUSS 398 Project 3 cr.

Based on results of original, independent research, it must be undertaken, in partial fulfillment of the requirements for the degree, upon the completion of at least 33 credits of core and elective courses. Each student is assigned a committee consisting of an adviser (first reader) and a second reader who supervises and guides the participant throughout the research project. It is the responsibility of the student to select a topic to be approved by his/her readers and then by the OSB Graduate Studies Committee. Students wishing to register must submit a proposal two weeks prior to their scheduled online registration. Students who are unable to finish the requirements within one semester can, with the consent of their readers, register for up to three additional times. Exceptionally, additional registration may be approved by the OSB Graduate Studies Committee. Students pay for the three credits on their first registration, but are not billed for the additional registration rounds.

MBA Courses in the FAME (Finance, Accounting, and Managerial Economics)**Track**

The track offers two concentrations: accounting and finance. Students wishing to focus further in the finance area can choose one of the following clusters of courses: (1) risk management, (2) portfolio management, or (3) financial management. Each of these clusters helps the student pursue a particular career path in the concentration area.

Risk management cluster: FINA 318, FINA 337 or FINA 339, FINA 346, any other finance elective, and any other 3-credit business elective including a FINA or ACCT course

Portfolio management cluster: FINA 315, FINA 318, FINA 320, FINA 335, and any 3-credit business elective including a FINA or ACCT course

Financial management cluster: FINA 325, FINA 340, FINA 341, FINA 342, and any 3-credit business elective including a FINA or ACCT course

MBA Accounting Courses**ACCT 301 Financial Reporting and Analysis 3 cr.**

Integrates contemporary corporate financial reporting issues with financial analysis, interpretation, and performance evaluation, using a case approach. It presents an in-depth discussion of factors affecting analysis of business organizations and business strategy issues, and explores measurement of items on financial statements, disclosures, standard-setting issues, financial reporting internationally, financial reporting implications and investment evaluation. *Prerequisites: FOLC 301A and 301B or equivalents.*

ACCT 315 Intermediate Financial Accounting II 3 cr.

A review of generally accepted accounting principles, current and long-term assets and liabilities, consolidated statements, multinational accounting and interim reporting and disclosures. *Prerequisites: FOLC 301B or equivalent and instructor's approval for BBA holders.*

ACCT 320 Profit Planning and Control 3 cr.

Deals with comprehensive profit planning and control, sales planning and control, planning production, planning expenses, development and application of variable budgets, techniques and managerial application of cost-volume-profit analysis, performance reports for management control and analysis of budget variances. *Prerequisite: FOLC 301B or equivalent.*

ACCT 322 Taxation-Issues and Problems 3 cr.

Deals with tax laws in Lebanon, computation of taxes, sources of differences between pre-tax accounting income and taxable income, timing differences, legal provisions, carry-back and carry-forward of operating and capital losses, and evaluation of inter-period tax allocation. *Prerequisites: FOLC 301B or equivalent and instructor's approval for BBA holders.*

ACCT 325 Advanced Auditing 3 cr.

Covers financial statement audits and auditors' responsibilities, audit objectives, evidence and working papers, materiality, risk, preliminary audit strategies, internal control, audit testing methodology, auditing the transaction cycles and completing the audit, reporting and other services. *Prerequisite: ACCT 315.*

ACCT 330 Accounting Theory 3 cr.
Presents the principal approaches and proposed solutions to the problem of formulating an accounting theory. The emphasis is on the current issues in defining the elements of an accounting theory; namely, the objectives of financial statements, the fundamentals of accounting, the asset valuation and income determination concepts and the future scope of accounting. *Prerequisite: ACCT 315.*

ACCT 332 Governmental Accounting 2 cr.
Focuses on governmental financial reporting, governmental accounting structure of funds, use of budgetary accounting, an overview of general fund procedures, financial reports of the general fund, other governmental funds, proprietary funds and fiduciary funds. *Prerequisite: ACCT 315.*

ACCT 335 IAS Workshop 1 cr.
Covers recent International Accounting Standards, proposals and pronouncements. *Prerequisite: FOLC 301B or equivalent.*

ACCT 340 Activity Based Costing 2 cr.
Covers the components of activity-based costing systems, activity analysis, activity-based management, identifying value-added and non value-added activities, benchmarking value-added activities and cost management through a total quality management system. *Prerequisite: FOLC 301B or equivalent.*

ACCT 345 Financial Statements Analysis 2 cr.
Deals with major financial statements, including the foundations of ratio and financial analysis, analyzing current assets, investments, fixed assets, current and long-term liabilities and owners' equity. *Prerequisite: FOLC 301B or equivalent.*

ACCT 350 Special Topics 1, 2, or 3 cr.
An analysis of contemporary accounting issues and problems. It may be repeated for credit when the topics vary. *Prerequisite varies with the topic and is noted in the course schedule. Credits depend on the course offered.*

ACCT 351 Accounting Tutorial 0.5-3 cr.
Provides opportunities for students to pursue directed study readings and preliminary research relevant to their concentration when existing courses do not offer the required subject matter. It includes presentation of a report on the work. *Prerequisite: FOLC 301 or equivalent.*

MBA Finance Courses

FINA 306 Intermediate Corporate Finance 3 cr.
Covers topics such as financial management decision-making, financial planning, forecasting and valuation models, capital budgeting under uncertainty, modern capital structure theories, leasing, equity and debt financing, modern dividend theories, working capital policies, ethical issues in finance, and mergers and acquisitions using cases simulating real-world decision making. *Prerequisite: FOLC 302A; Co-requisite: ACCT 301.*

FINA 315 Investment Analysis and Evaluation 3 cr.
An analysis of investments in financial securities that focuses on securities markets, investment risk-return trade-off, asset pricing models, and stock price behavior in relation to the capital market efficiency hypotheses. Particular emphasis is placed on stocks, bonds, and financial futures and options. *Prerequisites: FOLC 302A or equivalent and instructor's approval for BBA holders.*

FINA 318 Derivative Securities 3 cr.
Emphasizes derivatives theories and applications, derivatives exchanges, valuation of derivatives (futures, forward, swaps, standard and exotic options on different underlying assets), trading practices and regulations, management of financial risks and empirical evidence on derivative markets efficiency. *Prerequisite: FINA 306 or equivalent.*

FINA 320 Investment Banking 3 cr.
Designed to meld the practical and the theoretical aspects of investment banking, focusing on a review of syndication and underwriting, advisory services, clearing and funding operations, corporate restructuring, evaluation of capital investment opportunities and integrating financial engineering into real-world investment banking applications. *Prerequisite: FINA 306 or equivalent.*

FINA 325 Global Finance 3 cr.
A study of global financial markets and instruments. Topics covered include financial and investment decisions in an international environment, operations of international money and capital markets, management of foreign exchange risk, working capital management, direct foreign investment, political risk analysis and currency derivatives forward and swap markets. *Prerequisites: FOLC 302A or equivalent and instructor's approval for BBA holders.*

FINA 330 Banking Risk Management 3 cr.
Deals with financial decision-making procedures and policies of commercial banks. The focus is on regulatory environment, strategic credit decision, international banking, applications of financial engineering in risk management and management of assets and liabilities of commercial banks using the portfolio analysis approach and capital adequacy indicators. Case work is emphasized. *Prerequisites: FINA 306 or equivalent and instructor's approval for BBA holders.*

FINA 335 Portfolio Theory and Management 3 cr.
Addresses the investment management processes, investment objectives and constraints, investors' attitudes and behavior, modern portfolio theories, selection and timing skills, asset allocation methods, active versus passive investment strategies, trading practices, swaps, performance evaluation, evaluation of current events in the financial press and the role of derivatives in managing securities risk, using a case study and simulation approach. *Prerequisite: FINA 315 or equivalent.*

FINA 337 Market Risk Measurement and Management 3 cr.
Aims to give hands-on experience of the techniques used by risk professionals to measure and manage market risk. The topics covered include emerging market risks, including currency crises, Value-at-Risk (delta-normal, historical simulation, Monte Carlo), conditional value-at-risk, risk budgeting, stress testing, liquidity risk and measuring and managing corporate exposures, including cash flow at risk. *Prerequisite: FINA 306.*

FINA 339 Operational Risk Measurement and Management 3 cr.
Provides an overview of the types of operational risk that financial institutions face and the integrated risk-management techniques they use. It covers topics such as operational VAR, hedging operational risk using financial engineering, insuring operational risk, measuring firm-wide risk and evaluation of the performance of risk management systems. An integral part is the foundation and advanced approach of operational risk as developed by the Bank of International Settlement. *Prerequisite: FINA 318 or FINA 337 or instructor's approval.*

FINA 340 Advanced Corporate Finance 3 cr.
Emphasizes strategic financial policies in theory and practice, and the formulations and implementations of financial policies through the case study approach. Case analysis covers issues such as management of short-term and long-term assets, raising capital, distribution and retention of earnings, agency problems, mergers and acquisitions, corporate failure and restructuring. *Prerequisite: FINA 306 or equivalent.*

FINA 341 Corporate Governance 3 cr.

A study of legal accountability in conformity with corporate and securities disclosure laws, market for corporate control, the role of institutional investors, leveraged buyouts, hiring and firing strategies, management compensation packages and the role of the board of directors in ensuring an appropriate accountability system and the integrity of financial reporting. *Prerequisite: FINA 306 or equivalent.*

FINA 342 Entrepreneurial Finance 3 cr.

Explores financial issues that face entrepreneurs, including the stages of financing, business cash flow models, and strategic positioning of the early-stage company. It also examines the role of angel investors, venture capital funds, institutional investors, strategic alliances, licensing agreements, and exit strategies; and analyzes the unique financial issues facing entrepreneurial firms. Topics include assessing financial performance, financial forecasting and planning, financial management of rapidly growing businesses, start-up ventures, valuation, sources of financing, venture capital, initial public offering, and the decision to harvest. *Prerequisite: FINA 306.*

FINA 345 Computerized Financial Models 3 cr.

Uses spreadsheets and advanced computer software to enhance presentation skills of finance professionals, reinforces the depth of financial forecasting and financial analysis, and deals with finance issues faced by corporations and portfolio analysis. Computer modeling is emphasized. Equal emphasis is on learning how to make decisions regarding the analysis of investment in new (replacement and expansion) projects by conducting a comprehensive feasibility study along with learning what-if scenarios and sensitivity analysis in risk management. *Prerequisite: FINA 306.*

FINA 346 Credit Risk Analysis in Financial Institutions 3 cr.

Uses analytical tools and case studies to highlight various risks encountered in trade finance and other types of short-term and long-term lending to corporate customers. The material also covers the rating and pricing of risk, teaches the analysis of sovereign risk and other risk emanating from the market, the type of business, management and the structure of the facilities. *Prerequisite: FINA 306.*

FINA 350 Special Topics 1, 2, or 3 cr.

An analysis of contemporary financial issues and problems. It may be repeated for credit when the topics vary. *Prerequisite varies with the topic and is noted in the course schedule. Credits depend on the course offered.*

FINA 351 Finance Tutorial 0.5-3 cr.

Provides opportunities for students to pursue directed study readings and preliminary research relevant to their concentration when existing courses do not offer the required subject matter. It includes presentation of a report on the work.

MBA Courses in the MM & E (Management, Marketing and Entrepreneurship) Track

The track offers two concentrations: General management and marketing.

The recommended list of elective courses for the organizational behavior and human resource management concentration are MNGT 332, MNGT 336, MNGT 340, MNGT 345, and any other 3-credit business elective including a MNGT or MKTG course.

The recommended list of elective courses for the Marketing concentration is MKTG 311, MKTG 312, MKTG 315, MKTG 341, and any 3-credit business elective including a MNGT or MKTG course.

MBA Management Courses**ENTM 310 Entrepreneurship and Venture Capital 2 cr.**

An analysis of the problems facing newly established businesses. Topics covered include personnel, capital, marketing, accounting, alternative financing scenarios, leasing and venture project evaluations. *Prerequisites: FOLC 305A and FOLC 305B or equivalents and ACCT 301.*

MNGT 306 Leadership and Behavior in Organizations 3 cr.

An analytical excursion into the behavioral aspects of the modern workplace, including such processes as leadership, communication, motivation, conflict resolution and team building. Particular attention is accorded to leadership as a focal point of group processes and as a critical ingredient in successful organizational endeavors and transformations. *Prerequisite: FOLC 305A or equivalent.*

MNGT 319 Change Management 3 cr.

Examines in depth the change management process as a central paradigm in modern management theory and practice. It spans a broad spectrum, including different change models and the various organizational forces that enable and resist change; change processes at the individual, group, and organizational levels. It also introduces theories, tools, approaches and key competencies for managing change, as well as practical case studies in the management of change. *Prerequisite: FOLC 305A or equivalent.*

MNGT 320 Emerging Issues in Management Theory and Practice 3 cr.

Helps students keep pace with rapid developments in managerial know-how, covering both conceptual breakthroughs and innovative applications. It focuses on the rapidly changing intellectual landscape in management, in an attempt to discuss future directions and dominant trends in the making. The intended learning output is to ensure students' preparedness for the sharp edge of management practice. *Prerequisite: FOLC 305A or equivalent.*

MNGT 330 Total Quality Management 3 cr.

An advanced analytical account of TQM as a modern management philosophy and a program for achieving and sustaining customer satisfaction. Relevant TQM knowledge base is highlighted, with emphasis on the executive role and intensive use of practical applications. *Prerequisite: FOLC 305A or equivalent.*

MNGT 332 Human Capital Management 3 cr.

An advanced analysis of the human resource function and the challenge of managing human capital in a modern corporation. It highlights the interrelationships of the different human-resource-management functions and the strategic role of HR in today's environment, and capitalizes on new trends and actual case examples to illustrate current HR best practices. *Prerequisite: MNGT 306.*

MNGT 336 Employment, Placement, and Personnel Planning 3 cr.

An examination of the models and practices of human resource planning, with particular emphasis on projections of human resource requirements. The purpose is to impart the skills and knowledge needed to contribute to organizational staffing and HR planning activities. Topics covered include the practical aspects of making personnel decisions, designing and implementing training programs and selection criteria for staffing different types of companies. *Prerequisite: MNGT 306.*

MNGT 338 Comparative Management Systems 3 cr.

Over recent years the literature has come to recognize four major paradigms of management, the North American, Japanese, Western European and Arab. This course explains the development, salient features, and internal coherence of each paradigm that distinguishes it from the others. Economic, institutional, and structural variables, as well as socio-cultural conditions underlying each paradigm, are discussed, focusing on HRM practices. *Prerequisite: MNGT 306.*

MNGT 340 Organization Theory 3 cr.
An analytical overview of management thinking with special emphasis on concept-formation, methodology, organizational models, management functions, processes and major schools of thought. *Prerequisite: MNGT 306.*

MNGT 345 Compensation Management Systems 3 cr.
Centers on the development and implementation of successful performance management systems. It addresses the design of valid performance measures, selection of appropriate measurement formats, and diagnosis of performance problems. It also covers implementation issues, such as facilitating effective performance-feedback interviews, coaching employees, handling poor performance and documenting performance problems. It also tackles the effective management of worker compensation and covers emerging issues in compensation management in modern organizations. *Prerequisite: MNGT 306.*

MNGT 348 Advanced Negotiation Workshop 1 cr.
An intensive 15-hour course on negotiation skills as a key executive competency with ample internal and external uses. An applied, hands-on approach is adopted. *Prerequisite: BUSS 310.*

MNGT 350 Special Topics 1 or 3 cr.
An analysis of contemporary management issues and problems. It may be repeated for credit when the topics vary. *Prerequisite varies with the topic and is noted in the course schedule. Credits depend on the course offered.*

MNGT 351 Management Tutorial 0.5-3 cr.
Provides opportunities for students to pursue directed study readings and preliminary research relevant to their concentration when existing courses do not offer the required subject matter. It includes presentation of a report on the work.

MBA Marketing Courses

MKTG 306 Marketing Management 3 cr.
Deals with the fundamental aspects of marketing as it relates to the whole business enterprise. Topics covered include marketing in the twenty-first century, analyzing marketing opportunities, developing and analyzing marketing strategies, making marketing decisions and managing and delivering marketing programs. *Prerequisite: FOLC 305B or equivalent.*

MKTG 311 Applied Market Research 3 cr.
Teaches the market research process by conducting actual field research on a topic the students choose. Through team projects, students learn to identify problems and formulate hypotheses, gather information via questionnaires that they design and write up the results and present their findings orally to the class. *Prerequisites: MKTG 306 and BUSS 300.*

MKTG 312 Consumer Behavior 3 cr.
Uses a behavioral science perspective to describe, understand and predict the behavior of consumers in the marketplace. It also magnifies the basic decision-making processes followed by consumers when faced with a choice situation. *Prerequisite: MKTG 306.*

MKTG 315 Advertising and Promotion 3 cr.
Covers the topics of the concept, practice, and environment of integrated marketing communications; targeting, communicating and persuading; advertising management; sales promotion management; public relations, sponsorship marketing and personal selling. *Prerequisite: MKTG 306.*

MKTG 325 Services Marketing Management 3 cr.
Addresses topics such as creating a sustained competitive advantage, designing the service delivery system, creating a service culture, building customer loyalty, exploiting the virtual value chain, reengineering the delivery system, delivering services on the Web, implementing total quality management program, and globalization of services. *Prerequisite: MKTG 306.*

MKTG 341 Global Marketing Strategy 3 cr.
An examination of the global strategic marketing task through the eyes of the marketing manager. Topics covered include understanding the global marketing environment, analyzing global marketing opportunities, developing global marketing strategies, designing global marketing program and managing the global effort. *Prerequisite: MKTG 306.*

MKTG 350 Special Topics 1 or 3 cr.
An analysis of contemporary marketing issues and problems. It may be repeated for credit when topics vary. *Prerequisite varies with the topic and is noted in the course schedule. Credits depend on the course offered.*

MKTG 351 Marketing Tutorial 0.5-3 cr.
Provides opportunities for students to pursue directed study readings and preliminary research relevant to their concentration when existing courses do not offer the required subject matter. It includes presentation of a report on the work. *Prerequisite: MKTG 306.*

Courses in the BIDS (Business Information and Decision Systems) Track

The track offers a concentration in business information and decision systems.

MBA Decision Systems Courses

DCSN 300 Models for Decision Making I 1.5 cr.
Addresses business models for decision making based on mathematical programming. Students gain familiarity with management science concepts and acquire skills in building decision-making models and interpreting their results. Models and case studies are drawn from diverse application areas, e.g., planning; scheduling; loading and cutting; ground and air transport; timetabling and personnel planning; economics and finance; telecommunication network design and facility location and layout. *Prerequisites: FOLC 303B and FOLC 306B or equivalents.*

DCSN 305 Supply Chain Management 1.5 cr.
Addresses supply chain management as a source of competitive advantage. It covers procurement, logistics, inventory management, warehousing, network design and information communication in the context of the supply chain. Emphasis is placed on improving performance of the supply chain through coordination strategies and use of analytical tools. Case studies and discussion of current developments form an integral part of the course. *Prerequisites: FOLC 303B and FOLC 306B or equivalents.*

DCSN 310 Operations and Process Management 3 cr.
Gives an overview of the strategic and tactical decisions involved in operating a production or service system for sustainable competitive advantage. Topics include operations strategy framework; process management; management of technology; work-force management; total quality management and statistical quality control; capacity, location, and layout planning; inventory management; aggregate planning; material requirement planning; master production scheduling; business forecasting and scheduling and managing complex projects. *Prerequisites: DCSN 300 and DCSN 305.*

DCSN 315 Performance Management 3 cr.
Addresses various aspects of measuring performance and ensuring quality of products and operations. Topics include total quality management; statistical quality control; Six sigma; ISO standards and implementation; performance metrics and balanced scorecards. *Prerequisite: DCSN 310.*

DCSN 320 Models for Decision Making II 3 cr.
Addresses business models for decision making with emphasis on uncertainty models. Students gain familiarity with management science concepts and acquire skills in modeling for decision making through the use of appropriate tools. Topics include data envelopment analysis; multi-criteria decision making, analytical hierarchy process, decision trees, Markov chain models, management of congested service systems (queues) and Monte Carlo simulation. *Prerequisite: DCSN 300.*

DCSN 351 Decision Systems Tutorial 0.5-3 cr.
Provides opportunities for students to pursue directed study readings and preliminary research relevant to their concentration when existing courses do not offer the required subject matter. It includes presentation of a report on the work. *Prerequisite: DCSN 300.*

MBA Management Information Systems Courses

INFO 300 Corporate Information Technology 1.5 cr.
Examines theories, concepts, principles, and applications for managing the information technology and information systems (IT/IS) function. Topics include strategic planning of IT/IS activities; project-level planning and management; role of chief information officer; structuring IT/IS organization to meet key customer needs; achieving balance between in-sourcing and out-sourcing of IT/IS; managing IT/IS human resources; managing IT/IS data resources; managing IT/IS acceptance by user; managing relationships with stakeholders in IT/IS development and use processes. *Prerequisite: FOLC 306A or equivalent.*

INFO 305 Data and Information Management 3 cr.
Provides an overview of key topics in designing, building, and managing information systems (IS) that incorporate database management systems (DBMS) as their foundation. Topics include fundamentals of DBMS technology and their application in IS development; mastering technology issues based on data/information as a valuable business resource; new IS business uses enabled by advances that build upon the core DBMS technology; information systems development life cycle; techniques for researching system requirements; analyzing and modeling organizational processes and data and development and implementation of information systems in organizations. It also provides hands-on experience in the analysis and design of a system and developing a database application using a state-of-the-art DBMS. *Prerequisite: INFO 300.*

INFO 310 Enterprise and Systems Integration 3 cr.
Addresses the issues and solutions involved in internal coordination and external customer focus through integrated processes, using an enterprise approach to information systems. The two primary approaches to integration; namely, ERP systems and enterprise application/data integration are covered, with emphasis on the business and technical principles of each approach, as well as their pros and cons. The role of business intelligence systems in enterprise integration is considered. Using class projects, the insights gained are applied to real situations. *Prerequisite: INFO 300.*

INFO 315 E-Commerce Business Models and Technologies 3 cr.
Provides both the strategic and technical essentials of what a manager needs to know in order to manage and lead an electronic commerce (EC) initiative. Topics include EC business models, economics of information goods, virtual value chain, impact of EC on organizational strategy and industry structure, in-depth assessment of successful EC strategies, and emerging issues related to electronic communities and virtual organizations as well as website design. Issues of design of E-Commerce applications are considered, including hardware, software and network issues; usability; software tools; web analytics; and team dynamics. It also includes producing a business plan, a requirements definition document, and several case studies. *Prerequisite: INFO 300.*

INFO/DCSN 350 Special Topics 1, 2, or 3 cr.
Focuses on analysis of contemporary decision systems or information systems issues and problems. It may be repeated for credit when the topics vary. *Prerequisite varies with the topic and is noted in the course schedule. Credits depend on the course offered.*

INFO 351 Information Systems Tutorial 0.5-3 cr.
Provides opportunities for students to pursue directed study readings and preliminary research relevant to their concentration when existing courses do not offer the required subject matter. It includes presentation of a report on the work. *Prerequisite: INFO 300.*