



Suliman S. Olayan School of Business (OSB)

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The Finance, Accounting, and Managerial Economics Track

Convener:	Safieddine, Assem
Professor:	Elfakhani, Said ¹
Associate Professors:	Chahine, Salim; Safieddine, Assem
Assistant Professors:	Dbouk, Wassim; Ghanem, Abdel Jalil; Khalil, Samer; Manassian, Armond
Senior Lecturers:	Abdallah, Hanin; Kawar, Suheil
Lecturer:	Ismail, Ahmad
Instructors:	Hout, Bassima; Tannir-Fawaz, Lina; Uwaydah-Mardini, Rania
Executive-in-Residence:	Malouf, Fawzi

¹ On leave for fall semester

The Management, Marketing, and Entrepreneurship Track

Convener:	Zeidan, Mohamad-Jamal
Professor:	Najjar, George K.
Associate Professors:	Jamali, Dima; Sidani, Yusuf
Assistant Professors:	Afiouni, Fida; Farah, Maya; Kamel, Yehia; Karam, Charlotte; Khakhar, Priyan; Koksai, Mehmet Haluk; Leigh, Laurence; Rebeiz, Karim; Ruel, Hubb; Showail, Sammy; Zbib, Imad; Zeidan, Mohamad-Jamal
Senior Lecturers:	Eid, Nimr ² ; Kettaneh, Tarek
Lecturers:	Dimechkie, Riad; Thornberry, Jon; Zgheib, Philip
Instructors:	Kfour, Michael; Khauli-Hanna, Leila; Salamoun-Sioufi, Randa; Standen, David

The Business Information and Decision Systems Track

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

History and Overview

Business education at AUB started in 1900 and was provided either by a department or by 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 an independent School of Business (later named the Suliman S. Olayan School of Business, "OSB") in September 2000, 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 four degree programs: an Executive Master of Business Administration (herein referred to as the "Executive MBA"), a Corporate Executive Master of Business Administration (herein referred to as the "CEMBA"), a Master of Business Administration (herein referred to as the "MBA") and a Bachelor of Business Administration (herein referred to as the "BBA").

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, 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 intellectual contributions that emphasize applied research, supplemented by 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 (IBO) comprising international leaders in business and education and a Middle East Advisory Board (MEAB) composed of accomplished regional thought leaders and trendsetters in business. The IBO and MEAB advise the dean and the dean's 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 and headed by a track convener (a highly-qualified OSB faculty member). The tracks are:

- Finance, Accounting and Managerial Economics (FAME)
- Management, Marketing and Entrepreneurship (MM&E)
- Business Information and Decision Systems (BIDS)

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 the following web address: <http://pnp.aub.edu.lb/by-laws/business/index.html>.

Graduate Programs

OSB currently offers three graduate degree programs: the Executive MBA, the Corporate 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 integrated 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 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
- An official transcripts for all undergraduate and graduate course work
- A TOEFL score report, if required
- An application fee
- A curriculum vitae

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

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
Orientation	
• Applied Behavioral Skills for Executives*	2
• Basics of Accounting*	1
• Basics of Finance*	1
• Basic Decision Making*	1
• 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
• Management Accounting	1.5
• Human Capital Management and Human Resource Management	2
• Economics for Executives*	1.5
• Business Information Technology*	1
• Financial Management	2
• Operations and Quality Management	2.5
• Corporate Finance	1.5
• Business Models for Decision-Making	2
• Corporate Legal Environment*	1.5
Theme III: The Executive as Strategist	14.5
• Macro Business Analysis	1.5
• Transnational Corporations	1.5
• Corporate Information Technology and Knowledge Management	2
• Leadership Theory and Practice	1.5
• 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
• Learning Organizations and Change Management	1
• Corporate Governance	2
• Negotiation and Conflict Management	1
• Strategic Planning and Strategy 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 20 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 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 82 days to complete:

- Theme I: Twenty-one and a half (21.5) days
- Theme II: Twenty-seven and a half (27.5) days
- Theme III: Twenty-two and a half (22.5) days
- Theme IV: Ten and a half (10.5) 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

Theme I: Fundamentals and Analytics

12.0 cr.

Orientation

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 principles, assumptions, 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. The course introduces concepts such as discounted cash flow, corporate capital budgeting and corporate financial policy. *Foundation Course.*

Basics of Decision Making Tools

1.0 cr.

Introduces executives to the art and science of informed decision making with the objective of enhancing analytical skills and providing decision makers with the ability to carry out in-depth analysis of a variety of business problems. Emphasis is on introducing the modeling process in decision making, evaluating various modeling approaches, and implementing them using a spreadsheet. *Foundation Course.*

Financial Accounting

1.5 cr.

A continuation of basic accounting. The course 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.

Introduces some basic and advanced statistical concepts and tools that are useful for managerial decision making under conditions of uncertainty. The course covers descriptive statistics, inferential statistics, and regression analysis, as well as forecasting and time series. Participants will acquire a fundamental understanding of the application of statistical analysis using a software package on small and large samples of real data. In addition, participants will analyze cases from their own work experience. *Foundation Course.*

Marketing Management

1.5 cr.

Offers a contemporary understanding of marketing management, through a comprehensive, yet a streamlined and balanced, coverage of key concepts. Issues covered include: adapting marketing practice to the new economy; understanding markets and realizing marketing opportunities; achieving customer satisfaction, value, and retention; and designing marketing mix programs (product, price, place, and promotion). *Foundation Course.*

Organizational Behavior and Organizational Design

2.0 cr.

Sets the base for the proper understanding of organizational structures, as well as the role of individual and group behavior within organizations. The course 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 decision making, and organizational behavior across cultures. *Prerequisite: Applied Behavioral Skills for Executives. Foundation Course.*

Theme II: Operational Management Skills

16 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. The course also addresses the strategic management of human capital, as well as the issues related to implementation and alignment. *Prerequisite: Organizational Behavior and Organizational Design.*

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.*

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, 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 principles and methodologies with an emphasis on practical corporate applications. The course introduces operating systems, production processes and process design with reference to the manufacturing and service sectors. The course then moves on to analyze time-to-market through project management and waiting lines. The course also examines classical ideas in total quality management and six-sigma, while stressing their strategic benefits. Finally, the course deals with inventory concepts and models. Case studies are used to highlight central issues. *Foundation Course.*

- Corporate Finance** 2 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, this course 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 art of modeling, solving, and analysis of business decision making problems under conditions of certainty, uncertainty and risk, with the help of spreadsheet modeling tools. The course covers optimization models to extract maximum value from constrained resources while exploring complex combinations of possibilities; decision analysis to design strategic action plans in the presence of uncertainties; and simulation analysis to manage and value complex business systems under various scenarios involving risks. Case studies are analyzed and discussed. *Prerequisite: Basics of Decision Making.*
- Corporate Legal Environment** 1.5 cr.
Relates business to its legal environment. This course 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. The course familiarizes participants with certain basic legal concepts relating to doing business on national and international levels. *Foundation Course.*
- Theme III: The Executive as Strategist** 13.5 cr.
- Macro Business Environment** 1.0 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. This course focuses on the working and impact of fiscal, monetary and exchange rate policies. Topics covered include: 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** 1.0 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. The course covers development of an IT-enabled strategy and organizational process change. The course 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. The course draws on case studies, role modeling exercises and personal assessment and development.
- Logistics and Supply Chain Management** 1.5 cr.
Discusses the design and management of the supply-demand interaction between businesses in a world where industries have been globalized in terms of sourcing and distribution. This course presents a framework for studying a supply chain, tackling the coordination of the flow of information and suggesting optimal ways to design a supply chain network and managing its logistics. 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 dilemmas 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 critical reflections on how to exercise ethical influence in the workplace and 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** 6.5 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. The course 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**1.5 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 and Corporate Legal Environment.*

Negotiations and Conflict Management**1.5 cr.**

Focuses on the development of analytical and behavioral skills for resolving corporate conflict and negotiating successfully. Emphasis is placed on developing effective diagnostic and communication strategies as well as negotiation and problem solving techniques both within corporations and also with external business stakeholders. Role-playing and simulations are used extensively throughout.

Strategic Planning and Strategy Implementation**1.5 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 and the implementation of strategies at both the business-unit and the corporate levels. *Prerequisite: Strategic Management.*

Practicum**1.0 cr.**

Participants undertake a “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 Corporate Executive MBA Program

Philosophy

To address the needs of Middle East executives and the organizations they serve, the School launched in 2007 the Corporate Executive MBA (CEMBA), an Executive MBA Program for Middle East Corporations. This is an integrated, theme-based, off-campus Executive MBA degree program, identical to the on-campus version, targeting corporations as key clients. As with the EMBA, the CEMBA is intended for senior regional executives with proven managerial track records who wish to consolidate and expand their expertise. The distinction, however, is that corporations become partners and OSB works jointly with them to create learning experiences tailored to their needs. Participants are admitted in batches from one or more corporations. Hence, teaching materials may have a sector-driven flavor, catering to a group of companies in the same area of business.

Admission to the Program

Candidates normally apply to the program through their employers. The School normally admits two batches per academic year; one in the fall term, and the other in the spring term.

Criteria for Admission

Criteria for admission are identical to those of the Executive MBA Program. Refer to the relevant section of this catalogue.

The Application Process

Candidates are encouraged to apply through their employers. To apply for admission, all of the following must be submitted:

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

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

Program Outline

The Program is identical to that of the Executive MBA Program. Refer to the relevant section of this catalogue.

Program Delivery

The Program is delivered at a location chosen by the participating companies.

Academic Policies

The academic policies that apply to the program and the participants are identical to those of the Executive MBA Program. Refer to the relevant section of this catalogue.

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
- A robust general management orientation which combines integrative strategic thinking with analytical rigor
- 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; April 30th for enrollment in the following fall, and November 1st 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. The undergraduate degree must be obtained from a University recognized by AUB.
- A recent (no older than 5 years at the time the application is submitted) GMAT score of, normally, no less than 570.
- A minimum of 2 years of relevant work experience.
- A successful personal interview (optional and by invitation at the discretion of the OSB Graduate Studies Committee).

Applicants with an outstanding undergraduate record (higher distinction or distinction) and a high GMAT score, normally of at least 650, may be admitted without satisfying the condition of a minimum of 2 years of relevant work experience.

As per AUB's bylaws, the Graduate Studies Committee shall act on admission to the MBA program 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
- An official transcripts for all undergraduate and/or graduate course work
- A TOEFL score report, if required
- A GMAT score report, to be submitted not later than May 31st for the fall applicants and not later than November 30th for the spring applicants.
- An application fee
- A curriculum vitae

Program Outline

Overview

Depending on undergraduate background, students admitted to the MBA program may be required to take up to a maximum of 18 credits of pre-MBA foundation courses. Admitted students who have taken graduate business courses at other accredited universities may be granted approval to transfer a maximum of six credits.

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 business courses. The program is designed to allow completion of all requirements (excluding pre-MBA foundation courses) in 14 months.

Foundation Courses

Foundation courses (FOLC), which are directed study tutorials, each supervised by a faculty member, are "level-setting" and intended for non-BBA students who may need basic remedial work in the relevant disciplines. An admitted non-BBA student may be exempted from a FOLC course if he/she will have successfully taken a corresponding undergraduate course in the five years preceding admission. A student who will have successfully taken a corresponding undergraduate course more than five but less than ten years preceding admission would be offered the option of sitting once only an appropriate exemption test conducted by the School prior to admission, for a non-refundable fee of \$100 per test.

Each FOLC course is designed to enable the student to acquire basic discipline knowledge at his/her pace throughout a given term, guided by the assigned faculty member. In order to assure learning, students in a FOLC course are required to submit assigned deliverables throughout the term as per the course syllabus and successfully pass a final examination. FOLC courses are subject to the same rigor and grading standards as all other MBA courses, and grades are included in the student's academic record.

All FOLC exemption decisions are subject to the approval of the Graduate Studies Committee.

The Curriculum

Pre-MBA Foundation Level (FOLC) 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	303	Statistical Analysis for Business	3
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

			18
Required Core Business Courses (24 credits)			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)			Credits
BUSS	398	MBA Project	3
Electives (15 credits)			Credits
Business Elective Courses			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 course load.

A student may take a maximum of 12 credits each regular semester and a maximum of 9 credits in the summer term; but must complete a minimum of 11 credits in an academic year, including the summer term. A request for taking a course load exceeding the maximum limit must be approved in advance 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
Up to 12 credits of FOLC courses	
Semester 2 (Spring)	Credits
Shortfall of FOLC courses, if any	

Year 1

Semester 3 (Fall)	Credits
Up to 12 credits of core courses	
Semester 4 (Spring)	Credits
Up to 12 credits of core courses	
Semester 5 (Summer Session)	Credits
Up to 9 credits of electives	

Year 2

Semester 6 (Fall)	Credits
Shortfall of electives + BUSS 398 (Project, graded Pass/Fail)	
Semester 7 (Spring)	Credits
If needed, shortfall of electives + continuation of BUSS 398	

Academic Policies

ETS Testing

MBA students must satisfactorily 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 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 303 Statistical Analysis for Business 3 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, 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.
- 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. The course 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, the course discusses the IS-LM model and uses it to demonstrate the effect of fiscal and monetary policies on the economy; pays particular attention to the open economy; 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 workshop designed to enhance in-house consulting know-how through hands-on exposure to tools of analysis, diagnosis, and problem solving. *Prerequisites: All FOLC courses 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. The course 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, the project 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 jointly supervise and guide the student throughout. It is the responsibility of the student to select a topic and submit a project proposal to be approved by his/her readers and then by the OSB Graduate Studies Committee. A student who is unable to finish the project in one semester can register for up to two additional times; subject to the consent of the readers. Exceptionally, one 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 registrations.

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

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. This course 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. *Prerequisite: FOLC 301B or equivalent.*

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. *Prerequisite: FOLC 301B or equivalent.*

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 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 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. The course may be repeated for credit when the topics vary. *Credits depend on the course offered. Prerequisite: approval of track convener.*

ACCT 351 Accounting Tutorial 0.5-3 cr.

Provides opportunities for students to pursue directed study and preliminary research relevant to an area of expertise they want to develop when existing courses do not serve that purpose. The course includes presentation of a report on the work. *Prerequisite: approval of track convener.*

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 or equivalent.*

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. *Prerequisite: FOLC 302A or equivalent.*

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.*

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.*

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. *Prerequisite: FOLC 302A or equivalent.*

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. *Prerequisite: FINA 306.*

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.

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.*

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.

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. This course 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 350 Special Topics 1, 2, or 3 cr.
An analysis of contemporary financial issues and problems. The course may be repeated for credit when the topics vary. *Credits depend on the course offered. Prerequisite: approval of track convener.*

FINA 351 Finance Tutorial 0.5-3 cr.
Provides opportunities for students to pursue directed study and preliminary research relevant to an area of expertise they want to develop when existing courses do not serve that purpose. The course includes presentation of a report on the work. *Prerequisite: approval of track convener.*

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

MBA Management Courses

ENTM 310 Entrepreneurship and Venture Capital 3 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. The course 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. The course 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. This course 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 Quality Management 3 cr.
An analytical examination of modern quality management philosophies for building and maintaining competitive advantage in organizations. Relevant theoretical models are highlighted, with emphasis on the executive role and the intensive study and design of practical applications. *Prerequisite: MNGT 306.*

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. The course 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 Personnel Management 3 cr.
An examination of the models and practices of human resource planning, with particular emphasis on the development and implementation of successful performance management systems. The course addresses the design of and diagnosis of performance measures, as well as HR best practices and the effective management of worker compensation. The purpose is to impart the skills and knowledge needed to contribute to HR related activities in modern organizations. *Prerequisite: MNGT 332.*

MNGT 340 Organization Theory 3 cr.
An analytical overview of management systems, with special emphasis on current schools of thought, organizational models, management functions, concept-formation, methodology, and implementation. *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. The course may be repeated for credit when the topics vary. *Credits depend on the course offered. Prerequisite: approval of track convener.*

MNGT 351 Management Tutorial 0.5-3 cr.
Provides opportunities for students to pursue directed study and preliminary research relevant to an area of expertise they want to develop when existing courses do not serve that purpose. The course includes presentation of a report on the work. *Prerequisite: approval of track convener.*

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. This course also magnifies the basic decision-making processes followed by consumers when faced with a choice situation. *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. The course may be repeated for credit when topics vary. *Credits depend on the course offered. Prerequisite: approval of track convener.*

MKTG 351 Marketing Tutorial 0.5-3 cr.
Provides opportunities for students to pursue directed study and preliminary research relevant to an area of expertise they want to develop when existing courses do not serve that purpose. The course includes presentation of a report on the work. *Prerequisite: approval of track convener.*

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

MBA Decision Systems Courses

DCSN 300 Models for Decision Making I 1.5 cr.
Covers the modeling process in decision making; explains the various modeling approaches under conditions of certainty, uncertainty, and risk; and considers single and multiple-objective decision making scenarios. Business models are drawn from diverse applications in finance, marketing and operations. Emphasis is placed on the interpretation of the results of models and the managerial insights provided. In addition, students analyze real cases from their own work experience and the literature. *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; covering 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 and preliminary research relevant to an area of expertise they want to develop when existing courses do not serve that purpose. This course includes presentation of a report on the work. *Prerequisite: approval of track convener.*

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. The course 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. The course 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. The course may be repeated for credit when the topics vary. *Credits depend on the course offered. Prerequisite: approval of track convener.*

INFO 351 Information Systems Tutorial 0.5-3 cr.
Provides opportunities for students to pursue directed study and preliminary research relevant to an area of expertise they want to develop when existing courses do not serve that purpose. This course includes presentation of a report on the work. *Prerequisite: approval of track convener.*