



**Suliman S. Olayan
School of Business**

Suliman S. Olayan School of Business (OSB)

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Historical Background

Business education at AUB started as early as 1900 and remained for an entire century as either a department or a semi-autonomous school under the Faculty of Arts and Sciences. In celebration of one hundred years of excellence in business education, AUB established an independent School of Business as the sixth faculty at the University in September 2000. This watershed event triggered a series of major new developments all intended to broaden and deepen the delivery of quality undergraduate and graduate business programs at AUB. This entailed introducing an entirely new curriculum for the BBA and MBA degrees in fall 2001. Both degrees were reinvented to incorporate leading trends in international business education. The Executive Master in Business Administration (EMBA) followed in spring 2003–04 to cater to the learning needs of senior corporate leaders in the region.

The First AUB Faculty to Be Named

In June 2003 the School of Business assumed its new identity as the Suliman S. Olayan School of Business in honor of the late Saudi international businessman whose family has always been a major supporter of AUB.

OSB Vision

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

OSB 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.

Academic Integrity

The 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 AUB policies, rules, and regulations that set standards for academic integrity and govern the presentation of alleged breaches.

OSB Structure

The Olayan School of Business is organized along inter-disciplinary tracks instead of departments. Students are admitted in due course to one of the tracks where they can pursue an area of concentration covering 15 credits in addition to the 33 credits that they have to complete in the major core menu. Each concentration offers a number of "clusters" (i.e., specific sub-concentrations that allow for focusing on a particular area of expertise). Students may opt to pursue a concentration with or without a "cluster"; they may indeed opt for a generic BBA.

In all cases it should be noted that the undergraduate business degree at AUB is offered within a liberal arts philosophy emphasizing a broad educational background, "out of the box" thinking, a flexible pursuit of knowledge, and the cultivation of a commitment to lifelong learning. While each of the tracks has its distinct identity and faculty members associated with it, it is essentially a unit markedly different from a department. A track allows for multiple faculty membership, offers fertile soil for cross-disciplinary synergy, and facilitates faculty cooperation.

OSB has three tracks: Accounting, Finance, and Managerial Economics; Management, Marketing, and Entrepreneurship; and Business Information and Decision Systems. In addition, OSB has a Student Services, Internship, and Placement Center.

Undergraduate Program

The Olayan School of Business offers a bachelor's degree in business administration (BBA), which is to a large degree generic, while also allowing pursuit of a concentration.

BBA Program Outline

The undergraduate program leading to a BBA degree requires students to complete 120 credit hours for those beginning at the freshman level and 90 for those joining the University as sophomores. Of this total 48 credit hours should be satisfactorily completed in business courses. In addition, OSB currently offers three zero-credit required workshops to enhance students' soft skills, and is in the process of designing five additional zero-credit soft skills workshops from which students must choose at least four. Until then business students must choose two to four zero-credit soft skills workshops. These workshops are being developed at the moment. Of the 48 business credits, a core menu comprising 33 credit hours is common to all business students. In addition to the general business requirements of OSB, the student must complete another 15 credit hours in business electives, of which 12 credit hours must be in one of the following concentration areas: accounting, finance, management, marketing, and business information and decision systems, and another 3-credit business elective including any course in the concentration areas. Students who opt for a generic BBA have to complete the 33 core credits in addition to another 15 credit hours in business electives. A student can also choose a second concentration from the above-mentioned list for an additional 15 credits, and thus graduate with a minimum of 105 credits rather than the normal 90 credits. A business student who chooses two concentration areas can not use the same business elective to count twice in both concentrations (i.e., the student would have to fulfill a total of 15 distinct credits for each concentration area). OSB, however, allows a business student to graduate with a maximum of two concentrations. The choice of a concentration (or no concentration) must be made no later than the end of the junior year.

A sophomore business student must complete at least 24 credits within two semesters and a summer session after entrance into the school if s/he starts at the ENGL 102 or 203 level (or three semesters if s/he starts at the intensive English 100A or 100B level). A student who does not fulfill the above requirements will be asked to select another major.

All business courses are restricted to business students; however, non-business students are allowed to take the following courses: ACCT 210 (Financial Accounting, 3 cr.), DCSN 200 (Managerial Decision Making, 3 cr.), FINA 210 (Business Finance, 3 cr.), INFO 200 (Management Information Systems, 3 cr.), MKTG 210 (Principles of Marketing, 3 cr.), and MNGT 215 (Principles of Management, 3 cr.), up to a maximum of 18 credits.

Required Courses and Program Study Plan

The 90 credit hours the BBA program requires of those beginning at the sophomore level consists of 48 credit hours that should be satisfactorily completed in business courses, and 42 credit hours from outside business. These 42 credit hours include nine credit hours of English, six credit hours of economics, twelve credit hours of civilization sequence and humanities, six credit hours of mathematics, three credit hours of computer science, three credit hours of Arabic, and three credit hours of a free non-business elective.

Required Core Business Courses (33 credits)

Code		Course Title	Credits
ACCT	210	Financial Accounting	3
ACCT	215	Management Accounting	3
BUSS	200	Business Data Analysis	3
BUSS	211	Business Law	2
BUSS	230	Managerial Economics	3
BUSS	239	Business Communication Skills Workshop	0
BUSS	240	Strategic Career Planning Workshop	0
BUSS	245	Internship/Practicum	1
BUSS	248	Developing Business Plan Workshop	0
BUSS	249	Strategic Management	3
DCSN	200	Managerial Decision Making: Models and Techniques	3
FINA	210	Business Finance	3
INFO	200	Management Information Systems	3
MNGT	215	Principles of Management	3
MKTG	210	Principles of Marketing	3

Required Elective Business Courses (in the concentration area or generic business courses) **15**

Total Credits **48**

A proposed study plan for the BBA program is presented next.

Study Plan

Year I

Freshman Year see page 44, 45 of this catalogue **Total Credits 30**

Year II

Semester 1 (Fall)			Credits
ENGL	203	Academic English	3
ECON	211	Elementary Microeconomic Theory	3
MATH	203	Mathematics for Social Sciences I ¹	3
CMPS	209	Computers and Programming for the Sciences	3
ACCT	210	Financial Accounting	3
			Total 15

1 Philosophy and economics BACC II majors must take Math 203 and 204, while math and science BACC II majors take only Math 204

Semester 2 (Spring)			Credits
ENGL	204	Advanced Academic English	3
ECON	212	Elementary Macroeconomic Theory	3
MATH	204	Mathematics for Social Sciences II ²	3
ACCT	215	Management Accounting	3
FINA	210	Business Finance	3
			Total 15

Year III

Semester 3 (Fall)			Credits
DCSN	200	Managerial Decision Making: Models and Techniques	3
BUSS	200	Business Data Analysis	3
MKTG	210	Principles of Marketing	3
MNGT	215	Principles of Management	3
CVSP	201, 202, 205, or 207	Civilization Sequence ³	3
			Total 15

Semester 4 (Spring)			Credits
BUSS	230	Managerial Economics	3
INFO	200	Management Information Systems	3
BUSS	211	Business Law	2
Humanities		See Footnote ⁴	3
ENG	208	English for International Business	3
BUSS	239	Business Communication Skills Workshop	0
			Total 14

Year III Summer Session			Credits
BUSS	245	Internship/Practicum ⁵	1

2 Philosophy and economics BACC II majors must take Math 203 and 204, while math and science BACC II majors take only Math 204

3 Students who elect CVSP 201 or 202 for credit may not enroll in CVSP 205

4 Courses include Arabic 229-241, 243-247, and 249; English courses other than communication skills courses, 231, 237, 238, and 294; History 200-279; Archaeology 201-231, 235, 236; Philosophy 201, 205, 206, 209, 210, 213-219, 221-224, 230-232, and 249; CVSP 215, 216, 230, 250, 251, 295; Fine Arts FAAH 221-229, 235, 265, and 270; AMST 215, 220, 230, 275, 276, 299; and SOAN 215, 217, 225, and 250. Other courses may be considered with prior approval from the academic committee.

5 The internship final grade is included in the computation of the students' overall average. Internship is allocated by the Office of Internship and Placement Services, but students may solicit their own. Students are expected to complete an on-line internship application by March 31, and to provide the school with an employer's acceptance by May 1.

Year IV

Semester 5 (Fall)			Credits
ARAB	201A or 201B ⁶	Basic Arabic Grammar and Syntax, or Readings in Arabic Literature	3
Business Elective		For Concentration Students: Business Elective from the Area For Generic Students: Any Business Elective	3
Business Elective		For Concentration Students: Business Elective from the Area For Generic Students: Any Business Elective	3
Business Elective		For Concentration Students: Business Elective from the Area For Generic Students: Any Business Elective	3
BUSS	240	Strategic Career Planning Workshop ⁷	0
Humanities		See Footnote ⁴	3
			Total 15
Semester 6 (Spring)			Credits
BUSS	249	Strategic Management	3
Business Elective		For Concentration Students: Business Elective from the Area For Generic Students: Any Business Elective	3
Business Elective		For Concentration Students: Business Elective from the Area For Generic Students: Any Business Elective	3
Non-Business Elective	210	Any Non-Business Elective ⁸	3
BUSS	248	Developing Business Plan Workshop ⁹	0
CVSP	203, 204, 206, or 208	Civilization Sequence ¹⁰	3
			Total 15

⁶ Or higher level Arabic course based on the Arabic placement test

⁷ Graded on a P/F basis and subject to regular evaluation

⁸ ECON 213, EDUC 219, ENMG 500, and LWRS 212 as well as other duplicate courses to core courses are not eligible for credit as a non-business free elective. Students who are exempted from MATH 203 and/or ENGL 203 and/or Arabic will have to meet the 90 credit-hour requirement by taking additional free non-business electives from other AUB faculties.

⁹ Graded on a P/F basis and subject to regular evaluation

¹⁰ Students who elect CVSP 203 or 204 for credit may not enroll in CVSP 206

Description of Service BUSS Courses in the BBA Program

BBA courses all have a prefix labeled after the discipline name: ACCT (accounting), DCSN (Business Decision Systems), ENTM (Entrepreneurship), FINA (Finance), INFO (Business Information Systems), MKTG (Marketing), and MNGT (Management). A detailed description of courses under each discipline is available in its respective track section. Service courses that do not belong to a particular discipline are labeled by the prefix BUSS. Descriptions of BUSS courses follow.

BUSS 200 Business Data Analysis 3 cr.

This course is an introduction to applied statistics for business and management, with topics in estimation; hypothesis testing; analysis of variance; simple regression and correlation; multiple regression; introduction to nonparametric statistics; and goodness-of-fit tests and contingency analysis. The latter part of the course 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. *Prerequisites: business junior standing, MATH 204, CMPS 209.*

BUSS 211 Business Law 2 cr.

A course that covers laws pertaining to business people, business associations, the business firm, commercial papers, and letters of credit. *Prerequisite: business junior standing.*

BUSS 230 Managerial Economics 3 cr.

An application of microeconomic theory tools to business practices and decisions under states of risk and uncertainty. Topics covered include goals of the firm, demand analysis, forecasting and measurement, theory of production and measurement, cost analysis and application, and pricing and output determination under different market structures. *Prerequisites: business junior standing, ECON 211, BUSS 200.*

BUSS 235 Macro Business Analysis 3 cr.

A course that combines theory with cases that require group work and discussions. The theoretical part of this course covers monetary, fiscal, and exchange rate policy, and an overview of economic development strategies. Cases are used to train students in developing rigorous arguments to analyze interactions between firms in domestic as well as global economic scenarios. *Prerequisites: business junior standing and ECON 212.*

BUSS 239 Business Communication Skills Workshop 0 cr.

A fifteen hour workshop designed to introduce students to the various communication skills needed in a typical work environment. Mastering these skills plays a profound role in shaping and advancing professional careers in all types of industries and work scopes. The workshop introduces specific guidelines for the effective use of a variety of communication skills in the workplace in an interactive manner simulating the work environment. *Prerequisite: business junior standing.*

BUSS 240 Strategic Career Planning Workshop 0 cr.

A fifteen-hour workshop designed to build awareness of changing career patterns and major personal and professional influences that impact future careers. Issues such as preparing for joining the labor market, basic career guidance, understanding career stages, and practicing self-assessment are emphasized. *Prerequisite: business senior standing.*

BUSS 245 Internship/Practicum 1 cr.

A summer period of guided work experience under faculty supervision by a mentor, and corporate guidance by a preceptor, designed to acquaint students with the world of work and help them acquire core values and basic skills necessary for an understanding of the global economy. *Prerequisites: FINA 210, MNGT 215, MKTG 210, INFO 200; and business junior standing.*

BUSS 246 Honors Seminar in Business 3 cr.

A tutorial research course that can be counted for any undergraduate concentration. This course involves directed readings and emphasizes individual original and independent research in any business-related area. This course requires, among other things, that the student prepare an honors research paper under the supervision of one or more faculty members in the particular area of concentration. The honors paper is normally presented at a school seminar. *Prerequisites: business senior standing and a cumulative grade average of at least 80.*

BUSS 247 Project 3 cr.

A practicum course that can be counted for any undergraduate concentration. This course focuses on analysis of contemporary business issues and problems. The project requires, among other things, that the student work on a problem faced by one of the local or regional businesses, and recommends a set of possible solutions under the supervision of one or more faculty members in the particular area of concentration. The results of the project are normally presented in a meeting in the presence of representatives from the business subject to the consulting assignment. *Prerequisites: business senior standing and a cumulative grade average of at least 80.*

BUSS 248 Developing Business Plans Workshop 0 cr.

A fifteen-hour workshop focusing on starting your own business from inception to IPOing, passing through the stages of feasibility study, VC financing, launching, and operating. *Prerequisites: business senior standing, ACCT 215, ENG 208, BUSS 240, FINA 210.*

BUSS 249 Strategic Management 3 cr.

A course that exposes students to the strategic management process of local, regional, and multinational corporations. Emphasis is placed on identifying the tools needed for strategic analysis of the firm and the industry, and on comprehending the key strategic issues that managers face in managing corporations. *Prerequisites: business senior standing and MNGT 215.*

Criteria for Admission to the BBA Program

Direct Admission

For complete and detailed information regarding admission to the University, including recognized certificates, see the Admissions section of this catalogue.

Transfer Requirements for FAS Freshman Students

Admission requirements for freshman transfer to BBA are

- completion of at least 24 credits
- a minimum cumulative average of 77 in the freshman year as an eligibility requirement
- a minimum grade of 70 in MATH 101 or MATH 102 or MATH 203

Transfer Requirements from other AUB Faculties for Non-business Sophomore or Junior Students

Eligibility requirements for a non-business junior or sophomore student for transfer include

- completion of at least 30 credits (or 60 credits including freshman)
- maintaining a minimum overall cumulative average of 77 as an eligibility requirement (subject to competition based on the number of available slots)

Majorless or late freshman students who have taken more than 30 credits are treated as sophomores for transfer purposes (i.e., they must meet sophomore transfer requirements).

No more than 18 business credits taken prior to formal admission to OSB are transferable to the BBA program.

Admission Requirements for Business as a Second Degree

The OSB admissions committee evaluates all applications for business as a second degree and makes recommendations to the dean. Students applying for a degree in business must have a cumulative average of 75 (or its equivalent) in their first degree from an institution recognized by AUB.

Admission Requirements for a Minor in Business

Students already working on a bachelor's degree outside business who wish to obtain a minor in business must apply for the minor before taking any business courses. The OSB admissions committee evaluates all applications for a business minor and makes recommendations to the dean.

A student is eligible to be considered for a minor in business after completing 30 credit hours in a major (starting at the sophomore level) or 60 credit hours (starting at the freshman level) with a cumulative grade average of 75. Students admitted to a minor in business administration are required to complete a minimum of 18 credit hours in the school, distributed as follows: ACCT 210 (Financial Accounting, 3 cr.), DCSN 200 (Managerial Decision Making, 3 cr.), FINA 210 (Business Finance, 3 cr.), INFO 200 (Management Information Systems, 3 cr.), MKTG 210 (Principles of Marketing, 3 cr.), and MNGT 215 (Principles of Management, 3 cr.). Computer Science and Engineering students must obtain approval from the Business Information and Decision Systems track convenor prior to registering for DCSN 200 and INFO 200. Students must also maintain a cumulative grade average of at least 70 in those courses. It must be noted that no business courses required in the major faculty may be counted in the business minor. In such a case the student must take an additional business elective(s) to achieve the total 18 credits required for the minor. In all cases, prerequisites as stipulated in OSB's curriculum may not be violated.

Students applying for a minor are normally NOT allowed to have taken business courses before they are formally admitted. However, on an exceptional basis, not more than a total of three credits may be transferred from courses taken prior to a student being officially accepted into the business minor. Such an exception is

- a business course taken in satisfaction of an elective in the major faculty may be counted toward a minor in business
- a business elective taken as part of the social science elective may be counted toward a minor in business
- courses taken at the major faculty may be considered equivalent to business courses depending on the judgment of the OSB administrative committee. If equivalency is approved, minor students must take another business elective.

BBA Graduation Requirements

Graduation requirements for the Bachelor of Business Administration (BBA) are as follows:

- A minimum of six semesters beginning with the sophomore class.
- A maximum of six calendar years is allowed for graduation of students who begin with the sophomore class, four calendar years for juniors, and two calendar years for seniors. A student who fails to complete his/her degree program within these specified times must petition the OSB administrative committee for an extension of time.
- A student transferring to AUB from other recognized institutions of higher learning must register in the final three regular semesters and must complete at least 45 credits at AUB, of which a minimum of 21 credits must be in business before s/he is allowed to graduate with a BBA. For purposes of this requirement, two summer sessions shall be considered equivalent to one semester.
- A transfer student from within AUB must meet the residency requirement of spending a minimum of two semesters in the school during which s/he completes a minimum of 24 credits, out of which 12 are business credits, before s/he graduates with a BBA. For purposes of this requirement, two summer sessions shall be considered equivalent to one semester.
- A minimum of 90 credits for students who enter as sophomores. With the approval of the OSB curriculum committee, tracks may establish programs that exceed these minimum credit requirements.
- A minimum of 33 credits in core business courses with a cumulative average of 70.
- A minimum of 15 credits in the concentration (or generic) field with a cumulative grade average of 70.

When a student repeats a course, the highest grade obtained in the course is used in computing the student's average for graduation purposes; however, a student may not repeat a course in which s/he has originally obtained a grade of 70 or above unless his/her concentration track requires a grade higher than the original score.

- Grades of 70 or more in at least 50 credits numbered 200 or above for students entering at the sophomore level.

- All Arabic-speaking business students (except those officially exempted) must take the Arabic language requirements. Students entering at the sophomore, junior, or senior levels must take one Arabic course as determined by the Arabic Placement Test (APT). Based on the APT results, a student may take ARAB 201A or 201B or ARAB 211 or higher (ARAB 213, 214, 217, and 218 are excluded).
- All business students must take English communication skills courses as determined by placement upon matriculation, and these required courses must be begun immediately on matriculation and must be continued without interruption until completed through ENGL 208. For example, a student entering at the lowest level must take five semesters of English (Intensive ENGL 100A or 100B if required, 102A, 102B, 203, 204, and 208); a student entering at the third level must take three semesters (203, 204, and 208 (i.e., nine credits of English)). A student who enters at ENGL 204 must take, in addition to this course, ENGL 208 and any other elective course from the offerings of other AUB faculties.
- All business students must take MATH 203, MATH 204, and CMPS 209. A student who is exempted from MATH 203 must take, in addition to MATH 204 and CMPS 209, any other elective course from offerings at other AUB faculties.
- All business students must take ECON 211 and 212.
- All business students must take one of CVSP 201, 202, 205, or 207, and one of CVSP 203, 204, 206, or 208. In addition, the student must take six credits of electives from the humanities series as listed by the Faculty of Arts and Sciences Civilization Sequence Program, and as explained in footnote 1 on page 316. ENGL 102 or its equivalent is a prerequisite to all CVSP 201-208 courses.
- Students already holding a bachelor's degree outside business and wishing to obtain a BBA must complete, after admission to OSB, up to 48 business credit hours (but no fewer than the minimum of 30 business credit hours) as well as fulfill other non-business graduation requirements for the degree, with a minimum average of 70 in those requirements.

BBA Academic Rules and Regulations

For more information on Registration Requirements, Categories of Students, Class Attendance, Correct Use of Language, Cross Registration, Course (and Credit) Loads, Dean's Honor List, Directed Study, Disclosure of Student Records, Grading System, Graduation with Distinction and High Distinction, and Policy on Transfer within the University, see pp. 51–65) General University Academic Information in this catalogue.

Other academic rules and regulations follow.

Academic Advisers

Each student has an academic adviser who must approve the student's schedule each semester. See p. 51 for general information regarding academic advisers.

Academic Probation

Placement on Academic Probation

A student is placed on academic probation if

- his/her overall average is less than 68 at the end of the second regular semester
- the semester average is less than 69 at the end of the third or fourth regular semester
- the semester average is less than 70 in any subsequent semester, excluding the summer term

A student placed on probation must abide by the credit load allowed, as specified in the credit load section.

For evaluation purposes, in all cases, the minimum number of credits at the end of the second regular semester should be 24, and 12 in each subsequent fall or spring semester.

Courses/credits taken during a summer term count toward the semester average of the next regular semester. If the number of credits taken in any one regular semester is fewer than 12 (for approved reasons), courses/credits taken during that semester are counted toward the semester average of the next regular semester.

Students carrying a reduced schedule of fewer than 12 credits are not subject to probation regulations until they have accumulated a minimum of 12 credits including summer session. The counting of accumulated credits starts from the beginning of the reduced schedule. In all cases, where 12 or more credits have been accumulated, probation regulations apply.

Credit for incomplete courses is included in the semester in which the incomplete courses were taken. The evaluation for that semester is carried out as soon as the grades for the incomplete courses have been finalized.

If a student on probation drops the whole semester, then that semester is not counted for continued probation purposes.

Removal of Probation

Probation is removed when the student attains a semester average of 69 or more in the third or fourth regular semester, or a semester average of 70 or more in any subsequent regular semester.

Probation should be removed within two regular semesters, excluding summer, after the student is placed on probation or when the student completes his/her graduation requirements.

Classification of Students

An undergraduate student shall be considered to have completed a class when s/he has taken and passed 30 or more credits beyond the requirements for the previous class.

A student will not be granted a certificate stating that s/he has completed a class until s/he has completed the specified courses in the regular program for that class and has acquired the requisite number of credits. The credit requirements are as follows:

- For completion of the freshman class: 30 credits
- For completion of the sophomore class: 60 credits (cumulative)
- For completion of the junior class: 90 credits (cumulative)

Credit Load

Students can normally register for up to 17 credits per semester and 10 credits during the summer term. Sophomore students are not allowed to register for more than 17 credits. Junior and senior students who wish to increase their credit load to 18 credits per semester must complete ENGL 203 and ENGL 204 first and must petition the OSB administrative committee for permission to do so. It is normally expected that junior and senior students with an overall average of at least 80 or an average of at least 80 in the last two semesters will be allowed to register for 18 credits. All other requests are handled on a case-by-case basis. For the purpose of meeting the credit load conditions, a zero-credit course is considered equivalent to a one-credit course.

The credit load of a student who is in his/her first semester on probation (P1) shall not be fewer than 12 credit hours and shall not exceed 16 credit hours. The load of a student who continues to be placed on probation (P2) shall not be fewer than 12 credit hours and shall not exceed 13 credit hours. This applies to students who were put on probation for consecutive semesters as well as to students previously placed on and removed from probation.

Students who are registered in the BUSS 245 Internship course can only register for another three credits as long as the other course(s) taken do not conflict with the working hours of the summer internship. Honor students may petition to be allowed to register for a maximum seven credits including internship.

Cross-Registration

A business student who wants to register for a course at another recognized institution must meet all requirements for cross-registration as stated in the beginning of this catalogue.

Dismissal

A student is dismissed from the Olayan School of Business for any of the following reasons:

- If the student's overall average is less than 60 at the end of the second regular semester.
- If the student fails to clear his/her academic probation within two regular semesters, excluding the summer term, after being placed on probation.
- If the student is placed on academic probation for a total of four regular semesters. A student can be dropped for this reason even if s/he is in the final year at AUB.
- If the student is deemed unworthy by the faculty to continue for professional or ethical reasons.

English Proficiency

See pp. 37, 38 in this catalogue.

Examinations and Quizzes

Business courses normally have final examinations, except in cases where special approval of the OSB curriculum committee and the dean have been obtained. Final examinations are not required in tutorial and seminar courses, but the instructor may choose to give a final examination. In all courses in which final examinations are given, a student cannot receive a passing grade without taking a final examination.

At the beginning of each semester the instructor announces the policy that s/he intends to follow in the matter of examinations and quizzes so that students are fully aware of this policy. The instructor will assume final responsibility for dealing with students missing an examination or a quiz. Normally, students who miss an announced examination or quiz during the semester must present an excuse considered valid by the instructor of the course, and the instructor can then require the student to take a make-up examination.

Failing and Repeating Courses

A student may repeat any course for which s/he received a grade of less than 70. If a student fails a course no re-examination is permitted. A student who fails a required course must repeat the course at the earliest opportunity. No course, however, may be taken more than three times. When a course is repeated, the highest grade is considered in the calculation of the cumulative average. All course grades remain part of a student's permanent record. Occasionally the OSB administrative committee may consider a fourth registration under special circumstances.

A student at the end of his/her senior year who fails to attain a cumulative average of 70 in business or in the area of concentration is required to take additional business courses in that field, or to repeat courses in which the student scored low grades, provided s/he is permitted to continue at the University.

Incomplete Grades

Students missing a major requirement at the end of the semester (e.g., final examination or term project or paper) must present an excuse considered valid by the instructor and approved by the OSB administrative committee. The student must complete a request to make up the incomplete work, known as Form 1, available on the OSB website, and submit the request to the OSB administrative committee within two weeks of the date of the scheduled final exam or assignment, and receive permission to complete the course. In this circumstance, medical reports and/or qualified professional opinions issued by an AUB employee, AUBMC doctor, or by the University Health Services may be accepted. Should there be a question about the validity of any excuse presented by the student, the OSB administrative committee may not allow the student to sit for a make up exam. Once granted an incomplete, course work must be completed within one month of the start of the next regular semester. In exceptional circumstances the OSB administrative committee may decide to give the student additional time to complete a course.

Incomplete course work is reported as an "I" followed by a numerical grade reflecting the evaluation of the student available at the end of the semester. This evaluation is based on a grade of zero on all missed work and is reported in units of five. If the work is not completed within the period specified, the "I" is dropped and the numerical grade becomes the final grade.

Readmission

A student will normally be considered for readmission only if, after spending a year at another recognized institution of higher education, the student is able to present a satisfactory record and recommendation. Exceptions may be made for students who left the University for personal or health reasons.

Transfer credits are considered after evaluation of a student's course work. The student must achieve a grade equivalent to the grade of 75 at AUB in each of the courses for which transfer credits may be granted.

The foregoing regulations on readmission also apply to students who are dropped from other AUB faculties and apply for admission to the Olayan School of Business.

Readmission of students dropped from the school by the administrative committee requires approval by the latter committee, whereas readmission of students dropped from other AUB faculties requires approval by the OSB admissions committee.

Study Abroad

A business student who wishes to study abroad may seek prior approval from the academic committee at OSB to spend up to one year and earn up to 30 credits at another university; however, the student must spend his/her last semester at AUB.

Graduate Programs

The School of Business offers two graduate programs: the Executive Master in Business Administration (EMBA) and the Master in Business Administration (MBA).

EMBA Program

The Olayan School of Business started its Executive MBA Program in spring 2003–04. The program requires a specific profile of participants. Prospective candidates are executives of senior standing in all sectors with a proven management track record and a still-to-be realized growth potential. This program is offered on the AUB campus. Recently the Board of Trustees approved offering a corporate version of the EMBA program off-campus.

EMBA Program Outline

Brief Description

Rather than offering separate courses each taken on a stand-alone basis, the EMBA program follows a THEME APPROACH where each semester has a MAJOR THEME, although it comprises a requisite number of courses. This way participants are theme-focused during an entire semester and therefore integrate courses taken during that semester on the basis of their thematic commonality. It is expected that the EMBA participant will complete the EMBA program in 18 months.

There are four major themes. Each theme comprises two or three modules, within which integrated topic-oriented courses are covered as shown in the table below. Theme I, Fundamentals and Analytics, includes two modules: Module A (Executive Behavioral Skills) and Module B (Core Financial Competencies I). Theme II, Operational Management Skills, includes three modules: Module C (Human Capital and Marketing Competencies), Module D (Core Financial Competencies II), and Module E (Executive Information and Decision Competencies). Theme III, Strategic Corporate Analysis, includes three modules: Module F (The Executive as Strategist), Module G (Executive Analytics), and Module H (Executive Action Research). The last, Theme IV, Strategy-Focused Change Management, includes two modules: Module I (Managing Change and Innovation) and Module J (Executives for Tomorrow).

Theme I	Fundamentals and Analytics	Credits
EMBA 510	Module A—Executive Behavioral Skills	3.0
	Organizational Behavior	
	Effective Communication	
	Negotiation and Conflict Resolution	
EMBA 520	Module B—Core Financial Competencies I	4.0
	Financial Management	
	Financial Accounting	
	Statistical Analysis for Management	
	Economics for Executives	
		Total 7.0
Theme II	Operational Management Skills	Credits
EMBA 530	Module C—Human Capital and Marketing Competencies	3.5
	Marketing Management	
	Human Resource Management	
	Corporate Legal Environment	
EMBA 540	Module D—Core Financial Competencies II	3.0
	Management Accounting	
	Corporate Finance	
EMBA 550	Module E—Executive Information and Decision Competencies	6.5
	Business Models for Decision-Making	
	Operations Management	
	Business Information Technology	
	E-Business	
	Logistics and Supply Chain Management	
		Total 13.0

Theme III	Strategic Corporate Analysis	Credits
EMBA 560	Module F—The Executive as Strategist	7.5
	Transnational Corporations	
	Strategic Marketing Management	
	Strategic Management	
	Corporate Leadership	
EMBA 570	Module G—Executive Analytics	5.0
	Strategic Financial Management	
	Advanced Business Analytics	
	Macro Business Analysis	
EMBA 580	Module H—Executive Action Research	2.5
	Strategic Analysis: Models and Tools	
	Corporate Information Technology Management	
		Total 15.0
Theme IV	Strategy-Focused Change Management	Credits
EMBA 590	Module I—Managing Change and Innovation	4.5
	Management Learning	
	Knowledge Management	
	Innovation Management	
EMBA 600	Module J—Executives for Tomorrow	4.5
	Corporate Governance	
	Corporate Futurology	
	Workshop--Guest Lecturers/Practicum	
		Total 9.0

A detailed description of EMBA courses is available at the end of this catalogue section.

Program Schedule

The courses are offered once every three weeks in a regular semester (fall and spring).

Teaching Days: Each teaching day consists of eight hours.

- **Theme I:** Thirteen (13) days
- **Theme II:** Twenty-five (25) days
- **Theme III:** Twenty-eight (28) days
- **Theme IV:** Seventeen (17) days

Days Offered: Thursday, Friday, and Saturday for a full day, with some variation during summer and holidays. Some modules require Sunday as well.

Criteria for Admission to the EMBA Program

Admission Criteria

This program targets regional executives of senior standing, from all sectors, with a proven management track record and a still-to-be realized growth potential. It is hoped that increasing numbers of candidates will have corporate sponsorship. Admission to the program is a function of the following criteria:

- senior management standing
- bachelor's degree
- TOEFL
- personal statement
- interview

Application Procedure

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

- application
- two letters of recommendation
- official transcripts for all undergraduate and/or graduate course work
- TOEFL score
- interview with a representative of the EMBA admissions committee
- application fee of \$75
- curriculum vitae

Admission occurs twice a year, in May and November.

MBA Program

Our Philosophy

The MBA program at AUB is committed to the highest standards of quality in graduate business education, benchmarked against the best international practices in the generation, dissemination, and application of specialized management knowledge.

The MBA program has a number of built-in characteristics that warrant its leadership status:

- state-of-the-art content benchmarked against the best practices in international graduate business education
- a carefully worked out balance between a generic core and a set of concentration areas including accounting, finance, management, marketing, and business information and decision systems
- strong IT support that ensures computer-assisted instruction in the widest possible array of courses
- an explicit focus on leadership in keeping with the AUB tradition of producing corporate and business executive talent of the finest caliber
- modern delivery methods that are student-driven, team-based, and group-oriented
- compatibility with AACSB requirements whose fulfillment is a strategic target of the program
- on-going assessment of outcomes and processes geared toward the delivery of excellence both in academic and professional terms

MBA Program Outline

The program leading to the degree of Master of Business Administration (MBA) requires students to complete 42 credit hours for those admitted without the 18 credits pre-MBA foundation courses. A core menu comprising 24 credit hours is common to all students as well as a 3-credit MBA project, while the remaining 15 credit hours are elective courses, of which at least 12 credits are in one of the following concentration areas: accounting, finance, management, marketing, and business information and decision systems. Students who opt for a generic MBA have to complete the 24 core credits in addition to the MBA project and another 15 credit hours that they choose from the concentration menus. The program is designed to allow a full-time student to complete all MBA requirements (excluding pre-MBA foundation courses) in a 14-month period.

Pre-MBA foundation level courses are required of applicants who need to do remedial work to cover any deficiency in their educational background, which is determined on a case-by-case basis. Upon approval by the Olayan School of Business graduate committee, exemption tests are available for incoming students based on clear evidence of academic or practical experience background for a non-refundable fee of \$100 per test. An exemption test can be taken only once.

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

Required Core Business Courses (27 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
BUSS	398	Project ¹¹	3

A proposed study plan for full-time MBA students is presented next.

Study Plan: Pre-MBA Foundation

Year

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)			Credit
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

Study Plan: MBA

Year I

Semester 1 (Fall)			Credit
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)			Credit
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		Credit
Business Elective	For Concentration Students: Business Elective from the Area For Generic Students: Any Business Elective	3.0
Business Elective	For Concentration Students: Business Elective from the Area For Generic Students: Any Business Elective	3.0
		Total 6.0

Semester 3 (Fall)		Credit
Business Elective	For Concentration Students: Business Elective from the Area For Generic Students: Any Business Elective	3.0
Business Elective	For Concentration Students: Business Elective from the Area For Generic Students: Any Business Elective	3.0
BUSS	349 Advanced Seminar in Strategic Management	3.0
		Total 9.0

Semester 4 (Spring)		Credits
Business Elective	For Concentration Students: Business Elective from the Area For Generic Students: Any Business Elective	3.0
BUSS	398 Project ¹²	3.0
		Total 6.0

Description of Service FOLC and BUSS Courses in the MBA Program

MBA courses all have a prefix labeled after the discipline name: ACCT (accounting), DCSN (Business Decision Systems), ENTM (Entrepreneurship), FINA (Finance), INFO (Business Information Systems), MKTG (Marketing), and MNGT (Management). A detailed description of courses under each discipline is available in its respective track section. Pre-MBA foundation courses are required of students who need remedial courses before taking regular MBA courses; these courses are labeled by the prefix FOLC (Foundation Level Course). Service courses that do not belong to a particular discipline are labeled by the prefix BUSS. Descriptions of FOLC and BUSS courses follow.

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.*

FOLC 302A Survey of Financial Management 2 cr.

A course that 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. *Corequisite: FOLC 301B or equivalent.*

FOLC 303A Statistical Analysis for Business I 1.5 cr.

This course 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 is emphasized.

FOLC 303B Statistical Analysis for Business II 1.5 cr.

This course covers simple regression and correlation; multiple regression; introduction to nonparametric statistics; and goodness-of-fit tests and contingency analysis. The latter part of the course 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 is emphasized.

FOLC 304A Survey of Microeconomics 2 cr.

A course that covers basic principles of managerial economics. Topics covered 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.

A course that covers basic principles of macroeconomics. Topics covered include national income accounts; aggregate demand and supply; and income determination model. *Prerequisite: FOLC 304A.*

- FOLC 305A** **Survey of Management** **1.5 cr.**
A general survey of management. Topics covered include functions of management (planning, organizing, leading, and controlling), schools of management thoughts, management in a global environment, and ethical issues in organizations.
- FOLC 305B** **Survey of Marketing** **1.5 cr.**
A general survey of marketing. Topics covered 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.**
This course 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.**
This course is 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.**
This course provides an introduction to the main theories and practices in the field of business research methods and offers examples highlighting specific issues faced by business school students. It aims to show students how to do research and to help them 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 its equivalent.*
- BUSS 305** **Advanced Managerial Economics** **2 cr.**
An advanced treatment of the theory of the firm. Topics covered 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 its equivalent.*
- BUSS 310** **Effective Communication** **1 cr.**
An intensive 15-hour module 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.**
This course covers the following topics: managing exports and foreign exchange; competition under asymmetric information; oligopoly and game theory; regulation of business; long-term investment decisions; advanced topics on pricing techniques; inflation and unemployment; monetary and fiscal policies; international linkages; economics of depression, hyperinflation, and deficits; and new macroeconomics. *Prerequisite: FOLC 304B or its equivalent.*
- 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.

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. *Prerequisite: minimum 18 credits of core MBA courses.*

BUSS 398 Project 3 cr.

A research project based on results of original, independent research that must be undertaken in partial fulfillment of the requirements for the MBA degree. This project is to be undertaken by participants upon the completion of at least 33 credits of core and elective courses. Each participant 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 participant to select a topic to be approved by his readers then by the OSB graduate committee. Students wishing to register for BUSS 398 must submit a proposal two weeks prior to their scheduled online registration. Students who are not able to finish their BUSS 398 requirements within one semester can, with the consent of their readers, register up to three additional times. Students pay for the three credits of BUSS 398 on their first registration, but are not billed for the three additional registration rounds. Normally students are only allowed a maximum of four registrations, taking into consideration that the MBA must be completed within a maximum of four years. On an exceptional basis, however, additional registration may be approved by the OSB graduate committee.

Criteria for Admission to the MBA Program

To be eligible for admission to the MBA program, an applicant should normally satisfy the following criteria:

- an undergraduate grade average of 80% or equivalent
- a GMAT score of 570¹³
- two years of relevant work experience¹⁴
- minimum TOEFL score of 250 or equivalent as per AUB rules
- interview when requested by the graduate studies committee

Additional information and general requirements for graduate work are located in the Graduate Studies section at the end of this catalogue, and can be found on the OSB web page.

¹³ This GMAT score could be higher or lower depending on the applicant's undergraduate average. Acceptable GMAT score must have been taken within the past five years prior to joining the MBA program.

¹⁴ Two years of relevant full-time work experience, supported by letters from employers, is normally expected. However,

- a combination of both full-time after graduation from first bachelor's degree and part-time experience may be considered
- army service (with proof) may be considered as part of the acquired work experience
- relevant work experience over five-years will be given special consideration
- OSB reserves the right to admit a limited number of students (subject to competition based on the number of available slots) without the two-year work experience if they are academically out standing graduates from AUB and have achieved a strong GMAT score

Graduation Requirements

Graduation requirements are found in the Graduate Studies section at the end of this catalogue.

Academic Rules and Regulations

Most academic rules and regulations are found in the Graduate Studies section at the end of this catalogue. Other rules follow.

Academic Advisers

Each student has an academic adviser who must approve the student's schedule each semester. See p. 51 for general information regarding academic advisers.

Credit Load

Upon admission, graduate students should specify whether they will be enrolled on a full-time or part-time basis.

For full-time MBA students: maximum of 12 credits and minimum of 6 credits per regular semester (maximum 9 credits in the summer session)

For part-time MBA students: maximum of 6 credits and minimum of 3 credits per regular semester or summer session. A part-time student must complete a minimum of 11 credits per any academic year (including the summer session).

It must be noted that any request for taking loads different from the minimum or maximum as stated in the above has to be pre-approved by the OSB graduate committee. Also, the current rule that all requirements for the master's degree must be completed within a maximum of four years after admission to graduate study will stay in effect.

Degree Courses: The degree courses offered during the summer session are identical in standards and content to those offered during the first and second semesters.

OSB ACADEMIC UNITS

Finance, Accounting, and Managerial Economics Track

Convenor:	Safieddine, Assem
Professor:	Elfakhani, Said
Associate Professor:	Safieddine, Assem
Assistant Professors:	Chahine, Salim; Ismail, Ahmad; Khalil, Samer; Manassian, Armond; Mattar, Mahdi; Pattichis, Charalambos; Rebeiz, Karim
Lecturers:	Abdallah, Hanin; Ghanem, Abdel Jalil
Instructors:	Hout, Bassima; Uwaidah-Mardini, Rania
Executive-in-Residence:	Becker, Robert; Malouf, Fawzi

In accordance with the programs offered by OSB leading to the degrees of Bachelor in Business Administration (BBA) and Master in Business Administration (MBA), the track offers students a BBA/MBA with a concentration or generic option.

Undergraduate Program (BBA)

In addition to the 42 credit general undergraduate requirements from outside the school (listed earlier) and the 33 credits required in the business core (ACCT 210, ACCT 215, BUSS 200, BUSS 211, BUSS 230, BUSS 239, BUSS 240, BUSS 245, BUSS 248, BUSS 249, DCSN 200, FINA 210, INFO 200, MKTG 210, MNGT 215), the track requires students wishing to follow one of its general concentrations (accounting or finance) to take 12 credits in the concentration area, and any 3-credit business elective including an ACCT or FINA course. Students wishing to focus further in the accounting area can choose one of the following two clusters of courses: (1) Financial Accounting/External Auditing or (2) Management/Cost Accounting. Students wishing to focus further in the finance area can choose one of the following three clusters of courses: (1) Investment Analysis, (2) Banking and Financial Institutions, or (3) Corporate Finance. Each of these clusters assists the student in pursuing a career in the area of concentration.

Recommended Courses

Financial Accounting/External Auditing career path: ACCT 221, ACCT 223, ACCT 230, ACCT 232 OR ACCT 231, and any 3-credit business elective including an accounting or finance course

Management/Cost Accounting career path: ACCT 221, ACCT 222, ACCT 231 OR ACCT 232, ACCT 241, and any 3-credit business elective including an accounting or finance course

Investment Analysis career path: FINA 220, FINA 222, FINA 234, FINA 235, and any 3-credit business elective including a finance or accounting course

Banking and Financial Institutions career path: FINA 215, FINA 218, FINA 225, FINA 227 OR FINA 228 OR FINA 243, and any 3-credit business elective including a finance or accounting course

Corporate Finance career path: FINA 230, FINA 240, FINA 241, and two of the following: FINA 232, FINA 234, FINA 242, FINA 247, any FINA 250 course; and any 3-credit business elective including a finance or accounting course.

Description of Track Undergraduate Courses

ACCT 210 Financial Accounting 3 cr.

An introduction to financial accounting that covers the use, interpretation, and analysis of the principal financial statements and other sources of financial information from a national and international perspective. *Prerequisite: business sophomore standing. Corequisite: CMPS 209.*

ACCT 215 Management Accounting 3 cr.

A course that covers the use, interpretation, and analysis of management accounting information for management decision-making, planning, and control of operations. The focus is on cost behavior, cost measurement, budgeting, performance measurement and evaluation, responsibility accounting, and product costing. *Prerequisites: business sophomore standing. ACCT 210.*

ACCT 217 Strategic Managerial Accounting 3 cr.

In-depth coverage of topics such as value chain analysis, activity-based costing, JIT systems, analysis of firm's cost structures, and the provision and use of information for strategic decisions. A rigorous analysis of some widely-used financial and non-financial measures, such as Return on Investment, EVA, and the balanced scorecard is also undertaken. *Prerequisites: business junior standing and ACCT 215.*

ACCT 221 Intermediate Financial Accounting I 3 cr.

This is the first of two professional courses in this area. This course covers concepts and standards of external financial reporting, systems to record and prepare financial accounting information, contents and presentation of basic financial statements, and financial reporting issues of assets. *Prerequisites: business junior standing, a minimum grade of 70 in ACCT 210. Corequisite: FINA 210.*

ACCT 222 Cost Accounting 3 cr.

A course on accounting in manufacturing operations; cost concepts and classifications; cost accounting cycle; accounting for materials, labor, and burden; process cost accounting; budgeting; standard costs; cost reports; direct costing and differential cost analysis; cost-volume-profit analysis and gross profit analysis. *Prerequisites: business junior standing and ACCT 215.*

ACCT 223 Intermediate Financial Accounting II 3 cr.

Continuation of ACCT 221. This course covers financial reporting issues relating to liabilities, ownership equity, selected financial reporting issues, and financial reporting disclosure. *Prerequisites: business junior standing and ACCT 221.*

ACCT 230 Introduction to External Auditing 3 cr.

An introduction to auditing and the professional responsibilities of a career in accounting. Topics include the legal and ethical responsibilities of accountants; professional auditing standards; international auditing standards; the acquisition, evaluation, and documentation of audit evidence; reports on the results of the engagement, evaluation in internal control, compliance testing, substantive testing, and statistical sampling and auditing EDP. *Prerequisites: business junior standing and ACCT 221. Recommended prerequisite: ACCT 232.*

ACCT 231 Fraud Examination and Internal Audit 3 cr.

A course on fraud examination and internal audit. This course covers concepts and topics of fraud detection, deterrence, and prevention; types of financial statement and occupational fraud; and investigation and interviewing techniques. It also covers functions of internal audit, audit committees and corporate governance, planning and performing the internal auditing engagement, and coordination of internal auditing and external auditing. *Prerequisites: business junior standing and ACCT 215.*

ACCT 232 Accounting Information Systems 3 cr.

A course that explores in detail several typical Accounting Information System (AIS) application subsystems, such as order entry/sales, billing/receivables/cash receipts, inventory, purchasing/accounts payable/cash disbursements, payroll, and materials planning/production. This course includes understanding, documenting, designing, using, and auditing these application subsystems. *Prerequisites: business junior standing and INFO 200.*

ACCT 235 Taxation 3 cr.

A study of the Lebanese Tax Code and its application as it relates to individuals and business entities. This course includes the laws governing direct taxation (income tax), indirect taxation (stamp duty and VAT), and the basic principles of the National Social Security Fund (NSSF). *Prerequisites: business junior standing, ACCT 210, BUSS 211.*

ACCT 240 Fund Accounting 3 cr.

A course that provides an alternative perspective of accounting that meets the needs of not-for-profit and governmental organizations. This course involves the interpretation and use of fund accounting as a means of reporting and controlling activities. *Prerequisites: business junior standing and ACCT 215.*

ACCT 241 Profit Planning and Budgeting Control 3 cr.

A broad view of profit planning and control. Topics covered include sales planning and control, planning production, materials purchase and usage, planning and controlling direct labor costs and overhead, planning expenses, planning and controlling capital expenditures, and completion and application of the profit plan. *Prerequisites: business junior standing and ACCT 215.*

ACCT 246 International Accounting 3 cr.

A course on selected topics faced by professional accountants in international business, including financial reporting standards, foreign currency, budgeting, management control, and performance evaluation. *Prerequisites: business junior standing and ACCT 215.*

ACCT 250 Special Topics 1, 2, or 3 cr.

A course that deals with special issues and concerns in accounting not included in regular courses. This course 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. Prerequisite: business junior standing.*

ACCT 251 Accounting Tutorial 0.5-3 cr.

Tutorials provide opportunities for students to pursue directed study readings and preliminary research relevant to their concentration where existing courses do not offer the required subject matter. Tutorials include a presentation of a report on the work.

FINA 210 Business Finance 3 cr.

This course teaches the tools that determine and analyze the major decisions a financial manager has to make, including identification of the firm's goals, time value of money, use of discount cash flow models, capital budgeting under certainty, capital structure as it relates to cost of capital, dividend policy, and ethics in finance. *Prerequisites: sophomore standing and ACCT 210.*

FINA 215 Financial Markets and Institutions 3 cr.

A study of the functions and operations of financial institutions. This course covers analysis of existing financial systems, money and capital markets, banks and non-bank financial intermediaries, term structure of interest rates, and securities markets including the stock and bond exchanges. *Prerequisites: business junior standing and FINA 210.*

FINA 218 Risk Management in Financial Institutions 3 cr.

This course covers the role of risk management in the financial institutions industry, use of insurance in risk management, quantitative and qualitative measures of risk, management of interest rate fluctuations, credit risks and policies, gap analysis, management of market risks and foreign exchange risk, management of operational and sovereign risks, portfolio analysis, the role of asset and liability management, and risk control processes. *Prerequisites: business junior standing and FINA 210.*

FINA 220 Investment Management 3 cr.

A study of the operations of securities markets, investment policies, valuation of individual securities, and techniques of investing in securities. This course also introduces students to analysis of investment information, evaluation of risks and returns, and principles of portfolio selection in investment decisions. *Prerequisites: business junior standing and FINA 210.*

FINA 222 Valuation Methods 3 cr.

This course covers techniques used by investment bankers and analysts for enterprise valuation. The techniques used are divided into intrinsic valuation and relative valuation. Intrinsic valuation includes dividend discount models, free cash flow to equity, free cash flow to firm. Relative valuation measures are price-to-earnings, price-to-sales, price-to-book, price-to-cash flow. The focus is on applications and insights as to when and why we use one measure versus another. *Prerequisites: business junior standing and FINA 210.*

FINA 225 Commercial Bank Management 3 cr.

Defines functions, operations, and objectives of commercial banks as compared to other financial institutions. The course studies the management aspects of commercial banks, financial analysis of bank statements, liquidity management, assets and liability management, profitability, capital adequacy, credit analysis, trade finance, and banking regulations. *Prerequisites: business junior standing and FINA 210.*

FINA 227 Insurance 3 cr.

An operational approach to risk management in business and personal affairs. The major thrust of this course is to introduce students to the various types of insurance contracts including life, health, property, and liability insurance, and how to measure and manage risk. This course also covers reinsurance and the know-how to make the best use of insurance contracts and coverage. *Prerequisites: business junior standing and FINA 210.*

FINA 228 Credit and Risk Analysis 3 cr.

The course focuses on risk as the basic income-generating product of financial institutions and on the tools used to categorize, identify, review, measure, and analyze particular types of risk. It outlines periodic risk review packages and documentation standards giving particular weight to spread sheet and ratio analysis so as to determine the financial risks of corporate entities. The course also covers the optimal structuring of short- and long-term credit facilities and lending. *Prerequisites: business senior standing and FINA 210.*

FINA 230 International Financial Management 3 cr.

An analysis of the opportunities, problems, and financial decisions confronting multinational companies. The focus of this course is on understanding international regulatory and environment differences, access to money and capital markets, use of derivatives to hedge exchange rate risk, exposure to political risk and other types of risk, and international diversification. *Prerequisites: business junior standing and FINA 210.*

FINA 232 Real Estate Management 3 cr.

An overview of real estate markets and instruments. This course studies economic factors influencing real estate values, various methods of evaluating real estate investments, analysis of commercial and residential real estate development, mortgage financing, property valuation and management, appraisal techniques, foreclosure, and real estate securities. *Prerequisites: business junior standing and FINA 210.*

FINA 234 Real Estate Finance and Investment 3 cr.

This course examines selected advanced issues in real estate finance and investment. It covers techniques for analyzing financial decisions in property development and investment: property income streams, pro-forma analysis, equity valuation, taxes, risk types, sensitivity analysis, the financing aspect of real estate projects such as debt and equity financing, cost of capital, commercial and residential mortgage, the role of institutional investors, and mortgage securitization. *Prerequisites: business junior standing and FINA 210.*

FINA 235 Personal Financial Planning 3 cr.

A course that deals with planning and managing personal finance. This course focuses on topics such as the financial planner's role and environment, cash flow budgeting, consumer credit, debt management, insurance, taxation and financial planning, retirement planning, estate planning and wills, personal bankruptcy and insolvency, and preparation of financial plans. *Prerequisites: business junior standing and FINA 210.*

FINA 240 Computer Applications in Finance 3 cr.

A course that deals with the applications of computer software to corporate finance issues, decision making, investment and portfolio analysis, and other applications of quantitative methods. The use of spreadsheets and other finance-related software is emphasized. *Prerequisites: business junior standing and FINA 210.*

FINA 241 **Venture Capital Management** **3 cr.**

A course that addresses financial issues facing entrepreneurs. Students focus on financing alternatives such as public share offerings and venture capital vehicles. Topics such as capital structure decisions, leasing, and business valuation are examined. *Prerequisites: business junior standing and FINA 210.*

FINA 242 **Advanced Venture Capital and Private Equity** **3 cr.**

This course covers special types of financing for capital investment proposals. The course will use the case approach to assess the organization and strategies of the private equity industry, the use of financial and economic tools in leveraged buyout and venture capital investing, types of private equity transactions, study of transactions with options and hybrid financing structures, financing of IPOs, incubators, and corporate venture capital. *Prerequisites: business junior standing and FINA 210.*

FINA 243 **Private Banking** **3 cr.**

This course offers students the opportunity to learn how to manage high net worth client relationships. It tackles client approach techniques as well as the financial know-how, knowledge of markets' functioning, products, and services. *Prerequisites: business junior standing and FINA 210.*

FINA 247 **Case Studies in Finance** **3 cr.**

This course provides a deep understanding of the financing issues that firms must deal with, using the case approach. The topics covered include cost of capital for a multidivisional firm, capital structure and estimation of debt benefits, pricing initial public offerings (IPOs), Leveraged Buyout (LBO), mergers and acquisitions, warrants and convertibles, and financial distress. *Prerequisites: business junior standing and FINA 210.*

FINA 250 **Special Topics** **1, 2, or 3 cr.**

A course that deals with special issues and concerns in finance not included in regular courses. This course 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. Prerequisite: business junior standing.*

FINA 251 **Finance Tutorial** **0.5-3 cr.**

Tutorials provide 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. Tutorials include a presentation of a report on the work.

Graduate Program (MBA)

The track requires the business core totaling 24 credit hours (ACCT 301, BUSS 300, BUSS 310, BUSS 315, BUSS 325, BUSS 349, DCSN 300, DCSN 305, FINA 306, INFO 300, MNGT 306, MKTG 306), the completion of an MBA project (BUSS 398) in the area of concentration, and 15 credit hours of elective courses (of which at least 12 credit hours are in the concentration area). The track offers two general concentrations (accounting or 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.

Recommended Courses

Risk Management career path: 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 career path: FINA 315, FINA 318, FINA 320, FINA 335, and any 3-credit business elective including a FINA or ACCT course

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

Course Descriptions—Graduate Track

ACCT 301 Financial Reporting and Analysis 3 cr.

This course 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 it explores measurement of items on financial statements, disclosures, standard-setting issues, financial reporting internationally, financial reporting implications, and investment evaluation. *Prerequisite: FOLC 302A or equivalent.*

ACCT 315 Intermediate Financial Accounting II 3 cr.

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

ACCT 320 Profit Planning and Control 3 cr.

A course that deals with comprehensive profit planning and control outline, 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 its equivalent.*

ACCT 322 Taxation-Issues and Problems 3 cr.

A course that 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. *Prerequisite: FOLC 301B and instructor's approval for BBA holders.*

ACCT 325 Advanced Auditing 3 cr.

A course that covers the topics of 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.

A course that presents the principal approaches and proposed solutions to the problem of formulating an accounting theory. The emphasis in this course 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.

A course that 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.

A course that covers recent International Accounting Standards, proposals, and pronouncements. *Prerequisite: FOLC 301B or its equivalent.*

ACCT 340 Activity Based Costing 2 cr.

A course that 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 its equivalent.*

ACCT 345 Financial Statements Analysis 2 cr.

A course that 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 its equivalent.*

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

An analysis of contemporary accounting issues and problems. This course 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.

Tutorials provide opportunities for students to pursue directed study readings and preliminary research relevant to their concentration where existing courses do not offer the required subject matter. Tutorials include a presentation of a report on the work.

FINA 306 Intermediate Corporate Finance 3 cr.

The course 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 some cases simulating real world decision-making. *Prerequisite: FOLC 302A and Corequisite: ACCT 301.*

- FINA 315 Investment Analysis and Evaluation 3 cr.**
An analysis of investments in financial securities. This course focuses on securities markets, investment risk-return trade-off, asset pricing models, and stock price behavior in relation to capital market efficiency hypotheses. Particular emphasis is placed on stocks, bonds, and financial futures and options. *Prerequisite: FOLC 302A or equivalent, and instructor's approval for BBA holders.*
- FINA 318 Derivative Securities 3 cr.**
A course that 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.**
A course 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. *Prerequisite: FOLC 302A or equivalent, and instructor's approval for BBA holders.*
- FINA 330 Banking Risk Management 3 cr.**
A course that deals with financial decision-making procedures and policies of commercial banks. The focus of this course 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 or equivalent, and instructor's approval for BBA holders.*
- FINA 335 Portfolio Theory and Management 3 cr.**
This course studies 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, through case study and simulation approach. *Prerequisite: FINA 315 or equivalent.*
- FINA 337 Market Risk Measurement and Management 3 cr.**
This course 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.

This course gives 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 of the course 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.

A course that 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. Examines the role of business angles, venture capital funds, institutional investors, strategic alliances, licensing agreements, and exit strategies. 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 offerings, and the decision to harvest. *Prerequisite: FINA 306.*

FINA 345 Computerized Financial Models 3 cr.

The course uses spread sheets 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.

A course that 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 in this course 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. This course 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.

Tutorials provide 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. Tutorials include a presentation of a report on the work.

Management, Marketing, and Entrepreneurship Track

Convenor:	Zbib, Imad
Professor:	Najjar, George K.
Assistant Professors:	Jamali, Dima; Sidani, Yusuf; Shuayto, Nadia; Zbib, Imad; Zeidan, Mohamad; Zgheib, Phillip
Visiting Assistant Professor:	Koksal, Mehmet Haluk
Senior Lecturer:	Eid, Nimr
Lecturers:	Afiouni, Fida; Christie, Tasso; Kettaneh, Tarek; Leigh, Laurence; Thornberry, Jon
Instructors:	Kfourri, Michael; Khauli-Hanna, Leila; Stambuli, Marwan

In accordance with the programs offered by OSB leading to the degrees of Bachelor in Business Administration (BBA) and Master in Business Administration (MBA), the track offers students a BBA/MBA with a concentration or generic option.

Undergraduate Program (BBA)

In addition to the 42 credits of general undergraduate requirements from outside the school (listed earlier) and the 33 credits required in the business core (ACCT 210, ACCT 215, BUSS 200, BUSS 211, BUSS 230, BUSS 239, BUSS 240, BUSS 245, BUSS 248, BUSS 249, DCSN 200, FINA 210, INFO 200, MKTG 210, MNGT 215), the track requires students following one of its general concentrations (marketing or management) to take 12 credits in the concentration area, and any 3-credit business elective including a MNGT, MKTG, or ENTM course. Students can focus further in the management area by choosing one of the following two clusters of courses: (1) Human Resource Management or (2) Entrepreneurship Management. Students can focus further in the marketing area by choosing one of the following two clusters of courses: (1) Service Marketing and Retailing or (2) Advertising and Marketing Communication. Each of these clusters assists the student in qualifying for a particular career path in the area of concentration.

Recommended Courses

Human Resource Management career path: MNGT 218, MNGT 220, MNGT 225, MNGT 229, and any 3-credit business elective including a MNGT, ENTM, or MKTG course

Entrepreneurship Management career path: ENTM 220, ENTM 225, ENTM 230, ENTM 235, 3-credit ENTM 250, 3-credit ENTM 251, FINA 234, FINA 241, MNGT 220, MKTG 221 and any 3-credit business elective including an ENTM, MNGT, or MKTG course

Service Marketing and Retailing career path: MKTG 215, MKTG 222, MKTG 235, MKTG 240, and any 3-credit business elective including a MKTG, MNGT, or ENTM course

Advertising and Marketing Communication career path: MKTG 222, MKTG 225, MKTG 238, MKTG 240, and any 3-credit business elective including a MKTG, MNGT, or ENTM course

Note: MKTG 222 and MKTG 240 are required for the Marketing concentration.

Description of Track Undergraduate Courses

ENTM 220 Entrepreneurship and Small Business Management 3 cr.

An analysis of the problems related to management, organization, and operation of small business enterprises. This course emphasizes managerial problems from the perspective of small businesses such as personnel, capital, location, marketing, accounting, and legal issues, among others. *Prerequisites: business junior standing and MNGT 215.*

ENTM 225 Business Environment of the Firm 3 cr.

A course that focuses on how to analyze the market environment of firms, including an analysis of the macro and micro environment facing firms, with special emphasis on competitors and government policy. *Prerequisite: business junior standing.*

ENTM 230 Entrepreneurial Decision Making 3 cr.

A detailed introduction into the role and nature of entrepreneurial decision making. This course reviews the structure and key components of decision-making models, and uses computer simulation models to introduce students to decision making in a realistic entrepreneurship model. *Prerequisites: business junior standing and MNGT 215.*

ENTM 235 Family Business: Issues and Solutions 3 cr.

A course that focuses on family businesses: their importance, structure, governance, management, challenges; issues of succession, inheritance, family versus non-family management, and rivalry between siblings, cousins, or across generations. *Prerequisites: business junior standing and MNGT 215.*

ENTM 250 Special Topics 1, 2, or 3 cr.

A course that deals with special issues and concerns in entrepreneurship not included in regular courses. This course 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. Prerequisite: business junior standing.*

ENTM 251 Entrepreneurship Tutorial 0.5-3 cr.

Tutorials provide opportunities for students to pursue directed study readings and preliminary research relevant to their concentration where existing courses do not offer the required subject matter. Tutorials include a presentation of a report on the work. *Prerequisite: business junior standing*

MNGT 215 Principles of Management 3 cr.

A course that focuses on the modern corporate entity: rationale, structure, processes and functions; internal dynamics of supervision, functions of management, performance and change management, systems dynamics, and interface with the environment. *Prerequisite: junior standing.*

MNGT 218 Organizational Behavior 3 cr.

A course that deals with corporate behavioral dynamics at the individual and group levels, managerial communication, team building, leadership, motivation, and conflict resolution. *Prerequisites: business junior standing and MNGT 215.*

MNGT 220 Human Resource Management 3 cr.

A course that deals with understanding and managing human capital as a major strategic asset, macro and micro manpower planning, skill surveying, management learning, de-learning and relearning, results-driven performance in the age of virtual organizations and telecommuting, and knowledge workers in a rapidly changing corporate context within a global knowledge economy. *Prerequisites: business junior standing and MNGT 215.*

MNGT 225 Employee Development 3 cr.

This is a senior level, seminar style course that is designed to expose students to employee training and development within an organization. Specifically, it is designed to help students develop skills that will enable them to effectively design, implement, and evaluate training systems from an applied perspective. The course also sheds light on career planning and development as essential functions in maintaining competency, motivation, and commitment. *Prerequisites: business junior standing, MNGT 215, MNGT 220.*

MNGT 229 Contemporary Issues in Human Capital Management 3 cr.

This course covers contemporary issues facing human resource managers. Topics covered include motivation, evaluation, compensation and rewards, global human resource strategies, expatriate selection and training, and organizational staffing. Attention is focused on relevant theories, research, and practical applications. *Prerequisites: business junior standing, MNGT 215, MNGT 220.*

MNGT 230 International Management 3 cr.

A course on the management function in a global economy. Topics covered include substantive and stylistic challenges for senior and middle management in international cross continent corporations and conglomerates, standardization and diffusion of authority and operations, mobility and self reinvention, and integration and differentiation. *Prerequisites: business junior standing and MNGT 215.*

MNGT 245 Business Ethics 3 cr.

A capstone course that covers the topics of instrumental expediency and moral imperatives, ethical dimensions of corporate decision making, intra- and interpersonal ethical conflicts, and limits of individual and corporate responsibility. *Prerequisite: business junior standing.*

MNGT 250 Special Topics 1, 2, or 3 cr.

A course that deals with special issues and concerns in management not included in regular courses. This course 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. Prerequisite: business junior standing.*

MNGT 251 Management Tutorial 0.5-3 cr.

Tutorials provide opportunities for students to pursue directed study readings and preliminary research relevant to their concentration where existing courses do not offer the required subject matter. Tutorials include a presentation of a report on the work.

MKTG 210 Principles of Marketing 3 cr.

An overview of marketing activities including marketing inputs in strategic planning, global marketing, marketing research, analysis of buyer behavior, market segmentation and positioning, and development of the marketing mix elements. *Prerequisite: junior standing. Recommended: ACCT 210.*

MKTG 215 Services Marketing 3 cr.

An overview of the process of marketing services. This course includes a study of the characteristics of services and their marketing implications, developing marketing strategies, creating value, pricing and promoting the service performance, and ensuring a positive customer experience. *Prerequisites: business junior standing and MKTG 210.*

MKTG 220 Electronic Marketing 3 cr.

An overview of electronic marketing development and its impact on marketing transactions and management of organizations. Topics covered include e-marketing as an economic and strategic approach; business to business and business to consumer e-marketing; management of an e-marketing project; and financial, legal, and security issues. *Prerequisites: business junior standing, MKTG 210, INFO 200.*

MKTG 222 Marketing Research 3 cr.

A course that provides thorough coverage of various marketing research tools along an applied orientation, including a systematic analysis of the steps comprising the marketing research process, starting with research problem definition and terminating with data collection, analysis, and presentation. *Prerequisites: business junior (senior) standing, MKTG 210, BUSS 200.*

MKTG 225 Marketing Communications 3 cr.

An overview of promotion management and integrated marketing communications. Topics covered include behavioral foundations of marketing communications, environmental influences on marketing communications, and the promotion management process and its execution. *Prerequisites: business junior standing and MKTG 210.*

MKTG 230 Professional Selling and Sales Management 3 cr.

An overview of selling and sales management. Topics covered include sales management functions and strategies, developing the selling function, sales goals and structure, building a sales program, and leading and motivating the sales force. *Prerequisites: business junior standing and MKTG 210.*

MKTG 235 Retailing and Merchandising 3 cr.

This course examines the opportunities and problems faced by marketers in contemporary retail formats. The principle issues involved in retailing are explored, including store location and layout, merchandise planning, buying and selling, category management, and coordination of store activities. Overall the course allows students to develop appropriate skills and knowledge for effective and efficient decision making in the contemporary retail environment. *Prerequisites: business junior standing and MKTG 210.*

MKTG 238 Public Relations 3 cr.

This course focuses on the communication between an individual or organization and the public to promote stakeholder acceptance and approval. Students explore traditional and emerging components of the public relations process through mass media, as well as the needs of different types of businesses, such as corporations, non-profit organizations, and government offices. *Prerequisites: business junior standing and MKTG 210.*

MKTG 240 Consumer Behavior 3 cr.

A course that focuses on the customer as the key to market success. Topics covered include the roles of a customer, market values a customer seeks, determinants of customer behavior, the customer's mindset, customer decision-making, and customer-focused marketing. *Prerequisites: business junior standing and MKTG 210.*

MKTG 245 International Marketing 3 cr.
An overview of the scope and challenge of international marketing. Topics covered include the cultural environment of global markets, assessing global market opportunities, and developing and implementing global marketing strategies. *Prerequisites: business junior standing and MKTG 210.*

MKTG 250 Special Topics 1, 2, or 3 cr.
A course that deals with special issues and concerns in marketing not included in regular courses. 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. Prerequisite: business junior (senior) standing.*

MKTG 251 Marketing Tutorial 0.5-3 cr.
Tutorials provide 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. Tutorials include a presentation of a report on the work.

Graduate Program (MBA)

The track requires the business core totaling 24 credits (ACCT 301, BUSS 300, BUSS 310, BUSS 315, BUSS 325, BUSS 349, DCSN 300, DCSN 305, FINA 306, INFO 300, MNGT 306, MKTG 306), the completion of an MBA project (BUSS 398) in the area of concentration, and 15 credit hours of elective courses (of which at least 12 credit hours are in the concentration area). The track offers two concentrations from which students can choose: (1) Organizational Behavior and Human Resource Management concentration, and (2) Marketing concentration.

The recommended list of 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 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.

Description of Track Graduate 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.

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.

This course 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 introduces theories, tools, approaches, and key competencies for managing change as well as practical case studies in the management of change.

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

The purpose of this course is to help MBA 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 of this course is to ensure students' preparedness for the sharp edge of management practice by the time they graduate.

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.

MNGT 332 Human Capital Management 3 cr.

An advanced analysis of human resource function and the challenge of managing human capital in a modern corporation or on a smaller entrepreneurial scale. Concepts of investment, risk, return, and cost are used as part of a new conceptual apparatus applicable to the human factor in management.

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 of this course is to give students the skills and knowledge they need 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 Europe, 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 while the focus is on HRM practices. Students will be able to explain differences in HRM practices in major regions of the world. *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.

MNGT 345 Compensation Management Systems 3 cr.

This course centers on the development and implementation of successful performance management systems. Students learn how to design valid performance measures, select appropriate measurement formats, and diagnose performance problems. The course covers implementation issues such as facilitating effective performance feedback interviews, coaching employees, handling poor performance, and documenting performance problems. The course 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 module on negotiation skills as a key executive competency with ample internal and external uses. An applied, hands-on approach is integral to this class.

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

An analysis of contemporary management issues and problems. This course 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.

Tutorials provide opportunities for students to pursue directed study readings and preliminary research relevant to their concentration where existing courses do not offer the required subject matter. Tutorials include a presentation of a report on the work.

MKTG 306 Marketing Management 3 cr.

This course 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.

A course that 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, BUSS 300, and instructor's approval for BBA holders.*

MKTG 312 Consumer Behavior 3 cr.

A course that 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 315 Advertising and Promotion 3 cr.

A course that 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.

A course that 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 programs, and globalization of services. *Prerequisite: MKTG 306 or its equivalent.*

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 programs, and managing the global effort. *Prerequisite: MKTG 306 or its equivalent.*

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

An analysis of contemporary marketing issues and problems. This course 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.

Tutorials provide opportunities for students to pursue directed study readings and preliminary research relevant to their concentration where existing courses do not offer the required subject matter. Tutorials include a presentation of a report on the work.

Business Information and Decision Systems Track

Convenor:	Hindi, Khalil
Professor:	Hindi, Khalil; Osman, Ibrahim
Assistant Professors:	Araman, Victor; Azad, Bijan; Feghali, Antoine; King, Nelson
Visiting Assistant Professor:	Fleszar, Krzysztof
Lecturer:	El Den, Jamal
Instructors:	Geutcherian, Rita; Salamoun Sioufi, Randa

In accordance with the programs offered by OSB leading to the degrees of Bachelor in Business Administration (BBA) and Master in Business Administration (MBA), the track offers students a BBA/MBA with a concentration in Business Information and Decision Systems.

Undergraduate Program (BBA)

In addition to the 42 credits of general undergraduate requirements from outside the school (listed earlier) and the 33 credits required in the business core (ACCT 210, ACCT 215, BUSS 200, BUSS 211, BUSS 230, BUSS 239, BUSS 240, BUSS 245, BUSS 248, BUSS 249, DCSN 200, FINA 210, INFO 200, MKTG 210, MNGT 215), the track requires all students concentrating in Business Information and Decision Systems to take core track course DCSN 205 and core track course INFO 205, and any combination of elective courses totaling 6 credits from the Decision Systems courses (denoted by DCSN) and the Information Systems courses (denoted by INFO). The remaining 3-credit course may be any 3-credit business elective, including a DCSN or INFO course.

Description of Track Undergraduate Courses

DCSN 200 Managerial Decision Making 3 cr.

This course is a spreadsheet-based introduction to the tools and techniques of modern managerial decision making. It addresses formulation of models that can be used to analyze complex problems taken from various functional areas of management, including finance, marketing, operations, and human resources. The goal is to understand how business decisions are reached, what tradeoffs are made, and how outcomes depend on the underlying data. A broad range of analytical methods is covered, including linear programming, integer linear programming, decision analysis, decision trees, queues, and Monte Carlo simulation. Software packages like Excel, Tree Plan, and Crystal Ball are used. *Prerequisites: junior standing, MATH 204, CMPS 209.*

DCSN 205 Operations Management 3 cr.

This course offers an overview of the issues involved in how operations managers make strategic decisions to operate a production or service system to give the firm a sustainable competitive advantage in a global marketplace. Specific topics covered include operations strategy framework; project management; product design and process management; total quality management; capacity planning; supply chain design; and control of operations. *Prerequisites: business junior standing, MATH 204, CMPS 209.*

- DCSN 210 Business Logistics 3 cr.**
This course addresses the planning, organizing, and controlling of such activities as transportation, inventory maintenance, facility location, order processing, purchasing, warehousing, materials handling, packaging, customer service standards, and product scheduling. It is specifically designed to help solve actual challenges encountered by modern businesses with the help of software tools. *Prerequisites: business junior standing and DCSN 205.*
- DCSN 215 Advanced Managerial Decision Making Models 3 cr.**
This course addresses advanced models from functional areas of management, including finance, marketing, operations, and human resources, through case studies and use of applications software. *Prerequisites: business junior standing and DCSN 200.*
- DCSN 220 Simulation Modeling 3 cr.**
This course introduces elements of computerized simulation, including modeling deterministic and stochastic systems, generation of random numbers and variables, and probability and statistics related to modeling, validating, running, and interpreting computer simulations. Simulation projects from various functional areas of management form an integral part of the course. *Prerequisites: junior standing and BUSS 200.*
- DCSN 250 Special Topics 1, 2, or 3 cr.**
This course deals with special issues and concerns in business decision systems not included in regular courses. *This course 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. Prerequisite: business junior standing.*
- DCSN 251 Decision Systems Tutorial 0.5-3 cr.**
Tutorials provide opportunities for students to pursue directed study readings and preliminary research relevant to their concentration where existing courses do not offer the required subject matter. Tutorials include a presentation of a report on the work.
- INFO 200 Management Information Systems 3 cr.**
This course introduces the use of information technology and information systems (IT/IS) in business to raise productivity, create customer value, and sustain competitive advantage. It provides an introductory survey of the key role of information and its automation in a value chain; support of business processes; and conduct of business transactions, as well as an examination of what, why, where, when, and how information and its automation can be used to add value for the business and its customers. *Prerequisites: business junior standing and CMPS 209.*
- INFO 205 Information Systems Design and Development 3 cr.**
This course emphasizes the issues facing business and management in the design and development of information systems: properly formulating business problems; targeting the appropriate processes and functions; delineating the planned data needs and user groups; estimating the value of the solution; and the requisite design and implementation processes, phases, and timeframe. Cases will underscore these issues and problems in the context of practical design and development projects. *Prerequisites: business junior standing and INFO 200.*

INFO 210 Business Database Systems 3 cr.

This course introduces the central role of database management systems (DBMS) and their applications in the business IT/IS environment, including an overview of database design, implementation, query and use based on using features of a commercial structured query language-based (SQL) DBMS. The course includes a case study that requires a basic information model (conceptual/physical design) and the development of a multiple table database satisfying a real business need. *Prerequisites: business junior standing and INFO 200.*

INFO 215 Managing Information Technology Resources 3 cr.

This course introduces the management of IT/IS as a critical business resource. It examines information economics and business strategy; IS strategies; data resources; IS support provided to business processes and decisions; technical (hardware/network/telecommunication) infrastructure of IS; IS maintenance policies and procedures; staffing and funding approaches for IS services; and IS security measures. *Prerequisites: business junior standing and INFO 200.*

INFO 220 E-Commerce (EC) Strategies and Applications 3 cr.

This course explores strategies and applications in the context of planning an EC initiative or start-up. Business models and competitive strategies are used as the framework: (a) for understanding how EC is different from and similar to other businesses; and (b) how to create business value from the combined use of internet technology and the underlying IS/IT. Students/teams outline key items of an EC business plan; write high-level requirements for an E-Commerce initiative/startup; and study cases. *Prerequisites: business junior standing and INFO 200.*

INFO 225/DCSN 225 Enterprise Systems Design and Implementation 3 cr.

This course introduces the problems of coordination in business caused by low/no integration of systems and processes. It offers solutions through a combination of enterprise systems (enterprise resource planning) and enterprise application/data integration. A semester-long project requires students working in teams to develop a business integration solution through the application of systems integration principles based on use of software. *Prerequisites: business junior standing, INFO 205, DCSN 205.*

INFO 230/DCSN 230 Knowledge Management 3 cr.

This course addresses capturing, transferring, sharing, and managing knowledge. Topics include understanding knowledge; knowledge management systems life cycle; knowledge creation; capturing knowledge; knowledge transfer and knowledge sharing; learning from data; data mining; and ethical and legal issues. *Prerequisites: business junior standing and INFO 200.*

INFO 250 Special Topics 1, 2, or 3 cr.

This course deals with special issues and concerns in business information systems not included in regular courses. This course 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. Prerequisite: business junior standing.*

INFO 251 Information Systems Tutorial 0.5-3 cr.

Tutorials provide opportunities for students to pursue directed study readings and preliminary research relevant to their concentration where existing courses do not offer the required subject matter. Tutorials include a presentation of a report on the work.

Graduate Program (MBA)

The track requires the business core totaling 24 credits (ACCT 301, BUSS 300, BUSS 310, BUSS 315, BUSS 325, BUSS 349, DCSN 300, DCSN 305, FINA 306, INFO 300, MNGT 306, MKTG 306), the completion of an MBA project (BUSS 398) in the area of the track, and 15 credit hours of graduate business elective courses (of which at least 12 credit hours are in the concentration area).

Description of Track Graduate Courses

DCSN 300 Models for Decision Making I 1.5 cr.

This course 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 their equivalents.*

DCSN 305 Supply Chain Management 1.5 cr.

This course 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 the 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 their equivalents.*

DCSN 310 Operations and Process Management 3 cr.

This course gives an overview of the strategic and tactical decisions involved in operating a production or service system to give the firm a 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.

This course 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 balance scorecards. *Prerequisite: DCSN 310.*

DCSN 320 Models for Decision Making II 3 cr.

This course 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.

Tutorials provide opportunities for students to pursue directed study readings and preliminary research relevant to their concentration where existing courses do not offer the required subject matter. Tutorials include a presentation of a report on the work.

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 its equivalent.*

INFO 305 Data and Information Management 3 cr.

This course 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.

This course 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.

This course 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 web site 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.

A course that focuses on analysis of contemporary decision systems or information systems issues and problems. This course 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.

Tutorials provide opportunities for students to pursue directed study readings and preliminary research relevant to their concentration where existing courses do not offer the required subject matter. Tutorials include a presentation of a report on the work.

Description of EMBA Courses

The Olayan School of Business offers the degree of Executive Master of Business Administration (EMBA) administered jointly by all three tracks. The degree requires 44 credit hours distributed over four themes, ten modules, and 33 integrated topics-based courses.

Theme I: Fundamentals and Analytics

EMBA 510 Module A—Executive Behavioral Skills 3 cr.

Organizational Behavior (equivalent to 1 cr.): Focuses on the behavioral issues of individuals and groups in organizations. Concepts covered include motivation, job satisfaction, the design of jobs, self-directed work teams, management of conflict, attitudes and change, and performance and communication.

Effective Communication (equivalent to 1 cr.): Emphasizes oral and written communication for successful negotiation, establishing and maintaining relationships, and speaking to influence and inspire action. The course also focuses on strategies for dynamic presentations, cross-cultural communication, and management writing.

Negotiation and Conflict Resolution (equivalent to 1 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 planning and strategies for improving negotiation and conflict. Simulations are used extensively throughout the course.

EMBA 520 Module B—Core Financial Competencies I 4 cr.

Financial Management (equivalent to 1 cr.): An introduction to corporate financial management and investments. Provides framework, concepts, and tools for analyzing financial decisions based on fundamental principles of modern financial theory. Covers discounted cash flow techniques, risk and return analysis, capital budgeting and valuation, capital structure, and financial decisions.

Financial Accounting (equivalent to 1 cr.): Introduces the basic concepts, standards, and practices of financial reporting to serve the needs of decision makers. Basic financial statements, analysis and recording of transactions, and underlying concepts and procedures.

Statistical Analysis for Management (equivalent to 1 cr.): Introduces advanced statistical concepts and tools as they apply to managers. Topics covered include descriptive statistics, randomness and variability, graphical summarization, probability, sampling, estimation, confidence intervals, and hypothesis tests.

Economics for Executives (equivalent to 1 cr.): Introduces the basic principles of micro- and macroeconomics and their application in organizations. Topics covered include elements of supply and demand, consumer behavior, market structures, income distribution, aggregate supply and demand, national output, inflation and unemployment, and monetary and fiscal policies.

Theme II: Operational Management Skills

EMBA 530 Module C—Human Capital and 3.5 cr. **Marketing Competencies**

Marketing Management (equivalent to 1 cr.): Addresses how managers make marketing decisions in complex and competitive environments. Topics include marketing in a changing world, strategic planning and the marketing process, market research, buyer behavior and market segmentation, product line strategy, new product development, integrated communications, pricing, and channel management.

Human Resource Management (equivalent to 1 cr.): Discusses strategies for building a sustainable competitive advantage through people. Emphasis is on trends and innovations in HR, managing the diverse workforce, job analysis and planning, training and development, trends in compensation and benefits, employee and labor relations, and global human resource management.

Corporate Legal Environment (equivalent to 1.5 cr.): Provides an overview of local and international commercial law, international sales of goods, contract law, franchising, conflict of laws in international disputes, international trade agreements, trade financing, anti-trust and mergers laws, FDIs, investment insurance, intellectual property, governance laws, and securitization.

EMBA 540 Module D—Core Financial Competencies II 3 cr.

Management Accounting (equivalent to 1.5 cr.): Examines the use of accounting information by managers for decision-making purposes. Topics covered include cost behavior, cost allocation methods, activity-based costing, budgeting and control environments, cost-volume-profit analysis, and performance measurement.

Corporate Finance (equivalent to 1.5 cr.): Covers topics such as financial decisions and wealth creation, financial planning, financial forecasting and valuation models, capital budgeting under uncertainty, internal financial analysis, capital structure and allocation, leasing, equity and debt financing, modern dividend theories, and working capital policies.

EMBA 550 Module E—Executive Information and 6.5 cr.
Decision Competencies

Business Models for Decision Making (equivalent to 1.5 cr.): Introduces the basic concepts and methods of management science and their application to the analysis of management decision problems in private and public sector contexts. Covers the art and science of decision making under uncertainty, linear programming and multi-objective decision-making, and simulation in business.

Operations Management (equivalent to 1.5 cr.): An analytic overview of operations management theories, technologies, and methodologies with practical corporate applications. Topics include delivery of superior value to customers in a profitable manner through the design, planning, and control of supply chains, process design of products/services, resolving bottlenecks, dealing with inventory and quality planning and control issues, and measuring and improving performance.

Business Information Technology (equivalent to 1 cr.): Examines information systems in organizations. Topics covered include hardware, software, organizing data and information, telecommunication, electronic commerce, transaction processing systems, decision support systems, artificial intelligence, expert systems, and systems development.

E-business (equivalent to 1.5 cr.): Focuses on e-business as a tool for strategic leveraging with emphasis on implications for marketing intelligence, customer relations, and control. Issues are drawn from the fields of computer science, communication networks, and economics to consider the durable forms of B2C and B2B communication.

Logistics and Supply Chain Management (equivalent to 1 cr.): Focuses on logistics and supply chain management as tools for achieving competitive advantage. Topics include transportation, network design and information technology structures of a supply chain, the relationship between structures and performance, and analytical tools and techniques for designing and planning a supply chain.

Theme III: Strategic Corporate Analysis

EMBA 560

Module F—The Executive as Strategist

7.5 cr.

Transnational Corporations (equivalent to 1.5 cr.): An integrated whole consisting of national environments, the international environment, and business activities, all interacting with one another. Topics covered include national and global business environments, international trade and business investments, international financial systems, and management of the global enterprise.

Strategic Marketing Management (equivalent to 2 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, cross functional integration, and implementing marketing plans and assessing performance.

Strategic Management (equivalent to 2 cr.): Develops an understanding of the strategies learned in management, operations, marketing, accounting, and finance. The emphasis is on combining analytical, integrative, communication, and decision-making skills to develop and implement strategic direction for an enterprise. Issues include formulation of alternatives, and providing solutions and recommendations.

Corporate Leadership (equivalent to 2 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.

EMBA 570

Module G—Executive Analytics

5.0 cr.

Macro Business Analysis (equivalent to 1.5 cr.): Prepares the manager to think systematically about the state of the economy, macroeconomic policy, and the economic environment of business. Includes the use of economic theory in understanding financial markets, the operation and impact of government policies, determining national income, employment, investment, interest money supply, exchange rates, and inflation.

Strategic Financial Management (equivalent to 2 cr.): Provides an overview of the role of finance in strategic decision making, the formulations and implementation of financial policies, procedures to problem-solving situations, financial innovation and corporate strategy, and business simulation models. Topics include assets and liabilities management, raising capital, distribution and retention of earnings, agency problems, mergers and acquisitions, and corporate failure and restructuring.

Advanced Business Analytics (equivalent to 1.5 cr.): Focuses on corporate growth via alliances and acquisitions. Emphasis is placed on exploring the use of sample data for purposes of conducting experimentation design, data analysis, estimating, predicting, and forecasting for strategic decision making.

EMBA 580 Module H—Executive Action Research 2.5 cr.

Strategic Analysis: Models and Tools (equivalent to 1 cr.): Examines the tools and analytical techniques that managers need to evaluate and implement short- and long-term strategies. Participants are introduced to the tools for modeling uncertainty in business. The emphasis is placed on analyzing problems involving statistical process control, capacity planning, and influence diagrams.

Corporate Information Technology Management (equivalent to 1.5 cr.): Addresses the relevant issues of effective management of information services and highlights the areas of greatest potential application of the technology. It covers issues related to the development of an IT-enabled strategy and organization design. It is organized around a management audit of the information services activity to identify whether a firm is appropriately using and managing its IT assets.

Theme IV: Strategy-Focused Change Management**EMBA 590 Module I— Managing Change and Innovation 4.5 cr.**

Management Learning (equivalent to 1.5 cr.): 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.

Knowledge Management (equivalent to 1.5 cr.): Examines the knowledge management system life cycle from knowledge creation to knowledge deployment through codification. Participants are exposed to the new tools available to build communities of practice, facilitate collaboration, diffuse knowledge in order to build the learning organization, and develop strategies and best practices to transform knowledge assets into business value.

Innovation Management (equivalent to 1.5 cr.): Examines the issues involved in the development, implementation, and management of innovation. Participants explore changes in the internal and external environment and focus on introducing creative and new ideas in their organizations.

EMBA 600 Module J—Executives for Tomorrow 4.5 cr.

Corporate Governance (equivalent to 1.5 cr.): For practitioners and academics, governance often boils down to the rules prescribing how boards of directors operate. Corporate Governance deals with the ways in which suppliers of finance to corporations assure themselves of getting a return on their investment. In this module we examine the different corporate governance systems around the world, and the role of commercial banks and financial institutions in developing a unique system of CG. In addition we analyze the role of institutional investors, disclosure laws, market of corporate control, compensation packages, and the importance of an independent legal system.

Corporate Futurology (equivalent to 1.5 cr.): Examines the issues involved in the development, implementation, and management of innovation. Participants explore changes in the internal and external environment, and focus on introducing creative and new ideas into their organizations.

Workshop—Guest Lecturers/Practicum (equivalent to 1.5 cr.): From time to time a distinguished speaker from the industry will discuss special issues and concerns related to business that are not included in the regular modules and courses.