

FACULTY OF BUSINESS AND MANAGEMENT

FACULTY LIST

OFFICERS OF THE FACULTY

Salem, Elie A.	President of the University
Nahas, George N.	Vice President of the University
Karam, Nadim	Vice President of the University
Najjar, Michel	Vice President of the University
Nasr, Karim	Dean, Faculty of Business and Management
El-Debs, Hamid	Director, School of Tourism and Hotel Management
Moubayed, Walid	Dean of Admissions and Registration
Bashir, Sameera	Director of UOB Library

FACULTY STAFF

Derraik, Cyrine	Executive Secretary
Najjar, Rania	Lab Supervisor

SCHOOL OF TOURISM AND HOTEL MANAGEMENT STAFF

Zeeny, Norma	Secretary
Hawi, Fida	Purchaser/Storekeeper/Receiver
Massoud, Elie	Instructor, Chef
Najjar, Antoun	LAB Instructor, Sous-Chef
Nasreddine, Farouk	LAB Instructor, Pastry Chef
Abo Abdo, Maurice	LAB Instructor, Maitre d'Hotel

FACULTY MEMBERS

Akar, Walid	M.S. Economics Northeastern University, Boston, USA
Bamboukian, Albert	Ph..D. Management California Coast University, USA
Boueiz, Diana	MBA Case Western Reserve University, USA
Chammas, Ghassan	M.S. International Finance ESA & ESCP-EAP, France
Douaihy, Paul	DEA Economics Paris I – Sorbonne, France
Fawal Helweh, Dania	B.S. Nutrition and Dietetic American University of Beirut
Habib, Ibrahim	MBA INSEAD, France
Hajj Obeid, Dora	MBA University of Balamand, Lebanon
Haykal, Eliane	MBA University of Balamand, Lebanon

Hokayem El, Jihad	DEA Finance University Saint Joseph, Lebanon
Ismail, Zouhair	MBA San Jose State University, USA
Jreige, Jocelyne	M.S. Computer Science Lebanese American University, Lebanon
Kabbara, Fawaz	DEA Droit International Privé Université d'Aix en Provence, France
Kanj, Vivian	M.A International Affairs Lebanese American University, Lebanon
Kobrossy, Samer	MBA Bentley College, USA
Kuran, Omayya	MBA Lebanese American University, Lebanon
Menassa, Elie	DBA Accounting & Finance De Montfort University, UK
Mollayess, Zoya	MBA University of Balamand, Lebanon
Mourani, Jean	DEA Contrôle de Gestion, HEC, France DEA Finances Internationales, Université de Lyon, France
Najjar, Michel	Ph. D. Civil Engineering Oklahoma State University, USA
Rawas, Mahmoud	MBA University of Balamand, Lebanon
Saab, Gretta	Ph.D. Economics Université de Paris-Sorbonne, France
Samad, Mustafa	MBA Lebanese American University, Lebanon
Sertin, Samir	MBA Business Administration Lebanese American University, Lebanon
Sfeir, Naji	Ph.D. Marketing and Tourism Université de Perpignan, France
Shehadie, Elias	MBA International Business University of Western Sydney, Australia
Slim, Bassem	M.S. Hotel and Restaurant Administration University of Houston, USA
Tabchoury, Patrick	Doctorat Gestion Université Lyon III, France

Faculty Vision Statement

Our vision is to be identified as a leader in Business education in Lebanon and in the Middle East. We aim for excellence through contemporary, practical, and innovative programs.

Faculty Mission Statement

Our mission is to provide value-added business education founded on strong teaching and learning experiences, integrated research, and meaningful service. This is done within an environment that promotes independent learning, creativity and perseverance.

DEGREES OFFERED

The Faculty of Business and Management offers the following degrees:

Major	Degrees
Business Administration	Bachelor of Business Administration Accounting & Auditing Track Banking & Finance Track Marketing Track Management Track Business Economics Track
Business Administration	Master of Business Administration
Economics	Bachelor of Science
Tourism & Hotel Management (THM)	Bachelor of Business Administration

ACADEMIC RULES & REGULATIONS FOR FOBM UNDERGRADUATE PROGRAMS

I. EVALUATION OF ACADEMIC PERFORMANCE

The evaluation of the academic performance of a student begins when a regular student has reached at least the level of ENGL 101 and has registered for a minimum of 12 credits in the semester concerned. A student transferring from another institution of higher education or from another department at UOB receives a written statement from FOBM showing his academic status in conformity with the Faculty and Department rules.

A. AT THE DEPARTMENT LEVEL

A.1. BUSINESS DEPARTMENT REQUIREMENTS

A student enrolled in the Department of Business Administration, must pass ECON 211, ECON 212, ACCT 210, ACCT 211 with a minimum grade of 70 for each of these courses. A student cannot register in any one of these courses more than twice, to achieve the required grade. A student who fails to fulfill these requirements will be dropped from the Department. Dropping any of the above required courses is not recommended.

A.2. ECONOMICS DEPARTMENT REQUIREMENTS

A student enrolled in the Department of Economics, must pass ECON 211, ECON 212, QMET 215, QMET 210 with a minimum grade of 70 for each of these courses. A student cannot register in any one of these courses more than twice, to achieve the required grade. A student who fails to fulfill these requirements will be dropped from the Department. Dropping any of the above required courses is not recommended.

A.3. SCHOOL OF THM REQUIREMENTS

A student enrolled in the School of THM, must pass HOSP 200 and ACCT 210 with a minimum grade of 70 for each of these courses. A student cannot register in any one of these courses more than twice, to achieve the required grade. Dropping any of the above required courses is not recommended.

A.4. ACADEMIC PROBATION

If a student is accepted on “Probation”, its conditions for removal must be fulfilled by the end of his first semester. Starting from the second semester, a student must maintain a Cumulative Major Average (CMA) of 70 or above; failure to do so by the end of the semester places the student under “Academic Probation”. Under such circumstances, the student may be required to take a lighter credit load, which may result in a delay in graduation. Such student will not be allowed to take more than 12 **new** credits in the semester during which he/she is under probation and will also be required to retake the courses he/she had failed the next time they are offered. Such students are also encouraged to take courses in the Summer Semester.

A.5. REMOVAL OF PROBATION

A student placed on “Probation” will be given the opportunity to achieve a Cumulative Major Average (CMA) of 70 or above in one semester in order to remove the probation.

A.6. CONTINUING PROBATION

A student placed for the first time on “Probation” because of his failure to achieve the required Cumulative Major Average (CMA), will have one semester to achieve the CMA of 70. If the student fails to do so, he will be granted another semester on “Continuing Probation”, only if he had registered for at least nine major credits for the first semester under probation and had a Semester Major Average (SMA) of 70 or above in major courses. Removal of “Continuing Probation” depends upon the student’s achieving a Cumulative Major Average (CMA) of 70 or above by the end of the semester under Probation. A “Continuing Probation” is considered as a second probation.

A.7. STRICT PROBATION

A student placed on “Probation” or “Continuing Probation” and who fails to remove it, is placed on “Strict Probation” for one semester under the following conditions:

1. The student is allowed to register for a maximum of 12 credits, and
2. The student registers only for courses in which he had scored less than 70.

To remove the “Strict Probation”, the student:

1. Must not fail any course;
2. Must obtain a Semester Major Average (SMA) of 70 or above in major courses;
3. Must achieve at least a CMA of 70.

A.8. DROPPING FROM A DEPARTMENT

A student will be dropped from the Department for any of the following reasons (other than those mentioned in paragraph A.1 above):

- If he is subject to “Probation” for a third time.
- If the student is on “Strict Probation” and is not able to remove the “Strict Probation” by the end of the current semester.

A student dropped from a Department spends one semester as a "Majorless Student". During the semester in which the student is “Majorless”, he must file a petition with the Registrar to join a different major offered by the University.

B. AT THE FACULTY LEVEL

B.1. FACULTY WARNING

Unless a student has a probational (conditional) acceptance, he will receive a “Faculty Warning” if, at the end of any semester following the first, he fails to achieve a Cumulative General Average (CGA) of 67 or above.

B.2. FACULTY STRICT PROBATION

A student who receives two successive “Faculty Warnings” has one semester to achieve a Cumulative General Average (CGA) of 67 or above. If the student fails to do so, he is placed on “Faculty Strict Probation”.

B.3. DROPPING FROM THE FACULTY

A student placed on “Faculty Strict Probation” due to his Cumulative General Average (CGA) has one semester to remove it under the following conditions:

1. Register for a maximum of 12 credits;
2. Register only for courses in which he had scored less than 70;
3. Does not fail any course;
4. Achieves at least the required Cumulative General Average (CGA) of 67.

If the student fails to meet the requirements mentioned above, he is dropped from the Faculty. A student dropped from the Faculty spends one semester as a “Majorless Student”. During the semester in which the student is “Majorless”, he must file a petition with the Registrar to join a different Faculty.

C. AT THE UNIVERSITY LEVEL

C.1. DISMISSAL FROM THE UNIVERSITY

A student dropped from a Faculty or a Department spends one semester as a “Majorless Student”. During the semester in which the student is Majorless, he must file a petition with the Registrar to join a different major. If, at the end of the semester, he fails to be accepted in another major, he will be dropped from the University.

C.2 READMISSION TO THE UNIVERSITY

1. Consideration for readmission is given for one of the following reasons:
 - a. If the student was not able to perform his studies efficiently because of health reasons. In such cases, the University is to be notified promptly by the student and will require a medical report from the University Physician. The report is to be presented to the Dean's Office within 30 days after the student is dismissed.
 - b. If, after spending a minimum of one calendar year at another recognized institution of Higher Education, the student achieves a satisfactory record (general average of 80 that includes courses relevant to the major he is applying to), he may seek readmission to the University. Depending on the student's record and the Admission Committee's recommendation, the Faculty Council decides whether the student will be allowed readmission to the Faculty or the Department.
2. If a student is on probation and leaves the Faculty after the tenth week of the semester, the Faculty Council decides whether such a student may be allowed readmission.

II. SUMMER SESSION

The summer session extends over eight weeks of teaching in July and August of each year. The maximum academic load during the summer session is 10 credits (7 credits for students on Probation).

The courses offered during the summer session are identical in scope and content to those offered during the regular academic year. A summer session in which the student is registered for at least 6 credits is considered as a regular semester.

III. ADMISSION OF TRANSFER STUDENTS

Students transferring from recognized institutions of Higher Education are eligible for consideration for admission subject to the following conditions:

- That they hold the Lebanese Baccalaureate or its official equivalent.
- That, prior to their admission to the institution from which they are transferring; they had met the requirements for admission to the University of Balamand.
- That they successfully completed at least 20 credits in the institution from which they are transferring.
- That they pass the required language entrance examination(s) and/or any other tests required by the Faculty.

Such students (transfer students) may be given credit for courses completed in other institutions if they have passed their courses with a grade equivalent to 70 or above, and if these courses are approved towards a degree from the University of Balamand. Candidates who believe that their previous academic training entitles them to advanced status may present their cases in writing to the Office of Admissions and Registration together with an official transcript of their records.

The Faculty Admissions Committee approves all cases of transfer.

IV. GRADUATION REQUIREMENTS

In addition to the Academic Rules and Regulations, and starting with the Sophomore Class, students must:

- Complete a minimum of 93 credits for Business and Economics students and 98 credits for THM students, starting from Sophomore (in courses numbered from 200 to 299), as described in the established curriculum,
- Be duly registered in:
 - o The Department of Business Administration (for a BBA),
 - o The Department of Economics (for a B.S. in Economics)
 - o The School of Tourism and Hotel Management (for a BBA),
- Not be subject to a Probation, Continued Probation or Strict Probation,
- Achieve a passing grade in all courses counting towards graduation,
- Achieve a Cumulative Major Average (CMA) of 70 or above in major courses, and
- Achieve a Cumulative General Average (CGA) of 67 or above.

V. CREDIT LOAD AND COURSE REGISTRATION

In addition to the Academic Rules and Regulations, the Faculty of Business and Management specifies that:

1. Sophomore students may register for a maximum of 17 credits per semester, including the credits of remedial courses, if any.
2. Junior and Senior students, not subject to any kind of probation, who have completed ENGL 203 (or its equivalent) and who have a Cumulative General Average (CGA) of at least 75 may register for a maximum of 18 credits per semester.
3. Students on Probation are not allowed to register for more than 12 new credits and a maximum load of 16 credits during their probational semester. Students who continue on Probation beyond one semester

may register for a maximum of 12 credits per semester. Students on Strict Probation are allowed to register only for a maximum of 12 credits of repeating courses.

4. The summer term maximum credit load is 10 credits (7 credits for students on Probation).
5. If a student withdraws or is dropped (for any reason) from one course or more resulting in a credit load below 12 credits, his case will be reviewed by the Faculty Council, as per “University Academic Rules and Regulations”.
6. Students are responsible for changing their Pre-registration after the current semester grades are published, if their lack of performance compels such action. Failure to do so on the part of the student is deemed academically dishonest and leads to an administrative drop from any concerned course, as well as a disciplinary action.
7. An incomplete (I) grade does not satisfy the requirements for a pre/co-requisite. Students with incomplete grades for any course must change their Pre-registration to reflect the lack of satisfactory completion of any pre/co-requisite course. Failure to do so on the part of the student is deemed academically dishonest and leads to an administrative drop from any concerned course, as well as a disciplinary action.
8. Freshman Arts, Literature BACC. II, as well as Bacc. Technique holders should take remedial QMET 101, or equivalent, as a prerequisite for QMET 210.
9. Students exempted from language courses will have to meet the 93 credits requirement by taking additional restricted elective courses in the following areas: English/ Political Science/ Philosophy/ Sociology/ Psychology/ History/ Mass Communications, provided that the chosen course is delivered in the English language.
10. All students must take ENGL courses as determined by their placement test, and these required courses must begin immediately upon acceptance and registration.
11. CVSQ and ENGL courses must be taken in succession and without interruption until completed. Students must abide by the CVSQ sequence and not take two CVSQ courses in a single semester.
12. The number of credits earned by any student does not waive the application of Rules and Regulations.

DEPARTMENT OF BUSINESS ADMINISTRATION

The Faculty of Business and Management offers a program leading to a Bachelor in Business Administration (BBA). The Business program has the following educational objectives:

1. Provide students with the breadth and depth of business fundamentals
2. Graduate students who are successful in pursuing higher studies or in advancing themselves in a business organization.
3. Develop in students high standards of ethics and professionalism.
4. Equip students with necessary skills and tools to lead and develop innovative solutions based on sound decisions.
5. Provide students with opportunities to perform community work.
6. Sensitize students about research and engagement in life-long learning.
7. Present an environment for faculty members to engage in research and employ field-tested teaching/learning techniques in the classroom.

Admission to the Department of Business Administration may require the successful completion of remedial courses that do not count towards graduation. Obligation to complete remedial courses, withdrawal from, failure in any course, or postponement of required courses for any reason, may delay graduation. The Faculty of Business and Management cannot be held responsible for such delays and is not required to alter its course offerings, or allow registration for more than the maximum credit load allowed for this purpose.

ENGL 001 to ENGL 003 English level students are provisionally admitted to the Department as Special Business students, until they reach the English Proficiency level ENGL 101, when they will be considered as Regular Business students:

- ENGL 001 and ENGL 002 English level students cannot register for any other course;
- ENGL 003 English level students are only allowed to additionally register for BUSN 211.

A student may not repeat ACCT 210, ACCT 211, ECON 211, ECON 212, more than once to achieve the required passing grade. The passing grade for ACCT 210, ACCT 211, ECON 211, and ECON 212 is 70. A W or a WF on a transcript is an attempt for taking the course and is therefore counted, for this purpose, as a grade. A student who does not fulfill the above requirements will be dropped from the Department; as such he cannot register anymore for Business courses, unless his new major requires it. Any student dropped from the Department of Business Administration is not eligible to apply for graduation as a BBA, through elective courses in another major.

Students are responsible for the outcome of their academic performance, and cannot prevail themselves of non-notification, misinformation, or any other excuse, to waive the consequent results. Ignorance, on the part of the student, of the University/Faculty/Department regulations, and especially of the scholastic standing issues, cannot void, waive, or delay the application of Rules and Regulations. All courses counting towards graduation are numbered from 200 to 299 in the Faculty or their equivalent in other Faculties. Courses counting towards the computation of the major average include ACCT, BUSN, ECON, FINE, ISYS, MGMT, MRKT, and QMET. Excluding the remedial courses, a minimum of 93 credits (starting with the sophomore year) must be completed for the BBA degree, including:

- **18 credits in University-required courses:**
 - o 12 credits of Civilization Sequence (CVSQ 201/202/203/204),
 - o 6 credits of English Language courses including ENGL 203,
- **74 credits in Department-required courses:**
 - o 6 credits of Economics courses (ECON 211/212),
 - o 15 credits of Elective courses [out of which 9 credits must be Major Electives, including BUSN 290]. Students pursuing a concentration track must choose all their electives from the concentration table.
 - o 50 credits in core Business courses, namely: ACCT 210, 211, 220, BUSN 210, BUSN 211, 220, 221, 230, 240, FINE 220, 230, ISYS 210, 220, MGMT 220, MRKT 220, QMET 210, 215, 230.
- **1 credit of LISP 200, free of charge**

PROGRAM OF STUDY (Representative Program)

SOPHOMORE YEAR

<u>Course Code</u>	<u>Course Title</u>	<u>Credit</u>	<u>Major</u>
ENGL 203	English Communication Skills III	3	
Res. Elective	Restricted Elective (ENGL, PSIA, PHIL, HIST)	3	
BUSN 211	Arabic Communication Skills	3	Major
QMET 210	Business Mathematics	3	Major
ISYS 210	Business Application Systems	1	Major
ECON 211	Microeconomics Theory	3*	Major
ECON 212	Macroeconomics Theory	3*	Major
QMET 215	Statistical Data Analysis	4	Major
ACCT 210	Financial Accounting I	3*	Major
ACCT 211	Financial Accounting II	3*	Major
BUSN 240	Business Law I	3	Major
	Total	32	

JUNIOR YEAR

<u>Course Code</u>	<u>Course Title</u>	<u>Credit</u>	<u>Major</u>
ACCT 220	Managerial Accounting	3	Major
FINE 220	Managerial Finance	3	Major
MGMT 220	Principles of Management	3	Major
MRKT 220	Principles of Marketing	3	Major
ISYS 220	Business Information Systems	3	Major
BUSN 220	Managerial Economics	3	Major
BUSN 221	Global Economy	3	Major
CVSQ 201	Early Formation of Civilization	3	
CVSQ 202	The Religious Experience	3	
BUSN 210	Business Communication	3	Major
LISP 200	Library Research Methods	1	
	Total	31	

SENIOR YEAR

<u>Course Code</u>	<u>Course Title</u>	<u>Credit</u>	<u>Major</u>
Major Elective	Concentration Track Course	3	Major
Major Elective	Concentration Track Course	3	Major
Elective	According to Track	3	
Elective	According to Track	3	
BUSN 290	Senior Graduation Project	3	Major
QMET 230	Operations Research	3	Major
BUSN 230	Strategic Management	3	Major
FINE 230	Financial Institutions	3	Major
CVSQ 203	CVSQ	3	
CVSQ 204	CVSQ	3	
	Total	30	
	GRAND TOTAL	93	

* These courses require a passing grade of 70.

CONCENTRATION TRACK COURSES

MARKETING TRACK (15 credits)

<u>Course Code</u>	<u>Course Title</u>	<u>Credit</u>
MRKT 230	Consumer Behavior (Req)	3
MRKT 240	Marketing Research (Req)	3
BUSN 290	Senior Graduation Project (Req)	3
MRKT 250	International Trade Management (Elec)	3
MRKT 260	International Marketing (Elec)	3
MRKT 290	Seminar in Marketing (Elec)	3
PSYC 201	Psychology (Elec)	3
FHSC 260	Sociology (Elec)	3
MCOM 235	Art of Advertising (Elec)	3

ACCOUNTING & AUDITING TRACK (15 credits)

<u>Course Code</u>	<u>Course Title</u>	<u>Credit</u>
ACCT 230	Intermediate Financial Accounting (Req)	3
ACCT 260	Auditing (Req)	3
BUSN 290	Senior Graduation Project (Req)	3
ACCT 231	Advanced Financial Accounting (Elec)	3
ACCT 240	Advanced Managerial Accounting (Elec)	3
ACCT 250	Comparative Accounting Systems (Elec)	3
BUSN 242	Taxation (Elec)	3

MANAGEMENT TRACK (15 credits)

<u>Course Code</u>	<u>Course Title</u>	<u>Credit</u>
MGMT 230	Organizational Behavior (Req)	3
MGMT 240	Human Resources Management (Req)	3
BUSN 290	Senior Graduation Project (Req)	3
MGMT 231	Organization Design (Elec)	3
MGMT 290	Seminar in Management (Elec)	3
ISYS 230	Principles of E-Commerce (Elec)	3
BUSN 243	Labor Law (Elec)	3
PSYC 201	Psychology (Elec)	3
FHSC 260	Sociology (Elec)	3

BANKING & FINANCE TRACK (15 credits)

<u>Course Code</u>	<u>Course Title</u>	<u>Credit</u>
FINE 231	Commercial Banking (Req)	3
FINE 241	Investment (Req)	3
BUSN 290	Senior Graduation Project (Req)	3
FINE 240	Risk Management (Elec)	3
FINE 250	Corporate Financial Policy (Elec)	3
FINE 260	Insurance (Elec)	3
FINE 290	Seminar in Finance (Elec)	3
ECON 247	Intermediate Macroeconomics (Elec)	3

BUSINESS ECONOMICS TRACK (15 credits)

<u>Course Code</u>	<u>Course Title</u>	<u>Credit</u>
ECON 237	Intermediate Microeconomics (Req)	3
ECON 247	Intermediate Macroeconomics (Req)	3
BUSN 290	Senior Graduation Project (Req)	3
ECON 2xx	Any Economics Course(Elec)	3
ECON 2yy	Any Economics Course(Elec)	3

GENERAL TRACK (15 CREDITS)

A student who does not wish to pursue a concentration track has to select any 9 credits from Business or Economics courses, including BUSN 290, and 6 credits as general electives.

NON-BUSINESS MINOR (15 CREDITS)

A business major wishing to minor in another department must secure the approval of both the FOBM Dean and the Dean of the Faculty concerned, as to the necessary number of credits and course requirements.

MINOR IN BUSINESS

A non-business major wishing to minor in Business must complete successfully the following courses:

ECON 201, ACCT 202, MGMT 220, MRKT 220.

COURSE DESCRIPTIONS

ACCT 201 INTRODUCTION TO ACCOUNTING

3.0: 3 cr. E

This is an introductory course in accounting for non-business majors. Not open to Business majors. Students can not take credit for ACCT 201 and ACCT 210/211.

English Proficiency Level: ENGL 101.

ACCT 202 SURVEY OF ACCOUNTING & FINANCE

3.0: 3 cr. E

A remedial course for non-business MBA candidates. Topics in accounting include basic financial statements, the accounting cycle, accruals, deferrals, reporting results and merchandising activities. Topics in finance cover: cash budgeting, ratio analysis, capital budgeting, forecasting technique, project evaluation, financial leverage, risk and cost of capital, the principles and methods of asset management and planning and control for the attainment of both short and long-range objectives.

English Proficiency Level: ENGL 102.

ACCT 210 FINANCIAL ACCOUNTING I

3.0: 3 cr. E

The first of two introductory courses in Financial Accounting. The course covers the techniques of recording, classifying, and summarizing financial information, the completion of the accounting cycle, the financial statements reporting the financial position, the results of operations of a business firm, and the accounting for current assets such as cash, receivable and inventories. Students can not take credit for ACCT 201 and ACCT 210/211.

English Proficiency Level: ENGL 101. Passing grade: 70 for Business majors.

ACCT 211 FINANCIAL ACCOUNTING II

3.0: 3 cr. E

The second of two introductory courses in Financial Accounting. This course covers accounting methods for plant assets and depreciation, natural resources and depletion, intangible assets and amortization. It also covers partnerships and corporations, including the corresponding equity section, bonds payable and the statement of Cash Flows. The generally accepted accounting principles and the analysis of the financial statements are also covered.

Prerequisite: ACCT 210. Passing grade: 70 for Business majors.

ACCT 220 MANAGERIAL ACCOUNTING

3.0: 3 cr. E

This course introduces students to the role of management accounting in the decision-making process, particularly the concepts and principles underlying the development of cost information. Topics covered include: process and job order systems, break-even analysis, variance analysis, cost behavior, relevant costs, standard costs, budgeting both standard and flexible, cost control and optimization. Emphasis will be on the methods by which an accountant can analyze and resolve problem areas in management.

Prerequisite: ACCT 211.

ACCT 230 INTERMEDIATE FINANCIAL ACCOUNTING

3.0: 3 cr. E

This course covers the principles and standards of financial accounting used for the preparation and presentation of financial statements. Concepts and procedures, including current and proposed accounting principles and practices, are studied within the context of modern business environments with an emphasis on the Income Statement and the Balance Sheet.

Prerequisite: ACCT 211.

ACCT 231 ADVANCED FINANCIAL ACCOUNTING**3.0: 3 cr. E**

This course deals with advanced financial accounting and reporting issues in complex business environments and provides the student with a comprehensive analysis of accounting techniques for managing international and global corporations. Topics covered include accounting for investments, business combinations, consolidated financial statements, and foreign currency accounting.

Prerequisite: ACCT 230.

ACCT 240 ADVANCED MANAGERIAL ACCOUNTING**3.0: 3 cr. E**

The general aim of this course is to develop the managerial accounting topics to include those aspects more directly concerned with advanced decision making and performance management. Attention will be drawn to analysis of decision trees, risk and uncertainty, pricing decisions, investment appraisal, advanced variance analysis, budgetary control, transfer pricing and modern management techniques.

Prerequisites: ACCT 220 and FINE 220.

ACCT 250 COMPARATIVE ACCOUNTING SYSTEMS**3.0: 3 cr. E**

This course provides a framework for comparing the theory and practice of different countries with regard to accounting systems and the historical, cultural and institutional factors affecting these systems. Topics include: major causes of international differences, international classification of accounts, harmonization and International Financial Reporting Standards, financial reporting diversity, and practices across a variety of countries.

Prerequisite: ACCT 211.

ACCT 260 AUDITING**3.0: 3 cr. E**

This course defines the role of audits in business and government. Topics will cover the appointment of the auditor, his responsibilities, professional ethics, importance of internal control and its influence on auditing procedures. Verification of balance sheet and profit and loss accounts on the basis of internal control, standards of statement presentation and auditing principles, and legal liability are covered.

Prerequisite: ACCT 211.

BUSN 101 FRESHMAN BUSINESS**3.0: 3 cr. E**

This is a survey of the major fields in Business Administration. Topics covered include a brief overview of management, marketing, finance, accounting and data processing. Open only to Freshmen students.

Prerequisite: ENGL 101.

BUSN 201 INTRODUCTION TO BUSINESS**3.0: 3 cr. E**

This is an introduction to the major fields in business administration. It includes principles of management, marketing, finance, accounting and information systems. Not open to Business majors.

Prerequisite: ENGL 101.

BUSN 202 SURVEY OF MANAGEMENT & MARKETING**3.0: 3 cr. E**

A remedial course for non-business MBA candidates. Topics in Management include the functions of management (planning, organizing, directing and controlling) and their implementation. Topics in Marketing include the evolution of the marketing concept, segmentation and positioning, strategic decisions involving product, price, promotion and distribution.

Prerequisite: ENGL 203.

BUSN 210 ENGLISH BUSINESS COMMUNICATION**3.0: 3 cr. E**

Business Communication introduces the communication skills expected in a general business environment. It concentrates on practical written application of communication theory in the forms of business correspondence, memoranda, reports and employment related documents. The course also introduces interpersonal, group, presentational, electronic and non-verbal communication as well as ethical and cross-cultural considerations.

Prerequisite: ENGL 203.

BUSN 211 ARABIC BUSINESS COMMUNICATION**3.0: 3 cr. A**

As BUSN210, but in arabic language. Students exempted from Arabic must choose a major course as replacement.

BUSN 220 MANAGERIAL ECONOMICS**3.0: 3 cr. E**

This course emphasizes the goals and objectives in the theory of the firm, estimation and analysis of demand functions, economic analysis of production and cost and elements in industrial organization: pricing, market structure, forecasting, market performance and government intervention.

Prerequisites: ECON 211/212/215

BUSN 221 GLOBAL ECONOMY**3.0: 3 cr. E**

This course will cover topics on trade theory, trade policy, the measurement of a nation's balance of payments, foreign exchange markets, and the macro relationships between the domestic economy and the rest of the world including international organizations (IMF, WTO).

Prerequisites: ECON 211/212.

BUSN 230 STRATEGIC MANAGEMENT**3.0: 3 cr. E**

A capstone course designed to integrate the separate functional activities into the effective operation of an on-going organization. Emphasis is placed on policy formulation and strategic planning requiring analysis of complex business situations.

Prerequisites: FINE 220, MGMT 220, MRKT 220.

BUSN 240 BUSINESS LAW I**3.0: 3cr. E/A**

This course introduces the students to the fundamental concepts of commercial laws. It comprises a study of the Lebanese legal system with special reference to the Lebanese commercial code. Topics covered include: the basic elements of contract laws, negligence and product liability, property laws such as mortgages, landlord and tenant and personal property.

English Proficiency Level: ENGL 101.

BUSN 241 BUSINESS LAW II**3.0: 3 cr. E/A**

This course deals with developments pertaining to company laws and regulations. It comprises a study of the holding companies, copyright legislation, offshore companies, and agency laws.

Prerequisite: BUSN 240.

BUSN 242 TAXATION & FISCAL LAW**3.0: 3 cr. E/A**

This course aims to introduce the students to the problems of taxation facing tax payers and managers in Lebanon and internationally. Topics covered include: taxation regulations and their applications on individuals and companies under various conditions, the impact of taxation on business decisions.

Prerequisite: ACCT 211 and BUSN 240.

BUSN 243 LABOR LAW**3.0: 3 cr. E/A**

This course deals with the legal relation between employers and employees in the private sector. Topics covered include employment contracts, leave, indemnity, probationary period, termination of contract, and employee benefits according to ruling laws and regulations.

Prerequisite: BUSN 240.

BUSN 290 SENIOR GRADUATION PROJECT**3.0: 3 cr. E**

This course is divided into two main parts: (1) the first introduces the students to the basics of research methods and tools applied to business and mainly deals with identifying and assessing potential research areas, research design and data collection and analysis. Upon successfully completing the requirements of this first phase, (2) senior students will be asked to prepare a proposal and write a research report on their project.

Prerequisites: FINE 220, MGMT 220, MRKT 220, LISP 200.

FINE 220 MANAGERIAL FINANCE**3.0: 3 cr. E**

A study the techniques used by the financial manager in planning and controlling the acquisitions and use of funds to maximize the value of the firm. Topics covered include: Cash budgeting, ratio analysis, capital budgeting, forecasting technique, project evaluation, financial leverage, risk and cost of capital, the principles and methods of asset management and planning and control for the attainment of both short and long-range objectives.

Prerequisites: ACCT 211, ECON 211/212, QMET 215 for Business/Economics Majors, or ACCT 201, ECON201, QMET 215 for other students.

FINE 230 FINANCIAL INSTITUTIONS**3.0: 3 cr. E**

This course covers the structure, functions, instruments and institutions of money and capital markets. The course will introduce the student to the financial system in which banks, other intermediaries, and non-financial organizations function. Special reference is made to institutions and instruments of the financial markets in Lebanon and the Middle East and their integration with international markets.

Prerequisite: FINE 220.

FINE 231 COMMERCIAL BANKING**3.0: 3 cr. E**

This course focuses on the operations of commercial banks. It covers issues of: credit analysis, investment policy, liquidity, business and consumer loans, and deposit management with regard to monetary policy.

Prerequisite: FINE 220.

FINE 240 RISK MANAGEMENT**3.0: 3 cr. E**

This course deals with risk management, and the various financial products used by institutions as a protection against risk. Students will learn how institutions use these products, and how dealers manage risk that result from acting as the intermediary.

Prerequisite: FINE 220.

FINE 241 INVESTMENT**3.0: 3 cr. E**

This course examines the theoretical issues and quantitative techniques of the financial management of the firm. Topics include: investment analysis, operations and valuation of securities, investment policies, principles of investment models both classical and modern.

Prerequisite: FINE 220.

FINE 250 CORPORATE FINANCIAL POLICY**3.0: 3 cr. E**

This course introduces the student to the corporate financial structure, capital structure, dividend policy, short-term financing, financial analysis, working capital management, leasing, mergers and acquisitions, empirical studies in corporate finance and agency theory.

Prerequisite: FINE 220

FINE 260 INSURANCE**3.0: 3 cr. E**

This course explains the various types of insurance policies offered in the market and the factors that are considered in determining the premium. The course also analyzes the uses of funds by insurance companies as well as the investment methods used in assessing and hedging insurance risk.

Prerequisites: FINE 220, QMET 215, ENGL 203.

FINE 290 SEMINAR IN FINANCE**3.0: 3 cr. E**

This seminar deals with contemporary issues in finance. It includes a combination of lectures, readings, with emphasis on case studies.

Prerequisite: FINE 220.

FINE 291 ISLAMIC BANKING**3.0: 3 cr. E**

This course introduces the concept of “interest-free” transactions, commonly called Islamic Finance, where students acquire hands-on knowledge of the Islamic law of contracts, Islamic finance applications and Islamic financial instruments commonly used in the Lebanese and GCC markets. Students will study the basic principles of Islamic Financial transactions, including the Islamic financial concept of risk-sharing. Students will also analyze and evaluate common Islamic financial instruments, identify the principles of Islamic banking intermediation, and apply these instruments to business transactions.

Prerequisite: FINE 220.

ISYS 210 BUSINESS APPLICATIONS SYSTEMS**1.0: 1 cr. E**

A lab course dealing with the use of computer applications in the business world. Students can not take credit for ISYS 210 and similar courses, particularly COMP 200 and CSC courses.

English Proficiency Level: ENGL 101.

ISYS 220 BUSINESS INFORMATION SYSTEMS**3.0: 3 cr. E**

This course addresses the subject of effective management of information resources to improve the productivity and quality of managerial decision-making. Modern information system technologies applied in the business and strategic information systems in the global environment will be introduced and analyzed. Other topics include: systems design and analysis, data file structure and organization, computer systems configuration and management of information.

Prerequisites: ISYS 210, ENGL 203.

ISYS 230 PRINCIPLES OF E-COMMERCE**3.0: 3 cr. E**

A survey of the relationships between electronic commerce, management and the law. The course will examine the foundation, operation and implications of the Internet economy. It will also explore the use of electronic media as an innovative approach for effective marketing. Tools and technologies needed for Electronic Commerce are also reviewed.

Prerequisite: ISYS 220.

MGMT 220 PRINCIPLES OF MANAGEMENT**3.0: 3 cr. E**

This is an introductory course covering the fundamental principles of management, including objective setting techniques, operational planning and the control process. The course will introduce the student to the functions of management (planning, organizing, directing and controlling) and their implementation.

Prerequisite: ENGL 203.

MGMT 230 ORGANIZATIONAL BEHAVIOR**3.0: 3 cr. E**

A study that investigates the impact that individuals, groups and structure have on behavior within organizations, for the purpose of applying such knowledge toward improving an organization's effectiveness in the business environment.

Prerequisite: MGMT 220.

MGMT 231 ORGANIZATION DESIGN**3.0: 3 cr. E**

This course provides a full perspective of designing/changing an organization's structure. Topics covered include: organizational goals, technology strategy and its link to structural options, organizational growth and decline, information processing and control, organization decision-making, organization effectiveness and renewal.

Prerequisite: MGMT 220.

MGMT 240 HUMAN RESOURCES MANAGEMENT**3.0: 3 cr. E**

An analysis of the policies and practices relating to job analysis, human resource planning, staffing, performance appraisal, training and development, wage and salary administration, and collective bargaining.

Prerequisite: MGMT 220.

MGMT 290 SEMINAR IN MANAGEMENT**3.0: 3 cr. E**

This seminar deals with contemporary issues in management. It includes a combination of lectures, readings, and case studies.

Prerequisite: MGMT 220.

MGMT 291 BUSINESS ETHICS & PROFESSIONAL RESPONSIBILITY**3.0: 3 cr. E**

This course introduces students to ethical concepts, helps them apply ethical concepts to business decisions and identify moral issues involved in the management of specific problem areas in business, and examines social and natural environments within which moral issues in business arise. It Provide a clear style, abundance of examples, detailed real-life cases, and current data and statistics.

Prerequisite: MGMT 220.

MGMT 295 PROJECT MANAGEMENT**3.0:3 cr. E**

This course is designed to teach the basic principles of sound project management. Students will learn how to initiate, plan, execute, and evaluate a project. The student will establish knowledge about project's time management, cost management, quality management, Human Resource Management, Risk Management and Procurement Management.

Prerequisite: MGMT 220.

MRKT 220 PRINCIPLES OF MARKETING**3.0: 3 cr. E**

This course introduces the student to the evolution of the marketing concept, segmentation and positioning, strategic decisions involving product, price, promotion and distribution, important environmental variables affecting marketing decision-making, as well as marketing planning and control.

Prerequisites: ENGL 203, and ECON 211 for Business Majors / ENGL 203, and ECON 201 for other students.

MRKT 230 CONSUMER BEHAVIOR**3.0: 3 cr. E**

This course is designed to introduce the student to consumer behavior from the theoretical, empirical and applied standpoint. Although an understanding of the process of consumer behavior is acknowledged as the cornerstone of modern marketing, the complexities of the process do not easily lend themselves to straightforward analysis. The challenge to consumer behavior as a field of study is to provide a framework and techniques that can be used to better recognize and understand the behavioral forces underlying marketing problems.

Prerequisite: MRKT 220.

MRKT 240 MARKETING RESEARCH**3.0: 3 cr. E**

This course surveys research methods used in marketing. Topics covered include: design of experiments and surveys, sample selection, the gathering analysis and interpretation of market-related data, survey of multivariate data analysis techniques, and applications in the area of new product selection, forecasting and advertising.

Prerequisites: MRKT 220, ECON 215.

MRKT 250 INTERNATIONAL TRADE MANAGEMENT**3.0: 3 cr. E**

This course provides students with the techniques of international trade. Topics covered include: commercial contracts, overseas shipment, marine insurance, trade financing and international trade banking procedures.

Prerequisite: ENGL 203.

MRKT 260 INTERNATIONAL MARKETING**3.0: 3 cr. E**

This course covers: analyzing a foreign market's potential; comparing consumer differences and similarities across markets; different market entry strategy; marketing mix standardization or adaptation; effects of economic, social, and legal environments on marketing strategy.

Prerequisite: MRKT 220.

MRKT 290 SEMINAR IN MARKETING**3.0: 3 cr. E**

This seminar deals with contemporary issues in marketing. It includes a combination of lectures, readings, and case studies.

Prerequisite: MRKT 220.

MRKT 291 ADVERTISING AND PROMOTION MANAGEMENT**3.0: 3cr. E**

Management of advertising and promotional activities and their integration with other elements of the marketing mix. Topics include: understanding the communication process, analyzing markets, working with suppliers, establishing objectives, determining budgets, selecting media, measuring and evaluating effectiveness, using publicity and promotions. Legal, social, and economic consequences are considered.

Prerequisite: MRKT 220.

MATH 100 REMEDIAL MATHEMATICS**3.0: 3 cr. E**

A remedial course for students in business, economics and hotel management who lack sufficient mathematical background. It includes topics such as equations, inequalities, linear and non-linear systems, functions, exponential and logarithmic functions and derivatives.

English proficiency level: ENGL 101. (Offered for Faculty of Business & Management students with Literature or Technical background).

QMET 210 BUSINESS MATHEMATICS**3.0: 3 cr. E**

This course is a review of elementary functions, limits, geometric series, differential and integral calculus, systems of linear equations, matrix algebra, complex numbers, partial derivatives, and linear independence bases. QMET 101 is required from the students with literary or technical background as a prerequisite to QMET 210.

English proficiency level: ENGL 101.

QMET 215 STATISTICAL DATA ANALYSIS**4.0: 4 cr. E**

This course emphasizes the use of quantitative methods as a tool to make better managerial decisions. Topics include: the meaning, role and types of statistics and statistical data, descriptive measures, statistical inference, analysis of variance, bivariate and multiple regression, correlation analysis, hypothesis testing, applications of sampling distributions such as chi-square, F and student t distributions and elements of probability theory.

English Proficiency Level: ENGL 101.

QMET 230 OPERATIONS RESEARCH**3.0: 3 cr. E**

This is a survey of management science and its quantitative tools. Coverage includes general linear programming, transportation methods, deterministic and non-deterministic inventory methods, queuing theory and simulation models. Operations research is presented as a problem solving and optimizing technique for various managerial and production problems.

Prerequisites: QMET 210/215.

CVSQ 201, 202, 203, 204

Refer to Cultural Studies Program.

ECON 211, 212

Refer to Department of Economics.

ENGL 203, ENGL 2xx

Refer to the Division of English Language and Literature.

LISP 200

Refer to Department of Library Science.

DEPARTMENT OF ECONOMICS

The Faculty of Business and Management offers a program in Economics leading to a Bachelor of Science in Economics. The areas of study in Economics range from the role of the government and the effects of public policies to international trade, financial systems, labor market analysis, development economics and trade-offs resulting from the problem of scarcity.

The goals of the economics program are to:

- provide students with a basic understanding of economic theory, the methodology and purpose of economic research, and economics institutions in an international context.
- guide students to think analytically about social issues, and as such provide a solid foundation for graduate study and careers in economics, public service, business, and related fields.

The Department of Economics achieves these goals by providing core courses plus a selection of tracks of emphasis that allow students to explore wide-ranging interests through interdisciplinary programs. The Department of Economics offers two separate undergraduate degree emphasis tracks:

o B.S. in Economics with emphasis on Financial Economics

The B.S. in Economics with emphasis on Financial Economics combines specialized training in economics with concentration on areas relevant to financial markets, including accounting, finance...

o B.S. in Economics with emphasis on Economic Policy

The BS in Economics with emphasis on Economic Policy is recommended for those who are considering careers in international fields, e.g. economic development, international business, international bodies, and in organizations focused on other areas of public policy.

While the two tracks share a common core curriculum in Economics, each of these tracks contains distinct supplementary courses and place a different emphasis on topics covered and skills developed.

Admission to the Department of Economics may require the successful completion of remedial courses that do not count towards graduation. Obligation to complete remedial courses, withdrawal from, failure in any course, or postponement of required courses for any reason, may delay graduation. The Faculty of Business and Management cannot be held responsible for such delays and is not required to alter its course offerings, or allow registration for more than the maximum credit load allowed for this purpose.

ENGL 001 to ENGL 003 English level students are provisionally admitted to the Department as Special Economics students, until they reach the English Proficiency level ENGL 101, when they will be considered as Regular Economics students:

- ENGL 001 and ENGL 002 English level students cannot register for any other course;
- ENGL 003 English level students are only allowed to additionally register for BUSN 211.

A student may not repeat ECON 211, ECON 212, QMET210, QMET215 more than once to achieve the required passing grade. The passing grade for ECON 211, ECON 212, QMET210, QMET215 is 70. A W or a WF on a transcript is an attempt for taking the course and is therefore counted, for this purpose, as a grade. A student who does not fulfill the above requirements will be dropped from the Department; as such he cannot register anymore for Economics courses, unless his new major requires it. Any student dropped from the Department of Economics is not eligible to apply for graduation as a BS Econ, through elective courses in another major.

Students are responsible for the outcome of their academic performance, and cannot prevail themselves of non-notification, misinformation, or any other excuse, to waive the consequent results. Ignorance, on the part of the student, of the University/Faculty/Department regulations, and especially of the scholastic standing issues, cannot void, waive, or delay the application of Rules and Regulations. All courses counting towards graduation

are numbered above 200 in the Faculty or their equivalent in other Faculties. Courses counting towards the computation of the major average include ECON and QMET. Excluding the remedial courses, a minimum of 91 credits (starting with the sophomore year) must be completed for the BS Econ degree, including:

I. COMMON CORE COURSES (73 credits):

- **18 credits in University required courses:**
 - o 12 credits of Civilization Sequence (CVSQ 201/202/203/204),
 - o 6 credits of English Language courses including ENGL 203.
- **8 credits in Faculty required courses.**
 - o 6 credits of professional communications skills (BUSN210, BUSN211)
 - o 1 credit of LISP 200, free of charge
 - o 1 credit ISYS 210
- **47 credits in Department required courses:**
 - o 36 credits of Economics courses: (ECON 211, 212, 237, 239, 247, 249, 287, 290, 291, 293, 297, FINE373),
 - o 11 credits of Quantitative Methods courses: (QMET 210, QMET 215, MATH 116).

II. EMPHASIS TRACK COURSES (18 credits):

- o Financial Economics: ACCT210, ACCT211, FINE220, FINE230, FINE231, FINE241.
- o Economic Policy: Any pre-approved ECON, PSIA or Business course signed by the advisor.

An Economics student must seek and obtain the approval of an advisor prior to taking courses towards any of the emphasis tracks.

B.S. ECONOMICS PROGRAM OF STUDY (Representative Program)

SOPHOMORE YEAR

<u>Course Code</u>	<u>Course Title</u>	<u>Credit</u>
BUSN 211	ARABIC BUSINESS COMMUNICATION	3
ENGL 203	ENGLISH COMMUNICATIONS SKILLS	3
ENGL 204	(ENGL, PSC, PH, HS)	3
ISYS 210	BUSINESS APPLICATIONS SYSTEMS	1
LISP 200	LIBRARY RESEARCH METHODS	1
	Emphasis Track Course	3
	Emphasis Track Course	3
QMET 210	BUSINESS MATHEMATICS	3
QMET 215	STATISTICAL DATA ANALYSIS	4
ECON 211	MICROECONOMICS THEORY	3
ECON 212	MACROECONOMICS THEORY	3
	Total	30

JUNIOR YEAR

<u>Course Code</u>	<u>Course Title</u>	<u>Credit</u>
CVSQ 201	EARLY FORMATION OF CIVILIZATION	3
CVSQ 202	THE RELIGIOUS EXPERIENCE	3
MATH 116	MATHEMATICS FOR COMPUTATION	4*
ECON 237	INTERMEDIATE MICROECONOMICS	3
ECON 247	INTERMEDIATE MACROECONOMICS	3
ECON 287	ECONOMETRICS	3
ECON 291	WORKSHOP IN ECONOMIC RESEARCH	3
BUSN 210	ENGLISH BUSINESS COMMUNICATION	3
	Emphasis Track Course	3
	Emphasis Track Course	3
	Total	31

SENIOR YEAR

<u>Course Code</u>	<u>Course Title</u>	<u>Credit</u>
ECON 239	ADVANCED MICROECONOMICS	3
ECON 249	ADVANCED MACROECONOMICS	3
ECON 290	SENIOR GRADUATION PROJECT	3
FINE 373	ECONOMIC INDICATORS	3
	Emphasis Track Course	3
	Emphasis Track Course	3
ECON 293	History of Economics Thought	3
ECON 297	Economic Development	3
CVSQ 203	CVSQ 203	3
CVSQ 204	CVSQ 204	3
	Total	30

COURSE DESCRIPTIONS

ECON 101 FRESHMEN ECONOMICS

3.0: 3 cr. E

An introduction to the principle of economics. Topics covered include supply and demand and utility under different market conditions, national income, public finance and money and banking. Freshmen course. Not open to Economics or Business students.

Prerequisite: ENGL 101.

ECON 201 SURVEY OF ECONOMICS

3.0: 3 cr. E

A broad introduction to the field of economics and its principles, both at the micro and macro levels. Topics covered include supply/demand and utility under different market conditions; market failures and public utilities; national income, public finance and international trade. Not open to Economics or Business students. Students cannot receive credit for both ECON 201 and ECON 211/212.

English Proficiency Level: ENGL 102. Prerequisite: QMET 101 or equivalent.

ECON 211 MICROECONOMICS THEORY

3.0: 3 cr. E

An introduction to microeconomics concepts and analysis. This course covers topics such as supply and demand, consumer behavior and theories of the firm, market structures and factor pricing.

English Proficiency Level: ENGL 102. Co-requisite: QMET 210.

ECON 212 MACROECONOMICS THEORY

3.0: 3 cr. E

An introduction to macroeconomics issues: output composition and determination; money, interest, banking and monetary policy; employment and inflation; fiscal policies and public debt. The different schools of thought are also reviewed.

English Proficiency Level: ENGL 102. Co-requisite: QMET 210.

ECON 228 INTERNATIONAL TRADE

3.0: 3 cr. E

Covers topics like general equilibrium in an open and closed economy, causes of international trade, the Heckscher-Ohlin model, the political economy of trade policy, flows in factors of production and others.

Prerequisite: ECON 237.

ECON 229 INTERNATIONAL FINANCE

3.0: 3 cr. E

The course aims to give a practical approach of international financial issues such as balance of payment, exchange rate, debt problem accounting regulations and political risks.

Prerequisite: ECON 247.

ECON 237 INTERMEDIATE MICROECONOMICS

3.0: 3 cr. E

Topics include: The theory of decisions of economic agents, information, prices and allocations, the theory of production and cost, market structure, input markets and partial and general equilibrium of pricing in different market structures.

Prerequisites: ECON 211/212.

ECON 239 ADVANCED MICROECONOMICS

3.0: 3 cr. E

General equilibrium, capital theory, incomplete markets, externalities, public goods. Decision making under uncertainty, information economics, incentive and contract theory.

Prerequisite: ECON 237.

ECON 247 INTERMEDIATE MACROECONOMICS**3.0: 3 cr. E**

This course deals with the determinants of the level of aggregate output, employment, prices and income with emphasis upon policy matters related to business cycles and growth in advanced economic systems. Topics covered include: aggregate demand, the multiplier effect, commercial banking, the role of central banks, aggregate supply, economic growth and macroeconomics policy.

Prerequisites: ECON 211/212.

ECON 249 ADVANCED MACROECONOMICS**3.0: 3 cr. E**

Markets and business cycles, restructuring and reallocation, efficiency wage models, human capital and income distribution, increasing returns and imperfect competition, sources of economic fluctuations.

Prerequisite: ECON 247.

ECON 257 MONETARY THEORY AND POLICY**3.0: 3 cr. E**

Nature of money, money creation and monetary exchange. Control of money supply, effects of central bank policies on the national income, price level and interest rate. Topics include: Role of the central bank in the development of the financial sector, clearing and payment systems, foreign exchange management, role of central banks in financial crisis, and the role of central banking in economic transition and reform.

Prerequisites: ECON 229 - ECON 237/247.

ECON 269 PUBLIC FINANCE**3.0: 3 cr. E**

This course covers the role of the government in the economy, government provision of public goods such as social security, education, and welfare programs. It also covers tax policy, optimal tax theory and the effects of taxation on labor supply and savings, as well as, budgeting and management of public debt.

Prerequisites: ECON 211/212.

ECON 270 ENVIRONMENTAL ECONOMICS**3.0: 3 cr. E**

The objective of this course is to provide basic knowledge on the relationship between the environment and the economic system. The course introduces the methods used to impute economic values for non-market environmental assets. It emphasizes cost-benefit methodology that fosters the choice of alternatives that produce the greatest net gain. The course provides tools for economic thinking to manage the environment in Lebanon and the Levant region based on the analysis of case studies in the field.

Prerequisites: ECON 211/212.

ECON 287 ECONOMETRICS**3.0: 3 cr. E**

This course covers specification and estimation of the linear regression model. Assumptions include Heteroskedasticity, serial correlation and errors in variables. Other topics include generalized least squares, non-linear regression and limited dependent variable models.

Prerequisite: ECON 215.

ECON 288 APPLIED ECONOMETRICS**3.0: 3 cr. E**

Identification and estimation of linear and non-linear simultaneous equations models. Topics include structural change, discrete choice models, quantile regression and other robust models. Prerequisite: ECON 287.

ECON 289 GAME THEORY AND ECONOMIC BEHAVIOR**3.0: 3 cr. E**

This course presents the main ideas of game theory at a level suitable for undergraduate students as well as

graduate students, emphasizing the theory's foundations and interpretations of its basic concepts. The Course is including: strategic games, extensive games with perfect information and imperfect information and coalitional games.

Prerequisite: ECON 287.

ECON 290 SENIOR GRADUATION PROJECT

3.0: 3 cr. E

Prerequisites: ECON 237/247.

ECON 291 WORKSHOP IN ECONOMIC RESEARCH

3.0: 3 cr. E

The objective of this unit is to develop research ability through intensive discussion of dissertation research, individual or group research projects. Workshops divided into various fields, depending on interest and number of participants.

Prerequisites: ECON 237/247.

ECON 293 HISTORY OF ECONOMIC THOUGHT

3.0: 3 cr. E

A survey of the content and method of Economics, through the analysis of theories of the great Economists from the physiocrats, to the mercantilism, the classical school, Karl Marx, Alfred Marshall and Keynes plus recent developments in Economic Thought to study their influence or current economic thinking.

Prerequisites: ECON 211/212

ECON 295 COMPARATIVE ECONOMIC SYSTEMS

3.0: 3 cr. E

Comparison between different economic systems, including free-market, socially-oriented and central-planned economies.

Prerequisite: ECON 247.

ECON 297 ECONOMIC DEVELOPMENT

3.0: 3 cr. E

This course deals with the problems of underdevelopment and development in the world. It examines the causes of wealth and underdevelopment in the world and reviews the different strategies to deal with them.

Prerequisites: ECON 211/212

ECON 299 LABOR ECONOMICS

3.0: 3 cr. E

This course covers the theory of labor markets with labor supply and demand, wage rate behavior, income distribution and unemployment. Topics covered include: supply of labor, demand for labor, wage determination, the problem of unemployment, wage changes of unemployment, unions and business cycle, union and industrial efficiency, labor productivity and the improvement factor, government control of labor relations, settlement of labor disputes and the future of national and international labor policy.

Prerequisite: ECON 237.

CVSQ 201, 202, 203, 204

Refer to Cultural Studies Program.

ENGL 203, ENGL 2xx

Refer to the Division of English Language and Literature.

THE MASTER OF BUSINESS ADMINISTRATION PROGRAM (MBA)

The MBA program prepares students for managerial and leadership responsibilities in a rapidly changing business environment. Its mission is to prepare effective leaders and sound managers of tomorrow ready to take on future challenges. The program allows for full-time or part-time study. To accomplish its mission, the following are the objectives of the MBA program:

1. Provide students with the right mix of theoretical knowledge and practical skills to cope with a changing world.
2. Produce graduates who are effective team players and excellent communicators.
3. Produce graduates with high standards of ethics and professionalism.
4. Equip students with the tools necessary to manage and lead others.
5. Excite students about research and engagement in life-long learning.
6. Provide students with first-hand experiences in carrying-out research projects.

The program combines the academic the practical worlds. Therefore, it makes extensive use of practitioner-oriented teaching materials and encourages students to become actively involved with business organizations.

ADMISSION

Admission to the MBA program takes place twice per year (beginning of the Fall and the Spring semesters), although the majority of students join the program at the start of the fall semester of each year (full-time and part-time). Applications must be received before July of each year.

The analytical nature of some of the MBA courses requires that all students have an acceptable background level in Mathematics and quantitative methods. This requirement can be satisfied by completing the corresponding undergraduate courses, normally within the last three or four years of college, or by successfully completing a basic competency examination administered at the discretion of the Faculty of Business and Management.

Admission to the program is granted to those who demonstrate high promise of success. In applying to the program, candidates should provide the following documentation:

- A bachelor's degree or its equivalent
- Scores on the Graduate Management Admission Test (GMAT) of 510 and not older than two years.
- A completed application form with a non-refundable application fee of 75,000 L.L. and presents a statement indicating the applicant's personal motivation for entering the MBA program.
- Past academic performance - original transcripts from previous universities attended as well as any additional information or grade point average, class rank, awards, publications, professional designations, etc. A minimum overall average of 80% or its equivalent is required. Conditional acceptance may be granted by the Admission Committee subject to the approval of the Dean for students with averages between 78 and 80.
- A statement on past work experience (if acquired), presented in a current curriculum vitae that details managerial and/or professional experience.

- Two letters of recommendation (two recommendation forms are enclosed in the application form).
- Applicants are required to have a personal interview with a representative of the MBA program prior to submitting necessary documents for the application.
- In case an applicants' undergraduate studies were not in the English Language, applicants must check with the Office of Admissions and Registration about English Placement Tests. Generally, a TOEFL score of 230 (computerized) or 570 (paper) is required.

All applications, supporting documents, and inquiries should be sent or submitted to **the Office of Admissions and Registration**. Once a file is complete, The Office of Admissions and Registration forwards applicants' application to the Graduate Admission Committee of the Faculty. The Admission Committee evaluates applications promptly and forwards its recommendation to the Office of Admissions and Registration.

IMPORTANT NOTE

The Admission Committee will not consider applications unless all the required documents are submitted.

RESIDENCY REQUIREMENTS

A minimum residency of three academic semesters and a maximum of six semesters are required. A student may petition the Dean for extension of residency.

RECOGNITION OF COURSES TAKEN OUTSIDE THE MBA PROGRAM

A maximum of nine graduate credits (three courses) from a recognized institution of higher education can be transferred.

REQUIREMENTS FOR NON-BUSINESS MAJORS

Students entering the MBA program with a Bachelor's degree in a field other than "Business" may need the following remedial courses or their equivalent:

ACCT 202 Survey of Accounting & Finance

ECON 201 Survey of Economics

BUSN 202 Survey of Marketing & Management

QMET 215 Statistical Data Analysis

REQUIREMENTS FOR MASTER IN BUSINESS ADMINISTRATION

All students pursuing a Master's degree in Business Administration must successfully complete Thirty Nine (39) credits. The core courses are comprised of twenty one (21) credits. The rest may be met through one of the following tracks:

1. Courses and a Field Project: Five elective courses (15 credits) and a semester-long practical project that is equivalent to three credits (BUSN 399), or
2. Courses and a Thesis: Four elective courses (12 credits) and a year-long Thesis that is equivalent to six credits (BUSN 499).

I. CORE COURSES

<u>Course Code</u>	<u>Course Title</u>	<u>Credit</u>
BUSN 310	Business Economics	3 credits
BUSN 321	Business Policy	3 credits
BUSN 398	Management Research Methodology	3 credits
FINE 310	Financial Statements Analysis	3 credits
MGMT 310	Management of Organizations	3 credits
MRKT 310	Marketing Management	3 credits
QMET 310	Quantitative Methods	3 credits

II. ELECTIVE COURSES

<u>Course Code</u>	<u>Course Title</u>	<u>Credit</u>
ACCT 310	Advanced Financial Reporting	3 credits
ACCT 320	Advanced Managerial Accounting	3 credits
ACCT 330	Advanced Financial Accounting	3 credits
ACCT 340	Auditing & Assurance Services	3 credits
BUSN 320	Directed Graduate Studies	3 credits
BUSN 322	Game Theory and Strategic Thinking	3 credits
BUSN 323	Enterprise Creation	3 credits
BUSN 340	International Business Law	3 credits
BUSN 390	Seminar in Economics	3 credits
FINE 320	Applied Corporate Finance	3 credits
FINE 321	International Financial Markets	3 credits
FINE 322	Investment Portfolio Analysis	3 credits
ISYS 320	Information Resource Management	3 credits
ISYS 330	Enterprise Systems	3 credits
MGMT 320	Managing Change	3 credits
MGMT 321	Managing Organizational Behavior	3 credits
MGMT 322	Managing Human Resources	3 credits
MGMT 323	Operations Management	3 credits
MRKT 320	Consumer Behavior	3 credits
MRKT 321	New Product Development	3 credits
MRKT 322	Marketing Research	3 credits
MRKT 323	Strategic Marketing	3 credits
MRKT 324	International Marketing	3 credits
MRKT 325	Marketing Communications	3 credits

EVALUATION OF ACADEMIC PERFORMANCE

STUDENTS PLACED ON PROBATION

A student is placed on probation under one of the following conditions:

- His/her cumulative average at the end of any semester falls below 80.
- Students placed on probation may take a maximum of six (6) credits during the following semester.

REMOVAL OF PROBATION

- A student placed on Academic Probation can remove the probation by raising his/her cumulative average above 80 during the following two semesters.
- The Academic Committee will review the performance of the student at the end of each semester. A student who fails to qualify for removal of probation will be dismissed from the program.
- A student receiving a grade below 70 in any course must repeat the course. A course cannot be repeated more than once.

GRADUATION REQUIREMENTS

- A minimum cumulative average of 80.

COURSE DESCRIPTIONS

ACCT 310 ADVANCED FINANCIAL REPORTING

3.0: 3 cr. E

This course is intended to provide graduate students with an understanding of and appreciation for issues related to accounting and reporting to the public. It examines the recent developments in financial reporting practices promulgated by the leading professional accounting organizations, and applied by practitioners in public accounting and industry, all that from both US Standards and IFRS perspectives. It is specifically concerned with the theory of accounting, its conceptual framework, basic financial statements form and content, accounting systems, and valuation issues.

Prerequisites: FINE 310.

ACCT 320 ADVANCED MANAGERIAL ACCOUNTING

3.0: 3 cr. E

The general aim of this course is to develop the managerial accounting topics to include those aspects more directly concerned with advanced decision making and performance management. Attention will be drawn to analysis of decision trees, risk and uncertainty, pricing decisions, investment appraisal, advanced variance analysis, budgetary control, transfer pricing and modern management techniques.

Prerequisites: FINE 310.

ACCT 330 ADVANCED FINANCIAL ACCOUNTING

3.0: 3 cr. E

This course deals with advanced financial accounting and reporting issues in complex business environments and provides the student with a comprehensive analysis of accounting techniques for managing international and global corporations. Topics covered include accounting for investments, business combinations, consolidated financial statements, and foreign currency accounting.

Prerequisite: FINE310.

ACCT 340 AUDITING & ASSURANCE SERVICES

3.0: 3 cr. E

This course represents an integrated approach to modern auditing and business assurance techniques. It describes assurance processes and distinguishes audit practices from attestation and other assurance and non-assurance services provided by modern auditing firms. The importance of the auditor's role in today's business world is emphasized and the auditing cycles from inception (acceptance of a client) till audit reporting completion are examined.

Prerequisite: FINE310.

BUSN 310 BUSINESS ECONOMICS

3.0: 3 cr. E

In this course the student studies the international business environment, international economic institutions, national and regular trade policies, trends in international markets, monetary problems and their influences on the organization, and the operation of the international corporation.

BUSN 320 DIRECTED GRADUATED STUDIES

3.0: 3 cr. E

This course is intended to tackle a practical issue applying what students have learned in core courses in principles and theories. It requires self-directed learning and it offers recommendations on the issues being studied. It is in the form of an independent study and the issues being studied change every time the course is offered. The course has several objectives: (1) It is an application on project management and enterprise creation, (2) it utilizes benchmarking as a platform for making recommendations (3) it highlights perceived and real limitations, and (4) it makes recommendations.

BUSN 321 BUSINESS POLICY**3.0: 3 cr. E**

The theme of this course is the development and implementation of strategic missions, plans, objectives and tactics. Students will set up strategic plans and engage in strategic management. The students learn how to select corporate-level ground strategy types and those of business unit types, evaluate the SWOT of his firm as well as the competitor firms, map the organizational dimensions for strategy implementation, match between the strategy and the structure of the firm, and transform the strategy into action plans and develop an understanding of how an entire organization functions. Students will learn to understand and reason through strategic organizational issues. Students develop key concepts, tools, and winning strategies at the business and corporate levels.

BUSN 322 GAME THEORY AND STRATEGIC THINKING**3.0: 3 cr. E**

This course applies game theory concepts to managerial decisions under uncertainty. It has two related threads. The first focuses on unilateral decisions, decision trees, and expected utility with objective and subjective probability. The second is concerned with dynamic interactions and introduces concepts such as zero-sum and non-zero-sum games, Nash equilibrium, complete and incomplete information, bayesian updating, repeated games, and corporation. Applications cover managerial decisions such as labor negotiation, litigation, pricing, and similar topics, with an emphasis on optimal choices and how to restructure situations to encourage optimal outcomes for all parties.

BUSN 323 ENTERPRISE CREATION**3.0: 3 cr. E**

Lebanon is not familiar with the ideology and culture of institutional enterprise. The private and familial motivations dominate the form and the substance of this subject. The purpose of this course is to introduce the student to the conditions of creation of enterprises from laws, business, finance, management, labor, strategic, and technical points of view. The course is meant to emphasize the practical aspects of enterprises creation. Several topics will be covered in this course, such as the general rules governing the enterprise installation and activity in Lebanon and worldwide, the legal, financial, labor, business and management aspects.

BUSN 340 INTERNATIONAL BUSINESS LAW**3.0: 3 cr. E**

This course provides a comprehensive background of the laws regulating international business including the world's main legal systems and procedures of civil trials before their courts. It introduces the main business organizations used in the world trade, the forms and documentation of various types of foreign trade contracts, avoiding conflict, arbitration, and international transaction litigation. It also delves into a specific analysis of trade terms, international commercial transactions (export sales, marketing through distributors, licensing), and international conventions (tax treaties, industrial and intellectual property, GATT, etc.)

BUSN 390 SEMINAR IN ECONOMICS**3.0: 3 cr. E**

This is a seminar on selected Economic Topics. It develops research abilities through intensive discussions and individual or group research projects. The course could be divided into various fields, depending on class interest and size. This is a capstone course for students interested in the field of Economics.

Prerequisite: BUSN 310.

BUSN 398 MANAGEMENT RESEARCH METHODOLOGY**3.0: 3cr. E**

This course is at a graduate level in the theory and practice of social science research applied to business problems. Research is viewed as a *strategic activity* that occurs within the context of limited resources and within a framework of ethical, legal and social constraints. Therefore, there is a focus on research strategies and methods, in particular, those most commonly used for '*people-based*' research, and their application to the development of a formal research design leading to successful implementation of research projects.

Furthermore, this course introduces the student to computer resources in research methods, in particular, the utilization of the Statistical Software Package for the Social Sciences SPSS. Students will also be introduced to the conventions of *reporting research* and will receive guidance in relation to the structure and format of their reports or theses.

Prerequisite: QMET 310.

BUSN 399 FIELD PROJECT

3.0: 3 cr. E

The field project (3 credits) allows the students to apply academic theory to solve real and practical business problems. This may be an individual project or a team-based project. Any full-time faculty member at the Faculty of Business and Management may serve as a supervisor on this applied project. Students produce a report containing the following sections: Abstract, Introduction, Background, Problem Identification, Solution Approach/Methodology, Data Collection and Results, Conclusions and Recommendations, References, and Appendices.

Prerequisite: BUSN 398.

BUSN 499 THESIS

3.0: 6 cr. E

The MBA Thesis (6 credits) allows the students to perform research and synthesize information through critical thinking, evaluation, and sound decision making. The Thesis is an individually-performed research project. At the beginning of the second year of the program, the student initiates outlining a Thesis proposal and submits an outline to the Professor, he or she is desiring working with and having as a Thesis Advisor. The student's choice must be approved by the Dean who will nominate a Thesis Committee. Upon completion of the Thesis, the student produces a report containing the following sections: Abstract, Introduction, Background, Problem Identification, Solution Approach/Methodology, Data Collection and Results, Conclusions and Recommendations, References, and Appendices. The student must defend satisfactorily the finding of the Thesis before the Thesis Committee prior to its acceptance. The student must also submit his/her work for publication in refereed conference proceedings and/or an esteemed Journal.

Prerequisite: BUSN 398.

FINE 310 FINANCIAL STATEMENTS ANALYSIS

3.0: 3 cr. E

The aim of this course is to expose students to the utilization of financial statements for analytic purposes by end-users such as managers, auditors, and regulators. Issues explored include framework for financial statement analysis, foundations of financial statement analysis, implications of financial statement analysis, valuation, and forecasting.

FINE 320 APPLIED CORPORATE FINANCE

3.0: 3 cr. E

The aim of this course is to expose students to the practice of corporate finance and the underlying theory behind such practice. Such an approach relies on the premise that practice leads to experience; however, theory helps to answer the question "why?" Issues explored in this course include value, risk, capital budgeting, financing decisions, market efficiency, dividend policy, capital structure, options, debt financing, financial planning, and mergers.

Prerequisite: FINE 310.

FINE 321 INTERNATIONAL FINANCIAL MARKETS

3.0: 3 cr. E

The aim of this course is to expose students to the major themes that distinguish international finance from its domestic counterpart. Issues explored in this course include the international financial environment, foreign exchange risk management, capital markets and financing instruments, direct foreign investment decisions, and

management of ongoing operations.

Prerequisite: FINE 310.

FINE 322 INVESTMENT PORTFOLIO ANALYSIS

3.0: 3 cr. E

The aim of this course is to expose students to the investment environment and its processes. Issues explored in this course include the kinds of marketable securities and where and how they are traded, how much to invest, and when to invest. Underlying theories are also explored (such as Markowitz, Sharpe, Lintner, Black,-Scholes, and Ross).

Prerequisite: FINE 310.

FINE 373 ECONOMIC INDICATORS

3.0: 3 cr. E.

This course offers an insight into the understanding of financial markets' volatility. It highlights the key economic and non-economic indicators that affect the pricing of financial assets world-wide. This course focuses on several key economic indicators that are monitored closely by financial analysts, economists, and governments around the world. Emphasis in the course is placed upon the interaction of economic, political, social and psychological factors, with special reference to the effects of the economic environment on financial markets. Additionally, this course will underscore the role of Central banks in the world's financial markets. It is designed to demonstrate the importance of the yield curve and the business cycle. After completing this course, students should have the ability to critically analyze news and data from financial/economic news sources and assess a market's reaction to a newly released indicator.

Pre-requisite: ECON 212, QMET 210 and ECON 215.

FINE 375 TECHNICAL ANALYSIS OF FINANCIAL MARKETS

3.0: 3 cr. E

This course will feature the practical side of financial products valorization to participants. Putting aside the fundamental analysis, the chartist or graphic analysis is used. Such analysis relies on statistical data like the Momentum, moving average, etc. The course also presents an overview of the different types of configurations like the head and shoulders and the Elliott waves. Students will develop an ability to analyze options and futures and develop technical trading strategies. Students will be able to deal with prices' fluctuation technically and track trends and patterns so that they develop an appropriate strategy.

Prerequisite: ACCT 202: Survey of Accounting and Finance or equivalent

ISYS 320 INFORMATION RESOURCES MANAGEMENT

3.0: 3 cr. E

The course builds a solid foundation in the concepts and principles of managing information and technology in the enterprise through an understanding of the role of information resources in different management trends. Professional issues are treated at both theoretical and practical levels using real world cases.

ISYS 330 ENTERPRISE SYSTEMS

3.0: 3 cr. E

Students in this course will analyze cross-functional business process integration and the Enterprise Resource Planning (ERP) systems commonly used by organizations. Students will receive basic hands-on experience with a current ERP system, and will utilize a series of exercises to explore how these systems are configured based on organizational structures and business process definitions.

Prerequisite: ISYS 320 or equivalent.

MGMT 310 MANAGEMENT OF ORGANIZATIONS**3.0: 3 cr. E**

This course deals with the integration of production, marketing, financial, and behavioral models within a framework provided by the theory of complex organizations.

MGMT 320 MANAGING CHANGE**3.0: 3 cr. E**

This course exposes students to the change process in organizations, creating a vision of change, diagnosing organizations, change implementation, overcoming resistance to change, effective change agent skills, impact of environment, technology, size, strategy, and organizational information processing.

Prerequisite: MGMT 310.

MGMT 321 MANAGING ORGANIZATIONAL BEHAVIOR**3.0: 3 cr. E**

This course critically examines various theories of organizational behavior and management and supporting empirical studies. Topics include effective decisions of organizations, power and politics, organizational culture, rewards and motivation, managing innovation, impact of the global economy, problems of leadership, group dynamics, organizational change and development, and organizations as open systems.

Prerequisite: MGMT 310.

MGMT 322 MANAGING HUMAN RESOURCES**3.0: 3 cr. E**

This course provides an in-depth examination of the theory, research, and practice of human resource management. Topics include job analysis and design, staffing, manpower planning, training and development, performance evaluation, compensation, employee relations, the strategic role of human resources, workforce diversity, pay incentives and equity, quality management, teamwork, and organizational structure.

Prerequisite: MGMT 310.

MGMT 323 OPERATIONS MANAGEMENT**3.0: 3 cr. E**

This course exposes students to the field of Operations Management, which is responsible for the production of goods and services in an organization. It has a significant impact on other areas of any company including marketing, finance, and accounting as well as an impact on the external customers of the firm. The aim of this course is to familiarize students with problems and solutions involved in the operations function of various types of organizations and help them understand why continuous quality improvement is an imperative for firms both now and in the future. This course builds also students' problem-solving and decision-making capabilities, in particular, with respect to operational issues. Topics covered include: operations strategy, linkages between functional areas, approaches to designing and improving processes, approaches to operations planning and control systems, operations management practice, and international operations management.

Prerequisite: BAD 331.

MGMT 324 CONTEMPORARY ISSUES IN CROSS-CULTURAL ORGANIZATIONAL BEHAVIOR & HUMAN RESOURCE MANAGEMENT**3.0: 3 cr. E**

This course is designed to provide a broad understanding of Cross-Cultural Human Resource Management and Organizational Behavior. The course has three parts. First, students will be introduced to the sub-disciplines of cross-cultural HRM and OB. Second, the importance of adopting a multi-level framework which emphasizes behavior-in-context for organizational analyses will be explored. Finally, the third and largest part of this course exposes students to a large number of contemporary issues including, for example: work-life balance, management of expatriates, deviant employee behavior, and virtual teams. All three parts will attempt to emphasize research that examines Lebanon and the Middle East.

MGMT 325 HEALTHCARE MANAGEMENT**3.0: 3 cr. E**

This course prepares student to perform management practice in a health care setting. It provides a solid foundation of managerial knowledge within the health care industry, combined with the discipline to apply that knowledge in a professionally competent manner with the goal of offering a high quality health services to the local community. Students will have opportunity to explore the inter-connection among this industry's constituents and the interaction between the Health care organizations and their different management approaches. Focusing on hospital specificities, including the transition from the old classification system to the new accreditation standards-based requirements, topics include quality systems, cost control, and patient satisfaction. The course is provided in an interactive manner using audio-visual presentations, cases studies, personal projects, and researches.

Pre-requisites: MGMT 310 Management of Organizations

MRKT 310 MARKETING MANAGEMENT**3.0: 3 cr. E**

This course deals with the principles of market-driven managerial decision-making: consumer, competitor, and company analysis, market segmentation, definition of target markets, and product positioning. It also presents management of marketing function: product and pricing decisions, channels of distribution, and marketing communications. The orientation of this course is one of decision-making and problem solving. It focuses on the decision areas of marketing management, and emphasizes the application of marketing theory, concepts, and methods to the solution of real life marketing problems.

MRKT 320 CONSUMER BEHAVIOR**3.0: 3 cr. E**

The course concentrates on the consumer. It examines how organizations do research to determine what the consumer wants and needs. It also looks at social and psychological backgrounds of consumer choice, and reviews the methods of grouping consumers into segments according to the homogeneity or heterogeneity of their desires. The firm's response to consumers is then considered. First, the satisfaction of need item is considered – the product; then, the element of the marketing mix, distribution, pricing, and promotion, are considered.

Prerequisite: MRKT 310.

MRKT 321 NEW PRODUCT DEVELOPMENT**3.0: 3 cr. E**

This course focuses on the development of an introductory marketing strategy, organizational structure, and financing for firms, all in the context of launching a new product or service. This course has, as its primary goal, the actual designing and launching of new products. This course will use cases, lectures, specialized assignments, and guest speakers to give students the necessary skills for designing and implementing effective launch strategies and effective business plan preparation and presentation.

Prerequisite: MRKT 310.

MRKT 322 MARKETING RESEARCH**3.0: 3 cr. E**

This course deals with the basic problem of searching for additional information to make better marketing decisions. It is designed from the marketing manager's point of view and placed in a cost-benefit perspective. All steps of the research process (problem definition, data collection methods, sample design, etc.) are covered, including modeling for marketing analysis and strategy. Real world marketing problems are explored with the help of decision analysis software.

Prerequisite: MRKT 310.

MRKT 323 STRATEGIC MARKETING**3.0: 3 cr. E**

This course focuses on strategy formulation by determining what marketing strategy can realistically accomplish. It identifies internal and external factors that must be considered in developing longer-term strategies, setting realistic marketing and financial objectives, and organizing for successful implementation of strategies. Students undertake assignments that allow them to examine both successful and unsuccessful strategies.

Prerequisite: MRKT310.

MRKT 324 INTERNATIONAL MARKETING**3.0: 3 cr. E**

This course addresses the marketing management considerations of a company seeking to extend beyond the confines of its domestic market. A review of product, pricing, channels of distribution, and communication policies to develop an optimum strategy, between adapting to each local environment and standardizing across them, for arriving at an integrated and profitable operation.

Prerequisite: MRKT 310.

MRKT 325 MARKETING COMMUNICATIONS**3.0: 3 cr. E**

This course is designed to expose students to the field of advertising and promotion. The emphasis in this course will be on the role of advertising and other promotional mix elements in the Integrated Marketing Communications program (IMC) of an organization. Attention will be given to the various IMC tools used in contemporary marketing including advertising, direct marketing, Internet and interactive marketing, sales promotion, publicity and public relations, and personal selling. We will examine the process by which integrated marketing communications programs are planned, developed and executed as well as the various factors and considerations that influence this process. We will also discuss the environment in which advertising and promotion takes place and the various regulatory, social and economic factors that affect an organization's IMC program.

Prerequisite: BAD 341.

QMET 310 QUANTITATIVE METHODS**3.0: 3 cr. E**

This is a course that teaches students how to manipulate and analyze large data sets using various forecasting techniques to make managerial decisions. The course focuses on two types of tools. First, it covers statistical techniques such as discriminant analysis, linear and non-linear regression analysis, logit and probit, simultaneous equations, and time series analysis. Second, it introduces students to machine learning techniques such as classification trees and neural networks. The course has an applied approach to these tools, allowing students to use various types of software and to analyze real world data.

SCHOOL OF TOURISM & HOTEL MANAGEMENT

The Faculty of Business and Management in cooperation with the Conrad N. Hilton College of Hotel and Restaurant Management at the University of Houston, USA, offers a 3 year program in Hospitality Management, leading to a BBA in Tourism and Hotel Management.

This program prepares students to cope with changing business conditions, and to propose both theoretical and practical approaches to the diverse needs of the hospitality industry. The program has the following objectives:

1. Provide students theoretical and practical knowledge in Hospitality and Business Management through state-of-the art facilities.
2. Prepare specialists in the Hotel, Food and Beverage and Tourism Management arenas.
3. Offer students personalized advising and follow-up.
4. Establish strong links with leaders in the Hospitality industry to better respond to market needs and employment demands.
5. Complement all laboratory settings done at UOB, with mandatory Summer Internships exposing students to real life situations.
6. Afford the faculty members the opportunity to conduct research and consultancy in accordance with University Rules and Regulations.
7. Respond to community needs by providing the students the opportunity to engage in community work as a component of their education.

On the theoretical level, the courses provide a broad range of knowledge in Management, Hotel Operations, Restaurant Management, Travel and Tourism, and Internal Cost Control in the hospitality enterprise. The courses range from general management principles to upper-level management strategies.

The courses include Management, Accounting and Finance, Statistics, Economics, Hospitality Marketing, Computer Applications, Human Resources Management, Hospitality Law, Food Production, Nutrition, Safety and Sanitation, Strategic Management, Front Office Operations, Hotel Investment, Purchasing, Convention, Catering and Special Events Management, F&B and Labor Cost Control, Room's Division, Tour Operator and Travel Agency Management, Archeology, Ecotourism, among other courses.

On the practical level, the school is equipped with modern instructional kitchens, professional storage areas, a state-of-the-art restaurant, and one fully furnished five-star hotel room. Moreover, arrangements have been made with leading international hotel chains to provide students with in-service training programs in hotel operations.

Admission to the School may require the successful completion of remedial courses that do not count towards graduation (Placement exams will determine the need for these courses). Failure to complete remedial courses, withdrawal from or failure in any course, or postponement of required courses for any reason, may delay graduation. Neither the Faculty of Business and Management nor the School of Tourism and Hotel Management can be held responsible for such a delay and are not required to alter their course offering for this purpose.

Excluding remedial courses, 98 credits must be completed for the BBA degree.

Business Administration	ACCT 210/211, FINE 220, MGMT 220/240, ISYS 210, QMET 215
Economics	ECON 201
Hotel Management	HOSP 200, 211, 212, 220, 221, 222, 225, 226, 230, 231, 232, 233, 236, TOUR 210
Major Electives (6 cr.)	HOSP 235, 237, 238, 239, TOUR 220, 221, 222, 223, 224
Practicum	HOSP 219, 229
English	6 credits of English Language courses including ENGL 203
Arabic	ARAB 201 or ARAB 204
Cultural Studies	CVSQ 201, 202, 203, 204
General Electives (3 cr.)	

In addition, all students in the School of Tourism and Hotel Management must complete at least 1000 hours of summer Practicum divided into two HOSP courses: HOSP 219 (at least 500 hours in Food and Beverage) and HOSP 229 (at least 500 hours in Rooms Division).

Courses numbered HOSP 200, and ACCT 210 must be successfully completed within 4 semesters, after completing ENGL 101, and hence, reaching the required English language proficiency level. The passing grade for each of these courses is 70. A student may not repeat any of these courses more than once to achieve the grade of 70. A “W” or ‘WF” on a transcript is counted, for this purpose, as a grade. A student who does not fulfill these requirements will be asked to select another major. All CVSQ and ENGL courses must be taken in succession without interruption.

For graduation requirements, please refer to the “Information for Undergraduate Students” in the General Information Section of the University Catalogue.

For Academic Rules and Regulations, please refer to the appropriate section in the University Catalogue.

PROGRAM OF STUDY (REPRESENTATIVE PROGRAM)

PROGRAM OF STUDY (Representative Program)

SOPHOMORE YEAR

<u>Course Code</u>	<u>Course Title</u>	<u>Credit</u>	<u>Major</u>
ENGL 203	English Communication Skills	3	
Res. Elective	Restricted Elective (ENGL, PSC, PH, HS)	3	
ARAB 2xx	Arabic Language	3	
ISYS 210	Business Application Systems	1	Major
ECON 201	Survey of Economics	3	Major
QMET 215	Statistical Data Analysis	4	Major
ACCT 210	Financial Accounting I	3*	Major
General Elective		3	
HOSP 200	Introduction to Travel, Tourism and Hospitality	3*	Major
HOSP 211	Nutrition, Safety and Sanitation	3	Major
HOSP 212	Food Production & Service Management	3	Major
HOSP 219	Practicum I	2	Major
	Total	34	

JUNIOR YEAR

<u>Course Code</u>	<u>Course Title</u>	<u>Credit</u>	<u>Major</u>
ACCT 211	Financial Accounting II	3	Major
FINE 220	Managerial Finance	3	Major
MGMT 220	Principles of Management	3	Major
MGMT 240	Human Resources Management	3	Major
HOSP 220	Hospitality Marketing	3	Major
HOSP 221	Hospitality Law	3	Major
HOSP 222	Food Production II	3	Major
HOSP 225	Rooms Division	3	Major
HOSP 226	Fidelio Computer Program	1	Major
HOSP 229	Practicum II	2	Major
CVSQ 201	Early Formation Of Civilization	3	
CVSQ 202	The Religious Experience	3	
	Total	33	

SENIOR YEAR

<u>Course Code</u>	<u>Course Title</u>	<u>Credit</u>	<u>Major</u>
HOSP 230	Conventions, Special Events Management and Catering	4	Major
Major Elective	Concentration Track Course	3	Major
HOSP 231	Purchasing	3	Major
HOSP 232	Cost Control and Restaurant Management	3	Major
HOSP 233	Hotel Investment	3	Major
HOSP 236	Housekeeping Management	3	Major
Major Elective	Refer to the table below	3	Major
Major Elective	Refer to the table below	3	Major
General Elective	According to Track	3	
CVSQ 203	Introduction to Modernity	3	
CVSQ 204	Contemporary Challenges in the Arab World	3	
	Total	31	
	GRAND TOTAL	98	

* These courses require a passing grade of 70.

MAJOR ELECTIVE COURSES

<u>Course Code</u>	<u>Course Title</u>	<u>Credit</u>	<u>Major</u>
HOSP 235	Facility Management		3
HOSP 237	Loss Prevention Management		3
HOSP 238	Resort and Casino Management		3
HOSP 239	Beverage Management		3
TOUR 220	Ecotourism		3
TOUR 221	Archeology and Tourism in the Levant		3
TOUR 222	Travel Agency and Tour Operator Management		3
TOUR 223	World Tourist Geography		3
TOUR 224	Planning in Tourism	3	

COURSE DESCRIPTIONS

HOSP 200 INTRODUCTION TO TRAVEL, TOURISM AND HOSPITALITY 3.0: 3 cr. E

This course aims at introducing the students to the different sectors of the tourism and hospitality industry. Moreover, the course is the key course of the different major courses; therefore, this course will introduce the students to the different material which will be exposed to during their academic fulfillment. After accomplishing this course, the students will be able to identify the different sectors of the tourism and hospitality industry and their importance. In addition, at the end of the course, the students will acquire all the basic knowledge they need in order to accomplish their major in tourism and hospitality management.

Prerequisite: ENGL 101.

HOSP 201 HOSTING PRINCIPLES AND PRACTICES 1.3: 2 cr. E

Designed for non-Hospitality students, the course presents the basic concepts of professional Hosting. Emphasis is placed on the principles of events planning, organizing and servicing. A combination of classroom theory and on-hands practical experiences, the course offers an exposure to the different practices of professional service techniques.

HOSP 211 NUTRITION, SAFETY AND SANITATION 3.0: 3 cr. E

This course is divided into two interrelated parts with emphasis on the concept of food, the basics of nutrition, its relationship to health and well-being, and its application in menu planning. The second part focuses on implementing food safety system in food services institutions from good manufacturing practices to HACCP (Hazard Analysis & Critical Control Points) plan.

English Proficiency Level: ENGL 101.

HOSP 212 FOOD PRODUCTION AND SERVICE MANAGEMENT 3.6: 3 cr. E

Students in this course will learn the different food raw materials, utensils and equipment used in the kitchen, as well as the different culinary practices of various cuisines. They will practice on-hand cooking as well as creating and costing recipes. In addition, they will be involved in service preparation: table settings, seating arrangements, dining room decoration and the different types of service implemented in the different countries.

Prerequisite: English Proficiency Level: ENGL 101.

HOSP 219 PRACTICUM I: FOOD AND BEVERAGE 2 cr. E

500 hours of practical training in the field of food and beverage.

Prerequisite: HOSP 212.

HOSP 220 HOSPITALITY MARKETING 3.0: 3 cr. E

An introduction to the concept, principles and practices of contemporary marketing as applied to the specialized needs of the hospitality industry. Subjects covered are marketing concepts and environment, segmentation and positioning, consumer, consumer behavior and marketing mixed strategies. The development of a practical marketing plan for an actual hospitality business is a special feature of this course.

Prerequisites: HOSP 200.

HOSP 221 HOSPITALITY LAW**3.0: 3 cr. E**

This course deals with the legal relations between employers and employees in the private sector. Topics covered include: employment contracts, leave, indemnity, probationary period, termination of contracts, and employee benefits according to ruling laws and regulations. This course is offered for THM students only. Prerequisite: HOSP 200.

HOSP 222 FOOD PRODUCTION II**3.6: 3 cr. E**

This is an advanced food management course that is the culmination of many courses in food production, cost control, personnel and organizational management. This course provides students with an opportunity to exercise their ability and creativity to manage an entire meal operation for our restaurant. The lab is a simulation of real restaurant situations in which students assume various roles of food service employment.

Prerequisites: HOSP 211, 212, and ACCT 210.

HOSP 225 ROOMS DIVISION**3.0: 3 cr. E**

This course provides an overview of the lodging industry with emphasis on the typical front office operations. The course covers the front office's standard operating procedures with particular attention on all steps of the guest cycle from reservation until checkout. In addition, the course offers an explanation of guest services and the relationship of the front office with other departments in a hotel.

Prerequisite: HOSP 200..

HOSP 226 FIDELIO**0.2: 1 cr. E**

This course teaches the students the use and applications of Fidelio, a property management system (PMS) that is currently used by major international hotel chains. Students will learn the purpose and use of the different function keys in order to perform most front office tasks such as: creating profiles, reservations, registration, cashier settlements and night auditing. Although Fidelio is the leading software in the hotel industry nowadays, however, the information presented in this course is helpful with any PMS used by the students in their careers.

Prerequisite: HOSP 225.

HOSP 229 PRACTICUM II: ROOMS DIVISION**2 cr. E**

500 hours of practical training in the field of rooms division.

Prerequisite: HOSP 225.

HOSP 230 CONVENTIONS, CATERING AND SPECIAL EVENTS MANAGEMENT 4.0: 4 cr. E

The course is designed to provide students with an understanding of one of the fastest growing segments of the Hospitality Industry, which is the Convention and Meetings market. The different types of events are presented through the complete channel; starting with the planning process and ending with the servicing stage. Emphasis is on the different convention, banqueting and catering industries. Students will be exposed to the planning, preparation and servicing of all the types of events. The course uses a theoretical approach, as well as on-ground projects and applications.

Prerequisites: HOSP 200/220.

HOSP 231 PURCHASING**3.0: 3 cr. E**

This course provides a comprehensive and understandable view of purchasing and its relationship to the management of successful hospitality operations. The course provides a guideline for hospitality operators to implement in their day-to-day operation, and help them identify the best potential supplier that will minimize cost and maximize profit. Topics discussed include 1- Purchasing activities, techniques and practices currently employed in the hospitality industry 2- Product distribution channels and forces that affect the price of goods 3- Product specifications and purchase orders 4- The optimal supplier, amount to purchase, price, payment policy.

Prerequisites: MGMT 220, HOSP 212.

HOSP 232 COST CONTROL AND RESTAURANT MANAGEMENT**3.0: 3 cr. E**

This course shows students how successful enterprises manage money. With a wide array of chapters on pricing, purchasing and receiving functions, and labor issues, this course is sure to cover every important topic that students need to know on cost control. Students will learn a wide-ranging variety of ways to reduce costs without reducing quality, utilize resources to their full potential, and succeed in today's competitive market.

Prerequisites: ACCT 211, MGMT 220. Co-requisite: HOSP 222.

HOSP 233 HOTEL INVESTMENT**3.0: 3 cr. E**

This course focuses on the analysis and evaluation of the development of a hotel, with emphasis on market analysis, property location, valuation, finance and contract negotiation.

Prerequisites: FINE 220 and HOSP 231/232.

HOSP 235 FACILITY MANAGEMENT**3.0: 3 cr. E**

This course aims at: introducing hospitality students to the basic maintenance and engineering data, making them familiar with the necessary language to communicate with the concerned personnel, providing them with the awareness and basic knowledge needed in order to make appropriate decisions in maintenance, engineering and energy management.

Prerequisite: HOSP 225.

HOSP 236 HOUSEKEEPING MANAGEMENT**2.2: 3 cr. E**

This course presents the management principles and applied techniques required in today's Lodging and Institutional Housekeeping departments. Emphasis is placed on techniques of quality assurance, professional practices, cost control and staff productivity.

The course is designed to provide students with both classroom theoretical principles of professional housekeeping knowledge, as well as on-hand competencies and skills, through practicing in our Housekeeping Suite, which is designed like a five-star hotel room, serving as a Housekeeping laboratory.

Prerequisite: HOSP 225.

HOSP 237 LOSS PREVENTION MANAGEMENT**3.0: 3 cr. E**

This course focuses on the protection of an investment, through security and safety measures, fire protection, and compliance with federal laws in hospitality environments, to insure guest, staff, and public well-being.

Prerequisite: HOSP 225.

HOSP 238 RESORT AND CASINO MANAGEMENT**3.0: 3 cr. E**

This is a course designed to introduce students to the development of resort and casino business: the internal and external environment, marketing strategies, and the social, cultural, and economic issues of this business. Empirical studies and current articles are used to supplement class readings.

Prerequisite: HOSP 220.

HOSP 239 BEVERAGE MANAGEMENT**3.0: 3 cr. E**

This course is an introduction to wines, beers, and spirits. It identifies various types of beverages, their origins, production, and availability. Emphasis is on the buying, pricing, control, storage, promotion, and selling of beverages in the hospitality industry.

Prerequisite: HOSP 200.

TOUR 220 ECOTOURISM**3.0: 3 cr. E**

The objective of this course is to provide the students with basic knowledge of Ecotourism, which is considered the fastest growing sector in the tourism industry worldwide during the last ten years. Ecotourism involves a broad spectrum of activities related to nature. At one end of this spectrum, some market segments are relatively small and well defined, such as specialized ornithologists or those who seek out rare species. At the other end, one might have people who casually observe and enjoy scenic beauty. The ecosystem and diversity of species in Lebanon, its geologic and topographic richness and uniqueness, and its cultural value, give the country a high potential for ecotourism and thus an appreciable opportunity for a new path in sustainable economic development. This course describes ecotourism potential in Lebanon. Through slide presentations, it familiarizes the students with Lebanese ecotourism elements, and makes them sensitive to all that can harm this kind of tourism.

Prerequisite: HOSP 200.

TOUR 221 ARCHEOLOGY AND TOURISM IN THE LEVANT**3.0: 3 cr. E**

This course introduces students to the basic concepts of modern archaeology, excavation systems and dating techniques. It also focuses on the tourist approach to archaeological sites. The course reveals the interdependence between archaeology and tourism, through the study of archaeological sites of Lebanon and the Levant.

Prerequisite: ENGL 101.

TOUR 222 TRAVEL AGENCY AND TOUR OPERATOR MANAGEMENT**3.0: 3 cr. E**

This course looks at the trends, operations, and management practices of travel agencies and tour operators. Emphasis is given to computerized reservation and accounting systems, tour development, and inter-relationships with other components of the travel industry.

Prerequisite: HOSP 200 or advisor approval.

TOUR 223 WORLD TOURIST GEOGRAPHY**3.0: 3 cr. E**

This course is a study of world tourist destinations and the natural, cultural, historical, environmental, religious, and/or personal reasons that make them attractive to the international traveler.

Prerequisite: HOSP 200 or advisor approval.

TOUR 224 PLANNING IN TOURISM**3.0: 3 cr. E**

The objective of this course is to provide the students with basic knowledge of planning in tourism. Planning is an essential Prerequisite for a competitive and sustainable tourism industry. The industry demands an integrated approach to planning and development, if tourism destination is to be sustainable in the long term. There are many reasons for prioritizing tourism planning, which can be summarized under the following categories: economic, environmental, socio-cultural, commercial, and organizational. Effective planning can help to maximize the industry's economic returns and to minimize its detrimental environmental and socio-cultural effects. Planning is crucial to maintain tourism appeal. Its purpose is to guide future actions in order to meet predetermined objectives, in a way that reduces potential conflicts and maximizes benefits. It is an essential Prerequisite of tourism development and lays the foundation for effective management.

Prerequisite: HOSP 200 or advisor approval.

ACCT 210, ACCT 211, FINE 220, MGMT 220, 240, ISYS 210, ECON 201, QMET 215

Refer to the Department of Business and Management and the Department of Economics.

CVSQ 201, 202, 203, 204

Refer to the Cultural Studies Program.

ARAB 2xx

Refer to the Department of Arabic Language and Literature.

ENGL 203, ENGL 2xx

Refer to the Division of English Language and Literature.