

FACULTY OF BUSINESS AND MANAGEMENT

FACULTY LIST

OFFICERS OF THE FACULTY

Salem, Elie A.	President of the University
Karam, Nadim	Vice President for Health Affairs and Community Development
Nahas, George	Vice President for Planning and Educational Relations
Najjar, Michel	Vice President for Development, Administrative and Public Affairs
Nasr, Karim	Dean
El-Debs, Hamid	Director, School of Tourism and Hotel Management
Moubayed, Walid	Dean of Admissions and Registration
Ayoub, Olga	Librarian

FACULTY STAFF

Jabbour, Mira	Executive Secretary
Hoss(EL), Yara	Faculty Members' Secretary
Najjar, Rania	Lab Supervisor
Khoury, Yvonne	Research Assistant

SCHOOL OF TOURISM AND HOTEL MANAGEMENT STAFF

Najjar, Diala	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

Assf, Ata	Ph.D., in Financial Economics, Mc Gill University, Canada.
Boueiz, Diana	M.B.A., Case Western Reserve University, USA.
Charif, Husni	Ph.D., Statistics, University of Wyoming, USA.
Daia Al, Roula	Doctorat en Sciences Economiques, Université Paris Dauphine, France.
Douaihy, Paul	D.E.A., Economics, Paris I – Sorbonne, France.
Farhat, Hala	M.B.A. Hotel and Food Administration, University of Guelph, Canada.
Habib, Ibrahim	M.B.A., INSEAD, France.
Hajj Obeid, Dora	Ph.D. Management in Education University of Birmingham, UK
Khayr, Hala	Ph.D., Management, University of Leicester, UK.

Kuran, Omayya	M.B.A., Lebanese American University, Lebanon.
Mardini, Patrick	Doctorat en Sciences Economiques, Université de Paris Dauphine, France.
Saab, Gretta	Doctorat en Sciences Economiques, Université de Paris-Sorbonne, France.
Sahli, Sadek	Ph.D., Management, University of Beyreuth. HDR Université de Paris-Dauphine, France.
Sertin, Samir	M.S., Business Management, Lebanese American University, Lebanon. CPA - Georgia State Board of Accountancy.
Yaacoub, Laurent	M.B.A., International Management Center Association, Australia.
Yarid Boueiz, Diana	M.B.A., Case Western Reserve University.

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.

UNDERGRADUATE DEGREES OFFERED

The Faculty of Business and Management offers the following Undergraduate degrees:

Major	Degrees
Business Administration	Bachelor of Business Administration
Economics	Bachelor of Science
Tourism & Hotel Management (THM)	Bachelor of Business Administration

The Faculty also offers a graduate degree, namely a Masters of Business Administration (MBA). for graduate programs, see separate FOBM MBA Graduate catalogue.

ACADEMIC RULES & REGULATIONS FOR FOBM UNDERGRADUATE PROGRAMS

I. EVALUATION OF ACADEMIC PERFORMANCE

Refer to the General section.

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

Refer to the General Section.

A.5. REMOVAL OF PROBATION

Refer to the General Section.

A.6. CONTINUING PROBATION

Refer to the General Section.

A.7. STRICT PROBATION

Refer to the General Section.

A.8. DROPPING FROM A DEPARTMENT

Refer to the General Section.

B. AT THE FACULTY LEVEL

B.1. FACULTY WARNING

Refer to the General Section.

B.2. FACULTY STRICT PROBATION

Refer to the General Section.

B.3. DROPPING FROM THE FACULTY

Refer to the General Section.

C. AT THE UNIVERSITY LEVEL

C.1. DISMISSAL FROM THE UNIVERSITY

Refer to the General Section.

C.2. READMISSION TO THE UNIVERSITY

Refer to the General Section.

II. SUMMER SESSION

Refer to the General Section.

III. ADMISSION OF TRANSFER STUDENTS

Refer to the General Section.

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:
 - The Department of Business Administration (for a BBA),
 - The Department of Economics (for a B.S. in Economics)
 - 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 General Average (CGAVG) of 70 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 (CGAVG) 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, as well as Bacc. Technique holders should take remedial MATH 111, or equivalent, as a Pre-requisite 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 240 and/or ISYS 210..

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:**

- 12 credits of Civilization Sequence (CVSQ 201/202/203/204),
- 6 credits of English Language courses including ENGL 203.

- **74 credits in Department-required courses:**

- 6 credits of Economics courses (ECON 211/212),
- 12 credits of Elective courses [out of which 6 credits must be Major Electives. Students pursuing a concentration track must choose all their electives from the concentration table.
- 56 credits in core Business courses, namely: ACCT 210, 211, 220, BUSN 210, 220, 221, 230, 240, 293, 295, 297, FINE 220, 230, ISYS 210, 220, MGMT 220, 291, 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	
ENGL 20x	Restricted Elective (ENGL)	3	
BUSN 210	Business Communication	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
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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
MGMT 291	Business Ethics	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	
LISP 200	Library Use and Research Methods	1	
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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 293	Business Plan Workshop	1	Major
BUSN 295	Research Methods Workshop	1	Major

BUSN 297	Internship	1	Major
QMET 230	Operations Research	3	Major
BUSN 230	Strategic Management	3	Major
FINE 230	Financial Institutions	3	Major
CVSQ 203	Introduction to Modernity	3	
CVSQ 204	Contemporary Challenges in the Arab World	3	
Total		30	
Total credits		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 2xx	Any MRKT Course (Subject to advisor's approval)	3
MRKT 2yy	Any MRKT Course (Subject to advisor's approval)	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
ACCT 270	Taxation (Req)	3
BUSN 290	Senior Graduation Project (Req)	3
ACCT 2xx	Any ACCT Course (Subject to advisor's approval)	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 2xx	Any MGMT Course (Subject to advisor's approval)	3
MGMT 2yy	Any MGMT Course (Subject to advisor's approval)	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

FINE 292	Economic Indicators (Req)	3
BUSN 290	Senior Graduation Project (Req)	3
FINE 2xx	Any FINE Course (Subject to advisor's approval)	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) (Subject to advisor's approval)	3
ECON 2yy	Any Economics Course(Elec) (Subject to advisor's approval)	3

GENERAL TRACK (15 CREDITS)

A student who does not wish to pursue a concentration track has to select any 6 credits (at least) from Business or Economics courses, and the remaining credits as general electives.

NON-BUSINESS MINOR

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	Survey of Economics	3
FINE 205	Survey of Financial Accounting and Finance	3
MGMT 220	Principles of Management	3
MRKT 220	Principles of Marketing	3

And any fifth course such as QMET 215 (4cr), BUSN 240 (3cr), etc per the consent of the Faculty of Business & Management.

COURSE DESCRIPTIONS

ACCT 205 FUNDAMENTALS OF MANAGERIAL ACCOUNTING

2.0: 2 cr. E

This is a remedial course for non-business majors aspiring to pursue a MBA degree. It introduces students to the concepts underlying the development and analysis of cost data for decision-making purposes. Special attention is therefore drawn to the preparation of different costing systems, as well as to the assessment of the cost-volume-profit relationship and basic standards and variances analysis. English proficiency level: ENGL 101; not open to business majors.

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.

Pre-requisite: 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.

Pre-requisite: 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.

Pre-requisite: 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.

Pre-requisite: 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.

Pre-requisites: ACCT 220 and FINE 220.

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.

Pre-requisite: ACCT 211.

ACCT 270 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.

Pre-requisites: ACCT 211 and BUSN 240.

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.

Pre-requisite: 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.

Pre-requisite: 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.

Pre-requisite: ENGL 203.

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.

Pre-requisites: ECON 211/212, QMET 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).

Pre-requisites: 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.

Pre-requisites: FINE 220, MGMT 220, MRKT 220.

BUSN 240 BUSINESS LAW I**3.0: 3 cr. 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.

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.

Pre-requisite: BUSN 240.

BUSN 293 BUSINESS PLAN WORKSHOP**1 cr. E**

This is a junior/ senior year course, comprised of 15 hours of focused study on all the aspects of starting a new business from initiation to Initial Public Offering. In this course students will come across topics as feasibility study, venture capital financing, operation, evaluation techniques, market analysis, sales estimates, market trends and opportunities. Students will learn how to evaluate a good business idea, plan for its execution, and assess conditions for its success or failure.

Pre-requisites: FINE 220, MGMT 220, MRKT 220, LISP 200.

BUSN 295 RESEARCH METHODS WORKSHOP**1 cr. E**

This course is designed for novices to research or for researchers with limited experience. Its main aim is to provide the student with basic research skills and to expose the student to the different kinds of research methods which are employed.

Pre-requisites: FINE 220, MGMT 220, MRKT 220, LISP 200.

BUSN 297 INTERNSHIP**1 cr. E**

The internship course is designed to provide the student with an opportunity to gain knowledge and skills from a planned work experience in a career field chosen by the student. Internship experiences benefit students by providing learning opportunities and workplace competencies, better career awareness, networking, job search skills and more self-confidence.

Pre-requisites: completed 45 credits or JR status.

FINE 205 SURVEY OF FINANCIAL 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 101; not open to business majors.

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.

Pre-requisites: ACCT 211, ECON 211,212, QMET 210,215.

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.

Pre-requisite: 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.

Pre-requisite: FINE 220.

FINE235 FINANCIAL REPORTING & MEASUREMENT**3.0: 3 cr. E**

Refer to ACCT 230.

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.

Pre-requisite: 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.

Pre-requisite: 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.

Pre-requisite: 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.

Pre-requisites: FINE 220, QMET 215.

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.

Pre-requisite: FINE 220.

FINE 292 ECONOMIC INDICATORS**3.0: 3 cr. E**

This course is designed to introduce students to the world of economic indicators and financial markets. Emphasis in the course is placed on the interaction of economic, political, social and psychological factors, with special reference to the effects of economic environment on financial markets.

Pre-requisite: 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.

Pre-requisites: ISYS 210, ENGL 203.

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

Principles of management is an introductory level course that acquaint students with basic concepts and theories in the field of management. It tackles basic managerial functions, skills and roles that are carried out by managers in different organizations, levels and capacities. Major topics covered in this course include the different managerial functions of planning, organizing, leading and controlling. Other more specific topics taught include management objectives and goals, organizational structures, strategic and tactical planning, decision making skills, team work, communication, motivation and human resource practices among others. It is a must-take course to both business and non-business students, due to the richness of theoretical and practical contents that are relevant to various domains.

Corequisite: ENGL 203.

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

Organizational behavior is a management based course that highlights the relationships between various

exploratory variables and certain dependent variables within the organization. For the purpose of ensuring positive results within the organization such as higher productivity, more creativity, less turnover and absenteeism, certain aspects and behaviors related to the individual, the group, and the organization are studied in depth. This course deals with the impact of individual and team values, attitudes, perception, needs, motivation, leadership, communication, power politics, conflict, organizational culture and work design on organizational behavior. Pre-requisite: MGMT 220.

MGMT 231 ORGANIZATION DESIGN

3.0: 3 cr. E

This course provides a full perspective of designing/changing an organization's structure. It deals with the nature of contemporary complex organizations, their goals, environments, technology employed, decision-making, strategy formulation and implementation, conflicts, power relations and the relation of all of these to the choice of appropriate structures.

Pre-requisite: MGMT 220.

MGMT 240 HUMAN RESOURCES MANAGEMENT

3.0: 3 cr. E

Human resource management, as the name denotes, deals with running all the affairs related to the human capital inside the organization. It covers all the theories, policies and practices of HRM in a firm. Topics covered include strategic human resource planning, job analysis resulting in job descriptions and job specification, recruitment, selection and placement, orientation, training and development, performance appraisal, compensation and benefit administration, and labor management relations among others. Pre-requisite: MGMT 220.

MGMT 291 BUSINESS ETHICS

3.0: 3 cr. E

This course is of extreme importance to all business students. It gained greater popularity with the heated debates over the climate change and the latest financial problems the world has witnessed. It engages the students in ethical reasoning by introducing them to ethical concepts and helping them apply these concepts to various business situations and decisions. It examines the relationship between ethics and business, as well as ethics within various relevant contexts, such as the marketplace and the natural environment. It also tackles related issues such as the ethics of marketing, and different kinds of job discrimination that employees might be subjected to. It does this through an abundance of examples, ethical debates, and real-life cases. Pre-requisite: 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.

Pre-requisite: MGMT 220.

MGMT 296 INTERNATIONAL MANAGEMENT

3.0: 3 cr. E

This international management course is of extreme importance given the global playing field of business. Students are first introduced to the international business field with all its complexities and differences. The course highlights countries' differences in terms of their cultures, economies, geographies, political regimes and legal systems. It introduces the concepts of country evaluation, selection and entry strategies. Then it proceeds to highlight managing interdependencies among countries, cross-cultural negotiations, strategy formulations, development of global management cadres, staffing, leading, training and motivation of employees working in multinational corporations.

Pre-requisite: MGMT220.

MGMT 297 ENTREPRENEURSHIP MANAGEMENT**3.0: 3 cr. E**

This course offers an overview of entrepreneurship. It highlights the role and personality of a typical entrepreneur as well as venues for finding new product and service ideas, financing measures and preparation of business plans. It tackles the different options available to start a new business, such as starting one from scratch, acquiring an already present business or franchising. It then tackles specific issues related to the running of a small business, such as raising money, staffing decisions, marketing issues among others. Students are supposed to learn how to prepare a viable business plan for products and services of their choice pertaining to different industries. Pre-requisite: MGMT220.

MGMT 298 MANAGING A SMALL BUSINESS**3.0: 3 cr. E**

This is a wide-ranging course that engages the students in various issues related to the creation and operation of small businesses in today's volatile business environment. This course covers such topics as the nature of risk, entrepreneurship, forms of ownership as franchising, distinctive management features of small firms, feasibility analysis, financing, human resources management as recruitment options and sources, demand and consumer behavior as well as promotional mix. It provide numerous real-world examples to help students understand how to apply the business management concepts presented in the text, and integrate material to help them discover small business issues, both off-line and on-line.

Prerequisite: MGMT 220.

MGMT 299 EMPLOYEE DEVELOPMENT**3.0: 3 cr. E**

One can not develop any program without developing the programmer. This course is based on the premise that training and development of the organization's workforce are inevitable, given the rapid changes taking place in the demographic, technological, economic, natural, and socio-cultural environments. Training and development needs are identified through needs assessments, jobs and markets are analyzed to set training and development objectives, effective and efficient training programs are devised, implemented and evaluated.

Prerequisite: MGMT 220

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

Principles of marketing is an introductory level course that introduces students to the basic concepts of marketing. It is designed to explain the fundamental concepts and techniques required for the understanding of the marketing process. This course addresses the importance of marketing in today's world for all products, services, ideas, individuals, groups, places and organizations. Emphasis is placed on the design, implementation and evaluation of the marketing mix components, mainly the product, price, place and promotion decisions. Other topics covered would be the marketing environment, the marketing strategies, segmenting, targeting and positioning, consumer behavior, creating value to consumers among others. Corequisite: ENGL 203.

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

Consumer Behavior is an enticing course in the field of marketing. It aims at the profound understanding of consumers, because their satisfaction is crucial to the profitability, success and sustainability of any business enterprise. This course covers the buyer decision process as well as the main external and internal stimuli affecting consumers in their decisions to buy. Attention is focused on the issues of the self, the attitudes of individuals, group influences, organizational and household decision making, and the influence of income, social class, age and culture on the acts of buying and disposing, as well as the diffusion of global consumer cultures. Pre-requisite: MRKT 220.

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

Marketing Research aims at providing an overview of research theories, principles and practices applied in the field of marketing. Marketing research role is emphasized as a main vehicle for gathering information aimed at clarifying problems and solutions for decision making by marketing managers. Both qualitative and quantitative techniques are used as systematic tools to improve the success rates of the marketing function. Examination of secondary and primary research methods is done, as well as a thorough explanation of the whole research process is made including problem definition, approach to the problem, research design, field work, data preparation and analysis, report preparation and presentation. The course consists of formal lectures, group discussions of real life marketing research problems, and practical application using up-to-date computer softwares. It is assumed that students have a good grasp of the basic marketing theories as well as basic business statistics. Pre-requisite: MRKT 220.

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.

Pre-requisite: ENGL 203, MRKT 220.

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

Multinational marketing aims at explaining the marketing concepts and their application in an international context. For the purpose, the impact of different social, political, legal and economic environments on marketing strategies and their implementation is examined. The design and execution of the marketing mix elements is approached from a multinational perspective, thus strategies pertaining to international product development, pricing, promotion and distribution are covered. Other topics discussed in this course include cross-national consumer behavior, various market entry strategies including foreign direct investment, issues of product/service standardization vs. adaptation among others.

Pre-requisite: MRKT 220.

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

This course provides students with an understanding of advertising and other mass communications marketing practices. It highlights criteria and procedures that should be followed while taking decisions regarding what promotional methods to use, and how to best employ them in the process of promoting various companies' offers. A range of perspectives and potential options to be taken while designing the promotional campaign are put on the table, in the process of choosing the optimal choice given the limited resources and prevailing circumstances. Students are urged to understand their target market background in choosing and designing their campaigns, for any communication tool or creative strategy that the target market might find offending, irrelevant or impractical is a ticket for market failure.

Pre-requisite: MRKT 220.

MRKT 292 SALES MANAGEMENT**3.0: 3 cr. E**

Sales management examines the preparation and execution of the right steps involved in carrying out swaying promotional presentations. It highlights the importance of conducting personal sales presentations as one vehicle of promoting the company's offers. Emphasis is placed on the recruitment, training, motivation, compensation and evaluation of salespeople. In the process, discussions pertaining to effective selling techniques, preparation for persuasive sales presentations, consumer needs analysis, company offers understanding, market and competitive analysis are carried out. Steps and practices followed by sales people are equally highlighted.

Pre-requisite: MRKT 220.

MRKT 293 SERVICES MARKETING**3.0: 3 cr. E**

This is specialized course in the marketing of services. It is built on the fact that the GDP of many developed and developing countries is made up of services. Challenges pertaining to service marketing are unique, so these are highlighted in the course, and tangible methods of confronting them are supplied. Examples and case studies from different service fields are discussed to ensure proper comprehension of various tools employed in the marketing of services. The formulation and implementation of the marketing mix elements of product (service), price, place and promotion pertaining to services are covered in detail.

Pre-requisite: MRKT 220.

MRKT 294 NEW PRODUCT MANAGEMENT**3.0: 3 cr. E**

New product development is a specialized course in the field of marketing that is centered on the important issue of adding new products to already existing ones in the company's product lines. It discusses in detail all the steps that a new product goes through in the pipelines of the company before it is actually offered on the market. Idea generation, idea screening, concept development and testing, marketing strategy development, business analysis, product development, market testing, and full commercialization are explained. Students are expected to formulate complete programs for launching new products and/or services.

Pre-requisite: 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.

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

This course covers a review of linear and nonlinear functions, financial mathematics, differential and integral calculus, matrix algebra and its application in solving systems of linear equations, and dynamic systems. The intent of the course is to develop the students' understanding of the listed mathematical concepts and applications which will enhance their quantitative skills needed in the field of business, finance, and economics.

Pre-requisite: MATH 111 or MATH 100.

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.

Pre-requisite: MATH 111 or MATH 100.

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

This course is a survey of management science and its quantitative tools. Operations research is presented as a problem solving and optimizing technique for various managerial and production problems. Coverage includes techniques needed to model real-world industrial and economic phenomena using general Linear Programming, Networks, Integer Programming, Multiple Goal Programming, Economic Order Quantity, Critical Path Methods. It also introduces Simulation techniques, Program Evaluation and Review Technique, Queuing and Inventory models.

Pre-requisite: QMET210, 215.

CVSQ 201, 202, 203, 204

Refer to the Civilization Sequence Program.

ECON 211, 212

Refer to the Department of Economics.

ENGL 203, ENGL 2xx

Refer to the Division of English Language and Literature.

LISP 200

Refer to the faculty of Library and Information Studies.

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:

***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...

***B.S. in Economics with emphasis on General Economic**

The BS in Economics with emphasis on General Economic 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 ARAB 201 or 205.

A student may not repeat ECON 211, ECON 212, QMET 210, QMET 215 more than once to achieve the required passing grade. The passing grade for ECON 211, ECON 212, QMET 210, QMET 215 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 93 credits (starting with the sophomore year) must be completed for the BS Econ degree, including:

I. COMMON CORE COURSES (75 credits):

- **18 credits in University required courses:**

- *12 credits of Civilization Sequence :CVSQ 201/202/203/204,

- *6 credits of English Language courses including ENGL 203,

- **5 credits in Faculty required courses.**

- *3 credits of Arabic Language course: ARAB 201 or ARAB 205.

- *1 credit of LISP 200, free of charge

- *1 credit ISYS 210

- **47 credits in Department required courses:**

- *47 credits of major courses: ECON 211, 212, 237, 239, 247, 249, 287, 290, 291, 293, 297, FINE 292, MATH 116, QMET 210, QMET 215.

- **3 credits in major elective courses**

- **2 credits in elective courses**

II. EMPHASIS TRACK COURSES (18 credits):

*Financial Economics: ACCT 210, ACCT 211, FINE 220, FINE 230, FINE 231, FINE 241.

*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>
ARAB 201/205	Arabic Communication Skills	3
ENGL 203	English Communication Skills	3
ENGL 20x	Restricted elective (ENGL)	3
ISYS 210	Business Applications System	1
LISP 200	Library Use and 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 290	Internship	1
ECON 291	Workshop In Economic Research	3
	Emphasis Track Course	3
	Emphasis Track Course	3
	Emphasis Track Course	3
Total		32

SENIOR YEAR

<u>Course Code</u>	<u>Course Title</u>	<u>Credit</u>
ECON 239	Advanced Microeconomics	3
ECON 249	Advanced Macroeconomics	3
ECON 292	Business Plan Workshop	1
ECON 293	History of Economics Thought	3
ECON 295	Research Methods Workshop	1
ECON 297	Economic Development	3
FINE 292	Economics Indicators	3
	Emphasis Track Course	3
	Emphasis Track Course	3

CVSQ 203	Introduction to Modernity	3
CVSQ 204	Contemporary Challenges in the Arab World	3
	Elective course	2
Total		31
Total credits		93

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.

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 101.

Pre-requisite: MATH 100 or MATH 111.

ECON 204 FUNDAMENTALS OF MICROECONOMICS 3.0: 3 cr. E

This course acquaints non-business, non-economics students with the basics of microeconomics. Topics include demand and supply, elasticity and utility, costs Analysis, and market structure in details.

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.

Pre-requisite: 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.

Pre-requisite: 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.

Pre-requisites: 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.

Pre-requisite: 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.

Pre-requisites: 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.

Pre-requisite: 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.

Pre-requisites: 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.

Pre-requisites: 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.

Pre-requisites: 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.

Pre-requisite: QMET 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. Pre-requisite: 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.

Pre-requisite: ECON 287.

ECON 290 INTERNSHIP **1.0: 1 cr. E**

The internship course is designed to provide the student with an opportunity to gain knowledge and skills from a planned work experience in a career field chosen by the student. Internship experiences benefit students by providing learning opportunities and workplace competencies, better career awareness, networking, job search skills and more self-confidence.

Pre-requisites: completed 45 credits or JR status.

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.

Pre-requisites: ECON 237/247.

ECON 292 BUSINESS PLAN WORKSHOP **1.0: 1 cr. E**

This is a junior/ senior year course, comprised of 15 hours of focused study on all the aspects of starting a new business from initiation to Initial Public Offering. In this course students will come across topics as feasibility study, venture capital financing, operation, evaluation techniques, market analysis, sales estimates, market trends and opportunities. Students will learn how to evaluate a good business idea, plan for its execution, and assess conditions for its success or failure.

Pre-requisites: FINE 220, MGMT 220, MRKT 220, LISP 200

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.

Pre-requisites: ECON 211/212.

ECON 295 RESEARCH METHODS WORKSHOP **1.0: 1 cr. E**

This course is designed for novices to research or for researchers with limited experience. Its main aim is to provide the student with basic research skills and to expose the student to the different kinds of research

methods which are employed.

Pre-requisites: FINE 220, MGMT 220, MRKT 220, LISP 200

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.

Pre-requisites: 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.

Pre-requisite: ECON 237.

CVSQ 201, 202, 203, 204

Refer to the Civilization Sequence Program.

ENGL 203, ENGL 2xx

Refer to the Division of English Language and Literature.

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 School of Tourism and Hotel Management is guided by the following values:

1. Insure the presence of an educational environment which encourages and stimulates unrestricted learning and critical thinking.
2. Provide personal advising and close follow-up by our faculty members to each and evryone of our students and assist our graduates in job placement .
3. Respect cultural, relegious, ethnic diversity amondst all students of all denominations and act with integrity.
4. Promote lifelong learning opportunities.
5. Maintain a strong relationship with the industry.
6. Boost the citizenship spirit, strengthen human moral values, and act responsibly towards the environment.
7. Integrate community servicein the form of curricular and extra-curricular activities by participating actively in developing social, economic and cultural needs, nationally and regionally.

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, 236, 241
Major Electives (6 cr.)	HOSP 235, 237, 238, 239, 240, 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 205
Cultural Studies	CVSQ 201, 202, 203, 204
General Electives (3cr.)	

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	
ENGL 20x	Restricted Elective (ENGL)	3	
ARAB 201/205	Arabic Communication Skills	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
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 213	Restaurant Management and Purchasing	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
HOSP 220	Hospitality Marketing	3	Major
HOSP 221	Hospitality Law	3	Major
HOSP 222	Food Production II	3	Major
HOSP 224	service Management	3	Major
HOSP 225	Rooms Division	3	Major
HOSP 226	Property Management System Applications	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>
MGMT 240	Human Resources Management	3	Major
HOSP 223	Human Communications	3	Major
HOSP 230	Conventions, Catering & special Events Mgt	4	Major
HOSP 236	Housekeeping Management	3	Major
HOSP 241	Cost Control	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	
Total credits		98	

* These courses require a passing grade of 70.

MAJOR ELECTIVE COURSES

<u>Course Code</u>	<u>Course Title</u>	<u>Credit</u>
HOSP 235	Facility Management	3
HOSP 237	Loss Prevention Management	3
HOSP 238	Resort and Casino Management	3
HOSP 239	Beverage Management	3
HOSP 240	Yield 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.

English Proficiency Level: 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**

The purpose of this course is to:

- Introduce the culinary art business and to teach different basics techniques of cooking.
- Introduce the basic raw products in the kitchen and to demonstrate the possibilities of handling and cooking it.

This course has a dual goal: understanding and performing. 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.

English Proficiency Level: ENGL 101.

HOSP 213 RESTAURANT MANAGEMENT AND PURCHASING**3.0: 3 cr. E**

This course identifies the elements involved in operating a successful restaurant: creating a concept, developing a menu, staffing, budgeting, purchasing food and equipment, receiving, developing a marketing plan and all the other daily tasks.

Pre-requisites: HOSP 200.

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

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

Pre-requisite: HOSP 212.

HOSP 220 HOSPITALITY MARKETING**3.0: 3 cr. E**

The course focuses on the role of marketing within the overall business framework especially in the hospitality and tourism industry. The course will introduce the students to the different marketing tools and train them to use them along the marketing measurement kit in order to be able to set, execute and control marketing plans. Moreover, the course will initiate the process of questioning marketing strategies and philosophies which should lead to the adaptation of philosophies to the unique case of each company or product (goods and services).

Pre-requisites: HOSP 200, junior standing.

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.

Pre-requisite: HOSP 200.

HOSP 222 FOOD PRODUCTION II**3.0: 3 cr. E**

The purpose of this course is to:

- To cover all advanced aspects of the kitchen food production
- Let the students practice and cook classical, innovative and international recipes
- Give the students most of the tools and knowledge for the back of the house business and upon this they can

take a clear decision if they like to specialize in this field and become a chef.

This course has a dual goal: understanding and performing. 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.

Pre-requisites: HOSP 211, 212, and ACCT 210.

HOSP 223 HUMAN COMMUNICATIONS

3.0: 3 cr. E

This course is designed to introduce students to the proper understanding of effective communication. There is a fundamental, powerful, and universal need or desire among humans to interact with others. This course addresses the fundamental skills of interpersonal, small group, and public communication, emphasizing the areas of verbal and nonverbal communication skills, listening and cultural awareness. Most importantly, this course also tackles an important aspect of communication; which is the “self”. It will help students communicate with a better understanding of “who you are”.

Pre-requisite: ENGL 203.

HOSP 224 SERVICE MANAGEMENT

3.0: 3 cr. E

Quality service applies to the entire spectrum of hospitality, including restaurants, hotels, clubs, theme parks, travel, and tourism. The course Service Management will address the distinct needs and problems of service excellence mainly in the hospitality and tourism industry. Moreover, it covers principles, methods, and skills needed to succeed in the challenging arena of customer service as well as application interaction exercises to achieve quality service goals.

Pre-requisite: HOSP 200.

HOSP 225 ROOMS DIVISION

3.0: 3 cr. E

This course introduces the student to the hotels’ rooms operations. From the moment a guest makes his reservation until the moment of checkout, we will identify all the major tasks and services accomplished by the personnel of the reservation, front office, night audit and housekeeping.

Pre-requisite: HOSP 200.

HOSP 226 FIDELIO

0.2: 1 cr. E

Guest information, night audits, check-in, check-out, inventory control, making a reservation and reporting are facts of hotel operation. Fidelio is one of the most common PMS used by major hotels and chains around the globe that enable students to put into practice all their theoretical background related to rooms division.

Pre-requisite: HOSP 225

HOSP 229 PRACTICUM II: ROOMS DIVISION

2.0: 2 cr. E

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

Pre-requisite: 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.

Pre-requisites: HOSP 213, 241.

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.

Pre-requisite: 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.

Pre-requisite: 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.

Pre-requisite: 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.

Pre-requisite: 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.

Pre-requisite: HOSP 200.

HOSP 240 YIELD MANAGEMENT**3.0: 3 cr. E**

This course focuses on managing the hotel's demand-side decision in order to maximize revenue and occupancy vis-à-vis the market and the competition. Revenue or yield management integrates pricing with sales and inventory management strategies. In other words: it is selling the right room, for the right person at the right price.

Pre-requisite: HOSP 225.

HOSP 241 COST CONTROL**3.0: 3 cr. E**

This course discusses the components which contribute to a hotel or restaurant business failures or success, such as internal theft, operational procedures and recognizing controllable and non-controllable expenses. It will also describes to the students how to use food and beverage tools for menu cost control, and how to set standards for menu planning, purchasing, receiving, storing,... It also discusses labor cost control and employee

turnover issues.

Co-requisite: HOSP 222.

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.

Pre-requisite: 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.

Pre-requisite: ENGL 101.

TOUR 222 TRAVEL AGENCY AND TOUR OPERATOR MANAGEMENT

3.0: 3 cr. E

This course is divided into two parts. In the first part you will learn how tours are produced and developed, and to distinguish between tour wholesalers, tour operators, and tour retailers. The seven components of a successful tour will be explored. These include attractions, client value, quality and consistency among elements, proper planning and co-ordination, distinctive client benefit, details, and profit. Next, you will explore the benefits of tours for clients and then learn about customizing a pre-packaged tour to meet the needs of your clients. You will then learn how to write a tour proposal letter to a prospective client and how to follow up with a confirmation letter to secure the terms of the deal. Procedures for issuing tour documents will then be reviewed. Tour documents include air documents, tour component voucher slips, convenience items, and promotional items. You will then evaluate components of tour pricing such as fixed and variable costs, participants estimation, unit price costing, and cost plus pricing. Finally, you will learn about tour promotion strategies including direct mail, print, radio and television advertising, public relations, internet and broadcast fax, and person to person sales.

Pre-requisite: 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.

Pre-requisite: 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 Pre-requisite 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 Pre-requisite of tourism development and lays the foundation for effective management.

Pre-requisite: HOSP 200 or advisor approval.

ACCT 210, 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 Civilization Sequence Program.

ARAB 201 or ARAB 205

Refer to the Department of Arabic Language and Literature.

ENGL 203, ENGL 2xx

Refer to the Division of English Language and Literature.