

# **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, Administration and Public Affairs
Nasr, Karim	Dean, Faculty of Business and Management
Moubayed, Walid	Dean of Admissions and Registration
Ayoub, Olga	Librarian

## **FACULTY STAFF**

Jabbour, Mira	Executive Secretary
El-Hoss, Yara	Faculty Members' Secretary
Najjar, Rania	Lab Supervisor

## **FACULTY MEMBERS**

Assaf, Ata	Ph.D. Financial Economics McGill University, Canada.
Charif, Husni	Ph.D., Statistics, University of Wyoming, USA.
Daia Al, Roula	Doctorat en Sciences Economiques, Université Paris Dauphin-France.
Douaihy, Paul	D.E.A., Economics, Université Paris I – Sorbonne, France.
Fathat, Hala	M.B.A., Hotel and Food Administration, University of Guelph, Ontario, Canada.
Habib, Ibrahim	M.B.A., INSEAD, France.
Hajj Obeid, Dora	Ph.D., Education, University of Birmingham, UK.
Khayr, Hala	Ph.D. Management, University of Leicester, UK.
Khoury, Yvonne	M.B.A., University of Balamand
Kuran, Oumaya	M.B.A., Lebanese American Universit, Lebanon.
Mardini, Patrick	Doctorat en Sciences Economiques, Université Paris Dauphin-France.
Nakhlé, Samer	Ph.D., Economics and Social Sciences, University of Fribourg, Switzerland.
Saab, Gretta	Doctorat en Sciences Economiques, Université de Paris-Sorbonne, France.
Sahli, Sadek	H.D.R. Université de Paris-Dauphin, France. Ph.D., in Management University of Bayreuth.

Sertin, Samir

CPA, Georgia State Board of Accountancy  
CGMA, American Institute of Certified Public Accountants & Chartered  
Institute of Management Accountants

Yaacoub, Laurent

M.B.A.,  
International Management Center Association, Australia.

Yarid Boueiz, Diana

M.B.A.,  
Case Western Reserve University.

## **GRADUATE PROGRAM:**

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. The programs allows for full time or part time study.

### **ADMISSION**

Admission to the MBA/MSACFI 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 for the Fall Semester must be received before July of each year.

Applications for the Spring Semester must be received before January of each year.

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:

- Certificate of a bachelor's degree or its equivalent,
- A completed application form with a non-refundable application fee of 135,000 L.L. and a statement indicating the applicant's personal motivation for pursuing an MBA/MSACFI.
- 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. A student whose overall average is below 80% but at least 75 may be considered (See conditions for Conditional Acceptance).
- 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 (forms enclosed within the application form),
- Applicants are required to have a personal interview with a representative of the MBA / MSACFI program prior to submitting necessary documents for the application,
- Applicants must submit an acceptable score on the Graduate Management Admission Test (GMAT) and not older than two years. The GMAT may be waived if the applicant has four to five years of "relevant" work experience.
- In case an applicant's undergraduate studies were not in English, applicants must check with the Office of Admissions and Registration about English Placement Tests. Generally, a TOEFL score of 240 (computerized) or 600 (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. **Note:** The Graduate Admission Committee will not consider applications unless all the required documents are submitted.

### **LANGUAGE PROFICIENCY REQUIREMENT**

Applicants who score in the range 527 - 597 on the paper-based TOEFL or 71 - 99 on the internet-based TOEFL are admitted but must complete the English Language courses (ENGL101 and/or ENGL102) during the first year of enrollment.

## **SPECIAL CATEGORY**

Non-degree seeking students may take courses at the Faculty of Business and Management with the intent of strengthening their application for the MBA/MS program. Such students may be labeled as “Special”. Files of students in such category will be evaluated, on an individual basis, once a full application is submitted.

UOB business graduates falling in this category will be asked to raise their cumulative average to at least 75 to be accepted on a conditional basis. UOB graduates from a non-business program will be given the option of raising their average to 75 or take a set of undergraduate courses and asked to obtain at least 70 in each course and an overall average of 78 in order to be admitted on a conditional basis or 80 for regular acceptance.

Applicants from outside UOB falling under this category, receive a set of business courses (including bridging courses if needed) and are asked to obtain at least 70 in each course and an overall average of 78 in order to be admitted on a conditional basis or 80 for regular acceptance.

Students in this category are not allowed to take any MBA/MS courses. Students with an exceptional performance can petition for registering for 1 or 2 MBA/MS courses at the most prior to entering the MBA/MS program. This requires the consent of the Chair of Department or Dean.

Once a student with a “special” status successfully fulfills the requirements, s/he submits a petition to the Registrar asking for a change of status to a “regular” or “conditional” MBA/MS status.

Special MBA/MS students who fail 2 courses or receive a cumulative average below the stipulated condition will be placed on probation the following semester. If conditions are not met, the student is dismissed.

Note: Students under this category do not have access to online registration and are advised to meet with their advisors on a regular basis.

## **CONDITIONAL ACCEPTANCE**

A conditional acceptance may be granted by the Graduate Admission Committee subject to the approval of the Dean for students with averages between 75 and 80. Transcripts of students from a recognized higher education institution will be evaluated according to the grading scale for that institution.

To maximize student’s chances of success, “conditionally-accepted” students will be asked to take a reduced load. At the end of the first semester, the status will be changed to a regular student status if an overall average of 80 is attained or else, they will be placed on academic probation.

## **BRIDGING COURSES**

Graduate students with a different background from the graduate degree being pursued may be asked to take some undergraduate courses as bridging courses. If a student fails in any of the undergraduate bridging courses, he is allowed to repeat that course only once. Failure to meet the requirements stipulated above will result in the student being dropped from the graduate program. Students who are taking bridging courses are allowed to take along some graduate-level courses (maximum 6 credits) following the approval of the concerned department and the Dean of the faculty. Bridging courses must be completed during the first year of enrollment in the graduate program.

## **TRANSFER OF CREDITS**

A maximum of nine graduate-level credits (three courses) from a recognized institution of higher education can be transferred on the condition that the received grade is at least 80. The grade will be shown as T on the UOB transcript.

## **RECOGNITION OF COURSES TAKEN OUTSIDE THE MBA / MS PROGRAM**

A maximum of nine graduate-level credits (three courses) from a recognized institution of higher education can be transferred on the condition that the received grade is at least 80. The grade will be shown as T on the UOB transcript.

## **EVALUATION OF ACADEMIC PERFORMANCE**

### **GRADING SCHEME:**

The following grading scheme is adopted for reporting final course grades for the graduate courses.

<b>GRADE RANGE</b>	<b>NOTATION / MEANING</b>
95-100	Outstanding
90-94	Excellent
85-89	Very Good
80-84	Good
75-89	Fair
70-74	Weak
<70	Fail

Students receiving a grade below 70 in any course must repeat the course. A course cannot be repeated more than once. In case of repeated courses, only the higher grade will count towards the cumulative Grade Point Average.

**Note:** Students achieving a cumulative average of 95 or above overall will receive a Master's degree with High Distinction. Student achieving a cumulative average between 90 and 94.99 will receive a Master's degree with Distinction.

## **ACADEMIC STANDING**

Students with a cumulative average of at least 80 in the graduate level courses are considered to be in "GOOD STANDING". If the cumulative average drops below 80 during a particular semester, the student is placed on "ACADEMIC PROBATION". Students placed on Academic Probation can remove the probation by raising their cumulative average above 80 during the following two semesters. The Academic Committee will review the performance of such students at the end of each semester. Students who fail to qualify for removal of probation will be dismissed from the program. Thus, it is highly advisable to repeat some of the courses in order to improve the average. Note: All students who are under academic probation should not register online and must see their advisor.

## **REGISTRATION REGULATIONS**

- The normal course load of regular MBA/MS students is 9 credit hours for full-time students and between 3 and 6 credit hours for part-timers.
- The course load for students with conditional acceptance may not exceed six credit hours. This restriction does not hold for students registering for pre-MBA/MS remedial courses
- The course load for "special" non-degree seeking students is decided upon by the graduate admission

committee.

- Students placed on probation may take a maximum of six (6) credits during the following semester.
- Students registered in English 101 may only take courses at the undergraduate level. Students registered in English 102 may take up to one MBA/MS course.

### **TRANSFER CREDITS AND CROSS REGISTRATION**

- Transfer credit for graduate level courses taken prior to joining University of Balamand is awarded on a course-for-course basis. credit is granted for courses completed with satisfactory grades provided the courses correspond in duration and content to courses offered at University of Balamand.
- Students enrolled at the University of Balamand may not cross-register in courses at other institutions without the prior approval of the Dean of Admissions and Registration at the Graduate Admission Committee and Dean of the Faculty on a specific course. students must justify the reasons, provide course descriptions and if possible syllabi, provide documentation on the higher education institute.
- The total number of transferred credits may not exceed 9 in total.

### **DISSMISSAL FROM THE MBA/MS PROGRAM**

Students will be dismissed from the MBA/MS program in any of the following cases:

- Student fails to qualify for removal of academic probation within two semesters.
- Student's cumulative average in graduate level courses drops below 70 in any semester which follows the first semester of enrollment.
- Student fail a total of two graduate courses.
- Dean's exception of dismissal may be granted under extenuating conditions subject to valid reasons.

### **RESIDENCY & GRADUATION REQUIREMENTS**

- Minimum and Maximum Residency Requirements are three and ten academic semesters respectively. students may petition the Dean for extension of residency.
- The Graduation Requirements for the MBA program are: (1) successful completion of 39 credit hours which include a Field Project or a Thesis and (2) a minimum cumulative average of 80.
- The Graduation Requirements for the MS program are: (1) successful completion of 33 credit hours which include a Field Project or a Thesis and (2) a minimum cumulative average of 80.

All other conditions pertain to University-wide programs/awards rules as stipulated in the University Graduate Manual.

# **MASTER OF BUSINESS ADMINISTRATION (MBA)**

The MBA program prepares students for managerial and leadership responsibilities in a rapidly changing business environment. Its mission is to create a learning environment conducive to the shaping of effective leaders and sound managers of tomorrow ready to take on future challenges. Consistent with its mission, the following are the MBA program's learning goals and intended outcomes:

## **Goal 1 (General Skills):**

**MBA graduates will demonstrate Professionalism & Leadership.**

Outcomes: By the end of the program, graduates will be able to:

- 1.1-Reflect a genuine integrity, self-confidence, and decisiveness
- 1.2-Apply an analytical, innovative, creative and adaptive approach to problem solving and decision making.
- 1.3-Participate visibly in a learning community and motivate others.
- 1.4-Communicate a clearly articulated position in writing and orally.
- 1.5-Demonstrate a rational approach in tackling ethical issues and identifying social responsibilities towards the community and beyond.

## **Goal 2 (Management Specific Goal-Theoretical Knowledge):**

**MBA graduates will demonstrate a sound conceptual understanding of various business disciplines.**

Outcomes: By the end of the program, graduates will be able to:

- 2.1-Explain various management functions.
- 2.2-Discuss legal and regulatory concerns.
- 2.3-Identify, evaluate, and manage financial & economic business risk.

## **Goal 3 (Management Specific Goal-Practical Skills)**

**MBA graduates will demonstrate vivid practical skills in various business disciplines.**

Outcomes: By the end of the program, graduates will be able to:

- 3.1-Apply business concepts from an entrepreneurial perspective
- 3.2-Demonstrate the ability to plan, design, and control operations
- 3.3-Employ information technology in management & research.
- 3.4-Make strategic informed decisions in the various business disciplines and conduct a critical analysis of an industry.

## **Goal 4 (Research Capacity):**

**MBA graduates will be able to engage in applied business research.**

Outcomes: By the end of the program, graduates will be able to:

- 4.1-Demonstrate critical thinking and agility in information literacy
- 4.2-Plan & effectively implement a research design.
- 4.3-Employ business and research methods.
- 4.4-Carry out applied research in business that reflects quality, relevance, and currency.

## **MBA CURRICULUM**

All students pursuing a Master's degree in Business Administration must successfully complete thirty nine (39) credits. The core courses consist of twenty seven (27) credits. The rest may be met through one of the following tracks:

+ Field Project: Students who choose this track will have to take three elective courses (9 credits) and a semester-long practical project (BUSN 598) that is equivalent to three credits.

+ Thesis: Students who choose this track will have to take two elective courses (6 credits) and a year-long thesis (BUSN 599) that is equivalent to six credits.

### **A. BRIDGING COURSES**

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

ACCT 206:	Survey of Financial and Managerial Accounting	3 cr.
BUSN 202:	Survey of Marketing & Management	3 cr.
FINE 220:	Managerial Finance	3 cr.
QMET 215:	Statistical Data Analysis or equivalent	4 cr.

Students taking bridging courses must obtain an overall average of at least 70 in each undergraduate course. If students fail to obtain this score in any of the bridging courses, they will be allowed to repeat the course only once. Failure to meet the requirements stipulated above will result in forfeiting the chance of pursuing an MBA at the University of Balmand. Students who are taking bridging courses are allowed to take along one graduate-level course in an area not requiring the bridging course as a prerequisite. Only graduate-level course grades will count towards the cumulative grade point average.

### **B. CORE COURSES:**

The core courses (3 Credit Hours each) consist of: Accounting for Decision Making (ACCT 410), Business Economics (BUSN 420), Business Policy (BUSN 522), Business Research Methodology (BUSN521), Corporate Financial Management (ACFI 520), Management of Organizations (MGMT 440), Management Science (MGMT 441), Operations Management (MGMT 541), and Marketing Management (MRKT 450). Core courses are offered during each regular semester.

### **C. ELECTIVE COURSES:**

Elective courses are offered in a variety of fields and are designed to suit the needs of the students and their desire to have a concentration in a particular field. At least one elective course from each concentration is offered during each regular semester. Students are free to choose all elective courses in one area of concentration or may opt to choose electives freely. All courses are 3 credit hours unless mentioned otherwise. A minimum of three courses constitute a concentration. Students opting for a thesis instead of a field project will still have to register for 3 electives from the same concentration to get an acknowledgement in the degree certificate (i.e., a total of 42 credits).

## **Concetrations courses are as following:**

### **Accounting Concentration**

ACCT 415 Auditing & Assurance Services  
ACCT 515 Advanced Managerial Accounting  
ACCT 516 Advanced Financial Reporting  
ACCT 517 Advanced Financial Accounting  
ACFI 511 Occupational Fraud Risk Management and Internal Controls

### **Finance Concentration**

ACFI 521 Foundations of Financial Risk Management  
ACFI 522 Valuation & Risk Models  
ACFI 551 Financial Econometrics  
FINE 435 International Financial Markets  
FINE 436 Investment Portfolio Analysis  
FINE 437 Economic Indicators  
FINE 535 Technical Analysis of Financial Markets  
FINE 536 Islamic Banking and Finance

### **Healthcare Management concentration**

HCMG 401 Health Service Management, Organization Theory and Behavior  
HCMG 402 Health Information Technology  
HCMG 403 Financial Management of Health Care Organizations  
HCMG 501 Health Care Risk and Strategic Management  
HCMG 502 Conflict and Disaster Management  
HCMG 503 Quality assurance  
HCMG 504 Human Resources and Performance Management

### **Marketing concentration**

MRKT 455 Consumer Behavior  
MRKT 456 New Product Development  
MRKT 457 Marketing Communications  
MRKT 555 Strategic Marketing  
MRKT 556 International Marketing  
MRKT 557 Advanced Marketing Research  
MRKT 558 Contemporary Issues in Strategic Marketing

### **Management Concentration**

MGMT 445 Managing Change  
MGMT 446 Managing Organizational Behavior  
MGMT 447 Managing Human Resources  
MGMT 448 Leadership in Organizations  
MGMT 449 Enterprise Creation  
MGMT 546 Contemporary Issues In Cross-Cultural Organizational Behavior & Human Resource Management  
MGMT 547 Healthcare Management  
MGMT 548 Total Quality Management  
MGMT 549 Business Project Management

**Air Transport Management concentration**

ATMG 401 Air Transport Regulatory Environment and Public Policy  
ATMG 402 Aviation Safety and Security Management  
ATMG 403 Airline Operations and Industry Practices  
ATMG 501 Airport Planning, Operations and Management\*  
ATMG 502 Air Transport Strategic Management\*

**Human Resource Management concentration**

MHRM 400 Labor Relations and the Legal Environment of HR  
MHRM 420 The Recruitment Process: Recruitment, Selection and Retention  
MHRM 430 Compensation and Benefits  
MHRM 510 Training and Development for the Human Capital

\* these replace the core courses Operations Management (MGMT 441) and Business Policy (BUSN 522)

**Other Electives include:** BUSN 427 International Business Law; BUSN 526 Game Theory and Strategic Thinking; BUSN 555 Directed Graduate Studies; ECON 461 Seminar in Economics; GENG 402 Project Management; ENMG 411 Engineering Economy & Management; ENMG 460 Strategic Decision & Risk Management; ENMG 535 Advanced Project Management; ENMG 585 Quality Assurance and Quality Control; ISYS 420 Information Resource Management; and ISYS 430 Enterprise Systems.

**Note:** Only one elective course at the graduate level outside those listed above (i.e. from another graduate program at the University) may be taken subject to approval, by the Chair of the program or the Dean of the Faculty.

# **MASTER OF SCIENCE IN ACCOUNTING & FINANCE**

## **MISSION STATEMENT:**

The mission of the M.S. in Accounting and Finance program at the University of Balamand is to provide students with the advanced knowledge and tools for financial and accounting theories and applications. The program intends to produce graduates with a distinguished education and a set of professional and technical skills that allow them to enhance their chosen pathway, academically and professionally, and to take on leadership roles in the competitive markets, locally and globally.

## **OBJECTIVES OF THE PROGRAM:**

The MS aims at:

1. Enabling students to focus on particular aspects of Accounting and Finance disciplines in which they have prior knowledge or experience, whether it was acquired through previous study, employment, or bridging courses.
2. Enabling students to learn how to conduct relevant research in the disciplines of Accounting or/ Finance or both and to undertake a research project on a topic within the area of interest.
3. Preparing students to undertake a research project on a topic within the area of interest that makes up a significant portion of the overall assessment.
4. Preparing students for entry to the Accounting and/or Finance and/or Risk Management, practices or professions, or for progression or transfer within them.
5. Equipping students to enter doctoral studies or to pursue relevant professional certifications.
6. Provide students with advanced technical and analytical skills to plan and conduct professional activities in both finance and accounting, so to allow them to be leaders in the two fields.

## **LEARNING OUTCOMES OF THE PROGRAM:**

Upon completion of the MS degree, a student is expected to have the following knowledge and skills:

- Possess an in-depth knowledge and understanding of the Accounting and Finance discipline informed by current scholarship and research, including a critical awareness of current issues and developments in the subject and their relevance and application to theoretical and practical problems.
- Demonstrate competency in the key fields of accounting, corporate finance, investments, banking, financial institutions, and risk management and be able to identify factors influencing the investment behavior and operational decision-making.
- Develop skills in building and analyzing financial and accounting reports, and expand graduates' expertise through finance and accounting based applied research, project-based design and analysis
- Demonstrate an ability to design, undertake, and interpret, research projects and reports presented in the form of research papers and dissertation.
- Articulate and defend financial and accounting analysis and recommend solutions to upper level managers and other stakeholders.
- Be able to explain and interpret financial data using advanced mathematical, computational, and analytical methods and develop knowledge and skills of statistical/econometric techniques to identify and evaluate complex financial and accounting problems.
- Acquire an ability to collect, quantify, summarize, interpret, and present financial and accounting data, including the acknowledgement and referencing of sources.
- Utilize communication and information technology skills in acquiring, analyzing and communicating information and use the library databases to conduct literature searches to complete the required class projects

and thesis.

- Develop critical-thinking, and problem based learning skills and the ability to communicate effectively scientific ideas in both written, and oral, formats in a variety of situations and through different channels.
- Acquire communication skills and the ability to present quantitative and qualitative information together with analysis, argument and commentary in a format appropriate to different intended audiences.
- Understand the importance of ethical financial governance to the sustainability of business enterprise and the impact of their decisions on all stakeholders.
- Experience working in groups and develop interpersonal skills in presenting the results of their work orally as well as in a written format.
- Use initiative, take responsibility and solve problems innovatively in challenging situations and environment
- Strengthen graduates' ability to work competitively in the local, regional and global markets.

## **ADMISSION**

Admission to the MS 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 for the Fall semester must be received before July of each year. Applications for the Spring semester must be received before January of each year. Admission to the program is granted to those who demonstrate high promise of success.

## **A.DOCUMENTS REQUIRED**

In applying to the program, candidates should provide the following documentation:

- Certificate of a bachelor's degree or its equivalent.
- A completed application form with a non-refundable application fee of 135,000 L.L. and presents a statement indicating the applicant's personal motivation for pursuing an MS.
- 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. A student whose overall average is below 80% but at least 75 may be considered (See conditions for Conditional Acceptance).
- 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 using the enclosed forms within the application form.
- Applicants are required to have a personal interview with a representative of the MS program prior to submitting necessary documents for the application.
- Applicants who completed their undergraduate studies in a language other than English must provide a TOEFL certificate (At least 600) or else register for the English Placement Test in order to be placed at the appropriate intensive English level.

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 an applicant's application to the Graduate Admission Committee of the Faculty. The Graduate Admission Committee evaluates applications promptly and forwards its recommendation to the Office of Admissions and Registration.

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

## **B.LANGUAGE PROFICIENCY REQUIREMENT**

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### **C.CONDITIONAL ACCEPTANCE**

A conditional acceptance may be granted by the Graduate Admission Committee subject to the approval of the Dean for students with averages between 75 and 80. Transcripts of students from a recognized higher education institution will be evaluated according to the grading scale for that institution.

To maximize student's chances of success, "conditionally-accepted" students will be asked to take a reduced load. At the end of the first semester, the status will be changed to a regular student status if an overall average of 80 is attained or else, they will be placed on academic probation.

### **D.SPECIAL CATEGORY**

Non-degree seeking students may take courses at the Faculty of Business and Management with the intent of strengthening their application for the MS program. Such students may be labeled as "Special". Files of students in such category will be evaluated, on an individual basis, once a full application is submitted.

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Students in this category are not allowed to take any MS courses. Students with an exceptional performance can petition for registering for 1 or 2 MS courses at the most prior to entering the program. This requires the consent of the Chair of Department or Dean.

Once a student with a "special" status successfully fulfills the requirements, s/he submits a petition to the Registrar asking for a change of status to a "regular" or "conditional" MS status.

Special MS students who fail 2 courses or receive a cumulative average below the stipulated condition will be placed on probation the following semester. If conditions are not met, the student is dismissed.

Note: Students under this category do not have access to online registration and are advised to meet with their advisors on a regular basis.

## **MS CURRICULUM:**

### **A.BRIDGING COURSES**

#### ***ECONOMICS GRADUATES/ ENGINEERING GRADUATES (16 credits)***

-ACCT 206:	Survey of Financial and Managerial Accounting	3 cr.
-FINE 220:	Managerial Finance	3 cr.
-QMET 215:	Statistical Data Analysis or equivalent	4 cr.
-FINE 230:	Financial Institutions	3 cr.
-ECON 287:	Econometrics	3 cr.

#### ***SCIENTIFIC DISCIPLINES GRADUATES (19 credits)***

-All of the above (16 credits) in addition to QMET 230 Operations Research

### **B.CORE COURSES (Number of "Core" Credits: 24 credits)**

-ACFI 510:	Financial Statement Analysis	3 cr.
-ACFI 511:	Occupational Fraud Risk Management and Internal Controls	3 cr.
-ACFI 512:	Performance Management and Decision Analysis	3 cr.

-ACFI 520:	Corporate Financial Management	3 cr.
-ACFI 521:	Foundations of Financial Risk Management	3 cr.
-ACFI 522:	Valuation and Risk Models	3 cr.

### **C.SUPPORT COURSES**

Additionally, there are two support courses ( 6 credits), namely:

-ACFI 550:	Quantitative Methods for Accounting and Finance	3 cr.
-ACFI 551:	Financial Econometrics	3 cr.

These two support courses aim at:

- Increasing the M.S. candidates' awareness of the main theories in the disciplines of Accounting and Finance
- Equipping the M.S. candidates with the latest statistical and financial econometrics techniques
- Providing the relevant training in finance and accounting research design, thus allowing them to write robust research proposals and conduct research at the forefront of the disciplines.

### **D.THESIS/FIELD PROJECT**

- ACFI 598 Field Project (3 cr.)or
- ACFI 599 M.S. Thesis (6 cr.)

Students opting for a Thesis need to take one elective course to complete the program. Students opting for a Field project need to take two electives to complete the program.

### **E.Elective Courses**

Students opting for a thesis may register for only one elective, while the others who have decided to register for the Field Project may take two of the following electives (3 cr.each).

- ACFI 531 Financial Engineering
- ACFI 532 Technical Analysis of Financial Markets
- ACFI 533 International Finance
- ACFI 534 Economic and Financial Indicators
- ACFI 538 Assurance Services: A Case Approach
- ACFI 539 Business Economics
- ACFI 540 Game Theory and Strategic Thinking
- ACFI 541 Investment and Valuation
- ACFI 542 Investment Portfolio Analysis
- ACFI 533 Islamic Banking and Finance
- ACFI 544 Financial Derivatives
- ACFI 545 International Financial Management

## **COURSE DESCRIPTIONS ( M.B.A. / M.S )**

### **A.BRIDGING COURSES**

#### **ACCT 206 SURVEY OF MANAGERIAL AND FINANCIAL ACCOUNTING 3.0: 3 cr. E**

This course is made up of two parts, Financial Accounting and Managerial Accounting. The first one is designed to equip students with a basic understanding of the financial accounting concepts perceived as a prerequisite for other courses in the graduate programs (MBA & MS). The objective of this part is getting students to understand basic financial statements, their content, how transactions affect one or more of them, how they are interrelated and the difference between cash and accrual accounting without involving them in the bookkeeping tasks such as journalizing transactions, posting to ledger, preparing necessary year-end adjustments, among others. The Managerial Accounting part develops accounting analysis useful for managerial decision making purposes. It focuses on the use of accounting information for creating value for organizations. Topics include an introduction to manufacturing costs and elements of cost accounting, cost allocation, special decision analysis, budgeting, and variance analysis.

English proficiency level: ENGL 102, Not open to Business majors.

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

This course acquaints non-business students with the basics of management and marketing. It is divided into two modules, one related to management and the other to marketing. The former introduces the students to important management issues, such as the roles and skills that managers play, the business environment, the managerial functions of planning, organizing, leading, staffing and controlling, among others. The marketing module acquaints students with marketing notions, such as the creation and delivering of value, buyer behavior, market segmentation, targeting, and the marketing mix of product, price, place and promotion among others. English proficiency level: ENGL 102, Not open to Business majors.

#### **BUSN – 285 THE BUSINESS ENTERPRISE 3.0: 3 cr. E**

This is a bridging course to newcomers entering the world of business. It aims at acquainting them with the business organization, its structure, dynamics, micro and macro environments, and major functions. Special emphasis is given to all the stakeholders and supply chain management of the firm, plus an overview of the different business functions of accounting, finance, management, marketing among others

#### **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.

#### **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.

#### **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.

#### **QMET215 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, regression, correlation analysis, hypothesis testing, applications of sampling distributions such as F and student t-distributions, and elements of probability theory.

Course pre-requisite/co-requisite: ENGL 101.

#### **QMET230 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, Regression and Time Series models.

Pre-requisite: QMET 210, 215.

#### **B.MBA/M.S. COURSES**

The following is a list of MBA level courses. All courses are 3 Credit Hours and are taught in English unless mentioned otherwise.

#### **ACCT 410 ACCOUNTING FOR DECISION MAKING**

**3.0: 3 cr. E**

The pervasive underpinning of this course is decision making in a complex business environment. From this angle, it is directly concerned with those managerial aspects related to the use of accounting records to make informed short-term and long-term strategic decisions. Special attention is therefore drawn to the analysis of decision trees, advanced variance analysis and budgetary control, as well as complex pricing strategies. This course will also develop graduate students' ability to analyze the published financial statements of corporations and to understand the regulatory frameworks that govern the preparation of these public reports.

#### **ACCT 415 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.

#### **ACCT 515 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.

#### **ACCT 516 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.

**ACCT 517 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.

**ACFI 510 FINANCIAL STATEMENT ANALYSIS****3.0: 3 cr. E**

As part of their professional responsibilities, Accounting and Finance students are expected to be heavy users of financial statements. This course is about using information from corporate financial reports for the purpose of financial analysis and valuation. Its main goal is to equip graduates with the know-how and skills to evaluate the firm's past and present performance and to predict likely future outcomes. It goes beyond the routine filling of boxes with standard financial ratios and emphasizes the application of the learnt concepts to real life situations, including the analysis of the profitability drivers, earning growth and cash generation.

**ACFI 511 OCCUPATIONAL FRAUD RISK MANAGEMENT AND INTERNAL CONTROLS****3.0: 3 cr. E**

This course covers the principles and methodology of forensic accounting, fraud detection, and deterrence. It provides students with an understanding of the techniques used to perpetrate fraudulent activity and the controls available to mitigate this behavior. Topics include skimming, cash larceny, billing schemes, payroll and expense reimbursement schemes, assets misappropriations, fraudulent financial statements and occupational corruption.

**ACFI 512 PERFORMANCE MANAGEMENT AND DECISION ANALYSIS****3.0: 3 cr. E**

The pervasive underpinning of this course is decision making in a complex business environment. From this angle, it is directly concerned with those managerial aspects related to the use of accounting records to make informed short-term and long-term strategic decisions. Special attention is therefore drawn to the analysis of decision trees, advanced variance analysis and budgetary control, as well as complex pricing strategies.

**ACFI 520 CORPORATE FINANCIAL MANAGEMENT****3.0: 3 cr. E**

This course intends to give students a broad perspective on financial corporate management. The emphasis is on the practice and theory of corporate financial management. Throughout the course, we show how to use financial theory to solve practical problems, and also to illuminate the facts and institutional material that students of financial management must absorb. Topics are approached with a blend of theory and applications. Such topics include (1) Advanced capital budgeting techniques, (2) cost of capital, (3) capital structure theory and practice (4) raising capital, (5) dividends and dividend policy, (6) corporate restructuring, (7) international financial management and (7) risk management.

**ACFI 521 FOUNDATIONS OF FINANCIAL RISK MANAGEMENT****3.0: 3 cr. E**

The goal of this course is to provide students with the materials needed to gain the knowledge and understand the building blocks of financial risk management. The emphasis is on the practice and theory of financial risk in both its quantitative and qualitative aspects. Through the course, we take you through the mathematical foundations of risk assessment and forecasting and students are expected to understand the mathematical and statistical concepts that form the basis of risk assessment. We concentrate on the Finance Theory, Financial Instruments and Markets, Portfolio Theory, Risk Management Practices, and Risk Measures. We show how to use different markets and instruments in assessing and managing risk. Such topics include (1) Mathematical Foundations of Risk Management (2) Portfolio Theory and Capital Allocation, (3) Financial Derivatives and Risk Management Practices, (6) Value at Risk Models, (6) Stress Testing, (7) Credit Risk Management and (8) Operational risk management.

**ACFI 522 VALUATION AND RISK MODELS****3.0: 3 cr. E**

This course intends to familiarize students with market risk models. The course brings together three key disciplines of finance, statistics, and programming to provide a thorough grounding in risk models and risk management techniques. It begins with an introduction to financial market and market prices, risk and return, CAPM, APT, efficient frontier and diversification. Then, it goes to present the various models used by industry, with a special focus on the Binomial and Black-Scholes models. Then, the main concepts in risk models are discussed, especially volatility, Value-at-Risk (VaR) and expected shortfall- all within the market, credit and operational sense. Analytical approaches such as delta-normal VaR, duration-normal VaR and Monte Carlo Simulation are discussed. Most methods will be implemented in languages like, Matlab, R, and Excel.

**ACFI 531 FINANCIAL ENGINEERING****3.0: 3 cr. E**

This interdisciplinary course uses mathematical modeling in addressing advanced topics in finance and financial economics, in particular, arbitrage pricing of financial assets, pricing of stock options, risk assessment, portfolio decisions and risk management and equilibrium pricing of financial assets. These topics will be addressed in continuous and discrete time and the necessary mathematical background from differential equations and probability theory will be provided.

**ACFI 532 TECHNICAL ANALYSIS OF FINANCIAL MARKETS****3.0: 3 cr. E**

This course features the practical side of financial products valorization to participants. Putting aside the fundamental 8 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.

**ACFI 533 INTERNATIONAL FINANCE****3.0: 3 cr. E**

The objective of the course is to introduce students to global financial markets and operations of multinational firms. Its main aim is to expose students to the major themes that distinguish international finance from its domestic counterpart and provide them with a sound conceptual framework within which a wide variety of international corporate financial policy decisions can be evaluated. 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

**ACFI 534 ECONOMIC AND FINANCIAL 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.

**ACFI 535 ACCOUNTING INFORMATION SYSTEMS****3.0: 3 cr. E**

Accounting Information Systems are the computer-based structures and architecture on which accounting information is captured, processed and reported. From this angle, this course presents a thorough introduction to basic information systems theory and provides a working knowledge of systems analysis and design

techniques. It also examines the need for adequate systems controls, risks inherent in the controls, and refined systems output to support management decision-making processes.

**ACCT 538 ASSURANCE SERVICES: A CASE APPROACH**

**3.0: 3 cr. E**

This course represents an integrated approach to modern auditing and business assurance techniques. Through the use of the case method, it highlights the importance of the auditor's role in today's business world and examines the auditing cycles from inception till audit reporting completion, all from a practical view point.

**ACFI 539 BUSINESS ECONOMICS**

**3.0: 3 cr. E**

Economic forces are major determinants of the profitability and growth of firms, thus an economic approach to managerial decision-making is fundamental for their success. From this angle, this course investigates the relationship between microeconomic theory and business practice. Some of the topics covered in the course include, but are not limited to, demand analysis, determination of costs, Maximization of profit, pricing policies, profitability and behavior of firms under different market structures.

**ACFI 540 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.

**ACFI 541 INVESTMENT AND VALUATION**

**3.0: 3 cr. E**

This course focuses on applications of financial theory to investments and securities analysis and valuation. It offers a brief overview of financial markets and addresses thoroughly a number of important topics such as bond and stock valuation, yield curve, financial derivatives and financial instruments.

**ACFI 542 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 such as Markowitz, Sharpe, Lintner, Black-Scholes, and Ross are also explored.

**ACFI 543 ISLAMIC BANKING AND FINANCE**

**3.0: 3 cr. E**

The course aims to introduce and train students in the areas of Islamic Economics, Islamic Finance, product development, modes of financing, Islamic Investment, Sharia Standards & Rulings and Islamic Insurance System. It covers the history of Islamic Banking, market perceptions and performance of Islamic Finance Industry, analysis of Islamic Interest Free Banking, current economic system and its problems. The course provides in depth study of Sources of Sharia, Ijtihad, Riba and its types, Commercial Interest, Usury, simple and compound interests, markup, profit, Gharar and gambling. It also focuses on Islamic Modes of Financing like Mudarabah, Musharakah, Murabaha, Ijarah, Salam and Istisna. Additionally, this course explains the Foundation of Insurance in the Islamic economy, its philosophy, development scenario and its comparison with conventional insurance.

**ACFI 544 FINANCIAL DERIVATIVES**

**3.0: 3 cr. E**

In this course, students develop an understanding of financial derivative instruments and their applications to risk management. Throughout the course, we distinguish between using derivatives to appropriately manage

risk and using them for speculation. We cover forward, future, option, and swap contracts, hedging, arbitrage, and derivatives-pricing models. In addition, we introduce real options, and risk management. Through cases, problems and discussion, students learn to model and evaluate derivative instruments and risk exposure. We also develop the mathematical tools necessary for analysis, design, pricing, and implementation of derivatives in a managerial and strategic context.

### **ACFI 545 INTERNATIONAL FINANCIAL MANAGEMENT**

**3.0: 3 cr. E**

The course provides an introduction to the fundamental principles of international financial management. The main focus will be on foreign exchange and international capital markets. The course begins with an introduction to the global financial environment and several important international macroeconomic concepts. Next we study the principles of foreign exchange markets. Topics to be discussed include foreign exchange, international parity conditions, currency risk exposure and hedging. Finally, we focus on international portfolio investment strategies, hedging of exchange rate risk in international portfolios, political risk and international asset pricing. Our emphasis will be on how a financial manager should use his/her knowledge of international financial markets to address questions such as: how to measure the firm's exposure to financial and operational risks; how to manage this exposure and how to evaluate international projects.

### **ACFI 550 QUANTITATIVE METHODS FOR ACCOUNTING AND FINANCE**

**3.0: 3 cr. E**

Our goal in this course is to give students a broad perspective on the quantitative methods used in finance and accounting. The emphasis is on the practice and theory of these methods in the areas of financial derivatives, risk management, corporate finance, asset pricing, and financial econometrics. Throughout the course, we show how to use mathematical tools to solve practical problems, and also to illuminate the facts and practical materials that a Master of Science in Finance student must absorb. All topics are approached with a blend of theory, applications, cases and examples. In doing so, we introduce a number of mathematical tools that are of interest on their own right. Throughout we emphasize the use of modern probabilistic methods and stress the novel financial ideas that arise alongside the mathematical innovations.

### **ACFI 551 FINANCIAL ECONOMETRICS**

**3.0: 3 cr. E**

This course intends to familiarize students with the principal techniques in Financial Econometrics. It aims to facilitate awareness in students of how these techniques can be used and applied on real data, and provide the necessary background to understand and critically assess empirical findings reported in the financial literature, as well as to carry out their own empirical research in the future. The course deals with the time series methods for modeling return and volatility with a focus on the ARIMA and ARCH/GARCH class of models. Then a treatment of the time series methods for modeling non-stationary data using VAR and cointegration will be followed. Special topics also will be covered and include regime switching and multivariate volatility models.

### **ACFI 598 M.S. FIELD PROJECT**

**3.0: 3 cr. E**

The field project (3 credits) allows the students to apply academic theory to solve real and practical accounting & Finance problems. This may be an individual project or a team-based project. A faculty member will 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.

### **ACFI 599 MS THESIS**

**6 cr. E**

The M.S. thesis is a scholarly research study of an Accounting, Finance (or allied subjects) topic that is grounded in relevant theories and which uses advanced quantitative/qualitative data analysis techniques. Based on a research proposal approved by the Thesis Committee, the M.S. thesis culminates in a report of around 15,000 words. Graduating students should satisfactorily defend the research design and findings before a grade could be assigned. Although not a requirement for graduation, students are expected to submit their work for publication in refereed conference proceedings and/or esteemed journals.

**ATMG 401 AIR TRANSPORT REGULATORY ENVIRONMENT AND PUBLIC POLICY 3.0: 3 cr. E**

This course is intended to provide students with an overview of the legal and regulatory framework that governs the air transport system. It will give an overall summary of the international aviation regulations, the Chicago Convention, impact of deregulation. In addition to an introduction to airport, safety, security and environment regulations.

**ATMG 402 AVIATION SAFETY AND SECURITY MANAGEMENT 3.0: 3 cr. E**

This course helps the students to understand the safe and secure Global Air Transportation System through the implementation of enhanced regulations, reliable technology and best management practices. It will also focus on building a safety and security culture in the aviation environment through manages organizations by a systemic approach to aviation safety and security. Get introduced to the aviation security and safety measures towards full integration with all airport and airline processes and the importance of the National Aviation Security Program as well as the Aviation Safety Regulations.

**ATMG 403 AIRLINE OPERATIONS AND INDUSTRY PRACTICES 3.0: 3 cr. E**

The course will provide students with a fundamental understanding of the operational environment of airlines and airline management structures. In addition to operational structures for different types of airlines supporting industries (i.e. Ground handling, catering, cleaning and fuelling). This course also aims to review today's airline industry, the rise of the low cost carrier and the markets response, the future airline business, and the evolution of the low cost and the network carriers' response - successes, failures and lessons learned. The course will also highlight the core low cost carrier business model and principles, innovative revenue generation techniques, leading revenue and cost management practices, pros and cons of the low cost carrier model versus the legacy model, and vice versa - what can be learnt from the best of each and the geographical differences and considerations in the evolving airline model.

**ATMG 501 AIRPORT PLANNING OPERATIONS AND MANAGEMENT 3.0: 3 cr. E**

This course is intended to describe airport policy and the planning process, the economic impact of airports' surface access planning, economic and technical characteristics of surface access modes. It will help the students demonstrate a clear understanding of the process of airport capacity planning within the context of changing airline industry structure, national airport policy goals and planning constraints and to identify the key components involved in approving airport development projects. It will also discuss airport's management systems, airside and landside operations, airport's technical services, airport security; aircraft stand allocation and airport safety.

**ATMG 502 AIR TRANSPORT STRATEGIC MANAGEMENT 3.0: 3 cr. E**

This course is intended to address the concepts and principles of strategic planning in a civil aviation context where addressing industry needs is contingent on responses from a dynamically administered Civil Aviation Authority; Examine current thinking in strategic management in the aviation sector and the responses to major issues and challenges that the aviation industry faces today; Address the factors that are necessary and critical to the measured development of the aviation industry and of the Civil Aviation Authority as a regulator, operator, owner and landlord; Develop policies and principles and processes to think strategically and in concert with the major driving forces in the aviation business.

**BUSN 420 BUSINESS ECONOMICS 3.0: 3 cr. E**

This course applies fundamentals of economic theory and methodology to the solution of business problems. Topics include: demand analysis, determination of costs, maximization of profit, pricing policies, profitability and behavior of firms under different market structures.

**BUSN 427 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 521 BUSINESS RESEARCH METHODOLOGY****3.0: 3 cr. 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.

Pre-requisite, MGMT 440, MRKT 450;

Co-requisite: MGMT 441.

**BUSN 522 BUSINESS POLICY****3.0: 3 cr. E**

This course is a "capstone" course, whereby background concepts and skills gained from various business courses are integrated. Analysis of strategic business problems entails formulating vision and mission statements, conducting organizational and environmental analysis, setting strategies as well as action steps for the purpose of implementing and controlling these in pursuit of company objectives. Students are supposed to develop overall strategic plans for particular multi-national firms across various industries, whereby they will make strategic, marketing, operating and financing decisions, in light of the company's resources and its environment's opportunities and threats. Prerequisite: ACCT410, FINE430, MRKT450, MGMT440.

**BUSN 526 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 555 DIRECTED GRADUATE 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 598 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.

### **BUSN 599 THESIS**

**6 cr. E**

The MBA Thesis (6 credits) is a scholarly research study (either quantitative or qualitative) which 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 on a topic that is grounded in theory, has more depth and a broader scope. At the beginning of the second year of the program, the student initiates outlining a Thesis proposal and submits an outline to the Professor, s/he 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.

### **ECON 461 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 420.

### **ENMG 411 ENGINEERING ECONOMY AND MANAGEMENT**

**3.0: 3 cr. E**

This course deals with advanced topics in Management with a particular emphasis on managing Engineering organizations. It prepares engineers to fulfill their managerial responsibilities, and take economic considerations into account. This course is organized to contain two major parts: I) Functions of Engineering Management, and II) Economic Fundamentals for Engineering Managers. Part I addresses the basic functions of engineering managers while Part II applies the fundamental principles of Engineering Economics to projects and situations.

### **ENMG 460 STRATEGIC DECISION AND RISK MANAGEMENT**

**3.0: 3 cr. E**

Decision and risk analysis is a core course in disciplines of Systems Engineering, Industrial Engineering, Management Science, and Operations Research. This course will develop student knowledge of basic decision analysis concepts, the value of using decision analysis methods to aid in practical decision making problems, and understanding the contextual considerations in decision making. This course is a study of analytical techniques for rational decision making that addresses uncertainty, conflicting objectives, and risk attitudes.

### **ENMG 535 ADVANCED PROJECT MANAGEMENT**

**3.0: 3 cr. E**

The "advanced project management" course is designed for project managers/students to revise and advance their skills. This course is for project managers/students who are or will be managing projects involving multiple disciplines and substantial resources. The student will go through the key skills needed to ensure a successful project delivery. Course contents include the following: starting an advanced project successfully, building the macro plan, building the detailed project plan, building the project team, how to run the project on day-to-day basis, monitoring and controlling the project, successfully shutting down the project, and emergency actions. The course considers many case studies. It contains a project and one exam. The course is also designed to prepare the project managers/students for the PMI certification exam.

Pre-requisite: GENG 402.

**ENMG 585 QUALITY ASSURANCE AND QUALITY CONTROL****3.0: 3 cr. E**

This is a practical course in quality management, quality standards and their application in engineering. The course provides a set of tools that can be used in any business to define, monitor, and control quality. Statistical quality control techniques, quality control specifications and standards, benchmarking, and quality function deployment will be covered. Students develop management definitions of quality and value, trace the effects of product and process design on quality, estimate the cost of quality, prepare cause-and-effect diagrams for quality problems, evaluate the quality capability of a production or service process, and develop control charts to monitor quality data. Students will use the latest technology and tools in total quality management to ensure quality in engineering design firms.

**FINE 435 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 430.

**FINE 436 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 430.

**FINE 437 ECONOMIC INDICATORS****3.0: 3 cr. E**

This course offers an insight into the understanding of financial markets's 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.

**FINE 535 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's fluctuation technically and track trends and patterns so that they develop an appropriate strategy.

**FINE 536 ISLAMIC BANKING AND FINANCE****3.0: 3 cr. E**

The course aims to introduce and train students in the areas of Islamic Economics, Islamic Finance, product development, modes of financing, Islamic Investment, Sharia Standards & Rulings and Islamic Insurance System. It covers the history of Islamic Banking, market perceptions & performance of Islamic Finance Industry, analysis on Islamic Interest Free Banking, current economical system and its problems. The course

provides in depth study of Sources of Sharia, Ijtihad, Riba and its types, Commercial Interest, Usury, simple and compound interests, markup, profit, Gharar and gambling. It also focuses on Islamic Modes of Financing like Mudarabah, Musharakah, Murabaha, Ijarah, Salam and Istisna. Additionally, this course explains the Foundation of Insurance in the Islamic economy, its philosophy, development scenario and its comparison with conventional insurance.

Prerequisite: FINE 430.

#### **GENG 402 PROJECT MANAGEMENT**

**3.0: 3 cr. E**

Refer to the faculty of Engineering.

#### **ISYS 420 INFORMATION RESOURCES MANAGEMENT**

**3.0: 3 cr. E**

The course covers the aspects of data and information management and the utilization of technology and communication in enhancing information building and analysis for better business decisions.

#### **ISYS 430 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 420.

#### **MGMT440 MANAGEMENT OF ORGANIZATIONS**

**3.0: 3 cr. E**

This course prepares students to manage organizations of different natures and to develop their management and leadership skills. This graduate level course is of extreme importance to both business as well as non-business students, as it enhances students' abilities to read the business environment, handle a variety of critical situations and understand the multidisciplinary nature of management. It explores the means by which managers can achieve desired organizational results. It emphasizes the importance of psychological, social, political and behavioral forces at play inside organizations. Topics covered in this course include decision making styles under conditions of uncertainty and risk, the management internal and external environments, traditional and contemporary organizational structures and departmentalization issues, individual attributes, skills and styles of leaders, organizational cultures and collaborative efforts within the organizational framework.

#### **MGMT 441 MANAGEMENT SCIENCE**

**3.0: 3 cr. E**

This course is a survey of management science quantitative tools. The first part of the course covers statistical inferential techniques such as regression, discriminant analysis, logistic regression, time series analysis and forecasting, factor analysis, and cluster analysis. The second part overviews techniques used in statistical quality control. The final part covers linear programming optimization techniques for single and multiple-objective decision making business scenarios.

#### **MGMT 445 MANAGING CHANGE**

**3.0: 3 cr. E**

This is an elective graduate course in the field of management. Managing change is a topic of increasing importance, because of the intensity of change experiences organizations are passing through in today's world. This course realizes that change is becoming the norm rather than an exception, and dealing with it requires a lot of effort, coalition, and momentum. This course tackles the different steps needed to implement a successful change process with a realization of all the challenges entailed. Topics covered in this course are problem recognition, vision creation, vision communication, coalition building, success celebration, and change anchoring to culture among others. Related issues involve change agents, resistance to change, and forces leading to change.

Prerequisite: MGMT 440.

**MGMT 446 MANAGING ORGANIZATIONAL BEHAVIOR****3.0: 3 cr. E**

This course is an elective graduate course in the field of management. Managing organizational behavior traces the relationship among various independent variables and certain required dependent variables needed for organizational success, by supplying data retrieved from empirical research work. Various exploratory variables constituting organizations are explained and their influence is tracked on organizational objectives, such as the effect of the individuals, their personalities, values, attitudes on certain dependent variables as productivity, creativity, and quality. Other independent variables are similarly considered such as teamwork, organizational structures, organizational cultures, political organizations, communication styles and reward administering. Prerequisite: MGMT 440.

**MGMT 447 OPERATIONS MANAGEMENT****3.0: 3 cr. E**

This course is an elective graduate course in the field of personnel management. Managing human resources realizes the importance of the human capital as a pre-emptive competitive edge is today's organizations. Human resource personnel and managers are given increasing weight and importance in today's growing organizations. These are the ones who tackle employees's related issues from the time of their recruitment to their retirement. Topics as strategic human resource planning, labor supply and demand matching mechanisms, job analysis, recruitment, selection, placement, orientation, training and development, performance appraisal, promotions, wages and compensation, benefits and rewards are discussed among others. Prerequisite: MGMT 440.

**MGMT 448 LEADERSHIP IN ORGANIZATIONS****3.0: 3 cr. E**

Covers principles of leadership theories, practice, and skills necessary for effective leaders of today. Due to its increased recognition among important factors in the rise and fall of organizations, leadership has finally emerged as an independent discipline. The course is designed to offer a mixture of leadership literature, examples of innovative practices of organizations, short case studies of real-life leaders, and brief scenarios that elicit critical analysis and discussion. This course provides a balance of theory and practice as it surveys the old and new paradigms in leadership while encouraging students to apply information to their own development and into their current organizations.

**MGMT 449 ENTERPRISE CREATION****3.0: 3 cr. E**

The purpose of this course is to introduce the students to the condition of creation of enterprises from laws, business, finance, management, labor, strategy, techniques and practical point of view. Students ignore the practical aspect of enterprises creation. The private and familial motivations dominate the form and the substance of this subject. Lebanon is not familiar with the ideology and culture of institutional enterprise. 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 aspect and practice etc. This module study guide is part of widening the degree curricula to include more experiences and opportunities for students who wish to understand explore and gain a better grasp of what an enterprise and entrepreneurship mean, and how it enhances their employment potential and life choices. Students should prepare personally or collectively a realistic project of creation of an enterprise and to present it in class.

**MGMT 541 OPERATIONS MANAGEMENT****3.0: 3 cr. E**

This course entails a broad analysis of the field of Operations Management, and its role in creating and delivering value to customers, and thereby creating competitive advantage for the firm. Coverage includes design operations, project/inventory management, capacity planning, control, layout strategies, forecasting, scheduling, decision making, just-in time and lean operations, and improvement of business processes. Students are also exposed to the latest related tools and techniques.

**MGMT 546 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 547 HEALTHCARE MANAGEMENT** **3.0: 3 cr. E**

This course provides a solid foundation of managerial knowledge within the health care industry, covering the competencies, professional skills and challenges related to offering and sustaining quality health services to the community. Participants will have the opportunity to explore exciting topics related to: Health care actors and their interaction; Lebanese hospital specificities (transition from old classification to the new accreditation standards requirements and their application); Quality systems; cost control and cost analysis; actors satisfaction and perception, risk management, Human resource management, performance management, conflict management, strategic management, socio-economic management, and topics applied to health care organizations.

Pre-requisite: MGMT 440.

**MGMT 548 TOTAL QUALITY MANAGEMENT** **3.0: 3 cr. E**

Total Quality is a description of the culture, attitude, and organization of a company that aims to provide, and continue to provide, its customers with products and services that satisfy their needs. It aims to provide depth to any quality-related issue within an organizational setting. It covers both service and manufacturing sectors, providing a balanced perspective for both. There are five functions of total quality management: planning, organizing, leading, staffing, and controlling quality in organizations. Total Quality Management (TQM) is a systematic approach to quality improvement that marries product and service specifications to customer performance. TQM then aims to produce these specifications with zero defects. This creates a virtuous cycle of continuous improvement that boosts production, customer satisfaction and profits.

**MGMT 549 BUSINESS PROJECT MANAGEMENT** **3.0: 3 cr. E**

Project management knowledge and experience is essential for the success of any project in today's world. Projects are becoming the major tool for implementing and achieving the strategic goals of the organization. Project management has developed to the point where it is a professional discipline having its own body of knowledge and skills. This course covers concepts and skills that are used by managers to propose, plan, secure resources, budget, and lead project teams to successful completions of their projects. This course will help students understand why organizations have developed a formal project management process to gain a competitive advantage. Students will find the concepts and techniques discussed in enough details to be immediately useful in new-project situations. In addition, this course will provide the how-to for students to work in or lead virtual teams. MS Project will be used in this course to provide hands-on practical skills with the above topics.

**MRKT 450 MARKETING MANAGEMENT** **3.0: 3 cr. E**

Marketing management is a core-graduate level course that tackles marketing issues from a managerial perspective. It deals with the same marketing-related issues and dilemmas, but offers options and solutions for them for management's consideration. Topics covered in this course include introduction to the field of marketing management, market-oriented strategies, value exploration and creation to consumers, positioning and branding decisions. It also tackles issues of product development, pricing, distribution, and integrated marketing communication. Service marketing and competitive strategies are also highlighted for their importance

in contemporary business arena. The preparation of detailed marketing plans for various products and services is carried out by various teams within the course, for marketing plans are a major form of marketing planning.

### **MRKT 455 CONSUMER BEHAVIOR**

**3.0: 3 cr. E**

This is an elective graduate level course in the field of marketing. Consumer behavior realizes the supremacy of customer satisfaction as a reason behind business profitability and sustainability. This course and as the name implies, examines the behavior of consumers and its underlying reasons by scrutinizing explicit and less explicit forces impacting consumers in their purchase, consumption and disposal decisions. This course highlights all marketing and non-marketing stimuli affecting consumers, as well as deeper psychological, sociological and environmental forces acting upon customers and influencing them. It also tackles the purchasing decision models of individuals and groups whether these might be organizational, business or household entities. Prerequisite: MRKT 450.

### **MRKT 456 NEW PRODUCT DEVELOPMENT**

**3.0: 3 cr. E**

This course is an elective graduate level course in the field of marketing. It realizes the importance of constantly introducing new products and services to the existing product offering of the firm. New product development, as the name implies, considers all the steps involved in designing and launching of new products, as idea generation, idea filtering, concept development and testing, marketing strategy, business analysis, product development, test marketing and full commercialization. Core topics include perpetual mapping, potential sales estimation, quality control and customer services. Students are expected to create complete plans for new products. Prerequisite: MRKT 450.

### **MRKT 457 MARKETING COMMUNICATIONS**

**3.0: 3 cr. E**

This is an elective course in the field of marketing. It tackles one specific element of the marketing mix, which is the promotion. Serious thought is given to each of the elements constituting the integrated marketing communication (IMC) of an organization. Accordingly, advertising, sales promotion, direct marketing, personal sales, publicity and public relations with all their types and forms are thoroughly covered. As well as all the contemporary tools of IMC are considered, including customer relationship management, e-marketing, interactive marketing, data mining, permission marketing, and guerrilla marketing among others. The various regulatory, social, and economic environments with all their impact on the organization's IMC program are also highlighted. Prerequisite: MRKT 450.

### **MRKT 555 STRATEGIC MARKETING**

**3.0: 3 cr. E**

This is an elective graduate course in the field of marketing. This course focuses on setting marketing strategies by matching the internal objectives and resources of the firm with the opportunities posed by the external environment. It develops the strategic decision making potential of students by transferring dilemmas of qualitative nature into quantitative terms, whenever that is possible. Topics covered in this course include marketing in the new economy, strategic marketing planning, situation analysis, collection and analysis of marketing information, SWOT analysis, positioning strategies, product strategies, pricing strategies, distribution and supply management chain strategies, marketing strategies implementation and control. Prerequisite: MRKT 450.

### **MRKT 556 INTERNATIONAL MARKETING**

**3.0: 3 cr. E**

This course is an elective graduate course in the field of marketing. International marketing aims at exploring the marketing decisions needed to be taken by the management in an international context. It is an essential course to be taken in light of the complex and diverse world of today, where decisions of marketing mix standardization versus marketing mix adaptation should be constantly considered. The different socio-cultural, political, economic, natural and political environments and their impact on the marketing of products and services are considered. Thus, a review of product, price, place and promotion decisions is made to arrive at the optimum strategy formulation and implementation. Prerequisite: MRKT 450.

Prerequisite: MRKT 450.

**MRKT 557 ADVANCED MARKETING RESEARCH****3.0: 3 cr. E**

This graduate elective course is positioned as an advanced coverage of marketing research topics. The analytical techniques covered include customer profiling using factor analysis, customer segmentation using cluster analysis, product positioning using multidimensional scaling, systematic product development using conjoint analysis, and structural equation modeling.

Prerequisite: MRKT 450, MGMT 441.

**MRKT 558 CONTEMPORARY ISSUES IN STRATEGIC MARKETING****3.0: 3 cr. E**

Contemporary Issues in Strategic Marketing is a higher level course in marketing that tackles relevant up-to-date micro and macro issues and their impact on the firm's capacity to attain and maintain a competitive edge in the workplace. This course stresses the importance of the collaboration of various entities within the organization, in their understanding and support of the marketing strategic plans. This integrative course goes beyond the specific activities of the marketing department to tackle marketing as a management responsibility and as a strategic endeavor. Some of the contemporary issues covered in this course include multinational marketing, social and green marketing, service marketing, internal marketing, e-marketing, among others and their roles in the present and future marketing strategies of firms. The course will be taught via a blend of interactive lectures, case discussions, presentations, article critiques of relevant research papers and talks by guest speakers to shed light on practices in the workplace, particularly in the Lebanon and the MENA region.

Prerequisite: MRKT 450.

**HCMG 401- HEALTH SERVICE MANAGEMENT, ORGANIZATION THEORY AND BEHAVIOR****3.0: 3 cr. E**

In this course students will have opportunity to explore the inter-connection among the health care industry's constituents and the interaction between the Health care organizations and the different actors from the external and the internal environment, focusing on hospital specificities, including leadership skills and motivational skills, groups and teams' management, work design and communication and coordination skills as well as social responsibility.

**HCMG 402- HEALTH INFORMATION TECHNOLOGY****3.0: 3 cr. E**

Information technology is one of the essential tools to manage health care organizations and systems. This course provides students with the knowledge of defining the different modules used in order to implement an efficient IT solution. The practical side on how hospital and other healthcare organizations can apply new IT solutions and strategies is introduced in this course. A guide to evaluate and anticipate future trends and changes in healthcare using the information systems as well as the technology's impact on long term management are explored taking into consideration the level of interdependencies among the different departments in a health care organization.

**HCMG 403- FINANCIAL MANAGEMENT OF HEALTH CARE ORGANIZATIONS****3.0: 3 cr. E**

Students are exposed to various form of billing systems in healthcare organizations. Financial accounting, statement preparation and budgeting are presented in this course. The course also introduces the concepts of cost accounting and control. Other topics include financial management of working capital and investment decision models.

**HCMG 501- HEALTH CARE RISK AND STRATEGIC MANAGEMENT****3.0: 3 cr. E**

The process of measuring or assessing risk in healthcare and developing strategies to manage it is treated. The course will provide the student a solid knowledge in elaborating and applying a risk management plan in a

health care organization. On the other side, the course intends to provide the knowledge and skills needed to develop and implement systems capable of delivering accessible, high quality and efficient health care services. The student will be able after attending this course to analyze the internal and the external environment of the health care institution and to develop and implement a strategic business and contingency plan.

#### **HCMG 502- CONFLICT AND DISASTER MANAGEMENT**

**3.0: 3 cr. E**

In this course, the student will be able to identify reasons why conflict is prevalent in health care organizations. He will be able to identify the types of conflicts, the levels of conflicts and the different management techniques of conflict resolution and prevention. A focus on negotiating techniques will be considered. The second part of this course is indented to define the types of disasters, the phases, the preparation and the response in case of disasters.

#### **HCMG 503- QUALITY ASSURANCE**

**3.0: 3 cr. E**

This course enables the student to elaborate a quality improvement plan for a health care organization taking into consideration both aspects: Medical and non medical services. It allows student to evaluate the level of satisfaction of all the actors inside and outside the organization and for each department. The differences between the old classification system for hospital and the new accreditation process are explored. The application of the accreditation standards and the different accreditation systems are covered in this course.

#### **HCMG 504- HUMAN RESOURCES and PERFORMANCE MANAGEMENT**

**3.0: 3 cr. E**

This course covers all the processes related to employees' management in a health care organization: staffing, recruiting, selection, training plans, career development, succession plans, benefits and remuneration management, competencies management, job descriptions, job requirements, Job specifications, and many other issues related to staff administration.

Another part of this course is dedicated to performance management. Tools for performance management as well as performance appraisal process are explored. By the end of this course the student will be to implement a performance management system for a health care organization in which the performance of each department and the total performance of the organization will be evaluated and calculated.

#### **MHRM 400 LABOR RELATIONS AND THE LEGAL ENVIRONMENT OF HR**

**3.0: 3 cr. E**

This course examines the legal environment of the HR department. The HR personnel should be fully aware of current legal practices that might affect their dealings with the human capital of their organizations. The management-labor relations are also highlighted with all the negotiations, mediations and arbitrations that are used in the process to result in win-win situations for all parties involved.

#### **MHRM 410 TECHNOLOGY AND COMMUNICATION SKILLS FOR THE HR PROFESSIONAL**

**3.0: 3 cr. E**

A vital function of any professional is to be able to communicate precisely. This is particularly true in the Human Resource area where miscommunication could have serious legal and/or political consequences. This course prepares HR professionals so that they can articulate their thoughts and present their findings and points of view clearly to management and employees. This is a highly practical course that begins with an evaluation of student-submitted writing samples and a benchmark oral presentation. Students will learn, practice and integrate the key components of making powerful and persuasive oral presentation. The course will also emphasize the use of Information Communication Tools (ICT) needed for the HR practice.

#### **MHRM 420 THE RECRUITMENT PROCESS MANAGEMENT**

**3.0: 3 cr. E**

This course explores how organizations deal with the challenges resulting from the differences between

supply and demand for the labor force, which results in labor shortages and surpluses. Beginning with an overview of the strategic needs of an organization, students explore topics that include staffing issues, internal and external recruitment strategies employed, selection issues, internal and external recruitment strategies employed, selection issues, developing internal talent, succession planning, employment tests, and successful employment interviewing. Lectures, assigned readings, case studies and student projects are used to explore effective staffing and retention initiatives.

**MHRM 430 COMPENSATION AND BENEFITS MANAGEMENT**

**3.0: 3 cr. E**

This course explores the compensation practice and the criteria on which compensation of employees is based. It also examines the benefits administered to employees as part of their compensation packages in exchange for their services. This course also discusses compensation as part of a larger management philosophy, for a competitive placement of the company. Students completing this course will have a practical, comprehensive understanding of the complexities of reward systems, along with an in-depth appreciation of the key ingredients necessary to ensure their successful execution in any workplace setting.

**MHRM 510 TRAINING AND DEVELOPMENT FOR THE HUMAN CAPITAL**

**3.0: 3 cr. E**

This course is based on the premises that no person is a perfect fit on his/her day of work. It is an advanced study of personnel training and development needed in an ever-changing environment. It assesses the training needs of the organization's employees, devises the best training methods, examines the implementation of these programs, monitoring and evaluating their results. It also tackles the development of personnel through coaching among other methods to equip them with higher-level skills.