

# **FACULTY OF BUSINESS AND MANAGEMENT**

# **FACULTY LIST**

## **OFFICERS OF THE FACULTY**

Warrak, Elias	President of the University
Moubayed, Walid	Acting Dean of Admissions and Registration
Rebeiz, Karim	Dean of the Faculty of Business and Management
Rachkidi, Nour	Director, School of Tourism and Hotel Management
Douaihy, Paul	Director, Economics and Capital Markets Research Center
Daïa (Al), Roula	Chairperson, Graduate Programs
Kuran, Omaya	Chairperson, Undergraduate Programs
Shebaya, Mariam	Accreditation Manager

## **FACULTY STAFF**

Jabbour, Mira	Executive Secretary
Nasr, Nathalie	Administrative Assistant

## **SCHOOL OF TOURISM AND HOTEL MANAGEMENT STAFF**

Najjar (Al), Diala	Secretary
Hawi, Fida	Purchaser, Store-Keeper and Receiver
Massoud, Elie	Instructor, Chef
Nasreddine, Farouk	Lab Assistant Instructor, Pastry Chef
Najjar, Antoun	Lab Assistant Instructor, Sous-Chef
Abo Abdo, Maurice	Lab Assistant Instructor, Maître d'Hôtel
Salem, Michel	Assistant Purchaser, Store-Keeper and Receiver

## **FACULTY MEMBERS**

Assaf, Ata	Ph.D., Financial Economics, McGill University, Canada.
Charif, Husni	Ph.D., Statistics, University of Wyoming, USA.
Daïa (Al), Roula	Doctorat en Sciences Economiques, Université Paris IX, Dauphine, France.
Douaihy, Paul	D.E.A., Economics, Université Paris I, Sorbonne, France.
Farhat, Hala	MBA, Hotel and Food Administration, University of Guelph, Ontario, Canada.
Hajjar, Samer	Ph.D., Marketing, University of Strasbourg, France.
Khayr, Hala	Ph.D., Management, University of Leicester, UK.
Kuran, Omaya	Doctorate in Business Administration, Université Jean Moulin, Lyon III, France.
Menassa, Elie	Doctorate in Business Administration, Accounting & Finance, De Montfort University, UK.
Rebeiz, Karim	Ph.D., Project Management, University of Texas, Austin, USA.
Saab, Gretta	Doctorat en Sciences Economiques, Université Paris I, Sorbonne, France.
Sertin, Samir	Certified Public Accountant. Chartered Global Management Accountant.

Shebaya, Mariam

Ph.D., Management,  
Aston University, UK.

Yacoub, Laurent

Ph.D., International Business Management,  
The International School of Management, Paris.

Yarid, Diana

Master of Business Administration,  
Case Western Reserve University, U.S.A.

## **Faculty Vision Statement**

Developing change-makers who will transform Lebanon and the region.

## **Faculty Mission Statement**

Through quality education, scholarly contribution, and community service, we prepare responsible professionals who embrace change and contribute to the sustainable socio-economic development of the region and beyond.

## **GRADUATE PROGRAMS**

The Graduate programs at the Faculty of Business and Management combine the academic and the practical worlds, therefore they make extensive use of practitioner-oriented teaching materials and encourage students to become actively involved with business organizations.

The programs allow for full-time or part-time study.

## **ADMISSION**

Admission to the graduate programs takes place twice per year (beginning of the Fall and the Spring semesters), although the majority of students join the programs 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 any Graduate program is granted to those who demonstrate high promise of success.

### **A. DOCUMENTS REQUIRED:**

- Certificate of a bachelor's degree or its equivalent,
- A completed application form,
- 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 of previous 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 chosen program prior to submitting necessary documents for the application,
- 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 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.

### **B.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 graduate 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, with a cumulative average below 75, 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 taking a set of undergraduate courses and will be 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, with a cumulative average below 75, 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 Master course. Students with an exceptional performance can petition for registering for 1 or 2 Master courses at the most prior to entering the graduate 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” Academic Status.

Special Graduate 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 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, she/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.

## **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
75-79	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 master students is nine credit-hours for full-time students and between three and six 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 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 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 master course.

## **TRANSFER CREDITS AND CROSS REGISTRATION**

- Transfer credits for graduate level courses taken previously (at the University of Balamand or at another licensed Higher Education Institution) are awarded on course-by-course basis. Credit is granted for courses completed with satisfactory grades provided the courses correspond in duration and content to courses offered at the University of Balamand. In principle, “Satisfactory Grades” means an earned grade of 80/100 or above at the University of Balamand or its equivalent at the previously attended Higher Education Institution. Students must provide course descriptions and if possible syllabi, along with a transcript.
  - The total number of transferred credits may not exceed 40% of the total number of credits of the intended graduate program of study at the University of Balamand.
  - Transfer credit are not granted for previously completed Theses, Projects, or any form of Experiential Learning experiences.
- 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, the Graduate Admission Committee and the Dean of the Faculty on specific courses. Students must justify the reasons, provide course descriptions, syllabi, and provide documentation on the higher education institute.

## **DISSMISSAL FROM THE GRADUATE PROGRAM**

Students will be dismissed from the graduate 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 that follows the first semester of enrollment.
- Student fails 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 to the Dean for extension of residency.
- The Graduation Requirements for the MBA program are: (1) successful completion of 39 credits - hours which include a Field Project or a Thesis and (2) a minimum cumulative average of 80.
- The Graduation Requirements for the MSAF and MHRM programs are: (1) successful completion of 33 credits - hours which include a Field Project or a Thesis and (2) a minimum cumulative average of 80.
- The Graduation Requirements for the EMBA program are: (1) successful completion of 39 credits - hours 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 IN 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. An MBA, a well-respected credential for employment, can accelerate graduates' chances of success and growth and perceived worth in the market place through the acquire of practical business knowledge and holistic understanding of business issues.

## **PROGRAM LEARNING GOALS AND PROGRAM LEARNING OUTCOMES**

### **PLG 1 - General Skills: MBA graduates will demonstrate Professionalism & Leadership.**

Upon successful completion of this degree, students will be able to:

- 1.1. Apply an analytical approach to problem solving and decision-making.
- 1.2. Communicate a clearly articulated position in writing and orally.
- 1.3. Demonstrate a rational approach in tackling ethical issues.

### **PLG 2 - Management Specific Goal - Theoretical Knowledge: MBA graduates will demonstrate a sound conceptual understanding of various business disciplines.**

Upon successful completion of this degree, students will be able to:

- 2.1. Explain various business functions.

### **PLG 3 - Management Specific Goal - Practical Skills: MBA graduates will demonstrate vivid practical skills in various business disciplines.**

Upon successful completion of this degree, students will be able to:

- 3.1. Formulate a business strategy.
- 3.2. Identify, evaluate and manage financial risk.

### **PLG 4 - Research Capacity: MBA graduates will be able to engage in applied business research.**

Upon successful completion of this degree, students will be able to:

- 4.1. Demonstrate critical thinking and information literacy.
- 4.2. Carry out applied research in business that reflects quality, relevance, and currency

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

## **CURRICULUM**

All students pursuing a Master's degree in Business Administration must successfully complete thirty-nine (39) credits.

### **BRIDGING COURSES**

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

ACCT 206	Survey of Financial and Managerial Accounting	3 cr.
BUSN 202	Survey of Management and Marketing	3 cr.
ECON 201	Survey of Economics	3 cr.
FINE 220	Managerial Finance	3 cr.
MATH 247	Applied Statistics	3 cr.
MATH 250	Applied Statistics Laboratory	1 cr.



## **CORE COURSES**

The core courses (3 cr. each) consist of:

ACCT 520	Accounting for Decision Making
ACFI 520	Corporate Financial Management
BUSN 420	Business Economics
BUSN 521	Business Research Methodology
MGMT 440	Management of Organizations
MGMT 441	Business Quantitative Methods
MGMT 550	Business Strategy
MRKT 450	Marketing Management

## **FIELD PROJECTS / THESIS**

The core courses consist of twenty-one (21) credits and the rest may be met through one of the following tracks:

BUSN 598            Field Project            3 cr.

Students who choose this track will have to take four elective courses (12 cr.) along.

BUSN 599            Master's Thesis            6 cr.

Students who choose this track will have to take three elective courses (9 cr.) along and must have satisfied the following conditions:

1. Have earned a cumulative average of 85 or above prior to registering for the Thesis,
2. Have obtained a "Favorable for a Thesis" recommendation on the final proposal for the BUSN 521 - Business Research Methodology course.

## **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. Students are free to choose all elective courses in one area of concentration or may opt to choose electives freely. A minimum of three courses constitute a concentration.

### **Electives in Accounting**

ACFI 510	Financial Statements Analysis
ACFI 511	Occupational Fraud and Internal Control
ACFI 524	Advanced Financial Reporting and Measurement
ACFI 538	Assurance Services: A Case Approach
ACFI 546	Ethics for Accountants and Auditors

### **Electives in Finance**

ACFI 523	Valuation Models and Risk Management
ACFI 531	Financial Engineering
ACFI 532	Technical Analysis of Financial Markets
ACFI 533	International Finance
ACFI 534	Economic and Financial Indicators
ACFI 541	Investment and Valuation
ACFI 542	Investment Portfolio Analysis
ACFI 543	Islamic Banking and Finance
ACFI 544	Financial Derivatives
ACFI 547	International Financial Management
ACFI 551	Financial Econometrics

### **Electives in Healthcare Management**

HCMG 401	Health Services Management and Organization Theory
HCMG 402	Information Technology in Healthcare Organizations
HCMG 403	Financial Management of Healthcare Organizations
HCMG 404	Socio-Economic Management in Healthcare
HCMG 405	Quality Management in Healthcare Organizations
HCMG 406	Healthcare Risk and Strategic Management

### **Electives in Human Resources Management**

MHRM 400	Labor Relations and Employment Law
MHRM 410	Technology and Communication Skills for HR Professionals
MHRM 420	The Recruitment Process Management
MHRM 430	Compensation and Benefits Management
MHRM 440	International Human Resource Management
MHRM 450	Contemporary Issues in Human Resource Management
MHRM 510	Human Capital Training and Development

### **Electives in Management**

MGMT 445	Managing Change
MGMT 446	Managing Organizational Behavior
MGMT 448	Leadership in Organizations
MGMT 449	Enterprise Creation
MGMT 541	Operations Management
MGMT 545	Ethics and Corporate Social Responsibility
MGMT 548	Total Quality Management
MGMT 549	Business Project Management

### **Electives in Marketing**

MRKT327	Digital Business Innovation and Transformation
MRKT 455	Strategic Consumer Behavior
MRKT 456	New Product Development
MRKT 457	Marketing Communications
MRKT 459	Sales Management
MRKT 550	Strategic Branding
MRKT 555	Strategic Marketing
MRKT 556	International Marketing
MRKT 557	Advanced Marketing Research

### **Other Electives**

ACFI 551	Financial Econometrics
BUSN 427	International Business Law
BUSN 526	Game Theory and Strategic Thinking
BUSN 555	Graduate Directed Studies
ENMG 535	Advanced Project Management
ENMG 585	Quality Assurance and Quality Control
ISYS 420	Information Resources Management
ISYS 430	Enterprise Systems

**Note:** Only one elective course from another graduate program, may be taken subject to approval of the Chair of the program or the Dean of the Faculty.

# **MASTER OF SCIENCE IN ACCOUNTING & FINANCE (MSAF)**

The mission of the MSAF program is to provide aspiring candidates with top-notch, up-to-date knowledge of relevant disciplines in Accounting and Finance and a set of professional and technical skills allowing them to solidly advance in their chosen pathway, whether that is further professional studies or employment. The MSAF program aims at empowering students to learn how to conduct relevant research in the disciplines of Accounting and Finance and undertake a research project on a topic within the area of interest/focus. It also prepares students for entry to the Accounting and Finance or Risk Management, practices or professions, and equips students to enter doctoral studies or to pursue relevant professional certifications.

## **PROGRAM LEARNING GOALS AND PROGRAM LEARNING OUTCOMES**

### **PLG 1: Our graduates will have in-depth knowledge of accounting and finance concepts.**

Upon successful Completion of this degree, students shall be able to:

- 1.1. Explain key accounting and finance concepts and their applications.

### **PLG 2: Our graduates will be critical thinkers and problem-solvers.**

Upon successful completion of this degree, students will be able to:

- 1.1. Analyze data under uncertain conditions and reach informed conclusions.
- 1.2. Solve accounting and finance problems and interpret the related results.

### **PLG 3: Our graduates will possess an ethical mindset.**

Upon successful completion of this degree, students will be able to:

- 3.1. Propose solutions to unethical business conduct.

### **PLG 4: Our graduates will possess a combination of technical and communication skills, as well as research-related competencies.**

Upon successful completion of this degree, Students should be able to:

- 4.1. Prepare structured technical written reports.
- 4.2. Deliver effective oral presentations.
- 4.3. Use appropriate research software.

## **CURRICULUM**

All students pursuing a Master's degree in Accounting and Finance must successfully complete thirty-three (33) credits.

### **BRIDGING COURSES**

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

ACCT 206	Survey of Financial and Managerial Accounting	3 cr.
ECON 287	Econometrics	3 cr.
FINE 220	Managerial Finance	3 cr.
FINE 230	Financial Markets and Institutions	3 cr.
MATH 247	Applied Statistics	3 cr.
MATH 250	Applied Statistics Laboratory	1 cr.
MATH 261	Operations Research	3 cr.

## **CORE COURSES**

The core courses (3 cr. each) consist of:

ACCT 520	Accounting for Decision Making
ACFI 510	Financial Statements Analysis
ACFI 520	Corporate Financial Management
ACFI 523	Valuation Models and Risk Management
ACFI524	Advanced Financial Reporting and Measurement.
ACFI 533	International Finance
ACFI 550	Quantitative Methods for Accounting and Finance
BUSN 521	Business Research Methodology

## **FIELD PROJECTS / THESIS**

The core courses consist of twenty-four (24) credits and the rest may be met through one of the following tracks:

ACFI 598            Field Project            3 cr.

Students who choose this track will have to take two elective courses (6 cr.) along.

ACFI 599            Master's Thesis            6 cr.

Students who choose this track will have to take one elective course (3 cr.) along and must have satisfied the following conditions:

1. Have earned a cumulative average of 85 or above prior to registering for the Thesis,
2. Have obtained a "Favorable for a Thesis" recommendation from the MSAF Chairperson. Students will enroll in short primer introduction to Research Methods before starting their Project or Thesis.

## **ELECTIVE COURSES**

Elective courses are chosen from the following list (3 cr. each):

ACFI 511	Occupational Fraud and Internal Control
ACFI 531	Financial Engineering
ACFI 532	Technical Analysis of Financial Markets
ACFI 534	Economic and Financial Indicators
ACFI 538	Assurance Services: A Case Approach
ACFI 541	Investment and Valuation
ACFI 542	Investment Portfolio Analysis
ACFI 543	Islamic Banking and Finance
ACFI 544	Financial Derivatives
ACFI 546	Ethics for Accountants and Auditors
ACFI 547	International Financial Management
ACFI 551	Financial Econometrics
BUSN 420	Business Economics
BUSN 526	Game Theory and Strategic Thinking

In addition to these elective courses, students may choose any MBA elective course (check the previous list).

# **MASTER IN HUMAN RESOURCES MANAGEMENT** **(MHRM)**

The aim of this masters is to develop HR professionals who can consult and help organizations and businesses make more informed decisions in the area of human capital management. The MHRM program aims at equipping participants with the needed skills to increase employee productivity and commitment, the knowledge to lower labor costs, and the ability to ability to recruit select, and place the best candidates in the best position. The program also prepares participants to lead organizational development, promote ethical behavior, and propose HRIS technology solutions while setting strategic plans, succession plans, and increase efficiency. Also, the program arms students with the legal background that guides their profession with relation to labor relations and employment law and helps them develop positive attitude in approaching problems and in dealing with change, stress, and emergencies.

## **PROGRAM LEARNING GOALS AND PROGRAM LEARNING** **OUTCOMES**

### **PLG 1: Our graduates will be able to contribute to effective decisions making to build organizational capability through high performing people.**

Upon successful completion of this degree, students will be able to:

- 1.1. Identify and Apply current knowledge of HRM theories and professional practices to business in local and regional environments.
- 1.2. Develop solutions to business and managerial problems through synthesizing ideas, theories and data.

### **PLG 2: Our graduates will align people management strategies with business objectives and the external environment.**

Upon successful completion of this degree, students will be able to:

- 2.1. Implement HR strategies aimed at enhancing organizational performance.
- 2.2. Critically analyze the human resource function in the organization and link it to business strategy

### **PLG 3: Our graduates will identify and respond to stakeholders' demands and manage organizational relationships.**

Upon successful completion of this degree, students will be able to:

- 3.1. Contribute to creating and sustaining a diverse, inclusive and collaborative work environment that unleashes the talents of all employees to create value.
- 3.2. Integrate teamwork, leadership and motivational skills to organizational scenarios and evaluate outcomes
- 3.3. Communicate organizational values, conclusions, interpretations, and implications clearly, concisely, and effectively in oral form and in writing for different types of audiences.

### **PLG 4: Our graduates will be able to develop cultures that promote the benefits of diversity, ethical behavior and socially responsible organizational initiatives.**

Upon successful completion of this degree, students will be able to:

- 4.1. Evaluate HRM related social, cultural, ethical and environmental responsibilities in the local and regional context.
- 4.2. Make ethical decisions that positively impact the organization.

## **CURRICULUM**

All students pursuing a Master's degree in Human Resources Management must successfully complete thirty-three (33) credits.

### **BRIDGING COURSES**

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

ACCT 206	Survey of Financial and Managerial Accounting	3 cr.
BUSN 212	Human and Business Communication	3 cr.
MGMT 220	Principles of Management	3 cr.
MGMT 240	Human Resources Management	3 cr.
MGMT 297	Entrepreneurship Management	3 cr.
MRKT 220	Principles of Marketing	3 cr.
MATH 247	Applied Statistics	3 cr.
MATH 250	Applied Statistics Laboratory	1 cr

### **CORE COURSES**

The core courses (3 cr. each) consist of:

BUSN 521	Business Research Methodology
MGMT 446	Managing Organizational Behavior
MGMT 550	Business Strategy
MHRM 400	Labor Relations and Employment Law
MHRM 410	Technology and Communication Skills for HR Professionals
MHRM 420	The Recruitment Process Management
MHRM 430	Compensation and Benefits Management
MHRM 440	International Human Resource Management
MHRM 510	Human Capital Training and Development

### **FIELD PROJECTS / THESIS**

The core courses consist of twenty-seven credits (27) and the rest may be met through one of the following tracks:

MHRM 598          Field Project          3 cr.

Students who choose this track should take one elective course (3 cr.) along.

MHRM 599          Master's Thesis          6 cr.

Students who choose this track must have satisfied the following conditions:

1. Have earned a cumulative average of 85 or above prior to registering for the Thesis,
2. Have obtained a "Favorable for a Thesis" recommendation on the final proposal for the BUSN 521 - Business Research Methodology course.

### **ELECTIVE COURSES**

MHRM 450          Contemporary Issues in Human Resource Management          3 cr.

This course can be replaced with any MBA elective course (check the previous list).

# **COURSE DESCRIPTIONS**

## **BRIDGING COURSES**

### **ACCT 206 SURVEY OF FINANCIAL AND MANAGERIAL 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 and it covers basic financial statements, transactions' interrelations, cash and accrual accounting. The Managerial Accounting part stresses accounting analysis useful for managerial decision-making purposes and focuses on the use of accounting information for creating value for organizations.

### **BUSN 202 SURVEY OF MANAGEMENT AND MARKETING 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 delivery of value, buyer behavior, market segmentation, targeting, and the marketing mix of product, price, place and promotion among others.

### **ACCT 210, BUSN 212, FINE 220, FINE 230, MGMT 220, MGMT 240, MGMT 297, MRKT 220, MATH 247, MATH 250, MATH 261**

Refer to the Department of Business at the Faculty of Business and Management.

### **ECON 201, ECON 211, ECON 212, ECON 287**

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

## **GRADUATE COURSES**

### **ACCT 520 ACCOUNTING FOR DECISION MAKING 3.0: 3 cr. E**

This course equips students with decision-making abilities in complex business environments. 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 drawn to the analysis of decision trees, advanced variance analysis and budgetary control, as well as complex pricing strategies. This course also develops 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.

### **ACFI 510 FINANCIAL STATEMENTS ANALYSIS 3.0: 3 cr. E**

This course provides the concepts and techniques of financial statement analysis and corporate valuation employed by internal and external company users. The main goal of this course is to equip graduates with the necessary accounting and financial knowledge to better assess the company's performance and consequently become better decision makers. Throughout the course, students learn to assess real-life financial situations such as cash flows, ratios, profitability drivers, inventories, debt financing, forecasting, mergers and acquisitions.

### **ACFI 511 OCCUPATIONAL FRAUD AND INTERNAL CONTROL 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.

**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. It highlights financial theory usage to solve practical problems. The course covers other topics including advanced capital budgeting techniques, cost of capital, capital structure theory and practice, raising capital, dividends and dividend policy, corporate restructuring, international financial management, and risk management.

**ACFI 523 VALUATION MODELS AND RISK MANAGEMENT****3.0: 3 cr. E**

This course intends to familiarize students with market risk models. It introduces financial markets and market prices, risk and return, CAPM, APT, and efficient frontier. It presents various models with a special focus on the Binomial model and Black-Scholes model. The course discusses the models efficacy in managing risk, risk management practice and risk measures, specifically value at risk models, stress testing, credit risk management, and operational risk management.

**ACFI 524 ADVANCED FINANCIAL REPORTING AND MEASUREMENT****3.0:3 cr. E**

This course examines a wide variety of advanced financial accounting concepts and practices related to the general business environment and business concepts. Topics addressed include partnership accounting under IFRS, deferred income taxes, non-monetary transactions, lower-of-cost-or-market inventory valuation rule and impairment of fixed and intangible assets among others. In addition, the course examines current topics and emerging issues in financial reporting including standards under International Financial Reporting Standards (IFRS).

**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. Differential equations and probability theory are provided.

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

This course features the practical side of financial products valorization. It utilizes statistical analysis as Momentum and moving averages among others. The course also presents an overview of the different types of configurations like the head and shoulders and the Elliott waves. It helps students to develop an ability to analyze options and futures and develop technical trading strategies and to deal with prices' fluctuation technically and track trends and patterns while developing appropriate strategies.

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

This course examines the financial challenges facing businesses in a competitive global environment. In this course, students learn about three main areas of international finance: foreign exchange markets and systems, international parity conditions, and managing foreign exchange risks. The first part includes globalization and multinational corporation, foreign exchange market, forward markets and transaction exchange risk, balance of payments and exchange rate systems. The second part covers interest rate parity, speculation and risk in the foreign exchange market, purchasing power parity and real exchange rates, and measuring and managing translation and economic exposure. The third part covers managing foreign exchange risks including foreign currency futures and options, interest rate and foreign currency swaps, and country and political risk.



**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 worldwide. 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 underscores the role of Central banks in the world's financial markets. It demonstrates the importance of the yield curve and the business cycle. It provides students with the ability to analyze news and data from financial/economic news sources and assess a market's reaction to a newly released indicator.

**ACFI 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, this course highlights the importance of the auditor's role in today's business world and examines the auditing cycles from inception till audit reporting completion, from a practical view point.

**ACFI 541 INVESTMENT AND VALUATION****3.0: 3 cr. E**

This course applies 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 types of marketable securities, trading places, processes, amounts and timings. 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, financing modes, Islamic Investment, Sharia Standards & Rulings and Islamic Insurance System. It covers the history of Islamic Banking, market perceptions and performance of Islamic Finance Industry and analysis of Islamic Interest Free Banking. 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**

This course examines financial derivative instruments and their applications in risk management and speculation. It covers forward, future, option, and swap contracts, hedging, arbitrage, and derivatives-pricing models. Through cases, problems and discussion, students learn to model, evaluate derivative instruments, and risk exposure. Mathematical tools necessary for analysis, design, pricing, and implementation of derivatives in managerial and strategic contexts are also emphasized.

**ACFI 546 ETHICS FOR ACCOUNTANTS AND AUDITORS****3.0:3 cr. E**

This course introduces students to the nature and scope of ethics standards and the need for which in business and society. Emphasis is on professional codes of conduct and ethics for accountants, auditors, and fraud examiners approved by professional associations such as the AICPA and the ACFE. Topics include discussion of selected historical and contemporary ethical case studies and issues as they relate to business in general, and accounting in particular. The course also presents an ethical decision-making model for the accounting profession.

**ACFI 547 INTERNATIONAL FINANCIAL MANAGEMENT****3.0: 3 cr. E**

The course introduces the fundamental principles of international financial management. The focus is on foreign exchange and international capital markets. Topics include the global financial environment, foreign exchange, international parity conditions, currency risk exposure and hedging. It discusses international portfolio investment strategies, hedging of exchange rate risk in international portfolios, political risk, and international asset pricing. The emphasis is 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**

This course examines the quantitative tools used in management science. 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.

**ACFI 551 FINANCIAL ECONOMETRICS****3.0:3 cr. E**

This course facilitates the application of financial econometrics on real data, and provides the necessary background to critically assess empirical findings reported in the financial literature, and to carry out empirical research. 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. A treatment of the time series methods for modeling nonstationary data using VAR and co-integration are also covered along with special topics as regime switching and multivariate volatility.

**ACFI 598 FIELD PROJECT****3.0: 3 cr. E**

The field project allows students to apply academic theory to solve real and practical accounting and finance problems. This may be an individual project or a team-based project. A faculty member serves 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 MASTER'S THESIS****6.0: 6 cr. E**

The master'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 master'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.

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

This course applies fundamentals of economic theory and methodology to the solution of business problems, factoring in the broader local and global macroeconomic environment. It is divided in two main parts . First part includes demand analysis, determination of costs, maximization of profit, pricing policies, profitability and behavior of firms under different market structures. In the second part, students will gain an insight about macroeconomic fundamentals, their determinants and how their effects are translated into business decisions and strategies.

**BUSN 427 INTERNATIONAL BUSINESS LAW****3.0: 3 cr. E**

This course provides a comprehensive background of the laws regulating international businesses including the world's main legal systems and procedures of civil trials before their courts. Main business organizations used in the world trade, forms and documentation of various types of foreign trade contracts, issues of conflict avoidance, arbitration, and international transaction litigation are covered. This course also delves into the specificities 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 provides decision makers with the ability to do research and/or critically analyze existing research. This course details the research philosophies, approaches, strategies, tools, and sampling decisions, among other used in the social sciences, mainly in management, human resources, marketing and other business studies. It comes with a specific emphasis on the qualitative components of research. The course culminates with the preparation of a proposal to be pursued by the students in their fieldwork or thesis.

**BUSN 526 GAME THEORY AND STRATEGIC THINKING****3.0: 3 cr. E**

This course applies game theory concepts to managerial decisions geared with 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 restructuring to achieve optimal outcomes.

**BUSN 555 GRADUATE DIRECTED 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: It is an application on project management and enterprise creation, it utilizes benchmarking as a platform for making recommendations, it highlights perceived and real limitations, and it makes recommendations.

**BUSN 598 FIELD PROJECT****3.0: 3 cr. E**

The field project 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, with an assigned supervisor. Students shall 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 MASTER'S THESIS****6.0: 6 cr. E**

The MBA Thesis 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. 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.

**HCMG 401 HEALTH SERVICES MANAGEMENT AND ORGANIZATION THEORY 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 INFORMATION TECHNOLOGY IN HEALTHCARE ORGANIZATIONS 3.0: 3 cr. E**

This course provides students with the knowledge of defining the different modules used in order to implement an efficient IT solution. It introduces the practical side on how hospital and other healthcare organizations can apply new IT solutions and strategies. The course explores 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, taking into consideration the level of interdependencies among the different departments in a healthcare organization.

**HCMG 403 FINANCIAL MANAGEMENT OF HEALTHCARE ORGANIZATIONS 3.0: 3 cr. E**

This course exposes students to various form of billing systems in healthcare organizations, presenting financial accounting, statement preparation and budgeting. The course also introduces the concepts of cost accounting and control. Other topics include financial management of working capital and investment decision models.

**HCMG 404 SOCIO-ECONOMIC MANAGEMENT IN HEALTHCARE 3.0: 3 cr. E**

The socio-economic management in healthcare course discusses healthcare management through the socio-economic approach to management lens. The course demonstrates the difference between actors' expectations (employees, managers, customers, shareholders) and the actual situation in the organization. This difference stems from six categories of management dysfunctions is treated in the course, presenting an approach to transformation and change management in healthcare organizations and how to deal with the diversification of specialization and make employees and other actors accelerate the pace of change instead of using their power to slow it down. Additionally, the course emphasizes on detecting, evaluating and treating hidden costs through socio-economic diagnosis, data collection and data treatment in healthcare organizations.

**HCMG 405 QUALITY MANAGEMENT IN HEALTHCARE ORGANIZATIONS 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. It explores the differences between the old classification system for hospital and the new accreditation process, and covers the application of the accreditation standards and the different accreditation systems.

**HCMG 406 HEALTHCARE RISK AND STRATEGIC MANAGEMENT 3.0: 3 cr. E**

The course will provide the students 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.

**ISYS 420 INFORMATION RESOURCE 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**

This course helps students to analyze cross-functional business process integration and the Enterprise Resource Planning (ERP) systems commonly used by organizations. It provides students with basic hands-on experience with a current ERP system, while utilizing a series of exercises to explore how these systems are configured based on organizational structures and business process definitions.

Pre-requisite: ISYS 420 or equivalent.

**MGMT440 MANAGEMENT OF ORGANIZATIONS****3.0: 3 cr. E**

This course examines the management of organizations of different natures and sizes. This graduate level course is of extreme importance to both business as well as nonbusiness students, as it enhances students' abilities to discover 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. Topics covered in this course include decision making, the management internal and external environments, traditional and contemporary organizational structures and departmentalization issues, organizational cultures and collaborative efforts within the organizational framework.

**MGMT 441 BUSINESS QUANTITATIVE METHODS****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 course realizes that change is becoming the norm rather than the exception, and dealing with it requires a lot of effort, coalition, and momentum. This course tackles the different steps needed to implement 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.

Pre-requisite: MGMT 440.

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

This course examines the basic components of organizations, including motivational influences, group processes, change management initiatives, communication styles, and workplace interactions as conflicts, negotiations, power and politics. It explores the effect of the individuals, their personalities, values, attitudes, and emotions on productivity, creativity, and quality. At the completion of this course, students are able to integrate the various theoretical perspectives of leadership and motivation into a coherent understanding of organizational life.

Pre-requisite: MGMT 440.

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

This course covers different leadership theories, leadership practices, and skills. It 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**

This course introduces students to the regulatory, strategic, managerial and financial aspects of enterprise creation. The subjects covered throughout the course focus on establishing and growing independent new ventures, the entrepreneurial process, the economic role of entrepreneurship, the essential factors needed to start and grow an enterprise, team-building processes, marketing strategies, financial sourcing, projections, and the development of a business plan. At the end of the course, students should be able to prepare and present a realistic “enterprise creation project”.

**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. Students are exposed to the latest related tools and techniques.

**MGMT 545 ETHICS AND CORPORATE SOCIAL RESPONSIBILITY****3.0:3 cr. E**

This course applies ethical concepts to business decisions. It examines the various contexts within which moral issues are addressed. Ethical reasoning, moral character and moral decision-making provide a framework for examining the importance of ethics in an individual’s personal life and professional career. The course explores the concepts of corporate governance, responsible leadership, codes of conduct, ethical organizational climates, corporate social responsibility and reporting, whistleblowing, diversity and inclusion, among other ethical practices.

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

This course covers the systematic approach to quality improvement that marries product and service specifications to customer performance through a virtuous cycle of continuous improvement that boosts production, customer satisfaction and profits. It explores the cultures, strategies and structures of organizations that aim at providing its customers with products and services that satisfy their needs. It aims at providing in-depth quality-related issues within an organizational setting by emphasizing the planning, organizing, leading, staffing, and controlling phases of quality delivery.

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

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. It helps students to understand why and how organizations develop a formal project management process to gain a competitive advantage. In addition, this course provides the know-how to work in or lead virtual teams. The course culminates in preparing MS Project that provides hands-on practical skills.

**MGMT 550 BUSINESS STRATEGY****3.0: 3 cr. E**

This “capstone” course integrates concepts and skills gained from various business courses. 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. It helps students develop overall strategic plans for particular multi-national firms across various industries, whereby they can make strategic, marketing, operating and financing decisions, in light of the company’s resources and its environment’s opportunities and threats.

Pre-requisite: MGMT440.

**MHRM 400 LABOR RELATIONS AND EMPLOYMENT LAW****3.0:3 cr. E**

This course explores a wide set of labor laws that affect employees in various areas of their work and aspects of their lives. Child labor, discrimination, harassment, workers' compensation, hiring, violence in the work place and many other topics are introduced. In order for today's companies to stay abreast of the most up-to-date regulations and compliance standards, human resource departments must constantly educate themselves to avoid the legal repercussions. It provides students with an understanding of the general principles that apply to human resources management and individual employment law in Lebanon, as well as the impact of other contextual forces on organizations.

**MHRM 410 TECHNOLOGY AND COMMUNICATION SKILLS FOR HR PROFESSIONALS****3.0: 3 cr. E**

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 highly practical course begins with an evaluation of student-submitted writing samples and oral presentation skills. Students learn, practice and integrate the key components of making powerful and persuasive oral presentations. The course also emphasizes 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 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, 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 importance of compensation and benefits, types of compensation and benefits, how these are set in light of HR regulations, organizational strategies, and market situation. The benefits and needs assessment and managing policies are also covered among others, these topics are covered within the international and Lebanese specific contexts.

**MHRM 440 INTERNATIONAL HUMAN RESOURCE MANAGEMENT****3.0:3 cr. E**

This course deals with HR issues in an international context. Some of the topics covered includes outsourcing/off-shoring, staff planning, talent training and development in the global learning organization, expatriation and repatriation issues for employees and their families, cultural diversity, international implications of total compensation/benefits strategies, ethics, and governance. It prepares students to face global human capital challenges in their organizations with a strategic perspective.

**MHRM 450 CONTEMPORARY ISSUES IN HUMAN RESOURCE MANAGEMENT 3.0:3 cr. E**

This course explores the latest trends and issues in human resource management from both a research and professional perspective. It aims to support student in the development of HR strategy that cope with the contemporary needs and to successfully contribute to the achievement of organizational goals. Topics include and not restricted to comparative HRM practices, workforce diversity, work-life balance, flexibility, downsizing, employee participation, emotion at work, contemporary issues of motivation, politics, power and influence, organizational culture, and employment ethics.

**MHRM 510 HUMAN CAPITAL TRAINING AND DEVELOPMENT****3.0:3 cr. E**

This course is an advanced study of personnel training and development needed in an ever-changing environment, and varying organizational needs and goals. It assesses the training needs of the organization's employees in light of deficiencies in their skills needed to achieve organizational goals. It also explores the best training methods and mechanisms, their implementation modes, monitoring and evaluation of their results. It also tackles the development of personnel through coaching and mentoring among other methods to equip them with higher-level skills. Organizational development as a whole is also explored.

**MHRM 598 FIELD PROJECT****3.0:3 cr. E**

The field project (individual or team-based) allows the students to pursue a research topic of empirical, applied or basic nature, in the field of human resources. A supervisor is appointed to guide the students on the implementation of their field project that is defended in front of an appointed jury, and later catalogued in the University's database. The report contains the following sections: Abstract, Introduction, Background, Problem Identification, Solution Approach/Methodology, Data Collection and Results, Conclusions and Recommendations, References, and Appendices.

**MHRM 599 MASTER'S THESIS****6.0:6 cr. E**

The MHRM Thesis is an empirical research study through which students conduct research, and present its results under the direction of a designated supervisor. It is an individual endeavor, aimed at the successful completion of a strong research study, well defended work, catalogued in the University's database and aimed for publication in refereed conference proceedings and/or an esteemed Journal.

**MRKT327 DIGITAL BUSINESS INNOVATION AND TRANSFORMATION****3.0:3 cr. E**

This course covers the principles and standards of how digital transformation in business can be processed. Topics covered include: digital marketing, digital business models, innovation management, economics of innovation, BCG's framework to digitize organizations, and resistance to change. Drawing on research and real cases that uncover the fundamentals of digital strategy, leadership and innovation, students will acquire a concrete view of how digital transformation can revolutionize Marketing and business development. In addition, students will learn how to innovate on products, services, marketing plans and business models in a business context by using new technologies. It is a must-take course to both business and non-business students would like to meet the business challenges of the digital age with academic skills as well as hands-on experience.

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

This course tackles marketing issues from a managerial perspective. It covers contemporary marketing management issues, strategic planning, product and service decisions, pricing, promotion and place decisions, as well as branding and competitive strategies among others. The course culminates in the preparation of a marketing plan.

**MRKT 455 STRATEGIC CONSUMER BEHAVIOR****3.0: 3 cr. E**

This course explains the supremacy of customer satisfaction for realizing business profitability and sustainability. It examines the behavior of consumers and its underlying reasons by scrutinizing explicit and less explicit forces affecting 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.

Pre-requisite: MRKT 450.



**MRKT 456 NEW PRODUCT DEVELOPMENT****3.0: 3 cr. E**

This course realizes the importance of constantly introducing new products and services to the existing product offering of the firm. The course covers 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.

Pre-requisite: MRKT 450.

**MRKT 457 MARKETING COMMUNICATIONS****3.0: 3 cr. E**

This course aims to provide an overview of the components and considerations involved in marketing communication strategy decisions. It focuses on current best of breed marketing communication practices. The course covers the theory and practice of how creative media is integrated effectively, using value based IMC concepts and measuring “return on communications investment.” It helps students to effectively develop, implement, manage a strategic IMC program, recognize, analyze, and evaluate the effectiveness of an IMC program. Pre-requisite: MRKT 450.

**MRKT 459 SALES MANAGEMENT****3.0: 3 cr. E**

This course aims to explore how to design and implement a sales force strategy. It presents tools and tactics for selecting, recruiting and developing salespeople, controlling sales efforts; budgeting, and forecasting sales performance. The main goal of this course is to develop skills and capacities that allow students to manage sales territories, and provide them with a set of unique techniques to enable them to build successful sales career. A critical element of the class is a group project simulating complicated sales management situations.

**MRKT 550 STRATEGIC BRANDING****3.0: 3 cr. E**

This course provides students with insights into how profitable brand strategies and tactics can be developed and the implications for brand managers. Students will examine brand management from the consumer perspective to highlight the importance of customer attitudes in bringing brands to life and the role of brand image and knowledge in building brand equity. Students will become acquainted with cutting-edge theories, concepts and tools that have been adopted across sectors and around the globe to develop lucrative brand franchises. To bridge theory and practice, the course interweaves lectures, case discussions and in-and out-of-class exercises.

**MRKT 555 STRATEGIC MARKETING****3.0: 3 cr. E**

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.

Pre-requisite: MRKT 450.

**MRKT 556 INTERNATIONAL MARKETING****3.0: 3 cr. E**

This course aims at exploring the marketing decisions needed to be taken by the management in an international context. Decisions of marketing mix Standardization versus marketing mix adaptation are 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.

Pre-requisite: MRKT 450, MGMT 441.

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

This 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.

Pre-requisite: MRKT 450, MGMT 441.

**ENMG 535, 585**

Refer to the Department of Engineering Management at the Faculty of Engineering.

