

# **FACULTY OF BUSINESS AND MANAGEMENT**

# **FACULTY LIST**

## **OFFICERS OF THE FACULTY**

Salem, Elie A.	President of the University
Karam, Nadim	Vice President for Health Affairs and Community Development
Nahas, George	Vice President for Planning and Educational Relations
Najjar, Michel	Vice President for Development, Administrative and Public Affairs
Moubayed, Walid	Dean of Admissions and Registration
Nasr, Karim	Dean of the Faculty of Business and Management
El-Debs, Hamid	Director, School of Tourism and Hotel Management
Douaihy, Paul	Director, Economics and Capital Markets Research Center
Khayr, Hala	Assistant Dean Chairperson, Bachelor of Business Administration Program
Assaf, Ata	Chairperson, Master of Accounting and Finance Program
Nakhle, Samer	Chairperson, Master of Human Resources Program
Saab, Gretta	Chairperson, Master of Financial Economics Program Chairperson, Bachelor of Science in Economics Program

## **FACULTY STAFF**

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

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

Al-Najjar, Diala	Secretary
Hawi, Fida	Purchaser, Storekeeper 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 'Hotel

## **FACULTY MEMBERS**

Assaf, Ata	Ph.D., Financial Economics, McGill University, Canada.
Charif, Husni	Ph.D., Statistics, University of Wyoming, USA.
Al-Daia, Roula	Doctorat en Sciences Economiques, Université Paris IX-Dauphin-France.
Douaihy, Paul	D.E.A., Economics, Université Paris I – Sorbonne, France.
El-Debs, Hamid	Doctorate in Biochemical Engineering, Université de Technologie de Compiègne, France.
Farhat, Hala	M.B.A., Hotel and Food Administration, University of Guelph, Ontario, Canada.
Hajj Obeid, Dora	Ph.D., Management in 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 University, Lebanon.
Mardini, Patrick	Doctorat en Sciences Economiques, Université Paris IX- Dauphin-France.
Nakhlé, Samer	Ph.D., Economics and Social Sciences, University of Fribourg, Switzerland.
Saab, Gretta	Doctorat en Sciences Economiques, Université de Paris I-Sorbonne, France.
Sertin, Samir	H.D.R. Université de Paris IX-Dauphin, France. CPA, Georgia State Board of Accountancy CGMA, American Institute of Certified Public Accountants & Chartered Institute of Management Accountants.
Yacoub, Laurent	M.B.A., International Management Center Association, Australia.
Yarid, Diana	M.B.A., Case Western Reserve University, U.S.A.

## **GRADUATE PROGRAM:**

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.

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 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:**

- 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,
- For M.B.A, 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.

#### **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 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 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 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.

## **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 master 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 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 master 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 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 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 MSACFI, MHRM, and MSFE programs 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)**

## **A. OBJECTIVES OF THE PROGRAM**

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.

## **B. LEARNING OUTCOMES:**

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:

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

### **Goal 2 (Theoretical Knowledge):**

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

Outcomes:

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

### **Goal 3 (Practical Skills)**

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

Outcomes:

- Apply business concepts from an entrepreneurial perspective.
- Demonstrate the ability to plan, design, and control operations.
- Employ information technology in management and research.
- 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:

- Demonstrate critical thinking and agility in information literacy.
- Plan and implement effectively a research design.
- Employ business and marketing research methods.
- 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.

### **C. 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 Marketing & Management	3 cr.
FINE 220	Managerial Finance	3 cr.
QMET 215	Statistical Data Analysis or equivalent	4 cr.

#### **CORE COURSES**

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

ACCT 410	Accounting for Decision Making
ACFI 520	Corporate Financial Management
BUSN 420	Business Economics
BUSN 521	Business Research Methodology
BUSN 522	Business Policy
MGMT 440	Management of Organizations
MGMT 441	Management Science
MGMT 541	Operations Management
MRKT 450	Marketing Management

#### **FIELD PROJECTS / THESIS**

The core courses consist of twenty-seven (27) 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 three elective courses (9 cr.) along.		
BUSN 599	Thesis	6 cr.
Students who choose this track will have to take two elective courses (6 cr.) along.		

#### **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. 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)

#### **Accounting Concentration**

ACFI 510	Financial Statement Analysis
ACFI 511	Occupational Fraud Risk Management and Internal Controls
ACFI 513	Governmental and Not-For-Profit Accounting
ACFI 524	Advanced Topics in Financial Accounting
ACFI 535	Accounting Information

- ACFI 536 International Tax
- ACFI 546 Ethics for Accountants and Auditors

**Finance Concentration**

- ACFI 521 Foundations of Financial Risk Management
- ACFI 523 Valuation Models and Risk Management
- 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 545 International Financial Management
- ACFI 551 Financial Econometrics

**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 545 Ethics and Corporate Social Responsibility
- MGMT 546 Contemporary Issues In Cross-Cultural Organizational Behavior and Human Resource Management
- MGMT 547 Healthcare Management
- MGMT 548 Total Quality Management
- MGMT 549 Business Project Management

**Human Resource Management concentration**

- MHRM 400 Labor Relations and Employment Law
- MHRM 410 Technology and Communication Skills for the HR Professional
- 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
- MHRM 530 Business Strategy and Ethics
- MHRM 540 Organizational Behavior and Leadership

**Air Transport Management**

- 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\*

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

**Other Electives**

BUSN 427 International Business Law  
BUSN 526 Game Theory and Strategic Thinking  
BUSN 555 Directed Graduate Studies  
ENMG 411 Engineering Economy and Management  
ENMG 460 Strategic Decision and Risk Management  
ENMG 535 Advanced Project Management  
ENMG 585 Quality Assurance and Quality Control  
ISYS 420 Information Resource Management  
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** **(MSACFI)**

## **A. OBJECTIVES OF THE PROGRAM:**

The mission of the MSACFI program is to provide local and regional aspiring candidates with topnotch, up-to-date knowledge of relevant disciplines (Accounting and Finance) and a set of professional and technical skills allowing them to solidly advance in their chosen pathway, whether that is further academic or professional studies, or employment.

The program also enables students to focus on particular aspects of Accounting and Finance disciplines in which they have prior knowledge or experience, whether through previous study, employment, or bridging courses.

The MSACFI program aims at:

- Enabling students to learn how to conduct relevant research in the disciplines of Accounting and Finance.
- Enabling students to undertake a research project on a topic within the area of interest that makes up a significant portion of the overall assessment.
- Preparing students for entry to the Accounting and/or Finance and/or Risk Management, practices or professions, or for progression or transfer within them.
- Equipping students to enter doctoral studies or to pursue relevant professional certifications.

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

Upon completion of the MSACFI degree, the graduate should normally have the following knowledge and skills:

### **Goal 1 - Core of Finance Knowledge:**

MSACFI graduates will master the knowledge in the critical areas in the field of Finance and accounting.

Outcomes:

- Define and describe key concepts in Corporate Finance, Investments, Banking, Financial Institutions and Risk Management.
- Solve finance and accounting problems and outline the main factors influencing the investment behavior.

### **Goal 2 - Analytical and Critical Thinking Skills:**

MSACFI graduates will possess the highly developed analytical and critical thinking skills needed by upper-level Finance managers.

Outcomes:

- Compare and analyze financial models, reports and articles.
- Identify complex financial problems and provide solutions and implement strategic financial plans.

### **Goal 3 - Research Skills:**

MSACFI graduates will possess the research skills necessary to study complex financial/economic problems.

Outcomes:

- Apply the appropriate statistical/econometric techniques to finance and accounting problems and conduct applied research.
- Prepare and interpret research projects and reports and provide solutions to upper level managers and stakeholders.

### **Goal 4 - Ethical, Global and Value System Skills:**

MSACFI graduates will understand the importance of ethical financial governance to the sustainability of their business enterprise, and the impact of their decisions on all stakeholders.

Outcomes:

- Apply the ethical financial governance to the sustainability of business enterprise.

•Work in groups and compete in the local, regional and global markets.

### **C. 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 Institutions	3 cr.
QMET 215	Statistical Data Analysis or equivalent	4 cr.
QMET 230	Operations Research	3 cr.

#### **CORE COURSES**

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

ACFI 510	Financial Statement Analysis
ACFI 511	Occupational Fraud Risk Management and Internal Controls
ACFI 512	Performance Management and Decision Analysis
ACFI 520	Corporate Financial Management
ACFI 523	Valuation Models and Risk Management
ACFI 524	Advanced Topics in Financial Accounting
ACFI 550	Quantitative Methods for Accounting and Finance
ACFI 551	Financial Econometrics

#### **FIELD PROJECTS / THESIS**

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

ACFI 598	Field Project	3 cr.
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Students who choose this track will have to take three elective courses (9 cr.) along.

ACFI 599	Thesis	6 cr.
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Students who choose this track will have to take three elective courses (6 cr.) along.

#### **ELECTIVE COURSES**

Elective courses are chosen from the following list (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 543	Islamic Banking and Finance
ACFI 544	Financial Derivatives
ACFI 545	International Financial Management
ACFI 546	Ethics for Accountants and Auditor

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

## **A. OBJECTIVES OF THE PROGRAM**

The aim of this Masters is to develop HR professionals who are able to consult and help organizations and businesses in making more informed decisions in the area of human capital management. The MHRM program aims at achieving the following objectives:

- Equip participants with the needed skills to increase employee productivity and commitment.
- Equip participants with the knowledge to lower labor costs, lower operational cost and reduce turnover.
- Prepare participants to lead organizational development, promote ethical behavior, and propose HRIS technology solutions.
- Equip participants with the ability to recruit, select, and place the best candidates in the best position.
- Enable participants to set strategic plans, succession plans, and increase efficiency.
- Arm participants with the legal background that guides their profession with relation to labor relations and employment law.
- Help participants develop positive attitude in approaching problems and in dealing with change, stress, and emergency situations.
- Enable candidates to analyze and make sense of available data and statistics.

## **B. LEARNING OUTCOMES:**

Upon completion of the MHRM degree, the graduates should be able to:

- Set strategic plans for HR needs to meet supply and demand changes.
- Apply techniques to lower labor cost and operational cost.
- Communicate orally and in writing with different constituents.
- Formulate, implement and evaluate employee training and development programs.
- Evaluate the effectiveness of different HR practices.
- Take steps to increase employee productivity and commitment.
- Set fair compensation plans and benefits.
- Conduct HR related research and perform benchmarking analysis.
- Use specialized software to maintain employees' files for data maintaining and mining.
- Apply performance appraisal techniques to measure employee's performance.
- Plot career path for employees' involving promotions and transfers.
- Have an accurate and updated understanding of the legal environment and the dynamics of current employer-employee relative.
- Have a solid understanding of the ethicalities of the work place and ethical do's and don'ts.

## **C. 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 210	Business Communication	3 cr.
BUSN 285	The Business Enterprise	3 cr.
MGMT 220	Principles of Management	3 cr.
MGMT 240	Human Resource Management	3 cr.
MRKT 220	Principles of Marketing	3 cr.
QMET 215	Statistical Data Analysis (or equivalent)	4 cr.

### **CORE COURSES**

The core courses listed below consist of twenty-seven (27) credits (3 cr. each):

- MHRM 400 Labor Relations and Employment Law
- MHRM 410 Technology and Communication Skills for the HR Professional
- 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
- MHRM 520 Research Process and Methodology
- MHRM 530 Business Strategy and Ethics

### **FIELD PROJECTS / THESIS**

The rest of the credits may be met through one of the following tracks:

- MHRM 598 Field Project (3 cr.)

Students who choose the Field Project track should take two elective courses (6 cr.)

Or

- MHRM 599 Thesis (6 cr.)

Students who choose the Thesis track should take one elective course (3 cr.) 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 MHRM 520 course (Research Process and Methodology).

### **ELECTIVE COURSES**

The elective courses listed below consist of six (6) credits (3 cr. each):

- MHRM 450 Contemporary Issues in Human Resource Management
- MHRM 540 Organizational Behavior and Leadership

### **CERTIFICATION COURSE**

This course could replace any core course except for MHRM 520

- MHRM 460 Human Resources Practices 3 cr.

# **MASTERS IN FINANCIAL ECONOMICS (MFE)**

## **A. OBJECTIVES OF THE PROGRAM**

The key objective of the program is to provide students with a broad understanding of Financial theory and the Economics framework upon which that theory is based. The MFE program aims at achieving the following objectives:

- Enabling students to focus on different aspects of Economics and Finance disciplines in which they have prior knowledge or experience.
- Enabling students to learn how to conduct relevant research in the disciplines of Economics and Finance.
- Enabling students to undertake a research project on a topic within the area of Financial Economics.
- Preparing students for entry to the Economic and/or Finance and/or practices or professions, or for progression.
- Equipping students to enter doctoral studies or to pursue relevant professional certifications.

## **B. LEARNING OUTCOMES:**

Upon completion of the MFE degree, the graduates should be able to demonstrate the following:

- A capacity for the critical evaluation of arguments and evidence.
- Locate, extract, and analyze data from different sources, including the acknowledgement and referencing of sources.
- Numeracy skills, including the ability to manipulate financial and economic data and to apply statistical concepts at a graduate level.
- Skills in the use of communication and information technology in acquiring, analyzing and communicating information to utilize electronic financial and economic databases.
- Communication skills including the ability to present quantitative and qualitative information together with analysis, argument and commentary in a form appropriate to different intended audiences.
- Interpersonal skills and the experience of working in groups that allow them to present the results of their work orally as well as in a written form.
- Knowledge and development of ideas in the field of contemporary theory of financial economics.
- Integrate and apply knowledge of financial economics theory in solving complex financial problems.
- A capacity to assess the behavior of local and international financial markets and industries.
- Communication in the field to specialist and non-specialist audience, clearly and unambiguously.
- Formulate judgments and take responsible financial decisions in the context of global financial markets.

## **C. CURRICULUM**

All students pursuing a Masters in Financial Economics must successfully complete thirty-three (33) credits.

### **BRIDGING COURSES**

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

ACCT 210	Financial Accounting I	3 cr.
ECON 211	Microeconomics Theory	3 cr.
ECON 212	Macroeconomics Theory	3 cr.
ECON 287	Econometrics	3 cr.
FINE 220	Managerial Finance	3 cr.
FINE 230	Financial Institutions	3 cr.
MATH 211	Linear Algebra	3 cr.
QMET 215	Statistical Data Analysis (or equivalent)	4 cr.

## **CORE COURSES**

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

ECON 411	Advanced Microeconomics
ECON 412	Advanced Macroeconomics
ECON 450	Financial Economics
ECON 460	Mathematical Economics
ECON 480	Advanced Econometrics
ECON 481	Financial Econometrics
ECON 520	Research Methods in Financial Economics

## **FIELD PROJECTS / THESIS**

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

ECON 598    Field Project    3 cr.

Students who choose this track will have to take three elective courses (9 cr.) along.

ECON 599    Thesis                    6 cr.

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

## **ELECTIVE COURSES**

Elective courses are chosen from the following list:

ECON 470	Corporate Financial Management
ECON 471	International Finance
ECON 472	Financial Risk Management
ECON 473	Financial Time Series
ECON 474	Financial Derivatives
ECON 490	Behavioral Economics
ECON 491	Game Theory
ECON 492	Macro Models and Forecasting
ECON 493	Economics of Risk Management
ECON 494	International Macroeconomics
ECON 495	Monetary Theory

## **COURSE DESCRIPTIONS**

### **A.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 perceived as a pre-requisite 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.

**ACCT 210 FINANCIAL ACCOUNTING I****3.0:3 cr. E**

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

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

**BUSN 202 SURVEY OF MARKETING AND 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 210 BUSINESS COMMUNICATION****3.0:3 cr. E/A**

Participants in this course will gain knowledge in written and oral skills and engage in a business class communication experience that will assist them in their future chosen career and will be useful in their academic and social lives as well. The course will have two components: Arabic and English. Students will experience cross-cultural communication techniques, the process of writing, reports' generation, and oral and written communication forms.

**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 211 MICROECONOMICS THEORY****3.0:3 cr. E**

This course is an introduction to microeconomics concepts and analysis. This course covers topics such as supply and demand, consumer behavior and theories of the firm, market structures and factor pricing. English Proficiency Level: ENGL 102.

Co-requisite: QMET 210.

**ECON 212 MACROECONOMICS THEORY****3.0:3 cr. E**

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

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

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

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

Pre-requisite: QMET 215.

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

A study the techniques used by the financial manager in planning and controlling the acquisitions and use

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

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

### **FINE 230 FINANCIAL INSTITUTIONS**

**3.0: 3 cr. E**

This course covers the structure, functions, instruments and institutions of money and capital markets. The course will introduce the student to the financial system in which banks, other intermediaries, and non-financial organizations function. Special reference is made to institutions and instruments of the financial markets in Lebanon and the Middle East and their integration with international markets. Pre-requisite: FINE 220.

### **MATH 211 LINEAR ALGEBRA**

**3.0:3 cr. E**

Linear systems, matrix operations, echelon form, vector spaces, linear transformations, determinants, eigenvalues and eigenvectors, diagonalization of matrices.

Pre-requisite: MATH 113.

### **MGMT 220 PRINCIPLES OF MANAGEMENT**

**3.0: 3 cr. E**

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

Co-requisite: ENGL 203.

### **MGMT 240 HUMAN RESOURCE MANAGEMENT**

**3.0:3 cr. E**

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

Pre-requisite: MGMT 220.

### **MRKT 220 PRINCIPLES OF MARKETING**

**3.0:3 cr. E**

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

Co-requisite: ENGL 203.

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

This course emphasizes the use of quantitative methods as a tool to make better managerial decisions. Topics include: the meaning, role and types of statistics and statistical data, descriptive measures, statistical inference, analysis of variance, bivariate and multiple regression, correlation analysis, hypothesis testing, applications of sampling distributions such as chi-square, F and student t distributions and elements of probability theory. Pre-requisite: MATH 111 or MATH 100.

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

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

Pre-requisite: QMET210, 215.

**B.GRADUATE COURSES****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.

**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 513 GOVERNMENTAL AND NOT-FOR-PROFIT ACCOUNTING****3.0:3 cr. E**

This course presents the underlying framework and concepts of governmental and not-for-profit accounting and focuses on the development and use of financial information as it relates to governmental and not-for-profit entities. The course coverage includes identifying and applying appropriate accounting and reporting

standards for governments and private not-for-profit organizations, preparing fund basis and government-wide statements, preparing financial statements for private not-for-profit organizations and using nonfinancial performance measures to evaluate governmental and not-for-profit entities.

### **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 student 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 (8) 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, (4) Value at Risk Models, (5) Stress Testing, (6) Credit Risk Management and (7) Operational Risk Management.

### **ACFI 523 VALUATION MODELS AND RISK MANAGEMENT**

**3.0: 3 cr. E**

This course intends to familiarize students with market risk models. The course begins with an introduction to financial markets and market prices, risk and return, CAPM, APT, and efficient frontier. Then, it goes to present the various models with a special focus on the Binomial model and Black-Scholes model. The evaluation of the quality of these models is discussed in detail, in managing risk and how the different elements in market prices will impact their performance. We concentrate on risk management practice and risk measures, specifically Value at Risk models, stress testing, credit risk management and operational risk management.

### **ACFI 524 ADVANCED TOPICS IN FINANCIAL ACCOUNTING**

**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 to be addressed include deferred income taxes, operating and capital leases, foreign currency translation, and lower-of-cost-or-market inventory valuation rule, among others. In addition, the course will examine 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. 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**

**3.0:3 cr. E**

Systems 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 system 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.

### **ACFI 536 INTERNATIONAL TAX**

**3.0:3 cr. E**

Systems nowadays, with globalization and technological advancements, a growing chunk of business activities is conducted across national boundaries. Nevertheless, countries usually have different tax rules that govern the taxation of residents operating abroad and foreign taxpayers' activities. This has important tax implications that cannot be ignored. This course identifies these implications and familiarizes students with the basic concepts and principles of International Taxation, in particular the OECD Model tax treaty, transfer pricing principles and the analysis of cross-border business transactions. It also provides a practical environment in which these can be applied to hypothetical situations.

### **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, 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 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 them 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 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**

This course covers 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.

Pre-requisite: QMET215 or equivalent.

**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 will also be covered and include regime switching and multivariate volatility models.

**ACFI 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 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 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 401AIR 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 managing 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 are 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 or equivalent.

### **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.

Pre-requisite: 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.

Pre-requisite: Dean’s Approval.

### **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 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.

Pre-requisite: Dean’s Approval.

### **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 desires to work with and

to have as a Thesis Advisor. The student's choice must be approved by the Dean who will nominate a Thesis Committee. Upon completion of the Thesis, the student produces a report containing the following sections: Abstract, Introduction, Background, Problem Identification, Solution Approach/Methodology, Data Collection and Results, Conclusions and Recommendations, References, and Appendices. The student must defend satisfactorily the finding of the Thesis before the Thesis Committee prior to its acceptance. The student must also submit his/her work for publication in refereed conference proceedings and/or an esteemed Journal. Prerequisite: Dean's Approval

**ECON 411 ADVANCED MICROECONOMICS** **3.0:3 cr. E**

This course focuses on theories and techniques of decision-making by households, and firms. It examines the problem of measuring economic welfare, the merits and shortcomings of the market mechanism in promoting it. A basic element of the course is the precise analysis of quantitative relationships.

**ECON 412 ADVANCED MACROECONOMICS** **3.0:3 cr. E**

The objective of the course is to engage students in the analysis of macroeconomics at the graduate level, with particular attention to the open economy model. The course emphasizes applied issues, such as the potential role for stabilization policy.

**ECON 450 FINANCIAL ECONOMICS** **3.0:3 cr. E**

This course is designed to expose students to certain areas of financial economics. It attempts to develop a theoretical foundation for the financing and investment decisions of the firm, and the efficiency of competitive markets in distributing investment capital among firms and in allocating the risk of return from investment among individuals.

**ECON 460 MATHEMATICAL ECONOMICS** **3.0:3 cr. E**

This course focuses on the principal results of single and several variable calculus including calculation of derivatives, partial derivatives of both explicit and implicit functions and solving optimization problems including optimization problems by substitution. Apply calculus to different comparative static problems and to find maximum and/or minimum of functions of single or several variables (Lagrange multiplier, differential equations and their stability).

**ECON 470 CORPORATE FINANCIAL MANAGEMENT** **3.0:3 cr. E**

This course provides a thorough grounding in recent developments of applied corporate finance. The course involves a study of the applied corporate finance literature and case studies. It examines valuation techniques, capital structure and payout policy, raising capital, going public, financial risk management by firms, corporate governance, takeovers, and insolvency. Students must have taken Corporate Finance, Principles of Finance in their undergraduate degree and a good micro-economics course in their undergraduate degree.

**ECON 471 INTERNATIONAL FINANCE** **3.0:3 cr. E**

This course examines key issues in international finance, focusing on recent developments and incorporating theoretical, empirical, policy and institutional dimensions. The course uses exchange rates as a unifying theme and considers them from four perspectives: theory, policy, global risk, and international investors. The course examines models of exchange rate determination and related empirical evidence. It analyses the choice and coordination of exchange rate regimes, including the European Monetary Union. It examines exchange rates as one of the sources of global financial instability. It considers the risk exposure for investors arising from exchange rate volatility and its hedging with currency instruments. The course also explores the links, in each area, to current developments such as, the EMU sovereign debt crisis, the recent financial crisis and global imbalances, and the high volatility of short term exchange rates.

**ECON 472 FINANCIAL RISK MANAGEMENT****3.0:3 cr. E**

This is a course on the quantitative and statistical tools that are important in applied finance. It studies financial markets and market risk from a quantitative point of view, focusing on understanding the relationship between risk and return and on models for managing financial risks. The course brings together three essential fields: finance, statistics, and computer programming. Students will be exposed to application of these tools and the key properties of financial data through a set of computer-based classes and exercises. The following topics will be covered: review of statistics and introduction to time series econometrics, modeling financial returns, an introduction to the analysis of financial data using MATLAB, AR and E-views, volatility models, risk measures and coherence, and Value-at-Risk and Expected Shortfall. All classes are computer based. With regards to empirical work the students will learn how to deal with very practical problems such as locating financial data and processing data to be able to analyze it in the first place. Through the computer-based exercises the students will become comfortable working with real data and they will be able to build their own toolbox of routines that can also be used outside the course.

**ECON 473 FINANCIAL TIME SERIES****3.0:3 cr. E**

Students who can demonstrate comparable background may be granted an exemption from this requirement. This course will examine the techniques involved with forecasting key variables in finance, and how to incorporate model uncertainty into financial forecasts. Students will learn both the theory and the practice of forecasting in finance. The following topics will be covered: introduction to time series analysis, Maximum Likelihood Estimation (MLE) with time series data, and MLE based model selection, Averaging, Markov Chain Monte Carlo methods, present value regressions, vector auto regressions, causality, and co-integration, asset pricing, and the Generalized Method of Moments (GMM).

Pre-requisite: Quantitative Methods for Economics and Finance.

**ECON 474 FINANCIAL DERIVATIVES****3.0:3 cr. E**

This course helps students acquire a working knowledge of financial derivatives. The course covers the mechanisms of future and forward markets, the determination of forward and future prices, hedging strategies using futures, interest rate markets, swaps, mechanism of option markets, properties of stock options, trading strategies involving options, binomial trees, valuing stock options, options on stock indices and currencies, future options, volatility smiles, and the Greek letters.

**ECON 480 ADVANCED ECONOMETRICS****3.0:3 cr. E**

This course covers the development and application of statistical techniques in testing economic theories. It focuses on parameter estimation and hypothesis testing within the framework of the classical linear regression model, the functional forms, and on the analysis of the problems which may arise if the basic assumptions are violated.

**ECON 481 FINANCIAL ECONOMETRICS****3.0:3 cr. E**

Key empirical characteristics of financial data are treated, time series methods for modeling stationary data are presented, and then we learn how to model the volatility in asset return data which is evident for short (weekly or daily) holding periods. Our focus will be on the ARCH/GARCH class of volatility models. This approach is applied to modeling the time-varying risk premium on financial assets and to Value-at-Risk (VAR) calculations which many financial institutions use to assess the risk of their portfolios. The course concludes with a treatment of the time series methods for modeling non-stationary data. This will allow you to model both the long-run relationships and short-term interactions among financial time series.

**ECON 490 BEHAVIORAL ECONOMICS****3.0:3 cr. E**

This course is an introduction to Behavioral Economics. It covers basic topics such as experimental tests of the endowment effect and the Coase theorem, mental accounting matters, non-expected utility theory, theory

of choice under risk fairness, and social preferences, as well as some applications like money illusion, golden eggs, and hyperbolic discounting.

### **ECON 491 GAME THEORY**

**3.0:3 cr. E**

This course presents the main ideas of game theory at a level suitable for undergraduate students as well as graduate students, emphasizing the theory's foundations and interpretations of its basic concepts. The Course includes: strategic games, extensive games with perfect information and imperfect information, and coalitional games.

Pre-requisite: ECON 287.

### **ECON 492 MACRO MODELS AND FORECASTING**

**3.0:3 cr. E**

The topics covered in this course are: The Accelerator Multiplier Interaction model and models with regression equations. Review of regression with least squares, and common regression statistics and their interpretation, counter-historical simulations and forecasts, techniques for improving a model, inflation forecasting, and open economy models.

### **ECON 493 ECONOMICS OF RISK MANAGEMENT**

**3.0:3 cr. E**

This course focuses on the role of risk management in both private and public sectors. It includes a discussion of why firms and governments should hedge financial risks, individual and social gains of financial risk management, identification and quantification of financial risks, and how derivative securities can be used for financial risk management.

### **ECON 494 INTERNATIONAL MACROECONOMICS**

**3.0:3 cr. E**

This course deals with contemporary issues in international monetary economics and macroeconomic policy in open economies. The focus is on forces determining interest rates and exchange rates, inflation and unemployment. Government policy in relation to financial markets will be analyzed.

### **ECON 495 MONETARY THEORY**

**3.0:3 cr. E**

This course constitutes the core offering in Monetary Theory. The course is an examination of the relationship between money, prices, economic activity, and welfare. Topics include theoretical and empirical work on the demand and supply of money, definition of money, term structure of interest rates, efficient capital markets, targets and indicators of monetary policy, nominal interest rates, and the role of fiscal and monetary policy in economic stabilization, theoretical and empirical research on short-term and long-term Phillips.

### **ECON 520 RESEARCH METHODS IN FINANCIAL ECONOMICS**

**3.0:3 cr. E**

This course covers quantitative methods in financial economics. It's a graduate-level course organized to provide participants with statistical methods commonly used in research and also allows them to develop advanced quantitative research skills. It covers an overview of multivariate methods, multivariate analysis of variance, and structural equation modeling. Analysis issues will also be covered, with emphasis on principles and limitations of statistical control.

### **ECON 598 FIELD PROJECT**

**3.0:3 cr. E**

The field project allows the students to apply academic theory to solve real and practical financial economics 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.

**ECON 599 THESIS****6.0:6 cr. E**

The MFE Thesis is a scholarly research study 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 desires working with and having as a Thesis Advisor. The student's choice must be approved by the Chairperson 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. The student must also submit his/her work for publication in refereed conference proceedings and/or an internationally recognized journal.

Pre-requisite: Chairperson's Approval

**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.

**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.

**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**

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.

Pre-requisite: ISYS 420 or equivalent.

**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.

Pre-requisite: BUSN202 or equivalent.

**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.

Pre-requisite: QMET215 or equivalent.

**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.

Pre-requisite: 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.

Pre-requisite: MGMT 440.

**MGMT 447 MANAGING HUMAN RESSOURCES****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. Pre-requisite: MGMT 440.

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

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

The course presents students to ethical concepts, helps them apply ethical concepts to business decisions and identify moral issues involved in the management of specific problem areas in business. It also examines social and natural environments within which moral issues in business arise; will examine professional ethics from both a philosophical and business perspective. Ethical reasoning, moral character and moral decision-making will provide a framework for examining the importance of ethics in an individual's personal life and professional career. The course will examine the decision process one goes through in determining what is right and wrong, and how those decisions affect a person's character; explore the concept of corporate governance and the direction business entities are taking in establishing a sound governance framework. Information from professional organizations directed at identifying the critical aspects of corporate governance will be examined and evaluated. The course will also examine of Codes of Professional Conduct issued by professional organizations. Finally, the course will address the emerging issues of privacy and ethics as related to business and government collection and use of personal information, Meta data, and other forms of electronic surveillance.

**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.

**MHRM 400 LABOR RELATIONS AND EMPLOYMENT LAW** **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. It will allow students to specialize in the areas of law governing labor relations and employee rights in the workplace. Special topics will include: collective bargaining; union organizing; negotiations, meditations and arbitrations that are used to result in win-win situations for all parties involved. Emphasis in this course will be placed on coursework, external research, and class presentations. Guest lecturers on specific legal topics will be used.

## **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 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 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 latest trends and issues in human resource management both from a research perspective and from a professional perspective. Topics include and not restricted to: entrepreneurship and HRM; gender issues and HRM; social media and HRM; corporate downsizing; changing skills requirements; re-engineering work processes for improved productivity; employee involvement; work-life balance; contingent workforce; workforce diversity; talent intelligence.

## **MHRM 440 INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

**3.0:3 cr. E**

Organizations in every industry and sector increasingly recognize the opportunities that result from a boundary-less perspective. Major topics will include: 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. Highly interactive sessions will prepare students to face global human capital challenges in their organizations from a strategic perspective (combined with sensitivity for the uniqueness of their own environments).

## **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 both from 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 & employment ethics.

## **MHRM 510 HUMAN CAPITAL TRAINING AND DEVELOPMENT**

**3.0:3 cr. E**

This course is based on the premises that no person is a perfect fit on his/her first day of work. It is an advanced study of personal 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 evaluation their results. It also tackles the development of personnel through coaching among other methods to equip them with higher-level skills.

## **MHRM 520 RESEARCH PROCESS AND METHODOLOGY**

**3.0:3 cr. E**

A successful manager needs not only to be able to research opportunities and/or problems as they present

themselves, but also evaluate research produced by others. To do so, s/he must be fully aware of research techniques, data collection, research design, internal and external validity and statistical methods for hypothesis testing. This course equips the student with the required research skills that are necessary to successfully conceptualize a research topic with original ideas and subsequently develop a proposal for researching that topic, and ultimately carrying out the research.

### **MHRM 530 BUSINESS STRATEGY AND ETHICS**

**3.0:3 cr. E**

This course is a platform for students to discuss, apply and give a voice to more ethically informed and socially responsible rationales for decision making. Particular emphasis will be placed on the ethical dilemmas that confront managers due to advances in technology, greater access to information, among others.

### **MHRM 540 ORGANIZATIONAL BEHAVIOR AND LEADERSHIP**

**3.0:3 cr. E**

This course will help students understand the basic components of organizations. These components include: culture, structure, motivational influences, group processes, change management initiatives, workplace interaction, and communications within organizations. At the completion of this course, students will be able to integrate the various theoretical perspectives of leadership and motivation into a coherent understanding of organizational life. In addition, students will be able to understand how the disciplines of psychology (individual and group), sociology, cultural anthropology, human resource management, and social systems theory impact organizations.

### **MHRM 598 FIELD PROJECT**

**3.0:3 cr. E**

The field project allows the students to apply academic theory to solve real and practical human resources problems. This may be an individual project or a team-based project. A supervisor will be appointed to guide the students on the implementation of their field 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.

### **MHRM 599 THESIS**

**6.0:6 cr. E**

The MHRM Thesis is a scholarly research study (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.

### **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.

Pre-requisite: BUSN 202 or equivalent

**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. Pre-requisite: 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. Pre-requisite: 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. Pre-requisite: 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.

Pre-requisite: 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.

Pre-requisite: MRKT 450, MGMT 441.

**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.

Pre-requisite: 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.

Pre-requisite: MRKT 450.