

# **FACULTY OF BUSINESS AND MANAGEMENT**

# **FACULTY LIST**

## **OFFICERS OF THE FACULTY**

Warrak, Elias	President of the University
Rebeiz, Karim	Dean of the Faculty of Business and Management
Adeimi, Jihane	Director, School of Tourism and Hotel Management
Charif, Husni	Chairperson, Graduate Programs
Kuran, Omayya	Chairperson, Undergraduate Programs
Shebaya, Mariam	Accreditation Manager

## **FACULTY STAFF**

Jabbour, Mira	Administrative Coordinator
Nasr, Nathalie	Administrative Assistant
Abdulwahed, Luna	Administrative Assistant

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

Farah, Najib	Logistics Officer
Hawi, Fida	Purchaser, Storekeeper
Najjar, Antoun	Cost Controller, Assistant Instructor
Bourgi, Carine	Administrative Assistant
Soueid, Georges	Executive Chef, Instructor
Nasreddine, Farouk	Pastry Chef, Assistant Instructor
Serhan, Maryam	Sous Chef, Assistant Instructor
Kashouty, Charlotte	Commis Chef- Assistant

## **FACULTY MEMBERS**

Adeimi, Jihane	Ph.D., Tourism and Leisure Sciences, Edinburgh Napier University, UK.
Assaf, Ata	Ph.D., Financial Economics, McGill University, Canada.
Bou Fakhreddine, Lara	Ph.D., Marketing and Consumer Behavior Public University of Navarra, UPNA.
Charif, Husni	Ph.D., Statistics, University of Wyoming, USA.
Chehahde, Sara	Ph.D., Accounting and Auditing University of Economics and Business, Prague, Czech Republic
Choueifaty (El), Celeste	Ph.D., Finance Lebanese University, Lebanon. DEA, Finance , USJ, Lebanon.
Daïa (Al), Roula	Doctorat en Sciences Economiques, Université Paris IX, Dauphine, France.
Khayr, Hala	Ph.D., Management, University of Leicester, UK.
Kuran, Omayya	Doctorate in Business Administration, Université Jean Moulin, Lyon III, France.

Mouchantaf, Rachelle	Ph.D., Marketing Université de Caen, Normandy, France. Doctor of Business Administration Ecole Supérieure des Affaires, Lebanon
Nemer, Sam	Ph.D., Marketing, University of Nicosia, Nicosia, Cyprus Doctorate in Business Administration, Graduate School of Business at Southern Cross University, Australia.
Omran, Layal	Doctorate in Business Administration, Université Jean Moulin, Lyon III, France.
Rahbani, Georges	Doctorate in Business Administration, Université Jean Moulin, Lyon III, France.
Rebeiz, Karim	Ph.D., Project Management, University of Texas, Austin, USA.
Saab, Gretta	Doctorat en Sciences Economiques, Université Paris I, Sorbonne, France.
Sayah, Maher	Ph.D., Finance Holy Spirit University of Kaslik, Lebanon
Sertin, Samir	Certified Public Accountant. Chartered Global Management Accountant.
Shebaya, Mariam	Ph.D., Management, Aston University, UK.

## **Faculty Vision Statement**

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

## **Faculty Mission Statement**

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

## **GRADUATE PROGRAMS**

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

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

## **ADMISSION**

Admission to the graduate programs takes place twice per year (beginning of the Fall and the Spring semesters), although the majority of students join the programs at the start of the Fall semester of each year (full-time and part-time).

Applications for the Fall Semester must be received before July of each year.

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

Admission to any Graduate program is granted to those who demonstrate high promise of success.

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

- Certificate of a bachelor's degree or its equivalent,
- A completed application form,
- Past academic performance - Original transcripts from previous Universities attended as well as any additional information or grade point average, class rank, awards, publications, professional designations, etc.
- A statement of previous work experience (if acquired), presented in a current curriculum vitae that details managerial and/or professional experience,
- Two letters of recommendation (forms enclosed within the application form),
- Applicants are required to have a personal interview with a representative of the chosen program prior to submitting necessary documents for the application,
- English Placement Tests: Generally, a TOEFL score of 240 (computerized) or 600 (paper) is required.

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

## **C. ADMISSIONS REQUIREMENTS:**

Admission to the MBA program at the Faculty of Business and Management is based on the applicant's undergraduate background and cumulative average, as outlined below.

### **A. University of Balamand (UOB) – Business Graduates**

1. Applicants holding a Bachelor's degree in Business from UOB with a cumulative average of 80 or above are admitted to the MBA program on a regular basis.
2. Applicants with a cumulative average between 77 and 79.99 may be admitted on a conditional basis (under probation). They must achieve a cumulative average of at least 80 to be granted regular acceptance.
3. Applicants with a cumulative average below 77 must first raise their cumulative average to at least 77 to be accepted on a conditional basis or 80 for regular acceptance.

### **B. University of Balamand (UOB) – Non-Business Graduates**

1. Applicants with a cumulative average between 75 and 76.99 are required to complete a set of undergraduate business courses (ranging from 9 to 18 credits), as determined by the Graduate Committee on a case-by-case basis.
  - o A minimum grade of 75 must be obtained in each course.
  - o An overall average of 78 is required for conditional admission.
  - o An overall average of 80 is required for regular admission.
  - o Such applicants are admitted as Special MBA students.
2. Applicants with a cumulative average below 75 must first raise their cumulative average to at least 75 by repeating undergraduate courses. They will then be required to complete a set of remedial business courses (9–18 credits, as determined case-by-case).
  - o A minimum grade of 75 must be obtained in each course.
  - o An overall average of 78 is required for conditional admission.
  - o An overall average of 80 is required for regular admission.

### **C. Applicants from Outside UOB**

1. Applicants with a cumulative average between 75 and 76.99 are required to complete a set of business courses (9–18 credits), as determined by the Graduate Committee.
  - o A minimum grade of 75 must be obtained in each course.
  - o An overall average of 78 is required for conditional admission.
  - o An overall average of 80 is required for regular admission.
  - o Such applicants are admitted as Special MBA students.
2. Applicants with a cumulative average below 75 are not eligible for admission to the MBA program.

### **D. Special Admission Case – UOB BTech Graduates**

Applicants holding a BTech degree from UOB may be admitted under the following conditions:

1. Cumulative average above 90:
  - o Admitted as Special MBA students.
  - o Required to complete two remedial courses: BUSN230 and ACCT220 or FINE220 (as determined by transcript evaluation).
2. Cumulative average between 85 and 90:
  - o Admitted as Special MBA students.
  - o Required to complete three remedial courses: BUSN230, ACCT220, and FINE220.

3. Cumulative average between 80 and 85:
  - o Admitted as Special MBA students.
  - o Required to complete five remedial courses (15 credits), as determined by the Graduate Committee.
4. Cumulative average under 80:
  - o Not eligible for admission to the MBA program

#### **D. SPECIAL MASTER'S STUDENTS**

·Special Master's students are generally restricted from enrolling in any Master courses. However, those who exhibit outstanding academic performance have the opportunity to request permission to enroll in one or two Master courses before formally entering the graduate program. This request must be submitted for approval to the Chair of the Department or the Dean to proceed.

·Upon successful completion of the specified requirements, a student holding a "special" status is required to submit a formal petition to the Registrar. This petition seeks a transition from the current "special" status to either a "regular" or a "conditional" Academic Status.

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

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

·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.

#### **F. BRIDGING COURSES**

·Graduate students whose academic background differs from the graduate degree they are pursuing may be required to enroll in specific undergraduate courses designated as bridging courses. These courses serve to bridge any knowledge or skill gaps, ensuring a comprehensive foundation before advancing in their chosen graduate program.

·If a student gets a grade below 70 in any of the bridging courses, she/he is allowed to repeat that course only once. Failure to meet the requirements stipulated above will result in the student being dropped from the graduate program.

·Students who are taking bridging courses are allowed to take along some graduate-level courses (maximum 6 credits) following the approval of the Chair of the Department or the Dean.

## **EVALUATION OF ACADEMIC PERFORMANCE**

### **GRADING SCHEME:**

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

<b>GRADE RANGE</b>	<b>NOTATION / MEANING</b>
95-100	Outstanding
90-94	Excellent
85-89	Very Good
80-84	Good
75-79	Fair
70-74	Weak
<70	Fail

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

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

### **ACADEMIC STANDING**

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

### **REGISTRATION REGULATIONS**

- The normal course load of regular master students is nine credit-hours for full-time students and between three and six credit-hours for part-timers.
- The course load for students with conditional acceptance may not exceed six credit-hours. This restriction does not hold for students registering for remedial courses.
- The course load for "special" non-degree seeking students is decided upon by the graduate admission committee.
- Students placed on probation may take a maximum of six credits during the following semester.
- Students registered in English 101 may only take courses at the undergraduate level. Students registered in English 102 may take up to one master course.

## **TRANSFER CREDITS AND CROSS REGISTRATION**

•Transfer credits for graduate level courses taken previously (at the University of Balamand or at another licensed Higher Education Institution) are awarded on course-by-course basis. Credit is granted for courses completed with satisfactory grades provided the courses correspond in duration and content to courses offered at the University of Balamand. In principle, “Satisfactory Grades” means an earned grade of 80/100 or above at the University of Balamand or its equivalent at the previously attended Higher Education Institution. Students must provide course descriptions and if possible syllabi, along with a transcript.

•The total number of transferred credits may not exceed 40% of the total number of credits of the intended graduate program of study at the University of Balamand.

•Transfer credit are not granted for previously completed Theses, Projects, or any form of Experiential Learning experiences.

•Students enrolled at the University of Balamand may not cross-register in courses at other institutions without the prior approval of the Registrar, the Graduate Admission Committee and the Dean of the Faculty on specific courses. Students must justify the reasons, provide course descriptions, syllabi, and provide documentation on the higher education institute.

## **DISSMISSAL FROM THE GRADUATE PROGRAM**

Students will be dismissed from the graduate program in any of the following cases:

•Student fails to qualify for removal of academic probation within two semesters.

•Conditionally accepted student’s cumulative average in graduate level courses drops below 70 in any semester that follows the first semester of enrollment.

•Dean’s exception of dismissal may be granted under extenuating conditions subject to valid reasons.

## **RESIDENCY & GRADUATION REQUIREMENTS**

•Minimum and Maximum Residency Requirements are four and ten academic semesters respectively. Students may petition to the Dean for extension of residency.

•The Graduation Requirements for the MBA and EMBA program are: (1) successful completion of 39 credits - hours which include a Field Project or a Thesis and (2) a minimum cumulative average of 80.

•The Graduation Requirements for the MSAF and MHRM programs are: (1) successful completion of 33 credits - hours which include a Field Project or a Thesis and (2) a minimum cumulative average of 80.

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

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

The MBA program prepares students for managerial and leadership responsibilities in a rapidly changing business environment. Its mission is to create a learning environment conducive to the shaping of effective leaders and sound managers of tomorrow ready to take on future challenges. An MBA, a well-respected credential for employment, can accelerate graduates' chances of success and growth and perceived worth in the market place through the acquire of practical business knowledge and holistic understanding of business issues.

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

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

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

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

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

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

- 2.1. Explain various business functions.

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

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

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

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

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

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

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

## **CURRICULUM**

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

### **BRIDGING COURSES**

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

ACCT 206	Survey of Financial and Managerial Accounting	3 cr.
BUSN 202	Survey of Management and Marketing	3 cr.
ECON 201	Survey of Economics	3 cr.
FINE 220	Managerial Finance	3 cr.
QMET 220	Business Statistics	3 cr.

## **CORE COURSES**

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

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

## **FIELD PROJECTS / THESIS**

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

BUSN 598            Field Project            3 cr.

Students who choose this track will have to take four elective courses (12 cr.) along and may not be eligible to pursue a Ph.D. afterwards.

BUSN 599            Master's Thesis            6 cr.

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

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

## **ELECTIVE COURSES**

Elective courses are offered in a variety of fields and are designed to suit the needs of the students and their desire to have a concentration in a particular field. Students are free to choose all elective courses in one area of concentration or may opt to choose electives freely. A concentration shall consist of a minimum of three courses (9 credits) within the same concentration area, in addition to a Master's Thesis in that concentration. Alternatively, a concentration may consist of four courses (12 credits) within the same concentration area, in addition to a Field Project in that concentration.

### **Electives in Accounting**

ACCT 430	Financial Statements Analysis
ACCT 435	Occupational Fraud and Internal Control
ACCT 440	Advanced Financial Reporting and Measurement
ACCT 445	Assurance Services: A Case Approach
ACCT 450	Ethics for Accountants and Auditors

### **Electives in Finance**

FINE 410	Valuation Models and Risk Management
FINE 415	Technical Analysis of Financial Markets
FINE 420	International Finance
FINE 425	Economic and Financial Indicators
FINE 430	Investment and Valuation
FINE 435	Financial Derivatives
FINE 436	Investment Portfolio Analysis
FINE 440	International Financial Management
FINE 445	Financial Econometrics

### **Electives in Healthcare Management**

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

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

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

### **Electives in Management**

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

### **Electives in Marketing**

- MRKT 327 Digital Business Innovation and Transformation
- MRKT 455 Strategic Consumer Behavior
- MRKT 456 New Product Development
- MRKT 457 Marketing Communications
- MRKT 459 Sales Management
- MRKT 550 Strategic Branding
- MRKT 555 Strategic Marketing
- MRKT 556 International Marketing
- MRKT 557 Advanced Marketing Research

### **Other Electives**

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

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

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

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

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

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

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

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

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

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

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

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

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

- 3.1. Propose solutions to unethical business conduct.

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

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

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

## **CURRICULUM**

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

### **BRIDGING COURSES**

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

ACCT 206	Survey of Financial and Managerial Accounting	3 cr.
ECON 287	Econometrics	3 cr.
FINE 220	Managerial Finance	3 cr.
FINE 230	Financial Markets and Institutions	3 cr.
MGMT 280	Managerial Decision Modeling	3 cr.
QMET 220	Business Statistics	3 cr.

## **CORE COURSES**

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

ACCT 430	Financial Statements Analysis
ACCT 440	Advanced Financial Reporting and Measurement.
ACCT 520	Accounting for Decision Making
BUSN 521	Business Research Methodology
FINE 410	Valuation Models and Risk Management
FINE 420	International Finance
FINE 520	Corporate Financial Management
MGMT 441	Business Quantitative Methods

## **FIELD PROJECTS / THESIS**

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

ACFI 598            Field Project            3 cr.

Students who choose this track will have to take two elective courses (6 cr.) along and may not be eligible to pursue a Ph.D. afterwards.

ACFI 599            Master's Thesis            6 cr.

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

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

## **ELECTIVE COURSES**

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

ACCT 435	Occupational Fraud and Internal Control
ACCT 445	Assurance Services: A Case Approach
ACCT 450	Ethics for Accountants and Auditors
BUSN 420	Business Economics
BUSN 526	Game Theory and Strategic Thinking
FINE 415	Technical Analysis of Financial Markets
FINE 425	Economic and Financial Indicators
FINE 430	Investment and Valuation
FINE 435	Financial Derivatives
FINE 436	Investment Portfolio Analysis
FINE 440	International Financial Management
FINE 445	Financial Econometrics

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## **CURRICULUM**

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

### **BRIDGING COURSES**

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

ACCT 206	Survey of Financial and Managerial Accounting	3 cr.
BUSN 212	Human and Business Communication	3 cr.
MGMT 220	Principles of Management	3 cr.
MGMT 240	Human Resources Management	3 cr.
MGMT 297	Entrepreneurship Management	3 cr.
MRKT 220	Principles of Marketing	3 cr.
QMET 220	Business Statistics	3 cr.

### **CORE COURSES**

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

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

### **FIELD PROJECTS / THESIS**

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

MHRM 598      Field Project      3 cr.

Students who choose this track should take one elective course (3 cr.) along and may not be eligible to pursue a Ph.D. afterwards.

MHRM 599      Master's Thesis      6 cr.

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

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

### **ELECTIVE COURSES**

MHRM 450      Contemporary Issues in Human Resource Management      3 cr.

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

# **COURSE DESCRIPTIONS**

## **BRIDGING COURSES**

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

This course is made up of two parts, Financial Accounting and Managerial Accounting. The first one is designed to equip students with a basic understanding of the financial accounting concepts and it covers basic financial statements, transactions' interrelations, cash and accrual accounting. The Managerial Accounting part stresses accounting analysis useful for managerial decision-making purposes and focuses on the use of accounting information for creating value for organizations.

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

This course acquaints non-business students with the basics of management and marketing. It is divided into two modules, one related to management and the other to marketing. The former introduces the students to important management issues, such as the roles and skills that managers play, the business environment, the managerial functions of planning, organizing, leading, staffing and controlling, among others. The marketing module acquaints students with marketing notions, such as the creation and delivery of value, buyer behavior, market segmentation, targeting, and the marketing mix of product, price, place and promotion among others.

### **ACCT 210, BUSN 212, FINE 220, FINE 230, MGMT 220, MGMT 240, MGMT 280, MGMT 297, MRKT 220, QMET 220**

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

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

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

## **GRADUATE COURSES**

### **ACCT 430 FINANCIAL STATEMENTS ANALYSIS 3.0: 3 cr. E**

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

### **ACCT 435 OCCUPATIONAL FRAUD AND INTERNAL CONTROL 3.0: 3 cr. E**

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

### **ACCT 440 ADVANCED FINANCIAL REPORTING AND MEASUREMENT 3.0:3 cr. E**

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

**ACCT 445 ASSURANCE SERVICES: A CASE APPROACH****3.0: 3 cr. E**

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

**ACCT 450 ETHICS FOR ACCOUNTANTS AND AUDITORS****3.0:3 cr. E**

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

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

This course equips students with decision-making abilities in complex business environments. It is directly concerned with those managerial aspects related to the use of accounting records to make informed short-term and long-term strategic decisions. Special attention is drawn to the analysis of decision trees, advanced variance analysis and budgetary control, as well as complex pricing strategies. This course also develops graduate students' ability to analyze the published financial statements of corporations and to understand the regulatory frameworks that govern the preparation of these public reports.

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

The field project allows students to apply academic theory to solve real and practical accounting and finance problems. This may be an individual project or a team-based project. A faculty member serves as a supervisor on this applied project. Students produce a report containing the following sections: Abstract, Introduction, Background, Problem Identification, Solution Approach/Methodology, Data Collection and Results, Conclusions and Recommendations, References, and Appendices.

Students who choose this track may not be eligible to pursue a Ph.D. afterwards.

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

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

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

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

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

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

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

This course provides decision makers with the ability to do research and/or critically analyze existing research. This course details the research philosophies, approaches, strategies, tools, and sampling decisions, among other used in the social sciences, mainly in management, human resources, marketing and other business studies. It comes with a specific emphasis on the qualitative components of research. The course culminates with the preparation of a proposal to be pursued by the students in their fieldwork or thesis.

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

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

**BUSN 555 GRADUATE DIRECTED STUDIES****3.0: 3 cr. E**

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

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

The field project allows the students to apply academic theory to solve real and practical business problems. This may be an individual project or a team-based project, with an assigned supervisor. Students shall produce a report containing the following sections: Abstract, Introduction, Background, Problem Identification, Solution Approach/ Methodology, Data Collection and Results, Conclusions and Recommendations, References, and Appendices.

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

The MBA Thesis is a scholarly research study (either quantitative or qualitative) which allows the students to perform research and synthesize information through critical thinking, evaluation, and sound decision-making. The Thesis is an individually performed research project on a topic that is grounded in theory, has more depth and a broader scope. Upon completion of the Thesis, the student produces a report containing the following sections: Abstract, Introduction, Background, Problem Identification, Solution Approach/Methodology, Data Collection and Results, Conclusions and Recommendations, References, and Appendices. The student must defend satisfactorily the finding of the Thesis before the Thesis Committee prior to its acceptance. The student must also submit his/her work for publication in refereed conference proceedings and/or an esteemed Journal.

**FINE 410 VALUATION MODELS AND RISK MANAGEMENT****3.0: 3 cr. E**

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

**FINE 415 TECHNICAL ANALYSIS OF FINANCIAL MARKETS****3.0: 3 cr. E**

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

**FINE 420 INTERNATIONAL FINANCE****3.0: 3 cr. E**

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

**FINE 425 ECONOMIC AND FINANCIAL INDICATORS****3.0: 3 cr. E**

This course offers an insight into the understanding of financial markets' volatility. It highlights the key economic and non-economic indicators that affect the pricing of financial assets worldwide. Emphasis in the course is placed upon the interaction of economic, political, social and psychological factors, with special reference to the effects of the economic environment on financial markets. Additionally, this course underscores the role of Central banks in the world's financial markets. It demonstrates the importance of the yield curve and the business cycle. It provides students with the ability to analyze news and data from financial/economic news sources and assess a market's reaction to a newly released indicator.

**FINE 430 INVESTMENT AND VALUATION****3.0: 3 cr. E**

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

**FINE 435 FINANCIAL DERIVATIVES****3.0: 3 cr. E**

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

**FINE 436 INVESTMENT PORTFOLIO ANALYSIS****3.0: 3 cr. E**

The aim of this course is to expose students to the investment environment and its processes. Issues explored in this course include the types of marketable securities, trading places, processes, amounts and timings. Underlying theories such as Markowitz, Sharpe, Lintner, Black, -Scholes, and Ross are also explored.

**FINE 440 INTERNATIONAL FINANCIAL MANAGEMENT****3.0: 3 cr. E**

The course introduces the fundamental principles of international financial management. The focus is on foreign exchange and international capital markets. Topics include the global financial environment, foreign exchange, international parity conditions, currency risk exposure and hedging. It discusses international portfolio investment strategies, hedging of exchange rate risk in international portfolios, political risk, and international asset pricing. The emphasis is on how a financial manager should use his/her knowledge of international financial markets to address questions such as how to measure the firm's exposure to financial and operational risks, how to manage this exposure, and how to evaluate international projects.

**FINE 445 FINANCIAL ECONOMETRICS****3.0:3 cr. E**

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

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

This course intends to give students a broad perspective on financial corporate management. The emphasis is on the practice and theory of corporate financial management. It highlights financial theory usage to solve practical problems. The course covers other topics including advanced capital budgeting techniques, cost of capital, capital structure theory and practice, raising capital, dividends and dividend policy, corporate restructuring, international financial management, and risk management.

**HCMG 401 HEALTH SERVICES MANAGEMENT AND ORGANIZATION THEORY** **3.0: 3 cr. E**

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

**HCMG 402 INFORMATION TECHNOLOGY IN HEALTHCARE ORGANIZATIONS** **3.0: 3 cr. E**

This course provides students with the knowledge of defining the different modules used in order to implement an efficient IT solution. It introduces the practical side on how hospital and other healthcare organizations can apply new IT solutions and strategies. The course explores a guide to evaluate and anticipate future trends and changes in healthcare using the information systems as well as the technology's impact on long-term management, taking into consideration the level of interdependencies among the different departments in a healthcare organization.

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

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

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

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

**HCMG 405 QUALITY MANAGEMENT IN HEALTHCARE ORGANIZATIONS** **3.0: 3 cr. E**

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

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

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

**ISYS 420 INFORMATION RESOURCE MANAGEMENT** **3.0: 3 cr. E**

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

**ISYS 430 ENTERPRISE SYSTEMS** **3.0: 3 cr. E**

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

Pre-requisite: ISYS 420 or equivalent.

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

This course examines the management of organizations of different natures and sizes. This graduate level course is of extreme importance to both business as well as nonbusiness students, as it enhances students' abilities to discover the business environment, handle a variety of critical situations and understand the multidisciplinary nature of management. It explores the means by which managers can achieve desired organizational results. Topics covered in this course include decision making, the management internal and external environments, traditional and contemporary organizational structures and departmentalization issues, organizational cultures and collaborative efforts within the organizational framework.

**MGMT 441 BUSINESS QUANTITATIVE METHODS** **3.0: 3 cr. E**

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

**MGMT 445 MANAGING CHANGE** **3.0: 3 cr. E**

This course realizes that change is becoming the norm rather than the exception, and dealing with it requires a lot of effort, coalition, and momentum. This course tackles the different steps needed to implement successful change process with a realization of all the challenges entailed. Topics covered in this course are problem recognition, vision creation, vision communication, coalition building, success celebration, and change anchoring to culture among others. Related issues involve change agents, resistance to change, and forces leading to change.

Pre-requisite: MGMT 440.

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

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

Pre-requisite: MGMT 440.

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

This course covers different leadership theories, leadership practices, and skills. It provides a balance of theory and practice as it surveys the old and new paradigms in leadership while encouraging students to apply information to their own development and into their current organizations.

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

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

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

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

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

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

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

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

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

This course covers concepts and skills that are used by managers to propose, plan, secure resources, budget, and lead project teams to successful completions of their projects. It helps students to understand why and how organizations develop a formal project management process to gain a competitive advantage. In addition, this course provides the know-how to work in or lead virtual teams. The course culminates in preparing MS Project that provides hands-on practical skills.

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

This “capstone” course integrates concepts and skills gained from various business courses. Analysis of strategic business problems entails formulating vision and mission statements, conducting organizational and environmental analysis, setting strategies as well as action steps for the purpose of implementing and controlling these in pursuit of company objectives. It helps students develop overall strategic plans for particular multinational firms across various industries, whereby they can make strategic, marketing, operating and financing decisions, in light of the company’s resources and its environment’s opportunities and threats.

Pre-requisite: MGMT440.

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

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

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

This course prepares HR professionals so that they can articulate their thoughts and present their findings and points of view clearly to management and employees. This highly practical course begins with an evaluation of student-submitted writing samples and oral presentation skills. Students learn, practice and integrate the key components of making powerful and persuasive oral presentations. The course also emphasizes the use of Information Communication Tools (ICT) needed for the HR practice.

**MHRM 420 THE RECRUITMENT PROCESS MANAGEMENT****3.0:3 cr. E**

This course explores how organizations deal with the challenges resulting from labor shortages and surpluses. Beginning with an overview of the strategic needs of an organization, students explore topics that include staffing issues, internal and external recruitment strategies employed, selection issues, internal and external recruitment strategies employed, developing internal talent, succession planning, employment tests, and successful employment interviewing. Lectures, assigned readings, case studies and student projects are used to explore effective staffing and retention initiatives.

**MHRM 430 COMPENSATION AND BENEFITS MANAGEMENT****3.0:3 cr. E**

This course explores the importance of compensation and benefits, types of compensation and benefits, how these are set in light of HR regulations, organizational strategies, and market situation. The benefits and needs assessment and managing policies are also covered among others, these topics are covered within the international and Lebanese specific contexts.

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

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

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

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

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

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

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

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

Students who choose this track may not be eligible to pursue a Ph.D. afterwards.

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

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

**MRKT 327 DIGITAL BUSINESS INNOVATION AND TRANSFORMATION 3.0:3 cr.E**

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

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

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

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

This course explains the supremacy of customer satisfaction for realizing business profitability and sustainability. It examines the behavior of consumers and its underlying reasons by scrutinizing explicit and less explicit forces affecting consumers in their purchase, consumption and disposal decisions. This course highlights all marketing and non-marketing stimuli affecting consumers, as well as deeper psychological, sociological and environmental forces acting upon customers and influencing them. It also tackles the purchasing decision models of individuals and groups whether these might be organizational, business or household entities.

Pre-requisite: MRKT 450.

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

This course realizes the importance of constantly introducing new products and services to the existing product offering of the firm. The course covers all the steps involved in designing and launching of new products, as idea generation, idea filtering, concept development and testing, marketing strategy, business analysis, product development, test marketing and full commercialization. Core topics include perpetual mapping, potential sales estimation, quality control, and customer services. Students are expected to create complete plans for new products.

Pre-requisite: MRKT 450.

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

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

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

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

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

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

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

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

Pre-requisite: MRKT 450.

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

This course aims at exploring the marketing decisions needed to be taken by the management in an international context. Decisions of marketing mix Standardization versus marketing mix adaptation are considered. The different socio-cultural, political, economic, natural and political environments and their impact on the marketing of products and services are considered. Thus, a review of product, price, place and promotion decisions is made to arrive at the optimum strategy formulation and implementation.

Pre-requisite: MRKT 450, MGMT 441.

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

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

Pre-requisite: MRKT 450, MGMT 441.

**ENMG 535, 585**

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

# **EXECUTIVE MASTERS IN BUSINESS ADMINISTRATION**

## **(EMBA)**

The EMBA at the University of Balamand is a comprehensive program designed to equip managers and entrepreneurs with business acumen, skills and tools much needed to navigate an ever-changing and complex world.

### **Program Learning Outcome**

1. Upon successful completion of this degree, EMBA graduates should be able to:
2. Gain and employ skills to thrive and let thrive.
3. Utilize various business tools to make sound business decisions.
4. Assess national, regional and international business, geo-political and economic contexts to navigate complex environments.
5. Generate strategic plans for sustainable and inclusive business and economic growth.

### **Program Structure**

The EMBA is a module-based program (39 credits), with a length of 18-19 Months; Modules are conducted once per month for three consecutive full-days classes (usually Thursdays to Saturdays).

The program includes the following modules:

1. EMBA 410	Thrive and Let Thrive	3 Cr.
2. EMBA 420	Communication, Negotiation and Conflict Resolution	2 Cr.
3. EMBA 430	Data Analysis and Decision Making	2 Cr.
4. EMBA 440	Value Creation	2 Cr.
5. EMBA 450	Accounting for Executives	2 Cr.
6. EMBA 460	Corporate Finance	2 Cr.
7. EMBA 470	Marketing Management for Executives	2 Cr.
8. EMBA 480	Economics for Managers	2 Cr.
9. EMBA 490	Human Resources Strategies	2 Cr.
10. EMBA 500	Market Finance	2 Cr.
11. EMBA 510	Operations Management	2 Cr.
12. EMBA 520	Regional and Global Risk Assessment	2 Cr.
13. EMBA 530	International Business Management	2 Cr.
14. EMBA 540	Business Ethics and Sustainability	2 Cr.
15. EMBA 550	Accelerators of Technology	2 Cr.
16. EMBA 560	Crises Management and Leadership	2 Cr.
17. EMBA 570	Entrepreneurship and Intrapreneurship	2 Cr.
18. EMBA 580	Strategic Management	2 Cr.
19. EMBA 590	Consulting Practicum: Business Challenge	2 Cr.

### **Admission Criteria**

In order to be eligible to apply to the EMBA program at UOB, you must:

- Have a bachelor degree licensed from the Ministry of Education.
- Have at least five years of Managerial Experience.
- Have submitted a formal application with all required documents.

### **Admission Requirements**

Prospective EMBA students must submit a completed and signed application form along:

- Certified copy of the bachelor's degree and an official transcript.
- Diploma equivalence from the Lebanese Ministry of Education and Higher Education.
- Two recommendation letters: one from thesis' supervisor and one from a previous or current employer.
- Employment Verification letters (5 years of managerial experience required).
- Comprehensive Curriculum Vitae (CV).
- An interview with the admission committee of the EMBA program.
- Three recent passport-size photographs.
- A photocopy of your Identity Card or Passport.
- Evidence of English Language Proficiency, i.e., TOEFL or IELTS (a minimum of 527 on the paper-based TOEFL, or 80 on the Internet-based TOEFL, or 5.5 on the IELTS exam).

The decision about admission will be published on the website (Prospective Students -> Student Applicants 20-21) two weeks after the application is completed and received by the Office of Admissions and Registration.

# **COURSE DESCRIPTIONS**

## **EMBA 410 THRIVE AND LET THRIVE**

**3.0: 3 cr. E**

This module exposes professionals to the growing importance of well-being in an era marked by a pandemic of burnout, addictions, stressors and stress-related diseases. The module shall start by exploring the challenges countering our happiness and laying strategies to overcome these challenges. Psychological capital is also covered by highlighting topics of resilience, hope, confidence, and optimism. Then, the course will discuss the importance of employees' wellbeing in organizations, and how organizations can intervene to increase their employees' wellbeing. The second part of this course is about letting others thrive through responsible leadership towards different stakeholders. An annex of research basics is added to facilitate the research work needed in the program.

## **EMBA 420 COMMUNICATION, NEGOTIATION AND CONFLICT RESOLUTION**

**2.0: 2 cr. E**

This course presents the fundamentals of interaction in a conflict-prone business environment. It will equip participants with tools enabling them to dissect conflicts and set up conflict resolution schemes via negotiation. They will learn about the set-up of the preparatory stages where negotiation is structured through investigation, proposals and the identification of communication strategies, and they will discover how to navigate the negotiation process from the prism of emotional intelligence. To close the loop, the course will focus on the finalization and implementation stages of agreements.

## **EMBA 430 DATA ANALYSIS AND DECISION MAKING**

**2.0: 2 cr. E**

This course provides the foundations allowing participants to make informed decisions that are critical in today's business environment by harnessing the potential of data analytics. Building on statistical analysis and programming, the course uses tools including regression, forecasting, simulation, data mining and decision analysis, thereby enabling students to build and interpret results for better decision-making. The course is more applied than theoretical and appropriate software packages will be used for the analysis.

## **EMBA 440 VALUE CREATION**

**2.0: 2 cr. E**

This course provides an insight about a set of tools and skills needed to formulate and implement strategic objectives by focusing on the main components of value creation, including finance, governance, strategy, and leadership to name a few. The course will also encourage participants to think creatively and dynamically by identifying sources of innovation and competitive advantage and navigating challenges in a rapidly changing business environment. Avenues for amending business models and optimized value creation will also be explored.

## **EMBA 450 ACCOUNTING FOR EXECUTIVES**

**2.0: 2 cr. E**

This course covers both financial and managerial accounting and highlights the fundamental role of accounting information in managerial planning and decision-making, and control. Topics covered include elements of financial accounting such as basic accounting concepts and principles, the structure of the income statement, balance sheet, and statement of cash flows; as well as components of managerial accounting such as cost behavior and analysis, product and service costing, and relevant costs for decision-making.

**EMBA 460 CORPORATE FINANCE****2.0 : 2 cr. E**

This course covers the concepts of financial management with a focus on financial statement analysis and corporate finance. The main goal is to equip participants with the necessary financial know-how to better assess the company's performance and consequently become better decision makers in situations related to their interactions both within the firm and with external investors. Throughout the course, students will learn to assess real-life financial situations such as business cycles, dichotomies of costs, financing, leverage, time value of money, risk and return, capital budgeting and pricing strategies, criteria for making investment decisions, valuation of financial assets and liabilities, capital structure choice, use and valuation of derivative securities (futures, options, and convertible securities).

**EMBA 470 MARKETING MANAGEMENT FOR EXECUTIVES****2.0: 2 cr. E**

This course focuses on the mechanisms underlying effective marketing decisions, including identifying, planning and implementing marketing strategies. Course topics include strategic planning, marketing research, consumer behavior, competitive advantage and positioning, communication, pricing, advertising, public relations, social media marketing and brand management. The course will also equip students with the skills enabling them to evaluate and analyze the results of various marketing options and strategies and their alignment with the overall business model and in line with the value creation process.

**EMBA 480 ECONOMICS FOR EXECUTIVES****2.0: 2 cr. E**

This course applies fundamental economic principles to real-world managerial decision-making. It covers topics such as customer demand and businesses' approach to pricing, production, and differentiation. It will also analyze the interplay of pricing, production and sales depending on the type of market structure as well as the positioning of a business and the determinants of its market share in the sector where it operates. The students will also gain an insight about macroeconomic fundamentals, their determinants and how their effects are translated into business decisions and strategies.

**EMBA 490 HUMAN RESOURCES STRATEGIES****2.0: 2 cr. E**

This course presents the fundamental role of HRM functions and their positioning at the heart of corporate strategies as well as the role of HR as a strategic resource. Topics include: HRM approaches, work organization and systems, HR planning, recruitment, selection and retention, team performance management and appraisal, rewards management, strategic management of employee relations as well as the impact of changing business, social, economic, and cultural practices on human resources management. The course will enable students to integrate human resources management as a key component in the decision-making process.

**EMBA 500 MARKET FINANCE****2.0: 2 cr. E**

This course allows decision makers to understand and analyze the underpinnings of international market finance by focusing on international financial markets and instruments. Topics covered include financial and investment decisions in an international environment, the functioning of international money and capital markets, foreign exchange risk management, foreign direct investment, risk analysis and derivatives, as well as other complex instruments such as forward and swap markets.

**EMBA 510 OPERATIONS MANAGEMENT****2.0: 2 cr. E**

Operations Management (OM) is concerned with the management of resources and activities that produce and deliver goods and services for customers. The course focuses on the basic concepts, issues, and techniques for efficient and effective operations. Special emphasis is placed on process improvement and supply chain management. Topics include operations strategy, product and service design, process design and analysis, capacity planning, lean production systems, materials and inventory management, quality management and six sigma, project management, and supply chain management.

**EMBA 520 REGIONAL AND GLOBAL RISK ASSESSMENT****2.0: 2 cr. E**

This course looks at the economic, socio-political and business characteristics of the heteroclitic Middle East and North Africa region, as well as its unique and complex positioning within the world economy. In the first part of the course, participants will discover the economic and political structures governing the MENA region. Topics will highlight the MENA landscape where geo-economic factors add another layer to form a complex risk environment taking into consideration the oil curse and water scarcity, as well as the roles of growth and development, income disparities, globalization and regional trade arrangements. The second part of the course will emphasize the general business environment from the perspective of the stakeholders involved. Students will delve into the traditions, systems and societies shaping the business environment and operations in the MENA and evaluate business opportunities and risks for international business activities. They will learn how to engage in business with employers, employees and partners based in the region taking into account the central role of cultural knowledge in navigating challenges.

**EMBA 530 INTERNATIONAL BUSINESS MANAGEMENT****2.0: 2 cr. E**

This course equips decision makers with tools allowing them to identify and build on international business opportunities. It takes international business theory as a starting point and provides tools allowing managers to navigate international business decisions, taking into account economic factors affecting international markets and international flows of investment and capital. At the individual business level, this course presents internationalization strategies and their tools including joint ventures and risk management. Finally, and in a multidisciplinary perspective, the role of the international political environment will also be addressed.

**EMBA 540 BUSINESS ETHICS AND SUSTAINABILITY****2.0: 2 cr. E**

This course deals with the social and ethical issues facing managers in various organizational settings. Theories of ethics and social responsibility will be discussed and then applied to real-life case studies involving multiple stakeholders including employees, consumers, government, and society. The course will also provide an analytical insight into the interrelatedness of ethical, legal, and economic considerations as well as the relationship between social responsibility and profits' sustainability. Topics explored include whistleblowing, discrimination, advertising, product safety, corporate culture, governance, and the ethical responsibilities of the leader.

**EMBA 550 ACCELERATORS OF TECHNOLOGY****2.0: 2 cr. E**

This course shows how technology and innovation interact with the business environment as well as their impact on the management of organizations. It presents the conceptual framework and tools allowing decision-makers to mitigate the impact of technological disruption by promoting the integration of technology into organizations. Topics covered include: the impact of innovation and technology on business and economic performance, technological, dimensions of innovation (human, economic, organizational and social), effective management and marketing of innovation.

**EMBA 560 CRISIS MANAGEMENT AND LEADERSHIP****2.0: 2 cr. E**

Considering the increased scrutiny targeting business practices and their impact on society, this course will focus on the fundamentals of crisis management from the perspective of managers. Participants will learn how to anticipate and manage crises successfully, by incorporating the dimensions of strategic thinking, awareness, ethics, and stakeholder's management. Participants will also gain an insight into leadership best practices for navigating crises as well as the importance of value-based management in preventing and managing corporate crises.

**EMBA 570 ENTREPRENEURSHIP AND INTRAPRENEURSHIP****2.0: 2 cr. E**

This course focuses on the creation of new ventures and the challenges associated with them. Students will gain a deep knowledge into entrepreneurship and its enablers and will learn about intrapreneurship which represents applied entrepreneurship concepts for the development of new ventures into an existing firm. Topics covered include: the creation of new products, services and lines of business, the venture building process, identification of market opportunities and customer targets, value proposition and business models. Special focus will be placed on the distinctive features of intrapreneurship and its positioning in corporate strategy.

**EMBA 580 STRATEGIC MANAGEMENT****2.0: 2 cr. E**

This course explores some of the critical challenges faced by managers designing a path for their organization such as competition, uncertainty, and radical industry disruption. The focus will be on identifying the key drivers of persistent superior performance in different settings - and using that understanding to formulate better strategies. This is a capstone course integrating the various concepts and skills taught in other business courses. It starts with the classical approach to strategic management (analysis, formulation, implementation, and evaluation), introducing you to key concepts and tools, then takes a critical view of all the different schools of thought that have influenced the field since its inception. Simulation and case studies will be used to mirror a real company and the complexity of strategic management within environmental and industry constraints.

**EMBA 590 CONSULTING PRACTICUM: BUSINESS CHALLENGES****2.0: 2 cr. E**

This course is a capstone module where students will benefit from a hands-on experience by working with a seasoned corporate decision maker on addressing the challenges of a real-life organization. They will learn, from in-class lecture and detailed real data, how to move from the initial challenge and build their way up to formalize a strategic answer. The activities will be taking place collaboratively and students will be asked to devise responses to external forces and provide feedback. As the course progresses, they will absorb the tools and incorporate them into their ideas before the presentation of the final strategy.