



# **Suliman S. Olayan School of Business (OSB)**

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## The Finance, Accounting, and Managerial Economics Track

Convenor:	Safieddine, Assem
Professor:	Elfakhani, Said <sup>1</sup>
Associate Professors:	Chahine, Salim; Safieddine, Assem
Assistant Professors:	Dbouk, Wassim; Ghanem, Abdel Jalil ; Khalil, Samer; Manassian, Armond;
Senior Lecturers:	Abdallah, Hanin; Kawar, Suheil
Instructors:	Hout, Bassima; Tannir-Fawaz, Lina; Uwaydah-Mardini, Rania
Executive-in-Residence:	Malouf, Fawzi

## The Management, Marketing, and Entrepreneurship Track

Convenor:	Zeidan, Mohamad-Jamal
Professor:	Najjar, George K.
Associate Professors:	Jamali, Dima; Sidani, Yusuf

<sup>1</sup> On leave for fall semester  
<sup>2</sup> On secondment for fall semester

Assistant Professors:	Afiouni, Fida; Farah, Maya; Hubb, Ruel; Kamel, Yehia; Karam, Charlotte; Khakhar, Priyan; Koksai, Mehmet Haluk; Leigh, Laurence; Rebeiz, Karim; Showail, Sammy; Kamel, Yehia; Zbib, Imad; Zeidan, Mohamad-Jamal
Senior Lecturers:	Eid, Nimr <sup>2</sup> ; Kettaneh, Tarek
Lecturers:	Dimechkie, Riad; Thornberry, Jon; Zgheib, Philip
Instructors:	Kfouri, Michael; Khauli-Hanna, Leila; Salamoun-Sioufi, Randa; Standen, David

### **Business Information and Decision Systems Track**

Convenor:	Osman, Ibrahim
Professors:	Hindi, Khalil; Osman, Ibrahim
Assistant Professors:	Araman, Victor; Azad, Bijan; Barake, Mousbah; Fayyad, Rima; Fleszar, Krzysztof; King, Nelson; Moussawi, Lama; Raza, Sayed Asif
Lecturers:	El Den, Jamal; Feghali, Antoine
Instructor:	Geutcherian, Rita

## **History and Overview**

Business education at AUB started in 1900 and was provided either by a department or a semi-autonomous school under the University's Faculty of Arts and Sciences for approximately one hundred years. In celebration of the hundred-year anniversary of offering business programs, AUB established in September 2000 an independent School of Business (later named the Suliman S. Olayan School of Business, "OSB") as the sixth faculty of the University.

To date, AUB has graduated over 6,000 students from its undergraduate business programs and over 1,200 from its graduate business programs. Since its formal establishment as a distinct school, OSB has grown its full-time faculty complement from 13 in the academic year 2000-01 to over 45 today. It now graduates approximately 350 students from its undergraduate program and 60 students from its graduate programs every year.

OSB currently offers four degree programs: an Executive Master of Business Administration (herein referred to as the "Executive MBA"), a Corporate Executive Master of Business Administration (herein referred to as the "CEMBA"), a Master of Business Administration (herein referred to as the "MBA") and a Bachelor of Business Administration (herein referred to as the "BBA").

### **The First AUB Faculty to Be Named**

In June 2003, the AUB School of Business was named the Suliman S. Olayan School of Business, in honor of the late international Saudi businessman and AUB trustee whose family has always been a major supporter of AUB.

This watershed event triggered a series of major developments intended to broaden and deepen the delivery of quality undergraduate and graduate business programs at AUB. An entirely new curriculum was introduced for the BBA and MBA degrees in the fall of 2001. Both degrees were

redesigned to follow leading trends in international business education. In the spring of 2004, OSB launched the Executive MBA program in response to the professional development needs of senior corporate leaders in the region.

## **Vision**

The vision of OSB is to become one of the best business schools between Europe and South East Asia.

## **Mission**

Building on over a century of prominence in business education, the Suliman S. Olayan School of Business is committed to providing quality undergraduate and graduate programs aimed at developing and enhancing global managerial leadership in the Middle East region and beyond. The school's undergraduate program accentuates a liberal arts-based operational focus, whereas the Executive MBA has a distinct strategy orientation. The MBA program is designed to provide a dynamic balance between the two. OSB's role in knowledge dissemination and service is reinforced by the school's intellectual contributions that emphasize applied research, supplemented by instructional and basic research. OSB upholds and promotes the highest ethical standards and a continuous improvement ethos in all that it imparts to its students.

## **Ethics and Integrity**

OSB is committed to the highest standards of academic integrity and expects its faculty and students to exhibit exemplary behavior in this regard. All business students are responsible for familiarizing themselves with and always abiding by the AUB policies, rules, and regulations that define standards for academic integrity.

## **Organization and Governance**

The school is run by the dean and guided by two independent boards: an International Board of Overseers (the "IBO") comprising international leaders in business and education and a Middle East Advisory Board (the "MEAB") composed of accomplished regional thought leaders and trend setters in business. The IBO and MEAB advise the dean and the dean's Advisory Committee on major strategic initiatives and act as a preliminary screening authority prior to the approval of the university provost, the university president and the university Board of Trustees (BOT). The dean's Advisory Committee is an elected body as per AUB's faculty bylaws.

The school is organized into the functional equivalent of multi-disciplinary departments, referred to as "tracks." While each track has its distinct identity and designated faculty members, a track is markedly different from a department; it allows for multiple faculty membership, offers fertile soil for cross-disciplinary synergy and facilitates faculty cooperation.

The school has three tracks, each encompassing a cluster of distinct academic business disciplines (or “concentrations”) and headed by a track convener (a highly-qualified OSB faculty member). The tracks (with their respective concentrations) are:

1. Finance, Accounting and Managerial Economics (FAME)
  - Concentrations (2): Finance and Accounting
2. Management, Marketing and Entrepreneurship (MM&E)
  - Concentrations (2): Management and Marketing
3. Business Information and Decision Systems (BIDS)
  - Concentration (1): Information and Decision Systems

Track convenors report directly to the dean of the school. The school is managed by the dean, the associate dean, the assistant dean for Student Services, the track convenors, the officers of the school, and ten standing committees, and operates under a set of school bylaws available at: <http://pnp.aub.edu.lb/by-laws/business/index.html>.

## Undergraduate Program

OSB currently offers a bachelor’s degree in business administration (the “BBA”).

## The BBA Program

### Philosophy

The BBA program is for university entrants focused on translating their thinking and interests into career opportunities in business. The program combines business and arts and sciences in a rigorous learning environment to help students gain a holistic understanding of the social, cultural and economic environment in which they operate. The curriculum’s liberal arts-based operational focus is deeply grounded in analytics, while emphasizing soft skill areas such as leadership, decision-making and ethical reasoning.

### Admission to the Program

Normally, there are two admission deadlines a year; in May, for enrollment in the following fall, and in November, for enrollment in the following spring.

### Criteria for Admission to the BBA Program

Students are admitted as sophomores to the BBA program either through direct admission, through transfer from other faculties of AUB or through transfer from other universities. Students may also be admitted as junior transfers from other faculties at AUB or from outside AUB.

### Direct Admission

These students are normally admitted directly from secondary school into the sophomore class at OSB. For complete and detailed information regarding admission to the University, see the Admissions section of this catalogue. All direct admissions are decided by the University Admissions Committee.

### Transfer into OSB

As per OSB’s bylaws, all transfer decisions are made by the school’s Admissions Committee.

### Transfer from the Freshman Class of the Faculty of Arts and Sciences

Eligibility conditions are:

- successful completion of at least 24 credits
- a minimum cumulative average of 77 in the freshman year
- a minimum grade of 70 in MATH 101, MATH 102 or MATH 203

All final admissions decisions depend on the overall quality of the eligible applicant pool and the number of available places for the term in question.

### Transfer from other Faculties at AUB

Non-OSB students at AUB may apply for a transfer to the sophomore or junior class at OSB in order to pursue a BBA degree. To be eligible for an internal transfer, the applicant must have:

- completed at least 24 sophomore credits (or 54 credits including freshman credits)
- not been on probation
- maintained a minimum overall cumulative average of 77

All final admissions decisions depend on the overall quality of the eligible applicant pool and the number of available places for the term in question.

It is important to note that:

- for transfer purposes, late freshman students who have taken more than 30 credits but less than or equal to 45 credits are treated as freshman students (i.e., they must meet freshman transfer requirements)
- no more than 18 business credits taken prior to formal admission to the BBA are transferable

### Transfer from Outside AUB (Other Universities)

Students currently pursuing an undergraduate degree at another university in Lebanon or abroad may apply for transfer to the OSB sophomore or junior class. To be eligible for admission to AUB and to OSB’s business program, the applicant must:

- be transferring from a university or an institution of higher education recognized by AUB
- have completed at least 30 credits (or 60 credits inclusive of the freshman year)
- have maintained a minimum overall cumulative average equivalent to the AUB average of 77

All final admissions decisions depend on the overall quality of the eligible applicant pool and the number of available places for the term in question.

It is important to note that:

- transfer of credit is considered only for courses completed in the five-year period preceding the proposed date of joining the BBA program
- the student must have achieved a grade equivalent to 77 at AUB in each of the courses for which transfer of credit is sought
- the Administrative Committee reserves the right to require the student to sit for an exemption test prior to the approval of transferred courses. Exemption tests are available for a non-refundable fee of \$100 per test. An exemption test may be taken only once

## Business as a Second Degree

The OSB Admissions Committee evaluates all applications for the BBA as a second degree and makes recommendations to the Dean. To be eligible for admission, the student must have a first degree from an institution of higher education recognized by AUB with a cumulative average of no less than 75% (or its equivalent).

All final admissions decisions depend on the overall quality of the eligible applicant pool and the number of available places for the term in question.

## Dual Degree

Students may, upon approval of the Faculty concerned, complete the requirements for a second degree while registered in another Faculty at AUB. In such a case, a student will be granted two degrees at the same time of graduation. If tuition differs, students will pay the higher of the tuitions.

## Business as a Minor Field of Study

Students who wish to obtain a minor in business are required to complete 18 credit hours in the following business courses: ACCT 210 (Financial Accounting, 3 cr.), DCSN 200 (Managerial Decision Making, 3 cr.), FINA 210 (Business Finance, 3 cr.), INFO 200 (Management Information Systems, 3 cr.), MKTG 210 (Principles of Marketing, 3 cr.) and MNGT 215 (Principles of Management, 3 cr.). In addition, they must attain a cumulative grade average of at least 77 across these courses.

It is important to note that:

- no business courses required by the faculty in which the student is pursuing his/her major field of study (the "major faculty") may be counted toward the business minor. In cases where a student has taken business courses as a requirement by the student's major faculty, the student must take additional business electives to achieve the total 18 credits required for the minor. In all cases, course prerequisites, as stipulated in OSB's curriculum, apply and are strictly enforced.

- computer science and engineering students must obtain approval from the Business Information and Decision Systems ("BIDS") track convenor prior to registering for DCSN 200 or INFO 200. If these students have taken comparable courses as part of their major faculty degree requirements, equivalency may be granted, subject to the approval of the OSB Admissions Committee. In such cases, the student must take additional business electives to achieve the total 18 credits required for the minor.

All business courses are restricted to business students, with the exception of the following, which are open to all AUB students: ACCT 210 (Financial Accounting, 3 cr.), DCSN 200 (Managerial Decision Making, 3 cr.), FINA 210 (Business Finance, 3 cr.), INFO 200 (Management Information Systems, 3 cr.), MKTG 210 (Principles of Marketing, 3 cr.) and MNGT 215 (Principles of Management, 3 cr.). Should a non-business student need to take a business course other than those listed above, the student may only do so: a) in order to fulfill minor requirements or b) upon the approval of the appropriate track convenor.

## Academic Policies

For more information on registration requirements, categories of students, class attendance, correct use of language, cross registration, course (and credit) loads, dean's honor list, directed study, disclosure of student records, English proficiency, grading system, graduation with distinction and high distinction, and policy on transfer within the University, refer to the General University Academic Information section of this catalogue.

Other OSB-specific academic rules and regulations follow.

## Academic Advisers

Each BBA student is assigned an academic adviser who plays the role of a mentor. The adviser communicates the culture of the institution, mainly as it relates to "life-long learning, personal integrity and civic responsibility and leadership" (AUB Mission Statement), and plays an important role in guiding students through a curriculum that balances broad liberal arts exposures and areas of concentration. In addition, the adviser helps the students in assessing future graduate studies opportunities and career choices.

## Classification of Students

A BBA student shall be considered to have completed a class level (i.e. freshman, sophomore, junior or senior) when s/he has successfully completed 30 or more credits beyond the requirements for the previous class. A student may be granted a certificate stating that s/he has completed a class only when s/he has completed the specified courses in the regular program for that class and has acquired the requisite number of credits.

### The credit requirements are as follows:

For the completion of the freshman class:	30 credits
For the completion of the sophomore class:	60 credits (cumulative)
For the completion of the junior class:	90 credits (cumulative)

## Credit Load

Students may register for up to 17 credit hours in a regular academic semester (e.g. fall or spring) and 10 credit hours in the summer term. Junior and senior, but not sophomore, students who wish to increase their credit load to 18 credit hours in a semester must first complete ENGL 203 and ENGL 204 and then petition the OSB Administrative Committee for permission to do so. Normally, junior and senior students with an overall average of at least 80 or an average of at least 80 in the last two semesters are given such permission. For the purpose of meeting the credit load conditions, a zero-credit course is considered equivalent to a one-credit course.

The credit load of a student who is in his/her first semester on probation (P1) shall not be fewer than 12 credit hours and shall not exceed 17 credit hours. The load of a student who continues to be placed on probation (P2) shall not be fewer than 12 credit hours and shall not exceed 13 credit hours.

Students who are registered in the BUSS 245 (the internship) course may register for no more than 3 other credit hours, provided that the other course(s) taken do not conflict with the working hours of the summer internship. Honor students may petition to be allowed to register for a maximum of 7 credit hours, including the internship.

## Internship Requirements

All BBA students must successfully complete the internship requirement (BUSS 245). Normally, the internship takes place in the summer term directly following the completion of the junior year. Students must apply for the summer internship (through an on-line application) by March 31, and provide the school with an employer's acceptance by May 1. All students applying for the internship program must be juniors who have completed FINA 210, MNGT 215, MKTG 210, INFO 200 and at least 38 credit hours if they were admitted to the University as sophomores, or at least 68 credit hours if they were admitted to the University as freshmen.

Normally, internships are assigned and/or allocated by the internship and placement officer. However, students may solicit their own internships.

Other internship requirements are as follows:

- The internship is normally two months in duration and takes place during the summer term (i.e., any two months between June 15 and August 31)
- The student must comply with the policy of the host company regarding working hours
- The work week must not be less than 5 working days
- The student will be supervised by a faculty member throughout the internship period
- The internship is graded. The grade is based on the evaluations of both the direct work supervisor and the OSB faculty supervisor
- The internship grade is included in the computation of the student's overall average

## Academic Probation

### Placement on Academic Probation

University regulations apply; refer to the General University Academic Information section of this catalogue.

Note that:

- students carrying a reduced load of fewer than 12 credits are not subject to probation regulations until they have accumulated a minimum of 12 credits, including credits taken in the summer term. The counting of accumulated credits starts from the beginning of the reduced schedule. In all cases, where 12 or more credits have been accumulated, probation regulations apply.
- if a student on probation drops the whole semester, then that semester is not counted for continued probation purposes.

### Removal of Probation

University regulations apply; refer to the General University Academic Information section of this catalogue.

## Dismissal

University regulations apply; refer to the General University Academic Information section of this catalogue.

## Readmission

University regulations apply; refer to the General University Academic Information section of this catalogue.

Transfer credits are considered after evaluation of a student's coursework. The student must have achieved a grade equivalent to the AUB average of 77 in each of the courses for which transfer of credits may be granted.

Regulations on readmission also apply to students who are dropped from other AUB faculties and apply for admission to OSB.

Readmission of students dropped from the school by the Administrative Committee requires the approval of that Committee, whereas readmission of students dropped from other AUB faculties requires the approval of the OSB Admissions Committee.

## Failing and Repeating Courses

University regulations apply; refer to the General University Academic Information section of this catalogue.

A student who at the end of the senior year fails to attain a cumulative average of 70 across all business courses and is not dismissed must repeat the courses with low grades, in order to raise the overall average to the required minimum.

## Incompletes

A student who, at the end of a term, receives an incomplete grade for missing a major requirement of a course (e.g., final examination, term project or paper) must present a valid excuse in order for him/her to apply for permission to complete that course. Medical reports and/or qualified professional opinions issued by an AUB employee, AUBMC doctor or by the University Health Services are normally accepted. Should there be a question about the validity of an excuse, the OSB Administrative Committee may not allow the student to sit for a makeup.

In order to receive permission to complete a course, the student must, within two weeks of the end of term, submit to the OSB Administrative Committee a makeup request (form available at the OSB Student Services Office) approved by the instructor, along with evidence of a valid excuse. If granted permission, the makeup must be completed within one month of the start of the next regular semester. In rare and exceptional circumstances, the OSB Administrative Committee may grant the student additional time. A student who has already sat for a final examination may not re-take that examination.

Incomplete course work is reported as an "I" followed by a numerical grade reflecting the evaluation of the student, based on available information. The evaluation is based on a grade of zero on all missed work and is reported in units of five. If the work is not completed within the period specified, the "I" is dropped and the numerical grade becomes the final grade.

## Examinations and Quizzes

Undergraduate business courses, other than tutorial and seminar courses, have final examinations, unless otherwise authorized by the OSB Curriculum Committee. In all courses in which final examinations are given, a student would not receive a passing grade without taking a final examination. Even though final examinations are not required in tutorial and seminar courses, the instructor may choose to give a final examination.

At the beginning of each semester, the instructor announces the examinations and quizzes policy that s/he intends to follow. The instructor assumes final responsibility for dealing with students missing an examination or a quiz during the term. Normally, students who miss an announced examination or quiz during the term must present an excuse considered valid by the instructor. Only then may the instructor allow the student to take a makeup.

## Cross-Registration

A business student who wants to register for a course at another recognized institution must meet all requirements for cross-registration as stipulated in the General University Academic Information section of this catalogue.

## Study Abroad

A business student who started his/her undergraduate program at AUB and wishes to study abroad may seek prior approval from the OSB Curriculum Committee to spend up to one year and earn up to 30 credits at another university. However, the student must spend his/her last semester at AUB. The student must achieve a grade equivalent to the AUB average of 77 in each of the courses for which transfer credits may be granted.

## Graduation Requirements

Graduation requirements for the Bachelor of Business Administration (BBA) are as follows:

- A minimum of six semesters beginning with the sophomore class is required.
- A maximum of six calendar years is allowed for graduation of students who begin with the sophomore class, four calendar years for juniors and two calendar years for seniors. A student who fails to complete his/her degree program within these specified times must petition the OSB Administrative Committee for an extension.
- A student transferring to AUB from another recognized institution of higher learning must register in the final three regular semesters and must complete at least 45 credits at AUB, of which a minimum of 21 credits must be in business before s/he is allowed to graduate with a BBA. For purposes of this requirement, two summer sessions shall be considered equivalent to one semester.
- A transfer student from within AUB must meet the residency requirement before s/he graduates with a BBA. The residency requirement stipulates that a the student must spend a minimum of one regular semester (i.e. fall or spring) and one summer semester in the school, during which s/he must complete a minimum of 24 credits, 12 of which are business credits. During this period, the student must meet all minimum academic standards set forth by the school.
- A minimum of 90 credits for students who enter as sophomores. With the approval of the OSB Curriculum Committee, tracks may establish programs that exceed these minimum credit requirements.
- 39 credits in core business courses with a cumulative average of at least 70.
- A minimum of 9 credits in the concentration (or generic) area with a cumulative grade average of at least 70 .
- Completion of three required zero-credit business workshops
- When a student repeats a course, the highest grade obtained in the course is used in computing the student's average for graduation purposes. The student may repeat any course s/he chooses.
- Grades of 70 or more in at least 50 credits numbered 200 or above for students entering at the sophomore level.
- All Arabic-speaking business students (except those officially exempted) must satisfy the Arabic language requirements and all students entering at the sophomore, junior or senior level must take one Arabic course.
- All business students must take English communication skills courses as determined by placement upon matriculation, and these required courses may be taken immediately on matriculation and must be continued without interruption until completed through ENGL 208. For example, a student entering at the lowest level may take five semesters of English (Intensive ENGL 100A or 100B if required 102, 203, 204, and 208); a student entering at the third level must take three semesters (203, 204, and 208; i.e., nine credits). A student who enters at ENGL 204 must take, in addition to this course, ENGL 208 and any other elective course from the offerings of other AUB faculties.
- All business students must take MATH 203, MATH 204, and CMPS 209. A student who is exempted from MATH 203 must take, in addition to MATH 204 and CMPS 209, any other non-business elective course from offerings at other AUB faculties.

- All business students must take ECON 211 and 212.
- All business students must take one of CVSP 201, 202, 205, or 207, and one of CVSP 203, 204, 206, or 208. In addition, the student must take six credits of electives from the humanities series as listed by the Faculty of Arts and Sciences Civilization Sequence Program, and as explained in Program Delivery section below. ENGL 102 or its equivalent is a prerequisite to all CVSP 201-208 courses.
- Students already holding a bachelor's degree outside business and wishing to obtain a BBA must complete, after admission, 48 business credit hours. However, students who have completed a minor in business or have taken 18 or more business credit hours prior to applying for the BBA as a second degree must take no fewer than 30 business credit hours. All second-degree students must also fulfill other non-business graduation requirements.
- All senior-level BBA students must satisfactorily complete a two-hour ETS Major Field Test in Business.
- All senior-level BBA students must upload an up-to-date copy of their CV online (through the OSB website) in order to be cleared for graduation.

## Program Outline

The undergraduate program, leading to a BBA degree, requires students to complete 120 credit hours for those beginning at the freshman level and 90 credit hours for those joining the University as sophomores. Of the total required credit hours, the BBA program requires that 48 credit hours be satisfactorily completed in business courses, with the remainder allocated to liberal arts/non-business courses. In addition and as a condition for graduation, all students are required to complete successfully a one-credit internship program, a two-hour ETS Major Field Test in Business and three zero-credit pass/fail workshops designed to enhance their soft skills.

## Business Requirements

Of the total required credit hours, 48 must be satisfactorily completed in business courses. Of these 48, a general business core comprising 39 credit hours is common to all business students. In addition to this general business core (which includes the three zero-credit workshops mentioned above), the student must complete 9 additional credit hours of business electives in one of the following concentration areas: accounting, finance, management, marketing, and business information and decision systems. Students who do not opt for a concentration must complete the 39 core credit hours in addition to at least 9 credit hours in free business electives.

A student may also choose a second concentration by taking an additional 12 credit hours. Thus a student who joined the University as a sophomore would then graduate with a minimum of 102 credit hours, rather than the normal 90, while a student who joined the University at the freshman level would then graduate with a minimum of 132 credit hours, rather than the normal 120. A business student who chooses to pursue two concentrations may not use one (or the same) business elective to fulfill both concentration requirements (i.e., the student must complete two disjoint sets, one for each concentration; one comprising a total of at least 9 credit hours, the other a total of at least 12 credit hours). A BBA student is allowed to graduate with a maximum of two concentrations, and the student must declare concentration(s) (or lack thereof) no later than the end of the junior year.

## Required Core Business Courses (39 credits)

Code		Course Title	Credits
ACCT	210	Financial Accounting	3
ACCT	215	Management Accounting	3
BUSS	200	Business Data Analysis	3
BUSS	211	Business Law	2
BUSS	215	Business Ethics	3
BUSS	230	Managerial Economics	3
BUSS	239	Business Communication Skills Workshop	0
BUSS	240	Strategic Career Planning Workshop	0
BUSS	245	Internship/Practicum	1
BUSS	248	Developing Business Plan Workshop	0
BUSS	249	Strategic Management	3
DCSN	200	Managerial Decision Making: Models and Techniques	3
DCSN	205	Operations Management	3
FINA	210	Business Finance	3
INFO	200	Management Information Systems	3
MNGT	215	Principles of Management	3
BUSS	215	Business Ethics	3
MKTG	210	Principles of Marketing	3
Required Elective Business Courses			9
<b>Total Business Credits</b>			<b>48</b>

## Non-Business, Liberal Arts Requirements

Starting at the sophomore level, of the required 90 credit hours of the BBA program, 42 credit hours must be satisfactorily completed in non-business courses. These include 9 credit hours of English, 6 credit hours of economics, 12 credit hours of civilization sequence and humanities, 6 credit hours of mathematics, 3 credit hours of computer science, 3 credit hours of Arabic and 3 credit hours of a free non-business elective. For a list of specific required non-business courses, refer to the next section.

Students who have taken required non-business courses in their freshman year are exempted from them in the sophomore year. These students must, however, take additional free non-business electives to fulfill the non-business credit hour minimum of 42 required for graduation.

## Program Delivery

A proposed study plan for the BBA program is presented next.

**Year I****Freshman Year****Total Credits 30**

Refer to the Admissions section of this catalogue.

**Year II**

All the below courses are required of every student unless otherwise indicated.

<b>Semester 1 (Fall)</b>			<b>Credits</b>
ENGL	203	Academic English	3
MATH	203	Mathematics for Social Sciences I	3
ACCT	210	Financial Accounting	3
Two of the following three courses:			
ECON	211	Elementary Microeconomic Theory	3
ECON	212	Elementary Macroeconomic Theory	3
CMPS	209	Computers and Programming for the Sciences	3
			<b>Total 15</b>
<b>Semester 2 (Spring)</b>			<b>Credits</b>
ENGL	204	Advanced Academic English	3
BUSS	239	Business Communication Skills Workshop	0
MATH	204	Mathematics for Social Sciences II	3
INFO	200	Management Information Systems	3
FINA	210	Business Finance	3
One of the following three courses:			
ECON	211	Elementary Microeconomic Theory	3
ECON	212	Elementary Macroeconomic Theory	3
CMPS	209	Computers and Programming for the Sciences	3
			<b>Total 15</b>

**Year III**

<b>Semester 3 (Fall)</b>			<b>Credits</b>
BUSS	200	Business Data Analysis	3
MNGT	215	Principles of Management	3
ACCT	215	Management Accounting	3
MKTG	210	Principles of Marketing	3
CVSP	201, 202, 205, or 207	Civilization Sequence	3
			<b>Total 15</b>

<b>Semester 4 (Spring)</b>			<b>Credits</b>
BUSS	215	Business Ethics	3
DCSN	200	Managerial Decision Making: Models and Techniques	3
BUSS	211	Business Law	2
Humanities		Humanities Elective	3
ENGL	208	English for International Business	3
			<b>Total 14</b>

<b>Year III Summer Session</b>			<b>Credits</b>
BUSS	245	Internship/Practicum	1
BUSS	240	Strategic Career Planning Workshop	0

**Year IV**

<b>Semester 5 (Fall)</b>			<b>Credits</b>
ARAB		Basic Arabic Grammar and Syntax, or Readings in Arabic Literature or any higher level Arabic course based on the Arabic placement test	3
BUSS 230		Managerial Economics	3
DCSN 205		Operations Management	3
Business Elective		For Concentration Students: Business Elective from the area of concentration For Generic Students: Any Business Elective	3
Humanities		Humanities Elective (see above)	3
			<b>Total 15</b>

<b>Semester 6 (Spring)</b>			<b>Credits</b>
BUSS	249	Strategic Management	3
Business Elective		For Concentration Students: Business Elective from the area of concentration For Generic Students: Any Business Elective	3
Business Elective		For Concentration Students: Business Elective from the area of concentration For Generic Students: Any Business Elective	3
Non-Business Elective		Any Non-Business Elective	3
BUSS	248	Developing Business Plan Workshop	0
CVSP	203, 204, 206, or 208	Civilization Sequence	3
			<b>Total 15</b>

It is important to note the following:

- Philosophy and Economics BACC II majors must take MATH 203 and MATH 204. Math and Science BACC II majors must take only MATH 204 and an additional non-business elective to substitute for MATH 203 as per the minimum non-business credit hour requirements for degree completion.
- In order to complete the CVSP (Civilization Sequence Program) requirement, students must take two CVSP courses, one from Sequence I and one from Sequence II. For Sequence I, students who elect to take CVSP 201 or CVSP 202 for credit may not enroll in CVSP 205. For Sequence II, students who elect to take CVSP 203 or CVSP 204 for credit may not enroll in CVSP 206. For more information on CVSP courses, refer to the FAS section of this catalogue.
- The six credits in Humanities must be taken from the list of humanities courses adopted by the Faculty of Arts and Sciences. For more information, refer to the Academic Rules and Regulations in the FAS section of this catalogue.
- The Business Communication Skills workshop, the Strategic Career Planning workshop and the Developing Business Plans workshop are graded on a P/F basis.
- ECON 213, EDUC 219, EDUC 227, ENMG 500 and ADSC 212, STAT 201, STAT 210, as well as other courses that significantly overlap with OSB core courses, cannot be counted for credit as non-business free electives. Students who are exempted from MATH 203, ENGL 203 and/or Arabic have to meet the 90 credit-hour graduation requirement by taking additional free non-business electives from other AUB faculties.

## Undergraduate Business Courses

### Undergraduate Business Course Prefixes

BBA courses all have a prefix labeled after the discipline name: ACCT (accounting), DCSN (Business Decision Systems), ENTM (Entrepreneurship), FINA (Finance), INFO (Business Information Systems), MKTG (Marketing), and MNGT (Management). A detailed description of courses under each discipline is available in its respective track section. Interdisciplinary and integrative courses that do not belong to a particular discipline are labeled by the prefix BUSS.

### BUSS Courses

**BUSS 200 Business Data Analysis 3 cr.**  
This course covers basic statistical concepts and introduces some advanced concepts and tools that are useful for decision-makers in business and management. Topics include descriptive statistics, probability distributions, statistical inference (hypothesis testing and analysis of variance) from small and large samples of data, correlation and regression, forecasting and time series and statistical quality controls. An emphasis will be given to the understanding and applicability of statistical analysis, and interpretation of the output of analyses using Excel spreadsheets tools and small mini real-life cases. *Business majors only; prerequisite: MATH 204.*

**BUSS 211 Business Law 3.0; 2 cr.**  
The main objective of the course is to help business students understand the Lebanese and American legal aspect of common business activities and the formation and functioning of commercial companies along with the related ethical principles. *Business majors only; prerequisite: MNGT 215.*

**BUSS 215 Business Ethics 3 cr.**  
An introductory course that covers the nature, purpose, function, and justification of the rules of conduct of commercial transactions within the context of the pursuit of profit. The ethical dimensions of corporate decision making, conflicts and negotiations, and limits of individual and corporate responsibility on both the local and international levels of exchange are examined. *Business majors only; prerequisite: MNGT 215.*

**BUSS 230 Managerial Economics 3 cr.**  
Managerial Economics is the use of economic theory and mathematical and statistical techniques in order to examine how a firm can make optimal managerial decisions given the constraints it faces. The main objective of this course is to equip students with the necessary theory and techniques and the ability to apply them in order to inform and enhance managerial decision making. Topics covered include: goals of the firm, optimization techniques, demand theory and estimation, forecasting and measurement, theory of production and estimation, cost theory and estimation, pricing and output determination under different market structures, game theory, and pricing in practice. *Business majors only; prerequisites: ECON 211, BUSS 200.*

**BUSS 235 Macro Business Analysis 3 cr.**  
A course that combines theory with cases that require group work and discussions. The theoretical part of this course covers monetary, fiscal, and exchange rate policy, and an overview of economic development strategies. Cases are used to train students in developing rigorous arguments to analyze interactions between firms in domestic as well as global economic scenarios. *Business majors only; prerequisite: ECON 212.*

**BUSS 239 Business Communication Skills Workshop 0 cr.**  
A ten-hour workshop designed to introduce students to the various communication skills needed in a typical work environment. Mastering these skills plays a profound role in shaping and advancing professional careers in all types of industries and work scopes. The workshop introduces specific guidelines for the effective use of a variety of communication skills in the workplace, in an interactive manner simulating the work environment. *Business majors only.*

**BUSS 240 Strategic Career Planning Workshop 0 cr.**  
A ten-hour workshop designed to build awareness of changing career patterns and major personal and professional influences that impact future careers. Issues such as preparing for joining the labor market, basic career guidance, understanding career stages, and practicing self-assessment are emphasized. *Corequisite: BUSS245 and Business majors only.*

**BUSS 245 Internship/Practicum 1 cr.**  
A summer period of guided work experience under faculty supervision by a mentor, and corporate guidance by a preceptor, designed to acquaint students with the world of work and help them acquire core values and basic skills necessary for an understanding of the global economy. *Business majors only; prerequisites: FINA 210, MNGT 215, MKTG 210, INFO 200 and business junior standing.*

**BUSS 246 Honors Seminar in Business 3 cr.**  
A tutorial research course that can be counted for any undergraduate concentration. This course involves directed readings and emphasizes individual original and independent research in any business-related area. This course requires, among other things, that the student prepare an honors research paper under the supervision of one or more faculty members in the particular area of concentration. The honors paper is normally presented at a school seminar. *Prerequisite: approval of track convenor.*

**BUSS 247 Project 3 cr.**  
A practicum course that can be counted for any undergraduate concentration. This course focuses on analysis of contemporary business issues and problems. The project requires, among other things, that the student works on a problem faced by one of the local or regional businesses, and recommends a set of possible solutions under the supervision of one or more faculty members in the particular area of concentration. The results of the project are normally presented in a meeting in the presence of representatives from the business subject to the consulting assignment. *Prerequisite: approval of track convenor.*

**BUSS 248 Developing Business Plans Workshop 0 cr.**  
A ten-hour workshop focusing on starting your own business from inception to IPOing, passing through the stages of feasibility study, VC financing, launching, and operating. *Business majors only; prerequisites: ACCT 215, FINA 210, MNGT 215, MKTG 210, BUSS 200, BUSS 215, INFO 200, DCSN 200.*

**BUSS 249 Strategic Management 3 cr.**  
A course that exposes students to the strategic management process of local, regional, and multinational corporations. Emphasis is placed on identifying the tools needed for strategic analysis of the firm and the industry, and on comprehending the key strategic issues that managers face in managing corporations. *Business majors only; prerequisites: ACCT 215, FINA 210, MNGT 215, MKTG 210, BUSS 200, BUSS 215, INFO 200, DCSN 200.*

## FAME Track Courses

In addition to the 42 credit general undergraduate requirements from outside the school (listed earlier) and the 39 credits required in the business core (ACCT 210, ACCT 215, BUSS 200, BUSS 211, BUSS 230, BUSS 239, BUSS 240, BUSS 245, BUSS 248, BUSS 249, DCSN 200, DCSN 205, FINA 210, INFO 200, MKTG 210, MNGT 215, BUSS 215), the track requires students wishing to follow one of its general concentrations (accounting or finance) to take 9 credits in the concentration area. Students wishing to focus further in the accounting area can choose one of the following two clusters of courses: (1) Financial Accounting/External Auditing or (2) Management/Cost Accounting. Students wishing to focus further in the finance area can choose one of the following three clusters of courses: (1) Investment Analysis, (2) Banking and Financial Institutions, or (3) Corporate Finance. Each of these clusters assists the student in pursuing a career in the area of concentration.

### Recommended clusters for the Accounting concentration:

- **Financial Accounting/External Auditing cluster:** ACCT 221, ACCT 223, ACCT 230, ACCT 232 or ACCT 231
- **Management/Cost Accounting cluster:** ACCT 221, ACCT 222, ACCT 231 OR ACCT 232, ACCT 241

### Recommended clusters for the Finance concentration:

- **Investment Analysis cluster:** FINA 220, FINA 222, FINA 234, FINA 235
- **Banking and Financial Institutions cluster:** FINA 215, FINA 218, FINA 225, FINA 227 OR FINA 228 or FINA 243, and any 3-credit business elective including a finance or accounting course
- **Corporate Finance cluster:** FINA 222, FINA 240, FINA 241, and two of the following: FINA 232, FINA 234, FINA 242, FINA 247, any FINA 250 course

## Accounting Courses

**ACCT 210 Financial Accounting 3 cr.**  
An introduction to financial accounting that covers the use, interpretation, and analysis of the principal financial statements and other sources of financial information from a national and international perspective.

**ACCT 215 Management Accounting 3 cr.**  
A course that covers the use, interpretation, and analysis of management accounting information for management decision-making, planning, and control of operations. The focus is on cost behavior, cost measurement, budgeting, performance measurement and evaluation, responsibility accounting, and product costing. *Business majors only; prerequisite: ACCT 210.*

**ACCT 217 Strategic Managerial Accounting 3 cr.**  
In-depth coverage of topics such as value chain analysis, activity-based costing, JIT systems, analysis of firm's cost structures, and the provision and use of information for strategic decisions. A rigorous analysis of some widely-used financial and non-financial measures, such as Return on Investment, EVA, and the balanced scorecard is also undertaken. *Business majors only; prerequisite: ACCT 215.*

**ACCT 221 Intermediate Financial Accounting I 3 cr.**  
This is the first of two professional courses in this area. This course covers concepts and standards of external financial reporting, systems to record and prepare financial accounting information, contents and presentation of basic financial statements, and financial reporting issues of assets. *Business majors only; prerequisite: ACCT 210.*

**ACCT 222 Cost Accounting 3 cr.**  
A course on accounting in manufacturing operations; cost concepts and classifications; cost accounting cycle; accounting for materials, labor, and burden; process cost accounting; budgeting; standard costs; cost reports; direct costing and differential cost analysis; cost-volume-profit analysis and gross profit analysis. *Business majors only; prerequisite: ACCT 215.*

**ACCT 223 Intermediate Financial Accounting II 3 cr.**  
Continuation of ACCT 221. This course covers financial reporting issues relating to liabilities, ownership equity, selected financial reporting issues, and financial reporting disclosure. *Business majors only; prerequisite: ACCT 221.*

**ACCT 230 Introduction to External Auditing 3 cr.**  
An introduction to auditing and the professional responsibilities of a career in accounting. Topics include the legal and ethical responsibilities of accountants; professional auditing standards; international auditing standards; the acquisition, evaluation, and documentation of audit evidence; reports on the results of the engagement, evaluation in internal control, compliance testing, substantive testing, and statistical sampling and auditing EDP. *Business majors only; prerequisites: ACCT 221.*

**ACCT 231 Fraud Examination and Internal Audit 3 cr.**  
A course on fraud examination and internal audit. This course covers concepts and topics of fraud detection, deterrence, and prevention; types of financial statement and occupational fraud; and investigation and interviewing techniques. It also covers functions of internal audit, audit committees and corporate governance, planning and performing the internal auditing engagement, and coordination of internal auditing and external auditing. *Business majors only; prerequisite: ACCT 215.*

**ACCT 232 Accounting Information Systems 3 cr.**

A course that explores in detail several typical Accounting Information System (AIS) application subsystems, such as order entry/sales, billing/receivables/cash receipts, inventory, purchasing/accounts payable/cash disbursements, payroll, and materials planning/production. This course includes understanding, documenting, designing, using, and auditing these application subsystems. *Business majors only; prerequisites: ACCT 210, INFO 200.*

**ACCT 235 Taxation 3 cr.**

A study of the Lebanese Tax Code and its application as it relates to individuals and business entities. This course includes the laws governing direct taxation (income tax), indirect taxation (stamp duty and VAT), and the basic principles of the National Social Security Fund (NSSF). *Business majors only; prerequisite: ACCT 210.*

**ACCT 240 Fund Accounting 3 cr.**

A course that provides an alternative perspective of accounting that meets the needs of not-for-profit and governmental organizations. This course involves the interpretation and use of fund accounting as a means of reporting and controlling activities. *Business majors only; prerequisite: ACCT 215.*

**ACCT 241 Profit Planning and Budgeting Control 3 cr.**

A broad view of profit planning and control. Topics covered include sales planning and control, planning production, materials purchase and usage, planning and controlling direct labor costs and overhead, planning expenses, planning and controlling capital expenditures, and completion and application of the profit plan. *Business majors only; prerequisite: ACCT 215.*

**ACCT 246 International Accounting 3 cr.**

A course on selected topics faced by professional accountants in international business, including financial reporting standards, foreign currency, budgeting, management control, and performance evaluation. *Business majors only; prerequisite: ACCT 215.*

**ACCT 250 Special Topics 1, 2, or 3 cr.**

A course that deals with special issues and concerns in accounting not included in regular courses. This course may be repeated for credit when the topics vary. Prerequisites vary with the topic and are noted in the course schedule. Credits depend on the course offered. *Prerequisite: approval of track convenor.*

**ACCT 251 Accounting Tutorial 0.5-3 cr.**

Tutorials provide opportunities for students to pursue directed study readings and preliminary research relevant to their concentration where existing courses do not offer the required subject matter. Tutorials include a presentation of a report on the work. *Prerequisite: Approval of track convenor.*

## Finance Courses

**FINA 210 Business Finance 3 cr.**

This course teaches the tools that determine and analyze the major decisions a financial manager has to make, including identification of the firm's goals, time value of money, use of discount cash flow models, capital budgeting under certainty, capital structure as it relates to cost of capital, dividend policy, and ethics in finance. *Prerequisite: ACCT 210.*

**FINA 215 Financial Markets and Institutions 3 cr.**

A study of the functions and operations of financial institutions. This course covers analysis of existing financial systems, money and capital markets, banks and non-bank financial intermediaries, term structure of interest rates, and securities markets including the stock and bond exchanges. *Business majors only; prerequisite: FINA 210.*

**FINA 218 Risk Management in Financial Institutions 3 cr.**

This course covers the role of risk management in the financial institutions industry, use of insurance in risk management, quantitative and qualitative measures of risk, management of interest rate fluctuations, credit risks and policies, gap analysis, management of market risks and foreign exchange risk, management of operational and sovereign risks, portfolio analysis, the role of asset and liability management, and risk control processes. *Business majors only; prerequisite: FINA 210.*

**FINA 220 Investment Management 3 cr.**

A study of the operations of securities markets, investment policies, valuation of individual securities, and techniques of investing in securities. This course also introduces students to analysis of investment information, evaluation of risks and returns, and principles of portfolio selection in investment decisions. *Business majors only; prerequisite: FINA 210.*

**FINA 222 Valuation Methods 3 cr.**

This course covers techniques used by investment bankers and analysts for enterprise valuation. The techniques used are divided into intrinsic valuation and relative valuation. Intrinsic valuation includes dividend discount models, free cash flow to equity, free cash flow to firm. Relative valuation measures are price-to-earnings, price-to-sales, price-to-book, price-to-cash flow. The focus is on applications and insights as to when and why we use one measure versus another. *Business majors only; prerequisite: FINA 210.*

**FINA 225 Commercial Bank Management 3 cr.**

Defines functions, operations, and objectives of commercial banks as compared to other financial institutions. The course studies the management aspects of commercial banks, financial analysis of bank statements, liquidity management, assets and liability management, profitability, capital adequacy, credit analysis, trade finance, and banking regulations. *Business majors only; prerequisite: FINA 210.*

**FINA 227 Insurance 3 cr.**

An operational approach to risk management in business and personal affairs. The major thrust of this course is to introduce students to the various types of insurance contracts including life, health, property, and liability insurance, and how to measure and manage risk. This course also covers reinsurance and the know-how to make the best use of insurance contracts and coverage. *Business majors only; prerequisite: FINA 210.*

**FINA 228 Credit and Risk Analysis 3 cr.**

The goal of this course is to learn to focus on "Risk" as a basic income-generating product of banks and financial institutions. The aim is to have the student acquire the tools used by financial institutions to identify, review, analyze and measure risk. The student will learn to establish adequate pricing and structuring of bank credit facilities and of third party financing. The course will introduce risk concepts, risk ratings, and risk review procedures. It will concentrate on financial spread sheet and ratio analysis and will allow the assessment of various risk aspects of corporations. *Business majors only; prerequisite: FINA 210.*

**FINA 230 International Financial Management 3 cr.**

An analysis of the opportunities, problems, and financial decisions confronting multinational companies. The focus of this course is on understanding international regulatory and environmental differences, access to money and capital markets, use of derivatives to hedge exchange rate risk, exposure to political risk and other types of risk, and international diversification. *Business majors only; prerequisite: FINA 210.*

**FINA 232 Real Estate Management 3 cr.**

This course is designed to give the student a general overview of the real estate space. Topics include an introduction to real estate markets, real estate finance, project valuation, elements of real estate law, appraisals, property development and property management. *Business majors only; prerequisite: FINA 210.*

**FINA 234 Real Estate Finance and Investment 3 cr.**

This course examines selected issues in real estate finance and investment: Techniques for analyzing financial decisions in property development and investment; property income streams, pro forma analysis, equity valuation, taxes, risk types, and sensitivity analysis. It also introduces the fundamentals of mortgage securitization and public markets in real estate securities. *Business majors only; prerequisite: FINA 210.*

**FINA 235 Personal Financial Planning 3 cr.**

A course that deals with planning and managing personal finance. This course focuses on topics such as the financial planner's role and environment, cash flow budgeting, consumer credit, debt management, insurance, taxation and financial planning, retirement planning, estate planning and wills, personal bankruptcy and insolvency, and preparation of financial plans. *Business majors only; prerequisite: FINA 210.*

**FINA 240/DCSN 220 Simulation Modeling 3 cr.**

This course introduces elements of computerized simulation, including modeling deterministic and stochastic systems, generation of random numbers and variables, and probability and statistics related to modeling, validating, running, and interpreting computer simulations. Simulation projects on corporate finance issues, and investment and portfolio analysis form an integral part of the course. *Business majors only; prerequisite: BUSS 200.*

**FINA 241/ENTM 241 Venture Capital Management 3 cr.**

This course provides students with an understanding of the approaches and techniques used by Venture Capitalists to: assess the prospects of success of a venture; develop and negotiate investment terms; monitor the investee and understand exit routes such as trade sale and IPO. It also provides the student with conceptual and practical knowledge about key operating and strategic aspects of an entrepreneurial business, from the pre-commercial stage to IPO. *Business majors only; prerequisite: FINA 210.*

**FINA 242/ENTM 242 Advanced Venture Capital and Private Equity 3 cr.**

This course covers special types of financing for capital investment proposals. The course will use the case approach to assess the organization and strategies of the private equity industry, the use of financial and economic tools in Leveraged Buyout and venture capital investing, types of private equity transactions, study of transactions with options and hybrid financing structures, financing of IPOs, incubators, and corporate venture capital. *Business majors only; prerequisite: FINA 210.*

**FINA 243 Private Banking 3 cr.**

This course offers students the opportunity to learn how to manage high net worth client relationships. It tackles client approach techniques as well as the financial know-how, knowledge of markets' functioning, products, and services. *Business majors only; prerequisite: FINA 210.*

**FINA 247 Case Studies in Finance 3 cr.**

This course provides a deep understanding of the financing issues that firms must deal with, using the case approach. The topics covered include cost of capital for a multidivisional firm, capital structure and estimation of debt benefits, pricing Initial Public Offerings (IPOs), Leveraged Buyout (LBO), mergers and acquisitions, warrants and convertibles, and financial distress. *Business majors only; prerequisite: FINA 210.*

**FINA 250 Special Topics 1, 2, or 3 cr.**

A course that deals with special issues and concerns in finance not included in regular courses. This course may be repeated for credit when the topics vary. Prerequisites vary with the topic and are noted in the course schedule. Credits depend on the course offered. *Prerequisite: approval of track convenor.*

**FINA 251 Finance Tutorial 0.5-3 cr.**

Tutorials provide opportunities for students to pursue directed study readings and preliminary research relevant to their concentration when existing courses do not offer the required subject matter. Tutorials include a presentation of a report on the work. *Prerequisite: approval of track convenor.*

## MM&E Track Courses

In addition to the 42 credit general undergraduate requirements from outside the school (listed earlier) and the 39 credits required in the business core (ACCT 210, ACCT 215, BUSS 200, BUSS 211, BUSS 230, BUSS 239, BUSS 240, BUSS 245, BUSS 248, BUSS 249, DCSN 200, DCSN 205, FINA 210, INFO 200, MKTG 210, MNGT 215, BUSS 215), the track requires students following one of its general concentrations (marketing or management) to take 9 credits in the concentration area. Students can focus further in the management area by choosing one of the following two clusters of courses: (1) Human Resource Management or (2) Entrepreneurship Management. Students can focus further in the marketing area by choosing one of the following two clusters of courses: (1) Service Marketing and Retailing or (2) Advertising and Marketing Communication. Each of these clusters assists the student in qualifying for a particular career path in the area of concentration.

### Recommended clusters for the Management concentration:

- **Human Resource Management cluster:** MNGT 218, MNGT 220, MNGT 225, MNGT 229.
- **Entrepreneurship Management cluster:** ENTM 220, ENTM 225, ENTM 230, ENTM 235, ENTM 241, ENTM 242.

### Recommended clusters for the Marketing concentration:

- **Service Marketing and Retailing cluster:** MKTG 215, MKTG 222, MKTG 235, MKTG 240, ENTM 241, ENTM 242.
- **Advertising and Marketing Communication cluster:** MKTG 222, MKTG 225, MKTG 238, MKTG 240.

## Entrepreneurship Courses

**ENTM 220 Entrepreneurship and Small Business Management 3 cr.**  
An analysis of the management, organization, and operational issues of small but growing business enterprises. This course emphasizes the identification and resolution of managerial problems from the perspective of small business focusing mainly on marketing, finance and HR areas. It is targeted at students who expect to hold senior management positions in SMEs. *Business majors only; prerequisite: MNGT 215.*

**ENTM 225 Business Environment of the Firm 3 cr.**  
A course that focuses on how to analyze the market environment of firms, including an analysis of the macro and micro environment facing firms, with special emphasis on competitors and government policy. *Business majors only; prerequisite: MNGT 215.*

**ENTM 230 Entrepreneurial Decision Making 3 cr.**  
This course will introduce the theories, processes, skills, and techniques relating to effective decision-making at the individual and group level. Good decision makers know how to recognize decision situations, how to represent the essential structure of the situations, and how to analyze them with the formal tools from decision theory. This course will move back and forth between formal models and behavioral, descriptive models to help students understand and improve their native decision making abilities. *Business majors only; prerequisite: MNGT 215.*

**ENTM 235 Family Business: Issues and Solutions 3 cr.**  
A course that focuses on family businesses: their importance, structure, governance, management, challenges; issues of succession, inheritance, family versus non-family management, and rivalry between siblings, cousins, or across generations. *Business majors only; prerequisite: MNGT 215.*

**ENTM 241/ FINA 241 Venture Capital Management 3 cr.**  
This course provides students with an understanding of the approaches and techniques used by Venture Capitalists to: assess the prospects of success of a venture; develop and negotiate investment terms; monitor the investee and understand exit routes such as trade sale and IPO. It also provides the student with conceptual and practical knowledge about key operating and strategic aspects of an entrepreneurial business, from the pre-commercial stage to IPO. *Business majors only; prerequisite: FINA 210.*

**ENTM 250 Special Topics 1, 2, or 3 cr.**  
A course that deals with special issues and concerns in entrepreneurship not included in regular courses. This course may be repeated for credit when the topics vary. *Prerequisites vary with the topic and are noted in the course schedule. Credits depend on the course offered. Prerequisite: approval of track convenor.*

**ENTM 251 Entrepreneurship Tutorial 0.5-3 cr.**  
Tutorials provide opportunities for students to pursue directed study readings and preliminary research relevant to their concentration where existing courses do not offer the required subject matter. Tutorials include a presentation of a report on the work. *Prerequisite: approval of track convenor.*

## Management Courses

**MNGT 215 Principles of Management 3 cr.**  
A course that focuses on the modern corporate entity: rationale, structure, processes and functions; internal dynamics of supervision, functions of management, performance and change management, systems dynamics, and interface with the environment. *Prerequisite: ENGL 204.*

**MNGT 218 Organizational Behavior 3 cr.**  
A course that deals with corporate behavioral dynamics at the individual and group levels, managerial communication, team building, leadership, motivation, and conflict resolution. *Business majors only; prerequisite: MNGT 215.*

**MNGT 220 Human Resource Management 3 cr.**  
A course that deals with understanding and managing human capital as a major strategic asset, macro and micro manpower planning, skill surveying, management learning, de-learning and relearning, results-driven performance in the age of virtual organizations and telecommuting, and knowledge workers in a rapidly changing corporate context within a global knowledge economy. *Business majors only; prerequisite: MNGT 215.*

**MNGT 225 Employee Development 3 cr.**  
This is a senior level, seminar style course that is designed to expose students to employee training and development within an organization. Specifically, it is designed to help students develop skills that will enable them to effectively design, implement, and evaluate training systems from an applied perspective. The course also sheds light on career planning and development as essential functions in maintaining competency, motivation, and commitment. *Business majors only; prerequisites: MNGT 215, MNGT 220.*

**MNGT 229 Contemporary Issues in Human Capital Management 3 cr.**  
This course covers contemporary issues facing human resource managers. Topics covered include motivation, evaluation, compensation and rewards, global human resource strategies, expatriate selection and training, and organizational staffing. Attention is focused on relevant theories, research, and practical applications. *Business majors only; prerequisites: MNGT 215, MNGT 220.*

**MNGT 230 International Management 3 cr.**  
A course on the management function in a global economy. Topics covered include substantive and stylistic challenges for senior and middle management in international cross continent corporations and conglomerates, standardization and diffusion of authority and operations, mobility and self reinvention, and integration and differentiation. *Business majors only; prerequisite: MNGT 215.*

**MNGT 250 Special Topics 1, 2, or 3 cr.**  
A course that deals with special issues and concerns in management not included in regular courses. This course may be repeated for credit when the topics vary. *Prerequisites vary with the topic and are noted in the course schedule. Credits depend on the course offered. Prerequisite: approval of track convenor.*

**MNGT 251 Management Tutorial 0.5-3 cr.**  
Tutorials provide opportunities for students to pursue directed study readings and preliminary research relevant to their concentration where existing courses do not offer the required subject matter. Tutorials include a presentation of a report on the work. *Prerequisite: approval of track convenor.*

## Marketing Courses

### **MKTG 210 Principles of Marketing 3 cr.**

An overview of marketing activities including marketing inputs in strategic planning, global marketing, marketing research, analysis of buyer behavior, market segmentation and positioning, and development of the marketing mix elements. *Business majors only; prerequisite: ENGL 204.*

### **MKTG 215 Services Marketing 3 cr.**

An overview of the process of marketing services. This course includes a study of the characteristics of services and their marketing implications, developing marketing strategies, creating value, pricing and promoting the service performance, and ensuring a positive customer experience. *Business majors only; prerequisite: MKTG 210.*

### **MKTG 220 Electronic Marketing 3 cr.**

An overview of electronic marketing development and its impact on marketing transactions and management of organizations. Topics covered include e-marketing as an economic and strategic approach; business to business and business to consumer e-marketing; management of an e-marketing project; and financial, legal, and security issues. *Business majors only; prerequisites: MKTG 210, INFO 200.*

### **MKTG 222 Marketing Research 3 cr.**

A course that provides thorough coverage of various marketing research tools along an applied orientation, including a systematic analysis of the steps comprising the marketing research process, starting with research problem definition and terminating with data collection, analysis, and presentation. *Business majors only; prerequisites: MKTG 210, BUSS 200.*

### **MKTG 225 Marketing Communications 3 cr.**

An overview of promotion management and integrated marketing communications. Topics covered include behavioral foundations of marketing communications, environmental influences on marketing communications, and the promotion management process and its execution. *Business majors only; prerequisite: MKTG 210.*

### **MKTG 230 Sales Management 3 cr.**

An overview of selling and sales management. Topics covered include sales management functions and strategies, developing the selling function, sales goals and structure, building a sales program, and leading and motivating the sales force. *Business majors only; prerequisite: MKTG 210.*

### **MKTG 235 Retailing and Merchandising 3 cr.**

This course examines the opportunities and problems faced by marketers in contemporary retail formats. The principle issues involved in retailing are explored, including store location and layout, merchandise planning, buying and selling, category management, and coordination of store activities. Overall the course allows students to develop appropriate skills and knowledge for effective and efficient decision making in the contemporary retail environment. *Business majors only; prerequisite: MKTG 210.*

### **MKTG 238 Public Relations 3 cr.**

This course focuses on the communication between an individual or organization and the public to promote stakeholder acceptance and approval. Students explore traditional and emerging components of the public relations process through mass media, as well as the needs of different types of businesses, such as corporations, non-profit organizations, and government offices. *Business majors only; prerequisites: MKTG 210.*

### **MKTG 240 Consumer Behavior 3 cr.**

A course that focuses on the customer as the key to market success. Topics covered include the roles of a customer, market values a customer seeks, determinants of customer behavior, the customer's mindset, customer decision-making, and customer-focused marketing. *Business majors only; prerequisite: MKTG 210.*

### **MKTG 245 International Marketing 3 cr.**

An overview of the scope and challenge of international marketing. Topics covered include the cultural environment of global markets, assessing global market opportunities, and developing and implementing global marketing strategies. *Business majors only; prerequisite: MKTG 210.*

### **MKTG 250 Special Topics 1, 2, or 3 cr.**

A course that deals with special issues and concerns in marketing not included in regular courses. It may be repeated for credit when the topics vary. *Prerequisites vary with the topic and are noted in the course schedule. Credits depend on the course offered. Prerequisite: approval of track convenor.*

### **MKTG 251 Marketing Tutorial 0.5-3 cr.**

Tutorials provide opportunities for students to pursue directed study readings and preliminary research relevant to their concentration when existing courses do not offer the required subject matter. Tutorials include a presentation of a report on the work. *Prerequisite: approval of track convenor.*

## BIDS Track Courses

In addition to the 42 credits of general undergraduate requirements from outside the school (listed earlier) and the 39 credits required in the business core (ACCT 210, ACCT 215, BUSS 200, BUSS 211, BUSS 230, BUSS 239, BUSS 240, BUSS 245, BUSS 248, BUSS 249, DCSN 200, DCSN 205, FINA 210, INFO 200, MKTG 210, MNGT 215, BUSS 215), the track requires all students concentrating in Business Information and Decision Systems to take INFO 205, and any combination of elective courses totaling 6 credits from the Decision Systems courses (denoted by DCSN) and the Information Systems courses (denoted by INFO).

## Decision Systems Courses

### **DCSN 200 Managerial Decision Making 3 cr.**

This course is a spreadsheet-based introduction to the tools and techniques of modern managerial decision making. It addresses formulation of models that can be used to analyze complex problems taken from various functional areas of management, including finance, marketing, operations, and human resources. The goal is to understand how business decisions are reached, what tradeoffs are made, and how outcomes depend on the underlying data. A broad range of analytical methods is covered, including linear programming, integer linear programming, decision analysis, decision trees, queues, and Monte Carlo simulation. Software packages like Excel, Tree Plan, and Crystal Ball are used. *Prerequisites: MATH 204, CMPS 209.*

### **DCSN 205 Operations Management 3 cr.**

This course offers an overview of the issues involved in how operations managers make strategic decisions to operate a production or service system to give the firm a sustainable competitive advantage in a global marketplace. Specific topics covered include operations strategy framework; project management; product design and process management; total quality management; capacity planning; supply chain design; and control of operations. *Prerequisites: MATH 204, CMPS 209.*

**DCSN 210 Business Logistics 3 cr.**  
This course addresses the planning, organizing, and controlling of such activities as transportation, inventory maintenance, facility location, order processing, purchasing, warehousing, materials handling, packaging, customer service standards, and product scheduling. It is specifically designed to help managers analyze and resolve challenges encountered in the real business world and a competitive environment. *Business majors only; prerequisites: DCSN 205.*

**DCSN 215 Advanced Managerial Decision Making Models 3 cr.**  
This course addresses advanced models from functional areas of management, including finance, marketing, operations, and human resources, through case studies and use of applications software. *Business majors only; prerequisite: DCSN 200.*

**DCSN 220/ FINA 240 Simulation Modeling 3 cr.**  
This course introduces elements of computerized simulation, including modeling deterministic and stochastic systems, generation of random numbers and variables, and probability and statistics related to modeling, validating, running, and interpreting computer simulations. Simulation projects on corporate finance issues, and investment and portfolio analysis form an integral part of the course. *Business majors only; prerequisite: BUSS 200.*

**DCSN 250 Special Topics 1, 2, or 3 cr.**  
This course deals with special issues and concerns in business decision systems not included in regular courses. *This course may be repeated for credit when the topics vary. Prerequisites vary with the topic and are noted in the course schedule. Credits depend on the course offered. Prerequisite: approval of track convenor.*

**DCSN 251 Decision Systems Tutorial 0.5-3 cr.**  
Tutorials provide opportunities for students to pursue directed study readings and preliminary research relevant to their concentration where existing courses do not offer the required subject matter. *Tutorials include a presentation of a report on the work. Business majors only.*

## Management Information Systems Courses

**INFO 200 Management Information Systems 3 cr.**  
This course introduces the applications in businesses that raise productivity, create customer value and sustain competitive advantage. The survey of the underlying information technology and information systems (IT/IS) show how business processes and transactions are supported. The integration of these systems adds value for the business and its customers. *Corequisite: CMPS 209.*

**INFO 205 Information Systems Design and Development 3 cr.**  
This course emphasizes the issues facing business and management in the design and development of information systems: properly formulating business problems; targeting the appropriate processes and functions; delineating the planned data needs and user groups; estimating the value of the solution; and the requisite design and implementation processes, phases, and timeframe. Cases will underscore these issues and problems in the context of practical design and development projects. *Business majors only; prerequisite: INFO 200.*

**INFO 210 Business Database Systems 3 cr.**  
This course introduces the central role of database management systems (DBMS) and their applications in the business IT/IS environment, including an overview of database design, implementation, query and use based on using features of a commercial structured query language-based (SQL) DBMS. The course includes a case study that requires a basic information model (conceptual/physical design) and the development of a multiple table database satisfying a real business need. *Business majors only; prerequisite: INFO 200.*

**INFO 215 Managing Information Technology Resources 3 cr.**  
This course introduces the management of IT/IS as a critical business resource. It examines information economics and business strategy; IS strategies; data resources; IS support provided to business processes and decisions; technical (hardware/network/telecommunication) infrastructure of IS; IS maintenance policies and procedures; staffing and funding approaches for IS services; and IS security measures. *Business majors only; prerequisite: INFO 200.*

**INFO 220 E-Commerce (EC) Strategies and Applications 3 cr.**  
This course explores strategies and applications in the context of planning an EC initiative or start-up. Business models and competitive strategies are used as the framework: (a) for understanding how EC is different from and similar to other businesses; and (b) how to create business value from the combined use of internet technology and the underlying IS/IT. Students/teams outline key items of an EC business plan; write high-level requirements for an E-Commerce initiative/startup; and study cases. *Business majors only; prerequisite: INFO 200.*

**INFO 225/ DCSN 225 Enterprise Systems Design and Implementation 3 cr.**  
This course introduces the problems of coordination in business caused by low/no integration of systems and processes. It offers solutions through a combination of enterprise systems (enterprise resource planning) and enterprise application/data integration. A semester-long project requires students working in teams to develop a business integration solution through the application of systems integration principles based on use of software. *Business majors only; prerequisites: INFO 205, DCSN 205.*

**INFO 230/ DCSN 230 Knowledge Management 3 cr.**  
This course addresses capturing, transferring, sharing, and managing knowledge. Topics include understanding knowledge; knowledge management systems life cycle; knowledge creation; capturing knowledge; knowledge transfer and knowledge sharing; learning from data; data mining; and ethical and legal issues. *Business majors only; prerequisite: INFO 200.*

**INFO 250 Special Topics 1, 2, or 3 cr.**  
This course deals with special issues and concerns in business information systems not included in regular courses. This course may be repeated for credit when the topics vary. *Prerequisites vary with the topic and are noted in the course schedule. Credits depend on the course offered. Prerequisite: approval of track convenor.*

**INFO 251 Information Systems Tutorial 0.5-3 cr.**  
Tutorials provide opportunities for students to pursue directed study readings and preliminary research relevant to their concentration where existing courses do not offer the required subject matter. Tutorials include a presentation of a report on the work. *Prerequisite: approval of track convenor.*