

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

Suliman S. Olayan School of Business (OSB)

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The Finance, Accounting and Managerial Economics Track

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Professors:	Chahine, Salim; Elfakhani, Said; Safieddine, Assem
Associate Professors:	Dbouk, Wassim; Ismail, Ahmad; Jamali, Ibrahim; Khalil, Samer; McNamara, Steven
Assistant Professors:	Al-Dah, Bilal; Al Helaly, Moataz; Daher, Mai; Mazboudi, Mohamad; Okeily, Jihad; El-Meslmani, Nabil; Riaz Uddin, Mohammad
Senior Lecturers:	Azzam, Henry; Ghanem, Abdel Jalil
Lecturers:	Hout, Bassima; Tannir-Fawaz, Lina; Uwaydah-Mardini, Rania
Instructor:	El-Hajj, Sana

The Management, Marketing and Entrepreneurship Track

Convener:	Afiouni, Fida
Professors:	Harvey, Steve; Jamali, Dima; Sidani, Yusuf
Associate Professors:	Afiouni, Fida; Karam, Charlotte; Batat, Wided
Assistant Professors:	Aljukhadar, Muhammad; Apaydin, Marina; Fathallah, Ramzi; Daou, Alain; Daouk, Lina; El Jurdi, Hounaida; Elias, Rida; Farah, Bassam; Joseph, Jay; Khoury, Haitham; Yehia, Nadine; Samara, Georges
Senior Lecturers:	Abdallah, Hanin; Dimechkie, Riad; Kettaneh, Tarek
Lecturer:	Khauili, Leila
Instructors:	Kfoury, Michael; Panossian, Hagop

The Business Information and Decision Systems Track

Convener:	Fleszar, Krzysztof
Professors:	Hindi, Khalil; Osman, Ibrahim; Fleszar, Krzysztof;
Associate Professors:	Araman, Victor; Azad, Bijan; Moussawi, Lama; Bou Hamad, Imad; Nasr, Walid
Assistant Professors:	Daou, Hoda; Khreich, Wael; Salamoun, Randa; Zablith, Fouad; Tsoukalas, Angelos;
Lecturers:	Geutcherian, Rita; Majdalani, Elie

History and Overview

Business Education at AUB started in 1900 and was provided either by a department or by 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 an independent School of Business (later named the Suliman S. Olayan School of Business, OSB) in September, 2000, as the sixth faculty of the University.

To date, AUB has graduated over 8,000 students from its undergraduate business programs and over 1,750 from its graduate business programs. Since its formal establishment as a distinct school, OSB has grown its full-time faculty complement from 13 members in the academic year 2000-2001 to 57 members today. It now graduates approximately 350 students from its undergraduate program and more than 60 students from its graduate programs every year.

OSB currently offers five degree programs which include an Executive Master of Business Administration (herein referred to as the Executive MBA), a Master of Business Administration (herein referred to as the MBA), a Master's in Finance (herein referred to as the MFIN), a Master's in Human Resource Management (herein referred to as the MHRM), a Master's in Business Analytics (herein referred to as the MS-BA) 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 (herein referred to as OSB) 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 Fall 2001. Both degrees were redesigned to follow leading trends in international business education. In Spring 2004, OSB launched the Executive MBA program in response to the professional development needs of senior corporate leaders in the region. In 2012, OSB introduced a Specialized Master's in Finance and a Specialized Master's in Human Resource Management, and in 2017, introduced a Master of Science in Business Analytics, to its suite of graduate degree program offerings as part of its strategy to better serve the region, increase its graduate enrollment and further enhance AUB's global brand as the regional business education leader.

Accreditation

The degree programs of OSB are accredited by the Association to Advance Collegiate Schools of Business (AACSB International).

Requiring rigorous quality audits and adherence to best academic practices, AACSB accreditation, which is attained by fewer than 5 percent of business schools worldwide, is the international quality assurance standard for business education programs. Initial accreditation was achieved in 2009, and as per AACSB re-accreditation guidelines, OSB was re-accredited in 2014.

Vision

The Suliman S. Olayan School of Business' vision is to transform business thinking in the MENA region.

Mission

The Suliman S. Olayan School of Business' mission is to enable world-class business research, learning and knowledge transfer from our authoritative anchor point within the MENA region.

RADICAL Values:

Resilience: We work at continuous improvement and excellence with determination and resolve. At OSB we proudly embody a trait often attributed to our larger region. Giving up is simply not part of our vocabulary.

Agility: Success at OSB requires that we move quickly and nimbly at opportunities, all while maintaining rigor and attention to detail. We work to remove all things that deter us from an agility that keeps us competitive.

Daring: We allow ourselves to work differently, experiment where others might caution, and explore as a means to keep ourselves fresh and relevant. Daring is a mindset that allows us to be innovative, entrepreneurial and creative in our own way.

Impact: We are at AUB to have impact through our research, teaching and transfer of knowledge. That service is multifaceted and involves a large number of stakeholders relevant to our spheres of influence.

Commitment to good: We are professionals committed to fulfilling our roles and responsibilities with integrity. We represent, in our roles, the highest standards, compassion and empathy that others will learn to emulate, and we will remain steadfast in expecting this of each and every one.

Anchored in our community: We are deeply rooted in the Lebanese community and the greater MENA region, and we interpret this fact as a definitive strength that is hard to replicate. It is the community that we are from, that we understand and that we are committed to building from our developing position of international strength.

Legacy: Our history is rich and inspirational and thinking of it invigorates us daily when we recognize what people have accomplished through AUB. We draw entrepreneurial courage from Suliman S. Olayan's business acumen and success, a great perspective on

community service from AUB’s many impactful alumni, and resilience from an institution that has withstood a century and a half of tumultuous societal challenges with great distinction.

Ethics and Integrity at OSB

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 Suliman S. Olayan School of Business (OSB) is managed by the dean, associate deans, track conveners, program directors and the professional administrators of the school. Track conveners report directly to the dean of the school. The school is guided by the Middle East Advisory Board, a board composed of accomplished regional thought leaders and trendsetters in business. It operates under a set of school bylaws available at the following web address:

<https://aub.policytech.eu/dotNet/documents/?docid=149&public=true>

OSB is organized into the functional equivalent of multidisciplinary 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 and headed by a track convener:

The tracks are:

- Finance, Accounting and Managerial Economics (FAME)
- Management, Marketing and Entrepreneurship (MME)
- Business Information and Decision Systems (BIDS)

Graduate Programs

OSB currently offers five graduate degree programs: Executive MBA, MBA, Master’s in Finance, Master of Science in Human Resource Management and Master’s in Business Analytics.

For transfer of credits from one Master’s Degree to an OSB graduate degree, no more than 9 credits (12 credits in the case of the MBA program) are transferable provided they are not credits earned by an internship, thesis or practicum, and degree minimum residency requirement is maintained. Normally, credits counted toward another graduate degree at AUB or another institution may be transferred to OSB even if they have already been used to satisfy requirements for another awarded graduate degree. Students applying for dual graduate degree one of which is the MBA, must complete at least 54 credits to fulfill dual degree graduation requirement. In the case of dual specialized master’s degrees, student must complete at least 48 credits to fulfill dual specialized master’s degree graduation requirement.

The Executive MBA Program

Philosophy

The Suliman S. Olayan School of Business Executive MBA is an intense journey in leadership and management that will prepare you to tackle complex business environments globally, and specifically in challenging markets such as the Middle East and Africa.

Delivered by a team of internationally experienced faculty, the program is an invigorating and intensive learning journey that prepares participants to overcome multi-faceted business and organizational challenges in an ever changing and interlocked global economy. Rigorous analysis and problem solving using case studies, group discussion and simulations ensure a high-powered, knowledge-sharing environment. Throughout the program, participants will learn new frameworks for tackling problems and build on a strong, diverse network of like-minded executives.

The EMBA program provides practical knowledge in the areas of:

Leadership Development

- Global Business Environment
- Business Communication Proficiency
- Business Professional Knowledge and Competence
- Ethics
- Decision-Making Admission to the Program

Recruitment is ongoing throughout the academic year. However, applicants are encouraged to apply as early as possible.

Admission into the OSB EMBA program is a multi-step process:

- Submission of the application
- Application review
- Interview
- Decision

Criteria for Admission

- Undergraduate degree
- Leadership potential
- 7 years experience
- English proficiency
- Management experience
- Drive and motivation

The Application Process

To apply for admission, the following must be submitted before the interview:

- An application form
- Recent photograph in digital format
- Copy of identity card or passport

- Two letters of recommendation
- Official transcripts for all undergraduate and graduate coursework
- Copy of academic degrees
- English requirements, please refer to Readiness for University Studies in English (RUSE)
- An application fee
- A curriculum vitae

Program Outline

The EMBA addresses the essential skills and knowledge executives must have.

The program consists of 44 credits distributed over 8 general management disciplines that are covered in 24 core courses and 2 special topic courses that address a range of multidisciplinary and company-wide issues.

Curriculum

Discipline	Course
Strategy	Strategy
	Strategic Analysis
	Managing Risk and Uncertainty
Marketing	Strategic Marketing
	Digital Marketing
Corporate Finance	Applied Corporate Finance
	Strategic Financial Management
Operations Management	People Management
	Operations Management
	Sustainable Supply Chain Management
	Corporate Information Technology Management
	Innovation Management
Economics	Microeconomics
	Macroeconomics
Decision-Making and Data Analysis	Statistics and Data Analysis
	Quantitative Models for Decision-Making
	Business and Data Analytics
Managerial Accounting	Financial Statements Analysis
	Management Accounting
Management and O.B.	Organizational Behavior
	Effective Leadership Communication
	Negotiation and Conflict Resolution
	Leading People and Organizations
	Corporate Governance

Program Delivery

- 15 month program, approximately 30 days out of office
- 6 weeks on campus, 3 weeks blended format
- Personal Leadership Development
- International week in Madrid with IE Business School
- Tailored individual project developed over 6 months

	Courses	Months	Duration	
Ongoing Leadership Development	Core Courses On-campus	Sept 2019	9 days	
		Dec 2019	4 days	
		Feb 2020	4 days	
		Apr 2020	5 days	
		June 2020	4 days	
		July 2020	5 days	
		Sept 2020	4 days	
		Special Topics On-campus	Oct 2020	4 days (Madrid)
		Dec 2020	5 days	
		Project: June 2020 – Dec 2020		

Online learning periods occur between each on-campus module, ensuring continuous learning and interaction between participants throughout the program.

Academic Policies

University academic rules and regulations apply. The minimum passing grade in a course is 70. A participant who fails a course must retake it. An average of at least 80 must be maintained throughout the program. Failure to do so will result in the participant being placed on academic probation, which can be lifted only upon completion of a timed development plan, mutually agreed upon by the Executive MBA Director. The OSB EMBA Oversight Committee may discontinue the participant from the Executive MBA program if the participant fails to remove the probation within the time period specified in the plan.

Course Descriptions

EMBA 510 Strategy 2 cr.
Develops an understanding of the strategies learned in management, operations, marketing, accounting and finance. Emphasis is on combining analytical, integrative, communication and decision-making skills to develop and implement strategic direction for an organization. Issues include formulation of alternatives, and providing solutions and recommendations with a main focus on gaining advantage against competitors in the complex and dynamic global marketplace.

EMBA 511 Strategic Analysis 1 cr.
Examines the tools and analytical techniques that managers need to evaluate and implement short and long-term strategies.

EMBA 512 Managing Risk and Uncertainty 1 cr.
 Discusses strategic and operational models covering action-oriented plans in order to mitigate risks. Topics include integration of global, regional and country macroeconomic data. Aims to assess qualitative risk evaluation and quality financial position. Analyzes business uncertainty and the active decision-making required for strategy success, strategic evaluation of geographical locations for a particular type of knowledge work, vendor competencies growth, and product and distribution innovations.

EMBA 520 Strategic Marketing 2 cr.
 Provides a conceptual framework for looking at the modern managerial approach. It examines what marketing has become and how the marketing function can be integrated within other company functions to create customer and company value. In addition, the course explores a strategic and comprehensive framework for analyzing marketing environments for deciding an overall marketing strategy, and for drawing tactical decisions from that strategy.

EMBA 521 Digital Marketing 1 cr.
 Focuses on how digitalization has transformed traditional marketing. It introduces a 5th P of Participation (by consumers). Participants will explore best-practices related to the business use of social media, digital marketing and how to use analytics in marketing to conduct business effectively in the digital era. The course will draw on a wide range of business transformation examples from the last few years. It also examines the impact of digital advertising, mobile marketing, social media, user-generated content, crowdfunding and social networks.

EMBA 530 Applied Corporate Finance 1.5 cr.
 Covers major theoretical and practical themes of Corporate Finance. The course integrates large corporate investment, financial and dividend decisions to show the use of financial theory to solve practical problems with the goal of wealth maximization. Emphasis is placed on designing, analyzing and managing the elements of a comprehensive financial strategy. Topics include cash flows estimation, risk and return measurement, discounted cash flows techniques under certainty, basics of capital structure and dividend decision. Major decisions linked to capital restructuring, mergers, acquisitions, spin-offs, take-overs and their applications are also part of the course. The learning pedagogy is focused on applied case setting.

EMBA 531 Strategic Financial Management 1.5 cr.
 Introduces framework, concepts and tools for analyzing financial decisions based on modern financial theory. Topics include financial planning, forecasting and valuation models, advanced capital budgeting under uncertainty, real options, advanced capital structure, capital restructuring and working capital management. The course provides an overview of the role of finance in strategic decision-making, the formulations and implementation of financial policies, procedures to problem-solving situations, financial innovation and corporate strategy and business simulation models through the use of business cases.

EMBA 540 People Management 1 cr.
 Discusses strategies for building a sustainable competitive advantage through people. Emphasis will be placed on trends and innovations in HR, managing the diverse workforce, job analysis and planning, training and development, trends in performance management, compensation and benefits, employee and labor relations, and global human resource management.

EMBA 541 Operations Management 2 cr.
 Introduces participants to the basic and critical operational processes within a firm and how these operational processes can be improved through quantitative techniques and optimization methods in order to meet customer needs.

EMBA 542 Sustainable Supply Chain Management 1 cr.
 Focuses on application of tools for the optimization and improvement of logistics and supply chains in order to achieve competitive advantage. Example of topics include transportation, network design and information technology structures of a supply chain, relationship between structures and performance, analytical tools and techniques for designing and planning a supply chain.

EMBA 543 Corporate Information Technology Management 1 cr.
 Focuses on how processes, technologies and information can be used to align the strategy of company with its operations in four areas: technology/information management; alignment of strategy with operations; process management; and integration of processes within and across organizations with technology and information.

EMBA 544 Innovation Management 1 cr.
 Focuses on how innovation is different from invention; how innovation can be technological, organizational and business model; and familiarizes participants with approaches to organizing and managing an innovative initiative within an existing firm or new venture.

EMBA 550 Microeconomics 1.5 cr.
 Introduces the basic principles of micro and macroeconomics and their application in organizations. Topics covered include elements of supply and demand, consumer behavior, market structures, income distribution, aggregate supply and demand, national output, inflation and unemployment, and monetary and fiscal policies.

EMBA 551 Macroeconomics 1.5 cr.
 Prepares participants to think systematically about the state of the economy, macroeconomic policy and the economic environment of business. Includes use of economic theory in understanding financial markets, the operation and impact of government policies, determining national income, employment, investment, interest money supply, exchange rate and inflation. Topics also include national and global business environments, international trade and business investments, international financial systems, management of the global organization, local and international laws affecting business, and the tax environment.

EMBA 560 Statistics and Data Analysis 1.5 cr.
 Introduces statistical concepts and tools to support the executive decision-making process in a business environment. The course, which stresses application and managerial problem solving actions, covers: data collection and analysis, surveys, descriptive statistics, graphical summarization, statistical inference, quality control, forecasting for long and short run periods, probability and probability distribution, confidence intervals and hypothesis tests using lectures spreadsheets, and cases.

EMBA 561 Quantitative Models for Decision-Making 2 cr.
 Introduces the basic concepts and methods of management science and their application to the analysis of strategic and tactical decision problems. Topics covered can include decision-making under uncertainty, linear programming, integer programming and simulation in business. Applications will cover a wide range of areas.

EMBA 562 Business and Data Analytics 2 cr.
 Introduces the relevance of combining statistical techniques, computer coding, machine learning, and visualization techniques to formulating and solving business problems in a data-intensive manner. Examples include (sample): customer/market segmentation, business model innovation/new product development, online recommendation engines and fraud detection.

EMBA 570 Financial Statements Analysis 1 cr.
 Integrates contemporary corporate financial reporting issues with financial analysis pertaining to the executive's own organization. The course, which stresses the user approach, covers the creation and analysis of balance sheets, profit and loss accounts and cash flow statement, effective financial statements and disclosures interpretation, financial statements measurements, standard setting issues and communicating decision-useful information to stakeholders. It also addresses international financial reporting, investment and performance evaluation, extraction of information to support the development, implementation, monitoring and evaluation of a successful global strategy, using a case approach.

EMBA 571 Management Accounting 1.5 cr.
 Introduces management accounting tools and techniques most useful to generate information for decision-making and control. Topics covered include ratio analysis, common size statement analysis, trend analysis, cost management and control, cost behavior, cost-volume-profit relations, cost system design and interpretation, assessment of operations and relevant costs within an organization, product costs determination and cost allocation systems, production alternatives, allocation of care resources, pricing, assessment of the financial outcomes of commonly recurring types of operating decisions, cost system design and interpretation, and their applications. The course equips participants with the knowledge to understand, evaluate and act upon the many financial and non-financial reports used to manage modern firms.

EMBA 580 Organizational Behavior cr.
 Focuses on the behavioral issues of individuals and groups in organizations by examining the skills required for leading people and teams and developing talent, shaping and changing culture and ensuring alignment with strategy. This course explores the behavioral aspects of the modern workplace including processes such as individual attributes, perceptions, values and attitudes, motivation, team dynamics and cross-cultural differences. The course provides a micro-level analysis of behavior of individuals and groups within their organizations, and the influence that the environment has on such behavior patterns. The course also tackles the importance of organizational culture, how it is shaped and how it is possible to better align strategy and culture.

- EMBA 581 Effective Leadership Communication 1 cr.**
 Explores the range and qualities of effective leadership communication in business. Emphasis is placed on putting theory and technique into practice, with respect to thinking, listening, writing, speaking and behavior. The course also focuses on the strategies for cross-cultural communication and speaking to influence and inspire action. Case studies, role-playing and presentations offer specific guidance and individualized feedback into enhancing skills and developing performance.
- EMBA 582 Negotiation and Conflict Resolution 1 cr.**
 Examines key principles and concepts critical to the negotiation process and how to apply these concepts to negotiations. In addition, it focuses on development of analytical and behavioral skills for resolving conflict. The session will include an in-class negotiation exercise giving participants the opportunity to practice strategies and tactics in a low-risk environment and to learn about how others negotiate in similar situations. Emphasis is placed on cross-cultural communication, advanced negotiation, and power and influence.
- EMBA 583 Leading People and Organization 1 cr.**
 Focuses on the concepts and skills needed for executive leadership in the modern organization. Emphasis will be placed on leadership concepts and applications in relation to vision, power, influence, motivation, values, attitudes, behavior, followership, communication, leading strategic change, empowerment and ethical leadership. The course draws on case studies, role-modeling exercises, and personal assessment and development.
- EMBA 584 Corporate Governance 1 cr.**
 Explores how corporate governance affects the way organizations are directed and controlled, the different types of boards, the duties and responsibilities of board membership, and the relation between leaders and their followers in the context of Fair Process Leadership.
- EMBA 590 Practicum Project 6 cr.**
- EMBA 591 Special Topics 6 cr.**

The MBA Program

Philosophy

OSB has been developing leaders and preparing them to excel in the constantly and rapidly changing business world. Through an immersive experience in business education, we will empower students to build a strong knowledge base and gain individualized skills to meet the economic and social challenges of the future. Our MBA Program draws the most influential and innovative business thinkers and leaders to campus to address, teach and mentor students. You will find yourself surrounded by an adventurous learning community of passionate, highly motivated people who want to improve your experience and the world.

Program Highlights

- Flexible, innovative curriculum which fosters collaboration, community, teamwork and an entrepreneurial spirit
- World-class faculty research and a focus on experiential and analytical learning
- Rigorous academic theory is linked with real-world practice to build fundamental leadership and management skills
- Ongoing assessment of learning outcomes geared toward continuous improvement
- A global community of alumni worldwide create a powerful network that lasts a lifetime

Excellent teaching, executive connections and partnership opportunities are just some of the things you will experience at OSB. All our courses will provide students with opportunities to learn, practice and lead. Whether you are interested in consulting, strategy, innovation or other topics from health services to entrepreneurship, our MBA will provide you with the knowledge and recognition you are seeking from the business world.

Admission to the Program

Normally, there are two admission deadlines a (Normally in March) , for enrollment in the Fall term and in November, for enrollment the following Spring. For more details, please refer to the Admissions section of the AUB graduate catalogue under Application Procedures.

GMAT results are expected within a month after the regular deadline for Fall and Spring terms.

Criteria for Admission

The MBA program is looking to attract and admit candidates with balanced competencies including excellent analytical skills and leadership potential.

The following requirements will be needed to consider your application:

- Average GPA of at least 80 (3.2) from a university recognized by AUB
- An applicant is considered for admission on probation if s/he has attained an average between 75 and 80.

- All students who do not have an undergraduate degree from AUB or any American, Canadian, British or Australian University, must meet the Readiness for University Studies in English (RUSE) of the university
- A GMAT test score. In lieu of GMAT, candidates may submit a GRE equivalence score (quantitative and verbal sections).
- Minimum 12 months of relevant work experience or equivalency judged on a case-by-case basis (outstanding applicants with less than 12 months of work experience may be considered)
- Two letters of recommendation preferably highlighting the applicant's work experience
- Curriculum vitae
- Interview, when required
- To apply please submit an online application form at: <https://graduateadmissions.aub.edu.lb/>

As per AUB's bylaws, the OSB Graduate Studies Committee shall act on admission to the MBA program of all applicants. For additional information on graduate admissions, refer to the Admissions section of this catalogue.

Program Components

Overview

The MBA program has been in existence at AUB since the mid-1940s and is committed to the highest standards of quality in graduate management education. The Master of Business Administration (MBA) is a general management program that encompasses the different areas of business and offers a robust knowledge platform comprised of a set of functional, cross-functional and skill-based core and elective courses. A variety of electives are available to choose from so students can tailor their learning experience to suit their individual needs.

All our courses will provide students with opportunities to learn, practice and lead. Our graduates acquire the vital knowledge and skills to go on and build prosperous careers in various industries, including Management Consulting, Entrepreneurship, Banking, Marketing, Media and others.

Program Outline

The MBA curriculum is composed of eight (8) core courses and a choice of electives from a list of courses covering important areas of interest to the students. The program is offered on a full-time and part-time basis to suit the needs of students. Completion period ranges between 10 and 20 months depending on student preferences. It is the only graduate program at OSB which starts every fall and spring of the academic year.

The Pre-MBA Integrative Foundation Module

Students will need to take an exemption test in Accounting, Finance and Statistics prior to enrollment in the program. For those who pass, no pre-foundation courses are required. The integrative pre-MBA foundation module is an intensive, level-setting, 0-credit suite of three short courses offering basics in Accounting, Finance and Statistics. It normally takes place over a period of one month prior to the start of each of the fall and spring terms.

The Curriculum

Curriculum	Credits
Required Core Business Courses	24
MNGT 306 Leadership and Behavior in Organizations	3
MKTG 306 Marketing Management	3
DSCN 300 Models for Decision-Making	3
BUSS 315 Prices, Markets and the Economic Environment	3
ACCT 301 Financial Reporting and Analysis	3
DCSN 310 Operations and Process Management	3
BUSS 349 Strategic Management	3
FINA 306 Intermediate Corporate Finance	3
Electives	12
Four Business Elective Courses	3
Total Credit Hours	36

Program Delivery

The program can either be completed on a full-time or part-time basis. As a full-time student, the program can be completed within 1 academic year. Part-time students have up to three years to complete the program.

Academic Policies

Academic Rules and Regulations

University Academic Rules and Regulations on courses, grades, probation and dismissal apply. The minimum passing grade in a course is 70. Students in the MBA program are required to maintain a cumulative average of at least 80 in all courses taken for graduate credit.

Academic Advisors

Each student has an academic advisor who normally approves the student's schedule each term. The General University Academic Information section of this catalogue provides further information on academic advisors.

MBA Courses

MBA Course Prefixes

MBA courses all have a prefix indicating the discipline: ACCT (Accounting), DCSN (Business Decision Systems), ENTM (Entrepreneurship), FINA (Finance), INFO (Business Information Systems), MKTG (Marketing) and MNGT (Management). Integrative and multi-disciplinary courses that do not belong to a particular discipline are labeled by the prefix BUSS. It is important to note that the successful completion of the pre-MBA integrative foundation module is a prerequisite for enrollment in all core and elective courses listed below.

Core Courses

Our MBA courses are taught by professionals in the field who bring forth their dynamic experiences and diverse backgrounds. Through the program students will further their understanding of core management and business knowledge and practice while simultaneously enriching their perspective and practical knowledge on how to be innovative and entrepreneurial, and a responsible business professional with a global perspective and strong strategic foundation for success. Through class discussions, team learning and hands-on work, students will experience professional growth as well as personal development.

ACCT 301 Financial Reporting and Analysis 3 cr.

This course focuses on understanding and using financial and management accounting information for decision-making purposes. It provides in-depth analysis on topics covered in the introductory courses as well as in financial and managerial accounting. Topics covered comprise the use, interpretation and analysis of management accounting information including costing, cost behavior and measurement, budgeting, and variance analysis for decision-making, planning and control of operations using a case-based approach. A thorough discussion of the conceptual framework and standards that govern the preparation of financial statements is provided. Accounting analysis, financial analysis, prospective analysis and valuation are also covered. These topics are examined with strong emphasis on the analytical uses of such information and on the ethical dilemmas and standards faced and required by the concerned parties, such as managers, board members and internal and external auditors.

BUSS 315 Prices, Markets and the Economic Environment 3 cr.

This course develops understanding of how firms are influenced by the microeconomic and macroeconomic environments in which they operate. As such, it is composed of two broad parts. In the first part, students will gain an understanding of the functioning of markets and firms on the microeconomic level. Topics include pricing decisions in practice, externalities and government regulation, and risk and uncertainty in managerial decision-making. In the latter part of the course, students transcend the market to examine the broader economic environment surrounding the firm on the macroeconomic level. The effects of fiscal and monetary policies on the economy, the open economy, balance of payments, exchange rate determination and macroeconomic policy under both fixed and floating exchange rates, economic depression, hyperinflation and budget deficits will all be examined in detail.

BUSS 349 Advanced Seminar in Strategic Management 3 cr.

This advanced class is a senior capstone course for students; an integrative, big-picture course which exposes students to the strategic planning process of firms in local and global settings by utilizing the knowledge acquired from other core courses such as marketing, accounting, finance, operations, and pricing and markets. Students will culminate the curriculum through the application of core functional foundation concepts to various business situations. Emphasis will be placed on identifying the tools needed for strategic analysis of firms and industries and on comprehending the key internal and external issues executives encounter when managing corporations and departments. Topics include strategy formulation, implementation, execution, competitive positioning and evaluation techniques. Students are required to identify current problems and chart the future direction of different businesses and industries. *Prerequisites: Minimum of 18 credits of core courses including MKTG 306 and MNGT 306.*

DCSN 300 Models for Decision-Making 3 cr.

This course provides “the best practices” of spreadsheet modeling and data analytics, solving and interpretation for informed decision-making. It considers practical real life decision-making problems drawn from all functional areas of business and uses the most extensive and valuable suite of tools available in management science for developing hands-on skills. It is designed as two independent modules. Module I covers the modeling process, explains the various modeling approaches and considers single and multiple-objective decision-making. Business models are drawn from diverse applications in finance, marketing and operations. This module stresses the logic associated with model development and formulation, interpretation of solutions, sensitivity analysis and modeling limitations. In addition, students analyze real cases from their own work experience and the literature. Module II is about understanding how data can be analyzed to clarify alternatives, develop insights, support analysis and make informed decisions. The topics of data analysis covered are applied to data sets and cases from a wide variety of business applications.

DCSN 310 Operations and Process Management 3 cr.

This course gives an overview of the strategic and tactical decisions involved in operating a production or service system for sustainable competitive advantage. Emphasis is on the core concepts of capacity, variability and quality. Topics include evaluating process capacity; estimating and reducing labor costs; batching and flow interruptions; waiting-time problems and throughput losses; quality management, statistical process control and six-sigma capability; and lean operations. Links among operations, finance and strategic success are explored.

FINA 306 Intermediate Corporate Finance 3 cr.

This course covers topics such as financial management decision-making, financial planning, forecasting and valuation models, capital budgeting under uncertainty, modern capital structure theories, leasing, equity and debt financing, modern dividend theories, working capital policies, ethical issues in finance, and mergers and acquisitions using some cases simulating real world decision-making. *Pre-requisite: Pre-Foundation finance course.*

MKTG 306 Marketing Management 3 cr.

This course deals with the fundamental aspects of managing and delivering marketing programs within a corporate context. Topics covered include analyzing marketing opportunities and channels; developing marketing strategies; marketing decision-making, customer analysis and insight; product, pricing, communication and promotion; and branding. The major elements of the marketing process and their relationship with each other will be thoroughly examined in local, regional and international contexts through case examples. Additionally, students will delve into the analytical and research techniques used to make marketing decisions. The application of these techniques to marketing situations in both profit and non-profit organizations will be practiced through the use of case studies and individual assignments.

MNGT 306 Leadership and Behavior in Organizations 3 cr.

This course sets the base for proper understanding and micro-level analysis of the role of individual and group behavior in organizations. It is designed as two independent modules. Module I concerns organizational behavior while Module II concerns leadership. The course will serve as an introduction to behavioral aspects of the modern workplace, including such processes as leadership, communication, motivation, conflict resolution and team building, and the influence that the environment has on such behavioral patterns. The course will help students assimilate the different roles people play in

an organization irrespective of their departmental positions or functional affiliations, and recognize the interactions inherent among people, structures and environments. Particular attention is accorded to leadership as a focal point of group processes and a critical ingredient in successful organizational endeavors and transformations. Through this course students will analyze, evaluate and apply management and organizational behavior concepts, approaches and tools to both novel business problems and situations and to managerial decision-making situations.

Electives Courses

MBA Accounting and Finance Elective Courses

ACCT 345 Financial Statements Analysis 3 cr.

Deals with major financial statements, including the foundations of ratio and financial analysis, analyzing current assets, investments, fixed assets, current and long-term liabilities and owner equity.

FINA 315 Investment Analysis and Evaluation 3 cr.

An analysis of investments in financial securities that focuses on securities markets, investment risk-return trade-off, asset pricing models and stock price behavior in relation to the capital market efficiency hypothesis. Particular emphasis is placed on stocks, bonds, and financial futures and options.

FINA 318 Derivative Securities 3 cr.

Emphasizes derivatives theories and applications, derivatives exchanges, valuation of derivatives (futures, forward, swaps, standard and exotic options on different underlying assets), trading practices and regulations, management of financial risks and empirical evidence on derivative markets efficiency. *Prerequisite: FINA 306.*

FINA 320 Investment Banking 3 cr.

Designed to meld the practical and theoretical aspects of investment banking, focusing on a review of syndication and underwriting, advisory services, clearing and funding operations, corporate restructuring, evaluation of capital investment opportunities and integrating financial engineering into real-world investment banking applications. *Prerequisite: FINA 306.*

FINA 325 Global Finance 3 cr.

A study of global financial markets and instruments. Topics covered include financial and investment decisions in an international environment, operations of international money and capital markets, management of foreign exchange risk, working capital management, direct foreign investment, political risk analysis and currency derivatives forward, and swap markets.

FINA 330 Banking Risk Management 3 cr.

Deals with financial decision-making procedures and policies of commercial banks. The focus is on regulatory environment, strategic credit decision, international banking, applications of financial engineering in risk management and management of assets and liabilities of commercial banks using the portfolio analysis approach and capital adequacy indicators. Casework is emphasized. *Prerequisite: FINA 306.*

FINA 337 Market Risk Measurement and Management 3 cr.

Aims to give hands-on experience of the techniques used by risk professionals to measure and manage market risk. The topics covered include emerging market risks, including currency crises, value-at-risk (delta-normal, historical simulation, Monte Carlo), conditional value-at-risk, risk budgeting, stress testing, liquidity risk and measuring and managing corporate exposures, including cash flow at risk.

FINA 340 Advanced Corporate Finance 3 cr.

Emphasizes strategic financial policies in theory and practice, and the formulations and implementations of financial policies through the case study approach. Case analysis covers issues such as management of short-term and long-term assets, raising capital, distribution and retention of earnings, agency problems, mergers and acquisitions, corporate failure and restructuring. *Prerequisite: FINA 306.*

FINA 341 Corporate Governance 3 cr.

A study of legal accountability in conformity with corporate and securities disclosure laws, market for corporate control, the role of institutional investors, leveraged buyouts, hiring and firing strategies, management compensation packages and the role of the board of directors in ensuring an appropriate accountability system and the integrity of financial reporting.

MBA Management and Marketing Elective Courses**ENTM 310 New Venture Management 3 cr.**

This course focuses on the founding and development of new business organizations (startup or franchise or even intra corporate), from the point of view of the entrepreneurial manager; it identifies briefly the prerequisites of successful new ventures, the threats to their survival, and the practical actions entrepreneurs may take to overcome them and successfully grow their venture. Law, organizational design, resource acquisition and valuation form the backbone of this course. *Prerequisite: ACCT 301.*

ENTM 311 Family Business Management 3 cr.

This course focuses on family businesses: their importance, structure, governance, management challenges; issues and solutions relating to succession, inheritance, business continuity, family vs. non family management, and rivalry between siblings, cousins, or across generations. The managerial, strategic, financial and behavioral complexities in these firms are also analyzed. Compensation, attracting and retaining both family and nonfamily talent, and financing the enterprise are covered. Time allowing, a couple of sessions will be devoted to introduce the basic elements of good decision making (no quantitative content): Learn to establish the framework under which good decisions are made, starting with the definition of the problem, and ending with the evaluation of alternatives and their tradeoffs under uncertainty, risk and incomplete information. *Prerequisite: MNGT 306.*

ENTM 320 Social Entrepreneurship 3 cr.

A social enterprise is a hybrid organization that applies commercial strategies and uses market mechanisms to solve social issues. This course provides a foundation for students to understand social entrepreneurship. It reviews various schools of thought and perspectives on social entrepreneurship's role in tackling social issues, while covering concrete tools for students to begin to engage communities, identify a problem, and develop an innovative solution.

MNGT 332 Human Capital Management 3 cr.

An advanced analysis of human resource function and the challenge of managing human capital in a modern corporation. The course highlights the interrelationships of the different human-resource-management functions and the strategic role of HR in today's environment, and capitalizes on new trends and actual case examples to illustrate current HR best practices. *Prerequisite: MNGT 306.*

MNGT 319 Change Management 3 cr.

Examines in depth the change management process as a central paradigm in modern management theory and practice. The course spans a broad spectrum, including different change models and the various organizational forces that enable and resist change; and change processes at the individual, group and organizational levels. The course also introduces theories, tools, approaches and key competencies for managing change as well as practical case studies in the management of change.

MNGT 320 Trending Issues in Management 3 cr.

Helps students keep pace with rapid developments in managerial know-how, covering both conceptual breakthroughs and innovative applications. This course focuses on the rapidly changing intellectual landscape in management in an attempt to discuss future directions and dominant trends in the making. The intended learning output is to ensure student preparedness for the sharp edge of management practice.

MNGT 350 Special Topics in Management 3 cr.

An analysis of contemporary management issues and problems. The course may be repeated for credit when topics vary. Credits depend on the course offered. *Prerequisite: Consent of track convener.*

MKTG 311 Applied Market Research 3 cr.

The course is designed to offer an advanced understanding of the market research process through coverage of the steps comprising the process from defining the research problem; to developing an approach; to formulating a research design and designing survey or questionnaire forms; to data collection, analysis and implementation. The course takes on an applied orientation in covering the research process. *Prerequisites: MKTG 306 and BUSS 300.*

MKTG 312 Consumer Behavior 3 cr.

Uses a behavioral science perspective to describe, understand and predict the behavior of consumers in the marketplace. This course also magnifies the basic decision-making processes followed by consumers when faced with a choice situation. *Prerequisite: MKTG 306.*

MKTG 325 Services Marketing Management 3 cr.

Addresses topics such as creating a sustained competitive advantage, designing the service delivery system, creating a service culture, building customer loyalty, exploiting the virtual value chain, reengineering the delivery system, delivering services on the web, implementing total quality management program and globalization of services. *Prerequisite: MKTG 306.*

MKTG 341 Global Marketing Strategy 3 cr.
 An examination of the global strategic marketing task through the eyes of the marketing manager. Topics covered include understanding the global marketing environment, analyzing global marketing opportunities, developing global marketing strategies, designing global marketing programs and managing the global effort.
Prerequisite: MKTG 306.

MKTG 350 Special Topics in Marketing 3 cr.
 An analysis of contemporary marketing issues and problems. The course may be repeated for credit when topics vary. Credits depend on the course offered.
Prerequisite: Consent of track convenor.

MBA Decision Systems and Management Information Systems Elective Courses

DCSN 320 Performance Management 3 cr.
 Strategic performance management is essential for ensuring the sustainability, continuous improvement and target setting of any public or private organization. The course covers qualitative and quantitative performance measurement and management frameworks that consider performance indicators from the stakeholder's perspective. It addresses complex decision-making scenarios where a mix of tangible and intangible measures with tradeoffs needs to be considered to determine an overall relative performance measure for an organization with respect to its peers. Approaches such as the Analytic Hierarchy Process (AHP) and Data Envelopment Analysis are covered to analyze various metrics and balanced scorecard information. Students form groups and select a topic for their final project, and gain hands-on learning experience with appropriate software tools. *Prerequisite: DCSN 300.*

DCSN 330 Project Management 3 cr.
 The modern business relies upon improving and aligning processes with business strategy. These improvements are implemented as projects. While managing traditional projects such as construction is covered, this course emphasizes the management of the building blocks of a project's processes. Since project management is both an art and a science that balances soft (management) and hard (tool and technology) skills, both are taught. The course equips students to manage or participate in complex projects and work with project stakeholders.

DCSN 340 Supply Chain Management 3 cr.
 Addresses issues of matching supply with demand in the context of supply chain management by managing both supply and demand. While the treatment is model-based, the course is aimed at developing insights needed by general managers or management consultants. The emphasis is on managing uncertain demand, both within the firm and across the supply chain. Topics include: drivers of supply chain management, designing the supply chain network, planning demand and supply in a supply chain, designing and planning transportation networks, the Newsvendor model, quick response strategies, the order-up-to inventory model, risk-pooling strategies and supply chain coordination. An introduction to managing demand through revenue management is also provided.
Prerequisite: DCSN 310.

INFO 320 Building Business Value with Technology Innovation 3 cr.
Information technology (IT) is the key enabler of most key innovations and improvements in business and society. This course develops critical analysis skills required to bring new ideas into fruition that build and maintain organizations. These innovations require leveraging IT in these businesses. The course covers marketing to technology organizations, employing IT to create new business models, and innovation at industry-leading companies using IT and current IT trends.

BUSS 398 Project 3 cr.
The MBA project consists of a field consulting project, a case study or an extended research paper defined in agreement with the faculty readers in question. Each student is assigned a committee consisting of an advisor (first reader) and a second reader who jointly supervise and guide the student throughout. It is the responsibility of the student to select a topic and submit a project proposal to be approved by her/his readers and then by the OSB Graduate Studies Committee. All accepted projects should be deposited at the library. A student who is unable to finish the project in one term can register an additional time subject to consent of the readers.

Master's in Finance (MFIN) Program

Philosophy

The MFIN program is aimed at developing highly qualified individuals wishing to become technical experts in the finance profession. Our program provides the region with professionals who are well equipped with knowledge of relevant, cutting-edge financial theories and tools.

Program Highlights

- Master's in Finance program (MFIN) is aimed at developing highly qualified individuals with in-depth knowledge and expertise in the finance field.
- The program meets the needs of students who have passion for finance and who are seeking to advance their careers in this field. It equips students with the appropriate range of analytical and research proficiencies and helps them acquire specialized (hard and soft) skills needed to excel as finance professionals.
- Students will develop a knowledge base in all areas of finance, including structured finance, financial markets, commercial and investment banking, portfolio management, equity valuation, corporate finance, energy finance, risk management, private equity and real estate finance, drawing on case studies from Lebanon and the MENA region.
- MFIN prepares students to work in a wide range of financial roles including: commercial and investment banking, risk management, asset and private wealth management, private equity and venture capital, consulting, auditing, CFO offices of national, regional and multinational institutions and family business among others.

Admission to the Program

Normally, there is one admission deadline a year, in March, for enrollment in the fall term. For more details, please refer to the Admissions section of the AUB graduate catalogue under Application Procedures.

Criteria for Admission

To be eligible for admission to the MFIN program, a student must hold a bachelor's degree and must satisfy the requirements of the University for admission to graduate study.

The MFIN program is looking to attract and admit candidates with the following requirements:

- The applicant must possess an undergraduate degree from an accredited credit system university with an average GPA in the last 60 credits of at least 80 or equivalent. For universities that do not follow the credit system, the cumulative average of the applicant will be taken into consideration.
- Students coming from a non-quantitative background may be asked to take the GMAT or GRE exam. Students with a quantitative background, specifically those coming from the fields of Finance, Accounting, Math, Physics, Engineering and Economics, are exempted from the GMAT or GRE requirement.
- Students not having an undergraduate degree in Business will be required to take at least two prerequisite courses prior to enrollment in the program.

- Applicants with previous work experience in the field of Finance are at an advantage. Personal interviews will be conducted with the MFIN applicants whenever deemed necessary by the Graduate Committee.

The Application Process

To apply for admission to the MFIN program, an applicant must submit the following:

- An application form
- Two letters of recommendation
- An official transcript for all undergraduate and/or graduate coursework
- All students who do not have an undergraduate degree from AUB or any American, Canadian, British or Australian University must meet the Readiness for University Studies in English (RUSE) on page 41
- A GMAT or GRE score for students coming from a non-quantitative non-business background
- A curriculum vitae

Program Outline

Overview

Students can complete the MFIN program in 12 months starting the fall term provided they pass all core and elective courses, and maintain a cumulative average of at least 80 in all courses taken for graduate credit. Students coming from non-business backgrounds must also complete all their remedial courses. Failing to maintain a cumulative GPA of 80 upon completion of the courses for the program academic year or obtaining a grade less than 70 in any course will cause a delay in graduation until the program requirements are met. Students can also satisfy all the above requirements if registered part-time over two calendar years.

In order to fulfill the MFIN graduation requirements, a student must complete the following on a full-time or part-time basis as tabulated below.

Course Type	Credits Hours (minimum)
Core	18
Electives	12
Total Number of Credits Required for Graduation	30

No project (thesis) will be required.

Curriculum

The graduate program consists of 6 core courses and 4 electives. The core courses span the various areas of corporate finance, risk analysis and management, finance investments and portfolio theory, and quantitative finance. The program closely follows the CFA curriculum and covers the material of the three CFA levels and beyond.

The core courses are in the general areas of:

- MFIN 301: Financial Statement Analysis
- MFIN 303: Structured Finance
- MFIN 304: Equity Valuation

- MFIN 305: Quantitative Methods of Finance
- MFIN 306: Portfolio Management and Security Analysis
- MFIN 307: Financial Strategy

Four elective courses may be chosen from the following list:

- MFIN 351: Fixed Income Securities
- MFIN 353: Financial Econometric to Empirical Finance
- MFIN 354: Risk Management in Financial Institutions
- MFIN 355: Private Equity
- MFIN 356: Financial Markets in the Middle East Region
- MFIN 357: Energy Finance
- MFIN 358: Real Estate Finance and Investment
- MFIN 359: Entrepreneurial Finance
- MFIN399 : Applied Investment Management
- Students not having an undergraduate degree in Business will be required to take, prior to enrolling in the MFIN program, one prerequisite/remedial course of 3 credits :
- Financial Accounting/Basics of Finance

As mentioned previously, these students can complete the program in 12 months.

Program Structure

The MFIN can be completed in three terms (one year) in accordance with the recommended time frame suggested below for students enrolled in the program on a full-time basis. Students enrolled in the program on a part-time basis can complete the requirements in six terms (two years).

Course Title	Normal (cr.)	Core/ Elective/ Remedial
Summer term (Required for Non-BBA Holders)		
Preterm Course: Financial Accounting/Basics of Finance	3	remedial
Fall term		
MFIN 301: Financial Statement Analysis	3	core
MFIN 306: Portfolio Management and Security Analysis	3	core
MFIN 303: Structured Finance	3	core
MFIN 304: Equity Evaluation	3	core
Spring term		
MFIN 305: Quantitative Methods of Finance	3	core
MFIN 307: Financial Strategy	3	core
2 electives	6	elective
Summer term:		
2 electives	6	elective
Total Credits	30	

Academic Policies

Academic Rules and Regulations

University Academic Rules and Regulations on courses, grades, probation and dismissal apply. The minimum passing grade in a course is 70. Students in the MFIN program are required to maintain a cumulative average of at least 80 in all courses taken

Academic Advisors

Student should consult with the director of the MFIN program for academic advise and approval of the students' schedule.

MFIN Courses

Remedial Courses

MFIN 300A divided into two parts:

Financial Accounting

1.5 cr.

The course provides a brief overview of the accounting cycle. It first includes a discussion of the financial statements of a large, diversified international company. Next, it briefly discusses the accounting standards in the U.S. and at the international level. This is followed by an analysis of the accounting framework including objectives behind financial reporting, main users of financial statements, elements of the financial statements, in addition to the assumptions, principles and constraints that apply when reporting the financial position of a firm. The last section of the course covers issues related to the accounting cycle including recording business transactions, preparing trial balance and financial statements, to conclude with closing entries.

Basics of Finance

1.5 cr.

The course is an introduction to business finance (corporate financial management and investments). Participants develop a toolkit to analyze financial decisions based on principles of modern financial theory. The course introduces concepts such as discounted cash flow, corporate capital budgeting and corporate financial policy.

Core Courses

MFIN 301

Financial Statement Analysis

3 cr.

The course integrates contemporary corporate financial reporting issues with financial analysis, interpretation and performance evaluation using a case approach. It presents an in-depth discussion of factors affecting analysis of business organizations and business strategy issues, and explores measurement of items on financial statements, disclosures, standard setting issues, financial reporting internationally, financial reporting implications and investment evaluation.

MFIN 303

Structured Finance

3 cr.

The course covers forwards, options and futures. At the end of the course, students will gain an understanding of the mechanics of derivatives (contingent claims) markets and how derivative products are used and priced. Students will also be introduced to continuous-time financial models and their uses in modeling and valuing contingent claims.

MFIN 354 Risk Management in Financial Institutions 3 cr.
 This course provides a rigorous introduction to quantifying and managing financial risk. Emphasis will be placed on measuring and managing market and credit risk. The course proceeds with an overview of operational risk, liquidity risk as well as the regulations governing risk in financial institutions

MFIN 355 Private Equity 3 cr.
 The course is designed to provide students with a practical understanding of the private equity industry. By private equity we mean investing capital in the equity of private companies to fund growth or public companies to take them private. In both cases the aim is to provide meaningful returns to investors and sometimes substantial returns to the entrepreneurs who started these companies. We will explore how modern private equity firms raise capital, align interests, conduct due diligence, secure leverage, negotiate deals, execute an investment plan and exit through IPO or M&A. We will also discuss particular issues involved with how this business works in emerging markets, such as our MENA region

MFIN 356 Financial Markets in the Middle East Region 3 cr.
 This course provides an in depth analysis of Financial Markets in the Middle East region. It discusses issues related to the region's bond and stock markets, Islamic finance and Sukuk structure, family business, asset and wealth management, commercial and investment banking as well as risk management and corporate governance in the region. The course draws a special attention to financial and regulatory issues impacting the Middle East markets, the disruptive challenge of Fintech on the region and the process of financial deepening.

MFIN 357 Energy Finance 3 cr.
 In this energy finance course, students will develop a comprehensive understanding and thorough knowledge of the dynamics of energy markets and the financial and investment decisions underlying energy projects. The program will start by introducing the characteristics of oil and gas and the different types of transactions and markets, industry structure and terminology, financial statement analysis and risk management in the energy industry. After establishing the basics of commodity pricing, the program will focus on the investment aspect of energy projects. It will cover the most widely used techniques to value real investment opportunities, illustrate financing structures and approaches of energy projects, and explore the hedging mechanisms available to companies and investors exposed to the risks of energy markets. The program will follow a practical approach by covering several real life case studies and exposing participants to examples of situations encountered by global companies and energy projects.

MFIN 358 Real Estate Finance and Investment 3 cr.
 The course examines selected issues in real estate, with focus on finance and investment including techniques for analyzing financial decisions in property development and investment: property income streams, pro-forma analysis, equity valuation, taxes, risk types, sensitivity analysis and portfolio management. The early part of the course will deal briefly with supply and demand aspects, and the relationship between physical assets and real estate securities as assets. It also introduces the fundamentals of mortgage securitization and public markets in real estate securities

MFIN 359**Entrepreneurial Finance****3 cr.**

Students seek to understand the various stages the entrepreneur deals with from conceptual idea, to startup to harvest. The strategies and incentives of the various players and how they maneuver through the business cycle are examined. The course will go in depth in identifying financing needs, structuring multi-staged financings, understanding business models, assessing financial performance and valuing entrepreneurial ventures. From the investor's viewpoint, the course is designed to help managers make better investment and financing decisions in entrepreneurial settings. From the perspective of the entrepreneur, it will examine financial forecasting and planning, financial management of rapidly growing businesses, start-up ventures, developing business plans, aspects of deal negotiation, company valuation, evaluation of alternative sources of financing, venture capital, initial public offering, the decision to harvest and, finally, gain realization. MFIN399 Applied Investment Course 3 cr

This course aims to cover a broad and practical body of investment knowledge focused on the CFA program to assist future market practitioners in performing investment decisions within an ever changing and complex investment environment. The first part of the course will consist of portfolio analysis and management theory. The second part will focus on application where students will be involved throughout the portfolio management process from idea generation to investment thesis to portfolio construction to portfolio implementation. The course will also include relevant discussions by practitioners from various industry publications and guest lectures.

Master's in Human Resource Management (MHRM) Program

Philosophy

The Masters' in Human Resource Management (MHRM) is a challenging and exciting 15 month program designed to prepare early career practitioners and ambitious graduates, to gain in-depth knowledge and skills in Human Resources Management and People Management (Organizational Behavior), and to meet the needs of HR globally and in the MENA region. The MHRM program empowers students with professional, research-based skills and competencies necessary for succeeding in the ever-changing context of HRM.

Admission to the Program

Normally, there is one admission deadline a year (usually in March) for enrollment in the Fall term. For more details, please refer to the Admissions section of the AUB graduate catalogue under Application Procedures.

Criteria for Admission

To be eligible for admission to the MHRM program, an applicant must hold a university degree recognized by AUB, and must satisfy the requirements of the university for admission to graduate study (including meeting the Readiness for University Studies in English (RUSE) of the university).

Admitted applicants will normally have attained the following:

- An undergraduate average of at least 80 or equivalent in any major. The undergraduate degree must be obtained from a university recognized by AUB. An applicant is considered for admission on probation if s/he has attained an average between 75 and 80.
- A personal interview (when needed).

Admitted participants with non-business undergraduate degrees are required to successfully complete two remedial business courses prior to the commencement of the MHRM program.

The Application Process

To apply for admission to the MHRM program, an applicant must submit the following:

- An application form
- Two letters of recommendation
- An official transcript for all undergraduate and/or graduate coursework
- Refer to the Readiness for University Studies in English (RUSE) on page 42.
- A curriculum vitae
- A statement of purpose

Program Outline

Overview

The MHRM requires 30 credit hours in 9 required courses (27 credits) and one (3-credit) field project. The field project is rooted in applying analytical and conceptual skills, knowledge and tools to a real-time strategic HR problem.

Program Delivery

Participants are expected to complete the program in 18-24 months. Admitted students, not having an undergraduate degree in business, will be required to take, prior to enrolling in the MHRM program, two prerequisite courses of 3 credits each in August.

The Curriculum

The graduate program consists of 9 core courses and 1 comprehensive field project to be completed in a 15 month period. Courses are offered twice a week in the evening. The courses are as follows: 10 courses- 30 credits (9 courses required- 27 credits and one project - 3 credits):

- MHRM 301: Managing the Recruitment Process (3 credits)
- MHRM 302: Human Capital Training and Development (3 credits)
- MHRM 303: Compensation in the Broader Performance Management Context (3 credits)
- MHRM 304: Ethics, Diversity Management and Labor Law (3 credits)
- MHRM 305: Leadership and Behavior in Organizations (3 credits)
- MHRM 306: Strategic Human Resource Management (3 credits)
- MHRM 307: International Human Resource Management and Simulation (3 credits)
- MHRM 308: Human Resource Development and Change Management (3 credits)

- MHRM 309: Organizational Research Design and Methods (3 credits)
- MHRM 310: Final Field Project (3 credits)

Students not having an undergraduate degree in business may be required to take, prior to enrolling in the MHRM program, at least two prerequisite (remedial) courses of 3 credits each:

- Overview of Accounting and Finance
- The Business Value Chain

Academic Policies

Academic Rules and Regulations

University Academic Rules and Regulations on courses, grades, probation and dismissal apply. The minimum passing grade in a course is 70. Students in the MHRM program are required to maintain a cumulative average of at least 80 in all courses taken for graduate credit.

Academic Advisors

Each student has an academic advisor who normally approves the student's schedule each term. The General University Academic Information section of this catalogue provides further information on academic advisors.

MHRM Courses

Remedial Courses

MHRM 300A divided into two parts:

Overview of Accounting

1.5 cr.

This course provides a brief overview of the accounting cycle. It first includes a discussion of financial statements. Next, it briefly discusses accounting standards in the U.S. and at the international level. This is followed by analysis of the accounting framework including the objectives behind financial reporting, main users of financial statements, elements of financial statements, in addition to the assumptions, principles and constraints that apply when reporting the financial position of a firm. The last section of the course covers issues related to the accounting cycle including recording business transactions, preparing trial balance and financial statements, to conclude with closing entries.

Overview of Finance

1.5 cr.

This course is an introduction to business finance (corporate financial management and investments). Participants develop a toolkit to analyze financial decisions based on principles of modern financial theory. The course introduces concepts such as discounted cash flow, corporate capital budgeting and corporate financial policy.

MHRM 300B The Business Value Chain

3 cr.

This course is a holistic, interdisciplinary overview of a business firm, its competitive landscape, objectives, strategy and operations. The course explores the firm's various functions and how they work together and affect one another to form a company's business strategy. Firm strategy is also explored through examination of customer and competitive analysis.

Core Courses

MHRM 301 Managing the Recruitment Process 3 cr.

This course explores how organizations plan for changes in their workforce, create recruitment strategies and develop selection systems to identify the best talent for their businesses. It encompasses planning for, establishing and maintaining a quality work force; identifying critical specifications for filling positions; recruiting a pool of talent; developing methods for selecting from the talent pool and creating desirable person/job and organization fit.

MHRM 302 Human Capital Training and Development 3 cr.

The first part of this course introduces students to the psychology of training. It focuses on how the research literature supports different approaches to training needs analysis, training design and training evaluation. The second part of the course introduces students to principles of employee development with focus on coaching. It focuses on the history of coaching, coaching models, the importance of evidence-based practice and the use of methods drawn from behavioral science, along with ethical considerations and evaluation.

MHRM 303 Compensation in the Broader Performance Management Context 3 cr.

This course examines compensation practice, the criteria used to compensate employees and their benefits, compensation system design issues, challenges of compensating key strategic employee groups, and employee benefits and services. The course also discusses compensation as part of the broader performance management context. This course is most suited for the HR professional interested in knowledge of the art and science of compensation practice and its role in promoting companies' competitive advantage.

MHRM 304 Ethics, Diversity Management and Labor Law 3 cr.

This course will evaluate diversity management practices and consider how gender, race and disability characteristics shape the policy. Further key concepts and decision-making frameworks in Business Ethics and Corporate Social Responsibility will be used as a basis to assess business scenarios and to justify particular courses of action. Through cases focusing on the social, reputational and environmental consequences of corporate activities, students will learn how to make difficult choices and critically argue in favor of these choices.

MHRM 305 Leadership and Behavior in Organizations 3 cr.

This course introduces students to many of the basic principles of human behavior that effective managers apply when managing individuals and groups in organizations. These include individual differences in abilities and attitudes, perception, attribution and bias, motivation, group dynamics including teams and communication, power and politics, organizational culture, and organizational structure and design. Particular attention is given to the psychological aspects of the employment relationship. Leadership is also highlighted as a crucial underpinning of group processes and as a decisive factor in organizational success, with the tone of leadership having important implications for HRM success.

MHRM 306 Strategic Human Resource Management 3 cr.
 This course aims to highlight the complex interactions and needed alignment of human resource management and strategy. On one hand, the course underscores how human capital management is invariably of strategic concern. On the HRM side, the course examines how HR strategies need to be integrated with other management functions and with the overall sense of direction (or strategy) of the firm. The new desired strategic thrust or orientation is also positioned in the context of relevant change management directives and insights, given that the new SHRM philosophy will require significant changes and new orientations at different levels of the organization.

MHRM 307 International Human Resource Management and Simulation 3 cr.
 This course provides a comprehensive, international perspective of the consequences of internationalization for the management of people across borders. Main topics covered include a thorough overview of the main ways that IHRM has been conceptualized to date; expatriate management and employment practices seen from both their external environment and the internal environment of the MNC; the current state of the field on IHRM practices, which attends to the role of globalization; the extent to which HRM differs between countries; and the underlying reasons for these differences. We then turn to consider how IHRM appears to be developing and changing in relation to issues of gender, work-life, regulation of employment, social responsibility, sustainability and diversity.

MHRM 308 Human Resource Development and Change Management 3 cr.
 This course provides a comprehensive, international perspective of the consequences of internationalization for HRD and related capacity-building initiatives. Main topics covered include a detailed assessment of HRD theory and how HRD is conceptualized in diverse contexts. The course begins by examining global influences on HRD, national workforce strategy and HRD planning. The importance of social capital and Knowledge for Development are discussed in respect to national sociocultural/geopolitical contexts. The course continues by evaluating HRD strategies in organizations to support OD and capacity-building, including knowledge management, talent management, development and career development.

MHRM 309 Organizational Research Design and Methods 3 cr.
 This course will be an overview of methods and statistics most commonly used in organizational research, focusing on research design and strategies. The course will cover basic inferential statistics including t-test and regression. Students will also be exposed to qualitative research techniques such as interviews, focus groups, case studies and grounded theory using content analysis. The course will stress on the organic links between these various research methods and an overall evidence-based approach to management and HRM specifically. It will also provide an introduction to basic consulting skills and techniques likely to be useful for the HR practitioner.

MHRM 310 Final Field Project 3 cr.
 This final field project allows MHRM participants to investigate an HR issue of relevance to their work environment and in line with their personal research interests. Students will have the chance to choose between an academic research project, a consultancy project or a teaching case study. Each field project will be supervised by a first and second reader. Students are expected to uphold the highest standards of academic integrity, scientific rigor and professional relevance while writing their final field projects.

Master of Science in Business Analytics (MSBA)

Program Purpose

The Master of Science in Business Analytics (MSBA) Program is intended to prepare the next generation of experts in business analytics. Participants in the program will acquire the necessary knowledge to frame business problems in analytical terms and undergo hands-on training in applying the trendiest, most relevant analytical tools to capture, process and analyze large data sets. The analytical findings will help organizations extract actionable insights to make better informed decisions, recommend strategies to improve performance of operations, create shared value for sustainable growth, gain competitive advantages, identify new opportunities and enable the digital transformation from basic to smart organization. Graduates of the program will develop advanced proficiency in executing and applying business analytics initiatives to challenging business problems in various industry domains including supply chain and operations, project management and marketing. The program aims to help meet the growing industry needs in the MENA region in particular and the world at large for business analytics professionals with the required new skills and expertise.

Program Objectives

The program aims at achieving the following objectives:

- **Frame business problems in analytical terms:** Identify the business requirements, relevant data, needed information technology, competitive edge, value added proposition to the business and performance metrics for success.
- **Analytical modeling and solving:** Develop advanced analytical modeling and solving skills to best address business problems in various industries; further expose students to new techniques more applicable to the unstructured and streaming nature of big data.
- **Analytics communication and management:** Learn how to effectively communicate analytical and sometimes complex results to a mixed audience; develop core managing skills more applicable to a business analytics project including planning, team leadership, project management, conflict resolution, negotiation and convincing techniques; create shared value for sustainable performance growth.

Admission to the Program

Normally, there is one admission deadline (Normally in March) a year for enrollment in the Fall term. For more details, please refer to the Admissions section of the AUB graduate catalogue under Application Procedures.

Criteria for Admission

To be eligible for admission to the MSBA program, a student must hold an undergraduate degree from a recognized university and must meet the Readiness for University Studies in English (RUSE) of the University. The program is open to students from other educational backgrounds including Business, Computer Science, Engineering, Economics, Mathematics, Statistics and so forth.

To be accepted into the MSBA program, the applicant must possess an undergraduate university degree with a Grade Point Average (GPA) equivalent to an AUB average of 80

or above. An applicant is considered for admission on probation if s/he has attained an average between 75 and 80.

A personal interview may be conducted with an MSBA applicant when deemed necessary. As per AUB's bylaws, the OSB Graduate Studies Committee shall make the final decision on the admission of applicants to the MSBA program.

The Application Process

To apply for admission to the MSBA program, an applicant must submit the following documents:

- An application form
- Two letters of recommendation
- An official transcript for all undergraduate and/or graduate coursework
- Refer to the Readiness for University Studies in English (RUSE)
- A curriculum vitae

Application form, online submission and frequently asked questions are available at the online graduate application system: <https://graduateadmissions.aub.edu.lb>.

Academic Policies

Academic Rules and Regulations

University Academic Rules and Regulations on courses, grades, probation and dismissal apply. The minimum passing grade in a course is 70. Students in the MSBA program are required to maintain a cumulative average of at least 80 in all courses taken for graduate credit.

Academic Advisors

Each student has an academic advisor who normally approves the student's schedule each term. The General University Academic Information section of this catalogue provides further information on academic advisors.

Program Outline

Overview

The MSBA program requires a minimum of 30 credit hours consisting of 6 required core courses (18 credits) and 4 elective specialized courses (12 credits). The 12 credits can be taken in one of two options:

Option 1 includes two core specialized elective courses (6 credits) and a thesis project (6 credits).

Option 2 includes two core specialized elective courses (6 credits); one general elective (3 credits); and a capstone project with experiential learning in industry (3 credits).

Please note if the two core specialized elective courses and thesis or project are taken in a given area, the student is entitled to an MSBA with a concentration title in that area (e.g., supply chain, project management, etc.)

Program Delivery

Participants will complete the program in a period of 12 months on a full-time basis. The program can also be completed on a part-time basis over a period of 24 months. The program starts with a 2-week boot camp and orientation (prerequisite) in August and continues for 12 months starting in September. The program includes 6 core courses, 3 elective courses and a capstone project or 2 elective courses and a thesis.

Program Curriculum

Program Core Courses

MSBA 000 Boot Camp and Orientation (prerequisite)

Students will be required to attend a two-week long, non-credit applied camp. It introduces students to the major analytical tools used in the program as applied to basic statistics and data visualization. These include, among others, R/R-Studio, Python, SPSS, Excel and Tableau.

MSBA 300 Business Understanding

This course will focus on business understanding and problem framing. This includes analysis of previous findings; identifying stakeholder challenges and the organization ecosystem; understanding innovation essentials and components of the analytics framework to compete on analytics; developing a data strategy for defining key performance metrics, data quality checks, benchmarking indices and data sources; introducing big data concepts and technological infrastructure for processing information; discussing innovative business models, appropriate analytical tools and the necessary leadership role to implement analytics initiatives and prioritize them for budgeting; efficient resource allocation; and effective creation of shared values and sustainable performance growth in a business domain.

MSBA 305 Data Processing Framework

The course focuses on the technology processing of data prior to performing data analytics to extract actionable intelligent insights. It covers data preparation, integration and processing using open-source software tools such as Python, Hadoop and Spark based platforms. Topics include identification of the datasets of interest; preparing the data; building data models using SQL and NoSQL databases and performing operations to explore large and complex datasets. It also explores big data and how and when to integrate big data platforms within an enterprise information system. Through guided hands-on tutorials, students will become familiar with data processing techniques using different frameworks.

MSBA 310 Applied Statistical Analysis

This course is designed to familiarize students with various applied statistical methods and tests. It will enable students to gain statistical knowledge and skills needed to solve business problems. In addition to the overview of hypothesis testing methods and exploratory data analysis (EDA), the course covers in-depth a wide range of parametric and non-parametric regression models such as multiple linear regression with interaction terms, multicollinearity diagnostics, variable selection, logistic regression, and classification and regression trees (CART). Students will already have received an early hands-on training as part of the pre-requisite boot camp on using the statistical tools and packages required for this course such as R/R-Studio, Python, Excel, and SPSS.

MSBA 315 Predictive Analytics and Machine Learning

Students in this course will learn about supervised and unsupervised training methods. The focus is on identifying relationships that cannot be found by basic statistics and used, for example, in customer satisfaction, branding, machine failure, resource allocation, fraud detection and fraudulent activities. Techniques include nearest neighbors, Naive Bayes, deep learning, text mining, clustering, association rules, regularization and dimensionality reduction. The bias/variance trade-off and model selection is a focal point of the course and will be illustrated from multiple angles. Students will acquire hands-on experience in all techniques taught.

MSBA 320 Optimization and Simulation

This course is an introduction to quantitative models for managerial decision-making in a complex and dynamic business environment. Students learn to develop linear, discrete, non-linear and multi-criteria optimization models; perform sensitivity analysis; analyze decisions under uncertainty; and conduct scenario analysis using simulation. The course introduces students to advanced software tools used in simulation and optimization.

MSBA 325 Data Visualization and Communication

This course introduces students to the latest data visualization techniques and tools to visualize data using dashboards, scorecards and other formats. Students will learn presentation techniques with emphasis on the data story, the visual display of data and smart reporting of results. Students will acquire hands-on skills to create effective information visualization based on different data types and audiences. A mix of coding with out-of-box tools will be explored depending on the visualization goals and context. Presentations leveraging latest technology and software such as Tableau, QlikView or IBM Insights. Other covered topics include web analytics and communication.

MSBA 390 Capstone Project with Experiential Learning in Industry (3 credit hours)**MSBA 395 Thesis Project (6 credit hours)**

The purpose of this course is twofold:

- The first is industry-oriented, focused on preparing students for the market and to hit the ground running from their first day on the job.
- The second is designed to enable students to deepen their knowledge in the field with the option of pursuing an advanced degree.
- In both cases, students will follow the entire lifecycle of framing, modeling, analyzing and communicating results to address a business challenge and present their findings in front of a jury panel composed of academics and industry professionals.

Program Elective Courses**MSBA 335 Supply Chain - Fundamentals**

This supply chain management course provides understanding of fundamental concepts for supply chain management from both analytical and practical perspectives, including a strategic framework to analyze the design, planning and operations decisions within supply chains. It covers supply chain drivers, supply chain process stages and performance metrics. It focuses on developing supply analytics strategy for competitive advantage, planning the demand and supply of products/services, managing inventory decisions and designing warehouse layout subject to materials handling considerations. Students will acquire hands-on experience in relevant supply chain analytics tools.

MSBA 340 Supply Chain - Logistics

This course provides understanding of the logistics aspect of designing a competitive supply chain strategy. It focuses on the designing and planning of facility locations, transportation system networks and scheduling using analytics and geo-information data to derive decisions; global sourcing and procurement strategies; negotiation techniques and rules of conduct in international trade and freight; assessments and decision techniques for outsourcing and coordinating third-party logistics. It also focuses on the role of information technology in the e-functions of supply chain logistics. Students will acquire hands-on experience in relevant supply chain logistics tools.

MSBA 345 Project Management Fundamentals

This course introduces the core fundamentals including the five process groups (Initiate, Plan, Direct & Execute, Monitor & Control and Close), in addition to the ten knowledge areas according to industry standards (Integration, Scope, Time, Cost, Quality, Human Resources, Communications, Risk, Procurement and Stakeholder Management). The course offers a perspective necessary to having a holistic and integrated view of managing projects in the business world. Students learn how to identify challenges, gather stakeholder requirements, communicate across existing organizational units and bring the necessary resources together in a harmonious manner.

MSBA 350 Project Portfolio Management

The Project Portfolio Management course focuses on the “what and why” issues in project and program management. It shows how Project Portfolio Management is the strategic layer of performance measurement and management undertaken to confirm the alignment of strategies with an organization’s investment, mission, vision and goals to achieve desired objectives. It focuses on enhancing the project and program selection through several methods. It unifies the cost-benefit risk-opportunity metrics, enterprise architecture, capital planning, prioritization of resource, investment control, budgeting, project management and management of operations. Models and analytics tools for projects and programs are introduced, including assessments of risk and earned value management. The course also introduces students to some advanced software for project portfolio modeling and analytics tools.

MSBA 365 Customer Analytics

This course introduces marketing research with particular focus on customer analytics harnessing the power of big data analytics. It offers a comprehensive understanding of marketing research and its application to customer analytics, and emphasizes the importance of leveraging big data sources using various customer analytics tools and strategies.

MSBA 370 Data Driven Digital Marketing

This course covers the key concepts and strategies of data-driven digital marketing and growth hacking with real-world applications and case studies. The aim is to demystify the role of data in providing critical marketing insights that can pave and shape marketing strategies. Students will examine the various techniques for search engine optimization and will learn how to implement and manage search-advertising campaigns. They will also learn how to effectively engage with customers across a diverse range of social media platforms and experience the best practices for creating and delivering effective e-mail and mobile marketing campaigns.

MSBA 355 Enterprise Resource Planning

This course focuses on covering the different aspects of Enterprise Resource Planning systems, how to manage them and use them for analytical purposes. It shows how ERP systems, when selected and managed successfully, can ultimately support business processes. The focus is on the cross-functional applications that span various departments in enterprise contexts. It emphasizes the following topical areas: overview of an ERP infrastructure, ERP and business processes, management of ERP lifecycles and the use of ERP for business analytics.

MSBA 360 Social Media Analytics

This course addresses the move towards social media to build intellectual capital, communicate with society, exchange knowledge among a global workforce, and provide the public face of business for marketing and corporate communications. The course explores the role of social media technologies (e.g., Twitter) in shaping societal and business trends, and emphasizes analyzing social media data in terms of reach, engagement, influencers, etc. using Python and open source tools. The course also explores social networks in the important of information propagation in social media.

MSBA 375 Strategic Performance Management

This course covers strategic performance measurement and management to generate applied insights, manage performance efficiency and effectiveness and make informed decisions to sustainably boost growth. The course focuses on modeling and analyzing the performance of an organization. It covers the essentials of a strategic performance framework, the development of performance metrics, the use of appropriate analytical tools to generate policy recommendations and finally the implementation of strategic recommendations in a real business context (e.g., Human Resources, Finance and Operations Management). Students are required to locate an organization to conduct a strategic performance study. Thus, this module combines the scientific rigor, relevant professional experience and analytics hands-on tools in an applied business domain, using student groups to meet milestones and deadlines.

MSBA 380 Pricing and Revenue Management

The course focuses, at a tactical level, on how to integrate pricing, sales and product design decisions to extract maximal value from any mismatch between supply and demand. It also introduces pricing as a hedging tool in the presence of various risk factors. It is based on data handling and model building, and relies on constrained optimization techniques implemented through Excel and Solver. Effective pricing and capacity management offer powerful levers that companies are increasingly using to squeeze more profits in competitive markets. Through a combination of case studies, lectures, computer games and guest speakers, the course reviews the main methodologies used in each of these areas and surveys current practices in different industries. The ultimate goal is for students to learn to identify and exploit opportunities for revenue optimization in different business contexts.