DBA Course Description

1. Core Courses in Doctor of Business Administration Program

All DBA Leaner are required to study the following 9 general core courses:

DBA C01-Applied Statistics in Business Decisions

This course presents the application of statistics to decision making in a business management context and emphasizes the role of data in drawing conclusions. This course provides complete understanding to the descriptive and inferential statistics emphasizing those applications most useful in modeling business. Moreover; it will help the students to demonstrate their ability to analyze data, build models and interpreting statistical results. The course focuses on developing quantitative data analysis skills through probability, sampling theory, estimation, hypothesis testing, linear regression, analysis of variance, and several advanced applications of the general linear model using statistical software.

DBA C02- Scientific Research Methodology

The main purpose of this course is to provide an introduction to the basis and principles of research methodology. Various research designs will be introduced that include experimental and non-experimental as well as qualitative and quantitative designs to acquaint the students with fundamentals of research methods. Specifically, the course aims at introducing them to the basic concepts used in research and to scientific social research methods and their approach. The course also will examine on both theoretical and practical bases the main components of a research framework i.e., problem definition, research design, data collection, ethical issues in research, report writing, and presentation.

DBA C03- Advanced Marketing Management

Marketing Management is a course that examines the role and importance of marketing in the firm and other organizations. The course provides comprehensive and practical introduction to marketing management, where students will be able to improve their ability in making effective marketing decisions, including assessing marketing opportunities and developing marketing strategies and implementation plans. Throughout the course, Students will gain significant experience in communicating and defending their marketing recommendations and building on the ideas of others through a combination of interactive discussions, cases, and practical examples. Course topics include market-oriented strategic planning, marketing research and information systems, buyer behavior, target market selection, competitive positioning, product and service planning and management, pricing, distribution, and integrated communications, including advertising, public relations, Internet marketing, social media, direct marketing, and sales promotions.

DBA C04- Economic Analysis for Business Decisions

Microeconomic analysis theorizes is about how to identify the best choice out of a set of available alternatives. Such reasoning is fundamental to success in business, where

intelligent use of resources and systematic reasoning about opportunities and alternatives is essential. This course also will enable the students to apply economic analysis to the behavior of individuals, businesses and governments and to consider the effect of this behavior on market outcomes. In this context; the course will review important topics such the basic framework of business economics – objectives and constraints, incentives, decision-making under uncertainty, economic costs, pricing, competition policy and regulations and the basics of strategic interactions between competitors.

DBA C05- Data Science

The course on Data Science provides an overview of Data Science, covering a broad selection of key challenges in and methodologies for working with big data. Topics to be covered include data collection, integration, management, modeling, analysis, visualization, prediction and informed decision making, as well as data security and data privacy.

This course is integrative across the core disciplines of Data Science, including databases, data warehousing, statistics, data mining, data visualization, high performance computing, cloud computing, and business intelligence. Professional skills, such as communication, presentation, and storytelling with data, will be fostered. Students will acquire a working knowledge of data science through hands-on projects and case studies in a variety of business, engineering, social sciences, or life sciences domains. Issues of ethics, leadership, and teamwork are highlighted.

DBA C06- Advanced Managerial Accounting

Managerial accounting is the field of accounting aimed at providing managers with financial information to help them make decisions and maintain effective control of their organizations. This course introduces the student to the accounting for business managers. The objective of this course is to provide an understanding of managerial accounting fundamentals through the appropriate use of accounting data to assist in the planning and control of the activities of enterprises and to measure the cost of their output. Along the way, students will develop the technical skills needed to analyze financial information and how to make managerial decisions. Topics including activity-based costing, budgeting, flexible budgeting, cost-volume-profit analysis, cost estimating, and the costs of outsourcing. Control is covered by topics including standard costing, variance analysis, responsibility accounting, and performance evaluation.

DBA C07- Advanced Studies in Finance & Investment

The main aim of this course is to develop a foundation of financial management concepts. Specifically, this course focuses on the role of financial analysis in decision making and the role of finance in investment decisions. This course will equip the students with advanced financial analysis techniques and investment management tools. Topics covered

are; financial analysis, international investment strategies, security investment analysis, international business finance; applied corporate finance and behavioral finance

DBA C08- Global Business Management

This course provides insights on tools and practices that help to identify and interpret international business opportunities. This course draws upon international business theory and practice for understanding the international business context. It aims to provide students with practical tools and theoretical knowledge related to international trade and the exploration of practical issues faced by business managers in international business situations. This course cover the unique problems faced by firms engaging in international activities; the importance of understanding the foreign economic, social, political, cultural, and legal environment; the mechanics of importing and exporting; joint venture, franchising, and subsidiaries, international financial management; the special problems of multi-national corporations; recent problems of the international economic system; country-risk analysis; and the increasing use of counter trade.

DBA C09- Dissertation research Seminar

Once this knowledge is acquired, students would be well-placed to conduct disciplined research under supervision in an area of their choosing. In addition to their application in an academic setting, many of the methodologies discussed in this course would be similar to those deployed in professional research environments.

2. Specialization Courses

- **Requirements for Marketing Track**

A. Mandatory Courses

DBA MAK M01- Contemporary Marketing Strategies

Contemporary marketing centers around clients and markets, information and data, organizations and connections, web-based media and online channels, and strategy and performance. This course is designed to provide students with an in-depth understanding of some of the main theoretical and research perspectives that have contributed to the academic knowledge in marketing. Moreover; the course intends to familiarize students with recent marketing strategies. Furthermore; the course will help the candidates to examine the development and implementation of marketing strategy by providing a framework from which to identify and evaluate strategic options and programs. Topics included are forecasting and contextual possibilities, product-market definition, relationships with channels of distribution, relationships with customers, competitive analysis, financial models for marketing strategists, portfolio models, strategic assessment of offerings, marketing strategy implementation systems.

DBA MAK M02-Advanced Studies in Consumer Behavior

The purpose of this course is to help you build a general schema for understanding the field of consumer research in its diversity and to learn how to critically assess research in this area in order to explore, envision, design research studies and to develop the ability to integrate these theories and research findings presented. Topics include; consumer self-control, consumer identity, social influences, and decision-making.

DBA MAK M03 - Management of Marketing Problems

This course, addresses how to design and implement the best combination of marketing efforts to carry out a firm`s strategy in its target markets. Specifically; this course focuses on how to apply marketing concepts, theories, and strategies to real marketing problems. Furthermore; this course will develop the student`s understanding of how organizations make an incentive and create value for customers, the process by which marketing expands on a careful understanding of buyer behavior to create and deliver value. Topics included are; Buyer behavior, market segmentation and product positioning, product policy, pricing, distribution, sales and advertising management in the contexts of strategy development, decision making, implementation, and control.

DBA MAK M04- Advanced Studies in Human Resource Management

This course is concerned with the study of the fundamental concepts and academic platform for Human Resources Management. The content of the course examines the role of the Human Resources professional as a strategic partner in managing today's organizations with an in-depth study of the key functions. The course content includes the function of Human Resources Management, recruitment, selection, development, appraisal, retention, compensation, and labor relations. Implications of legal and global environments are appraised and current issues such as diversity training, recruitment policies, and rising benefit costs are analyzed.

DBA MAK M05- Advanced Studies in Strategic Management

The Advanced Strategic Management course aims to further develop the strategic competencies of the students, by presenting and discussing world-class advanced strategic practices and concepts in the business context. In addition, it aims to apply advanced strategic management tools to international case-studies. Furthermore; this course will enable the students to create strategies, develop supporting systems and structures, and apply relevant measures of progress to overcome any challenges and to sustain business development and growth. Topics included are; Formulating strategy, measurement and reporting, strategic communication, risk and crisis management, and strategic decision making.

B. Elective Courses:

DBA MAK E06 - Global Marketing

It has become more important than ever for firms to recognize that they compete in a global environment. That's why this course will equip students with tools and terminology to explore and understand marketing practices in a global environment. Consequently, managers must seek to develop the empathy, knowledge, sensitivity, and skills required to successfully operate in a dynamic global market place. Furthermore; This course examines the opportunities and challenges associated with marketing across borders, assessing the impact of the cultural, economic, political, and technological environments on marketing and finally different methods used in analyzing customers and competitors globally will be addressed. Topics included are; Assessing global marketing theories, Models of global marketing, global marketing channels.

DBA MAK E07- Electronic Marketing

The use of Internet as a global communication medium has been the recent trend in business. This course explores the role of digital electronic methods in marketing strategy and how new technologies can be embraced for marketing purposes. Furthermore; this course concentrates on the designs and evaluation on multimedia applications from a marketing perspectives . The course also aims to provide students with a variety of e-marketing skills and techniques to effectively make use of different vehicles such as email, SMS text, paid and organic search, and mobile marketing. In this context; this course Introduces the basic principles of internet marketing, provides an introduction to topics in electronic marketing such as e-business model, mobile marketing, and social networking marketing, in addition to the role of digital electronic methods in marketing strategy. Furthermore; the course will discuss some important issues such as the key differences between Internet marketing and traditional marketing, online advertising, mobile marketing, email marketing, search engine marketing, user testing and other methods, web traffic analysis and how new technologies can be embraced for marketing purposes.

DBA MAK E08- Social Marketing

Social marketing is about changing behavior and attitudes of the public for achieving social, economic, political and business objectives and the development of awareness among consumers, organizations and public regarding long term interests of the business world. The course is based on the use of marketing principles to develop social marketing strategies and programs and to bring behavioral change for a social good. Furthermore; the course focuses on distinguishing social marketing from commercial marketing and societal marketing and which organization can apply social marketing. Specifically; the course

examines some issues of social responsibility in business and how marketing theory and techniques may be used to promote more environmentally and socially conscious business practices. Topics included as; fundamentals of social marketing, segmentation and target audience, identifying barriers and benefits, social products and social marketing planning.

DBA MAK E09- Innovative Marketing

Innovative marketing is a group of innovative practices and processes that helps in marketing and communing new products or services to the aimed group of customers. Therefore; this course focuses on how Innovative marketing help in conducting market research into the core consumer needs, behaviors and trends, promote a prototype or changes in product design, **launch a new product** in a distinctive position, pricing the product in a distinctive way, promoting products in an progressive way. Furthermore; this course concentrates on how to create value and growth throughout innovation in new and existing markets. Having successfully completed this course, Students will be equipped with the skills of innovation and how to put on those skills within the framework of a marketing strategy. As well as, applying innovation methods across the whole marketing management range including strategy, segmentation, targeting, positioning, and the 4P's.

- **Requirements for Human Resource Management Track**

A. Mandatory Courses:

DBA HRM M01- Strategic Human Resources Management

To manage the human resource strategically and effectively, students must be knowledgeable about the concepts, techniques and challenges facing organizations as they relate to the process of effective people management. Moreover, this course provides a critical analysis of competing models of strategic human resources management and factors that impact on them. The course examines whether the strategic management of employees can contribute significantly to the acquisition of competitive advantage by organizations and to their capacity to sustain advantage over time. It interprets and explores strategic human resources management as: a) a high level, multi-lensed view of HRM, b) the integration of HRM with business strategy, and c) dealing with issues of strategic or long term importance to organizations. Topics included are; Strategic Human resources management and the forces shaping human resources management strategy, Competencies and ethical practice for the human resources management professional, Building workforce capacity though talent management, Organizational culture, learning and resilience and Workforce performance and the 'Black Box' of human resources management.

DBA HRM M02- Advanced Methods in Training and Human Resource Management

This course is designed for training methods and human resources professionals to make an effective contribution at a strategic level in today's rapidly changing organizations, internally or as external consultants. Beginning with a perspective of how training and development fits within the broader context of human resources management, this course addresses key elements including: analyzing staff training and learning needs; designing, delivering and administering effective training programs; identifying alternatives and supplements to training; and evaluating the effectiveness of staff training and development interventions. This, in addition to identifying the training manager's role in assessing needs, tracking expenses and getting results within budget. Topics included are; **Human resources overview, what is Training and development, Identifying Training and development requirements, Providing training and development,** Training and developing a competitive workforce, and Supporting human resources team

DBA HRM M03- Change Management & Organizational Development

This course is about identifying the need for change, assessing change options, planning for change and then implementing and managing change process through to successful outcomes. This course is geared toward deepening understanding of the challenges, the techniques, and the problems associated with initiating and implementing major change in an organization. Throughout the course, the objective will be to prepare managers, or their consultants and advisers, to meet the challenges of organizational change successfully. The focus of this course will be on the theoretical concepts of change management and the application of these concepts in organizational strategies and decision makings. The course will cover the macro (organizational) level of change as well as the micro (individual) level of change and how you, as a manager/consultant, can lead change through your actions and through others. Topics included are; Learning & Individual Change, Organizational Change, Leading & Managing Change, Development by customers and employees, and Cultures & Changes.

DBA HRM M04- Advanced Studies in Human Resource Management

This course is concerned with the study of the fundamental concepts and academic platform for Human Resources Management. The content of the course examines the role of the Human Resources professional as a strategic partner in managing today's organizations with an in-depth study of the key functions. The course content includes the function of Human Resources Management, recruitment, selection, development, appraisal, retention, compensation, and labor relations. Implications of legal and global environments are appraised and current issues such as diversity training, recruitment policies, and rising benefit costs are analyzed.

DBA HRM M05- Advanced studies in Strategic Management

The Advanced Strategic Management course aims to further develop the strategic competencies of the students, by presenting and discussing world-class advanced strategic practices and concepts in the business context. In addition, it aims to apply advanced strategic management tools to international case-studies. Furthermore; this course will enable the students to create strategies, develop supporting systems and structures, and apply relevant measures of progress to overcome any challenges and to sustain business development and growth. Topics included are; Formulating strategy, measurement and reporting, strategic communication, risk and crisis management, and strategic decision making.

B. Elective Courses:

DBA HRM E06- Quantitative and Qualitative Methods Used in Human Resources Management

Quantitative methods turn thinking into model structure. Coefficients and symbols represent variables of HRM. Thus, HR managers use these models to solve HR-related issues. Aim is fastness and effectiveness in management of HR. The Course will include an overview of the quantitative and qualitative methods used by human resource professionals rely upon to administer compensation and benefits programs. Course includes topics as; Qualitative methods, Mathematical Systems, Four basic Mathematical Operations, Present Value, Logarithms, Slope and Intercept, and Calculations of Equations.

DBA HRM E07- Managing Diversity and Cross Cultures

This course aids in understanding the complexities of diversity and cultural differences, increasingly important components for success in organizations. It examines the elements of managing and understanding diversity in foreign environments where culture differences are the norm for international business. This course looks at diversity at home and abroad in an attempt to better understand, appreciate and value the variety of differences. This course therefore examines the effect diversity has in the modern workplace both domestically and internationally. The focus is on issues related to cultural, racial, ethnic, religious, linguistic, physical, gender, and age differences, among others. Topics included are; Cultural Diversity Management at Workplace, Cross cultural competency, Understanding culture and diversity, Cross cultural communication, Multicultural resources, The Relationship between HRM and Cultural Diversity Management, and How to Manage Cultural Diversity Differences.

DBA HRM E08- International Human Resource Management

This course aims to develop a critical understanding of the role and functions of the various human resource activities within multinational corporations (MNC). It provides an overview of the impact of globalization and varieties of capitalism in shaping international human resource management practices in MNCs. In doing so, the course addresses the literature in International Human Resource Management and the strategic management of human resources in MNCs. The aim of International Human Resource Management is therefore to provide students with the opportunities to explore, analyze and research into Human Resource practices, policies and theory within a global context in order that they might pursue a professional or academic career in International Human Resource Management. Topics included are; What Is IHRM?, International Workplaces and Cultural Differences, IHRM and Corporate Strategy, Cross cultural Training and Development, Recruitment and Selection of International Employees, Performance Management of International Assignees, Compensation and Repatriation of Expatriates, and Global Resourcing and Talent Management

DBA HRM E09- Compensation and Rewards Systems

To maximize organizational performance, managers need to address key components in the successful retention and motivation of all staff. One primary component is the design of a total rewards program to ensure alignment with business objectives, motivate individual / team / business unit performance and successfully compete with outside forces in the ongoing war for talent. This course will provide both the underlying concepts (including state-of-the-art thinking) along with the latest practices so that students will understand the many factors that need to be addressed to ensure an effective total compensation and benefits program Students completing this course will have a practical, comprehensive understanding of the complexities of reward systems, along with an in-depth appreciation of the key ingredients necessary to ensure their successful implementation in any organizational setting. Topics included are; Introduction on compensation and rewards, Pay Model and rewards strategy, Job analysis and job description, Job Evaluation, Person-based Structures, External competitiveness, Performance appraisal, and Benefits total rewards.

- **Requirements for Finance & Risk Management Techniques Track**

A. Mandatory Courses:

DBA FR M01- Corporate Risk Management

The purpose of this course is to provide a background for understanding the major directions in corporate risk management, examines in details the risk management process from the perspective of what is risk management, why firms have risk managers and how

the firms' risk management department operates. Class discussion topics include ethical risk and insurance management practices, as well as administrative and strategic aspects of global corporate risk management which includes setting risk management goals, discovering fraud in financial statements and manage insurance accounts, external financing decisions.

DBA FR M02- Financial Modeling & Firm Valuation

The financial modeling and firm valuation course provide exposure to financial modeling techniques for firm analysis application. Including topics such as theoretical development, modeling approaches, financial analysis, and applications of financial modeling. It provides students with the skills needed in valuing a business or an asset, through understanding the differences between equity valuation and enterprise valuation, how to calculate the multiples of equity or enterprises and when to use each multiple. Value a company using the 3 main approaches comparable company analysis, precedent M&A transactions and discounted cash-flow analysis (DCF model).

DBA FR M03- Insurance and Reassurance

The Insurance program introduces students to the principles and essentials of risk and insurance theory. Specifically; the course will focus on the roles and responsibilities of the insurance and reinsurance specialists as an underwriter, adjuster, claims handling and examiners. Furthermore; the course will equip the students with the knowledge required to identify accurately different risks the corporations may face and how to deal with this risk through different risk handling techniques. Topics included are; theory of risk, insurance and risk management techniques, property insurance, life insurance, law of insurance in Egypt, risk handling models, and insurance as market.

DBA FR M04- Advanced Studies in Human Resource Management

This course is concerned with the study of the fundamental concepts and academic platform for Human Resources Management. The content of the course examines the role of the Human Resources professional as a strategic partner in managing today's organizations with an in-depth study of the key functions. The course content includes the function of Human Resources Management, recruitment, selection, development, appraisal, retention, compensation, and labor relations. Implications of legal and global environments are appraised and current issues such as diversity training, recruitment policies, and rising benefit costs are analyzed.

DBA FR M05- Advanced Studies in Strategic Management

The Advanced Strategic Management course aims to further develop the strategic competencies of the students, by presenting and discussing world-class advanced strategic practices and concepts in the business context. In addition, it aims to apply advanced

strategic management tools to international case-studies. Furthermore; this course will enable the students to create strategies, develop supporting systems and structures, and apply relevant measures of progress to overcome any challenges and to sustain business development and growth. Topics included are; Formulating strategy, measurement and reporting, strategic communication, risk and crisis management, and strategic decision making.

B. Elective Courses:

DBA FR E06- Advanced Studies in Investment Portfolio Management

This course discusses the advanced studies and the practical approach in managing investment portfolios of financial assets. Specifically; the course will equip the students with the theoretical foundation of modern portfolio theory, investment objectives and constraints, and to learn how to employ practical skills in investment management, forming capital market expectations and forecasting markets activity to justify major investment portfolio management strategy for equity and fixed-income instruments. Furthermore; the course will not stop at the theoretical level but as distinctive feature it will focus on practical issues of managing the investment portfolio and hence provide the students with the capabilities to form market expectations and build strategic asset allocation, and select the optimal investment strategy. Topics included as; Investment process, Investment alternatives as pension and mutual funds, forming a well-diversified portfolio, and portfolio management.

DBA FR E07- Advanced Studies in Fixed Income Securities

This course is concerned with fixed income securities, helps understanding of the nature of the fixed income securities and interest rate risk management. It will introduce tools of pricing and hedging in fixed income securities markets, interest rate risk, and other risks in fixed income securities such as credit risk, illiquidity risk, and the risks resulting from securitization. It will focus on yield curve construction, duration and convexity and formal term structure models. As well as introducing the recent developments and issues of the fixed income markets.

DBA FR E08- International Finance

The course aims at providing a solid understanding of international finance within a complex capital markets context. It emphasizes the managerial perspective of finance for a multinational corporation (MNC). Based on macroeconomic and institutional foundations, advanced techniques and instruments for managing the foreign exchange exposure and risk of MNCs are developed. The course further addresses international banking and money markets. Students will be prepared to, and provided with the skills

required for, international investment management, cross-border acquisitions, international capital budgeting, and multinational cash management and trade financing.

DBA FR E09- Advanced Applications of Financial Derivatives

The purpose of this course is to provide the necessary skills for pricing and hedging of derivative securities, and for using them for investment, risk management, and prediction purposes. The advanced-level program assumes that participants are familiar with the basic concepts of derivatives. It will discuss a wide range of applications and real-life cases, including the use of derivatives in asset management, the valuation of corporate securities such as stocks and corporate bonds, interest rate derivatives, credit derivatives, as well as crude oil derivatives and currency derivatives. It aims to increase skills and various applications of derivative instruments, and how to tailor effective hedging strategies.

Requirements for Banking and Investment Track

A. Mandatory Courses:

DBA BI M01- Advanced Studies in Bank Management

The program is designed to develop professionals in the Banking system and the finance industry to be able to compete in the 21st century. It provides professionals with the new knowledge and skills to recognize and solve executive management problems and the advanced analytical techniques to implement and analyze banking operational problems and develop solutions. Includes advanced topics in banking operations - including the credit, liquidity, recent market risk departments and the financial technology facing the banking system.

DBA BI M02- Investment Mutual Fund Management

The purpose of this course is to provide depth coverage of the mutual fund industry and its operations in an interactive format. Asset classes examined will primarily be Equities and Fixed Income Securities course also provides the fundamentals, explaining what mutual funds are and how they work. The course provides an overall understanding of how equity and bond fund portfolios are managed. Students will revisit and enhance their knowledge of the theoretical foundations of asset pricing, market efficiency and the Modern Portfolio Theory.

DBA BI M03- Global Banking and Finance

The purpose of this course is to combine the study of different banking systems and international markets, recognizing the globalized and dynamic global modern banking industry. The course emphasizes case studies, group work and interactive class discussions. It also looks at the risks and opportunities of doing business in today's financial markets and the challenges presented by both regulators and market participants in US, Europe, and the emerging markets.

DBA BI M04- Advanced Studies in Human Resource Management

This course is concerned with the study of the fundamental concepts and academic platform for Human Resources Management. The content of the course examines the role of the Human Resources professional as a strategic partner in managing today's organizations with an in-depth study of the key functions. The course content includes the function of Human Resources Management, recruitment, selection, development, appraisal, retention, compensation, and labor relations. Implications of legal and global environments are appraised and current issues such as diversity training, recruitment policies, and rising benefit costs are analyzed.

DBA BI M05- Advanced studies in Strategic Management

The Advanced Strategic Management course aims to further develop the strategic competencies of the students, by presenting and discussing world-class advanced strategic practices and concepts in the business context. In addition, it aims to apply advanced strategic management tools to international case-studies. Furthermore; this course will enable the students to create strategies, develop supporting systems and structures, and apply relevant measures of progress to overcome any challenges and to sustain business development and growth. Topics included are; Formulating strategy, measurement and reporting, strategic communication, risk and crisis management, and strategic decision making.

B. Elective Courses:

DBA BI E06- Advanced Credit Analysis

This course is designed to let professionals excel their career as a credit analyst. This course specifically covers credit risk, Commercial Banking, Business Banking, Corporate Banking, Corporate Credit Analysis, Risk Management and Treasury. Risk mitigation strategies are explained. Recent risk management topics such as counterparty credit risk for derivatives, central clearing, and collateralization will be covered.

DBA BI E07- Advanced Asset Pricing Techniques

This course exposes student to recent development in the asset pricing literature. The starting point for the course is the standard neo-classical rational expectations framework. It will cover a variety of asset pricing topics and models, heterogeneity along the investor side or the asset side. As well as covering models of learning, asymmetric information, differences in beliefs, market segmentation, idiosyncratic risk, agency conflicts, and others.

DBA BI E08- Investment Banking

The course will provide an overview about typical transaction-related situations in the investment banking industry. Thereby you will either assume the perspective of a bank or a bank's client: We will discuss transactions in the areas of - among others equity and debt

capital markets .The main aim of this course is to study of investment banking beginning with strategic planning, financial management, management and practices of investment banking (IB).

DBA BI E09- International Investment Analysis

This course introduces students to the various types of investment products and markets both in the Egypt and globally. Topics include the analysis and understanding of security markets and the economy, industries, companies, and analysis and valuation of corporate securities. How to develop valuation techniques and technical analysis that is later used to value equities in the major industrial sectors. The variety of geographic, industrial, and other specialized circumstances requires a careful selection of the appropriate valuation methods and the interpretation of different standards of financial reporting and disclosure. Analyzing the firm's prospects based on forecasts of the economic environment, industrial activity, and business cycle; measures of performance and value added (EVA, MVA, CFROI).

- **Requirements for Entrepreneurship Track**

A. Mandatory Courses:

DBA EN M01- Entrepreneurship & Small Business Management

This course is intended to distinguish between entrepreneurship and small business management. Entrepreneurship is a mindset—a way of looking at things that is opportunity-focused and creative. It's about creating value for customers and investors, gaining independence in your career, taking bold risks, and solving challenges with undefined solutions. This course equips the students with the necessary skills to evaluate the necessary qualities and characteristics of the successful entrepreneurial profile, recognize and determine the steps necessary to open and operate a small business enterprise. Furthermore, critique the basic forms of small business ownership. Identify the marketing, financial, leadership and other competencies needed by an entrepreneur. Use information, projections, logic and critical thinking to recognize an opportunity and solve small business problems in a multicultural, ethical and legal environment. Develop a business plan and plan for management succession. Topics included as; Strategic Management and the Entrepreneur, Human resources management in Small business, Financial Management, Operations Management, and Global Aspects of Entrepreneurship.

DBA EN M02- Financing Startups and Ventures

This course focus on how to form a new business entity, fund your startup, and create a long-term financing plan. Moreover; this course will equip the students with the skills and knowledge necessary to manage important legal issues, and fund the development and growth of a new venture that will solve a problem, add value, and make life better for a group of customers. Furthermore; this course provides the students with the key financing

concepts to give entrepreneurs a guide to secure financing and examine the many financing options available to get new venture funded. Topics included as; Introduction to New Venture Financing & Pre-Assessment, Forming the Right Business Entity, Assessing Your Intellectual Property, Bootstrapping Your Business, Funding with Debt Financial, Funding with Equity Financing, and Creating Your Long-Term Funding Plan.

DBA EN M03- Ventures Growth Strategies

This course focus on studying the implications of managing the strategy for venture growth; relationship between the entrepreneur, new venture during the growth of the venture. It provides students with an overview of the internal dynamics involved in growing a new venture including the many aspects that must be considered to ensure the business operates smoothly and meets the needs of its customers while keeping a focus on growth strategy. The course adopts a design approach for an entrepreneur or an advisor to identify key resources that maximize the value creating potential of a fledgling firm. Application of new venture growth strategies through analysis & recommendation for local and/or national entrepreneurial firms. Topics of emphasis are in financial and operational issues which confront start-up entrepreneurs as they grow, it includes; The entrepreneur and strategy, the entrepreneur and growth of the firm, Firm design and the Business Model, Competitive Advantage, Creating and Managing Value, Strategic Growth and Building Intangible Resources.

DBA EN M04- Advanced Studies in Human Resource Management

This course is concerned with the study of the fundamental concepts and academic platform for Human Resources Management. The content of the course examines the role of the Human Resources professional as a strategic partner in managing today's organizations with an in-depth study of the key functions. The course content includes the function of Human Resources Management, recruitment, selection, development, appraisal, retention, compensation, and labor relations. Implications of legal and global environments are appraised and current issues such as diversity training, recruitment policies, and rising benefit costs are analyzed.

DBA EN M05- Advanced Studies in Strategic Management

The Advanced Strategic Management course aims to further develop the strategic competencies of the students, by presenting and discussing world-class advanced strategic practices and concepts in the business context. In addition, it aims to apply advanced strategic management tools to international case-studies. Furthermore; this course will enable the students to create strategies, develop supporting systems and structures, and apply relevant measures of progress to overcome any challenges and to sustain business development and growth. Topics included are; Formulating strategy, measurement and reporting, strategic communication, risk and crisis management, and strategic decision making.

B. Elective Courses:

DBA EN E06- Sales Management and Negotiation Strategies

Sales Management and Negotiation Strategies are considered essential skills for being an effective manager. Students will be introduced to the theoretical foundations of negotiation and sales management and develop the necessary interpersonal and communication skills through practical exercises such as negotiation simulations and sales force planning exercises. In addition; the course covers areas of management, which focus on buying/selling team relationship in terms of the functions of marketing and sales within organizations and the effect on corporate performance. Topics include negotiation strategies, sales planning including recruitment, training, motivation and compensation of staff as well as evaluation of negotiation and sales strategies.

DBA EN E07- Project Feasibility Studies

This course provides students with definition of economic feasibility study, the relation between economic feasibility study and economic development, the steps to do prefeasibility study, the detailed feasibility study (marketing, technical and engineering, financing and financial), the different methods to evaluate the proposed projects and to choose among them especially under risk and uncertainty (NPV, IRR, BCR, decisions tree, etc…). Topics included are; Concept and Classifications of Feasibility Studies, Pre-Feasibility Study, Marketing Feasibility Study, Technical Feasibility Study, Financing Feasibility Study and project Evaluation.

DBA EN E08- Advances Studies in Leadership and Communication Skills

This Course examines the context of leadership in organizations and cultures, considering the different models of leadership which attempt to explain successful leaders and their characteristics. Students will consider how their own personality style affects the way they work with others and in teams. This course also explains how people management systems within organizations structure the way leaders can manage and influence staff to achieve project outcomes within legal and ethical requirements. Topics include; Project Phases, Leadership Models, Team dynamics, Project Leadership and Organizational Systems, and Communication and Influence.

DBA EN E09- Knowledge and Innovation Management

This course examines the role of innovation and knowledge in business profitability and growth. Includes knowledge as a foundation for innovation, core knowledge processes in organizations, understanding innovation processes certain and complex environments, and collaborative innovation. Besides, the course is committed to providing an opportunity to learn to use some tools and news ways of thinking which are better suited to addressing complex problems and opportunities inherent in organizations today. Topics included are;

What's Knowledge?, Knowledge based theory of the firm: theoretical background, Intellectual Capital: basic concept and evaluation tools, Intellectual Capital Transformation into Companies' Value, Knowledge creating company: learning, self-organization and innovation, Innovation, the basic definition and classification, The relationship of innovation and entrepreneurship, creation of competitive advantage based on innovation, Innovative models.

- **Requirements for Logistics & Supply Chain Operation Management Track**
  - **A. Mandatory Courses:**

DBA LS M01- Business Logistics

This course focuses on the current issues in business logistics such as coordinating logistics across supply chains. Specifically; it deals with different aspects of business logistics - industry aspect, supply chain aspect, logistics aspect, internal aspect, the external aspect of the logistics aspect of the changed business models, business change management and computerization. Present business challenges in the field of business logistics (eg outsourcing (3PL)) and possible ways to address them. Topic included are; fundamentals of business logistics, business logistics management, outsourcing, financial aspects of business logistics, forecasting, and inventory control models suitable for use in a distribution and supply chain context.

DBA LS M02- Supply Chain Management

Supply Chain Management is about the management of material, information, and finance flows in multi-stage production-distribution networks. This course will provide students with the knowledge and the tools necessary to develop, implement, and sustain strategies for managing supply chain issues. Furthermore; this course will familiarize the students with the role of supply chain in enhancing the company competitiveness, in addition to managing the supply chain process. The topics include building a strategic framework to analyze supply chains, designing the supply chain network, planning demand and supply, managing inventories, sourcing, transporting, pricing and revenue management, and coordinating a supply chain

DBA LS M03- Transport Economics for Logistics

This course is designed to demonstrate an understanding of the fundamental concepts underlying the economics of transportation such as demand for and supply of transport; direct and external costs of transport; economic structure of transport; pricing in transport; investment in transport, and transport policy. Moreover; this course provides the students with the knowledge to plan the provision of transport facilities and infrastructure correctly and efficiently in order to ensure that investment decisions are taken that are

economically efficient. These planning and investment decisions should be related to the transport policy that should be followed. Topics included are; Transport policy and planning, principles of transport economics, transportation management, transportation cost and pricing techniques.

DBA LS M04- Advanced Studies in Human Resource Management

This course is concerned with the study of the fundamental concepts and academic platform for Human Resources Management. The content of the course examines the role of the Human Resources professional as a strategic partner in managing today's organizations with an in-depth study of the key functions. The course content includes the function of Human Resources Management, recruitment, selection, development, appraisal, retention, compensation, and labor relations. Implications of legal and global environments are appraised and current issues such as diversity training, recruitment policies, and rising benefit costs are analyzed.

DBA LS M05- Advanced Studies in Strategic Management

The Advanced Strategic Management course aims to further develop the strategic competencies of the students, by presenting and discussing world-class advanced strategic practices and concepts in the business context. In addition, it aims to apply advanced strategic management tools to international case-studies. Furthermore; this course will enable the students to create strategies, develop supporting systems and structures, and apply relevant measures of progress to overcome any challenges and to sustain business development and growth. Topics included are; Formulating strategy, measurement and reporting, strategic communication, risk and crisis management, and strategic decision making.

B. Elective Courses:

DBA LS M06- Global Supply Chain

This course is a comprehensive study of the concepts, processes, and models used in the design, development, analysis, and management of global supply chains. Furthermore; the course equips the students with the necessary knowledge and skills to coordinate and integrate global logistics, purchasing, operations and market channel strategies. In addition, the course also will enable the students to explore the implications of industry globalization drivers for supply chains. topics include global procurement, global supply chain infrastructure, facilities location, transportation decisions, routing and scheduling, distribution planning, and logistics systems design.

DBA LS M07-Advanced Studies in International Logistics

Today's business world operates in a global environment; to be successful; companies must develop new strategies that go beyond traditional geographical boundaries. This course is designed to meet the increasing integration of international markets and to provide learners with an understanding of the complexities of global trade, its impact on logistics, and key areas of concern for international logistics managers. Furthermore; this course will provide an overview of the international logistics function within a firm in the context of global supply chain. Topics will include international logistics and supply chain, methods of entry into foreign markets, international contracts, international transportation, logistics security, and customs clearance.

DBA LS M08- Operation Management Strategy

This core course introduces Operations function in an organization, helping students to understand how managers design, use, manage and improve systems and processes to create value to their customers effectively and efficiently. Moreover; this course provides the students with advanced operations management (OM) or the production and delivery of goods and services. Students will learn to observe and analyze an organization. From this lens, students will learn to design, operate, and improve the systems that deliver goods and services through OM tools such as process flow diagrams, lean management, and decision trees. This course will cover the following topics: operations strategy analysis and design, operations planning and control, measuring stocks, lean systems and quality, and strategic capacity planning.

DBA LS M09- Project Management: Tools and Techniques

This course provides students with definition of economic feasibility study, the relation between economic feasibility study and economic development, the steps to do prefeasibility study, the detailed feasibility study (marketing, technical and engineering, financing and financial), the different methods to evaluate the proposed projects and to choose among them especially under risk and uncertainty (NPV, IRR, BCR, decisions tree, etc…). Topics included are; Concept and Classifications of Feasibility Studies, Pre-Feasibility Study, Marketing Feasibility Study, Technical Feasibility Study, Financing Feasibility Study and project Evaluation.

- **Requirements for Management Information SystemsTrack**

A. Mandatory Courses:

DBA MIS M01 -Business Value of Information Technology

This course covers what every senior manager needs to know about using IT to enable strategy and get more value from IT. In this course we take the strategic perspective of the general manager and study how leading firms get more value from their IT investments via

digitization of business processes. The course focuses on the strategic impact and business value that can be achieved rather than the details of the technology. Issues around governance and accountability will pervade the course. An IT background is not required and this is not a 'technical' course. IT is pervasive in today's firms. For many firms IT is the single largest capital investment, often exceeding 50% of capital expenditure. IT is an important vehicle for firms to achieve their business goals and has enabled radically lower cost structures, new levels of customer service, new products, and new markets.

DBA MIS M02 -Business Data Analytics and Data Mining

Data is a critical type of business capital, and data mining is essential to unleash the value of data for business analytics. Mining data from massive amounts of data accumulated in organizations creates value for individuals, businesses, and society via data-driven decision-making or pattern-based strategy. In this course, students will learn state-of-the-art data mining methods and theories. We will also discuss the applications of data mining methods to solve real-world business problems in a wide range of areas such as marketing, finance, and healthcare. The course has two objectives. First, it seeks to introduce you to modern data mining methods that provide useful insights to a large spectrum of managerial problems. Second, it aims at informing you the kinds of business problems that can be solved using data mining methods as well as how to solve these problems.

DBA MIS M03 -Enterprise Databases

This course is emphasizing database foundations and assistance for large enterprise information systems. It focuses on the support, technologies and tools that database management systems (DBMSs) provide to facilitate enterprise and business-to-business application development and integration.

This course takes direct advantage of students' prior knowledge of database programming and application development, and extends that knowledge through the study of advanced features of DBMSs in support of development and integration of enterprise applications.

Particular emphasis is placed on the DBMS software for managing business transactions and database states, including transaction processing on 'stateless' internet. In doing so, the course explains the dependencies and separation of concerns between database servers and application servers, also explains the demands that various enterprise application domains place on databases and how DBMSs respond to these demands. Related technologies include: object-oriented databases, multimedia databases, online analytical processing, data warehouses, workflow management systems, data mining, web services and electronic commerce.

DBA MIS M04- Advanced Studies in Human Resource Management

This course is concerned with the study of the fundamental concepts and academic platform for Human Resources Management. The content of the course examines the role of the Human Resources professional as a strategic partner in managing today's organizations with an in-depth study of the key functions. The course content includes the function of Human Resources Management, recruitment, selection, development, appraisal, retention, compensation, and labor relations. Implications of legal and global environments are appraised and current issues such as diversity training, recruitment policies, and rising benefit costs are analyzed.

DBA MIS M05- Advanced Sstudies in Strategic Management

The Advanced Strategic Management course aims to further develop the strategic competencies of the students, by presenting and discussing world-class advanced strategic practices and concepts in the business context. In addition, it aims to apply advanced strategic management tools to international case-studies. Furthermore; this course will enable the students to create strategies, develop supporting systems and structures, and apply relevant measures of progress to overcome any challenges and to sustain business development and growth. Topics included are; Formulating strategy, measurement and reporting, strategic communication, risk and crisis management, and strategic decision making.

B. Elective Courses:

DBA MIS E06 -Managing Networks and Security Risks

This course covers issues related to administration and management of security of enterprise information systems and networks. Topics include intrusion detection systems, vulnerability analysis, anomaly detection, computer forensics, application logging, auditing and data management, risk management, contingency planning and incident handling, digital immune systems, and alarms and responses. The course will study in detail principles and tools related to these topics. The course will also cover security standards, evaluation and certification process; security planning, ethical and legal issues in information; privacy, traceability and cyber-evidence.

DBA MIS E07- Advanced Topics in Management Information Systems

This course explores new issues and recent trends in the Management Information Systems (MIS) field. Some areas not covered in the required and the Elective MIS courses are covered in this course. These may include Security, Human Computer Interaction, Information Systems Usability, Information Systems Audit, and some other selected topics. The main objective of this course is to integrate the MIS knowledge with the new trends that exists. The course outline will revolve and focus on the new emerging issues that prevail during the course execution.

DBA MIS E08 E-commerce and Digital Marketing

This course aims to develop students' knowledge about theories, models and methods for understanding digital marketing and e-commerce, and the ability to apply these on marketing issues. The course's aim is also to develop student's ability to reflect on the impact of digital marketing on markets, businesses, consumers and society.

The course addresses digital marketing and e-commerce. These are key areas of today's marketing, as marketing is increasingly taking place digitally, and a large part of business sales are done digitally. The course provides a broad perspective on digital marketing, which is defined as "an adaptive, technology enabled process by which firms collaborate with customers and partners to jointly create, communicate, deliver, and sustain value for all stakeholders."

Some of the topics discussed during the course are: Strategies and channels for digital marketing, Social media marketing, Ecommerce strategies, Data analysis for decisions on digital marketing and e-commerce, Overview of new technologies and their impact on marketing, Ethics and digital marketing.

DBA MIS E09 - Information Technology Planning

In this course, we will explore how managers determine when new information technology initiatives are necessary and how to deploy them by focusing on how to allocate IT resources across your business as part of its organizational strategy.

We will focus on the allocation and use of technology resources across an entire firm as part of the larger organizational strategy. Because firms do not have an unlimited supply of capital, they must decide when and where to deploy new information technology. Firms must not only focus on when to deploy IT, but also if they should deploy IT at all! This brings up the bigger question about technology: Can the use of IT bring a sustainable competitive advantage to an organization?