1. Mandatory Core Courses in Business Administration

All MBA students are required to study the following 8 general business core courses:

- **MBA C11 - Managerial Accounting**

This course provides in-depth study of the principles and objectives of the techniques and theories used in managerial accounting. Emphasis is on managerial accounting concepts for external and internal analysis, reporting, and decision-making. Emphasis also is on how accounting data can be interpreted and used by management in planning and controlling business activities. It includes the budgeting process and responsibility accounting, types of budgets, performance measurement and evaluation techniques, capital budgeting decision, Break Even model, pricing decisions. The strategic and behavioral implications and impacts of planning and control will form the context for study.

- **MBA C12 - Managerial Economics**

Managerial Economics is concerned with the application of economic principles and methodologies to key management decisions within organizations. It provides principles to foster the goals of the organization, as well as a better understanding of the external business environment in which an organization operates. Managerial Economics is fundamentally a unique way of thinking about problems, issues and decisions that managers face in each of the functional areas of the organization as well as the strategic ones faced by general managers.

- **MBA C13 - Corporate Finance**

The main aim of this course is to develop a foundation of financial management concepts. After attending this course, students should be able to identify the following: the main concepts of finance, the goal of finance and the managerial finance function, the legal forms of business organization, and the basic analytical tools that financial managers use. Students should be able to review the main financial statements to evaluate the performance of a company and analyze its financial position to identify and

diagnose financial problems. The cash flow statements, as prepared from the company's financial statements, will be used to determine how cash flow is generated and how it is spent to help in developing the short-term and long-term financial plans.

- **MBA C14 - Marketing Management**

This course is an overview of marketing and all activities that direct the flow of goods from producer to consumer. The course focuses on the components of the marketing mix; product, price, place and promotion, and examines the considerations that need to be made to effectively implement a marketing plan. The course challenges students to make realistic marketing and business decisions. Throughout the course, students receive information on customer needs as well as a feedback on customer satisfaction with brands, prices and advertising. Markets change, as well as marketing.

- **MBA C15 - Human Resources 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.

- **MBA C16 - Operations Management**

The basic purpose of this course is to provide students with a broad understanding and knowledge of several operations management concepts. Students will be exposed to the fundamental concepts and work regarding the production and operations management. The course content includes (but is not limited to) operations strategy, process design, forecasting, inventory management, scheduling, and quality management. Emphasis will be placed on the application of these concepts to actual business situations. This

course content includes the dynamics of operations strategy, the concepts of process improvement and reengineering, the various manufacturing technologies and their purposes, quality management and statistical process control, facilities location design and layout, forecasting techniques, and inventory systems.

- **MBA C17 - Management Information Systems**

This course focuses on helping students achieve an understanding of general concepts of Management Information Systems (MIS) and how companies use it to reach competitive advantage, reduce the cost of existing business processes and improve decision making. By the end of the course, students will be able to identify the use of MIS in business today; discuss MIS definition and categories and identify types of Business Information Systems and Enterprise Applications. This is done through business case approaches, where real business cases are introduced illustrating important topics of the course and demonstrating relevance to the current practice of MIS.

- **MBA C18- Strategic Management**

This course focuses on corporate and divisional plan formulation and implementation. The knowledge and techniques learned in earlier courses will be applied in an integrated fashion to the process of strategic decision making and organizational change. The course content will be the overview of strategic management, the strategy formulation, the strategy implementation, the strategy evaluation, the key-strategic management topics, and the strategic-management case analysis.

2. Specialization Courses

Requirements for Business Administration Track

A. Compulsory Courses:

- **MBAC BA21 - Organizational Theory**

During this course, key theories regarding organizations in general and public organizations will be discussed, the main goal of the class is to get students to have a comprehensive understanding of what organizations are and how they work. The formal and informal functions of organizations, organization structure, types of organizations, organizational culture and leadership and issues relating to performance will be discussed and debated. The way work should be organized, the internal environment of organizations, how power relations impact organization functioning and how the organization can adapt to the external environment are also topics that will be covered by the course. Throughout this course, participants will have different individual and team tasks that aim to assess the level of understanding of these concepts and the capacity to use them in real case situations.

- **MBAC BA22 - Entrepreneurship and SMEs**

Entrepreneurship and SMEs course focuses on the strategic, financial and creative skills required for setting up participants own company or contributing to an existing small business. Students in this course will learn to recognize business opportunities, apply managerial skills, find relevant information in academic literature on entrepreneurship and SME management, and gain practical experience through setting up their own company or working with the management team of a real SME.

- **MBAC BA23 - Research Project in Business Administration**

This course is designed for participants to understand the process by which business leaders respond to business problems. Integrates research skills and professional business practices by providing an opportunity to apply current research to a business problem. During this course, participants should work with their supervisor related to the type of business research that is appropriate for the participants and their area of interest.

B. Elective Courses:

- **MBAE BA24 - International Business**

This course provides an overview of the environment, concepts, and basic differences involved in international business. Topics include forms of foreign involvement, international trade theory, governmental influences on trade and strategies, international organizations, multinational corporations, personnel management, and international marketing. Upon completion, students should be able to describe the foundation of international business.

- **MBAE BA25 - Organizational Development and Change**

This course involves the study, research and analysis of pro-active strategies for organizational change using the theories and techniques of applied behavioral science. This course covers the phases of consulting, strategies, intervention decisions and actions, multiple roles, skills and phases of internal and external consultants, ethical dilemmas and guidelines, and the implementation of action research.

- **MBAE BA26 – Leadership and Communication Skills**

Leadership is about change and moving forward, and successful project managers are effective communicators that know when and how to be a leader. Each person and each project requires a slightly different style and approach. This course will teach participants what leadership is, the role it can play in projects and organizations, and the techniques to foster leadership and communication skills. The organizational culture and communication needs of a project are examined and the impact they have. A variety of current leadership models and tools relevant to participants will be learned.

- **MBAE BA27 – Quality Management**

This course will enable participants to critically appraise management techniques, choose appropriate statistical techniques for improving processes and write reports to management describing processes and recommending ways to improve them. People need to be aware of what they can and can't do with data. Management is limited to what it knows and so too is the organization. Awareness of statistical techniques and

their use is paramount to collecting information and making decisions. Quantitative skills are necessary to make decisions.

- **MBAE BA28 – New Trends in Business Administration**

This course is a comprehensive overview of the recent topics in the business administration field in both private and public sectors. Throughout this course students will navigate a multi-cultural, rapidly changing business environment as shown by their ability to effectively communicate using the language of business, make business decisions using a systematic, evaluative, information-based approach rooted in ethics and social responsibility and demonstrate knowledge of current events and trends in business.

Requirements for Project Management and Entrepreneurship Track

A. Compulsory Courses:

- **MBAC PM21 - Fundamentals of Project Management and Entrepreneurship**

This course focuses on the actual tasks and activities of the entrepreneur from researching venture feasibility, to launching the venture, to managing growth. Covered are descriptions of real entrepreneurs in action, facing the challenges that entrepreneurs must deal with, and making good and even some not-so-good decisions. This course also concentrates on the process of starting a new business. Students will learn how to identify, assess and develop a business plan as well as how to find and evaluate business opportunities.

- **MBAC PM22 - Entrepreneurship and New Venture Creation**

This course aims to enhance participants' understanding of the role of the entrepreneur in the new venture creation process and develop their capabilities to recognize, assess and articulate new venture opportunities; to understand the resources required to underpin venture development and growth; and know from where and how to access these resources. The course also seeks to help participants to develop a greater

awareness of their personal goals, motivations, strengths and limitations in the context of venture creation and growth, particularly in the context of forming new ventures or joining a new young venture.

- **MBAC PM23 - Research Project in Project Management and Entrepreneurship**

The aim of this course is to enable students from a variety of backgrounds to gain experience and develop their knowledge in entrepreneurship into practical skills to a very high level. The course will assist in the development of interpersonal skills, analytical ability, and business acumen to the stage that the student is confident of starting and running a new venture. The course's syllabus incorporates proposing and operationalizing a practical business plan, implementing it, and exiting the business in either a start-up, existing projects, or role play.

B. Elective courses:

- **MBAE PM24 - Leadership and Organizations**

This course explores the complex relationship of strategic economic issues within an organization and the organization's interaction with other firms in the industry. The course begins with a brief overview of the basic economics of the firm and uses those principles to drive an analysis of the firm’s activities and interactions with other firms. The course examines different market structures to see how overall economic structure affects decision making and interactions; this basic structure will be used to analyze competition with other firms in obtaining resources, setting prices to maximize profits, and reacting to decisions of competitors. The course also examines methodologies for evaluating results and explores ways to use that analysis in making future decisions.

- **MBAE PM25 – Managing Innovation and Organizational Change**

This course examines the role of innovation in the management of organizations. It explores, in more detail, the role of creativity as well as the nature and processes of organizational change. It focuses on technological, administrative, and process innovation as well as on contemporary techniques and procedures used to understand, initiate, plan, and implement change. The course is shaped by concerns over the need to combine consistent structures for predictable and efficient operations and personnel employment with flexibility and timely adaptability to respond to shifts in the environment. It adopts a critical perspective and uses a multi-disciplinary framework, drawing on several areas as they contribute to the theory and practice of innovation and change.

- **MBAE PM26 - Feasibility Study and Project Appraisal**

This course develops a student's ability to undertake complex feasibility studies. Students will learn these skills and techniques through performing various feasibility studies of differing size and complexity. This course also takes students through the rudiments of evaluating, financing and managing projects at the micro and macro levels. It includes practical exercises using key project management software support tools such as MS Excel and MS Projects.

- **MBAE PM27 - Project Risk Management**

This course offers a proven method for incorporating risk management processes as integral elements of project management. The course will present different approaches to identify risks; qualitative and quantitative methods to analyze risks and determine their impacts; risk ranking and response techniques; and approaches to monitor, control, and communicate risks throughout the project life cycle. Students will learn how to increase the probability of project success by applying techniques to reduce threats and enhance unexpected opportunities. They will also learn how to prepare a comprehensive risk management plan, discover different approaches to identify, assess, and quantify risks and their impacts.

- **MBAE PM28 – Advanced Operations Management**

This course introduces students to the concepts underlying effective operation and control of manufacturing and service businesses. Approaches to production control, inventory policy, facilities planning, methods improvement and technological assessment are studied.

Requirements for Marketing Management Track

A. Compulsory Courses:

- **MBAC MKT21 - Strategic Marketing**

The course examines the development and implementation of marketing strategy by providing a framework from which to identify and evaluate strategic options and programs. Topics: 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. This course requires that students have a strong foundation of marketing knowledge gained from Introduction to Marketing (a knowledge of market segmentation).

- **MBAC MKT22 - Market Research**

This course will introduce market research as a business decision-making tool. The primary goal of this course is to equip students with an understanding of how market research can help them make business decisions and how they can transform research findings into actionable business insights. The course also aims to help students gain the ability to evaluate and interpret research designed and conducted by outside providers.

- **MBAC MKT23 - Research Project in Marketing**

This course will enable the students to participate in a project related to the marketing field. The students will be exposed to intensive sessions that will enhance and develop their knowledge about research methods, marketing research, promotion strategies, as well as new recent issues in marketing management. The research project is designed to equip the students with the skills necessary to promote and advertise their marketing knowledge. Students will apply the marketing planning concepts, principles and they will work on developing their analytical as well as their conceptual skills in the marketing management field.

B. Elective Courses:

- **MBAE MKT24 - E- Marketing**

This course will examine the concepts, strategies and applications involved in e-marketing, understand the background, current state and future potential of e-marketing, explore ethical and legal aspects of e-marketing, discuss integrating e-marketing strategies into marketing programs, gain exposure to e-marketing tools and best practices through "hands-on" application, describe e-marketing strategies for segmenting, targeting and positioning, review the 4Ps (Product, Pricing, Promotion and Place) in the context of e-marketing, and understand the role of customer relationship management (CRM) in e-marketing.

- **MBAE MKT25 - International Marketing**

This course is designed to provide the student with an overview of the international marketing arena. The course deals with all aspects of marketing from an international perspective and prepares students to deal with foreign competitive situations and international opportunities. The course content will include introduction to international marketing, the international marketing environment, assessing international market-entry opportunities, planning and managing market entry strategies and products, global distribution and pricing, international promotion, sales, negotiation, and international marketing plan

- **MBAE MKT26 - Integrated Marketing Communications**

In this course students will study the use of promotional tools by business as well as their creation and management. The course provides an integrative approach to the study of the promotional mix, including advertising, publicity, personal selling, and sales promotion. Topics include an evaluation of the role of promotion in marketing and the economy, the formulation and analysis of promotional goals, planning, organizing, and controlling the promotion function, creative planning, budgeting and media selection.

- **MBAE MKT27 - Service Marketing**

This course examines the important and growing role of services marketing in both consumer and organizational target markets. This course focuses on effective customer relationship management, key service delivery elements, and service recovery strategies that lead to the successful implementation of a customer focus in service-based businesses. The course content will include introduction to services marketing, understanding the customer, standardizing and aligning the delivery of services, the people who deliver and perform services, and the promotions and pricing strategies in services marketing.

- **MBAE MKT28 - Brand Management and Buyer Behavior**

This course provides students with insights into how profitable brand strategies can be created and the implications for brand management professionals. The class blends marketing theory and practice to provide perspective on corporate marketing and the brand management function. This course also introduces the theory of buyer behavior and relates it to the practice of strategic marketing decisions. The models of buyer behavior and related theories drawn from psychology, anthropology, social and behavioral sciences are taught with particular emphasis on the consumer decision making process. The course covers why individuals make certain purchasing decisions; what products and services they buy; how they buy them; the frequency with which they buy them; and the decision process in these situations.

Requirements for Human Resources Management Track

A. Compulsory Courses:

- **MBAC HR21 - Leadership and Organization**

This course presents leadership and management theories/concepts and provides students with the opportunity to develop an advanced understanding of exercising leadership. In addition, students will survey contemporary perspectives on ethics, networking, coaching, organizational culture, diversity, learning organizations, strategic leadership, and crisis leadership. Special attention will be paid on examining the role that leaders play in identifying and implementing change in organizations.

- **MBAC HR22 - Managing Organizational Change**

This course examines how business enterprises are designed, managed and changed to operate efficiently and perform effectively within their competitive environments. It critically examines organizations that vary in terms of such characteristics as size, complexity, goals, and technology as they operate under different circumstances and at various stages of their life cycles. The role and impact of individual managers receive particular attention.

- **MBAC HR23 - Research Project in Human Resources Management**

This course helps students to understand the research process in the field of human resources management, provides them with practical insight into the research process, and assists them in understanding how to read and evaluate research in the field of human resources management.

B. Elective Courses:

- **MBAE HR24 - Compensation Management**

This course aims to clarify the principles and basic concepts of compensation management in organizations, including the role of human resources management in

dealing with employees, and methods used to provide compensation. It also highlights the importance of maintaining the capable education qualification, the value of developing their skills, and the significance of providing the appropriate atmosphere for them. Several important topics will be addressed in the class such as: compensation professionals' goals within a human resources department, and ways to strengthen the pay-for-performance link.

- **MBAE HR25 - Performance Management**

This course examines the importance of an effective performance management system in helping organizations define and achieve short and long-term goals. It explains and reinforces the concept that performance management is not a one-time supervisory event, but an ongoing process of planning, facilitating, assessing, and improving individual and organizational performance. In addition, the course emphasizes the importance of measuring the effectiveness of human resources activities that are designed to enhance individual and organizational performance.

- **MBAE HR26 - Managing Across Cultures**

The objective of this course is to provide students with a basic understanding of the fundamental principles and practices of International Management. The course focuses on the foundations of international management, the role of culture, cross-cultural communication and negotiations, MNC strategies and structures, and international human resources management. There will be a focus on appropriate theory and the course will aim to provide opportunities for the practical implementation of the main concepts covered.

- **MBAE HR27 - Employee Training and Development**

This course provides an overview of employee training methods, training design, development programs, and evaluation procedures, including cost/benefit analysis. Emphasis is placed on how to perform a needs analysis, how to select the latest training technologies, and how to apply these technologies to maximize adult learning. In

addition, development strategies are reviewed -for instance, when to train generalist managers and specialists, how to foster an atmosphere conducive to continuous learning, and how to reward supervisors for supporting their subordinates' development.

- **MBAE HR28 - Staffing**

This course will provide a conceptual and operational understanding of all the key aspects of human resources staffing functions, including job analysis, recruitment, assessment, selection, and performance evaluation. Students should be able to design and implement an effective and legally defensible staffing system tailored to organizational requirements. They should also be able to evaluate existing staffing programs for efficaciousness and legal compliance.

Requirements for Investment and Financial Markets Track

A. Compulsory Courses:

- **MBAC IFM21 - Equity Investments and Fundamental Analysis**

This course introduces students to investment analysis including fundamental and industry analysis, as well as to selection of appropriate investment vehicles, including options strategies. It provides an understanding of how Balance Sheet and Income Statement can fit and be analyzed together.

- **MBAC IFM22 - Portfolio Management**

The objective of the course is to study theory and empirical evidence relevant to portfolio management. An emphasis is placed on understanding how an investment professional would allocate funds in a hypothetical portfolio. Major topics include estimation of capital market parameters, trade-off between risk and return, optimal portfolio selection, equilibrium asset pricing models, and delegated portfolio management. Emphasis will be put on development of techniques that should be part of the tool kit of those interested in becoming professional investors and/or researchers in

finance. The course material is tilted heavily towards equity markets since there are separate courses that cover fixed income markets and derivative securities.

- **MBAC IFM23 - Research Project in Investment and Financial Markets**

Students participate in a project related to the financial investment field. The students will be exposed to intensive sessions that will enhance and develop their knowledge about research in the areas of the structure and functioning of equity, bond markets and derivative markets. It also focuses on reviewing the latest literature and research topics that include: modern portfolio theory, asset pricing factor models, behavioural finance, fixed income valuation, the term structure of interest rates and risk management using derivative securities.

B. Elective Courses:

- **MBAE IFM24 - International Financial Markets**

This course introduces students to global international financial markets' main concepts. It focuses on the common types of international financial markets, such as capital markets with stock and bond markets, mutual funds and exchange-traded funds. This course is aimed at students wishing to acquire a sound understanding of the main opportunities in international investments. Students examine international financial markets and institutions and their critical role in the global economy. Topics include the elements that constitute a global financial institution; types of financial institutions and markets; global market structure differences; recent market failures, their causes, and solutions; and global financial regulation and reform.

- **MBAE IFM25 - Bond and Fixed Income Investments**

This course covers the valuation of a wide variety of fixed income securities and derivatives including pure discount bonds, coupon bonds, forwards and options on fixed income securities, interest-rate swaps, floating-rate notes, and mortgages. The course focuses on analytic tools used in bond portfolio management and interest rate risk

management. These tools include yield curve construction, duration and convexity, and formal term structure models.

- **MBAE IFM26 - Financial Derivatives**

This course presents and analyzes derivatives, such as forwards, futures, and options. These instruments have become extremely popular investment tools over the past several decades, as they allow one to tailor the amount and kind of risk one takes, be it risk associated with changes in interest rates, exchange rates, stock prices, commodity prices, inflation, weather, etc. The course continues on the derivatives markets, such as exchange-traded and over-the counter derivative markets, examining the fundamental issues in motives for using derivatives (hedging, speculation, and arbitrage). They are used by institutions as well as investors, sometimes to hedge (reduce) unwanted risks, sometimes to take on additional risk motivated by views regarding future market movements. The course defines the main kind of derivatives, shows how they are used to achieve various hedging and speculating objectives, introduces a framework for pricing derivatives, and studies several applications of derivative-pricing techniques outside derivative markets.

- **MBAE IFM27 - International Finance**

This course focuses on international financial decisions. Financial problems corporations resulting from operating in an international environment will be analyzed. Major topics covered are corporate strategy and the decision to invest abroad, forecasting exchange rates, international portfolio diversification, managing exchange risk, taxation issues, cost of capital and financial structure in the multinational firm, and sources of financing.

- **MBAE IFM28 - Technical Analysis**

Throughout this course participants will learn how to apply technical analysis as a standalone trading methodology or as a supplement to fundamental analysis using tools

that have been quantitatively tested - global scope with applications to equities, fixed income, commodities and foreign exchange markets.

Requirements for Banking Track

A. Compulsory Courses:

- **MBAC BM21 - Asset- Liability Management in Commercial Banks**

This course will provide participants with an understanding of the main activities undertaken within a bank's treasury area including funds transfer pricing, rate risk management and liquidity risk management. Students who attend this course will leave with a better understanding of the core disciplines within ALM – and how major banks address the challenge of optimizing balance sheet structure in a changing regulatory world.

- **MBAC BM22 - Risk Management in Commercial Banks**

This course provides the student with the conceptual framework necessary to analyze and comprehend the current problems confronting managers of commercial banks and other financial intermediaries. This course also deepens understanding of the bank management and on the other side extends the knowledge from risk management field (with emphasis on current international regulations) in accordance with the best practices applied at current practice. Students gain practical experience through a numerous assignment solving that are related to current analysis and risk management practices in commercial banks and use concrete commercial banks data.

- **MBAC BM23 - Research Project in Banking**

This course helps students to understand the research process in the field of banking, provides them with practical insight into the research process, and assists them in understanding how to read and evaluate research in the field of banking.

B. Elective Courses:

- **MBAE BM24 – Microfinance**

This course prepares the students to take on roles as policy analysts and technical advisers on Microfinance and Development in foundations, governments, multilateral development institutions and international agencies. Participants will have an appreciation of the broader context that underpins the microfinance field; understand how and why the formal credit market fails to meet the financial needs of the poor; be knowledgeable about the challenges and controversies facing Microfinance, and be equipped with a framework to objectively examine and assess these issues.

- **MBAE BM25 - Central Bank and Monetary Policy**

This course provides the knowledge of both theoretical arguments concerning the relationship between the banking sector and the monetary policy system and the actual functions of every banking institution. Throughout this course these functions and general purposes of the banking system and its evolution over time are reviewed. Also, this course provides valuable information on current operations and objectives of banks, as well as the overall maintenance of price stability.

- **MBAE BM26 – Financial Derivatives**

This course presents and analyzes derivatives, such as forwards, futures, and options. These instruments have become extremely popular investment tools over the past several decades, as they allow one to tailor the amount and kind of risk one takes, be it

risk associated with changes in interest rates, exchange rates, stock prices, commodity prices, inflation, weather, etc. They are used by institutions as well as investors, sometimes to hedge (reduce) unwanted risks, sometimes to take on additional risk motivated by views regarding future market movements. The course defines the main kind of derivatives, shows how they are used to achieve various hedging and speculating objectives, introduces a framework for pricing derivatives, and studies several applications of derivative-pricing techniques outside derivative markets.

- **MBAE BM27 - International Banking**

This course provides students with an in-depth understanding of international banking and financial systems and structures, and regulatory policies overseeing these systems. It discusses and analyzes the business implications of the global integration of international capital markets, the mobility of capital, and the use of complex financial products. The course focuses on the latest institutional and management issues facing international banking in the turbulent operating environment. It examines the current international banking and financial condition as well as its evolution in the past along with banks' global managerial and operational issues.

- **MBAE BM28 - Islamic Banking**

This course will provide the student with the basic theoretical and practical knowledge in field of Islamic economy, banking and finance. The course will present basis of Islamic economic philosophy and its position to interest back through history. Students will have an opportunity to study a different issue related to corporate responsibility that is expected from Islamic financial institutions. The course will signify the development of Islamic finance, present the Islamic financial system, and explain individual Islamic financial instruments and financing models. Special accent will be placed on Islamic banking, its emergence and development.

Requirements for Hospital Management and Health Care Track

A. Compulsory Courses:

- **MBAC HCM21 - Fundamentals of Health Systems Management**

This course enables students to learn concepts and theories in health care management; develop the basic management skills and the ability to work productively with others; develop skills in using materials and references, tools and/or technology central to health care management; and to integrate health care management theory with real world problems. It introduces key topics and concepts including health care systems; managing health care organizations; administrative management responsibilities of health care environments; approaches to performance improvement and financial management.

- **MBAC HCM22 - Health Care Operations Management**

This course introduces the theory and principles of management. Topic areas include motivation, leadership, organizational change, human resources administration, organizational theory, strategic planning, and management control systems. The course teaches the practical applications of management theory through case studies and group discussions.

- **MBAC HCM23 - Research Project in Hospital Management and Health Care**

This course helps students to understand the research process in the field of health care and hospital management, provides them with practical insight into the research process, and assists them in understanding how to read and evaluate research in the field of health care and hospital management.

B. Elective Courses:

- **MBAE HCM24 - Health Care Finance**

The course introduces the fiscal problems in health care organizations. Emphasis is placed on health care reimbursement, working capital, financial statements, and accounting/monetary control of the health care industry.

- **MBAE HCM25 - Health Care Quality Management**

This course focuses on quality and patient safety management using continuous quality improvement and team building techniques. Topics to be examined include the history of quality, leaders and trends in health care quality and patient safety, measure and measurement development, analysis of variation and quality practices in different health care environments, administrative responsibilities and structures with respect to production and service quality, including the function and roles of professional and non-professional staff.

- **MBAE HCM26 - Health Care Policy and Regulations**

The course explores how to improve patient safety and create policies that improve the overall quality of health care. Students will develop a robust understanding of health care systems, legislative procedures, and quality improvement as they relate to continuously evolving health care policy. The course provides the skills required to shape, interpret, implement and evaluate health care policies and regulations.

- **MBAE HCM27 - Health Care Information Systems and Technology**

This course exposes students to the concepts and knowledge involved in making strategic use of information technology (IT) in health care organizations. The course clarifies how to establish IT linkages to business, planning, and governance. In addition it introduces students to technology management through the analysis of the lifecycle

of IT, IT architecture, systems integration, and standards. The course focuses on key health care implications and the impact of IT upon quality, cost, and operations.

- **MBAE HCM28 - Global Health Care Systems**

This course will provide an overview of the most important health challenges facing the world today. Students will gain insight into how challenges have changed over time, and the likely determinants of such change. Successful international strategies and programs promoting human health will be highlighted and global health governance structures will be mapped and the role of the key actors explored.

Requirements for Management Information Systems (MIS) Track

A. Compulsory Courses:

- **MBAC MIS21 – Advanced Management Information Systems**

This course focuses on helping students achieve an understanding of general concepts of Management Information Systems (MIS) and how companies use it to reach competitive advantage, reduce the cost of existing business processes and improve decision making. By the end of the course, students will be able to identify the use of MIS in business today; discuss MIS definition and categories and identify types of Business Information Systems and Enterprise Applications. This is done through business case approaches, where real business cases are introduced illustrating important topics of the course and demonstrating relevance to the current practice of MIS.

- **MBAC MIS22 - Introduction to Programming**

This course is an introduction to programming for students with little or no programming experience. There are two primary goals for the students taking this course: (I) to learn fundamental programming skills, and (ii) to learn systematic and logical thinking. Basic programming concepts that will be tackled during this course will include: variables, loops, conditions, arrays, functions, and classes. Also, students

will learn basic problem-solving approaches that include: abstraction, division into sequential pieces, and division into layers.

- **MBAC MIS23 - Research Project in MIS**

This course aims to develop the students' ability to plan, analyze, design, implement, validate, and maintain computerized information systems. Specifically, the course will: develop the students' skills of identifying and selecting information systems development projects and using different selection criteria, introduce approaches and models for information systems analysis and design, highlight and integrate the methodologies, techniques, and tools needed to produce and maintain information systems.

B. Elective Courses:

- **MBAE MIS24 - Database Systems**

The course provides students with a comprehensive introduction to database concepts. Primary focus is on the relational model of data base management and querying databases using Structured Query Language (SQL). Existing relational data bases are examined and manipulated, and new relational data bases are created to develop the technical skills a programmer needs to design, develop, and implement multi-layer client/server data base applications. Topics include advanced data base programming, and how to develop client-server data base applications.

- **MBAE MIS25 - Information Systems Analysis and Design**

The objective of this course is to understand the process of analysis, design, and implementation of information systems, learn methods, techniques and related issues of systems analysis and design, gain some hands-on experience in systems analysis and design.

- **MBAE MIS26 - Advanced Programming**

The Advanced Programming course is a successor to the Introduction to Programming course. This course teaches some advanced programming concepts. It builds upon prior

knowledge of students about programming using languages. This is going to be an intensive hands-on course and is going to be heavily based on programming research assignments. The course begins with a discussion on Introduction to Object Oriented Paradigm and Programming Concepts. Students will learn the key elements of a typical object oriented application such as objects, classes, messages, interfaces, abstraction, inheritance, encapsulation and polymorphism. After covering the basics of object oriented programming, GUI programming, collections framework, and other advanced programming concepts are covered.

- **MBAE MIS27 - Business Intelligence**

This course will introduce the basic principles in Business Intelligence research. With business intelligence, student will learn how to explore data and analyze it to derive insights that can effect positive change within the enterprise. Describe fundamental data mining techniques and concepts. Evaluate and visualize results of data science projects. Make a data science exercise (from data to knowledge) by making use of appropriate software (e.g. Weka). Thinking data-analytically: design an analytic solution for business problems based on the available data, tools and techniques. Assess the value of data science for business strategic goals, and understand how complex problems may be translated into a combination of fundamental data mining techniques.

- **MBAE MIS28 - Web Applications Development**

This course aims to provide students with a comprehensive overview of web applications development. It will provide students with the skills to design and develop distributed web applications in a disciplined manner, using a range of tools and technologies. It will provide an overview of the tools and technologies used in web development, promote the disciplined design and development of web applications, develop an understanding of the complexity of building distributed applications and develop the ability to implement and deploy a web application. It will also strengthen their understanding of the context and rationale of distributed systems.