

## **MASTER OF BUSINESS ADMINISTRATION**

**The 22-month MBA brings together acclaimed Beirut Arab University faculty with talented working professionals seeking to enhance their business skills while continuing to build their careers. Based at BAU downtown campus, the program offers A GOOD OPPORTUNITY FOR SELF-ENRICHMENT.**

### Program Overview

Shaping the future of business, it is the integration of leading edge knowledge from LEBANON's foremost business school with, practical relevant management training that distinguishes the BAU / MBA program. Using lectures, case studies, problem-based learning and group projects, the program prepares you to manage, motivate, innovate and lead. The workload is intense and demanding, but when you graduate, you'll be ready to make a difference in the way business is done.

The 22-month BAU / MBA Program curriculum is comprised of four consecutive semesters and an industry project or a comprehensive case study for a total of 45 credits. Students can also elect to enroll in all or part of the Pre-Core Program, a preparatory program that prepares incoming students for the demanding nature of the Integrated Core experience.

### Program objectives

The BAU/ MBA program helps in preparing students for managerial and leadership responsibilities in modern business environment. The objectives of the MBA program are as follows:

- Provide students with a sound mix of theoretical and practical skills.
- Produce graduates having teamwork, presentation and communication skills.
- Excite students about research and the benefits of continuing education.
- Expose students to real life cases and provide them with experience in carrying out empirical research.
- The program combines academic and practical worlds altogether, therefore teaching responsibility will be assumed by practitioners as well as academic staff.

## Admission Requirements

- Bachelor degree with a minimum grade of good or its equivalent in any area of specialization (business or non business) from a recognized university
- Satisfactory level of English.
- An appropriate performance during the oral interview.

Priority will be given for degree candidates with relevant work experience.

## MBA Pre-Core Program

The Pre-core Program is an intensive non-credit series of refresher courses that reviews key concepts and prepares incoming students for the demanding nature of the Integrated Core experience. Although not mandatory, it is strongly advised that all MBA students enroll in the Pre-Core to strengthen their foundation knowledge and to ease their entry back into the academic environment. Students may opt to attend as few or as many subjects as needed. Pre-Core subjects include Accounting, Economics and Management. The Pre-Core is held throughout the month prior to the start of the program and is mandatory to non-business students.

<u>Pre-Core courses</u>		
<u>Course Code</u>	<u>Course Title</u>	<u>Number of Credits</u>
MBA 501	Principles of Management	3 Credits
MBA 502	Principles of Accounting	3 Credits
MBA 503	Principles of Economics	3 Credits

## Integrated Core Program: A Solid Foundation

At the heart of the BAU / MBA is the Integrated Core--an intensive foundation in Finance, Marketing, Accounting, Human Resources, Statistics, Managerial Economics, and Information Systems. Subject areas are taught individually, as well as from an integrated perspective, developing the students' understanding of the true multi-dimensional nature of business.

### The Benefits

You will develop a general management perspective based on a solid understanding of key business functional areas and their interdependence.

You will develop a broad-based, senior-level strategic approach to business decision-making.

You will build collaborative and leadership skills working in teams under the supervision and guidance of a faculty member.

You will draw on the knowledge and experience of both faculty and fellow students in a stimulating and dynamic learning environment.

### Core Courses: Broadening Your Business Expertise

Armed with a broad management perspective and solid understanding of the inter-relationship of core business disciplines obtained through the Integrated Core, you will develop in-depth business expertise across a range of key business subject areas. Rather than developing your knowledge in a single area of focus, it provides a comprehensive broad-based management education that will take you anywhere.

**The following courses are drawn from several business subject areas and have been selected as core courses.**

### **First Semester**

<u>Course Code</u>	<u>Course Title</u>	<u>Number of Credits</u>
MBA 601	Organization , Management and Leadership	3 credits
MBA 603	Managerial Economics	3 credits
MBA 605	Accounting and Financial Reporting	3 credits
MBA 607	Financial Management	3 credits

### **Second Semester**

<u>Course Code</u>	<u>Course Title</u>	<u>Number of Credits</u>
MBA 602	Human Resources Management	3 credits
MBA 604	Marketing and Brand Management	3 credits
MBA 606	Operation and Quality Management	3 credits
MBA 608	Investment and Portfolio Management	3 credits

### **Third Semester**

<u>Course Code</u>	<u>Course Title</u>	<u>Number of Credits</u>
MBA 609	Managerial Accounting	3 credits
MBA 611	Business Information Systems and E-Commerce	3 credits
MBA 613	Banking and Financial Institutions	3 credits

### **Fourth Semester**

<u>Course Code</u>	<u>Course Title</u>	<u>Number of Credits</u>
MBA 610	Strategic Management	3 credits
MBA 612	Feasibility Study	3 credits
MBA 614	Research Methodology and Statistical Analysis	3 credits

## Degree Requirements

- 1- Degree candidate students must complete all course work (42 Credits) for the master degree within a minimum 4 maximum, 6 successive semesters after enrollment in the program.
- 2- After completing the course work, the degree candidate has the choice either to submit a research project – **(MBA 620)**(3 credits) within two months or to pass a comprehensive case format- **(MBA 630)** (3 credits) as an assessment tool for the analytical and systematic thinking skills of the degree candidates. Comprehensive cases have no model answer, and grading is mainly, based on the methodological and analytical approaches of the students in extracting findings and building up the list of the alternatives before recommending and justifying the recommended action. These assignments will be considered as a part of the last subject of the program.
- 3- Graduation requires from the students to complete 45 credits hours within a minimum Cumulative Grade Point Average **(CGPA)** of 2.33 .

## Submission of Application Form

The Final dates for submission of application forms are as follows:

**Fall Semester** : 31 of July

**Spring Semester:** 31 of December

**Summer Semester:** 31 of April

## Semester Schedule

**Fall Semester** : spans over a 15-week period and starts in September.

**Spring Semester** : spans over a 15-week period and starts in February.

**Summer Semester:** spans over an 8 week period and starts in July.

## Course Rules

1- Students may add, and/or drop any course before the deadline the end of 2<sup>nd</sup> week in the fall and spring semesters or the end of the 1<sup>st</sup> week in the summer semester) without having the course appear on the student transcript and at no additional cost.

2- Students can cancel their registration for all courses in the semester after the approval of the Dean. In case of total cancellation for two consecutive semesters, the approval of the Faculty Council is required for re-admission.

3- Final examinations are held during the final week of each semester.

4- Students can withdraw from any course before the withdrawal deadline (end of 10<sup>th</sup> week of the fall and spring semesters or end of 4<sup>th</sup> week in the summer semester), and a grade of “W” indicating Withdrawal will appear for that course on the student transcript.

#In case of canceling any course registration during the first 2 weeks of the fall or spring semesters or during the first week of summer semester, students are entitled to a full refund. Otherwise, the following rules apply:

Semester	Time Frame	Deduced Amount
Fall & Spring Semesters	End of 3 <sup>rd</sup> week	20%
	End of 4 <sup>th</sup> week	30%
	End of 5 <sup>th</sup> week	50%
	After 5 <sup>th</sup> week	100%
Summer Semester	End of 3 <sup>rd</sup> week	20%
	End of 4 <sup>th</sup> week	30%
	End of 5 <sup>th</sup> week	50%
	After 5 <sup>th</sup> week	100%

5- In order to be able to sit for the relevant final exam, the attendance rate must be at least 80% in any course. Otherwise, a Withdrawal Failure “FW” grade will be awarded for that course, which will appear on the student transcript.

6- Students who were not able to attend the relevant final course examination or fulfill some of the course requirements because of conditions beyond their control can apply to receive an incomplete grade "I" . This is only feasible if they have attended and completed at least 80% of the course requirements and after the approval of the course instructor and the Faculty Council. The course requirements (examination, etc...) must be met by the end of the first 2 weeks of the following semester. Otherwise, a grade of "WF" will appear for that course.

7- "I" & "W" grades and the related credit hours equivalence are excluded from the total credit hours earned and from the GPA calculations.

8- Students may register again in any course(s) to improve their GPA and the higher grade will appear for that course on the student's transcript, and it will be considered as an extra course.

10- Students may register in courses from outside their departments, faculty or the university as long as it is part of the curriculum and approved by the academic adviser, coordinator, the Faculty Dean and the University President. Such courses will be included in the GPA calculations.

11-Postgraduate students are not allowed to enroll in more than one University Degree at the same time.

12-Students who obtain a grade below "C" in a given course with a CGPA less than 2.33 are issued a warning and their registration in the program is cancelled if a grade of below "C" is obtained in three courses.

13-Courses done five years ago are not taken into consideration.

14-The GPA is derived by dividing the total grade points (for all completed courses) by the total number of credit hours taken.

15-The evaluation for the thesis and the research work per semester will appear as Satisfactory "S" or Unsatisfactory "U" on the student transcript and both are excluded from the GPA calculations.

## **Course Evaluation Methods**

<b>Grade</b>	<b>GPA</b>	<b>Percentage</b>	<b>Evaluation</b>
A	4.00	95-100	Very high caliber graduate
A <sup>-</sup>	3.67	90-94	
B <sup>+</sup>	3.33	85-89	
B	3.00	80-84	Satisfactory level for postgraduate studies
B <sup>-</sup>	2.67	75-79	
C <sup>+</sup>	2.33	70-74	
C	2.00	65-69	
C <sup>-</sup>	1.67	60-64	Not at a level suitable for postgraduate studies
F	0.00	0-59	Fail
I*	-		Incomplete
W	-		Withdrawal
AUD	-		Listener (Audit)
FW	-		Forced Withdrawal
S	-		Satisfactory
U	-		Unsatisfactory

I\* Students must sit for the course examination by the end of the first 2 weeks of the subsequent semester.

### **Tuition Fees**

The cost of each credit hour is 200 \$ for the academic year 2008/2009.

**Note:** Dealing with special cases will be responsibilities of the Dean.

## **Course Description:**

### **Pre-Core Courses Description**

#### **MBA 501- Principles of Management**

The course provides a comprehensive grounding in key management theories, techniques and approaches and exposes the students to a diverse range of managerial challenges and contexts to appreciate the importance and contribution of management theories and to recognize when and how they can be applied in practice.

The various functions of management will be examined and addressed through the use of classroom and real-life case studies as well as researched company information, the development of a business plan and students are encouraged to develop a reflective and critical thinking in evaluating a company's practices to gain an understanding of how to improve organizational performance

#### **MBA 502-Principles of Accounting**

An introduction to the theory and practice of accounting and financial reporting. Topics include the accounting cycle, financial statements and accounting for assets, liabilities, equities, revenues and expenses. Students will explore the nature of Accounting, introduction of basic accounting concepts and procedures, and interpretation of financial statements. The various uses of accounting information in decision-making, accounting issues concerning income and cash flows, economic resources and capital will be discussed. The course format will include lectures, discussions, and problem solving sessions in introductory Accounting.

#### **MBA 503-Principles of Economics**

General theory and specific real-world applications illuminate the economic functions of our society. Topics covered include basic concepts of workings of markets, supply, demand, fiscal and monetary policy, and governmental roles. Class discusses current personal, business, governmental, and contemporary economic issues and problems.

## **MBA Courses:**

### **MBA 601-Organization, Management and Leadership**

This course covers the development of management concepts, major contributors, events and theories that are the foundation of modern management practices. It also explores the concept leadership through experiencing uncertainty by shifting the focus to possible futures. Several tools and processes are introduced to assist with this exploration of self and uncertainty.

### **MBA 602-Human Resources Management**

An introduction to the human resources function and related elements and activities. The course outlines the roles and functions of members of the human resources department. The student will learn the process of evolution in human resources management as we know it today. Emphasis is placed on the modern day importance of HRM and the new “corporate view” of the function. Additionally, the student will be exposed to the organizational view of HRM from the perception of both management and subordinate employees. The importance of maintaining fair and equitable compensation and benefit programs will be discussed. The student will be exposed to practical situations and problem solving regarding areas of employee counseling, discipline and termination. Equal Employment Opportunity will be discussed in order for the student to understand its need, importance and the legal issues surrounding it.

### **MBA 603-Managerial Economics**

This course introduces the fundamental concepts of economic principles behind supply and demand, consumer choice, opportunity costs, market system, money, and banking as it applies to the management of an arts business. This is an integrated macro-micro introduction for the arts business manager and the small business owner. Students will also learn how to use economic information to manage their own finances and investments.

### **MBA 604-Marketing and Brand Management**

This course covers the concepts and theories of marketing management ; competition; reactions to competition by using marketing mix including product, price, place and promotion ; market share ; market target ; product positioning ; marketing strategies at the levels of corporate, business and product, marketing planning ; managing plans and controlling marketing processes ; tools and strategies required in planning ; and efficient marketing management

### **MBA 605-Accounting and Financial Reporting**

This course provides an understanding of the principles of financial accounting in order to enable you to be an informed user of financial statements. To this end, the course provides an overview of how financial statements are prepared and emphasizes choices and estimates that are involved in the preparation. Published financial statements are used to illustrate the application of principles and the diversity in disclosures. The course explores the information provided by accounting numbers and the contexts in which such numbers are more (or less) informative.

### **MBA 606- Operation and Quality Management**

This course covers various functions of production and service in the manufacturing business company: product design, facility location and layout of the facility, purchasing and inventory control, job design, production scheduling, quality control and the welfare of the facility. It also covers concept and development of quality management tools and technique for quality management, quality control and quality assurance, assessment of quality management.

### **MBA 607-Financial Management**

This two-part course explores the fundamental nature of the corporate finance function and the conceptual and theoretical underpinnings of tools for successful financial management. In Part I, the theory of finance is examined using a conceptual approach that provides the basic tools and concepts necessary for the handling of financial decision-making situations. Topics include: capital budgeting, capital markets and securities, risk, return and diversification, valuation, cost of capital, and capital structure. In Part II, an array of cases is used in order to foster students' ability to apply the tools and analytical skills to real-world situations.

### **MBA 608-Investment and Portfolio Management**

This course blends portfolio theory with the type of practical issues that one will come across in a career as a professional investment manager. Topics include identifying investor objectives and constraints, recognizing risk and return characteristics of investment vehicles, developing strategic asset allocations among equity, fixed-income and risk-free assets, utilizing derivative securities to manage portfolio risk and, if possible, enhance portfolio returns, and evaluating portfolio and manager performance relative to investment objectives and appropriate benchmarks. Investment tools, such as economic indicators and regression analysis will be introduced in labs. Additionally, students will have a unique opportunity to apply theories in a real-time, competitive simulation to learn equity trading and portfolio management techniques through a major class project.

### **MBA 609-Managerial Accounting**

Students learn the skills needed to use financial information to support economic decisions, to motivate desired behavior, and to evaluate performance. Students will become familiar with concepts of product costing, essential to make or support critical management decisions about such critical issues as product pricing. The course stresses the new concepts such as "activity-based management". It develops the principles of effective performance evaluation, introducing the student to evolving techniques such as the "balanced scorecard". It shows the ways in which organizations can foster strategic successes by the optimal use of accounting information.

### **MBA 610-Strategic Management**

This course covers concept of business strategic management, analysis of opportunity and limitation causes by environmental changes, analysis of competitiveness, strength and weakness of business in order to setting strategy in order levels, factors and devices of strategic management by focusing on decision roles of executives of the organization by case study.

### **MBA 611- Business Information systems and E - Commerce**

This course covers the importance of management system. Information technology such as hardware, software, communication and database. Information system of decision making for management: the level of operation, management control and strategies of management, the sub-system of management information systems; marketing, production, finance, accounting and personnel, safety in business and ethics. The planning and development of information systems by applying the data base management systems.

### **MBA 612- Feasibility study**

Feasibility when starting project in business, studying environment for planning ways to prepare project, steps in education, financial analysis, marketing analysis, economics analysis, engineering analysis, administrative analysis and analyzing advantages in return to overall society.

### **MBA 613-Banking and Financial Institutions**

In this course, the student will learn how to analyze business and consumer financial documents, recommend appropriate financial products to customers, use personal financial planning techniques, assess how economic policies and changes in the level of business activity affect the financial industry, make loan decisions, contact customers regarding outstanding balances, negotiate payment proposals with customers, manage the work of other people in a team environment, deliver effective customer service and perform basic business math calculations.

### **MBA 614- Research Methodology and Statistical Analysis**

In this course, students formulate a research problem statement, identify a hypothesis, propose a research design and suggest possible interventions and analyses. Provides students the opportunity to conduct a professional presentation on their own research topics.