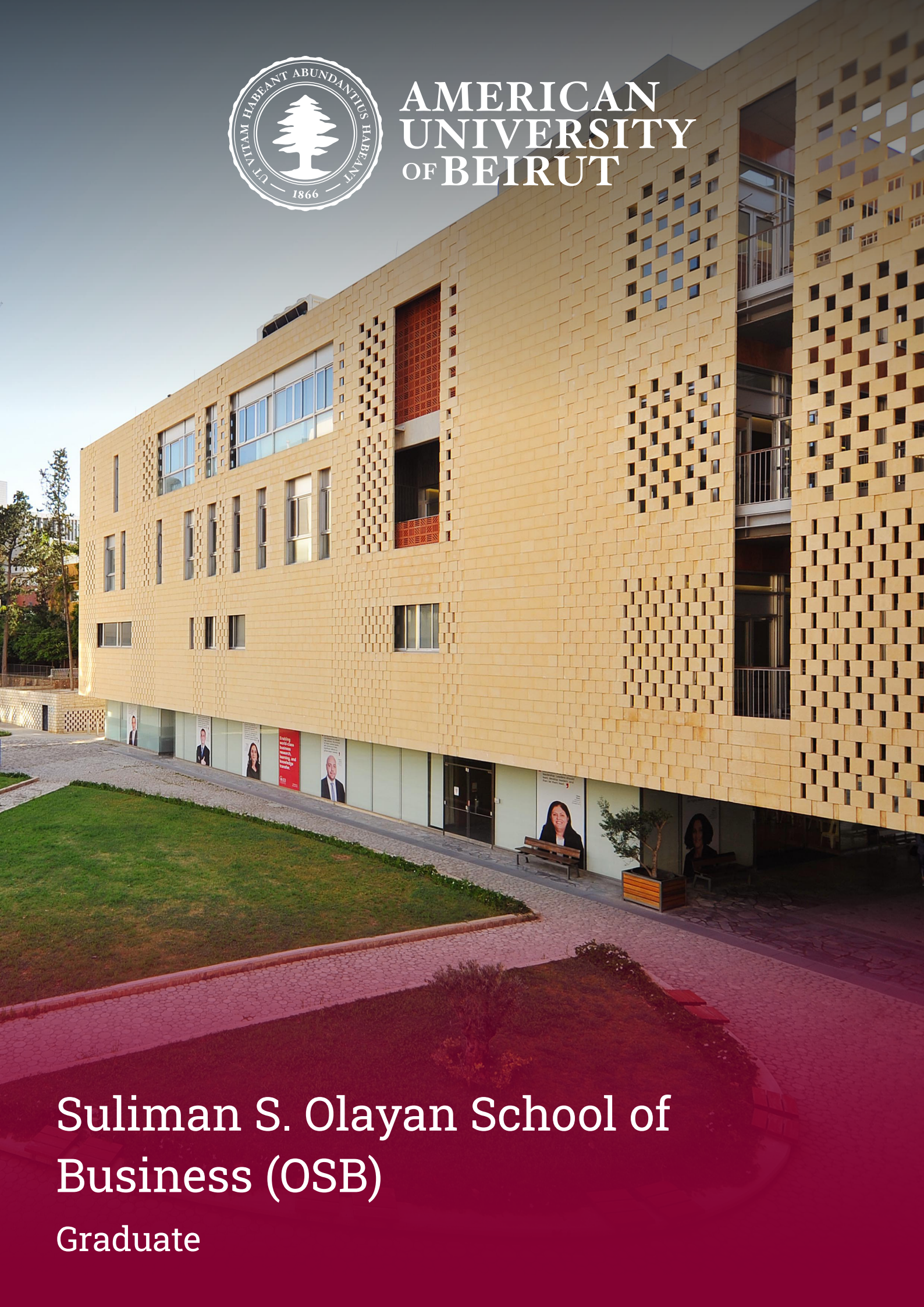




AMERICAN
UNIVERSITY
OF BEIRUT



Suliman S. Olayan School of Business (OSB)

Graduate

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Professors	Elfakhani, Said; Safieddine, Assem
Associate Professors	Dagher, Jihad; Dbouk, Wassim; Harakeh, Mostafa; Ismail, Ahmad; Jamali, Ibrahim; Mazboudi, Mohamad
Assistant Professors	Abou Tanos, Barbara; Faour, Mohamad
Visiting Assistant Professor	Ahmed, Neveen
Senior Lecturers	Azzam, Henry; Ghanem, Abdel Jalil; Hamade, Malak; Hout, Bassima; Tannir-Fawaz, Lina; Uwaydah-Mardini, Rania

The Management, Marketing, and Entrepreneurship Track

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Professors	Afiouni, Fida; Sidani, Yusuf
Associate Professor	Samara, Georges
Assistant Professors	Abi Aad, Amine; Al Chami, Rola; Centeno, Alejandro; Desjardins, Camille; El Awad, Ziad; El Kebbi, Amr; Itani, Mona; Joseph, Jay; Makarem, Yasmeen; Merhabi, Mohamad-Amir; Saade, Nathalie
Senior Lecturers	Dimechkie, Riad; Gerges, Roula; Khauli, Leila; Kfoury, Jessy; Panossian, Hagop; Wahbi, Marwan
Research Fellow	Cooper, Holly
Instructor	Kfoury, Michael

The Business Information and Decision Systems Track

Convener	Fleszar, Krzysztof
Professors	Araman, Victor; Azad, Bijan; Fleszar, Krzysztof; Moussawi, Lama; Osman, Ibrahim
Associate Professors	Bou Hamad, Imad; Nasr, Walid; Zablith, Fouad
Assistant Professors	Khreich, Wael; Salamoun, Randa
Visiting Assistant Professors	Abou Mjahed, Mirna; Taleb, Sirine
Senior Lecturers	El Hajj, Ahmad; Geutcherian, Rita
Lecturers	Jammal, Mahdi; Majdalani, Elie

Historical Background

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

To date, AUB has graduated over 15,000 students from its undergraduate and graduate business programs. Since its formal establishment as a distinct school, OSB has grown its full-time faculty complement from 13 members in the academic year 2000-01 to 55 members today. It now graduates approximately 300 students from its undergraduate program and more than 200 students from its graduate programs.

OSB currently offers six degree programs which include an executive master of business administration (herein referred to as the executive MBA), a master of business administration, in person and online, (herein referred to as the MBA and OMBA), a master in finance (herein referred to as the MFIN), a master of arts in human resource management (herein referred to as the MHRM), a master of science in business analytics (herein referred to as the MSBA) and a bachelor of business administration (herein referred to as the BBA).

The First AUB Faculty to Be Named

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

This watershed event triggered a series of major developments intended to broaden and deepen the delivery of quality undergraduate and graduate business programs at AUB. An entirely new curriculum was introduced for the BBA and MBA degrees in fall 2001. Both degrees were redesigned to follow leading trends in international business education. In spring 2004, OSB launched the executive MBA program in response to the professional development needs of senior corporate leaders in the region. In 2012, OSB introduced a specialized master in finance and a specialized master of arts in human resource management, and in 2017, introduced a master of science in business analytics, to its suite of graduate degree program offerings as part of its strategy to better serve the region, increase its graduate enrollment and further enhance AUB's global brand as the regional business education leader.

Accreditation and Recognitions

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

Requiring rigorous quality audits and adherence to best academic practices, AACSB accreditation, which is attained by fewer than 6 percent of business schools worldwide, is the international quality assurance standard for business education programs. Initial accreditation was achieved in 2009, and as per AACSB re-accreditation guidelines, OSB was re-accredited in 2014, 2019, and more recently in 2025, marking 16 years of AACSB accreditation.

The Suliman S. Olayan School of Business (OSB) earned the prestigious Business School Impact System (BSIS) label in 2024 for a period of three years, recognizing its exceptional contributions in finance, education, business development, intellectual output, regional integration, societal impact, and reputation enhancement.

Mission

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

Vision

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

Values - LEADERS

Lifelong Learning | We see business education as an enduring journey perpetually nurturing curiosity and fostering innovation. We aim to remain at the cutting edge of business thought and practice, embodying the belief that learning never ceases.

Empowerment | We inspire individuals to explore new horizons, innovate boldly, and take on leadership roles. We foster a culture where leaders are cultivated to drive change and make significant contributions.

Agility | Agility underscores our adaptability to rapidly changing business environments. We strive to remain proactive, flexible, and robust in strategy and action, embodying versatility in academic, research, and community engagement.

Diligence | Diligence drives us to continually refine our processes, enhance our programs, and achieve exceptional results with integrity and responsibility. We are passionate about preparing leaders who are deeply devoted to their craft and community.

Excellence | Excellence in teaching, research, and service inspires us to push boundaries, innovate tirelessly, and uphold the highest standards of quality, preparing future leaders for unrivaled success in the global marketplace.

Respect | Respect fosters an environment where dignity, diversity, and dialogue flourish. We are committed to honor the perspectives and contributions of all stakeholders, fostering a culture of psychological safety where everyone thrives.

Sustainability | We strive to integrate environmental stewardship, societal well-being, and economic prosperity into our curriculum, intellectual contributions, and operations. We aspire to develop leaders with the skills and passion to provide sustainable solutions for global challenges.

Ethics and Integrity at OSB

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

Organization and Governance

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

<https://aub.policytech.eu/dotNet/documents/?docid=3020&app=pt&source=unspecified&public=true>

The Suliman S. Olayan School of Business (OSB) is structured into the functional equivalent of multidisciplinary departments, referred to as tracks. While each track has its unique identity and designated faculty members, the track structure differs significantly from traditional departmental models. Tracks allow for:

- > Multiple Faculty Membership: Faculty members can belong to more than one track.
- > Cross-Disciplinary Synergy: Tracks encourage interdisciplinary collaboration.
- > Faculty Cooperation: The structure promotes teamwork and shared initiatives.

OSB has three distinct tracks, each encompassing a cluster of related academic business disciplines, led by a track convener:

1. Finance, Accounting, and Managerial Economics (FAME):
 - Two Disciplines: Accounting and Finance
2. Management, Marketing, and Entrepreneurship (MME):
 - Three Disciplines: Management and Human Resource Management (which includes strategy, leadership, organizational behavior and human resource management), Marketing, and Entrepreneurship and Innovation
3. Business Information and Decision Systems (BIDS):
 - One Discipline: Business Information and Decision Systems (which includes operations management, information systems, and business analytics)

Graduate Programs

OSB currently offers five graduate degree programs: executive MBA, MBA (in person and online), master in finance, master of arts in human resource management, and master of science in business analytics.

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

The Executive MBA Program

Mission

The OSB executive MBA program is designed for experienced business leaders and motivated professionals seeking continued growth and advancement. The program equips executives with innovative leadership and managerial skills, enabling them to maximize their impact in complex and dynamic business environments.

Admission to the Program

Admission to the Executive MBA program is highly selective. The admissions team evaluates candidates based on their overall achievements and career successes, including years of experience—particularly in management roles—along with personal drive, motivation, and leadership abilities.

The admission process consists of:

- > Submission of the application and supporting documents, including letters of reference from professional referees
- > Interview

Criteria for Admission

The criteria for admission are holistic and comprise:

- > Undergraduate degree
- > Demonstrated leadership skills
- > Extensive (normally, 8 to 10 years or more) work experience particularly in management and leadership roles
- > Interview performance

The Application Process

To apply for admission, applicants must submit the following before the interview:

- > A complete application form
- > A recent passport-sized photograph (digital format)
- > Copy of government-issued identification (preferably a national identity card or passport)
- > Two letters of recommendation from professional referees
- > Official transcripts and copies of all undergraduate and graduate degrees
- > Proof of Payment of the Application fee
- > A curriculum vitae
- > Once admitted to the EMBA program, the participant must establish English language proficiency (see Readiness for University Studies in English -RUSE) prior to enrollment

Program Components

Overview

The executive MBA can be completed in 21 months starting in the Fall term (i.e., September). Students must successfully complete all core and elective courses, the EMBA Capstone Project, and maintain a minimum cumulative GPA of 3.3. Failure to maintain a cumulative GPA of 3.3 or receiving a grade below C+ in any course will result in academic probation and may lead to delaying graduation until the program requirements are met.

Program Outline

The program consists of 44 credits distributed over eight general management themes, covered in business disciplines that are covered in 25 core courses and three special topics courses that address specialized or topical issues in business.

The Curriculum

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

Program Delivery

The Executive MBA program follows a blended learning model that integrates in-person residencies with guided independent work. Instruction normally starts in September during which participants attend 8 modular in-person residencies at OSB (approximately 36 to 45 days out of office in total) and a one-week international residency at a global business school to deepen strategic and cross-cultural insight. These residencies provide intensive, practice-focused coursework and applied learning opportunities and networking.

In addition, participants engage in a structured Capstone Project phase, during which participants apply their required knowledge to a real organizational challenge or to the development of a new venture. This supervised project period is completed before graduation.

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

Academic Policies

Academic Rules and Regulations

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

Academic Advisers

The EMBA is a cohort-based program, meaning all participants follow the same degree plan. Participants seeking additional guidance may consult the EMBA director.

EMBA Courses and Course Descriptions

EMBA 510 Strategy 2 cr.

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

EMBA 511 Strategic Analysis 1 cr.

Examines the tools and analytical techniques that managers need to evaluate and implement short and long-term strategies.

EMBA 512 Managing Risk and Uncertainty 1 cr.

Discusses strategic and operational models covering action-oriented plans in order to mitigate risks. Topics include analysis of business uncertainty, decision-making required for strategy success, assessment of qualitative and quantitative risks, risk response, risk management plans, estimation of decision analysis parameters, decision analysis, and risk management closeout.

EMBA 520 Strategic Marketing 2 cr.

Offers a contemporary understanding of the art and science of marketing. The course attempts to offer a comprehensive, yet streamlined and balanced coverage of key Strategic Marketing Management concepts, and how the marketing function integrates with other functional areas of business to create and maintain customer and company value. Issues covered include: adapting marketing practices to the new market realities; understanding markets and realizing market opportunities; achieving customer satisfaction, value, and retention; understanding key characteristics of the business and consumer markets; defining competition; appreciating distinct features of services; understanding segmentation, targeting, and positioning; role of market research; and designing marketing mix programs.

EMBA 521 Digital Marketing 1 cr.

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

EMBA 530 Applied Corporate Finance 1.5 cr.

Covers major theoretical and practical themes of corporate finance. The course integrates the use of financial theory to solve practical problems with the goal of wealth maximization. Topics include cash flows estimation, risk and return measurement, discounted cash flows techniques under certainty and uncertainty, capital restructuring, mergers, acquisitions, spin-offs, take-overs, and their applications. The learning pedagogy is focused on applied case setting.

EMBA 531 Strategic Financial Management 1.5 cr.

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

EMBA 540 People Management 1 cr.

Discusses strategies for building a sustainable competitive advantage through people. Emphasis will be placed on trends and innovations in HR, strategic HR, talent acquisition, learning and development, trends in performance management, compensation, and benefits, as well as talent retention and managing the diverse workforce.

EMBA 541 Operations Management 2 cr.

Provides a foundation for understanding the operations of a firm as a competitive advantage. It Introduces the basic skills necessary to critically analyze a firm's operating performance and practices. We adopt in this course a process view approach that applies across industries. A great emphasis is also put on a set of tools and techniques that can be used in practice to help managers be more effective in making strategic (operational) decisions.

EMBA 542 Sustainable Supply Chain Management 1 cr.

Discusses the design, planning, and management of sustainable supply chain processes. We connect the competitive strategy to the different logistical and cross-functional drivers affecting the supply chain function. We highlight the role of sustainability at the core of supply chain management and vice versa. We focus on concepts and tools to hedge against risk of information and alignment including postponement strategies, supply chain integration, and channel coordination.

EMBA 543 Corporate Information Technology Management 1 cr.

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

EMBA 544 Innovation Management 1 cr.

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

EMBA 550 Microeconomics 1.5 cr.

Introduces the principles of microeconomics and its applications in managerial decision making. The course begins with the analysis of market equilibrium using the framework of demand and supply and proceeds to quantitative demand analysis, with a particular emphasis on the elasticity of demand and its relation to a firm's total revenues. The course proceeds to an examination of the production and costs of a firm, with an emphasis on the optimal choice of inputs. The profit-maximizing output decisions under different market structures (perfect competition, monopoly, monopolistic, competition, and oligopoly) are also thoroughly examined. The course concludes with an introduction to game theory, a tool which allows managers to devise optimal courses of actions in market structures that are characterized by strategic interdependence.

EMBA 551 Macroeconomics 1.5 cr.

Introduces the basic principles of macroeconomics and its applications. It gives a high-level overview of the determinants and drivers of economic activity as well as the effects of monetary and fiscal policies on economic activity. The main topics covered include measuring aggregate economic activity and prices, economic fluctuations, and business cycles as well as monetary and fiscal policies' effects on economic activity. The course proceeds to a discussion of the determinants of exchange rate fluctuations in view of the latter's importance for the activities of an international organization.

EMBA 560 Statistics and Data Analysis 1.5 cr.

Introduces statistical concepts and tools to support the executive decision-making process in a business environment. The course, which stresses application and managerial problem-solving actions, covers: data collection and analysis, descriptive statistics, graphical summarization, probability and probability distribution, sampling, statistical inference, confidence intervals, hypothesis testing, simple and multiple regression analysis and forecasting.

EMBA 561 Quantitative Models for Decision-Making 2 cr.

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

EMBA 562 Business and Data Analytics 2 cr.

Gives managers and executives a better understanding of how data analytics tools can be used to improve business performance and help organizations gain a competitive advantage. More specifically, the course's main focus is on commonly used predictive analytics techniques. Examples from various business fields are provided. Although this is not a computer-skills course, it does include some use of user-friendly software such as Statistical Package for the Social Sciences (SPSS).

EMBA 570 Financial Statements Analysis 1 cr.

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

EMBA 571 Management Accounting 1.5 cr.

Introduces management accounting tools and techniques that are most useful to generate information for decision making and control. It examines the accounting information used by managers for decision making purposes in order to improve overall performance, profitability, and competitiveness. Topics covered include cost behavior, cost allocation systems, cost-volume-profit analysis, as well as budgeting and variance analysis.

EMBA 580 Organizational Behavior 1 cr.

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

EMBA 581 Executive Communication 1 cr.

Explores the range and qualities of effective leadership communication in business. Emphasis is placed on putting theory and technique into practice, with respect to thinking, listening, writing, speaking and behavior. The course also focuses on the strategies for cross-cultural communication and speaking to influence and inspire action. Case studies, role-playing and presentations offer specific guidance and individualized feedback into enhancing skills and developing performance.

EMBA 582 Negotiation and Conflict Resolution 1 cr.

Examines key principles and concepts that are built based on a robust negotiation framework and that are critical to the negotiation process and how to apply these concepts to real life negotiations. In addition, it focuses on the development of analytical and behavioral skills for resolving conflict at the workplace. The course will include in-class negotiation simulations that give participants the opportunity to practice negotiation strategies and tactics in a low-risk environment and to learn about how others negotiate in similar situations. The course is highly experiential and builds on real life examples and practices. Emphasis is placed on managing emotions during the negotiation process, effective communication, advanced negotiation based on a framework, and different types of power and influence.

EMBA 583 Leading People and Organizations 1 cr.

Focuses on the concepts and skills needed for executive leadership in the modern organization. Emphasis will be placed on leadership concepts and applications in relation to vision, power, influence, motivation, values, attitudes, behavior, followership, communication, leading strategic change, empowerment, and ethical leadership. The course draws on case studies, role-modeling exercises, and personal assessment and development.

EMBA 584 Corporate Governance 1 cr.

Explores the ecosystem behind the corporate governance system, and how businesses and corporations are structured, managed, directed, and controlled. Differentiate between the different structures of Governance including the duties, rights, and responsibilities of the main stakeholders. Understand the impact of the stakeholders' primacy versus the shareholders' primacy on businesses, and how it can affect business sustainability.

EMBA 590 Capstone Project 6 cr.

Addresses a specific opportunity and/or challenge relevant to a company from a strategic, executive perspective, or an idea for a new business. The capstone project is a practical and integrative project meant to address a specific opportunity and/or challenge relevant to the EMBA program participant's company or provide scope for the EMBA program participant to develop an idea for a new business. EMBA program participants may work individually or in small groups on the capstone project.

EMBA 591A Special Topics 1 cr.

This course covers selected specialized or emerging topics in business.

EMBA 591B Special Topics 1 cr.

This course covers selected specialized or emerging topics in business.

EMBA 591C Special Topics 1 cr.

This course covers selected specialized or emerging topics in business.

EMBA 591D International Residency Session 3 cr.

A one-week residency at a partner business school, offering exposure to international business practices and global perspectives.

The MBA Program

Mission

The master of business administration (MBA) program is designed for professionals and future leaders looking to advance and transform their career while positively impacting their communities. The MBA program delivers a global world-class level of education that drives in the most influential, diversified, and innovative business thinkers from around the globe, leveraging on world-renowned faculty, current advances in academic theory and concepts that compliment practical learning, with a customized format that would fit individual needs of participants.

Admission to the Program

There are two admission deadlines for the on-campus MBA program:

- > March, for enrollment in the fall term.
- > November, for enrollment in the spring term.

As for the online MBA program the admission deadlines are as follows:

- > August, for enrollment in the fall 1 term.
- > October, for enrollment in the fall 2 term.
- > January, for enrollment in the spring 1 term.
- > March, for enrollment in the spring 2 term.

Late applications may be considered based on candidate's qualifications and program capacity. For more details, please refer to the Admissions section of the AUB graduate catalogue under Application Procedures.

Criteria for Admission

The MBA program is looking to attract and admit distinctive candidates with diverse backgrounds and well-balanced competencies – including strong analytical reasoning, critical thinking, maturity, effective communication skills, and demonstrated leadership potential. Each application will be reviewed holistically in a thorough manner. For that, all the elements below are considered when assessing the applicants' profiles for admission:

- > **Curriculum Vitae (CV):** The CV should list the education, details the work experience, highlights the extra-curricular activities as well as any additional information deemed relevant.
- > **Average GPA:** A GPA of 3.3 and above or AUB equivalent from a university recognized by AUB is required for an applicant to be considered for regular admission. Applicants with a GPA between 3.0 and 3.3 can still be considered but only for admission under probation.
- > **Work experience:** Admitted applicants have typically a number of relevant years of experience. Exceptionally, outstanding applicants with less than two-year but not less than one year of experience might be considered.

- > **GMAT test score:** GMAT is required from all candidates as an indicator of the candidates' analytical strengths. For more information on GMAT application, please consult <https://e-gmat.com/blogs/how-to-register-for-gmat-7-steps-gmat-registration-process/>. In lieu of GMAT, candidates may submit a GRE equivalence score (quantitative and verbal sections). Such standardized test allows a more objective assessment of the candidate academic abilities and analytical skills. Candidates who have a strong undergraduate academic performance, have earned a quantitative-based undergraduate degree, have acquired compelling work experience, and/or have demonstrated leadership potential, might be exempted from submitting a test score.
- > **Two letters of recommendation:** The letters represent an important element that helps assessing the applicant's competencies beyond the academic performance and therefore should preferably highlight the applicant's strengths and work experience.
- > **Essays:** Applicants must submit three essays as part of their application. These essays will be used to complete the holistic assessment of the profile of the applicant.
- > **Interview:** Applicants might be invited for an interview in order to complement the holistic assessment.

The program director may also consider additional evidence of achievement when evaluating applicants to the master's program. Such evidence may include relevant work experience, publications, professional certifications (such as CFA , CPA, PMP, SHRM, etc.) or other forms of creative and scholarly activity. Based on these considerations, the program director may, in certain cases, give serious consideration to applicants who do not meet the minimum undergraduate GPA requirement but demonstrate clear evidence of academic potential or significant professional or creative accomplishments. In such cases, the program director must submit a justification for the admission recommendation to the OSB Graduate Studies Committee. The committee will review each case individually and make a final recommendation to the dean.

The Application Process

To apply for admission, the following must be submitted before any further consideration:

- > An application form
- > Recent photograph in digital format
- > Copy of identity card or passport
- > Two letters of recommendation
- > Official transcripts for all undergraduate and graduate coursework
- > Proof of English proficiency (please refer to Readiness for University Studies in English - RUSE)
- > A curriculum vitae
- > A Statement of Purpose
- > An application fee
- > Copy of GMAT score or a request for GMAT waiver, if qualified
- > Note that all students who do not have an undergraduate degree from AUB or any American, Canadian, British or Australian university, must meet the Rules of the Readiness for University Studies in English (RUSE) of the university. To apply please submit an online application form at: <https://graduateadmissions.aub.edu.lb/>.
- > In the OSB, the MBA/OMBA Oversight Committee shall act on admission to the MBA program of all applicants. For additional information on graduate admissions, refer to the Admissions section of this catalogue.

Program Components

Overview

The MBA program was launched in the mid-1940s which was the first in Lebanon, the Middle East, and in Europe (the first European MBA program was created in France in 1957). The MBA is a general management program continuously committed to the highest standards of quality in graduate management education. It covers the various areas of business and offers students a robust knowledge platform comprised of a set of functional, cross-functional, and skill-based courses. Indeed, the program offers a set of core courses as well as a variety of electives courses are available for students to choose from to tailor their learning experience to suit their individual needs.

Starting fall 2020, OSB delivers the MBA program in two modalities: in residence on campus and online. When applying to the MBA program, the applicants must specify whether the application is for the on-campus MBA or the online MBA program (OMBA). Applicants to either mode of delivery, i.e., MBA or OMBA, are subjected to the same admission criteria.

All MBA courses provide students with opportunities to learn, practice and lead in a number of industries including management consulting, entrepreneurship, banking, marketing, media and others.

Program Highlights

- > Flexible, innovative curriculum which fosters collaboration, community, teamwork, and an entrepreneurial spirit.
- > World-class faculty research and a focus on experiential, participatory and analytical learning.
- > Rigorous academic training applied to real-world settings practice while developing effective leadership and management skills.
- > Ongoing assessment of learning outcomes geared towards continuous improvement.
- > A global community of alumni worldwide embodying a powerful network that lasts a lifetime.

Impactful learning, executive connections and partnership opportunities are some of the benefits of the MBA experience at OSB. All our courses provide students with opportunities to learn, practice and lead. The program provides knowledge and recognition from the business world on industries of topics of interest such as consulting, strategy, innovation, and other topics from a variety of industries.

Program Outline

The MBA curriculum is composed of eight (8) core courses and a choice of four elective courses from a list of courses offering important areas of interest to the students. The program is offered on a full-time and part-time basis to suit the needs of students. Completion period ranges between 4 and 6 terms depending on student preferences and work load. It is the only graduate program at OSB which starts every fall and spring of the academic year.

The Curriculum

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

Program Delivery

The program can either be completed on a full-time or part-time basis. As full-time students, the program can be completed within four terms as follows:

Four-Term Full-Time MBA Degree Plan		
Course Title	Normal (Cr.)	Core/ Elective/ Remedial

(Required for Non-BBA Holders prior to joining the regular MBA cycle)		
Preterm Course: INFP 300A Financial Accounting	0	Remedial
Preterm Course: INFP 300A Basics of Finance	0	Remedial
Preterm Course: INFP 300C Statistics and Team Building	0	Remedial

Year 1 Fall Term		
ACCT 301 Financial Reporting and Analysis	3	Core
DCSN 300 Models for Decision Making	3	Core
MNGT 306 Leadership and Behavior in Organizations	3	Core
BUSS 315 Prices, Markets, and Economic Environment	3	Core

Year 1 Spring Term		
FINA 306 Intermediate Corporate Finance	3	Core
DCSN 310 Operations Management	3	Core
MKTG 306 Marketing Management	3	Core
BUSS 349 Advanced Seminar in Strategic Management	3	Core

Year 2 Summer Term		
Elective I	3	Elective
Elective II	3	Elective
Elective III	3	Elective

Year 2 Fall Term		
BUSS 398	3	Elective

Part-time MBA-OMBA students have two years to complete the program as follows:

Six-Term Part-Time MBA/OMBA Degree Plan		
Course Title	Normal (Cr.)	Core/ Elective/ Remedial

(Required for Non-BBA Holders prior to joining the regular MBA/OMBA cycle)		
Preterm Course: INFP 300A: Financial Accounting	0	Remedial
Preterm Course: INFP 300B: Basics of Finance	0	Remedial
Preterm Course: INFP 300C: Statistics and Team Building	0	Remedial

Year 1 Fall Term (Fall I + Fall II for OMBA)		
ACCT 301 Financial Reporting and Analysis	3	Core
MNGT 306 Leadership and Behavior in Organizations	3	Core
Year 1 Spring Term (Spring I + Spring II for OMBA)		
FINA 306 Intermediate Corporate Finance	3	Core
MKTG 306 Marketing Management	3	Core
Year 2 Summer Term		
Elective I	3	Elective
Elective II	3	Elective
Year 2 Fall Term (Fall I + Fall II for OMBA)		
DCSN 300 Models for Decision Making	3	Core
BUSS 315 Prices, Markets, and Economic Environment	3	Core
Year 3 Spring Term (Spring I + Spring II for OMBA)		
DCSN 310 Operations Management	3	Core
BUSS 349 Advanced Seminar in Strategic Management	3	Core
Year 3 Summer Term		
Elective III	3	Elective
Elective IV	3	Elective

Academic Policies

Academic Rules and Regulations

University academic rules and regulations on courses, grades, probation, and dismissal apply. The minimum passing grade in a course is C+. Students in the MBA program are required to maintain a cumulative GPA of at least 3.3 in all courses taken for graduate credit.

Academic Advisers

The MBA-OMBA programs are offered according to the degree plans presented earlier, and therefore there is no need for adviser's approval of the students' schedules each term. Otherwise, the students can consult with the MBA-OMBA director for further advice. The General University Academic Information section of this catalogue provides further information on academic advisers.

MBA Courses and Course Descriptions

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

MBA courses all have a prefix indicating the specialty: ACCT (Accounting), DCSN (Business Decision Systems), ENTM (Entrepreneurship), FINA (Finance), INFO (Business Information Systems), MKTG (Marketing) and MNGT (Management). Integrative and multi-disciplinary courses that do not belong to a particular specialty are labeled by the prefix BUSS. It is important to note that the successful completion of the pre-MBA integrative foundation module is a prerequisite for enrollment in all core and elective courses listed below. To deepen the learning of students and to allow for program's customization, students can also select courses offered by other graduate programs within OSB and AUB, subject to the approval of the director.

Remedial Courses

The integrative pre-MBA foundation module is an intensive, level-setting, 0-credit suite of three short courses offering basics in accounting, finance, and statistics. It normally takes place over a period of one month prior to the start of each of the fall and spring terms. It should be completed prior to the start of the program. The modules are followed by an assessment test. The MBA-OMBA director can allow in exceptional cases the students to start the accounting foundation module prior to joining the program and complete the basic of finance and statistics during the first term.

Core Courses

ACCT 301 Financial Reporting and Analysis 3 cr.

The course integrates contemporary corporate financial reporting issues with financial analysis, interpretation, and performance evaluation for decision-making purposes. It presents an in-depth discussion of factors affecting analysis of business organizations and business strategy issues and explores measurement of items on financial statements as well as financial reporting implications and investment evaluation. These topics are examined with an emphasis on the ethical dilemmas that managers may face when reporting financial information.

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

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

BUSS 349 Advanced Seminar in Strategic Management 3 cr.

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

DCSN 300 Models for Decision-Making 3 cr.

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

DCSN 310 Operations and Process Management 3 cr.

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

FINA 306 Intermediate Corporate Finance 3 cr.

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

MKTG 306 Marketing Management 3 cr.

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

MNGT 306 Leadership and Behavior in Organizations 3 cr.

This course sets the base for proper understanding and micro-level analysis of the role of individual and group behavior in organizations. It is designed as two independent modules. Module I concerns organizational behavior while Module II concerns leadership. The course will serve as an introduction to behavioral aspects of the modern workplace, including such processes as leadership, communication, motivation, conflict resolution and team building, and the influence that the environment has on such behavioral patterns. The course will help students assimilate the different roles people play in an organization irrespective of their departmental positions or functional affiliations, and recognize the interactions inherent among people, structures, and environments. Particular attention is accorded to leadership as a focal point of group processes and a critical ingredient in successful organizational endeavors and transformations. Through this course, students will analyze, evaluate and apply management and organizational behavior concepts, approaches and tools to both novel business problems and situations and to managerial decision-making situations.

Elective Courses

MBA Accounting and Finance Elective Courses

FINA 315 Investment Analysis and Evaluation 3 cr.

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

FINA 318 Derivative Securities 3 cr.

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

FINA 320 Investment Banking 3 cr.

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

FINA 325 Global Finance 3 cr.

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

FINA 330 Banking Risk Management 3 cr.

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

FINA 333 Entrepreneurial Finance 3 cr.

Aims to take students through the various stages of financing the entrepreneur deals with from conception, to startup, to harvest. The course will go in depth in understanding entrepreneurial business models, identifying financing needs, structuring multi-staged financing, assessing financial performance, and valuing entrepreneurial ventures. From the investor's perspective, the course is designed to enable improved investment and financing decisions in entrepreneurial settings. From the viewpoint of the entrepreneur, it will examine financial planning and forecasting, financial management of start-up and rapidly growing ventures, developing business plans, company valuation, evaluation of alternative sources of financing, and venture capital.

FINA 337 Market Risk Measurement and Management 3 cr.

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

FINA 340 Advanced Corporate Finance 3 cr.

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

FINA 341 Corporate Governance 3 cr.

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

MBA Management and Marketing Elective Courses

ENTM 310 New Venture Management 3 cr.

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

ENTM 311 Family Business Management 3 cr.

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

ENTM 320 Social Entrepreneurship 3 cr.

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

MNGT 319 Change Management 3 cr.

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

MNGT 320 Trending Issues in Management 3 cr.

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

MNGT 332 Human Capital Management 3 cr.

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

MNGT 350 Special Topics in Management 3 cr.

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

MKTG 311 Applied Market Research 3 cr.

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

MKTG 312 Consumer Behavior 3 cr.

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

MKTG 325 Services Marketing Management 3 cr.

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

MKTG 341 Global Marketing Strategy 3 cr.

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

MKTG 350 Special Topics in Marketing 3 cr.

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

MBA Decision Systems and Management Information Systems Elective Courses

DCSN 320 Performance Management 3 cr.

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

DCSN 330 Project Management 3 cr.

The modern business relies upon improving and aligning processes with business strategy. These improvements are implemented as projects. While managing traditional projects such as construction is covered, this course emphasizes the management of the building blocks of a project's processes. Since project management is both an art and a science that balances soft (management) and hard (tool and technology) skills, both are taught. The course equips students to manage or participate in complex projects and work with project stakeholders. Prerequisite: DCSN 300

DCSN 340 Supply Chain Management 3 cr.

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

INFO 320 Building Business Value with Technology Innovation 3 cr.

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

BUSS 350 special topics 3 cr.

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

BUSS 398 Project 3 cr.

The MBA project consists of a field consulting project, a case study or an extended research paper or consulting work defined in agreement with the faculty readers in question. Students are assigned a committee consisting of an adviser (first reader) and a second reader who jointly supervise and guide them throughout. It is the responsibility of the students to select a topic and submit a project proposal to be approved by their readers and then by the OSB Graduate Studies Committee. All accepted projects should be deposited at the library. Students who are unable to finish the project in one term can register an additional time subject to the consent of the readers.

MD-MBA Dual Degree

Mission

The MD-MBA dual degree program is tailored for AUB MD students, providing them with a comprehensive MBA curriculum to complement their medical expertise with business acumen and leadership proficiency. This program emphasizes academic rigor, nurturing critical thinking, and enhancing communication skills through an array of faculty expertise and innovative teaching methods such as experiential learning, case studies, group work, and projects.

Throughout the program, MD-MBA students engage deeply with managerial challenges, including those within the healthcare sector, culminating in a dedicated project. Furthermore, participants benefit from extensive exposure to the business realm and valuable networking opportunities. In essence, this dual degree fosters holistic personal and professional growth, equipping graduates with enhanced competitiveness upon completion.

Admission to the Program

Matriculated MD students interested in the MD-MBA dual degree will apply during their year in the MD program. To be considered for admission, the MD student must be in good standing academically (no failed courses or clerkships) and professionally (no disciplinary action on record). The admission criteria for the MD-MBA dual degree program will differ from the requirements of regular MBA students:

- > The GMAT requirement and the work experience requirement are waived. The MCAT will replace the GMAT, and MD students' rotations during their MED III will be deemed equivalent to the requisite MBA work experience.
- > The admission committee retains the prerogative to invite applicants for interviews to evaluate their leadership potential and ensure their compatibility with the program.

The decision of the committee shall be communicated to the student by the middle of the third year in the MD program.

Degree Format

MD students accepted into the MD-MBA dual degree program will integrate into the MBA cohort, commencing their studies after completing their third year in the MD program. They will be enrolled as full-time students in the business school and are anticipated to undertake a full academic workload each term, including the summer term.

What sets MD-MBA students apart from their counterparts in the regular MBA program is the required healthcare management project, which begins during the January term of the MBA program. These students are expected to finalize their MBA requirements by August and then seamlessly transition back to the medical school, except for the final presentation of the project.

The MBA program encompasses a total of 36 credits, while the medical program's Med IV spans 44 working weeks, divided into 11 rotations of 4 weeks each. Students pursuing the dual degree will be categorized by the FM as engaging in the scholarly concentration track (SCT) within the MD program, where their MBA constitutes their scholarly concentration.

Aligned with all SCT students, those pursuing the dual degree will allocate three elective rotations in Med IV (totaling 12 weeks) to their scholarly project. For the dual degree, these 12 weeks will fulfill requirements for both the MD and MBA programs, equivalently contributing 9 credits towards the MBA's total credit count.

Below are the courses and requirements for the MBA with their credits:

Fall Term , each course for 3 credits
ACCT 301 Financial Reporting and Analysis
BUSS 315 Advanced Business Analysis
DCSN 300 Models for Decision Making
MNGT 306 Leadership and Behavior in Organizations
Spring Term , each course for 3 credits
FINA 306 Intermediate Corporate Finance
DCSN 310 Operations and Process Management
MKTG 306 Marketing Management
BUSS 349 Advanced Seminar in Strategic Management
Summer Term
A choice of 3 MBA elective courses, 3 credits each
Fall Term
BUSS 398B MBA Project (0-credit)
Spring Term
BUSS 398 MBA Project (3-credit)

Master in Finance (MFIN) Program

Mission

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

Admission to the Program

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

Criteria for Admission

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

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

- > The applicants must possess an undergraduate degree from an accredited university with a GPA in the last 60 credits of at least 3.3 or equivalent. For universities that do not follow the credit system, the cumulative average of the applicant will be taken into consideration.
- > Students with a non-quantitative background may be asked to take the GMAT or GRE exam. Students with a quantitative background, specifically those coming from the fields of finance, accounting, mathematics, physics, engineering, and economics, are exempted from the GMAT or GRE requirement.
- > Students not having an undergraduate degree in business will be required to take at least two prerequisite (i.e., remedial) courses in accounting and finance prior to enrolling in the program.
- > Interviews may be conducted with the MFIN applicants whenever deemed necessary.

The program director may also consider additional evidence of achievement when evaluating applicants to the master's program. Such evidence may include relevant work experience, publications, professional certifications (such as CFA, CPA, PMP, SHRM, etc.) or other forms of creative and scholarly activity. Based on these considerations, the program director may, in certain cases, give serious consideration to applicants who do not meet the minimum undergraduate GPA requirement but demonstrate clear evidence of academic potential or significant professional or creative accomplishments. In such cases, the program director must submit a justification for the admission recommendation to the OSB Graduate Studies Committee. The committee will review each case individually and make a final recommendation to the dean.

The Application Process

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

- > An application form
- > Two letters of recommendation
- > An official transcript for all undergraduate and/or graduate coursework
- > Proof of English proficiency (Refer to Readiness for University Studies in English - RUSE)
- > A GMAT or GRE score for students coming from a non-quantitative non-business background
- > A curriculum vitae
- > A statement of purpose
- > A personal interview
- > An application Fee

Program Components

Overview

Students can complete the MFIN program in four terms starting the fall term provided they pass all core and elective courses and maintain a cumulative GPA of at least 3.3 in all courses taken for graduate credit. Students coming from non-business backgrounds must also complete all their remedial courses. Failing to maintain a cumulative GPA of 3.3 upon completion of the courses for the program's academic year or obtaining a grade less than C+ in any course will cause a delay in graduation until the program requirements are met. Students can also satisfy all the above requirements if registered part-time over two calendar years.

Program Highlights

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

Program Outline

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

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

No project (thesis) will be required.

The Curriculum

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

The core courses are in the general areas of:

- > MFIN 301: Accounting and Financial Analysis
- > MFIN 303: Derivative Securities
- > MFIN 304: Equity Valuation
- > MFIN 305: Quantitative Methods of Finance
- > MFIN 306: Portfolio Management and Security Analysis
- > MFIN 307: Financial Strategy

Four elective courses may be chosen from the following list:

- > MFIN 351: Fixed Income Securities
- > MFIN 353: Financial Econometric to Empirical Finance
- > MFIN 354: Risk Management in Financial Institutions
- > MFIN 355: Private Equity
- > MFIN 356: Financial Markets in the Middle East Region
- > MFIN 357: Energy Finance
- > MFIN 358: Real Estate Finance and Investment
- > MFIN 359: Entrepreneurial Finance
- > MFIN 363: Strategy in Commercial Banking Management
- > MFIN 399: Applied Investment Management
- > MFIN 350B: Cryptocurrencies and the Blockchain
- > MFIN 350C: Project Finance

Students not having an undergraduate degree in business will be required to take, prior to enrolling in the MFIN program, one prerequisite/remedial course of 3 credits:

- > Financial Accounting/Basics of Finance

Program Delivery

The MFIN program can be completed in four terms in accordance with the recommended time frame suggested below for students enrolled in the program on a full-time basis.

Four Terms MFIN Degree Plan		
Course Title	Normal (Cr.)	Core/ Elective/ Remedial
Summer Term (Required for Non-BBA Holders)		
Preterm Course: Financial Accounting/Basics of Finance	0	Remedial
Fall 1 Term		
MFIN 301 Accounting and Financial Analysis	3	Core
MFIN 303 Derivative Securities	3	Core
MFIN 305 Quantitative Methods of Finance	3	Core
MFIN 306 Portfolio Management and Security Analysis	3	Core
Spring Term		
MFIN 304 Equity Valuation	3	Core
MFIN 307 Advanced Corporate Finance	3	Core
Elective I	3	Elective
Elective II	3	Elective
Summer Term		
Elective III	3	Elective
Elective IV	3	Elective
Fall 2 Term		
MFIN 350F: Ethics in Finance*	3	Core

*:Requirement for the Ministry of Education Equivalency

Students enrolled in the program on a part-time basis can complete the requirements in six terms (two years).

Two-Year MFIN Degree Plan		
Course Title	Normal (Cr.)	Core/ Elective/ Remedial
Summer Term (Required for Non-BBA Holders)		
Preterm Course Financial Accounting/Basics of Finance	0	Remedial
Year 1 Fall Term		
MFIN 301 Accounting and Financial Analysis	3	Core
MFIN 305 Quantitative Methods of Finance	3	Core
Year 1 Spring Term		
MFIN 304 Equity Valuation	3	Core
Elective I	3	Elective
Year 1 Summer Term		
Elective II	3	Elective
Elective III	3	Elective
Year 2 Fall Term		
MFIN 303 Derivative Securities	3	Core
MFIN 306 Portfolio Management and Security Analysis	3	Core
MFIN 350F Ethics in Finance*	3	Core

*: Requirement for the Ministry of Education Equivalency

Year 2 Spring Term		
MFIN 307 Advanced Corporate Finance	3	Core
Elective IV	3	Elective

Academic Policies

Academic Rules and Regulations

University Academic Rules and Regulations on courses, grades, probation, and dismissal apply. The minimum passing grade in a course is (C+). Students in the MFIN program are required to maintain a cumulative GPA of at least 3.3 in all courses to meet graduation requirements.

Academic Advisers

Students should consult with the director of the MFIN program for academic advice.

MFIN Courses and Course Descriptions

Remedial Courses

MFIN 300A divided into two parts:

Financial Accounting 1.5 cr.

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

Basics of Finance 1.5 cr.

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

Core Courses

MFIN 301 Accounting and Financial Analysis 3 cr.

The course integrates contemporary corporate financial reporting issues with financial analysis, interpretation and performance evaluation using a case approach. It presents an in-depth discussion of factors affecting analysis of business organizations and business strategy issues, and explores measurement of items on financial statements, disclosures, standard setting issues, financial reporting internationally, financial reporting implications and investment evaluation. Equivalent: ACCT 301.

MFIN 303 Derivative Securities 3 cr.

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

MFIN 304 Equity Valuation 3 cr.

The course provides students with a deep understanding of the relevant issues that financial analysts, firms, and investors must deal with when valuing a firm. Topics to be covered will include the role of valuation, discounted cash flow valuation, understanding the basics of financial statements and risk analysis, cost of capital, comparative analysis, valuing private firms and other related topics.

MFIN 305 Quantitative Methods of Finance 3 cr

The course provides students with a rigorous introduction to the quantitative and statistical tools used in finance. The course begins with a review of the types of financial returns and the mathematical and statistical foundations needed for finance. The course proceeds to regression analysis (single and multiple) and covers hypothesis testing as well as diagnostic checking of regression models in detail. The course concludes with a discussion of time series analysis. Throughout the course, emphasis is placed on understanding and modeling asset returns as well as on testing asset-pricing models.

MFIN 306 Portfolio Management and Security Analysis 3 cr.

The course thoroughly examines portfolio allocation and management. In the first part, the course provides a rigorous introduction to mean-variance portfolio theory, equilibrium models of expected returns, such as the Capital Asset Pricing Model (CAPM), multi-factor return models, the efficient frontier as well as systematic and unsystematic risk. The course proceeds to discussing measures of portfolio performance, the efficient markets hypothesis as well as active and passive portfolio management in the equity and fixed-income markets. In addition, the course covers topics related to security, industry, and macroeconomic analysis. The existence of anomalies and their implications for portfolio construction and management are also discussed from a risk-based and behavioral perspective.

MFIN 307 Advanced Corporate Finance 3 cr.

The course provides students with the conceptual framework necessary to appreciate and understand the problems facing the financial manager. Readings, case analysis, and problem set focus on the basic tools used by financial analysts and financial decision-makers. This course is devoted to the two basic financial questions that all companies face: (1) where should funds be invested (i.e., investment decisions) and (2) where should funds be obtained from (i.e. financing decisions).

MFIN 350F Ethics in Finance 3 cr.

This course serves to highlight the importance of maintaining trust in financial markets and upholding the highest standards of integrity and professionalism. It introduces ideas and concepts that will help students understand the importance of ethical behavior in the investment industry. Students will be introduced to various types of ethical issues within the investment profession.

The course is centered around the CFA Institute's Code of Ethics and Standards of Professional Conduct. These two pillars form the ethical framework that "MFIN Alumni" as professionals are expected to operate. The code and standards provide guidance on navigating the complexities of professional decision-making and ethical challenges that arise in financial analysis and investment management.

Elective Courses

MFIN 350 Special Topics 3 cr.

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

MFIN 351 Fixed Income Securities 3 cr.

The course provides in-depth analysis of the concepts that are most often encountered in the global market for fixed income securities. The goal of the course is to develop a theoretical and mathematical approach to valuation that will be useful in a wide range of financial applications as it will develop the set of tools required to evaluate virtually any fixed income instrument.

MFIN 353 Financial Econometrics 3 cr.

The course introduces the advanced econometric and simulation tools used in empirical finance. The course emphasizes volatility and correlation modeling, testing of trading strategies and asset pricing models as well as testing the random walk hypothesis. The topics covered include tests of the random walk hypothesis, volatility and correlation modeling using Autoregressive Conditional Heteroskedasticity (ARCH) and other models, forecasting asset returns and volatilities, event studies, the econometrics of futures markets as well as some elements of forecasting and simulation.

MFIN 354 Risk Management in Financial Institutions 3 cr.

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

MFIN 355 Private Equity 3 cr.

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

MFIN 356 Financial Markets in the Middle East Region 3 cr.

The course provides an in-depth analysis of financial markets in the Middle East region. It discusses issues related to the region's bond and stock markets, Islamic finance and Sukuk structure, family business, asset and wealth management, commercial and investment banking as well as risk management and corporate governance in the region. The course will also cover the latest development in money, finance and banking including fintech, cryptocurrency, decentralized finance, and digital transformation. Special attention will be given to financial and regulatory issues impacting the Middle East markets.

MFIN 357 Energy Finance 3 cr.

In this course, students will develop a comprehensive understanding and thorough knowledge of the dynamics of energy markets and the financial and investment decisions underlying energy projects. The course will start by introducing the characteristics of oil and gas and the different types of transactions and markets, industry structure and terminology, financial statement analysis and risk management in the energy industry. It then establishes the basics of commodity pricing, and covers the most widely used techniques to value real investment opportunities, illustrate financing structures and approaches of energy projects, and explore the hedging mechanisms available to companies and investors exposed to the risks of energy markets.

MFIN 358 Real Estate Finance and Investment 3 cr.

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

MFIN 359 Entrepreneurial Finance 3 cr.

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

MFIN 363 Strategy in Commercial Banking Management 3 cr.

The course covers the financial theory and analysis as they apply to the management of financial intermediaries, with special emphasis on banking firms. Students will be introduced to the types of risks faced by financial institutions and analysis of the asset liability and risk management techniques employed by managers to achieve their risk-return objectives. Examination of the impact of regulation, information technology and globalization on the management of banking institutions as well as ethical issues in the conduct of financial intermediation.

MFIN 399 Applied Investment Course 3 cr.

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

Master of Arts in Human Resource Management (MHRM) Program

Mission

The master of arts in human resource management (MHRM) is a challenging and exciting 16-month program designed to prepare early career practitioners and ambitious graduates, to gain in-depth knowledge and skills in human resources management and organizational behavior (OB), and to meet the challenges of HRM globally and in the MENA region. The MHRM program empowers students with professional, research-based skills and competencies necessary for succeeding in the ever-changing context of HRM.

Admission to the Program

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

Criteria for Admission

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

Admitted applicants will normally have attained the following:

- An undergraduate GPA of at least 3.3 or equivalent in any major. The undergraduate degree must be obtained from a university recognized by AUB. Applicants are considered for admission on probation if they have attained a GPA between 3.0 and 3.3.
- A personal interview for applicants who do not have work experience and/or when needed.

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

The program director may also consider additional evidence of achievement when evaluating applicants to the master's program. Such evidence may include relevant work experience, publications, professional certifications (such as CFA, CPA, PMP, SHRM, etc.) or other forms of creative and scholarly activity. Based on these considerations, the program director may, in certain cases, give serious consideration to applicants who do not meet the minimum undergraduate GPA requirement but demonstrate clear evidence of academic potential or significant professional or creative accomplishments. In such cases, the program director must submit a justification for the admission recommendation to the OSB Graduate Studies Committee. The committee will review each case individually and make a final recommendation to the dean.

The Application Process

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

- > An application form.
- > Two letters of recommendation.
- > Official transcripts for all undergraduate and/or graduate coursework.
- > Proof of English proficiency (please refer to Readiness for University Studies in English - RUSE).
- > A curriculum vitae.
- > A statement of purpose indicating their interest in pursuing an HR specialization.
- > A personal interview for MHRM applicants who do not have work experience and/or when deemed necessary.
- > An application fee.

Program Components

Overview

Students can complete the MHRM program in 16 months starting the fall term provided they pass all core and elective courses, and maintain a cumulative GPA of at least 3.3 in all courses taken for graduate credit.

Program Highlights

Blend of practice and theory

The MHRM program at OSB offers a blend of practice and theory necessary for developing strategic thinking, evidence-based knowledge, and practical expertise in HRM and OB.

Experts

Our courses are taught by professionals and experts in the fields of HRM and OB who bring forth their renowned experiences and backgrounds to provide students with endless opportunities to learn, practice, and lead.

Faculty

Our faculty brings strong research, practical, and consulting experience in the MENA region and the global economy.

Experience

The program also offers extracurricular experiences that provide students with the opportunity to interact with key players and industry leaders in the HRM and OB field in the region.

Program Outline

Participants are expected to complete the program in 16 months. Admitted students, not having an undergraduate degree in business, will be required to take, prior to enrolling in the MHRM program, two prerequisite courses of 0 credits each in August.

To fulfill the MHRM graduation requirements, students must take 9 core courses (27 credits) and a field project or an elective course (3 credits).

The Curriculum

The curriculum is constantly being revamped to make sure that we continue to offer relevant, contemporary, and critical HRM skills to our students.

The graduate program consists of 9 core courses and a comprehensive field project that can be replaced by an elective course to be completed in a 16-month period. Courses are offered twice a week in the evening. The courses are as follows: 10 courses- 30 credits (9 courses required- 27 credits and one elective/field project or an elective - 3 credits):

- > MHRM 301: Managing the Recruitment Process (3 credits)
- > MHRM 302: Human Capital Training and Development (3 credits)
- > MHRM 303: Compensation and Performance Management (3 credits)
- > MHRM 304: Ethics, inclusion, and Labor Law (3 credits)
- > MHRM 305: Leadership and Behavior in Organizations (3 credits)
- > MHRM 306: Strategic Human Resource Management and Change (3 credits)
- > MHRM 308: Human Resource Development (3 credits)
- > MHRM 309: Evidence Based HRM Research Design and Methods (3 credits)
- > MHRM 310: Final Field Project (3 credits)
- > MHRM 311: HR Analytics (3 credits)
- > MHRM 312: HR Consulting Management (3 credits)

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

- > Overview of Accounting and Finance
- > The Business Value Chain

Program Delivery

Four Terms (16 months) MHRM Degree Plan		
Course Title	Normal (Cr.)	Core/ Elective/ Remedial
Summer Term (Required for Non-BBA Holders)		
Preterm Course: Financial Accounting/Basics of Finance	0	Remedial
Fall Term		
MHRM 301 Managing the Recruitment Process	3	Core
MHRM 305 Leadership and Behavior in Organization	3	Core
MHRM 308 Human Resource Development	3	core

Spring Term		
MHRM 304 Ethics, Inclusion, and Labor Law	3	Core
MHRM 309 Evidence Based HRM-Research Design and Methods	3	Core
Summer Term		
MHRM 303 Compensation and Performance Management	3	Core
MHRM 311 Human Resource Analytics	3	Core
Fall 2 Term		
MHRM 302 Human Capital Training and Development	3	Core
MHRM 306 Strategic HRM and Change	3	Core
MHRM 310 (Field Project) or Elective I	3	Elective

Academic Policies

Academic Rules and Regulations

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

Academic Advisers

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

MHRM Courses and Course Descriptions

Remedial Courses

MHRM 300A divided into two parts:

Overview of Accounting 1.5 cr.

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

Overview of Finance 1.5 cr.

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

MHRM 300B The Business Value Chain 3 cr.

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

Core Courses

MHRM 301 Managing the Recruitment Process 3 cr.

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

MHRM 302 Human Capital Training and Development 3 cr.

In today's dynamic and competitive business environment, organizations recognize the critical role of human capital in achieving sustainable success. The training and development course is designed to equip students with the knowledge and skills necessary to foster a culture of continuous learning and development within organizations. This course explores the theories, strategies, and practical applications of training and development programs. The course also introduces students to principles of employee development with a focus on coaching. It focuses on the history of coaching, coaching models, the importance of evidence-based practice and the use of methods drawn from behavioral science, along with ethical considerations and evaluation.

MHRM 303 Compensation and Performance Management 3 cr.

This course examines the theory of employee performance, compensation, and rewards management. It focuses on strategic performance management process, measurement and planning, and link performance to compensation management and practice, criteria used to compensate employees, compensation design issues, and employee benefits. This course is most suited for the HR professional interested in knowledge of the art and science of compensation practice in the broader performance management context and its role in promoting companies' competitive advantage.

MHRM 304 Ethics, Inclusion, and Labor Law 3 cr.

This course introduces key concepts and approaches for understanding ethical and legal challenges in human resource management. Students learn how to make HR decisions while considering legal obligations, ethical imperatives, and complex geopolitical and business contexts. The first part of the course develops analytic tools for examining ethical issues from managerial, social justice, and critical-feminist perspectives, addressing both the business and moral case for ethical HRM. It also provides space to reflect on inclusive HR policies and how to build arguments for inclusive practices across these perspectives. The course uses the Harvard case method and is highly interactive, requiring weekly case preparation. To strengthen applied learning, a mandatory zero-credit co-requisite workshop focuses on practical skills such as managing bias in HR processes and designing inclusive HR policies through simulations, exercises, and reflective practice. The second part of the course introduces the philosophy of labor law, with particular attention to Lebanese labor law and working conditions.

MHRM 305 Leadership and Behavior in Organizations 3 cr.

Leadership and management behavior effectiveness are crucial to organizational performance. This course introduces participants to many of the basic principles of human behavior both in terms of intrapersonal and interpersonal dynamics. The course is effectively divided into two parts. The first part introduces the student to the basic driving principles of employee and group/team behavior. These principles are essential for HR managers to be familiar with when managing individuals and building high performance groups and teams in organizations. Core areas of coverage aligned with this include individual differences in abilities and attitudes, perception, attribution and bias, motivation, group dynamics including teams and communication, power and politics, leadership and organizational culture. The second part of the course sensitizes the students to the principles and power of intrapersonal exploration for leadership development. In this latter part of the course participants will be asked to begin to embark on a journey of self-exploration through self-assessments, feedback interviews and crafting strategic plans for development. Particular attention is given to leadership as a crucial point of group processes, and as a decisive factor in organizational success.

MHRM 306 Strategic Human Resource Management and Change 3 cr.

Driven by disruptors of the digital era, human resource management has been undergoing a dramatic shift since the last decade. Senior HR executives are expected to be on par with other c-suite executives and contribute to formulating, developing, and implementing corporate level strategies. The HR function is recognized as a key business unit that plays an important role in strategic and change management processes. Human capital is a crucial requirement for achieving corporate objectives. This course aims, first, to build a solid strategic management foundation and clarify HR's role in the corporate strategy management cycle. Second, this course aims to apply concepts and frameworks learned to real and hypothetical situations that directly implicate strategic HR functions: change management, innovation, and sustainability. The course's orientation is theoretical and managerial, with illustrative case studies, and a simulation activity.

MHRM 308 Human Resource Development 3 cr.

Human Resources Development (HRD) is grounded in the concept of using learning to improve performance through three primary application areas: training and development, organization development and career development. This course is designed to provide an overview of scholarship and practice in the field of HRD. We will take a close look at HRD theory and its conceptualization in diverse contexts. We will then explore each application area to develop an understanding of HRD as a field of professional practice in organizations. This course also provides insight into critical HRD including topics on diversity and inclusion, power, and context.

MHRM 309 Evidence based HRM-Organizational Research Design and Methods 3 cr.

This course will focus on research methods most commonly used in organizational research, including key aspects of research design, conducting literature reviews, methodological approaches, data analysis, writing and communicating research, and research ethics. Students will be exposed to both qualitative and quantitative research design and methods including interviews and focus groups, experimental and quasi-experimental research designs, and survey research. This course is also designed to provide students with basic knowledge and skills in data analysis including content analysis, and statistical analysis used in organizational research. The course will stress on the organic links between these various research methods and an overall evidence-based approach to management and HRM specifically.

MHRM 311 HR Analytics 3 cr.

Organizations nowadays are facing unprecedented change and unpredictability, which requires leaders, workers, and HR professionals to recognize the pivotal role that HR analytics play in strategic success. To translate this into practice, they need to believe in the power of predictive people analytics which hold the promise of calculating a “risk-of-leaving”, “last-minute-hiring”, “ready-for succession” rates and many other rates of index for every employee, which varies with their work and life situation, and alerts managers to take preventive action. At the same time, organizations still face the constant incongruity of HR analytics: the significant opportunity it offers versus the persistent challenges of making a real impact on decisions, actions, strategy, and organizational outcomes. That paradox is even amplified by rising ethical issues that require organizations to establish limits on what should and should not be measured and reported about their employees. This course will dive into the realm of HR analytics, providing students with a comprehensive understanding of its transformative potential, challenges, and ethical considerations.

Elective Courses

MHRM 312 HR Consulting Management 3 cr.

This course is designed to introduce the students to the theoretical as well as the practical approaches of the consulting professions with a subsequent emphasis on HR consulting. Effort will be placed on developing proficiencies in a range of skills required to practice consulting. The course is relevant to those who are interested in consulting careers and/ or those who would like to understand the mind frame of HR consulting for intrapreneurial purposes. The course relies on invited experts from the field of HRM consulting from multiple firms in the region and internationally and on a hands-on field project to transfer learning into practice.

MHRM 350 special topics 3 cr.

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

Master of Science in Business Analytics (MSBA)

Mission

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

Admission to the Program

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

Criteria for Admission

To be eligible for admission to the MSBA program, students must hold an undergraduate degree from a recognized university and must meet the Readiness for University Studies in English (RUSE) of the university. The program is open to students from other educational backgrounds including business, computer science, engineering, economics, mathematics, statistics and so forth.

To be accepted into the MSBA program, applicants must possess an undergraduate university degree with a GPA of 3.3 or above. Applicants are considered for admission on probation if they have attained a GPA between 3.0 and 3.3.

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

The program director may also consider additional evidence of achievement when evaluating applicants to the master's program. Such evidence may include relevant work experience, publications, professional certifications (such as CFA, CPA, PMP, SHRM, etc.) or other forms of creative and scholarly activity. Based on these considerations, the program director may, in certain cases, give serious consideration to applicants who do not meet the minimum undergraduate GPA requirement but demonstrate clear evidence of academic potential or significant professional or creative accomplishments. In such cases, the program

director must submit a justification for the admission recommendation to the OSB Graduate Studies Committee. The committee will review each case individually and make a final recommendation to the dean.

The Application Process

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

- > An application form
- > Two letters of recommendation
- > Official transcripts for all undergraduate and/or graduate coursework
- > Proof of English proficiency (please refer to Readiness for University Studies in English - RUSE)
- > A curriculum vitae
- > A statement of purpose
- > A personal interview
- > An application Fee
- > Application form, online submission and frequently asked questions are available at the online graduate application system: <https://graduateadmissions.aub.edu.lb>.

Program Components

Overview

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

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

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

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

Program Highlights

The program aims at achieving the following objectives:

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

Program Outline

Participants will complete the program in a period of 16 months on a full-time basis. The program can also be completed on a part-time basis over a period of 24 months. The program starts with a 2-week boot camp and orientation (prerequisite) in August and continues for 12 months starting in September. In order to fulfill the MSBA program requirements, students must complete the following on a full-time or part-time basis as tabulated below.

Course Type	Credit Hours
Core	18
Elective	6
Thesis or Capstone project and Elective	6
Total number of credits required for graduation	30

The Curriculum

The graduate program consists of six core courses, two electives and a thesis that could be replaced by an elective and a capstone project.

The core courses areas follow:

- > MSBA 300: Business Understanding in Analytics
- > MSBA 305: Data Processing Frameworks
- > MSBA 310: Applied Statistical Analysis
- > MSBA 320: Optimization & Simulation
- > MSBA 315: Predictive Analytics and Machine Learning
- > MSBA 325: Data Visualization & Communication

Elective courses may be chosen from the following list:

- > MSBA 316: Text Analytics and Natural Language Processing
- > MSBA 318: Forecasting Analytics
- > MSBA 319: Big Data Processing and Blockchain Technology
- > MSBA 335: Supply Chain Management
- > MSBA 336: Big Data processing and Blockchain Technology
- > MSBA 360: Social Media Analytics
- > MSBA 366: Digital Transformation with Business Analytics
- > MSBA 370A: Data Driven Digital Marketing
- > MSBA 370B: Consumer Behavior Analytic in MENA
- > MSBA 375: Strategic Performance Management
- > MSBA 381: Venture Building Practicum
- > MSBA 382: Health Care Analytics

Program Delivery

Four terms MSBA Degree Plan		
Course Title	Normal (Cr.)	Core/ Elective/ Remedial
Summer Term		
Bootcamp: Python and R	0	Remedial
Fall Term		
MSBA 300 Business Understanding in Analytics	3	Core
MSBA 305 Data Processing Frameworks	3	Core
MSBA 310 Applied Statistical Analysis	3	Core
MSBA 320 Optimization & Simulation	3	Core
Spring Term		
MSBA 315 Predictive Analytics and Machine Learning	3	Core
MSBA 325 Data Visualization & Communication	3	Core
Elective I	3	Elective
Elective II	3	Elective
Summer Term		
Elective III	3	Elective
Capstone project	3	Elective
Or		
Thesis	6	Elective
Fall 2 Term		
Continuation of capstone project/thesis		

Or

Two-Year MSBA Degree Plan		
Course Title	Normal (Cr.)	Core/ Elective/ Remedial
Summer Term		
Bootcamp: Python and R	0	Remedial
Year 1 Fall Term		
MSBA 300 Business Understanding	3	Core
MSBA 310 Applied Statistical Analysis	3	Core
Year 1 Spring Term		
MSBA 305 Data Processing Frameworks	3	Core
MSBA 315 Predictive Analytics and Machine Learning	3	Core
Year 1 Summer Term		
Elective I	3	Elective
Elective II	3	Elective
Year 2 Fall Term		
MSBA 320 Optimization and Simulation	3	Core
MSBA 325 Data Visualization and Communication	3	Core
Year 2 Spring Term		
Elective III	3	Elective
Capstone project	3	Elective

Or

Thesis	6	Elective
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Academic Policies

Academic Rules and Regulations

University Academic Rules and Regulations on courses, grades, probation, and dismissal apply. The minimum passing grade in a course is C+. Students in the MSBA program are required to maintain a cumulative GPA of 3.3 in all courses taken for graduate credit.

Academic Advisers

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

MSBA Courses and Course Descriptions

Prerequisite Course

MSBA 000 Boot Camp and Orientation 0 cr.

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

Core Courses

MSBA 300 Business Understanding in Analytics 3 cr.

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

MSBA 305 Data Processing Framework 3 cr.

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

MSBA 310 Applied Statistical Analysis 3 cr.

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

MSBA 315 Predictive Analytics and Machine Learning 3 cr.

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

MSBA 320 Optimization and Simulation 3 cr.

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

MSBA 325 Data Visualization and Communication 3 cr.

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

MSBA 390 Capstone Project with Experiential Learning in Industry 3 cr.

Capstone Project with Experiential Learning in Industry.

MSBA 395 Thesis Project 6 cr.

The purpose of this course is twofold:

- > The first is industry-oriented, focused on preparing students for the market and to hit the ground running from their first day on the job.
- > The second is designed to enable students to deepen their knowledge in the field with the option of pursuing an advanced degree.

In both cases, students will follow the entire life cycle of framing, modeling, analyzing, and communicating results to address a business challenge and present their findings in front of a jury panel composed of academics and industry professionals.

Elective Courses

MSBA 316 Text Analytics and Natural Language Processing 3 cr.

The course covers major concepts and techniques for processing, cleaning, visualizing, and analyzing textual data to extract interesting information, discover knowledge, and support decision-making in business applications. Students will learn fundamental natural language processing techniques (such as tokenization, stemming, lemmatization, part-of-speech tagging, and named entity recognition), text representation (such as classical bag-of-words models, language models, and modern distributed representation of words), text categorization and classification, topic modeling, document summarization, and sentiment analysis. Hands-on labs and projects in parallel to course lectures and readings will allow students to develop practical skills in building foundational text analytics and NLP tools that can be applied to real-world business analytics challenges and problems.

MSBA 317 Forecasting Analytics 3 cr.

Time series forecasting is essential for every organization that deals with quantifiable data. It is widely used in retail stores, international financial organizations, energy companies, banks, and lending institutions, and in many other industries. The course enables managers and policy makers to better make informed decisions. This course is a hands-on introduction to quantitative forecasting of time series. Students will learn the most popular forecasting techniques used in practice. The course covers topics such as pre-processing, characterization, and visualizing time series, model performance evaluation, smoothing methods, time series regression models, Box-Jenkins models, autoregressive integrated moving average (ARIMA) models, models with binary outcome, and neural networks for time series.

MSBA 319 Big Data Processing and Blockchain Technology 3 cr.

The course first focuses on blockchain technology and its applications in business. It explores how blockchain brings profound changes to businesses and explains how it transforms businesses structures, functions, and roles of the organization. The course then dives into the various methods of blockchain governance that exist in the market place and examines specific features of blockchain to overcome problems that have been difficult to solve in the past using the existing centralized architecture. Topics include: key concepts like hashing, public key cryptography, digital signing, mining, proof-of-work, proof of stake, public vs private vs permissioned blockchain, peer-to-peer transactions, blocks, consensus mechanisms, smart contracts, crypto-asset, distributed resources, decentralized protocol, and the double-spending problem. These concepts will be illustrated using the Bitcoin application and implemented mainly using Ethereum. The course then tackles how to process large data volumes on large computational clusters by introducing advanced features for Spark 2.0. Students will learn how to set up clusters in both batch and real time modes, retrieve big volumes of textual data, analyze streaming data, and use the ML API.

MSBA 335 Supply Chain - Fundamentals 3 cr.

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

MSBA 336 Big Data processing and Blockchain Technology 3 cr.

This course is an extension to MSBA305 Data Processing Frameworks and has two pillars. It first focuses on blockchain technology and its applications in business. It explores how blockchain brings profound changes to businesses and explains how it transforms business structures, functions, and roles of the organization. The course then dives into the various methods of blockchain governance that exist in the marketplace and examines specific features of blockchain to overcome problems that have been difficult to solve in the past using the existing centralized architecture. Topics include: key concepts like hashing, public key cryptography, digital signing, mining, nonce, proof-of-work, proof of stake, public vs private vs permissioned blockchain, peer-to-peer transactions, blocks, consensus mechanisms, smart contracts, crypto-asset, distributed resources, decentralized protocol, and the double-spending problem. These concepts will be illustrated using the Bitcoin application and implemented mainly using Ethereum. The course then tackles how to process large data volumes on large computational clusters by introducing advanced features for Spark 2.0. Students will learn how to set up clusters in batch mode, retrieve big volumes of textual data, analyze streaming data, and use the ML API. Previously MSBA 350C.

MSBA 340 Supply Chain - Logistics 3 cr.

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

MSBA 345 Project Management Fundamentals 3 cr.

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

MSBA 350 Project Portfolio Management 3 cr.

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

MSBA 355 Enterprise Resource Planning 3 cr.

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

MSBA 365 Customer Analytics 3 cr.

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

MSBA 366 Digital Transformation with Business Analytics 3 cr.

This course focuses on how organizations can engage in the digital transformation process using data, analytics, and AI. Digital transformation is the process of companies adapting to changes in their business environment ushered in by disruptions—technological and others, e.g., AI, COVID, or economic. Companies can digitally transform themselves to overcome or capitalize on these changes to remain viable. The course focuses on managing the process of digital transformation utilizing data, analytics, and AI. The process of digital transformation consists of: (i) understanding both disruptions and the 30-percent skill rule; (ii) building digital resilience and a digital mindset is necessary to survive and thrive in adapting to disruption; (iii) rethinking how we work as well as teaming and collaborating can be performed to address the disruptions; (iv) how to rebuild disrupted customer relationships as well as how to differentiate products with data, analytics, and AI; (v) understanding and practicing experimentation as a part of the new disruption and digital transformation imperative; and (vi) leading change and transitioning to digital transformation. Previously MSBA 350A.

MSBA 370 Data Driven Digital Marketing 3 cr.

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

MSBA 360 Social Media Analytics 3 cr.

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

MSBA 375 Strategic Performance Management 3 cr.

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

MSBA 380 Pricing and Revenue Management 3 cr.

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

MSBA 381 Venture Building Practicum 3 cr.

Students will learn about the lean startup approach to new product and new venture development process as well as associated business model concepts while getting hands-on experience through the actual doing of new startup/venture idea acceleration. The structure of the course provides for current entrepreneurs to mentor students in action. The entrepreneurs understand that class participants may have skill gaps and a nascent understanding of the skills they need. Thus, they will provide students with invaluable tips, tricks, and traps of entrepreneurship as well as know-how. Previously BUSS 350D.

MSBA 382 Health Care Analytics 3 cr.

The latest technologies generate massive amounts of multidimensional health data. The magnitude and complexity of health data are overwhelming for healthcare providers and stakeholders to analyze, extract meaningful knowledge, and draw a comprehensive picture of health situations to make informed decisions. Moreover, health pandemics have unveiled profound weaknesses in the healthcare systems of most countries. Global investments in private health systems and private healthcare solutions have witnessed a 6 percent increase in Q2 2020 and are predicted to increase significantly in the upcoming years. The expected digital transformation will not be possible without data and analytics.

In this course, students will be equipped with the knowledge to work in healthcare or with a healthcare client as analysts or consultants. Students will be introduced to the pillars of healthcare systems and the main health concepts and measures. Students will learn about healthcare data types and sources, how to formulate data queries, how to effectively apply analytics to gain an in-depth understanding of the medical and health data, and inform data-driven evidence-based decisions to advance the healthcare field. Moreover, Students will delve into the geospatial mapping of health and medical problems as well as the economic evaluation and financial impact of health interventions and policies. Previously MSBA 350E.



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