

# KFUPM BUSINESS SCHOOL

## *Dean*

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**Dr. Hesham Merdad**

## *Assistant Dean for Graduate Programs*

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**Dr. Aymen Kayal**

## *Faculty*

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Al-Abdali	Abu-Musa	Aghdam
Al-Ahmadi	Ahmed	Albinali
Al-Algahtani	Al-Alwuhaibi	Kurdi
Amr, A	Al-Ashban	Al-Buraey
	Eid, M	Elamin
Al-Elg		Falattah,
Al-Faraj	Fathollahzadeh	Al-Ghamdi
Al-Ghamdi	Al-Hajji	Halim
Al-Harbi	Hasan	Al-Hazmi,
Al-Jabri	Jameel	Al-Kahtani
Kayal	Khalidi	Khalifa
Madani	Maghrabi	Mahdi
Makkawi	Al-Mansour	Mansour, M
Mat-zin	Al-Meer	Merdad
Miah	Mohammed	Musa, M
Nehari-Talet	Al-Ojairi	Opoku
Al-Qura'n,	Rahman	Ramady
Sadi	Al-Sahlawi	Al-Shammari
Al-Shareef	Al-Shebil	Shuridah
Sohail	Talha	El-Tayeb
Ulussever	Uthman	Walid
Yamani	Al-Zahrani	Al-Zayer

## **Adjunct Professors**

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Khumawala

KFUPM Business School (KBS) offers three graduate degrees: Master of Business Administration (MBA), Executive Master of Business Administration (EMBA), and Master of Accountancy. All graduate programs are periodically reviewed and bench marked against leading business programs in the United States and revised to remain topical and current with evolving business trends. The graduate programs at KBS are coordinated by the Assistant Dean of the college. An outstanding faculty committed in its efforts toward continuous improvement, through the adoption of new technologies, emphasis on global perspectives and attention to ethical issues, places KBS business curricula at par with the leading business programs around the world. All aspects of the program are designed to conform to the AACSB standards.

## **MASTER OF BUSINESS ADMINISTRATION (MBA)**

KFUPM Business School (KBS) offers the Master of Business Administration (MBA) degree, which provides the necessary education and skills to prepare students to work and perform successfully at all levels of management. The program covers all the functional areas of business and allows the students to take additional elective courses that match their career aims and their personal goals and development, which allows them to further integrate all functional areas and gain the essential overall view of organizational performance. The program courses are scheduled in the evening. Additionally, the program accepts both full-time and part-time students. While the overall orientation of the program is general business management, it also puts sufficient emphasis on leadership, globalization, and application of the theory and skills to the Saudi business environment.

### **Admission Requirements**

Applicants to the MBA at CIM must hold a four-year Bachelor's Degree (B.A., B.S. or B.E.) in business, engineering or science from an institution whose undergraduate programs are substantially equivalent in length, content, and quality to those of KFUPM, with a major in the proposed field or evidence of suitable background for entering the proposed field. Applicants must meet the minimum admission requirements of the Deanship of Graduate Studies at KFUPM, and satisfy some additional requirements set by the college:

- A Grade-Point Average (GPA) of 2.50 or higher on a scale of 4.00 or equivalent, and a GPA of 3.00 in the subject of the major field. Official transcripts and degree certificates are required for final admission.
- Completion of TOEFL with a minimum score of 520 (PBT), 190 (CBT) or 68 (IBT). The TOEFL score must be sent directly to the Deanship of Graduate Studies (KFUPM code is 0868). IELTS is also acceptable (min 6.0).
- Completion of the Graduate Management Admission Test (GMAT) with an acceptable score.
- At least three letters of recommendation from the faculty who taught the applicant undergraduate courses.
- At least one course in college level calculus which covers both differentiation and integration subjects.
- A working knowledge of computers as evidenced by at least one course in that area (e.g. data processing, programming, information systems, etc.)
- At least one-year of full-time work experience. This requirement may be waived for graduate assistants, research assistants, and applicants with exceptional academic

records.

- Applicants with bachelor degrees attained from non-business or commerce majors are required to have work experience of at least three years. Exceptional cases with only two years of experience may be considered if the applicants hold other certificates that support their qualifications.

## Degree Requirements

The candidates for the MBA degree are those students who have been admitted to the program and fulfilled all admission provisions. The MBA degree requirements consist of 42 credit hours of which 33 credit hours are in core courses (10 regular courses and one experiential learning, i.e. capstone course), and 9 credit hours in electives.

<b>(a) Core Courses (33 credit hours)</b>		<b>Credit Hours</b>
Financial Reporting and Analysis	ACCT 509	3
Managerial Accounting	ACCT 510	3
Managerial Economics	ECON 510	3
Managerial Finance	FIN 510	3
Leadership and Organizational Behavior	MGT 512	3
Strategic Management	MGT 580	3
Information Technology in Organizations	MIS 511	3
Marketing Management	MKT 510	3
Management Science	OM 511	3
Operations and Supply Chain Management	OM 513	3
Business Practicum	MBA 510	3
<b>(b) Elective Courses (9 credit hours)</b>		
Minimum two courses from	ACCT 512, 526, 532, 533, 535, ECON 511, 520, 525, 530, FIN 521, 523, 524, 526, 528, 530, 534, 535, 536, 537, MGT 511, 521, 525, 527, 530, 531, 534, 536, 537, MIS 512, 515, 531, 532, 533, 534, 536, MKT 512, 513, 520, 521, 526, 532, 533, OM 515, 518, 530, 531, MBA 590, 592	
Maximum one course from	ARE 520, 528, EM 530, CRP 504, 514, 533, 536, 538, ISE 514, 518, 529, 539, PETE 551, SEC 511, SWE 505	

## Degree Plan

### Full Time

COURSE	TITLE	LT	LB	CR	COURSE	TITLE	LT	LB	CR
<b>First Year</b>									
ACCT 509	Financial Reporting and Analysis	3	0	3	ACCT 510	Managerial Accounting	3	0	3
ECON 510	Managerial Economics	3	0	3	MKT 510	Marketing Management	3	0	3
OM 511	Management Science	3	0	3	FIN 510	Managerial Finance	3	0	3
MGT 512	Leadership and Organizational Behavior	3	0	3	MIS 511	Information Technology in Organizations	3	0	3
		<b>12</b>	<b>0</b>	<b>12</b>			<b>12</b>	<b>0</b>	<b>12</b>
<b>Second Year</b>									
OM 513	Operations and Supply Chain Management	3	0	3	MBA 510	Business Practicum	3	0	3
MGT 580	Strategic Management	3	0	3	XXX 5xx	Eective III	3	0	3
XXX 5xx	Eective I	3	0	3					
XXX 5xx	Eective II	3	0	3					
		<b>12</b>	<b>0</b>	<b>12</b>			<b>6</b>	<b>0</b>	<b>6</b>
<b>Total credit hours required in Degree Program : 42</b>									

The order of taking the courses can be different from above but students must take the core courses before electives.

### Part Time

COURSE	TITLE	LT	LB	CR	COURSE	TITLE	LT	LB	CR
<b>First Year</b>									
ACCT 509	Financial Reporting and Analysis	3	0	3	MGT 512	Leadership and Organizational Behavior	3	0	3
ECON 510	Managerial Economics	3	0	3	FIN 510	Managerial Finance	3	0	3
					OM 511	Management Science	3	0	3
		<b>6</b>	<b>0</b>	<b>6</b>			<b>9</b>	<b>0</b>	<b>9</b>
<b>Second Year</b>									
MKT 510	Marketing Management	3	0	3	ACCT 510	Managerial Accounting	3	0	3
MIS 511	Information Technology in Organizations	3	0	3	OM 513	Operations and Supply Chain Management	3	0	3
					XXX 5xx	Eective I	3	0	3
		<b>6</b>	<b>0</b>	<b>6</b>			<b>9</b>	<b>0</b>	<b>9</b>
<b>Third Year</b>									
MGT 580	Strategic Management	3	0	3	MBA 510	Business Practicum	3	0	3
XXX 5xx	Eective II	3	0	3	XXX 5xx	Eective III	3	0	3
		<b>6</b>	<b>0</b>	<b>6</b>			<b>6</b>	<b>0</b>	<b>6</b>
<b>Total credit hours required in Degree Program : 42</b>									

## **THE EXECUTIVE MASTERS OF BUSINESS ADMINISTRATION (EMBA)**

The overall purpose of the Executive MBA program is to offer a unique learning opportunity for mid-career and senior executives in the Kingdom of Saudi Arabia and GCC region who wish to enhance their business knowledge and effectiveness while remaining actively involved in their business and professional careers.

The program is designed to develop the strategic thinking and leadership skills of participants, as well as enhance their understanding of the global economy, and use of information technology in order to prepare them for the challenging roles as business executives in a rapidly changing and globally competitive business environment that demands new perspectives and continuous self-renewal to transform business challenges into opportunities. The program emphasizes cross-functional business knowledge, teamwork and group study, and value creation as the prime reason deter of contemporary business enterprises.

### **Admission Requirements**

Admission requirements for the EMBA program are:

1. A baccalaureate degree from a recognized institution of higher education,
2. Evidence of English proficiency,
3. A minimum of 8 years work experience including 3 years at mid or upper level managerial position. Candidates with less than 8 years of work experience could be accepted as exceptional cases based on recommendation by the EMBA committee and the Assistant Dean of CIM.

All candidates must submit a completed admission application form supported by the following:

1. Three letters of recommendation
2. A current resume
3. A letter of endorsement from the applicant's employer (if applicable) clearly demonstrating the employer's understanding of the demands of the program and their willingness to support the applicant's admission to the program by making a commitment to releasing the applicant from normal job responsibilities during days that classes are held.

All applications are evaluated and potential candidates are invited for personal interviews conducted by a team consisting of KBS Assistant Dean for Graduate programs and members of the EMBA Standing Committee. The interview is usually aimed at evaluating the candidate's personal attributes (ambition, motivation, commitment, communication and interpersonal skills) deemed necessary for success and benefit from the EMBA. It also offers the interview team an opportunity to informally assess the applicant's English language proficiency and their capacity to meet the demands of the program.

## Degree Requirements

The EMBA degree requirements consist of 43 credit hours.

Required Courses (43 credit hours)		Credit Hours
Financial Accounting and Reporting	ACCT 551	2
Managerial Accounting	ACCT 552	3
Managerial Economics	ECON 551	3
The Macro Environment of Business	ECON 561	2
Managerial Finance	FIN 554	3
Strategic Corporate Finance	FIN 562	3
Behavior and Organization	MGT 551	3
Business Negotiations	MGT 554	2
Ethics and Leadership	MGT 560	2
International Business and Globalization	MGT 561	3
Strategic Management	MGT 562	3
Corporate Governance	MGT 564	2
Electronic Business Strategy	MIS 564	3
Strategic Marketing management	MKT 561	3
Quantitative Methods	OM 551	3
Operations Management	OM 552	3

## Degree Plan

COURSE	TITLE	LT	LB	CR	COURSE	TITLE	LT	LB	CR
<b>First Year</b>									
ECON 551	Managerial Economics	3	0	3	ACCT 552	Managerial Accounting	3	0	3
OM 551	Quantitative Methods	3	0	3	OM 552	Operations Management	3	0	3
MGT 551	Behavior and Organization	3	0	3	FIN 554	Managerial Finance	3	0	3
ACCT 551	Financial Accounting and Reporting	2	0	2	MGT 554	Business Negotiations	2	0	2
		<b>11</b>	<b>0</b>	<b>11</b>			<b>11</b>	<b>0</b>	<b>11</b>
<b>Second Year</b>									
MKT 561	Strategic Marketing Management	3	0	3	FIN 562	Strategic Corporate Finance	3	0	3
ECON 561	The Macro Environment of Business	2	0	2	MIS 564	Electronic Business Strategy	3	0	3
MGT 561	International Business and Globalization	3	0	3	MGT 562	Strategic Management	3	0	3
MGT 560	Ethics and Leadership	2	0	2	MGT 564	Corporate Governance	2	0	2
		<b>10</b>	<b>0</b>	<b>10</b>			<b>11</b>	<b>0</b>	<b>11</b>
<b>Total credit hours required in Degree Program : 43</b>									

## MASTER OF ACCOUNTANCY (MACC)

The Master of Accountancy Program (MACC) is designed to provide students with accounting education for careers in the accounting profession, with emphasis on both the theoretical and practical aspects of the discipline. This program will provide effective support for the accounting profession and businesses at the national, regional, and international levels.

The focus of the program is to ensure that graduates gain the accounting knowledge necessary to meet the educational standards of the accounting profession. This program prepares students to cope with the rapid changes in the theory and practice of the accounting profession which is a requisite to a successful career as a professional accountant and as an executive in industry, commerce, non-profit organizations, and the government sector.

### Admission Requirements

In addition to meeting the admission requirements of the Deanship of Graduate Studies at KFUPM, each student is required to have successfully completed 11 courses in Accounting (33 credit hours), or their equivalent, in his Undergraduate Accounting Program. These courses are Principles of Accounting I, Principles of Accounting II, Accounting Information Systems, Intermediate Accounting I, Intermediate Accounting II, Cost Accounting, Managerial Accounting, Advanced Accounting, Auditing, Accounting for Governmental and Non-Profit Entities, and Accounting Theory and Research. Any deficiency must be met before admission to candidacy for the Master of Accountancy Degree.

### Degree Requirements

The requirements for the degree of Master of Accountancy consist of 33 credit hours. Each student who successfully completes all required class work must take a written comprehensive examination in Accounting (ACCT 600) administered by the Department of Accounting and Management Information Systems. If a student fails the exam in his first attempt, he will be given a second chance next semester. Failure to pass this exam for the second time will lead to discontinuation of the student from the program. The comprehensive exam is graded on pass or fail basis.

<b>(a) Core Courses (27 credit hours)</b>		<b>Credit Hours</b>
Cost Management Systems	ACCT 512	3
Computerized Accounting Information Systems	ACCT 515	3
Seminar in Accounting Theory	ACCT 516	3
Seminar in Professional Accounting and Auditing	ACCT 517	3
Accounting Policy and Practice Workshop	ACCT 518	3
Independent research in Accounting	ACCT 528	3
Written Comprehensive Examination	ACCT 600	0
Three Business courses from: FIN 510, MGT 520, 590, MIS 510, OM 510.	XXX xxx	9
<b>(b) Elective Courses (6 credit hours)</b>		
Two courses from	ACCT 504, 514, 519, 520, 523, 524, 526, 527, FIN 520, 521, MGT 521	

## Degree Plan

COURSE	TITLE	LT	LB	CR	COURSE	TITLE	LT	LB	CR
<b>First Year</b>									
ACCT 512	Cost Management Systems	3	0	3	ACCT 516	Seminar in Accounting Theory	3	0	3
ACCT 515	Computerized Accounting Info. Systems	2	2	3	ACCT 517	Seminar in Prof. Accounting and Auditing	3	0	3
XXX xxx	Business Core Course I	3	0	3	XXX xxx	Business Core Course II	3	0	3
		<b>8</b>	<b>2</b>	<b>9</b>			<b>9</b>	<b>0</b>	<b>9</b>
<b>Second Year</b>									
ACCT 518	Accounting Policy and Practice Workshop	3	0	3	XXX xxx	Elective II	3	0	3
ACCT 528	Independent Research in Accounting	3	0	3	ACCT 600	Written Comprehensive Exam	0	0	0
XXX xxx	Business Core Course III	3	0	3					
XXX xxx	Elective I	3	0	3					
		<b>12</b>	<b>0</b>	<b>12</b>			<b>3</b>	<b>0</b>	<b>3</b>
<b>Total credit hours required in Degree Program : 33</b>									

## ACCOUNTING

### **ACCT 502 Introduction to Accounting and Finance (3-0-3)**

Introduces the basic principles, concepts and tools of financial accounting and corporate finance. Topics covered include income statement and statement of financial position, purposes and limitations; statement of cash flows; analysis of financial statements; the introduction to corporate finance, introduction to financial markets and institutions, time value of money, interest rates, and risk and return. Covers ethics in accounting and financial management.

**Prerequisite:** Graduate Standing

### **ACCT 504 Advanced International Accounting (3-0-3)**

This course focuses on the following issues: Similarities and differences in principles and procedures relating to the functional accounting areas of financial, cost, managerial, and auditing among different regions and countries of the world, consolidation of foreign subsidiaries, performance evaluation of foreign operations, analysis of foreign exchange transactions of financial statements of foreign operations, inflationary accounting in an international setting, Accounting and Taxation for multinational corporations, Ethics and Reporting Standards of the auditor in an international setting, and globalization of accounting standards and principles.

**Prerequisite:** ACCT 302, ACCT 304, ACCT 403 or equivalent

### **ACCT 509 Financial Reporting and Analysis (3-0-3)**

Gives an overview of the objectives and framework of financial reporting for prospective corporate consumers of financial information, such as managers, stockholders, investors, creditors and financial analysts. Emphasis will be on the analysis and interpretations of corporate financial reports and publically available financial information for risk assessment, forecasting, and decision-making. The course will emphasize cross border financial reporting analysis (e.g. IFRS and role of IASB) in global capital market. Ethical dimensions of corporate financial reporting will be considered. Topics include income measurement, receivables, inventory, long-lived assets, investments, liabilities, equity and affiliates, off-balance sheet items, and cash flow analysis.

**Prerequisite:** Graduate Standing

### **ACCT 510 Managerial Accounting (3-0-3)**

Provides the accounting concepts and techniques related to planning and cost control. It also provides the framework to assess the behavioral dimensions of control systems. Topics include development and uses of accounting data for management decision-making; cost concepts, behavior, and systems; activity-based costing and activity-based management; budgeting, planning and control; pricing decisions, strategy and balanced scorecards, performance measurement and compensation schemes, ethics and management accounting practices.

**Prerequisite:** Graduate Standing

### **ACCT 512 Cost Management Systems (3-0-3)**

Emphasizes the methods and techniques available to measure and evaluate costs for decision-making, planning and control, and strategic-based performance management. Facilitates to understand major contemporary issues in cost accounting and operational control systems in modern firms. Reviews a number of cost management issues relating to the design and implementation of strategic, operational, marketing, value analysis, and

other management models in modern firms; and identifies major contemporary issues in managerial accounting and financial decision-making.

**Prerequisite:** ACCT 510

**ACCT 514      Advanced Accounting for Governmental & Non-Profit Entities      (3-0-3)**

This course focuses on fund theory, governmental accounting standards, budgeting and program evaluation. It also includes, advanced study in efficiency and effectiveness measures as prescribed by auditing standards and techniques in governmental organizations. It includes also, comprehensive accounting control techniques for non-profit entities.

**Prerequisite:** ACCT 305 or equivalent

**ACCT 515      Computerized Accounting Information Systems      (2-2-3)**

An in-depth study of general ledger (G/L) software packages with emphasis on interfaces with related subsidiary ledgers; evaluation of built-in control features and audit trail of G/L software packages; in-depth study of software packages for planning and control. Special emphasis in internal control systems of computerized accounting systems.

**Prerequisite:** ACCT 300 or equivalent

**ACCT 516      Seminar in Accounting Theory      (3-0-3)**

This course focuses on contemporary issues of accounting theory and practice as reflected in the accounting literature and professional accounting pronouncements. Also, it investigates thoroughly alternative models of income determination and balance sheet valuation and measurement. The course will be conducted through discussion of issues, presentations of research papers, research forum, and guest lecturers.

**Prerequisite:** ACCT 403, ACCT 405 or equivalent

**ACCT 517      Seminar in Professional Accounting and Auditing      (3-0-3)**

This course is concerned with the theory and philosophy of auditing, and professional practice. Study of advanced topics in the discipline of auditing such as the development of auditing theory, generally accepted auditing standards, professional responsibility and legal ability of the auditor, cases in audit decision making, EDP auditing, internal control, and analysis of emerging issues and contemporary problems in auditing. Consideration is given to non-audit services pro-vided by the auditor and their impact of the quality of the audit service. The course will be conducted through discussion of issues, presentations of research papers, research forum, and guest lecturers.

**Prerequisite:** ACCT 403, ACCT 404 or equivalent

**ACCT 518      Accounting Policy and Practice Workshop      (3-0-3)**

This course is concerned with rigorous case studies in different areas of accounting in manufacturing and service organizations. Heavy emphasis on cases covering new areas in accounting such as measuring quality costs product casting, flexible manufacturing systems, capital budgeting under automation, product profitability analysis, and performance measurement in high technology companies. Cases in accounting policies, financial disclosure and reporting.

**Prerequisite:** ACCT 512, ACCT 515, ACCT 517

**ACCT 519      Professional Accounting Ethics and Legal Responsibility      (3-0-3)**

This course is concerned with goals of Accounting Ethics Education for the development of a sense of professionalism and enhancing students' abilities to deal with ethical issues in

accounting in order to maintain the public trust and confidence in the Accounting profession. Emphasis on the following topics: Legal Environment of Business, Ethical Issues in Business, Ethical Theories, Ethical Standards and Codes adopted by professional organizations, financial fraud and illegal acts, Ethics on tax practice, computer ethics, competition in public accounting profession, moral and ethical issues related to accounting fields, and ethical problems in the multinational sector. Cases in Accounting Ethics and professionalism are used in teaching this course.

**Prerequisite:** ACCT 517

**ACCT 520 Internal and Electronic Data Processing (EDP) Auditing (3-0-3)**

This course focuses attention on the role and importance of modern internal auditing techniques used in the changing manufacturing and service environments such as statistical and computer sampling techniques, analytical reviews, flow-charting, standardization. Furthermore, it provides an in-depth exposure in developing, conducting, and reporting EDP procedures and reports. Such programs include financial and operational areas, pre-contract reviews, post-contract audits, special investigations, EDP audits. It also deals with the theory and techniques for measuring operational efficiency and effectiveness; informing management of operating problems and possible courses of action.

**Prerequisite:** ACCT 517

**ACCT 523 Advanced Accounting Systems Analysis & Design (3-0-3)**

An advanced study of accounting systems analysis and design methodologies, techniques, and processes with specific reference to accounting systems development life cycle; emphasis on identification of user information needs and logical system design. Special emphasis on vendors selection, system implementation, and post implementation audits.

**Prerequisite:** ACCT 515

**ACCT 524 Research Methodology in Accounting (3-0-3)**

Research technique methodologies and their application in the field of accounting for manufacturing and service organizations. Emphasis on application of research techniques on local accounting issues and problems.

**Prerequisite:** ACCT 516, Approval of Department

**ACCT 526 Internal Auditing (3-0-3)**

Introduces to the internal audit profession. Topics include concepts and principles of internal auditing, professional standards, internal auditing process; risk, governance, and control issues; conducting internal audit engagements, audit reporting, and impact of information technology; fraud audit, emerging issues in internal auditing, ethics and internal audit practices; administration of internal audit department.

**Prerequisite:** ACCT 509, ACCT 510

**ACCT 527 Operational Auditing (3-0-3)**

Operational Audit methodology, tools and techniques, functional audits, EDP audit, employees and management fraud investigation, control and assessment of management controls, government and not-for-profit audits. A practice-oriented research paper is required.

**Prerequisite:** ACCT 526

**ACCT 528 Independent Research in Accounting (3-0-3)**

Independent readings and study of selected topics in contemporary Accounting issues in

manufacturing and service organizations. Emphasis on the accounting issues which deal with the changes in technology and organization of production processes, globalization of accounting standards and practice. Subject matter to be arranged.

**Prerequisite:** ACCT 512, ACCT 516, Approval of Department

**ACCT 532      Auditing and Assurance      (3-0-3)**

Examines the principles and practices of external auditing. Topics include role of the auditor, organization of the audit profession, and the audit environment; generally accepted auditing standards, assurance services, auditor's independence, professional ethics, fraud auditing, forensic accounting techniques, auditor's responsibilities, and legal liability; illustration of audit applications based on discussion of the theory of auditing combined with practical examples of auditing techniques and assurance procedures; discussion and analysis in light of auditor's reporting standards, audit process and case studies and readings.

**Prerequisite:** ACCT 509

**ACCT 533      International Accounting      (3-0-3)**

Examines the accounting concepts and techniques for multinational operations and transactions. Topics covered include, International accounting standards and organizations, transnational financial reporting and disclosure problems, accounting information systems and control, financial planning, accounting for foreign currency translation and inflation, cross-border taxation and transfer pricing, consolidated financial statements, comparative international auditing and corporate governance, and international corporate social reporting.

**Prerequisite:** ACCT 509

**ACCT 535      Zakat and Business Tax Accounting      (3-0-3)**

Gives an overview of the rules, and objectives of taxation zakat regulations. Participants become familiar with the business income tax and zakat rates. Determination of taxable income and tax liability of corporations and their implications on various corporate decisions such as capital structure, distribution, business formation, cash repatriation, etc. Computing, assessing, and analyzing income tax and zakat base for business entities. Major emphasis will be on local tax and zakat laws.

**Prerequisite:** ACCT 509

**ACCT 551      Financial Accounting and Reporting      (2-0-2)**

This course will provide an overview of the corporate external financial reporting system to enable you to understand financial accounting and reporting from the perspective of the user and manager. The course cover the rules and guidelines that govern the preparation of financial statements and the concepts of asset, equity, liability, revenue, expense, and the accounting cycles that lead to the financial statements. It will also cover the effect of management decisions on the financial statements.

**Prerequisite:**

**ACCT 552      Managerial Accounting      (3-0-3)**

This course primarily deals with the understanding, generating and analysis of data used in planning, decision making and control of operations. It also examines how accounting as well as non-accounting information is used by management in decision-making. Both the theoretical and practical aspects of the subject are appropriately blended to enable the students to understand how this knowledge is used in contemporary organizations.

**Prerequisite:**

**ACCT 600 Written Comprehensive Examination (0-0-0)**

Each student who successfully complete all required accounting course work must take a written comprehensive examination in Accounting. Intended to assess a student's ability to demonstrate his accounting knowledge in an integrative fashion. This exam is administered by the Department of Accounting and Management Information Systems. If a student fails to pass the exam, he will be given a second chance to retake it next semester. Failure to pass this exam for the second time will lead to discontinuation of the student from the program.

**Prerequisite:** ACCT 512, ACCT 515, ACCT 516, ACCT 517, ACCT 518, ACCT 528

**ECONOMICS**

**ECON 501 Principles of Economics (3-0-3)**

Introduces economic theories and concepts that focus on the functioning of individuals, firms, and markets in a modern economy. First part covers microeconomics topics such as supply and demand in individual markets, elasticity of supply and demand, theory of consumer behavior, the theory of the firm, markets and competition and the policy choice that affect these markets. Second part introduces macroeconomic concepts such as national income accounting, the measurement of the price level and inflation, aggregate and aggregate supply, national output and income determination both in the short run and the long run, consumption, savings, investment, government expenditures, business cycles, and unemployment. Covers role of commercial banks in creating money and the role of regulation, monetary and fiscal policies in stabilizing the economy.

**Prerequisite:**

**ECON 510 Managerial Economics (3-0-3)**

Links economic theories with business practice to create competitive strategies for sustainability and growth. The topics covered include demand and production theories, the theory of the firm, economic optimization, cost/benefits analysis, pricing policies, information and efficiency, strategic interactions of consumers, firms markets, and regulators, and dynamics of competition.

**Prerequisite:** Graduate Standing

**ECON 511 The Macroeconomic Environment of Business (3-0-3)**

Emphasizes the use of economic theory to understand the functioning of the world's markets and economics and the impact of government policies. Topics covered include the determinants of the level of national income and balance of payments, growth, productivity, labor markets and wages, business cycles, investment, money and interest rates, inflation, exchange rates, monetary and fiscal policies, financial crises and financial stabilization.

**Prerequisite:** Graduate Standing

**ECON 520 Microeconomic Analysis (3-0-3)**

Covers selected topics like utility theory, analysis of demand and supply, production theory, labor market, and capital theory. It also covers price and output determination in different market structures, resource allocation, income distribution, welfare economics, the economics of uncertainty and information, as well as the analysis of partial and general

equilibrium systems.

**Prerequisite:** ECON 510

**ECON 525 Energy Economics (3-0-3)**

Focus on the pricing and consumption of energy sources such as petroleum coal, gas and electricity. Topics covered include the analysis of demand and supply of energy commodities with special emphasis on oil, the analysis of short-and long run costs of investments in energy resources under uncertainty, pricing models for exhaustible resources such as oil, and modeling of long-run theory of demand. Other topics include renewable and nuclear energy sources, energy efficiency and conservation, and the environmental impacts of energy use.

**Prerequisite:** ECON 510

**ECON 530 International Economics (3-0-3)**

Covers both International Trade and International Finance in an open economy. Early part of the course offers an overview of the world trade, classical and neoclassical theories of international trade, openness and gains from trade, protectionism and government's commercial policies. The later part of the course covers exchange rates, the twin deficits, the relationship between exchange rates, interest rates and inflation rates, the choice of an exchange rate regime and the impact of fiscal and monetary. Other issues include monetary unions and international economic crises.

**Prerequisite:** Graduate Standing

**ECON 551 Managerial Economics (3-0-3)**

Deals with the strategic application of microeconomic theory to management in markets where the firm has market/monopoly power. Covers sophisticated pricing policies, transfer pricing, dealing with competitors, corporation strategies, managing under uncertainty, asymmetric information and externalities. Examines how microeconomics may be used to enhance decision-making within the manager's organization.

**Prerequisite:**

**ECON 561 The Macro Environment of Business (2-0-2)**

Prepares students to think systematically about the state of the economy, macroeconomic policy, and the economic environment. Includes the use of economic theory in understanding financial markets, the operation and impact of government policies that determine national income, employment, investment, interest rates, money supply, and inflation.

**Prerequisite:**

## FINANCE

**FIN 510 Managerial Finance (3-0-3)**

Emphasizes the impact of financing and investment decisions on firm value. Topics include understanding risk and return, the role of financial markets and institutions, information and pricing, capital budgeting under uncertainty, firm valuation, capital structure, payout policy, leasing, mergers and acquisition, takeovers and other forms of corporate restructuring, bankruptcy, risk management, corporate governance, measuring and rewarding performance.

**Prerequisite:** Graduate Standing



Major topics include the organization and operation of the different types of financial institutions, identification and management of various risks related to financial institutions, asset/liability management, capital adequacy regulations; credit evaluation, lending policies and practices, liquidity management; performance evaluation.

**Prerequisite:** FIN 510

**FIN 530 Real Estate Investment and Finance (3-0-3)**

Covers investment and financing aspects in real estate industry. Major topics include an overview of real estate markets; analysis of residential and commercial real estate development, fundamentals of property valuation, economic factors influencing property values, property management and appraising principles for residential and income property, leverage, and methods of financing. Topics covered also include mortgage financing, mortgage structuring and trading, Real Estate Investment Trust (REIT) structures and markets.

**Prerequisite:** FIN 510

**FIN 534 Portfolio Management (3-0-3)**

Covers the theory and practice of constructing, monitoring and evaluating investment portfolios. Topics covered include modern portfolio theory, modern techniques for portfolio construction, investment strategies and approaches, investment vehicles such as mutual funds and hedge funds, performance measurement techniques, management of specialized asset classes such as fixed income, private equity, real estate, commodity etc. Includes the ethical and professional standards related to asset management.

**Prerequisite:** FIN 523

**FIN 535 Islamic Banking and Finance (3-0-3)**

Addresses the conceptual framework and the practice of Islamic Finance. Early part covers the general guiding principles of the Islamic contract theory with special emphasis on Islamic financial contracts. The later part cover the implications of the Islamic contract theory on Islamic financial markets and institutions and on regulations and standard setting. Topics covered include the operation and structures of Islamic banks, sharia standards and regulatory framework for Islamic banks, Islamic financial markets and instruments, Islamic insurance. Covers sukuk structures, the roles of sharia standards, sharia boards and sharia audit, tax and regulatory issues relate to Islamic finance.

**Prerequisite:** FIN 510

**FIN 536 Venture Capital and Private Equity (3-0-3)**

Examines the financing of startups and early stage businesses. The course will cover the valuation of entrepreneurial ventures specially technology-based ventures, the financing methods, the structure and the process of venture capital financing, funding rounds, later stage financing approaches, negotiations strategies, exit strategies,. Addresses the structure and operation of private equity and venture capital funds, the key interest alignment terms in private equity funds, the strategies for value creation, harvesting and growth.

**Prerequisite:** FIN 510

**FIN 537 Energy Finance (3-0-3)**

Examines the unique financing schemes for energy investments. Topics covered include energy project finance, non-traditional financing methods such as volumetric production payments, net profits interests, royalty trusts, etc. The course will also cover the role of government regulation and tax policy, structuring of exploration deals and the choice of

royalty scheme, Master Limited Partnerships (MLPs), energy accounting and valuation, energy financial modeling techniques including real option models, hedging energy risk and the value of the firm.

**Prerequisite:** FIN 510

**FIN 538 Fixed Income Securities and Markets (3-0-3)**

Focuses on the institutions, pricing, risks, and hedging of Fixed Income Securities including bonds, money market instruments, and mortgage-backed securities and collateralized mortgage obligations. Topics covered include term structure of interest rates, interest rate sensitivity and risk management, securitizations, fixed income portfolio management, the nature and the use of fixed income derivatives to hedge interest rate and credit risks.

**Prerequisite:** FIN 510

**FIN 554 Managerial Finance (3-0-3)**

Applies various concepts and analytical tools pertinent to capital investments and financing decisions. The course addresses the theory and practice of financial management and the role of the financial manager in creating value. It provides the basic concepts of finance, including risk and return within modern portfolio theory, financing decisions through capital structure theory and dividends policy, and valuation of projects and securities.

**Prerequisite:**

**FIN 562 Strategic Corporate Finance (3-0-3)**

Integrative course that builds on materials covered earlier and addresses strategic corporate finance issues and decisions with emphasis on global perspectives. The course highlights analysis and the interaction of investment, financing, and dividend decisions as they affect firm value and develops student valuation skills. Other areas include mergers and acquisitions, lease analysis, options and futures, managing foreign exchange risk, and financial analysis and planning. It blends theory with practice through extensive use of case studies. The cases require student teams to draw on their personal experiences and integrate functional knowledge and diverse perspectives to address variety of issues raised.

**Prerequisite:**

## MANAGEMENT

**MGT 501 Principles of Management (3-0-3)**

Fundamentals of managing work and organization, managing people and managing production and operations. Topics include basic management functions of planning, organizing, leading, and controlling and related organizational processes of communication, decision-making and socialization. Other related issues such as globalization, social responsibility, ethics and application to the Saudi business environment are also covered.

**Prerequisite:**

**MGT 511 Organizational Theory and Design (3-0-3)**

Analyzes organization as an open system, with an emphasis on maximizing congruency among organizational structure, strategies, and environments along with understanding the

impact of alternative design configurations and strategies on individual and group behavior. Includes an understanding of organizational goals, various designs and structures available for different organizational contexts, organizational culture, and processes like decision-making, communication etc. Primary focus will be on organizational performance and effectiveness. Explains the linkage between organizational theory and its practical applications to everyday management.

**Prerequisite:** Graduate Standing

**MGT 512 Leadership and Organizational Behavior (3-0-3)**

Looks at organizations as multilayered realities operating at individual, group, interpersonal and collective levels. Addresses issues of significance at all these four levels highlighting the role of leadership in managing organizations effectively. Addresses a range of topical themes such as contemporary theories and models of leadership by focusing on leadership styles, managing commitments, conflict resolution, emotional intelligence, and team dynamics. Applies the theories from psychology and sociology on leadership and managerial practice. Topics include individuals and teams, motivation, performance, rewards, problem solving, decision-making, communications, corporate culture, political dynamics, diversity, power and influence, conflict resolution, giving and receiving feedback, managing work, negotiations, leadership well as organizational design and change.

**Prerequisite:** Graduate Standing

**MGT 520 Organizational Theory and Design (3-0-3)**

Analysis of organizations as open systems, with emphasis on maximizing congruency among organizational structure, strategy, and environment. Impact of alternative design configurations on individual, group and inter-group behavior. Role of structure in determining organizational performance and effectiveness. Strategies of change for integrating the total organizational system.

**Prerequisite:** MGT 501 or equivalent

**MGT 521 International Business (3-0-3)**

Develops the analytical capability and perspectives to manage a firm's interaction with its international and global environment. Enable students to better analyze and understand the opportunities and challenges that companies face when expanding their activities internationally. Topics include: international economics and political developments, the economics and politics of trade, business ethics and CSR in the global context, international trade theories, comparative international strategy, international strategic alliances, market entry strategies, country selection, modes of entry, international marketing, organizing multinational enterprises, international human resource management, foreign exchange and international capital markets, risk analysis, country culture analysis, and social and cultural heterogeneities.

**Prerequisite:** MGT 512

**MGT 525 Human Resource Management (3-0-3)**

Applies current behavioral science theory, research and techniques to cover the topics of

planning, recruiting, selecting, training, evaluating, compensating, and developing human resources within organizations. The coverage of these issues includes international aspects of human resource management including expatriate management in local and multinational organizations. The course also covers dimensions and relevant laws specific to the Saudi business environment.

**Prerequisite:** MGT 512

**MGT 527 Entrepreneurship and Small Business Management (3-0-3)**

Familiarizes the participants with the different aspects of entrepreneurship and new venture development. Intends to study and develop analytical and conceptual skills in the management of new ventures and small businesses. It will provide a framework for understanding the entrepreneurial process and analyzing the problems and issues faced by entrepreneurs who start new ventures. Coverage includes nature and importance of entrepreneurial activities, issues and challenges of launching and starting a new business, business plan development and the processes involved in the managing, marketing, financing, and organizing the enterprise. Emphasis is on applying and synthesizing concepts and techniques from the functional areas of accounting, finance, managerial economics, marketing, operations management, and organization behavior in the context of new venture development. Other than new venture formation, the principles also apply to entrepreneurship in corporate settings, small and family business management and to non-profit entrepreneurship.

**Prerequisite:** FIN 510, MKT 510

**MGT 530 Business Communication and Negotiation (3-0-3)**

Enhances the skills necessary to communicate and interact effectively. In the first part, the topics covered are communication theories and models, verbal and non-verbal communication, barriers to communication, communication styles, and cultural dimensions in communications. In the second part, the course provides an understanding of prescriptive and descriptive negotiation theory as it applies to two party negotiations, team negotiations, resolution of disputes, agents and ethics, and management of integrative and distributive aspects of the negotiation process, cross-cultural negotiations and arbitration for disputes settlement.

**Prerequisite:** MGT 512

**MGT 531 Corporate Governance (3-0-3)**

Examines the means by which stakeholders attempt to ensure that the corporation is managed in their best interests. Governance centers on setting expectations, policies, standards and ways to verify that these are met. Topics include the structure of the corporation and the roles and responsibilities of the board of directors and other stakeholders in monitoring management. It also covers liabilities and fiduciary responsibilities of directors and other officers, and securities regulation with special focus on topics related to Saudi Arabian business laws that permit or require the board of directors to consider the interests of stakeholders such as shareholders' rights.

**Prerequisite:** MGT 512, FIN 510

**MGT 534 Management of Technology and Innovation (3-0-3)**

Addresses the core issues of managing technology and innovation within organizations.

Develops approaches to analyzing strategies within technology markets. Exposes students to the dynamics and strategies of technology and innovation driven businesses. Topics include the technological basis of the firm, technology strategy, integrating technology with the business strategy, R&D management, patents and intellectual property, disruptive technologies, assessing the firms' innovation capability, technology life cycles, technology transfer, and economic, systems, managerial and sociological approaches to management of technology and innovation.

**Prerequisite:** MKT 510, FIN 510

**MGT 536      Family Business Management      (3-0-3)**

Examines the nature and uniqueness of family-owned businesses in terms of characteristics, challenges, governance, succession, future generations, ownership and control, the impact of family ownership and control on performance and firm value. Covers the cultural aspects of family business across the globe, the growth and sustainability of family business, keeping the entrepreneurial spirit, and managing the family wealth.

**Prerequisite:** MGT 512, MKT 510, FIN 510

**MGT 537      Management of Non-Profit Enterprises      (3-0-3)**

Examines the nature and uniqueness of non-profit enterprises and voluntary organizations. Topics covered include theories of nonprofit enterprise, social innovation and entrepreneurship, strategies for non-profits, financial management for non-profits, accountability and control, volunteers management, fundraising, collaborative partnerships, sustainability and growth, and impact measurement.

**Prerequisite:** MGT 512, MKT 510, FIN 510

**MGT 551      Behavior and Organization      (3-0-3)**

The course examines the role of organization as comprised of collective individuals, and how they function as teams and interact with systems to increase organizational effectiveness. Specifically, the course will explore the complexity of organizational dynamics as influenced by structure, systems and strategy and supported by people, purpose and process. Topics include individuals and teams, motivation, performance, rewards, problem solving, decision making, communications, corporate culture, diversity, power and influence, conflict and resolution as well as organizational design and change.

**Prerequisite:**

**MGT 554      Business Negotiations      (2-0-2)**

The course is designed to introduce participants to theories and processes of negotiation. Emphasis will be placed on making it relevant to a broad spectrum of negotiation problems likely to be faced by managers. A basic premise of the course is that managers need analytic as well as interpersonal skills for effective negotiation. The course will allow participants the opportunity to develop these skills experientially and to understand negotiation in useful analytical frameworks.

**Prerequisite:**

**MGT 560      Ethics and Leadership      (2-0-2)**

Provides concepts of leadership and the essential skills required to become an effective leader/manager. Examines both classic and contemporary theories and models of leadership. It includes leadership styles, managing commitments, conflict resolution, emotional intelligence, and team dynamics. Explore theoretical concepts of ethics in business, as well as cases that represent the challenges they will likely face as managers.

Focuses on the ways current emerging leaders can assess the values that influence their actions.

**Prerequisite:**

**MGT 561 International Business and Globalization (3-0-3)**

Addresses economic, political, legal, cultural, and managerial challenges and opportunities facing the firm in the international and global arenas.

**Prerequisite:**

**MGT 562 Strategic Management (3-0-3)**

The focus of this course is the strategic management process which involves the overall mission and objectives of the organization, internal analysis to determine strengths and weaknesses, external analysis to determine opportunities and threats, formulating corporate, business, and functional strategies, implementation of chosen strategies and courses of action, and evaluation and control of strategies to take corrective actions. Global strategies and environments will be covered as well. Emphasis will be placed on the building blocks of competitive advantage (efficiency, quality, innovation, and customer responsiveness) that underlie most strategies. Students will learn relevant concepts and techniques and will develop skills in strategic analysis and strategy formulation through variety of methods including business cases and simulation. Students will also learn to function as an effective member of a strategic team by working with others to analyze cases and solve business problems.

**Prerequisite:**

**MGT 564 Corporate Governance (2-0-2)**

This course describes the way corporate governance operates in today's challenging business environment. It examines the means by which investors attempt to ensure that the corporation is managed in their best interests. Governance includes setting expectations, policies, standards, and ways to verify that these are met. Topics include the structure of the corporation; the roles of the board of directors and others in monitoring management. The course also includes topics related to Saudi business laws that permit or require the board of directors to consider the interests of stakeholders like shareholders' rights. It also covers director's and officer's liability and fiduciary responsibility; and securities regulation.

**Prerequisite:**

**MGT 580 Strategic Management (3-0-3)**

Introduces the process of strategic management in organizations, including strategy formulation, implementation, and evaluation from the viewpoint of the top management. Takes students through three pillars of the strategic management framework. First, students will be exposed to the tools and frameworks meant to analyze a firm's external environment, internal environment, and organizational paradigm. Second, students will learn how to assess a firm's existing strategy and subsequently use the information from their analysis to devise a new strategy or alter an existing one. Third, students will learn how to implement an organizational strategy by understanding the important role of organizational change and the implications of business level strategy on functional area strategies with emphasis on integrating the functional areas of management.

**Prerequisite:** MGT 512, MKT 510, FIN 510

**MGT 590 Business Policy**

**(3-0-3)**

General management strategy, policy determination and decision making, case analysis drawing from Saudi Arabia and international business environments. A comprehensive course integrating the various functional areas of business including computerized management game.

**Prerequisite:** Advanced MACC Standing

## MANAGEMENT INFORMATION SYSTEMS

### **MIS 510 Information Resource Management (3-0-3)**

Development of a framework for planning the introduction, evolution, and assimilation of information technology (computer, telecommunication, office automation) into the organization. The specific role of middle and top management in designing a long-range information architecture with emphasis on strategic and global issues. Use of case studies is emphasized.

**Prerequisite:** MIS 502, Approval of Department

### **MIS 511 Information Technology in Organizations (3-0-3)**

Use of information technology (IT) in business; IT planning; IT management; Strategic information systems and its role in creating competitive organizations, Managing global corporations and adding business values; Evaluation of IT impact on organizations. Challenges of managing IT resources and services. Topics covered include types of IT roles, service delivery, IT function and IT governance.

**Prerequisite:** Graduate Standing

### **MIS 512 Data Management (3-0-3)**

Data management concepts. Database support for various levels of management. Relational database model. Database development life cycle. Data modeling. Conceptual, logical and physical database design. Database integrity. Database languages and technology. Data and database administration.

**Prerequisite:** MIS 511

### **MIS 515 System Analysis and Design (3-0-3)**

Learning the mechanics and techniques in the analysis and design of information systems from a problem-solving perspective. Applying various methodological approaches of developing information systems including feasibility studies, systems planning, analysis, design, testing, implementation, and maintenance.

**Prerequisite:** MIS 511

### **MIS 531 E-Business Strategy (3-0-3)**

Covers issues that the modern organization must deal with in making strategic decisions concerning the choice, implementation, and execution of electronic business solutions. Strategic use of IT and its impact on business performance. Opportunities and inherent risks of IT use. Electronic business models. Electronic value chain.

**Prerequisite:** MIS 511

### **MIS 532 ERP Systems (3-0-3)**

Evolution of ERP systems. Fundamentals of business process reengineering, process mapping, ERP technical and functional features. ERP Selection, acquisition and

implementation. Challenges associated with implementing ERP systems and their impacts on organizations. Use of ERP systems to support business operations and decision-making. Use of project management techniques to emphasize team dynamics and management skills.

**Prerequisite:** MIS 511

**MIS 533 Business Intelligence (3-0-3)**

Foundations of BI. Role of BI in accessing and analyzing information for better business decision making. Topics covered include BI framework, business process management & improvement, performance management & evaluation and IT-based business analytics and reporting. BI tools and best practices. Ethical, legal, and behavioral issues of BI.

**Prerequisite:** MIS 511

**MIS 534 Knowledge Management (3-0-3)**

Contemporary theory and practice of Knowledge Management (KM), with an integrated interdisciplinary presentation. KM perspectives arising from artificial intelligence, information systems, and organizational behavior. Technical components of computer tools and technology for managing knowledge. Leverage knowledge effectively within an organization. Evaluation the nature, computer representation, access, and utilization of knowledge versus information within a human context. Preparation for managerial, technical, and systems workers alike in today's modern knowledge-based economy.

**Prerequisite:** MIS 511

**MIS 536 Information Security (3-0-3)**

Concepts and methods associated with security of information and information systems planning, designing, implementing, managing, and auditing security on various platforms, including worldwide networks. Risk management and disaster recovery. Techniques for assessing risk associated with accidental and intentional breaches of security. Legal and ethical issues related to the uses of information systems.

**Prerequisite:** MIS 511

**MIS 564 Electronic Business Strategy (3-0-3)**

Covers issues that the modern business manager must deal with in making strategic decisions concerning the choice, implementation, and execution of electronic business solutions. Strategic use of IT and its impact on business performance. Opportunities and inherent risks of IT use. Electronic business models. Electronic value chain.

**Prerequisite:**

## MARKETING

**MKT 510 Marketing Management (3-0-3)**

Introduce students to the fundamental aspects of marketing: how organizations discover and translate target audiences' needs and wants into strategies for providing compelling value propositions that maximize organizational objectives. Builds upon these foundations to provide an understanding of the objectives and typical marketing strategies of organizations and to develop skills in applying the analytical concepts and tools of marketing to such decisions as branding, pricing, distribution, and promotion and how to monitor performance continually.

**Prerequisite:** Graduate Standing

**MKT 512 Applied Marketing Research (3-0-3)**

Application of research methods for enhancing managerial decision-making in marketing. It orients the participants about each stage of the research process including problem definition, research design, design implementation, data collection and analysis, and reporting the findings. The course includes the use of multivariate research methodology and computer software specific to marketing problems in customer analysis, market segmentation, market forecasting, and product positioning and attribute preference research.

**Prerequisite:** MKT 510

**MKT 513 Strategic Marketing (3-0-3)**

Assist students in developing skills in the creative and systematic use of marketing concepts and strategies in the design and evaluation of strategic plans. The focus is on the business unit and its network of channels, customer relationships, and alliances. Specifically, the course develops knowledge and skills in the application of advanced marketing frameworks, concepts, and methods for making strategic choices like which businesses and segments to compete in, how to allocate resources across businesses, segments, and elements of the marketing mix. Product life cycle (PLC) serves as the central organizing theme of the course. It will explore issues such as designing optimal strategies for the launch of new products, accelerating the revenue during the growth phase, sustaining profitability during the maturity phase, and managing a business during the inevitable decline phase.

**Prerequisite:** MKT 510

**MKT 520 International Marketing (3-0-3)**

Develops skills, knowledge, and cultural sensitivity necessary to market successfully in an international environment. It differentiates between global and multi-national approaches to all elements of the marketing mix. Issues of globalization, standardization, inter-market segments in the context of product development, pricing, distribution, communication, and segmentation in global markets are discussed. Major emphasis is on the application of marketing principles in the multinational environment and the cultural influences that require adaptation of strategies in diverse markets. Covers ethical and cross-cultural nuances in marketing to developed and developing economies as well.

**Prerequisite:** MKT 510

**MKT 521 Buyer Behavior (3-0-3)**

Examines why consumers behave the way that they do. Introduces basic concepts and principles in consumer/buyer behavior, decision processes and behavior of individuals and organizations as they relate to the purchase and consumption of goods and services. Covers topics related to customer's psychological processes (e.g., motivation, perception and attitudes, decision-making) and their impact on marketing (e.g., demographics and segmentation, branding, customer satisfaction). Examines social and psychological influences on purchasing decisions, emphasizing their implications for marketing strategy. Also covers concepts and relevant psychological and sociological theories of the behavioral sciences, research methods, and applications in marketing management.

**Prerequisite:** MKT 510

**MKT 526 Services Marketing (3-0-3)**

Develops skills necessary to manage companies in an increasingly service-oriented and technology-driven economy. Gives an insight into customer loyalty principles and interventions – including customer experience design and implementation of customer management program and in understanding customer loyalty drivers and their impact on growth and profitability. Consideration of demand management, customer portfolios, and frameworks to understand and position services in highly competitive markets is also included.

**Prerequisite:** MKT 510

**MKT 532 Customer Relationship Management (3-0-3)**

Focuses on the development and implementation of relationship marketing strategies via the use of CRM initiatives. Students will learn to apply CRM processes for managing the relationships with potential and current customers. Topics covered in the course include relationship marketing, role of CRM in marketing management, and reasons for CRM implementation failure.

**Prerequisite:** MKT 510

**MKT 533 Digital and Social Media Marketing (3-0-3)**

Deals with concepts and theories that underpin digital marketing approaches and their relationship to conventional marketing. It helps in understanding the role of new digital and social media marketing within the growth strategies of both mature and new companies. The course introduces forces that drive consumer behavior in the digital economy through developing practical skills relating to digital and data-driven marketing, leveraging large data generated as a by-product of electronic interactions and its critical analysis and evaluation. Teaches also how to develop capacity to test and measure various social media marketing evaluations for businesses to gain significant advantage in the domestic and international marketplace.

**Prerequisite:** MKT 510

**MKT 561 Strategic Marketing Management (3-0-3)**

Addresses the importance of organizations being market-driven and customer-focused and presents current theories and practices of marketing management. The course examines the topics of new product development, marketing resource allocation and competitive strategy. Deals with the formulation of strategic marketing as a key element of overall organization plans and policies. Focuses on balancing market opportunities and threats with resources available and alternative responses, including analysis of markets, product, promotion, distribution and pricing strategies.

**Prerequisite:**

## **OPERATIONS MANAGEMENT**

**OM 502 Statistical Analysis for Business (3-0-3)**

The course introduces the basic essential topics in descriptive and inferential statistics with emphasis on applications in business. The course covers basic concepts of probability and probability distributions, estimation theory, test of hypotheses, analysis of variance (ANOVA), simple and multiple regression analysis, and introduces nonparametric statistics.

**Note:** Can not to be taken for credit with CRP 505.

**Prerequisite:**

**OM 510                      Quantitative Business Analysis                      (3-0-3)**

Linear Programming and its extensions: the Simplex algorithm, duality theory, post-optimality analysis, transportation and assignment models; network models: PERT/CPM; dynamic programming inventory control with deterministic and probabilistic models; queuing theory. The use of the Operations Research and Operations Management Computer Business Programs Library will be emphasized.

**Prerequisite:** OM 501, OM 502

**OM 511                      Management Science                      (3-0-3)**

Emphasizes utilization of quantitative and analytical skills in modelling and solving business problems. In this prospective, some widely used mathematical models will be covered: Linear Programming: Concepts and Solutions Techniques, Duality and Sensitivity Analysis. Transportation and Assignment Models, Goal Programming Model, Network Optimization Models including PERT/CPM project management models, Integer Programming. Additional topics may be selected from Decision Analysis, Queuing Theory, Simulation, Quadratic Programming, Dynamic Programming, or Non-Linear Programming, Applications of LP and other models in Business and Industrial Management will be emphasized. Spreadsheet modeling and optimization will be used extensively in the course.

**Prerequisite:** Graduate Standing

**OM 513                      Operations and Supply Chain Management                      (3-0-3)**

Provides an overview of several operations and supply chain management concepts including process design and analysis; productivity competitiveness, operations strategy, forecasting, inventory management, quality management, scheduling, capacity planning, logistics and locations decisions, and project management. By focusing on the roles of different parties involved in operations and their interactions, the course will help developing the managerial insights for the supply chain management.

**Prerequisite:** OM 511

**OM 515                      Business Forecasting                      (3-0-3)**

Focuses on principles and methods of business forecasting, including; short and long-term industry forecasting, evaluation of reliability of existing forecasting techniques, national and international business trends, the role of business forecasting in managerial planning, and the use of time series models including exponential smoothing and Box-Jenkins (ARIMA) techniques for business and economics forecasting.

**Prerequisite:** OM 511

**OM 518                      Project Management                      (3-0-3)**

Emphasizes activity network, managing resources, and creating control mechanism that minimize risk. Project leadership is explored in the context of building effective project teams and maintaining stakeholder relationship. Topics include basic project management concepts including time and resource constraints, planning, scheduling, work break down structure, Gantt Charts, network diagrams, and project control.

**Note:** Can not be taken for credit with EM 550.

**Prerequisite:** OM 513

**OM 530                      Supply Chain Management                      (3-0-3)**

Addresses strategic and tactical issues pertaining to an organization's global supply chain and logistics activities. Topics include designing global supply chains, sourcing, evaluating international suppliers, outsourcing, logistics, financial management issues, relationship management, information management, inventory management, and integration and performance measures. Relies on cases to understand and solve problems related to the management of global supply chains and logistics.

**Prerequisite:** OM 513

**OM 531 Business Analytics (3-0-3)**

Utilizes analytic methods such as spreadsheet modelling, nonlinear optimization, multi-objective programming, and Monte Carlo simulation in decision-making. Students learn to develop mathematical models that can be used to improve decision making within an organization, sharpen their ability to structure problems and to perform logical analyses, translate descriptions of decision problems into formal models and investigate those models in an organized fashion, Identify settings in which models can be used effectively, and apply modelling concepts in practical situations. The emphasis is on models that are widely used in diverse industries and functional areas, including finance, operations, and marketing.

**Prerequisite:** OM 511

**OM 551 Quantitative Methods (3-0-3)**

Introducing the basic quantitative methods and techniques used in analyzing business and managerial problems. This will include decision analysis and modeling using some optimization techniques such as: Linear programming 'LP', duality and sensitivity analysis of LP, integer programming, network optimization, goal programming, and basic business statistics.

**Prerequisite:**

**OM 552 Operations Management (3-0-3)**

An overview of several operations and supply chain management concepts including: process design and analysis; productivity competitiveness, operations strategy, forecasting, inventory management, quality management, scheduling, capacity planning, logistics and locations decisions, and project management. By focusing on the roles of different parties involved in operations and their interactions, the course will help developing the managerial insights for the supply chain management.

**Prerequisite:**

**MBA**

**MBA 510 Business Practicum (3-0-3)**

Semester long course of experiential learning and multidisciplinary projects. Applying academic concepts, analytical skills, and creativity to frame and resolve real business problems and challenges. Types of projects will vary. Some projects require teams to create a business strategy, solve a market entry problem, or perform complex financial modeling. Others ask students to generate product launch plans, propose operations improvements, or develop new customer relationship strategy.

**Prerequisite:** MGT 580

**MBA 590 Special Topics in Business (3-0-3)**

