



Master of Business Administration (MBA) Catalog

PROGRAMS, STUDY PLANS
& FACULTY

2021-2022

COLLEGE OF BUSINESS

College of Business Vision

We aspire to become a leader in business education and research in the Kingdom of Saudi Arabia and the MENA region.

College of Business Mission

Our mission is to develop business leaders through quality teaching, research excellence, and fostering partnerships with local and international communities.

In this context, quality education means:

1. providing students with the necessary knowledge and skills to succeed in a highly competitive global marketplace.
2. pushing the frontiers of business knowledge, creating new opportunities, and promoting economic growth and business sustainability.
3. educating the next generation of business leaders and pioneers that dream big, take risk, and shape the future of the ever-changing business landscape.
4. connecting with the Kingdom's ongoing economic changes and promoting entrepreneurship and innovation.

College of Business Values

- **Quality:** Our commitment to excellence reflects our passion for high quality and going beyond expectations.
- **Integrity:** We value personal integrity, holding ourselves to high ethical and professional standards, transparency, and taking responsibility for our actions.
- **Diversity:** We take pride in our college culture that promotes inclusiveness and prepares young men and women alike regardless of their background and economic status to be the next generation of business and community leaders.
- **Collegiality:** We are committed to a collegial system in which proposed policies and changes are institutionalized, principle-based, and consistent with our vision and strategic objectives.
- **Engagement:** Building strong relationships with our alumni, business and professional communities, and other stakeholders.

About the CoB

The College of Business at Alfaisal University is a young and fast-growing institution. It started in the fall of 2008 with 24 freshman male and female students, and with its first cohort of male and female MBA students in the fall of 2010. It offers a vibrant undergraduate business administration degree that is grounded in liberal arts with six majors (Accounting, Entrepreneurship and Family Business, Finance, Human Resources Management, Marketing, and Operations and Project Management). The college also offers an MBA program that emphasizes digital management and is directed toward middle managers. It has six tracks: MBA- General, MBA-Accounting/Taxation, MBA-Finance, MBA-Healthcare Management, MBA-Human Capital Management, and MBA-Digital Marketing. The College, as part of its commitment to serving the community, also offers an active Executive Education program. The College's pioneering

curriculum and its diverse faculty are attracting the best and the brightest students in the Kingdom of Saudi Arabia. Students learn from distinguished scholars and practitioners who have excellent academic credentials.

Students, at the College of Business, learn the skills necessary to confront and manage the challenges of modern businesses. They are well trained to recognize change and growth and equipped with the right skills to deal with them. In-class lectures and case analysis, executive lectures involving well-accomplished executives and government officials, and internship experiences with diverse businesses give students the edge needed to help companies compete in today's global marketplace. It graduates leaders with exceptional abilities to manage and sustain growth in public and private organizations through critical thinking, analytical decision-making, information technology, and collaborative execution. Through such a well-rounded education, Alfaisal business students become not only leaders of profitable family enterprises and public corporations but, also, capable societal leaders contributing to the growth and development of the Kingdom of Saudi Arabia and the region. They are well suited for the operationalization of the Saudi 2030 Vision.

College of Business Approach

The College achieve its ideals by

- maintaining a small class size in order to maximize student participation inside the classroom and faculty/student interaction.
- using problem-based pedagogy including case studies and experiential learning activities.
- curriculum grounded in liberal arts education that promotes independence and critical thinking.
- helping students to develop quantitative, technological, and leadership competencies.
- Encouraging student participation in learning outside the classroom through Business Club activities, internships, research projects, field trips, and so on.
- working closely with the local business community to ensure the relevance of student learning opportunities.
- conducting high-quality research with applicability to the Kingdom of Saudi Arabia and the global business community.
- engaging in selective consulting projects to increase faculty and student exposure to significant business and development issues inside the Kingdom of Saudi Arabia.
- connecting students to the business and public communities through an active Executive Lecture Series and at least a four-months internship program.

National and International Recognition

The College of Business (CoB) programs are approved and recognized by the Ministry of Education in Saudi Arabia. Alfaisal University opened its doors for instructions in 2008. Despite its young age, Alfaisal University (AU) is recognized as one of the best universities in the Kingdom of Saudi Arabia (KSA). Many of our students, including graduates of the CoB, are regularly accepted in top international universities around the world and many are currently pursuing their graduate degrees.

The CoB is an active member of the Association to Advance Collegiate Schools of Business (AACSB) and, recently, fulfilled the AACSB eligibility requirements for working toward AACSB full accreditation within the next few years. Only 6% of business schools worldwide hold AACSB accreditation. The College of Business was featured in Newsweek as one of the ten Leading Business Schools in 2017; please see the link <http://www.newsweek.com/insights/leading-business-schools-2017/alfaisal-university>.

1. College of Business Leadership Team



Dr. Bajis Dodin

Dean College of Business

Ph: +966 11 215 7701

E: bdodin@alfaisal.edu



Dr. Hayat Khan

Vice Dean

Undergraduate Programs &
Internship

Ph: +966 11 215 8940

E: hakhan@alfaisal.edu



Dr. Jan Smolarski

Vice Dean

Research & Graduate
Programs

Ph: +966 11 215 7722

E: jsmolarski@alfaisal.edu



Dr. Mohammed Kafaji

Vice Dean













Quality Assurance &
Accreditation




Ph: +966 11 215 7711

E: mkafaji@alfaisal.edu

2. College of Business Faculty

	<u>Dr. Abdel Monim Shaltoni</u> , Associate Professor, Department of Marketing, College of Business. Ph.D., University of Birmingham, UK.
	<u>Dr. Adnan Abo Al Haija</u> , Associate Professor, Department of Finance, College of Business, Ph.D., University of Vienna, Austria.
	<u>Dr. Ahmed Alanazi</u> , Assistant Professor, Department of Finance, College of Business. Ph.D., Griffith University, Australia.
	<u>Dr. Ashley Carreras</u> , Assistant Professor, Department of Operations and Project Management, College of Business. Ph. D., Leicester University, UK.
	<u>Dr. Bajis Dodin</u> , Professor and Dean, College of Business. Department of Operations and Project Management, Ph.D., North Carolina State University, USA.

	Dr. Brendan Lambe , Associate Professor, Department of Finance, College of Business, Ph.D., University of Leicester, UK.
	Dr. Dennis Ortiz , Assistant Professor of Accounting, Department of Accounting, College of Business, Ph.D., University of North Texas, USA
	Dr. Dmitry Khanin , Associate Professor, Department of Management, College of Business. Ph.D., University of Maryland (College Park), USA.
	Dr. Haitham A. AL-Zoubi , Professor, Department of Finance, College of Business. Ph.D., University of New Orleans, USA.
	Dr. Hayat Khan , Associate Professor, Department of Finance, College of Business. Ph.D., University of Melbourne, Australia.
	Dr. Hayfaa Tlaiss , Associate Professor, Department of Management, College of Business. Ph.D., Manchester University, UK.
	Dr. Hesham Albarrak , Assistant Professor, Department of Accounting, College of Business. Ph.D., Griffith University, Australia.
	Dr. James Ryan , Associate Professor, Department of Management, College of Business. Ph.D., Dublin City University, Ireland.
	Dr. Jan Smolarski , Associate Professor, Department of Accounting, College of Business. Ph.D., University of North Texas, USA.
	Mr. Mahmood R. Kazaal , Instructor of MIS and Manager of Internship, Department of Operations and Project Management, College of Business. MBA, Southeastern University, USA.
	Dr. Mario A. Ferrer , Assistant Professor, Department of Operations and Project Management, College of Business. Ph.D., CQ University in Queensland, Australia.
	Dr. Mashhour Mourad , Assistant Professor, Department of Finance, College of Business. Ph.D., University of California, Los Angeles, USA.
	Dr. Mohammed Kafaji , Assistant Professor, Department Operations and Project Management, College of Business. Ph.D., Sheffield University, UK.
	Dr. Necati Aydin , Professor, Department of Finance, College of Business, Ph.D., Gazi University and Florida State University, USA.
	Dr. Nourah Abdulaziz Alfayez , Assistant Professor, Department of Management, Ph.D., New Mexico State University, USA.

	Dr. Rahma Lahyani , Assistant Professor, Department of Operations and Project Management, College of Business, Ph.D., École Centrale de Lille, France.
	Dr. Rami Bustami , Associate Professor, Department of Management, College of Business. Ph.D., Catholic University of Leuven, Belgium.
	Dr. Robert Zacca , Assistant Professor, Department of Management, College of Business, Ph.D., Cracow University of Economics, Poland.
	Dr. Ruba S. Hamed , Assistant Professor, Department of Accounting, College of Business, Ph.D., University of Portsmouth, UK.
	Dr. Saad Alhogail , Assistant Professor, Department of Marketing, College of Business, Ph.D., University of Texas at Arlington, USA.
	Dr. Sheraz Alam Malik , Assistant Professor, Department Operations and Project Management, College of Business. Ph.D., University of Kent, UK.
	Dr. Thomas Aichner , Associate Professor of Marketing, Department of Marketing, College of Business, Ph.D. University of Padova, Italy and ESCP Europe Business School, Berlin, Germany.
	Dr. Welf Weiger , Assistant Professor, Department of Marketing, College of Business, Ph.D., University of Göttingen, Germany.

3. College of Business Administrative Staff



Ali Mohammad Alshomar, Business Administration Program Officer
Ph: +966 11 215 8826; Email: aalshomar@alfaisal.edu



Ahlam M. Almohammadi, Quality Assurance and Accreditation Admin Specialist
Ph: +966 11 215 8856; Email: amalmohammadi@alfaisal.edu



Alanoud Naif Alenizi, Graduate Business Programs Manager
Ph: +966 11 215 8907; Email: anaif@alfaisal.edu



Dima Mahdi Yanes, Undergraduate Business Admin Program Supervisor
Ph: +966 11 215 7971; Email: dyanes@alfaisal.edu



Esam Adel Joudeh, Executive Education Supervisor
Ph: +966 11 215 7709; Email: esjoudeh@alfaisal.edu



Ghada Alalshaikh, Corporate Governance Analyst
Ph: +966 11 215 7891; Email: galalshaikh@alfaisal.edu



Lobna Alrajeh, Corporate Governance Manager
Ph: +966 11 215 7706; Email: lsalrajeh@alfaisal.edu



Turkyh Alotaibi, Dean Assistant Specialist
Ph: +966 11 215 7796; Email: talotibi@alfaisal.edu

Master of Business Administration (MBA)

1. Master of Business Administration (MBA) Vision

We aspire to offer leading graduate programs for business leaders and scholars.

2. Master of Business Administration (MBA) Vision

Our mission is to empower individuals and organizations through business knowledge, managerial skills and quality research for the purpose of driving personal, professional, and societal transformation.

3. Master of Business Administration (MBA) Structure and student Profile:

MBA classes are held in the evenings, and we accept both men and women. The typical candidate profiles for our program include:

- Working professionals that want to improve their general business knowledge and develop collaborative business networks.
- Individuals who want to enhance their careers and develop their leadership potential and abilities.
- Men and women who want to transition from their current positions into general management roles.
- Entrepreneurs who are keen to start new businesses or nurture and grow existing companies.
- Men and women in the early stages of their careers who want to improve their knowledge of business and management disciplines and enhance their future career prospects.

The MBA program consists of 42 credit hours and is dedicated to providing professionals with maximum flexibility during their busy working schedules. The program is typically completed within 24 to 36 months and is delivered weekday evenings from 6:00 pm to 9:00 pm.

4. Master of Business Administration (MBA) tracks

In addition to the general MBA, MBA tracks in Healthcare Management and in Finance are designed to meet specific needs in the KSA business & health communities. These tracks are not separate MBA programmes; they are made up of the standard eight core courses plus, at least, five elective courses

- 1.1. **General:** The Alfaisal University College of Business MBA degree provides students with the theoretical knowledge and practical skills needed to take advantage of career opportunities and to deal effectively and responsibly with complex business challenges. Global and regional organizations require their managers and leaders to have a variety of technical, analytical, critical thinking, management, and interpersonal skills. The Alfaisal University MBA will equip students with the skills and qualification needed to realize these objectives and better serve your organization, your community, and your nation.
- 1.2. **Accounting & Taxation:** The program aim is to educate modern decision makers who are not only technically competent in accounting and taxation but are also proficient in making decisions based on practical, analytical, reflective, and critical thinking considerations.
- 1.3. **Digital Marketing:** The program goal is to educate market-oriented leaders who will add value to businesses, locally and worldwide, by making sound marketing management decisions based on analytical and theoretical considerations.
- 1.4. **Finance:** The MBA Finance track builds on the established strengths of Alfaisal's core MBA program and its strong Finance and Economics faculty. It also exploits the intellectual ties between Finance, Accounting, and Economics. The program focusses on applied finance and is highly relevant to various contemporary finance issues. It is flexible and affords students the opportunity to select from a variety of finance elective courses allowing customization of the MBA-Finance experience to fit specific career needs.
- 1.5. **Healthcare Management:** The MBA Healthcare Management track is taught jointly by the College of Business and the College of Medicine faculty at Alfaisal University. It builds on the established strengths of Alfaisal's core MBA program and its solid presence in medical education. The program is highly relevant to clinical and non-clinical medical professionals looking to enter the ranks of management or those who are already health care managers wishing to improve their skills. Using an integrated world-class curriculum, students receive a very pertinent and timely education in the management of healthcare operations.

1.6. Human Capital Management: The expected growth in the economy, the urgent need for the effective implementation of Saudization initiatives to meet its objectives, as well as the pressure to reduce unemployment among a young population, will intensify the demand for qualified leadership and human capital managers. To attend to these growing market needs, the Human Capital Management track is designed to prepare graduates to lead management and development initiatives across organizations in the Kingdom of Saudi Arabia. Graduates will develop expertise in talent and human capital functions including, the application of progressive leadership behaviours to enable organizational change and development, creating HR strategies and plans, conducting workforce analysis, and human capital recruitment and selection.



5. Why Pursue an Alfasal University MBA?

Globalization brings countless economic opportunities and social challenges. The Alfasal University College of Business MBA degree provides students with the theoretical knowledge and practical skills needed to take advantage of career opportunities and deal effectively and responsibly with complex business challenges. Global and regional organizations require their managers and leaders to have a variety of technical and interpersonal skills. Such organizations look to leading universities to supply them with MBA graduates who have exceptional business knowledge and talent. Whether your goal is to progress within your organization, to switch careers, or to create a new business, the Alfasal University MBA will provide you with the skills and qualifications



needed to realize these objectives and to better serve your organization, your community, and your nation.

6. Excellence in Education

The Alfaisal University College of Business is committed to offering the best standards in graduate management education in the KSA and the region. We are committed to recruiting experienced and well-qualified teaching and research faculty that have demonstrated excellence in MBA education and academic inquiry. We have implemented a rigorous Quality of Learning Assurance policy for the MBA program, including course evaluations and student feedback. The College of Business is committed to such standards, initiatives, and policies, and it differentiates us from other local MBA providers and enable us to deliver the highest quality MBA education in the KSA.



7. Classroom Experience

When learning something new, a supportive mentor or an inspirational teacher is invaluable. However, in any organizational or educational setting, an exceptional teacher and mentor is only one part of the overall learning experience. Your own personal aptitudes, abilities, experiences, leadership qualities and people management skills, as well as your current strengths and limitations as a manager, are also important. Knowing what you want to achieve and how you will achieve it is paramount to success. The purpose of the Alfaisal MBA program is to support your side of the learning equation theoretically, practically, and personally. To help achieve your goals and develop your skills, all MBA courses involve individual and collaborative work, interactive classroom discussions on contemporary business issues, and a variety of assignments, cases, projects, tests, and examinations to help you build and consolidate your learning experience. Our primary focus is to provide you with an optimal learning experience and with opportunities to grow as a manager and leader in your organization and community.



8. MBA Book Discussion Series

All human beings by nature desire to know," said Aristotle almost 2500 years ago. College of Business thinks reading is a great way to pursue the desire of knowing. Therefore, the MBA Office established a book club to read and discuss one book every month. Selected books will be assigned to the book lovers to read and write a review. Then, one-hour moderated debate is organised to discuss the book of the month. The debate is expected to help participants to deeply reflect on their



reading while nudging the listeners to appreciate the importance of reading for their intellectual and professional development. The debate is open to everyone. The MBA Office hopes to plant the seed of book reading habits and lifelong learning through MBA Book Club activities.

9. Admission Criteria & Process

Graduate School Admission Requirements:

- A bachelor's degree or recognized equivalent from an accredited institution accepted by The Ministry of Education (MOE) in related field.
- A satisfactory scholastic average; a minimum grade average of "very good" in the bachelor's degree.
 - For MBA-Accounting and Taxation, relevant bachelor's degree is required.
- Above average GMAT, GRE score or an equivalent Graduate Quadrant Exam held by Qiyas Centre.
- If the applicant comes from a country or political entity where English is not the official language adequate proficiency in English to do graduate work, as evidenced by:
 - IELTS: Band score of at least 6
 - TOEFL: Band score of at least 70
- Applicant should provide two recent letters of recommendations from professors who taught or from a manager at the workplace.
- Students must provide a statement of purpose.
- Pre-MBA Requirements: Applicants with backgrounds other than Business Administration may be required to complete one or two pre-MBA courses. This will be determined after reviewing candidates' documents.
- The graduate study application must be accompanied by a non-refundable application fee payable to Alfaisal University, which is equal to SAR 600.
- An Interview with the applicant may be requested, if required.
- No Student shall be allowed enrolment in two graduate programs at Alfaisal at the same time.

List of Business Graduate Courses

Course Code	Course Title
<i>Master of Business Administration</i>	
MBA 510	Financial Accounting
MBA 511	Quantitative Analysis
MBA 512	Marketing Management
MBA 513	Managerial Economics
MBA 514	Organizational Behavior
MBA 515	Business Analytics
MBA 516	Managerial Finance
MBA 554	Communication & Writing for Accountants
MBA 518	Human Resource Management
MBA 519	Strategic Management
MBA 556	Internal Control, Audit & Fraud Prevention & Detection
MBA 557	Advanced Topics in Financial Reporting
MBA 522	Operations Strategy
MBA 523	Taxation of Business Entities
MBA 524	International Taxation
MBA 525	Zakat
MBA 526	Sales & Value Added Tax
MBA 527	Marketing Intelligence
MBA 528	Managerial Accounting
MBA 529	Marketing Strategy
MBA 530	Managing Strategic Business Projects
MBA 531	Marketing Research Project
MBA 532	Supply Chain Management
MBA 534	Leading Organizational Change
MBA 535	Applied Business Research Project
MBA 536	Digital & Social Media Marketing
MBA 552	Global Marketing
MBA 538	Entrepreneurship and Innovation
MBA 540	Islamic Finance
MBA 541	HR Planning, Recruitment & Selection
MBA 542	Contemporary Economic & Financial Issues
MBA 543	Internet Marketing Strategy
MBA 544	Financial Statement Analysis & Security Valuation
MBA 545	Independent Study
MBA 546	Comparative Management
MBA 547	Contemporary International Management Issues
MBA 549	Corporate Finance
MBA 550	Service Marketing
MBA 551	Derivative Securities
MBA 553	Bank Management
MBA 555	Corporate Governance, Business Ethics & CSR
MBA 558	Value Innovation Strategy
MBA 560	Healthcare Management
MBA 561	Investment & Portfolio Theory
MBA 562	Health Informatics
MBA 563	Management Control & Performance Measurement
MBA 565	HR Development & Performance
MBA 567	Practicum & Seminar
MBA 568	Financial Econometrics

MBA 570	Risk Management
MBA 571	Integrated Marketing Communications
MBA 572	Sales and Value Added Taxes
MBA 573	Applied Econometrics
MBA 574	Global Economics
MBA 575	Negotiations
MBA 580	Consumer Behavior & Insights
MBA 581	Managerial Decision Making
MBA 582	Total Quality Management
MBA 584	Organizational Theory
MBA 585	Leadership in Organizations: Principles & Practices
MBA 590	Real Estate Analysis
MBA 591	Insurance

5. Curricula & Study Plans

5.1 Master of Business Administration (MBA)

5.1.1 General

Curriculum

Credit Hours Required for a Master of Business Administration (MBA)

Type of Courses	Compulsory	Elective	Total
Core	27	-	27
Subject	-	-	-
Electives	-	15	15
Total	27	15	42

Core Courses (27 Credit Hours)

Course No.	Course Name	Cr.	Prerequisite
MBA 510	Financial Accounting	3	MBA 511
MBA 511	Quantitative Analysis	3	-
MBA 512	Marketing Management	3	-
MBA 513	Managerial Economics	3	-
MBA 514	Organizational Behavior	3	-
MBA 515	Business Analytics	3	MBA 511
MBA 516	Managerial Finance	3	MBA 513
MBA 519	Strategic Management	3	MBA514,515,516, 522
MBA 522	Operations Strategy	3	MBA 511

Elective Courses (15 Credit Hours)

Course No.	Course Name	Cr.	Prerequisite
MBA 518	Human Resource Management	3	MBA 514
MBA 528	Managerial Accounting	3	MBA 510
MBA 530	Managing Strategic Business Projects	3	MBA 511
MBA 532	Supply Chain Management	3	MBA 522
MBA 534	Leading Organizational Change	3	MBA 514
MBA 535	Applied Business Research Project	3	MBA 515
MBA 538	Entrepreneurship and Innovation	3	MBA 512
MBA 541	HR Planning, Recruitment & Selection	3	MBA 518
MBA 542	Contemporary Economics & Financial Issues	3	MBA 513
MBA 543	Internet Marketing Strategy	3	MBA 512
MBA 544	Financial Statement Analysis & Security Valuation	3	MBA 516
MBA 545	Independent Study	3	MBA 515, 514
MBA 550	Service Marketing	3	MBA 512
MBA 551	Derivatives Securities	3	MBA 516
MBA 553	Bank Management	3	MBA 516
MBA 555	Corporate Governance. Business Ethics & CSR	3	MBA 514, 516
MBA 558	Value Innovation Strategy	3	MBA 512
MBA 561	Investment & Portfolio Theory	3	MBA 516
MBA 565	HR Development & Performance	3	MBA 518
MBA 571	Integrated Marketing Communications	3	MBA 512
MBA 573	Applied Econometrics	3	MBA 515
MBA 574	Global Economics	3	MBA 513
MBA 575	Negotiations	3	MBA 514
MBA 580	Consumer Behavior & Insights	3	MBA 512
MBA 581	Managerial Decision Making	3	MBA 515
MBA 582	Total Quality Management	3	MBA 511
MBA 590	Real Estate Analysis	3	MBA 516

5.1.1 Study Plan – MBA General

MBA – General Study Plan 2022-2024

Year 1				Year 2			
		CH			CH		
Fall	MBA 511 - Quantitative Analysis	3	Core	Fall	MBA 515 - Business Analytics (PREQ. MBA 511)	3	Core
	MBA 513 - Managerial Economics	3	Core		MBA 522 - Operations Strategy (PREQ. MBA 511)	3	Core
	MBA 514 - Organizational Behavior	3	Core		Elective course	3	Elect
Spring	MBA 510 - Financial Accounting (PREQ. MBA 511)	3	Core	Spring	MBA 519 - Strategic Management (PREQ. MBA 514, 515, 516, 522)	3	Core
	MBA 516 - Managerial Finance (PREQ. MBA 513)	3	Core		Elective course	3	Elect
	MBA 512 - Marketing Management	3	Core		Elective course	3	Elect
Summer	Elective Course	*3 CHs	18 (plus * = 21)	Summer	Elective Course	*3 CHs	18 (plus * = 21)

Sample of Elective Courses

The number of elective courses offered by CoB will vary, depending on faculty availability and timetabling possibility.

Course Title	CHS	PREQ.	Course Title	CHS	PREQ.
MBA 518 Human Resource Management	3	MBA 514	MBA 551 Derivatives Securities	3	MBA 515
MBA 528 Managerial Accounting	3	MBA 510	MBA 553 Bank Management	3	MBA 516
MBA 530 Managing Strategic Business Projects	3	MBA 514	MBA 555 Corporate Governance, Business Ethics & CSR	3	MBA 510
MBA 532 Supply Chain Management	3	MBA 522	MBA 558 Value Innovation Strategy	3	MBA 538
MBA 534 Leading Organizational Change	3	MBA 514	MBA 561 Investment and Portfolio Theory	3	MBA 516
MBA 535 Applied Business Research Project **	3	MBA 515	MBA 565 HR Development and Performance	3	MBA 518
MBA 538 Entrepreneurship and Innovation	3	MBA 514	MBA 573 Applied Econometrics	3	MBA 515
MBA 541 HR Planning, Recruitment and Selection	3	MBA 518	MBA 574 Global Economics	3	MBA 513
MBA 542 Contemporary Economic and Financial Issues	3	MBA 513	MBA 575 Negotiations	3	MBA 514
MBA 544 Financial Statement Analysis and Security Valuation	3	MBA 512	MBA 580 Consumer Behavior and Insights	3	MBA 512
MBA 545 Independent Study **	3	MBA 510	MBA 581 Managerial Decision Making	3	MBA 515
MBA 550 Service Marketing	3	MBA 512	MBA 582 Total Quality Management	3	MBA 515

** Registration is only through the MBA Office after verification of the entry requirements.

5.1.2 Accounting & Taxation

5.1.2.1 Curriculum

Credit Hours Required for a Master of Business Administration (MBA)

Type of Courses	Compulsory	Elective	Total
MBA Core	18	-	18
Subject	18	-	18
Electives	-	6	6
Total	36	6	42

Core Courses (18 Credit Hours)

Course No.	Course Name	Cr.	Prerequisite
MBA 511	Quantitative Analysis for Business	3	-
MBA 513	Managerial Economics	3	-
MBA 514	Organizational Behavior	3	-
MBA 515	Business Analytics	3	MBA 511
MBA 516	Managerial Finance	3	MBA 513
MBA 519	Strategic Management	3	MBA 514, 515, 516, 522

Subject Courses (18 Credit Hours)

Course No.	Course Name	Cr.	Prerequisite
MBA 528	Managerial Accounting	3	MBA 511
MBA 554	Communication & Writing for Accountants (NEW)	3	MBA 514
MBA 556	Internal Control, Audit & Fraud Prev & Detection (NEW)	3	MBA 516
MBA 544	Financial Statement Analysis and security Valuation	3	MBA 516
MBA 572	Sales and Value Added Tax (NEW)	3	MBA 523
MBA 523	Taxation of Business Entities (NEW)	3	MBA 513

Elective Courses (6 Credit Hours; choose two courses)

Course No.	Course Name	Cr.	Prerequisite
MBA 549	Corporate Finance	3	MBA 516
MBA 575	Negotiations	3	MBA 514
MBA 581	Managerial Decision Making	3	MBA 515
MBA 555	Corp Governance, Bus Ethics, & Corp Social Responsibility	3	MBA 516
MBA 545	Independent Study	3	MBA 511, 514, 516
MBA 524	International Taxation (NEW)	3	MBA 523
MBA 525	Zakat (NEW)	3	MBA 516
MBA 557	Advanced Topics in Financial Reporting (NEW)	3	MBA 516

5.1.2.2 Study Plan- Accounting & Taxation

Year 1				Year 2			
		CH			CH		
Fall	MBA 511 – Quantitative Analysis for Business	3	Core	Fall	MBA 515 - Business Analytics (PREQ. 511)	3	Core
	MBA 513 - Managerial Economics	3	Core		MBA 544 - Financial Statement Analysis and Valuation (PREQ. 516)	3	ACC Core
	MBA 514 - Organizational Behavior	3	Core		MBA 556 - Internal Controls Audit and Fraud Prevention & Detection	3	ACC Core
Spring	MBA 528 – Management Accounting (PREQ. 511)	3	Core	Spring	MBA 519- Strategic Management (PREQ. All Core Courses)	3	Core
	MBA 516 - Managerial Finance (PREQ. 513)	3	Core		MBA 526 – Sales and Value Added Tax (PREQ 523).	3	ACC Core
	MBA 523 – Taxation of Business Entities (PREQ 513)	3	ACC Core		MBA 544 – Communication and Writing for Accountants	3	ACC Core
summer	Summer Semester Elective (Minimum 3 credit hours)	*3 CHs	18 (plus* = 21)	summer	Summer Semester Elective (Minimum 3 credit hours)	*3 CHs	18 (plus* = 21)

Available Elective Courses

The number of elective courses offered by CoB will vary, depending on faculty availability and timetable issues.			
Course Title	CHS	PREQ.	
MBA 523 International Taxation	3	MBA 523	
MBA 525 ZAKAT	3	MBA 523	
MBA 557 Advanced Topics in Financial Reporting	3	MBA 516	
MBA 575 Negotiations	3	MBA 514	
MBA 581 Managerial Decision Making	3	MBA 515	
MBA 544 Corporate Governance, Business Ethics, & Corporate Social Responsibility	3	MBA 510	
MBA 545 Independent Study in Taxation**	3	MBA 515	

** Registration is only through the MBA Office after verification of the entry requirements.

5.1.3 Digital Marketing

5.1.3.1. Curriculum

Credit Hours Required for a Master of Business Administration (MBA)

Type of Courses	Compulsory	Elective	Total
MBA Core	24	-	24
Subject	12	-	12
Electives	-	6	6
Total	36	6	42

Core Courses (24 Credit Hours)

Course No.	Course Name	Cr.	Prerequisite
MBA 510	Financial Accounting	3	MBA 511
MBA 511	Quantitative Analysis for Business	3	-
MBA 512	Marketing Management	3	-
MBA 513	Managerial Economics	3	-
MBA 514	Organizational Behavior	3	-
MBA 515	Business Analytics	3	MBA 511
MBA 516	Managerial Finance	3	MBA 513
MBA 522	Operations Strategy	3	MBA 511

Subject Courses (12 Credit Hours)

Course No.	Course Name	Cr.	Prerequisite
MBA 529	Marketing Strategy	3	MBA 512, MBA 515
MBA 536	Digital and Social Media Marketing	3	MBA 512
MBA 550	Services Marketing	3	MBA 512
MBA 580	Consumer Behavior and Insights	3	MBA 512

Elective Courses (6 Credit Hours; choose two courses)

Course No.	Course Name	Cr.	Prerequisite
MBA 527	Marketing Intelligence	3	MBA 512
MBA 531	Marketing Research Project	3	MBA 527
MBA 571	Integrated Marketing Communications	3	MBA 512
MBA 552	Global Marketing	3	MBA 512

5.1.3.2. Study Plan - Digital Marketing

Year 1				Year 2			
		CHs	Type			CHs	Type
Fall	MBA 511 - Quantitative Analysis	3	Core	Fall	MBA 515 – Business Analytics (Prereq. MBA 511)	3	Core
	MBA 513 – Managerial Economics	3	Core		MBA 522 – Operations strategy (Prereq. MBA 511)	3	Core
	MBA 514 – Organizational Behavior	3	Core		MBA 536 – Digital and Social Media Marketing (Prereq. MBA 512)	3	MKT Core
Spring	MBA 512 – Marketing Management	3	MKT Core	Spring	MBA 529 – Marketing Strategy (Prereq. MBA 512)	3	MKT Core
	MBA 510 – Financial Accounting (Prereq. MBA 511)	3	Core		MBA 550 – Services Marketing (Prereq. MBA 512)	3	MKT Core
	MBA 516 – Managerial Finance (Prereq. MBA 513)	3	Core		MBA 580 – Consumer Behavior and Insights (Prereq. MBA 512)	3	MKT Core
	Summer Semester Elective (Minimum 3 credit hours)	*3 CHs	Up to 18 (plus * = 21)		Summer Semester Elective (Minimum 3 credit hours)	*3 CHs	Up to 18 (plus * = 21)

Sample of Elective Courses

The number of elective courses offered by CoB will vary, depending on faculty availability and timetabling possibility.			
Course Title		CHS	PREQ.
MBA 527 Marketing Intelligence		3	MBA 512
MBA 531 Marketing Research Project		3	MBA 527
MBA 571 Integrated Marketing Communications		3	MBA 512
MBA 552 Global Marketing		3	MBA 512

5.1.4. Finance

5.1.4.1. *Curriculum*

Credit Hours Required for a Master of Business Administration (MBA)

Type of Courses	Compulsory	Elective	Total
Core	27	-	27
Subject	12	-	12
Electives	-	3	3
Total	39	3	42

Core Courses (39 Credit Hours)

Course No.	Course Name	Cr.	Prerequisite
MBA 510	Financial Accounting	3	MBA 511
MBA 511	Quantitative Analysis	3	-
MBA 512	Marketing	3	-
MBA 513	Managerial Economics	3	MBA 511
MBA 514	Organizational Behavior	3	-
MBA 515	Business Analytics	3	MBA 511
MBA 516	Managerial Finance	3	MBA 513
MBA 519	Strategic Management	3	MBA 514, 515, 51 522
MBA 522	Operations Strategy	3	MBA 511
MBA 549	Corporate Finance	3	MBA 516
MBA 551	Derivative Securities	3	MBA 549
MBA 561	Investments & Portfolio Theory	3	MBA 516

Elective Courses (3 Credit Hours)

Course No.	Course Name	Cr.	Prerequisite
MBA 540	Islamic Finance	3	MBA 516
MBA 544	Financial Statement Analysis & Valuation	3	MBA 516
MBA 553	Bank Management	3	MBA 516
MBA 568	Financial Econometrics	3	MBA511, 516
MBA 570	Risk Management	3	MBA 516
MBA 574	Global Economics	3	MBA 513
MBA 591	Insurance	3	MBA 516

5.1.4.2. Study Plan – Finance

MBA- Finance Study Plan 2022-2024

Year 1				Year 2			
		CH				CH	
Fall	MBA 511 - Quantitative Analysis for Business	3	Core	Fall	MBA 515 - Business Analytics (PREQ. 511)	3	Core
	MBA 513 - Managerial Economics	3	Core		MBA 522 - Operations Strategy (PREQ. 511)	3	Core
	MBA 514 - Organizational Behavior	3	Core		MBA 549 - Cooperate Finance (PREQ. 516)	3	FIN Core
Spring	MBA 510 - Financial Accounting (PREQ. 511)	3	Core	Spring	MBA 519 - Strategic Management (PREQ. MBA 514, 515, 516, 522)	3	Core
	MBA 516 - Managerial Finance (PREQ. 513)	3	Core		MBA 561 - Investments and Portfolio Theory (PREQ. 516)	3	FIN Core
	MBA 512 - Marketing Management	3	Core		MBA 551 - Derivative Securities (PREQ. 516)	3	FIN Core
Summer Core **	MBA 553 – Bank management (PREQ MBA 516)	*3 CHs	18 (plus* = 21)	Summer	Elective Course	*3 CHs	18 (plus * = 21)

** Failure to attend the first summer semester, summer core, may result in delay in your graduation.

Elective courses

The number of elective courses offered by CoB will vary, depending on faculty availability and timetabling possibility.

Course Title	CHs	Prerequisite
MBA 540 Islamic Finance	3	MBA 516
MBA 544 Financial Statement Analysis and Valuation	3	MBA 516
MBA 568 Financial Econometrics	3	MBA 511, 516
MBA 570 Risk Management	3	MBA 516
MBA 574 Global Economics	3	MBA 513
MBA 591 Insurance	3	MBA 515

5.1.5. Healthcare Management

5.1.5.1. Curriculum

Credit Hours Required for a Master of Business Administration (MBA)

Type of Courses	Compulsory	Elective	Total
Core	27	-	27
Subject	12	-	12
Electives	-	3	3
Total	39	3	42

Core Courses (39 Credit Hours)

Course No.	Course Name	Cr.	Prerequisite
MBA 510	Financial Accounting	3	MBA 511
MBA 511	Quantitative Analysis for Business	3	
MBA 513	Managerial Economics	3	
MBA 514	Organizational Behavior	3	
MBA 515	Business Analytics	3	MBA 511
MBA 512	Marketing Management		
MBA 516	Managerial Finance	3	MBA 513
MBA 519	Strategic Health Management	3	MBA 514, 515, 516, 522
MBA 522	Operations Strategy	3	MBA 511
MBA 560	Healthcare Management	3	
MBA 562	Health Informatics	3	MBA 560
MBA 563	Management Control & Performance Measurement	3	MBA 560

Elective Courses (3 Credit Hours)

Course No.	Course Name	Cr.	Prerequisite
MBA 512	Marketing Management	3	-
MBA 534	Leading Organizational Change	3	MBA 514
MBA 538	Entrepreneurship and Innovation	3	MBA 512
MBA 541	HR Planning, Recruitment & Selection	3	MBA 518
MBA 542	Contemporary Economics & Financial Issues	3	MBA 513
MBA 544	Financial Statement Analysis & Security Valuation	3	MBA 516
MBA 545	Independent Study	3	MBA 511, 514, 515
MBA 546	Comparative Management	3	MBA 514
MBA 549	Corporate Finance	3	MBA 516
MBA 550	Service Marketing	3	MBA 512
MBA 551	Derivatives Securities	3	MBA 516
MBA 553	Bank Management	3	MBA 516
MBA 555	Corporate Governance, Business Ethics & CSR	3	MBA 516, 514
MBA 558	Value Innovation Strategy	3	MBA 512
MBA 561	Investment & Portfolio Theory	3	MBA 516
MBA 565	HR Development & Performance	3	MBA 518
MBA 573	Applied Econometrics	3	MBA 515
MBA 574	Global Economics	3	MBA 513
MBA 575	Negotiations	3	MBA 514
MBA 580	Consumer Behaviour & Insights	3	MBA 512
MBA 581	Managerial Decision Making	3	MBA 515
MBA 582	Total Quality Management	3	MBA 511
MBA 590	Real Estate Analysis	3	MBA 516

5.1.5.2. Study Plan Healthcare Management

MBA- Human Capital Management Study Plan 2022-2024

Year 1				Year 2			
		CH			CH		
Fall	MBA 511 - Quantitative Analysis for Business	3	Core	Fall	MBA 515 - Business Analytics (PREQ. MBA 511)	3	Core
	MBA 513 - Managerial Economics	3	Core		MBA 522 - Operations Strategy (PREQ. MBA 511)	3	Core
	MBA 514 - Organizational Behavior	3	Core		MBA 518 - Human Resources Management (PREQ. MBA 514)	3	HM Core
Spring	MBA 510 - Financial Accounting (PREQ. MBA 511)	3	Core	Spring	MBA 519 - Strategic Management (PREQ. MBA 514, 515, 516, 522)	3	Core
	MBA 516 - Managerial Finance (PREQ. MBA 513)	3	Core		MBA 541- HR Planning, Recruitment & Selection (PREQ. MBA 518)	3	HM Core
	MBA 534 - Leading Organizational Change (PREQ. MBA 514)	3	HM Core		MBA 565 - HR Development and Performance (PREQ. MBA 518)	3	HM Core
Summer	Elective Course	*3 CHs	18 (plus* = 21)	summer	Elective Course	*3 CHs	18 (plus* = 21)

Sample of Elective Courses

The number of elective courses offered by CoB will vary, depending on faculty availability and timetabling possibility.

Course Title	CHS	PREQ.
MBA 584 Organization Theory	3	MBA 514
MBA 5xx Leadership in Organizations: Principles and Practices	3	MBA 514
MBA 575 Negotiations	3	MBA 514
MBA 581 Managerial Decision Making	3	MBA 515
MBA 544 Corporate Governance, Business Ethics, & Corporate Social Responsibility	3	MBA 514, 516
MBA 547 Contemporary International Management Issues	3	MBA 514
MBA 545 Independent Study **	3	MBA 514, 515

** Registration is only through the MBA Office after verification of the entry requirements.

5.1.6. Human Capital Management

5.1.6.1. Curriculum

Credit Hours Required for a Master of Business Administration (MBA)

Type of Courses	Compulsory	Elective	Total
Core	24	-	24
Subject	12	-	12
Electives	-	6	6
Total	36	6	42

Core Courses (36 Credit Hours)

Course No.	Course Name	Cr.	Prerequisite
MBA 510	Financial Accounting	3	MBA 511
MBA 511	Quantitative Analysis for Business	3	
MBA 513	Managerial Economics	3	
MBA 514	Organizational Behavior	3	
MBA 515	Business Analytics	3	MBA 511
MBA 516	Managerial Finance	3	MBA 513
MBA 518	Human Resources Management	3	MBA 514
MBA 519	Strategic Health Management	3	MBA 514,515,516,522
MBA 522	Operations Strategy	3	MBA 511
MBA 541	HR Planning, Recruitment & Selection	3	MBA 518
MBA 534	Leading Organizational Change	3	MBA 514
MBA 565	HR Development and Performance	3	MBA 518

Elective Courses (6 Credit Hours)

Course No.	Course Name	Cr.	Prerequisite
MBA 585	Leadership in Organizations: Principles & Practice	3	MBA 514
MBA 538	Entrepreneurship and Innovation	3	MBA 512
MBA 512	Marketing Management	3	
MBA 545	Independent Study	3	MBA 515, 514
MBA 546	Comparative Management	3	MBA 514
MBA 555	Corporate Governance. Business Ethics & CSR	3	MBA 516, 514
MBA 558	Value Innovation Strategy	3	MBA 512
MBA 580	Consumer Behaviour & Insights	3	MBA 512
MBA 581	Managerial Decision Making	3	MBA 515
MBA 582	Total Quality Management	3	MBA 511
MBA 547	Contemporary International Management Issues	3	MBA 514

5.1.6.2. Study Plan Human Capital Management

Year 1				Year 2			
		CH			CH		
Fall	MBA 511 - Quantitative Analysis for Business	3	Core	Fall	MBA 515 - Business Analytics (PREQ. 511)	3	Core
	MBA 513 - Managerial Economics	3	Core		MBA 522 - Operations Strategy (PREQ. 511)	3	HM Core
	MBA 514 - Organizational Behavior	3	Core		MBA 560 - Healthcare Management	3	HM Core
Spring	MBA 510 - Financial Accounting (PREQ. 511)	3	Core	Spring	MBA 519 - Strategic Management (PREQ. MBA 514, 515, 516, 522)	3	Core
	MBA 516 - Managerial Finance (PREQ. 513)	3	Core		MBA 562 - Health Informatics (PREQ. 560)	3	HM Core
	MBA 512 - Marketing Management	3	Core		MBA 563 - Management Control & Performance Measurement (PREQ. MBA 560)	3	HM Core
Summer	Elective Course	*3 CHs	18 (plus* = 21)	summer	Elective Course	*3 CHs	18 (plus* = 21)

Sample of Elective Courses

The number of elective courses offered by CoB will vary, depending on faculty availability and timetabling possibility.

Course Title	CHS	PREQ.
MBA 534 Leading Organizational Change	3	MBA 514
MBA 538 Entrepreneurship and Innovation	3	MBA 512
MBA 575 Negotiations	3	MBA 514
MBA 546 Comparative Management	3	MBA 514
MBA 581 Managerial Decision Making	3	MBA 515
MBA 582 Total Quality Management	3	MBA 511
MBA 545 Independent Study **	3	MBA 514, 515

** Registration is only through the MBA Office after verification of the entry requirements.

6. Course Descriptions

MBA 510 Financial Accounting

Cr Hr: 3 Prerequisite: MBA 511 or PMBA 505 (Intro to Account & Fin) Grad Scheme: Letter

At the end of this course, students will be able to analyse and interpret financial data and information and appreciate the consequences of their financial decisions. Students will study the assumptions and concepts underlying financial reporting, using the basic accounting equation, accounting adjustments and interpretations of the income statement, balance sheet, and statement of cash flow. The students will also explore topics such as earnings management and various other issues that permeates business operations.

MBA 511 Quantitative Analysis

Cr Hr: 3 Prerequisite: None Grad Scheme: Letter

At the end of this course, students will be able to explain quantitative and optimization methods and their applications in businesses. Emphasis will be put on demonstrating the uses, capabilities, and limitations of various mathematical models and statistical procedures for the purposes of exploring, summarizing and presenting data, as well as interpreting the results of statistical procedures and tests to make informed business decisions.

MBA 512 Marketing Management

Cr Hr: 3 Prerequisite: None. Grad Scheme: Letter

At the end of this course, students will be able to demonstrate the application, analysis and synthesis of marketing management concepts and strategies. Students will demonstrate and evaluate current approaches in marketing, consumer decision making, the marketing environment, product management, pricing decisions, distribution systems, integrated marketing communications, and managing the marketing effort. Key strategic concepts and processes are emphasized using lectures, case studies, client presentations, and through the development of marketing plans.

MBA 513 Managerial Economics

Cr Hr: 3 Prerequisite: None. Grad Scheme: Letter

At the end of this course, students will be able to explain the relationship between the economic environment and business operations, apply microeconomic principles, including supply and demand, elasticity and their implication for product pricing strategies, analyse a range of macroeconomic variables including inflation, unemployment and economic growth, as well as fiscal and monetary policy tools.

MBA 514 Organisational Behaviour

Cr Hr: 3 Prerequisite: None Grad Scheme: Letter

At the end of this course, students will be able to synthesise relevant knowledge to explain and evaluate solutions to various challenges facing a modern organization. The focus will be upon translating management and organizational behaviour theory to practices that result in organizational effectiveness, efficiency, and human resource development. In addition, students will be able to apply and analyse material to interpret, justify, and evaluate behaviour in simulated or live organisational applications.

MBA 515 Business Analytics

Cr Hr: 3 Prerequisite: MBA 511 Grad Scheme: Letter

The objective of this course is to deepen students' understanding of basic tools, concepts, and methodologies related to business analysis and also to enhance students' critical thinking and analytical

skills. Students will learn to use computer tools including Excel, STATA, SPSS, COGNOS and/or TABLEAU in applying statistical methodologies related to applied problems commonly encountered in today's business environment. In addition, the course will enhance students' abilities to present complex business topics to diverse audiences and help integrate quantitative business analytics into their decision-making.

MBA 516 Managerial Finance

Cr Hr: 3 Prerequisite: MBA 513 Grad Scheme: Letter

At the end of this course, students will understand the language and tools of finance as they relate to a modern business environment. The course will provide students with the capacity to understand relevant theories, as well as applying the tools and techniques to real world situations. Students will be able to value bonds and stocks, estimate asset returns according to their risk characteristics, and choose projects that maximize share- and stakeholder wealth. They will also develop a good understanding of firm valuation and how firms finance their capital expenditures.

MBA 554 Communication & Writing for Accountants

Cr Hr: 3 Prerequisite: MBA 514 Grad Scheme: Letter

Emphasizes analysing business situations and preparing written and oral reports including informational reports, problem-solving reports, and formal analytical reports. Students will analyse accounting situations to identify problems and factors relevant to understanding and make a recommendation to propose a course of action.

MBA 518 Human Resource Management

Cr Hr: 3 Prerequisite: None Grad Scheme: Letter

At the end of this course, students will be able to explain and appraise key principles and practices for line managers and HRM practitioners in managing people and performance across organisations. They will also be able to evaluate HRM principles and practices for competitive relevance and strategic coherence. Topics covered include strategic HRM, HR planning, talent management, training & development, rewards & motivation, workplace effectiveness and commitment.

MBA 519 Strategic Management

Cr Hr: 3 Prerequisite: MBA 514, MBA 515, MBA 516 and MBA 522 Grad Scheme: Letter

At the end of this course, students will be able to understand and evaluate key concepts, tools, and principles of strategy formulation as they relate to internal firm characteristics and external competitive environment. This course serves as an integrative capstone course that seeks to provide a comprehensive examination of organizations using tools such as environmental scanning, corporate response to environmental change and sustainability, strategic and ethical behaviour, and industry analysis. The course is structured to foster analytical, reflective, and verbal skills, and to expose students to the intricacies of organizational decision-making within a global context.

MBA 556 Internal Controls, Audit & Fraud Prevention & Detection

Cr Hr: 3 Prerequisites: MBA 516 Grad Scheme: Letter

Students learn about the auditing function and how to conduct an audit, including evaluation of internal controls, analytical testing, substantive testing, and other methods to help minimize exposure to misstatements, irregularities, losses, and risk. The course is structured to enhance the student's ability to understand, find and correct misstatements, irregularities, losses and to assess risks that may exist in the firm's operating environment.

MBA 557 Advanced Topics in Financial Reporting

Cr Hr: 3 Prerequisites: MBA 516 Grad Scheme: Letter

Utilization of strategic, analytical, and critical thinking skills to investigate financial accounting issues. Through the analysis of intra-disciplinary cases, students show that they have the relevant research skills and technological sophistication to access, evaluate and interpret relevant information needed for decision making.

MBA 522 Operations Strategy

Cr Hr: 3 Prerequisite: MBA 511 Grad Scheme: Letter

At the end of this course, students will be able to organize people and resources to gain a competitive advantage in the delivery of goods and services. Emphasis in this course includes capacity and location planning, layout planning, resource planning, scheduling, supply chain, forecasting, inventory control, and quality assurance.

MBA 523 Taxation of Business Entities

Cr Hr: 3 Prerequisite: MBA 513 Grad Scheme: Letter

A comprehensive study of corporate income taxation and also their major shareholders. Emphasis placed on reading and interpreting tax laws to determine the tax consequences of completed transactions and generate tax planning strategies for future taxations. Emphasis is placed on understanding how taxes relate to business decisions and planning.

MBA 524 International Taxation

Cr Hr: 3 Prerequisite: MBA 523 Grad Scheme: Letter

Explores the application of international tax law relevant to entities conducting international transactions, as well as foreign individuals and entities conducting domestic transactions. Topics include the distinction between domestic and foreign-source income, taxation of foreign corporations, international tax treaties, taxation of cross-border acquisitions, and transfer pricing.

MBA 525 Zakat

Cr Hr: 3 Prerequisite: MBA 516 Grad Scheme: Letter

This course includes studying the major characteristics of Zakat and taxation, including the estimation process of Zakat and taxation according to the Saudi Law. Additional topics include settlement of cases related to zakat disputes. The course emphasizes the link between theory and practice.

MBA 527 Marketing Intelligence

Cr Hr: 3 Prerequisite: MBA 512 Grad Scheme: Letter

This course demonstrates the benefits of using a systematic and analytical approach to marketing decision making. An analytical perspective will enable students to understand how firms can systematically evaluate their strategies for managing the specific opportunities and challenges posed by analytics-driven decision making in today's data era. It will further prepare them to use and execute data analytic techniques on real-life company data and case studies to understand how to solve marketing analytics problems in a scientific and process-driven manner. More specifically, the course will provide a gentle introduction to analytic techniques such as customer choice analysis, conjoint analysis, customer lifetime value analysis, segmentation analysis, and structural equation modelling. After successful completion of this course, students will be well equipped to make return on investment cases for marketing expenditures, which companies are increasingly requesting from their executives.

MBA 528 Managerial Accounting

Cr Hr: 3 Prerequisite: (MBA 511 for Acc & Tax track, MBA 510 for rest of tracks) Grad Scheme: Letter

At the end of this course, students will be able to understand the role of accounting information systems in managerial decision-making and strategy execution. Students will learn how business managers use cost behaviour and cost analysis to enhance profitability of their products, services and customers. Students will also learn how managers use financial and non-financial information to improve processes and develop strategies and value drivers to attain sustainable competitive advantages.

MBA 529 Marketing Strategy

Cr Hr: 3 Prerequisite: MBA 512 and MBA 515 Grad Scheme: Letter

This upper-level marketing course is one of the capstones for MBA Digital Marketing students. It builds on the “first principles” of marketing strategy approach which unites concepts discussed in previous marketing courses and concentrates on the development and application of value-enhancing strategies. More precisely, it argues that marketing strategies should be designed considering four principles: All customers are different, all customers change, competitors will react to a firm’s strategic changes, and every firm must allocate their budget to implement efficient and effective strategies. Students will learn the components and construction of a strategic marketing plan and gain considerable experience in making complex marketing decisions.

MBA 530 Managing Strategic Business Projects

Cr Hr: 3 Prerequisite: MBA 511 Grad Scheme: Letter

At the end of this course, students will be able to apply project management principles and processes to effectively manage the implementation of business initiatives and projects and their alignment with organizational performance improvements and strategic objectives. The students will also be able to evaluate the impact of interrelated processes on project management, such as stakeholder management, leadership, triple constraints, and earned value management.

MBA 531 Marketing Research Project

Cr Hr: 3 Prerequisite: MBA 527 Grad Scheme: Letter

Students in this course will conduct a marketing research project individually or in small groups. The project will aim to answer a marketing-related research question using qualitative or quantitative empirical methods. Further, they learn how to document, present, and discuss their findings. By providing an independent contribution to a complex research project, students will link theory and practice while also acquiring additional social skills through group work. The project includes reviewing literature, devising causal relationship hypotheses, collecting data, and testing hypotheses. Through this practical course, students will gain experience in using empirical methods, particularly data collection and evaluation (e.g., using multivariate analysis methods). The students will have discussions in milestone meetings with the supervisor and a final presentation of their results and implications.

MBA 532 Supply Chain Management

Cr Hr: 3 Prerequisite: MBA 522 Grad Scheme: Letter

At the end of this course, students will not only be able to address the activities involved in managing the chain of supplies, but also to obtain the necessary skills to assess and evaluate supply chain performance and make recommendations to increase supply chain competitiveness. The course will provide students with the knowledge and tools necessary to develop, implement, and sustain strategies for the purpose of managing supply chain issues. Topics include building a strategic framework to analyse supply chains, designing supply chain networks, planning demand and supply, managing inventories, sourcing, transporting, pricing, and revenue management.

MBA 534 Leading Organisational Change

Cr Hr: 3 Prerequisite: MBA 514 Grad Scheme: Letter

At the end of this course, students will be able to analyse the role that organisational cultures play to facilitate or impede organisational change and renewal. Students will also apply and evaluate the application of principles and processes of change management in contemporary business organisations.

MBA 535 Applied Business Research Project

Cr Hr: 3 Prerequisite: MBA 515 Grad Scheme: Letter

At the end of this course, students will be able to apply relevant research skills to meet the requirements of a systematic research plan, which has been agreed by the student and supervisory faculty & approved by the MBA Office. Applied Business Research Projects relate to the following fields of MBA study: Economics, Finance, Management, Accounting, Project Management, Operations Management, Human Resource Management, Strategy, E-business, Health Management, Entrepreneurship, & Marketing.

MBA 536 Digital & Social Media Marketing

Cr Hr: 3 Prerequisite: MBA 512 Grad Scheme: Letter

This core course aims to build a thorough understanding of the digital and social media marketing instruments that serve to achieve an organization's marketing objectives by providing a coherent customer experience along the customer decision journey. The course covers the contemporary methods and approaches of marketing to connected customers with outbound and inbound digital and social media marketing instruments. State of the art methods for measuring the performance and return on investment of these instruments are also discussed.

MBA 537 Global Marketing

Cr Hr: 3 Prerequisite: MBA 512 Grad Scheme: Letter

The course provides a comprehensive understanding of the issues and challenges inherent in the formulation and implementation of global marketing programs. Such programs must account for international differences among the needs and preferences of customers with varying levels of purchasing power as well as disparate cultures, languages, and climates. Therefore, key emphasis is placed on the various forces affecting international marketing decisions, such as whether a company should internationalize and, if so, which markets it should enter and how. These topics are discussed through the lens of an increasingly global consumer culture.

MBA 538 Entrepreneurship and Innovation

Cr Hr: 3 Prerequisite: MBA 512 Grad Scheme: Letter

At the end of this course, students will be able to develop an entrepreneurial orientation towards sustainable business growth. Students will also be provided with an integrated and practical approach to bringing innovation to market. In addition, they will be able to examine and evaluate the creative processes of innovation and introduce techniques that effectively solve problems and promote inventive solutions.

MBA 540 Islamic Finance

Cr Hrs: 3 Prerequisite: MBA 516 Grad Scheme: Letter

This course introduces and explains the basic pillars of Shari'ah Law as applied to finance and explores its various dimensions and interpretations, highlighting best practice. The course emphasizes the functions of the Islamic Financial System, including products and services such as Murabaha, Mudarabah, Musharakah, Bai Salam, Istisna, Ijarah, Sukuk and other instruments.

MBA 541 HR Planning, Recruitment & Selection

Cr Hr: 3 Prerequisite: MBA 518 Grad Scheme: Letter

At the end of this course, students will be able to analyse and evaluate the principles and models of strategic HR planning, recruitment and selection. Students will also be able to develop action plans for managerial applications of effective strategic HR planning, recruitment and selection in the workplace, appropriate for maximizing stakeholder value.

MBA 542 Contemporary Economic & Financial Issues

Cr Hr: 3 Prerequisite: MBA 513 Grad Scheme: Letter

At the end of this course, students will be able to demonstrate an awareness and understanding of current economic issues while applying advanced economic theory and knowledge to a selection of current economic and financial issues within a local and global context.

MBA 543 Internet Marketing Strategy

Cr Hr: 3 Prerequisite: MBA 512 Grad Scheme: Letter

At the end of this course, students will be able to demonstrate the implementation and synthesis of marketing techniques that are particular to the Internet. Students will demonstrate and explore the marketing mix over the Internet, online consumer behaviour, online marketing research, website developments, legal and ethical issues, and social media marketing.

MBA 544 Financial Statement Analysis & Security Valuation

Cr Hr: 3 Prerequisite: MBA 516 Grad Scheme: Letter

At the end of this course, students will be able to comprehensively understand financial statement analysis. Student will learn how to evaluate a firm's past performance, make judgment about its earnings quality, determine its current financial position, examine the underlying accounting assumptions of its major assets and liabilities, forecast its future prospect and estimate its fundamental value. The core emphasis of this course is on using financial statement analysis for equity valuation purposes. Students will apply methods of fundamental analysis and equity valuation in a series of assignments and projects using financial data of publicly traded Saudi and non-Saudi companies.

MBA 545 Independent Study

Cr Hr: 3 Prereq: MBA 511, MBA 514 and MBA 516 Grad Scheme: Letter

At the end of this course, students will be able to demonstrate relevant learning outcomes to meet the requirements of a learning plan, which has been agreed by the student and supervisory faculty member and approved by the MBA Office and the Dean. The following fields of MBA study are applied in Independent Study: Economics, Finance, Management, Accounting, Project Management, Operations Management, Human Resource Management, Strategy, E-business, Health Management, Entrepreneurship, and Marketing.

MBA 546 Comparative Management

Cr Hr: 3 Prerequisite: MBA 514 Grad Scheme: Letter

At the end of this course, students will be able to analyse, compare, and evaluate the contextually appropriate application of management approaches in a variety of international settings. Students will also be able to design and apply a comparative benchmarking process to differentiate and reconstruct relevant management responses for local applications.

MBA 547 Contemporary International Management Issues

Cr Hr: 3 Prerequisite: MBA 514 Grad Scheme: Letter

At the end of this course, students will be able to demonstrate their ability to responsibly gather intelligence about specific contemporary international business and/or managerial topics. Students will also analyse and evaluate the opportunities and threats posed by these topics and respond with locally relevant recommendations and strategies.

MBA 549 Corporate Finance

Cr Hr: 3 Prerequisite: MBA 516 Grad Scheme: Letter

This course analyses theoretical issues and practical applications in corporate finance. Topics include capital structure, liquidations preferences as suggested by agency models, pecking order theory, timing models, dividend policy, two fund separation theorem, convertible securities, initial public offerings, mergers and acquisition, and capital budgeting.

MBA 550 Service Marketing

Cr Hr: 3 Prerequisite: MBA 512 Grad Scheme: Letter

At the end of this course, students will be able to demonstrate how they use the relevant body of marketing knowledge to develop, implement, and evaluate the effectiveness of the design of marketing programs in the service sector, such as bank/financial intuitions, healthcare, education, tourism, consultancy/training, insurance and telecommunications.

MBA 551 Derivative Securities

Cr Hr: 3 Prerequisite: MBA 549 Grad Scheme: Letter

This course is designed to expand students' understanding of derivative-related financial instruments & their use in investment & corporate finance situations. The course focuses on the practical applications of these instruments for speculation & tactical asset allocation strategies. Valuation models are explored and used within an arbitrage framework. The course develops basic mathematical tools necessary for analysis and pricing and covers forwards, futures, options, swap contracts, hedging, and derivatives-pricing models.

MBA 553 Bank Management

Cr Hr: 3 Prerequisite: MBA 516 Grad Scheme: Letter

This course is designed to provide techniques for the financial management of commercial banks. Topics include risk management strategies based on industry structure, interest-rate risk, duration, lending practices, and international banking rules and regulations. It also covers capital management and financial gap analysis. The purpose and functions of central banking are also studied with attention to monetary targets and policies.

MBA 555 Corporate Governance, Business Ethics, & Corporate Social Responsibility

Cr Hr: 3 Prerequisite: MBA 514, MBA 516 Grad Scheme: Letter

The course aims to develop an understanding of the underlying concepts of corporate governance, business ethics and CSR which are relevant to the contemporary business environment. It is designed to foster students' understanding of the ethical influences on economic, financial, managerial, and environmental aspects of business. The course further aims to develop students' ability to critically analyse ethical issues in business. This course reviews different regulatory processes essential to the understanding of the principles of corporate governance in Saudi Arabia, the region and Europe.

MBA 558 Value Innovation Strategy

Cr Hr: 3 Prerequisite: MBA 512 Grad Scheme: Letter

At the end of this course, students will be able to explain challenges and shortcomings of conventional strategy and develop a foundation for competing using value innovation strategy. Students will also be able to explain key concepts, frameworks and tools of value innovation strategy. The application of fundamental methodology for creating and capturing new market space is of paramount importance, as is the logic and methods commonly used for strategic business moves.

MBA 560 Healthcare Management

Cr Hr: 3 Prerequisite: MBA 513 Grad Scheme: Letter

At the end of this course, students will be able to explain the foundations of healthcare management - as a discipline and as a management process. Students will analyse and evaluate the ethical and legal considerations of healthcare decisions. In addition, they will be able to demonstrate an understanding of the healthcare system, policies, healthcare quality, patient safety and decision-making in hospitals and healthcare organisations.

MBA 561 Investment & Portfolio Theory

Cr Hr: 3 Prerequisite: MBA 516 Grad Scheme: Letter

This course provides a comprehensive coverage of portfolio management and covers both theoretical and practical asset pricing models and management techniques for the purpose of evaluating the results of financial portfolios. It also explores topics related to market efficiency and evaluation of portfolio managers.

MBA 562 Health Informatics

Cr Hr: 3 Prerequisite: MBA 560 Grad Scheme: Letter

Health Informatics provides an overview of health information management systems (HIMS), including the data within these systems and the translation of the data into interpretable information and subsequent knowledge. Students are introduced to information systems infrastructure and how information is incorporated into the operational process, clinical environments and medical research. At the end of the course, students will be able to analyse data, data flow and other pertinent information related to healthcare organizations.

MBA 563 Management Control & Performance Measurement

Cr Hr: 3 Prerequisite: MBA 560 Grad Scheme: Letter

The objective of this course is to show how to design, implement and use management control and performance tools, techniques and systems to achieve business objectives both tactically and strategically. This includes analysing the impact of control and performance management on organizational governance how management can measure and evaluate performance of the firm at various levels and what types of management incentives and rewards can be used to achieve proper performance and decision making.

MBA 565 HR Development and Performance

Cr Hr: 3 Prerequisite: MBA 518 Grad Scheme: Letter

At the end of this course, students will be able to explain, assess, and leverage training and development to maximize workforce performance, improve organizational effectiveness, and increase the attractiveness of the organization by offering the benefits of skill acquisition and intellectual capital development.

MBA 568 Financial Econometrics

Cr Hr: 3 Prerequisite: MBA 511 and MBA 516 Grad Scheme: Letter

This course introduces basic principles and tools of econometrics using finance theories and relevant empirical applications. Students conduct applied financial research using appropriate statistical software such as SPSS and E-Views while covering essential theoretical concepts and statistical tools. The course will cover the fundamentals of probability, statistics, and regression analysis, as well as ARCH and GARCH models and other techniques appropriate for financial modelling.

MBA 570 Risk Management

Cr Hrs: 3 Prerequisite: MBA 516 Grad Scheme: Letter

This course is designed to be an introduction to the concepts, theories and practical applications associated with the measurement and management of financial, interest rate, and exchange rate risks. The course introduces students to forward, future and option markets as a means of reducing financial risk.

MBA 571 Integrated Marketing Communications

Cr Hr: 3 Prerequisite: MBA 512 Grad Scheme: Letter

This course offers an in-depth exploration of all promotional activities that help businesses produce an integrated, market-focused brand message, including direct marketing, advertising, sales promotion, personal selling, public relations, social media, and publicity. While marketing is calculated and planned, this course will also highlight the role of creativity and how brands can appeal to consumers through memorable messaging.

MBA 572 Sales & Value-Added Tax

Cr Hr: 3 Prerequisite: MBA 523 Grad Scheme: Letter

This course explores a variety of topics in indirect taxation, including value-added taxes, sales and use and goods and services taxes and other indirect taxation methods frequently used by authorities. Import and export taxes are also covered.

MBA 573 Applied Econometrics

Cr Hr: 3 Prerequisite: MBA 515 Grad Scheme: Letter

At the end of this course, students will be able to analyse economic data using real-world examples and applying statistical and mathematical methods for the purpose of giving empirical content to economic theory – either verifying it or refuting it. Students will also be able to evaluate economic / financial theories and their empirical applications.

MBA 574 Global Economics

Cr Hr: 3 Prerequisite: MBA 513 Grad Scheme: Letter

At the end of this course, students will be able to demonstrate their comprehension of macroeconomic theories, models, tools of analysis and applications to help assess the impact of the dynamic global business environment on their business decisions. Students will also be able to analyse the global effects of monetary and fiscal policies using real-life macroeconomic data. Analytical tools will be applied to analyse global economic data for informed business decisions.

MBA 575 Negotiations

Cr Hr: 3 Prerequisite: MBA 514 Grad Scheme: Letter

At the end of this course, students will be able to apply a variety of negotiation practices, using role-playing simulations that address distributive, integrative, team-based, and multi-party negotiations. Students will

also evaluate conflict, ethics, and dispute resolution from the perspectives of a negotiator and as a third party.

MBA 580 Consumer Behaviour and Insights

Cr Hr: 3 Prerequisite: MBA 512 Grad Scheme: Letter

This course examines behavioural theories and research findings, emphasising consumer evaluation of purchasing alternatives and decision making, and the marketing organization's role in influencing those decisions. Students will analyse, review and evaluate advanced readings from the consumer behaviour literature, develop an empirical study examining a specific topic in consumer research, and present it to their fellow students.

MBA 581 Managerial Decision Making

Cr Hr: 3 Prerequisite and/or Corequisite: MBA 515 Grad Scheme: Letter

This course is designed to help students make better managerial decisions. It helps students recognize decision-oriented problems; how to represent and model the core structure, and how to analyse the problem using both formal and informal tools grounded in decision theory. It provides students with the skill to think effectively about the inputs into a decision analysis, whether to trust the analysis, and how to use the outputs to guide actions.

MBA582 Total Quality Management

Cr Hr: 3 Prerequisite: MBA 511 Grad Scheme: Letter

The many factors that affect the quality of products and services comprise the broad subject called total quality management (TQM). The goal of this course is to familiarize students with all aspects of TQM and to provide them with the knowledge they need to become designers of, and participants in, TQM programs. The topics covered in this course include strategic quality planning, organization structure for quality, quality in design and processes, statistical tools for quality assurance and process management.

MBA 584 Organizational Theory

Cr Hr: 3 Prerequisite: MBA 514 Grad Scheme: Letter

This course examines different perspectives on organization theory and their relevance for management of organizations, both for-profit and non-profit. We will discuss how organization theory conceptualizes organizational environment, social structure, technology, culture, power, and conflict and how these subjects are reflected in real-life situations encountered in organizational practices. While examining various organizational theories, we will also be reading and discussing numerous cases so that difficult to understand, abstract concepts and theories become easier to grasp and apply in practice.

MBA 585 Leadership in Organizations: Principles & Practice

Cr Hr: 3 Prerequisite: MBA 514 Grad Scheme: Letter

This course examines the theory and practice of leadership in different settings, from small groups to large, multinational corporations. We will study different types of leadership, such as authentic leadership, servant leadership, transformational leadership and adaptive leadership, and their relevance and adjustments in different cultures, business climates and practical situations. Based on lectures and business cases, students will learn to act as good leaders, engage in effective problem solving and prepare for their leadership roles and managerial responsibilities for the purpose of exercising a positive, beneficial impact on organizations, communities, and society.

MBA 590 Real Estate Analysis

Cr Hr: 3 Prerequisite: MBA 516 Grad Scheme: Letter

At the end of this course, students will be able to gain a broad overview of real property concepts and characteristics, legal considerations, influences on real estate values, economic principles, market area analysis, investment and financing issues, and brokerage and management. Special emphasis will be given to the methods of creating economic and social value and the dynamics of emerging markets and trends.

MBA 591 Insurance

Cr Hrs: 3 Prerequisite: MBA 515 Grad Scheme: Letter

This course will present risk exposures with respect to individuals and firms. A wide variety of risk reduction techniques will be studied including life, property and casualty insurance. Students will explore topics related to liability insurance, health insurance, employee benefits, social insurance, legal principles, and functional and financial operations of insurers. In addition, the course will examine the problems faced by insurers, such as reinsurance and investment policies.

Contact Information.

Office of Graduate Business Programs at College of Business

Tel: +(966) 11 215-8907

E-mail: MBA@alfaisal.edu

Graduate School

UAN: 920 000570, 920 000 510 (Local)

Tel: +(966) 11 215 7777 (International)

Email: gradstudies@alfaisal.edu

