



Suliman S. Olayan School of Business (OSB)

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The Finance, Accounting and Managerial Economics Track

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Associate Professors:	Dbouk, Wassim; Ismail, Ahmad; Jamali, Ibrahim; Mazboudi, Mohamad
Assistant Professors:	Faour, Mohamad; Abou Tanos, Barbara; Harakeh, Mostafa
Visiting Assistant Professor:	Ahmed, Neveen
Senior Lecturers:	Azzam, Henry; Ghanem, Abdel Jalil; Tannir-Fawaz, Lina; Uwaydah-Mardini, Rania
Lecturer:	Hout, Bassima

The Management, Marketing and Entrepreneurship Track

Convener:	Safieddine, Assem
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Associate Professor:	Afiouni, Fida
Visiting Associate Professor	Samara; Georges
Assistant Professors:	Itani, Mona; Joseph, Jay; Saade, Nathalie; Makarem, Yasmeen; Abi Aad, Amine; Merhabi, Mohamad-Amir; Al Chami, Rola; El Kebbi, Amr
Senior Lecturers:	Abdallah, Hanin; Dimechkie, Riad; Panossian, Hagop; Khauli, Leila; Wahbi, Marwan
Lecturer:	Kfoury, Jessy
Instructor:	Kfoury, Michael

The Business Information and Decision Systems Track

Convener:	Fleszar, Krzysztof
Professors:	Osman, Ibrahim; Fleszar, Krzysztof Araman, Victor; Azad, Bijan; Moussawi, Lama
Associate Professors:	Bou Hamad, Imad; Nasr, Walid, Zablith, Fouad
Assistant Professors:	Khreich, Wael; Salamoun, Randa
Visiting Assistant Professor:	Taleb, Sirine
Senior Lecturer:	Geutcherian, Rita
Lecturer:	Majdalani, Elie

History and Overview

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

To date, AUB has graduated over 8,000 students from its undergraduate business programs and over 1,750 from its graduate business programs. Since its formal establishment as a distinct school, OSB has grown its full-time faculty complement from 13 members in the academic year 2000-2001 to 48 members today. It now graduates approximately 290 students from its undergraduate program and more than 180 students from its graduate programs.

OSB currently offers five degree programs which include an Executive Master of Business Administration (herein referred to as the Executive MBA), a Master of Business Administration (herein referred to as the MBA), a Master's in Finance (herein referred to as the MFIN), a Master's in Human Resource Management (herein referred to as the MHRM), a Master's in Business Analytics (herein referred to as the MS-BA) and a Bachelor of Business Administration (herein referred to as the BBA).

The First AUB Faculty to be Named

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

This watershed event triggered a series of major developments intended to broaden and deepen the delivery of quality undergraduate and graduate business programs at AUB. An entirely new curriculum was introduced for the BBA and MBA degrees in Fall 2001. Both degrees were redesigned to follow leading trends in international business education. In Spring 2004, OSB launched the Executive MBA program in response to the professional development needs of senior corporate leaders in the region. In 2012, OSB introduced a Specialized Master's in Finance and a Specialized Master's in Human Resource Management, and in 2017 introduced a Master of Science in Business Analytics, to its suite of graduate degree program offerings as part of its strategy to better serve the region, increase its graduate enrollment and further enhance AUB's global brand as the regional business education leader.

Accreditation

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

Requiring rigorous quality audits and adherence to best academic practices, AACSB accreditation, which is attained by fewer than 5 percent of business schools worldwide, is the international quality assurance standard for business education programs. Initial accreditation was achieved in 2009, and as per AACSB re-accreditation guidelines, OSB was re-accredited in 2014 and more recently in 2019, marking 10 years of AACSB accreditation.

Vision

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

Mission

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

LEADERS Values

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

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

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

versatility in academic, research, and community engagement.

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

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

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

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

Ethics and Integrity at OSB

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

Organization and Governance

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

<https://aub.policytech.eu/dotNet/documents/?docid=149&public=true>

OSB is organized into the functional equivalent of multidisciplinary departments, referred to as tracks. While each track has its distinct identity and designated faculty members, a track is markedly different from a department; it allows for multiple faculty membership, offers fertile soil for cross-disciplinary synergy, and facilitates faculty cooperation.

The school has three tracks, each encompassing a cluster of distinct academic business disciplines and headed by a track convener:

The tracks are:

- Finance, Accounting and Managerial Economics (FAME)
- Management, Marketing and Entrepreneurship (MME)
- Business Information and Decision Systems (BIDS)

Undergraduate Program: BBA Program

OSB currently offers a bachelor's degree in business administration (BBA).

Philosophy

The BBA program is for university entrants focused on translating their thinking and interests into career opportunities in business. The program combines business and arts and sciences in a rigorous learning environment to help students gain a holistic understanding of the social, cultural and economic environment in which they operate. The curriculum's liberal arts-based operational focus is deeply grounded in analytics while emphasizing soft skill areas such as leadership, decision-making and ethical reasoning.

Admission to the Program

Normally, there are two admission deadlines a year which are in February, for enrollment the following fall, and in November, for enrollment the following spring.

Criteria for Admission to the BBA Program

Students are admitted as sophomores to the BBA program either through direct admission, transfer from other faculties at AUB or transfer from other universities. Students may also be admitted as junior transfers from other faculties at AUB or from outside AUB

Direct Admission

These students are normally admitted directly from secondary school into the sophomore class at OSB. For complete and detailed information regarding admission to the university, see the Admissions section of this catalogue. All direct admissions are decided by the university Unified Admissions Committee.

Transfer into OSB

As per OSB's bylaws, all transfer decisions are made by the school's Undergraduate Admissions Committee.

Transfer from the Freshman Class of the Faculty of Arts and Sciences

Eligibility conditions are:

- Successful completion of at least 26 freshman credits (advanced placement credits inclusive)
- A minimum cumulative GPA of 3.0
- A minimum grade of B in one of the following courses: MATH 100, MATH 101, MATH 102 or MATH 203

All final admission decisions depend on the overall quality of the eligible applicant pool and the number of available places for the term in question.

Transfer from Other Faculties at AUB

Non-OSB students at AUB, other than those from the freshman class of the Faculty of Arts and Sciences, may apply for a transfer to OSB in order to pursue a BBA degree. To be eligible for an internal transfer, the applicant must:

- have completed at least 24 sophomore credits (or 54 credits including freshman credits).
- not be on probation.
- have achieved a minimum cumulative GPA of 3.0.

Students with an overall GPA of less than 3.0 and have met the above conditions may be considered (through a petition at OSB) for an internal transfer, provided they have a minimum GPA of 3.0 in any 5 of the following courses: ACCT 210, FINA 210 (or FINA 211), INFO 200, DCSN 200, MNGT 215, MKTG 210, ACCT 215, DCSN 205 and BUSS 215.

All final admission decisions depend on the overall quality of the eligible applicant pool and the number of available places for the term in question.

It is important to note that for transfer purposes, late freshman students who have taken more than 30 credits but less than or equal to 45 credits are treated as freshman students (i.e., they must meet freshman transfer requirements).

Transfer from Outside AUB (Other Universities)

Students currently pursuing an undergraduate degree at another university in Lebanon or abroad may apply for transfer to the OSB sophomore or junior class. To be eligible for admission to AUB and to OSB's business program, the applicant must:

- be transferring from an appropriately accredited university or institution of higher education recognized by AUB.
- have completed at least 24 sophomore credits (or 54 credits inclusive of the freshman year).
- have achieved a minimum overall cumulative average equivalent to the AUB GPA of 3.0; applicants should meet the Readiness for University Studies in English before registration.

All final admission decisions depend on the overall quality of the eligible applicant pool and the number of available places for the term in question.

It is important to note the following:

- Transfer of credit is considered only for courses completed in the five-year period preceding the proposed date of joining the BBA program.
- A student transferring to OSB from another institution will not be granted equivalency credits for core business courses. Core business courses are: ACCT 210, ACCT 215, BUSS 200, BUSS 211, BUSS 215, BUSS 239, BUSS 245, BUSS 249, DCSN 200, FINA 210, INFO 200, MKTG 210 and MNGT 215.
- The student is required to achieve a minimum grade of "B" in all business courses for which transfer credit is sought.

- The Undergraduate Student Academic Affairs and Curriculum Committee reserves the right to require the student to sit for an exemption test prior to the approval of transferred courses. An exemption test may be taken only once.

Business as a Second Degree

The OSB Undergraduate Admissions Committee evaluates all applications for the BBA as a second degree and makes recommendations to the Dean. To be eligible for admission, the student must have a first degree from an appropriately accredited institution of higher education recognized by AUB with a cumulative GPA of no less than 3.0 (or its equivalent).

All final admission decisions depend on the overall quality of the eligible applicant pool and the number of available places for the term in question.

Application process is available in the General University Academic Information section of the catalogue.

Dual Degree

Students may, upon approval of the concerned faculty, complete the requirements for a second degree while registered in another faculty at AUB. In such a case, a student will be granted two degrees at the same time upon graduation. If tuition differs, students will pay the higher of the tuitions. To be eligible for a dual degree with OSB, the applicant must:

- have completed at least 24 sophomore credits (or 54 credits including freshman credits).
- not be on probation.
- have completed all minor business courses: ACCT 210, FINA 210 (or FINA 211), INFO 200, DCSN 200, MKTG 210, and MNGT 215.
- achieved a minimum overall cumulative GPA of 3.0.

All final admission decisions depend on the overall quality of the eligible applicant pool and the number of available places for the term in question.

Students interested in a dual degree must submit a dual degree petition form through the Online Petitions and Forms System (OPFS).

Business as a Minor Field of Study

Students who wish to obtain a minor in Business are required to:

- Complete a minimum of 18 credit hours in the following business courses: ACCT 210 (Financial Accounting, 3 cr.), DCSN 200 (Operations Management, 3 cr.), FINA 210 (Business Finance, 3 cr.) or FINA 211 (Introduction to Finance for Engineers, 3 cr.), INFO 200 (Foundations of Information Systems, 3 cr.), MKTG 210 (Principles of Marketing, 3 cr.) and MNGT 215 (Fundamentals of Management and Organizational Behavior, 3 cr.)
- Pass the required six courses (ACCT 210, FINA 210 or FINA 211 (Introduction to Finance for Engineers, 3 cr.), MNGT 215, MKTG 210, INFO 200 and DCSN 200) and maintain a minimum overall GPA of 3.0 in all business courses taken. FINA 211 waives FINA 210 for Engineering students. Other non-business students will receive credits only for either FINA 210 or FINA 211.

It is important to note the following: No business courses required by the faculty in which the student is pursuing her/his major field of study (the “major faculty”) may be counted toward the business minor. In cases where a student has taken business courses as required by the student’s major faculty, the student must take additional business electives to achieve the total 18 credits required for the minor. In all cases, course prerequisites, as stipulated in OSB’s curriculum, apply and are strictly enforced.

Business Sustainability as a Minor Field of Study

Students who wish to obtain a minor in Business Sustainability are required to complete 18 credit hours as follows:

- A required course in corporate sustainability BUSS 224 (Business and Sustainability, 3 cr.)
- Two business courses from the following list: ACCT 210 (Financial Accounting, 3 cr.), DCSN 200 (Operations Management, 3 cr.), FINA 210 (Business Finance, 3 cr.) or FINA 211 (Introduction to Finance for Engineers, 3 cr.), MKTG 210 (Principles of Marketing, 3 cr.), and MNGT 215 (Fundamentals of Management and Organizational Behavior, 3 cr.)
- One business sustainability course from the following list: DCSN 214 (Sustainable Supply Chain Management, 3 cr.), FINA 249 (Introduction to Sustainable Finance, 3cr.), ENTM 240 (Social entrepreneurship, 3 cr.), or another pre-approved business sustainability course. (Course prerequisites apply and are strictly enforced. DCSN 200 is a prerequisite for DCSN 214, ACCT 210 and FINA 210 are prerequisites for FINA 249)
- Two courses in the science of sustainability and/or sustainability policy from the list below or other pre-approved courses.
 - CHEM 202 Introduction to Environmental Chemistry (3 cr.)
 - ENHL 220 Fundamentals of Environmental Health Sciences (3 cr.)
 - GEOL 227 Alternative Energy and Climate Change (3 cr.)
 - GEOL 290B/ AROL 235AJ/ Climate and Human Societies (3 cr.)
 - LDEM 203 The Environment and Sustainable Development (3 cr.)
 - LDEM 230 Water and the Environment (3 cr.)
 - LDEM 262 Healing Nature: Theoretical Perspectives and Applications (3 cr.)
 - MSCU 201 Coastal and Marine Environments: Introductory Course (3 cr.)
 - MSUC 204 Coastal and Marine Environments: Maritime Cultural Heritage (3 cr.)
 - PHIL 209 Environmental Ethics (3 cr.)
 - Capstone project (3 cr.)
 - Other pre-approved courses from OSB or outside OSB

It is important to note the following: No business courses required by the faculty in which the student is pursuing her/his major field of study (the “major faculty”) may be counted toward the business minor. In cases where a student has taken business courses as required by the

student's major faculty, the student must take additional business electives to achieve the total 18 credits required for the minor. In all cases, course prerequisites, as stipulated in OSB's curriculum, apply and are strictly enforced.

For further information on Minors, refer to the General University Academic Information section of the catalogue.

Academic Policies

For more information on registration requirements, categories of students, class attendance, correct use of language, cross registration, course (and credit) loads, dean's honor list, directed study, disclosure of student records, English proficiency, grading system, graduation with distinction and high distinction, and policy on transfer within the university, refer to the General University Academic Information section of this catalogue.

Other OSB-specific academic rules and regulations follow.

Academic Advisors

Each BBA student is assigned an academic advisor who plays the role of a mentor. The advisor communicates the culture of the institution, mainly as it relates to "life-long learning, personal integrity and civic responsibility and leadership" (AUB Mission Statement) and plays an important role in guiding students through a curriculum that balances broad liberal arts exposure with deep knowledge of business fundamentals. In addition, the advisor helps students assess future graduate studies opportunities and career choices.

Classification of Students

A BBA student shall be considered to have completed a class level (i.e. freshman, sophomore, junior or senior) when s/he has successfully completed 30 or more credits beyond the requirements for the previous class. A student may be granted a certificate stating that s/he has completed a class only when s/he has completed the specified courses in the regular program for that class and has acquired the requisite number of credits.

The credit requirements are as follows:

- For the completion of the freshman class: 30 credits
- For the completion of the sophomore class: 60 credits (cumulative)
- Requisite number of credits.

Credit Load

Students may register for up to 17 credit hours in a regular academic term (e.g. fall or spring) and up to 9 credit hours in the summer term. Junior and senior, but not sophomore, students who wish to increase their credit load to 18 credit hours a term must have completed ENGL 203 and ENGL 204 and then petition the OSB Undergraduate Student Academic Affairs and Curriculum Committee for permission to do so. Normally, junior and senior students with an overall GPA of at least 3.3 or a GPA of at least 3.3 in the last two terms are given such permission.

The credit load of students who are placed on probation is available in the General University Academic Information section of the catalogue.

Students who are registered in the BUSS 245 course (internship) may register for no more than 3 other credit hours, provided that the other course(s) taken do not conflict with the working hours of the summer internship. Honor students may petition to be allowed to register for a maximum of 7 credit hours, including internship.

Internship Requirements

All BBA students must successfully complete the internship requirement (BUSS 245). Normally, the internship takes place in the summer term directly following the completion of the junior year. Students must register for the summer internship and provide the school with an employer's acceptance. All students applying for the internship program must:

- Be juniors or seniors who have completed the following courses by the end of the spring term: FINA 210, MNGT 215, MKTG 210 and INFO 200.
- Have completed the following by the end of the fall term:
 - at least 38 credit hours if they were admitted to the university as sophomores.
 - or at least 68 credit hours if they were admitted to the university as freshmen.

Internship Guidelines

- The internship is normally eight weeks in duration and takes place during the summer term (i.e., any eight weeks between mid-May and end of August).
- The student must comply with the policy of the host company regarding working days and working hours.
- The workweek must not be less than 5 working days.
- Working hours are according to host company policies.
- The student may choose to complete his internship locally or abroad.
- The student will be supervised by a faculty member from OSB and the work supervisor at the company throughout the internship period.
- The internship is graded. The grade is based on the evaluations of both the direct work supervisor and the OSB faculty supervisor.
- The internship grade is included in the computation of the student's overall average.
- The student cannot do her/his internship at a family business.

Career Readiness Program

Career Readiness is an optional structured program that allows students to complete the requirements of the BBA degree while gaining significant work experience. It is a committed partnership between OSB and a selective number of companies to provide students with experiential learning opportunities and an in-depth understanding of the workplace by the time they graduate. Based on the principle that learning works best

when academic achievement is enriched with practical experience, the program provides a match between employers seeking well-educated student talents and students seeking to reskill and upskill in a work integrated learning environment.

The program offers two courses: **CO-OP** education (BUSS 255) and **Advanced CO-OP** education (BUSS 256). These are 3 credits courses that are optional. Students who successfully complete BUSS 255 (3 credits) are exempted from the BUSS 245 Internship course; only one credit will count towards the 120 credits required to complete the BBA degree. All other CO-OP credits are not counted towards the BBA degree requirements.

Upon completing the CO-OP and/or Advanced CO-OP education, students will receive a Certificate of Completion (specifying the work duration) in addition to their BBA degree.

After each CO-OP education course, students must spend one semester as a full-time student at OSB.

To enroll in the **CO-OP education course (BUSS 255)**, students must have applied and be selected in the preceding semester. Selection to the course is based on academic performance, CV, interview, and a reference letter. Moreover, students must have completed 36 credits by the time of enrollment, including all the prerequisite courses, with a cumulative GPA of 3.0 or better.

To enroll in the **Advanced CO-OP education course (BUSS 256)**, students must have successfully completed the CO-OP education course (BUSS 255) followed by one semester as a full-time student. Students must have applied and be selected in the preceding semester. Selection to the course is based on academic performance, CV, interview, and a reference letter. Moreover, students must have completed 48 credits by the time of enrollment, including all the prerequisite courses, with a cumulative GPA of 3.0 or better.

Note: The final enrollment into either course is subject to the availability of vacancies approved by the Career Readiness Program office and the partner company's requirements.

Academic Probation

Placement on Academic Probation

University regulations apply. Refer to the General University Academic Information section of this catalogue.

In addition, note the following:

- Students who are attending 4 courses including BUSS 211 (i.e. with a load of 11 credits) are subject to probation regulations.
- If a student on probation drops the whole term, that term is not counted for continued probation purposes.

Removal of Probation

University regulations apply. Refer to the General University Academic Information section of this catalogue.

Dismissal

University regulations apply. Refer to the General University Academic Information section of this catalogue.

Readmission

University regulations apply. Refer to the General University Academic Information section of this catalogue.

Normally, transfer credits are considered from AACSB accredited universities and after evaluation of a student's coursework. The student must have achieved a minimum grade equivalent to the AUB GPA of 3.0 in each of the courses for which transfer of credits may be granted.

Regulations on readmission also apply to students who are dropped from other AUB faculties and apply for admission to OSB.

Readmission of students dropped from the school by the Undergraduate Student Academic Affairs and Curriculum Committee requires the approval of that Committee, whereas readmission of students dropped from other AUB faculties requires the approval of the OSB Admissions Committee.

Failing and Repeating Courses

University regulations apply. Refer to the General University Academic Information section of this catalogue.

A student who at the end of the senior year fails to fulfill the graduation requirements pertaining to cumulative grade averages and is not dismissed must repeat the courses with low grades in order to raise the overall averages to the required minimums.

Incompletes (Final Exam Policy)

A student who, at the end of a term, is missing a major requirement of a course (e.g., final examination), s/he (or her/his family member) must, within 72 hours of the final exam date, submit a paper or online makeup petition along with evidence of a valid excuse. Medical reports and/or qualified professional opinions issued by an AUBMC doctor or by the University Health Services are normally accepted. Should the validity of an excuse be in question, the OSB Undergraduate Student Academic Affairs and Curriculum Committee may not allow the student to sit for a makeup examination.

If granted permission, the student should be ready to take the makeup exam during the final exams period. In rare and exceptional circumstances, the OSB Undergraduate Student Academic Affairs and Curriculum Committee may grant the student additional time, normally no later than the first month of the subsequent term. A student who has already sat for a final examination may not re-take that examination.

Incomplete coursework is reported as an "I" followed by a numerical grade reflecting the evaluation of the student based on available information. The evaluation is based on a grade of zero on all missed work and is reported in units of five. If the work is not completed within the period specified, the "I" is dropped and the numerical grade becomes the final grade.

Examinations and Quizzes

Undergraduate business courses, other than tutorial and seminar courses, have final examinations unless otherwise authorized by the OSB Undergraduate Student Academic Affairs and Curriculum Committee. In all courses in which final examinations are given, a student would not receive a passing grade without taking a final examination. Even though final examinations are not required in tutorial and seminar courses, the instructor may choose to give a final examination.

- A student who misses a major quiz or a midterm exam or the final exam without a valid reason will receive a grade of zero. No make-up is allowed.
- No shift in weight to the final exam is allowed.
- The midterm exam policy should be stated clearly in the syllabus of the course.
- No extra sessions will be given during the reading period.
- No final exams will be held during or before the reading period.
- Students should be informed that any form of solicitation of grades will be subject to disciplinary action.

In order to receive permission for a make-up, and only for serious medical reasons, the student must provide to the instructor, within 72 hours of the missed quiz or exam, an approved medical report signed by an ER or a University Health Services (UHS) doctor at AUB Medical Center (AUBMC), and/or qualified professional opinions issued by an AUB employee for further consideration. If the make-up quiz or midterm exam is approved, then the student will sit for the make-up on any of the following three days: the last day of term classes or the first two days of the reading period as decided by the director of the undergraduate program. Should the student appeal the instructor's decision, the matter should be referred to the OSB's Student Affairs Committee.

Cross-Registration

A business student who wants to register for a course at another recognized institution must meet all requirements for cross-registration as stipulated in the General University Academic Information section of this catalogue.

Study Abroad and Exchange Program

A business student who has started her/his undergraduate program at AUB and who wishes to study abroad must seek prior approval from the OSB Undergraduate Student Academic Affairs and Curriculum Committee if the student wishes to spend up to one year and earn up to 30 credits at another university. However, the student must spend her/ his last term at AUB. The student must achieve an average grade of "B" in all the courses (business or non-business) for which transfer credit may be granted. Courses with a grade less than "C" will not be transferred. Courses with online or hybrid method of delivery will not be transferred. A business student wishing to study abroad through an exchange program (mainly AACSB accredited schools) approved by the Office of International Programs, is allowed to transfer two core and two concentration business courses provided s/he receives an average grade of "B" in all the courses with a minimum grade equivalent to a "C+" in any of the courses. A non-business student, who is working towards a minor in business and wishing to study abroad through an exchange program approved by the Office of International Programs, is allowed to transfer one of the six courses that are required for a minor in business.

Graduation Requirements

Graduation requirements for the Bachelor of Business Administration (BBA) are as follows:

- A minimum of six terms beginning with the sophomore class is required.
- A maximum of six calendar years is allowed for the graduation of students who begin with the sophomore class, four calendar years for juniors and two calendar years for seniors. A student who fails to complete her/his degree program within these specified times must petition the OSB Undergraduate Student Academic Affairs and Curriculum Committee for an extension.
- A student transferring to AUB from another recognized institution of higher learning must register in the final three regular terms and complete at least 45 credits at AUB, of which a minimum of 24 credits must be in business before s/he is allowed to graduate with a BBA. For the purpose of this requirement, two summer sessions shall be considered equivalent to one term.
- A transfer student from within AUB must meet the residency requirement before s/he graduates with a BBA degree. The residency requirement stipulates that a student must spend a minimum of one regular term (i.e. fall or spring) and one summer session in the school, during which he/she must complete a minimum of 24 credits, 12 of which are business credits. During this period, the student must meet all minimum academic standards set forth by the school.
- Sophomore students should complete a minimum of 90 credits. With the approval of the OSB Undergraduate Student Academic Affairs and Curriculum Committee, tracks may establish programs that exceed these minimum credit requirements.
- Students should complete 51 credits in business courses comprising 36 credits of core courses and 15 credits of business electives in a concentration area. Students must achieve a cumulative GPA of at least 2.3 in these 51 credits and GPA of 2.3 on the 36 credits of core courses.
- For students to graduate with a concentration, the 15 credits in the concentration area must be completed with a cumulative GPA of at least 2.3. Normally a maximum of two courses completed outside OSB may count toward the concentration.
- Students must complete two required 0-credit business workshops: Business Communication Skills workshop and one Technical Skills workshop in the student's chosen concentration. Students may enroll in one optional Critical Thinking Skills workshop.
- Students must successfully complete the Assurance of Learning Requirements.
- When a student repeats a course, the highest grade obtained in the course is used in computing the student's average for graduation purposes. The student may repeat any course.
- Students must have grades of C+ or more in at least 50 credits numbered 200 or above.
- All students entering at sophomore, junior or senior level must satisfy the Arabic Language requirements by taking one Arabic course.
- All business students must take Understanding Communication - English courses as

determined by placement upon matriculation. These required courses may be taken immediately upon matriculation and must be continued without interruption until completed.

- For example, a student entering at the lowest level may take four terms of English (Intensive ENGL 100A or 100B, if required, and/or 102, 203 and 204); a student entering at the third level must take two terms (203 and 204; i.e., six credits). If ENGL 203 was taken during Freshman year, students must substitute it with any 3-cr elective.
- All business students must take MATH 203, MATH 204 and CMPS 208. A student who is exempted from MATH 203 must take, in addition to MATH 204 and CMPS 208, any other free elective course offered at AUB faculties. If MATH 203 or MATH 101 was taken during Freshman year, students must substitute it with any 3-cr elective.
- All business students must take ECON 211 and ECON 212.
- As per the university General Education requirement, all business students must take three courses (9 credits) from the General Education Cultures and Histories courses. Of those, 3 credits should be in the History of Ideas and 3 credits should hold both “Cultures and Histories” AND “Social Inequalities” attributes. In addition, students are required to take BUSS 215, which is designated as a Human Values course for the General Education requirement. Students must also take a course (3 credits) in Community Engaged Learning.
- All business students must take one course (3 credits) from Understanding the World from the General Education Program.
- Students must complete ACCT 210, FINA 210, INFO 200, MNGT 215 and MKTG 210 as prerequisites to BUSS 245.
- All business students must take 1 free business elective course from OSB offerings. A student pursuing a minor at any other AUB faculty or a dual degree may use this free business elective to take a non-business course towards fulfilling the minor or dual degree requirements.
- All Business students must satisfy the General Education requirements as specified for all AUB students.
- Students already holding a bachelor’s degree outside business and wishing to obtain a BBA must complete 51 business credit hours after admission. However, students who have completed a minor in business or who have taken 18 or more business credit hours prior to applying for the BBA as a second degree must take no fewer than 33 business credit hours. All second-degree students must also fulfill other non-business graduation requirements.

Program Outline

The undergraduate program, leading to a BBA degree, requires students to complete 120 credit hours for those beginning at the freshman level and 90 credit hours for those joining the university as sophomores. Of the total required credit hours, the BBA program requires 51 credit hours, including a 1-credit internship program, to be satisfactorily completed in business courses, with the remainder allocated to liberal arts/non-business courses. In addition, and as a condition for graduation, all students are required to successfully complete two 0-credit pass/fail workshops designed to enhance their business communication skills and technical

skills within the business concentration. Students have the option to enroll in an additional 0-credit workshop designed to enhance their critical thinking skills.

Assurance of Learning Requirements

To comply with AACSB Assurance of Learning guidelines and standards, all students are required, as a condition for graduation, to successfully complete work assigned by the school for this purpose during their last term.

Business Requirements

Of the total required credit hours, 51 must be satisfactorily completed in business courses. Of these 51, a general business core comprising 33 credit hours is common to all business students, and one free 3-credit business elective. In addition to this general business core (which includes the two 0-credit workshops mentioned above), the student must complete 15 additional credit hours of business electives in one of the following concentration areas which include Accounting, Finance, General Business, Marketing, Entrepreneurship and Innovation, Management and Organization, Information Systems, and Operations Management. Students selecting the Finance concentration have the option to specialize in Corporate Finance or Investment Management. All courses qualifying as business electives must be offered by OSB.

The student must declare concentration(s) no later than the end of the junior year. A BBA student is allowed to graduate with a maximum of two concentrations by completing 15 credits in the first concentration, 12 credits in the second concentration and one technical skills workshop in each concentration; however, the free business elective course can be counted towards the second concentration provided that the free business elective course is listed in the second concentration courses.

Required Core Business Courses (36 credits)

Code	Course Title	Credits
ACCT 210	Financial Accounting	3
ACCT 215	Management Accounting	3
BUSS 200	Business Data Analysis	3
BUSS 211	Business Law	2
BUSS 215	Business Ethics	3
BUSS 239	Business Communication Skills Workshop	0
BUSS 245	Internship/Practicum	1
BUSS 249	Strategic Management	3
DCSN 200	Operations Management	3
FINA 210	Business Finance	3
INFO 200	Foundations of Information Systems	3
MNGT 215	Fundamentals of Management and Organizational Behavior	3
MKTG 210	Principles of Marketing	3

Free Business Elective	Any business elective course	3
Total Business Credit Hours		36

Note:

- Students will neither receive credits for ECON 213, EDUC 219, EDUC 227, STAT 201, ENGM 500, AGSC212, nor waive any of the business courses of similar nature.
- STAT 210 is considered as equivalent to BUSS 200 for students who completed STAT 210 with a minimum grade of B- prior to transferring to business.
- Business students may not take STAT 210 and receive credits for it.

General Education Requirements

Starting at the sophomore level, of the required 90 credit hours of the BBA program, 39 credit hours must be satisfactorily completed in general education courses. These include 6 credit hours of English, 6 credit hours of Economics (Societies and Individuals), 9 credit hours of Cultures and Histories including 3 credits from the History of Ideas and 3 credits that hold both “Cultures and Histories” and “Social Inequalities” attributes, 6 credit hours of Mathematics (quantitative reasoning), 3 credit hours of Computer Science (quantitative reasoning), 3 credit hours of Arabic, 3 credit hours of Understanding the World, and 3 credits of Community Engaged Learning. For a list of specific required general education courses, refer to the next section.

Students who took required general education courses in their freshman year are exempted from them in the sophomore year. These students, as well as sophomore students who are exempted from specific general education course(s), must take additional free electives to fulfill the minimum of 39 credit hours of general education courses required for graduation. These free electives may be taken in business or non-business courses.

Program Outline Important Notes:

It is important to note the following:

- Holders of the Literature & Humanities or the Sociology & Economics BACC II must take MATH 203 and MATH 204. Holders of the General Sciences or Life Sciences BACC II must take only MATH 204 and an additional free elective to substitute for MATH 203 as per the minimum credit hour requirement for degree completion.
- French Baccalaureate holders who did not take math in grade 12 (**Terminale**) must take MATH 203 and MATH 204. French Baccalaureate holders who completed **mathématiques expertes or spécialité mathématiques** or mathématiques complémentaires in grade 12 (**Terminale**) must take only MATH 204 and an additional free elective to substitute for MATH 203 as per the minimum credit hour requirement for degree completion.
- International Baccalaureate Diploma holders who completed math at the Standard Level (SL) or at the Higher Level (HL) must take only MATH 204 and an additional free elective to substitute for MATH 203 as per the minimum credit hour requirement for degree completion.

- IGCSE Diploma holders who completed math at the Ordinary Level (O-Level) must take MATH 203 and MATH 204. IGCSE Diploma holders who completed math at the Advanced Level (A-Level) must take only MATH 204 and an additional free elective to substitute for MATH 203.
- In order to complete the Humanities requirement, students must complete 9 credit hours of Cultures and Histories courses. In addition, 3 credits must be completed from Human Values (BUSS 215). Please refer to the General Education section of this catalogue for more detail.
- Understanding the World courses must be chosen as per the university General Education guidelines (please refer to the General Education section of this catalogue).
- The Business Communication Skills workshop, the Technical Skills workshop and the Critical Thinking Skills workshop are graded on a P/F basis.
- ECON 213, EDUC 219, EDUC 227, ENMG 500, AGSC 212, STAT 201, STAT 210, as well as any other course that significantly overlaps with OSB core courses cannot be given equivalence to OSB required courses. These courses cannot be counted for credit as business or non-business free electives.
- Courses that may significantly overlap with business elective courses, such as SOAN 231, SOAN 234, SOAN 235 and SOAN 243, may be taken as free electives. However, students will not receive credit for any of these courses if they have taken the respective equivalent business elective.
- Students who are exempted from any required courses such as MATH 203 have to meet the 90 credit-hour graduation requirement by taking additional free electives.

Program Delivery

The following is a proposed study plan for the BBA program with a General Business concentration:

Required concentration courses:

- Any combination of 5 concentration courses

Required Technical Skills Workshop:

- ACCT 253, DCSN 253, INFO, 253, ENTM 253, FINA 253, MNGT 253 or MKTG 253

Year I

Freshman Year Total Credit Hours 30. Refer to the Admissions section of this catalogue.

Year II

Semester 1	Credits
ACCT 210	3
ENGL 203	3
MATH 203	3
ECON 211 or ECON 212	3
CMPS 208	3
Semester 2	Credits
FINA 210	3
ENGL 204	3
MATH 204	3
DCSN 200	3
MNGT 215	3
BUSS 239	0

Year III

Semester 3	Credits
ECON 212 or ECON 211	3
BUSS 200	3
ARAB	3
MKTG 210	3
INFO 200	3
Technical Skills Workshop (taken in 3 rd or 4 th term)	0
Semester 4	Credits
ACCT 215	3
BUSS 215 (Human Values)	3
Elective Community Engaged Learning	3
Elective Cultures and Histories (History of Ideas)	3
Business Elective	3
Technical Skills Workshop (taken in 3 rd or 4 th term)	0
Summer	Credits
Internship Practicum: BUSS 245	1

Year IV

Semester 5	Credits
Business Elective	3
Business Elective	3
Free Business Elective	3
Elective Cultures and Histories AND Social Inequalities	3
BUSS 211	2
BUSS 253 – Optional (taken in 5 th or 6 th term)	0
Semester 6	Credits
Business Elective	3
Business Elective	3
BUSS 249	3
Elective Understanding the World	3
Elective Cultures and Histories	3
BUSS 253 - Optional (taken in 5 th or 6 th term)	0

Program Delivery

The following is a proposed study plan for the BBA program with an Accounting concentration:

Required concentration courses:

- ACCT 221
- ACCT 223
- 3 other ACCT concentration courses

Required Technical Skills Workshop: ACCT 253

Year I

Freshman Year Total Credit Hours 30. Refer to the Admissions section of this catalogue.

Year II

Semester 1	Credits
ACCT 210	3
ENGL 203	3
MATH 203	3
ECON 211 or ECON 212	3
CMPS 208	3
Semester 2	Credits
FINA 210	3
ENGL 204	3
MATH 204	3
DCSN 200	3
MNGT 215	3
BUSS 239	0

Year III

Semester 3	Credits
ECON 212 or ECON 211	3
BUSS 200	3
ARAB	3
MKTG 210	3
ACCT 215	3
ACCT 253 (taken in 3 rd or 4 th term)	0
Semester 4	Credits
INFO 200	3
BUSS 215 (Human Values)	3
Elective Community Engaged Learning	3
Elective Cultures and Histories (History of Ideas)	3
ACCT 221	3
ACCT 253 (taken in 3 rd or 4 th term)	0
Summer	Credits
Internship Practicum: BUSS 245	1

Year IV

Semester 5	Credits
ACCT 223	3
ACCT Concentration	3
Free Business Elective	3
Elective Cultures and Histories AND Social Inequalities	3
BUSS 211	2
BUSS 253 - Optional (taken in 5 th or 6 th term)	0
Semester 6	Credits
ACCT Concentration	3
ACCT Concentration	3
BUSS 249	3
Elective Understanding the World	3
Elective Cultures and Histories	3
BUSS 253 - Optional (taken in 5 th or 6 th term)	0

Program Delivery

The following is a proposed study plan for the BBA program with an Entrepreneurship and Innovation concentration:

Required concentration courses:

- ENTM 220
- ENTM 221
- 2 other ENTM concentration course
- 1 other ENTM or MNGT or MKTG concentration course

Required Technical Skills Workshop: ENTM 253

Year I

Freshman Year Total Credit Hours 30. Refer to the Admissions section of this catalogue.

Year II

Semester 1	Credits
ACCT 210	3
ENGL 203	3
MATH 203	3
ECON 211 or ECON 212	3
CMPS 208	3
Semester 2	Credits
FINA 210	3
ENGL 204	3
MATH 204	3
DCSN 200	3
MNGT 215	3
BUSS 239	0

Year III

Semester 3	Credits
ECON 212 or ECON 211	3
BUSS 200	3
ARAB	3
MKTG 210	3
INFO 200	3
ENTM 253 (taken in 3 rd or 4 th term)	0
Semester 4	Credits
ACCT 215	3
BUSS 215 (Human Values)	3
Elective Community Engaged Learning	3
Elective Cultures and Histories (History of Ideas)	3
ENTM 220 or ENTM 221	3
ENTM 253 (taken in 3 rd or 4 th term)	0
Summer	Credits
Internship Practicum: BUSS 245	1

Year IV

Semester 5	Credits
ENTM 220 or ENTM 221	3
ENTM Concentration	3
Free Business Elective	3
Elective Cultures and Histories AND Social Inequalities	3
BUSS 211	2
BUSS 253 - Optional (taken in 5 th or 6 th term)	0
Semester 6	Credits
ENTM Concentration	3
ENTM or MNGT or MKTG Concentration	3
BUSS 249	3
Elective Understanding the World	3
Elective Cultures and Histories	3
BUSS 253 - Optional (taken in 5 th or 6 th term)	0

Program Delivery

The following is a proposed study plan for the BBA program with a Finance concentration:

Required concentration courses:

- FINA 220
- FINA 222
- 3 other FINA concentration courses

Required Technical Skills Workshop: FINA 253

Year I

Freshman Year Total Credit Hours 30. Refer to the Admissions section of this catalogue.

Year II

Semester 1	Credits
ACCT 210	3
ENGL 203	3
MATH 203	3
ECON 211 or ECON 212	3
CMPS 208	3
Semester 2	Credits
FINA 210	3
ENGL 204	3
MATH 204	3
DCSN 200	3
MNGT 215	3
BUSS 239	0

Year III

Semester 3	Credits
ECON 212 or ECON 211	3
BUSS 200	3
ARAB	3
MKTG 210	3
INFO 200	3
FINA 253 (taken in 3 rd or 4 th term)	0
Semester 4	Credits
ACCT 215	3
BUSS 215 (Human Values)	3
Elective Community Engaged Learning	3
Elective Cultures and Histories (History of Ideas)	3
FINA 220 or FINA 222	3
FINA 253 (taken in 3 rd or 4 th term)	0
Summer	Credits
Internship Practicum: BUSS 245	1

Year IV

Semester 5	Credits
FINA 222 or FINA 220	3
FINA Concentration	3
Free Business Elective	3
Elective Cultures and Histories AND Social Inequalities	3
BUSS 211	2
BUSS 253 - Optional (taken in 5 th or 6 th term)	0
Semester 6	Credits
FINA Concentration	3
FINA Concentration	3
BUSS 249	3
Elective Understanding the World	3
Elective Cultures and Histories	3
BUSS 253 - Optional (take in 5 th or 6 th term)	0

The following is a proposed study plan for the BBA program with a Finance concentration – Corporate Finance emphasis:

Required concentration courses:

- FINA 220
- FINA 222
- FINA 246
- 2 other FINA concentration courses to be chosen from the following list: FINA 231, FINA 236, FINA 240, FINA 248, FINA 249.

Required Technical Skills Workshop: FINA 253

Year I

Freshman Year Total Credit Hours 30. Refer to the Admissions section of this catalogue.

Year II

Semester 1	Credits
ACCT 210	3
ENGL 203	3
MATH 203	3
ECON 211 or ECON 212	3
CMPS 208	3
Semester 2	Credits
FINA 210	3
ENGL 204	3
MATH 204	3
DCSN 200	3
MNGT 215	3
BUSS 239	0

Year III

Semester 3	Credits
ECON 212 or ECON 211	3
BUSS 200	3
ARAB	3
MKTG 210	3
INFO 200	3
FINA 253 (taken in 3 rd or 4 th term)	0
Semester 4	Credits
ACCT 215	3
BUSS 215 (Human Values)	3
Elective Community Engaged Learning	3
Elective Cultures and Histories (History of Ideas)	3
FINA 220 or FINA 222	3
FINA 253 (taken in 3 rd or 4 th term)	0
Summer	Credits
Internship Practicum: BUSS 245	1

Year IV

Semester 5	Credits
FINA 222 or FINA 220	3
FINA 240, FINA 231, FINA 236, FINA 248, or FINA 249	3
Free Business Elective	3
Elective Cultures and Histories AND Social Inequalities	3
BUSS 211	2
BUSS 253 - Optional (taken in 5 th or 6 th term)	0
Semester 6	Credits
FINA 246	3
FINA 240, FINA 231, FINA 236, FINA 248, or FINA 249	3
BUSS 249	3
Elective Understanding the World	3
Elective Cultures and Histories	3
BUSS 253 - Optional (taken in 5 th or 6 th term)	0

The following is a proposed study plan for the BBA program with a Finance concentration – Investment Management emphasis:

Required concentration courses:

- FINA 220
- FINA 222
- FINA 240
- 2 other FINA concentration courses to be chosen from the following list: FINA 221, FINA 230, FINA 244, FINA 245.

Required Technical Skills Workshop: FINA 253

Year I

Freshman Year Total Credit Hours 30. Refer to the Admissions section of this catalogue.

Year II

Semester 1	Credits
ACCT 210	3
ENGL 203	3
MATH 203	3
ECON 211 or ECON 212	3
CMPS 208	3
Semester 2	Credits
FINA 210	3
ENGL 204	3
MATH 204	3
DCSN 200	3
MNGT 215	3
BUSS 239	0

Year III

Semester 3	Credits
ECON 212 or ECON 211	3
BUSS 200	3
ARAB	3
MKTG 210	3
INFO 200	3
FINA 253(taken in 3 rd or 4 th term)	0
Semester 4	Credits
ACCT 215	3
BUSS 215 (Human Values)	3
Elective Community Engaged Learning	3
Elective Cultures and Histories (History of Ideas)	3
FINA 220 or FINA 222	3
FINA 253 (taken in 3 rd or 4 th term)	0
Summer	Credits
Internship Practicum: BUSS 245	1

Year IV

Semester 5	Credits
FINA 222 or FINA 220	3
FINA 221, FINA 230, FINA 244, or FINA 245	3
Free Business Elective	3
Elective Cultures and Histories AND Social Inequalities	3
BUSS 211	2
BUSS 253 - Optional (taken in 5 th or 6 th term)	0
Semester 6	Credits
FINA 240	3
FINA 221, FINA 230, FINA 244, or FINA 245	3
BUSS 249	3
Elective Understanding the World	3
Elective Cultures and Histories	3
BUSS 253 - Optional (taken in 5 th or 6 th term)	0

Program Delivery

The following is a proposed study plan for the BBA program with Information Systems concentration:

Required concentration courses:

- DCSN 205
- INFO 225 or INFO 226 (at least one of them should be taken)
- 2 INFO concentration courses
- 1 INFO or DCSN concentration course

Required Technical Skills Workshop: INFO 253

Year I

Freshman Year Total Credit Hours 30. Refer to the Admissions section of this catalogue.

Year II

Semester 1	Credits
ACCT 210	3
ENGL 203	3
MATH 203	3
ECON 211 or ECON 212	3
CMPS 208	3
Semester 2	Credits
FINA 210	3
ENGL 204	3
MATH 204	3
DCSN 200	3
MNGT 215	3
BUSS 239	0

Year III

Semester 3	Credits
ECON 212 or ECON 211	3
BUSS 200	3
ARAB	3
MKTG 210	3
INFO 200	3
INFO 253(taken in 3 rd or 4 th term)	0
Semester 4	Credits
ACCT 215	3
BUSS 215 (Human Values)	3
Elective Community Engaged Learning	3
Elective Cultures and Histories (History of Ideas)	3
INFO 225 or INFO 226	3
INFO 253 (taken in 3 rd or 4 th term)	0
Summer	Credits
Internship Practicum: BUSS 245	1

Year IV

Semester 5	Credits
DCSN 205	3
INFO Concentration	3
Free Business Elective	3
Elective Cultures and Histories AND Social Inequalities	3
BUSS 211	2
BUSS 253 - Optional (taken in 5 th or 6 th term)	0
Semester 6	Credits
INFO Concentration	3
INFO or DCSN Concentration	3
BUSS 249	3
Elective Understanding the World	3
Elective Cultures and Histories	3
BUSS 253 - Optional (taken in 5 th or 6 th term)	0

Program Delivery

The following is a proposed study plan for the BBA program with Management and Organization concentration:

Required concentration courses:

- Option 1:
 - 2 required concentration courses: MNGT 224 and MNGT 227
 - 3 other MNGT concentration courses
- Option 2:
 - 2 required concentration courses: MNGT 224 and MNGT 227
 - 2 other MNGT concentration courses
 - 1 AUB course from: PSYC 212, PSYC 216, PSYC 220, PSPA 212, PSPA 259

Required Technical Skills Workshop: MNGT 253

Year I

Freshman Year Total Credit Hours 30. Refer to the Admissions section of this catalogue.

Year II

Semester 1	Credits
ACCT 210	3
ENGL 203	3
MATH 203	3
ECON 211 or ECON 212	3
CMPS 208	3
Semester 2	Credits
FINA 210	3
ENGL 204	3
MATH 204	3
DCSN 200	3
MNGT 215	3
BUSS 239	0

Year III

Semester 3	Credits
ECON 212 or ECON 211	3
BUSS 200	3
ARAB	3
MKTG 210	3
INFO 200	3
MNGT 253 (taken in 3 rd or 4 th term)	0
Semester 4	Credits
ACCT 215	3
BUSS 215 (Human Values)	3
Elective Community Engaged Learning	3
Elective Cultures and Histories (History of Ideas)	3
MNGT 224 or MNGT 227	3
MNGT 253 (taken in 3 rd or 4 th term)	0
Summer	Credits
Internship Practicum: BUSS 245	1

Year IV

Semester 5	Credits
MNGT 224 or MNGT 227	3
MNGT Concentration	3
Free Business Elective	3
Elective Cultures and Histories AND Social Inequalities	3
BUSS 211	2
BUSS 253 - Optional (taken in 5 th or 6 th term)	0
Semester 6	Credits
MNGT Concentration	3
MNGT Concentration	3
BUSS 249	3
Elective Understanding the World	3
Elective Cultures and Histories	3
BUSS 253 - Optional (taken in 5 th or 6 th term)	0

Program Delivery

The following is a proposed study plan for the BBA program with a Marketing concentration:

Required concentration courses

- Option 1:
 - 5 MKTG concentration courses (including MKTG 240)
- Option 2:
 - 4 MKTG concentration courses (including MKTG 240) and 1 AUB course from: MCOM 202, MCOM 218, SOAN 225, SOAN 237

Required Technical Skills Workshop: MKTG 253

Year I

Freshman Year Total Credit Hours 30. Refer to the Admissions section of this catalogue.

Year II

Semester 1	Credits
ACCT 210	3
ENGL 203	3
MATH 203	3
ECON 211 or ECON 212	3
CMPS 208	3
Semester 2	Credits
FINA 210	3
ENGL 204	3
MATH 204	3
DCSN 200	3
MNGT 215	3
BUSS 239	0

Year III

Semester 3	Credits
ECON 212 or ECON 211	3
BUSS 200	3
ARAB	3
MKTG 210	3
INFO 200	3
MKTG 253 (taken in 3 rd or 4 th term)	0
Semester 4	Credits
ACCT 215	3
BUSS 215 (Human Values)	3
Elective Community Engaged Learning	3
Elective Cultures and Histories (History of Ideas)	3
MKTG 240	3
MKTG 253 (taken in 3 rd or 4 th term)	0
Summer	Credits
Internship Practicum: BUSS 245	1

Year IV

Semester 5	Credits
MKTG Concentration	3
MKTG Concentration	3
Free Business Elective	3
Elective Cultures and Histories AND Social Inequalities	3
BUSS 211	2
BUSS 253 - Optional (taken in 5 th or 6 th term)	0
Semester 6	Credits
MKTG Concentration	3
MKTG Concentration	3
BUSS 249	3
Elective Understanding the World	3
Elective Cultures and Histories	3
BUSS 253 - Optional (taken in 5 th or 6 th term)	0

Program Delivery

The following is a proposed study plan for the BBA program with Operations Management concentration:

Required concentration courses:

- DCSN 205
- INFO 225 or INFO 226 (at least one of them should be taken)
- 2 DCSN concentration courses
- 1 DCSN or INFO concentration course

Required Technical Skills Workshop: DCSN 253

Year I

Freshman Year Total Credit Hours 30. Refer to the Admissions section of this catalogue.

Year II

Semester 1	Credits
ACCT 210	3
ENGL 203	3
MATH 203	3
ECON 211 or ECON 212	3
CMPS 208	3
Semester 2	Credits
FINA 210	3
ENGL 204	3
MATH 204	3
DCSN 200	3
MNGT 215	3
BUSS 239	0

Year III

Semester 3	Credits
ECON 212 or ECON 211	3
BUSS 200	3
ARAB	3
MKTG 210	3
INFO 200	3
DCSN 253 (taken in 3 rd or 4 th term)	0
Semester 4	Credits
ACCT 215	3
BUSS 215 (Human Values)	3
Elective Community Engaged Learning	3
Elective Cultures and Histories (History of Ideas)	3
DCSN 205	3
DCSN 253 (taken in 3 rd or 4 th term)	0
Summer	Credits
Internship Practicum: BUSS 245	1

Year IV

Semester 5	Credits
INFO 225 or INFO 226	3
DCSN Concentration	3
Free Business Elective	3
Elective Cultures and Histories AND Social Inequalities	3
BUSS 211	2
BUSS 253 - Optional (taken in 5 th or 6 th term)	0
Semester 6	Credits
DCSN Concentration	3
DCSN or INFO Concentration	3
BUSS 249	3
Elective Understanding the World	3
Elective Cultures and Histories	3
BUSS 253 - Optional (taken in 5 th or 6 th term)	0

Undergraduate Business Courses

Undergraduate Business Course Prefixes

BBA courses all have a prefix labeled after the following discipline names, ACCT (Accounting), DCSN (Business Decision Systems), ENTM (Entrepreneurship), FINA (Finance), INFO (Information Systems), MKTG (Marketing) and MNGT (Management). A detailed description of courses under each discipline is available in its respective track section. Interdisciplinary and integrative courses that do not belong to a particular discipline are labeled by the prefix BUSS.

BUSS Courses

[BUSS 101 Introduction to Business 3 cr.](#)

This course introduces students to the many facets of private enterprise systems and the businesses that operate within its framework. Moreover, it focuses on an overview of the forces within the business environment, i.e., globalization, economics, government, and society. Students use this course to learn more about the business landscape, by focusing on business systems and key functional areas within the firm, such as marketing, operations, accounting, finance, management, and human resources. Freshman standing only.

[BUSS 200 Business Statistics 3 cr.](#)

Introduces the basic statistical methods that are commonly used for managerial decision-making. Emphasis is on applying methods and interpreting results, with extensive use of statistical software. The course first reviews the descriptive statistics and basic concepts of probability distributions, in particular the normal distribution. The course also addresses topics on inferential statistics such as confidence intervals, hypothesis testing, one-way analysis of variance and correlation analysis. The course finally covers simple linear

regression and introduces students to multiple linear regression and time series forecasting. Business majors only. Prerequisites: MATH 204 and CMPS 208.

[BUSS 211 Business Law 2 cr.](#)

The main objective of the course is to help business students understand the Lebanese and American legal aspects of common business activities and the formation and function of commercial companies, along with the related ethical principles. Junior or senior standing business majors only.

[BUSS 215 Business Ethics 3 cr.](#)

This is an introductory course that provides students with an overview of business ethics at the individual, organizational, and societal levels. Issues such as corruption, sexual harassment, fair trade, fraud, whistleblowing, corporate social responsibility, ethical norms, ethical values, environmental responsibility, and many more will be examined both in the international and local Lebanese context. Ultimately, the course is designed to not only introduce students to a wide array of current ethical issues in business but to also foster skills related to critically analyzing the ethical and social dimensions of business-related problems in order to build more ethically informed rationales for decision-making. General Education/Human Values course. Junior or senior standing.

[BUSS 220 Personal Financial Planning 3 cr.](#)

Every financial decision we make has an impact on our lives and our future. This course will engage a diverse student population by helping them make personal connections to financial concepts that can immediately impact their current financial situations, avoid basic financial mistakes, and provide a strong foundational knowledge of financial concepts and tools that they need to manage their day-to-day finances and plan their future. This course empowers students to define their personal financial objectives and make smart financial decisions that help them achieve their goals. It offers essential skills and knowledge that will set students on the road to lifelong financial wellness. General Education/Societies and Individuals. For non-business students only.

[BUSS 224 Business & Sustainability 3 cr.](#)

Setting the foundation for understanding sustainability in the business context, this course takes students on a comprehensive journey through the principles of sustainable business practices. It emphasizes the importance of integrating sustainability into the core strategy of companies to achieve the triple bottom line. With a blend of historical insights, theoretical frameworks, and contemporary case studies, the course explores how businesses across various sectors are leading the charge in sustainable innovation. Students will critically examine the roles and responsibilities of businesses in promoting environmental conservation, social equity, and economic prosperity.

[BUSS 230 Managerial Economics 3 cr.](#)

Managerial Economics is the use of economic theory and mathematical and statistical techniques in order to examine how a firm can make economic decisions given the constraints it faces. Topics covered include: goals of the firm, marginal analysis, demand theory and estimation, time series and forecasting, theory of production and estimation, cost theory and estimation, pricing and output determination under different market structures, game theory, and pricing in practice. Business majors only. Prerequisites: ECON 211 and BUSS 200.

[BUSS 235 Macro Business Analysis 3 cr.](#)

A course that combines theory with cases that require group work and discussions. The theoretical part of this course covers monetary, fiscal and exchange rate policy, and an overview of economic development strategies. Cases are used to train students in

developing rigorous arguments to analyze interactions between firms in domestic as well as global economic scenarios. Business majors only. Prerequisite: ECON 212.

[BUSS 239 Business Communication Skills Workshop 0 cr.](#)

A twelve-hour workshop designed to introduce students to the various communication skills needed in a typical work environment. Mastering these skills plays a profound role in shaping and advancing professional careers in all types of industries and work scopes. The workshop introduces specific guidelines for the effective use of a variety of communication skills in the workplace in an interactive manner that simulates the work environment. Business majors only.

[BUSS 245 Internship/Practicum 1 cr.](#)

A summer period of guided work experience under faculty supervision by a mentor and corporate guidance by a preceptor, designed to acquaint students with the world of work and help them acquire core values and basic skills necessary for an understanding of the global economy. Business majors only. Prerequisites: FINA 210, MNGT 215, MKTG 210, INFO 200. Business majors only. Junior or senior standing.

[BUSS 246 Honors Seminar in Business 3 cr.](#)

A tutorial research course that can be counted toward any undergraduate concentration. This course involves directed readings and emphasizes individual, original and independent research in any business-related area. This course requires, among other things, the student to prepare an honors research paper under the supervision of one or more faculty members in the particular area of concentration. The honors paper is normally presented at a school seminar. Prerequisite: Approval of track convener.

[BUSS 247 Project 3 cr.](#)

A practicum course that can be counted for any undergraduate concentration. This course focuses on analysis of contemporary business issues and problems. The project requires, among other things, the student to work on a problem faced by one of the local or regional businesses, and recommends a set of possible solutions under the supervision of one or more faculty members in the particular area of concentration. The results of the project are normally presented in a meeting in the presence of representatives from the business subject to the consulting assignment. Business majors only. Prerequisite: Approval of course instructor.

[BUSS 249 Strategic Management 3 cr.](#)

Strategic Management is the capstone business course. It covers the three pillars of the strategic management process: analysis, formulation, and implementation of strategies. It helps students acquire the skills needed to conduct comprehensive internal and external analyses to identify the strengths and weaknesses of an organization, as well as the opportunities and threats in its external environment. In other words, students will learn how to assess the resources, capabilities, and core competencies of an organization, understand the parameters of the industry in which it operates, and accordingly capitalize on opportunities in its macroenvironment to achieve a sustainable competitive advantage. Moreover, the course covers the formulation of Corporate, Business, and Functional level strategies, and what it takes to implement these strategies successfully. Multiple case studies covering various industries will help students bridge the gap between the theoretical frameworks and the application of these frameworks in real life business situations. Business majors only. Prerequisites: ACCT 215, FINA 210, MNGT 215, MKTG 210, INFO 200 and DCSN 200.

[BUSS 253 Critical Thinking Skills Development Workshop 0 cr.](#)

A twelve-hour workshop designed to equip business students with the critical thinking skills

necessary to navigate the complexities of the business world. Through a combination of hands-on activities and real-world case studies, participants will learn to analyze problems, evaluate solutions, and make decisions with clarity and confidence. Emphasizing practical applications and collaborative learning, this workshop aims to foster a mindset of inquiry and analysis. Business majors only. Senior Standing. Prerequisites: ACCT 215, BUSS 200, FINA 210, MNGT 215, MKTG 210, INFO 200, DCSN 200 and Instructor's approval.

[BUSS 255 CO-OP Education 3 cr.](#)

A 6-month work experience integrated to the BBA curriculum that includes a systematic approach for filling pre-professional work assignments, mentored by an OSB faculty and supervised by a corporate preceptor. The course is designed to provide students with practical experience and help them develop an understanding of core business values as well as acquire practical skills necessary to excel in today's dynamic and challenging business environment. Business majors only. Prerequisites: ACCT 210, CMPS 208, ECON 211, ECON 212, and four courses of the following: FINA 210, MKTG 210, MNGT 215, DCSN 200, INFO 200, BUSS 200.

[BUSS 256 Advanced CO-OP Education 3 cr.](#)

A 6-month work experience integrated to the BBA curriculum that includes a systematic approach for filling pre-professional work assignments, mentored by an OSB faculty and supervised by a corporate preceptor. The course is designed to provide students with advanced practical experience and help them develop deeper understanding of core business values as well as enhance their acquired practical skills necessary to excel in today's dynamic and challenging business environment. Business majors only. Prerequisites: BUSS 255, and all of the following courses FINA 210, MKTG 210, MNGT 215, DCSN 200, INFO 200, BUSS 200.

FAME Track Courses

In addition to the 39 credit general undergraduate requirement from outside the school (listed earlier) and the 36 credits required in the business core (ACCT 210, ACCT 215, BUSS 200, BUSS 211, BUSS 215, BUSS 239, BUSS 245, BUSS 249, DCSN 200, FINA 210, INFO 200, MKTG 210, MNGT 215 and a free Business elective), the track requires students following one of its concentrations to take 15 credits in the concentration area (including the required concentration courses in each area) and a technical skills workshop in the concentration area. Students may choose to pursue a concentration in Accounting, Finance, Finance with Corporate Finance emphasis, or Finance with Investment Management emphasis as described in the corresponding degree plan for that concentration.

Accounting Courses

[ACCT 210 Financial Accounting 3 cr.](#)

An introduction to financial accounting that covers the use, interpretation and analysis of the principal financial statements and other sources of financial information from a national and international perspective.

[ACCT 215 Management Accounting 3 cr.](#)

A course that covers the use, interpretation and analysis of management accounting information for management decision-making, planning and control of operations. The focus is on cost behavior, cost measurement, budgeting, performance measurement and evaluation, responsibility accounting and product costing. Business majors only. Prerequisite: ACCT 210.

ACCT 217 Strategic Managerial Accounting 3 cr.

In-depth coverage of topics such as value chain analysis, activity-based costing, JIT systems, analysis of firm's cost structures, and the provision and use of information for strategic decisions. A rigorous analysis of some widely-used financial and non-financial measures, such as Return on Investment, EVA and the balanced scorecard is also undertaken. Business majors only. Prerequisite: ACCT 215.

ACCT 221 Intermediate Financial Accounting I 3 cr.

This course develops an in-depth understanding of the theory of accounting, traditional financial accounting topics, conceptual framework, major financial statements form and content, accounting systems, and valuation. It also covers recent developments in financial reporting and measurement practices as promulgated by the leading professional accounting organizations and applied by practitioners in public accounting and industry. Business majors only. (Offered in fall semester only). Prerequisite: ACCT 210.

ACCT 222 Cost Accounting 3 cr.

A course on accounting in manufacturing operations; cost concepts and classifications; cost accounting cycle; accounting for materials, labor and burden; process cost accounting; budgeting; standard costs; cost reports; direct costing and differential cost analysis; cost-volume-profit analysis and gross profit analysis. Business majors only. Prerequisite: ACCT 215.

ACCT 223 Intermediate Financial Accounting II 3 cr.

Continuation of ACCT 221. This course covers financial reporting issues relating to liabilities, ownership equity, selected financial reporting issues and financial reporting disclosure. Business majors only. (Offered in spring semester only). Prerequisite: ACCT 221.

ACCT 230 Introduction to External Auditing 3 cr.

An introduction to auditing and the professional responsibilities of a career in accounting. Topics include the legal and ethical responsibilities of accountants; professional auditing standards; international auditing standards; acquisition, evaluation and documentation of audit evidence; reports on the results of the engagement, evaluation in internal control, compliance testing, substantive testing, and statistical sampling and auditing EDP. Business majors only. Junior Standing. Co-requisite: ACCT 221.

ACCT 231 Fraud Examination and Internal Audit 3 cr.

A course on fraud examination and internal audit. This course covers concepts and topics of fraud detection, deterrence and prevention; types of financial statement and occupational fraud; and investigation and interviewing techniques. It also covers functions of internal audit, audit committees and corporate governance, planning and performing the internal auditing engagement, and coordination of internal auditing and external auditing. Business majors only. Prerequisite: ACCT 215.

ACCT 232/INFO 232 Accounting Information Systems 3 cr.

A course that explores in detail several typical Accounting Information System (AIS) application subsystems, such as order entry/sales, billing/receivables/cash receipts, inventory, purchasing/accounts payable/cash disbursements, payroll and materials planning/production. This course includes understanding, documenting, designing, using and auditing these application subsystems. Business majors only. Prerequisites: ACCT 210 and INFO 200. Students cannot receive credit for both ACCT 232 and INFO 232.

ACCT 235 Taxation 3 cr.

A study of the Lebanese Tax Code and its application as it relates to individuals and

various tax entities. The course provides an introduction to tax planning according to tax regulations and legislation. It also gives an overview of the US tax system as well as various international tax developments (multilateral tax agreements, BEPS, CRS, E-services taxation, etc.). Business majors only. Prerequisite: ACCT 210.

ACCT 240 Fund Accounting 3 cr.

A course that provides an alternative perspective of accounting that meets the needs of not-for-profit and governmental organizations. This course involves the interpretation and use of fund accounting as a means of reporting and controlling activities. Business majors only. Prerequisite: ACCT 215.

ACCT 241 Profit Planning and Budgeting Control 3 cr.

A broad view of profit planning and control. Topics covered include sales planning and control, planning production, materials purchase and usage, planning and controlling direct labor costs and overhead, planning expenses, planning and controlling capital expenditures, and completion and application of the profit plan. Business majors only. Prerequisite: ACCT 215.

ACCT 246 International Accounting 3 cr.

This course covers accounting and auditing related issues from both international and US perspectives. It provides a comparative coverage of accounting and auditing topics under both sets of standards. Business majors only. Prerequisite: ACCT 215.

ACCT 248/FINA 248 Financial Statement Analysis 3cr.

A course that covers the relevance and process of accounting and financial analyses within the broader theme of business analysis. The focus is on informational role of accounting, the quality of reporting, the analysis of financing, investing, and operating activities, as well as of different aspects of an entity's financial performance and financial position – all towards the ultimate purpose of informed decision-making. Business majors only. Prerequisite: ACCT 210. Student cannot receive credit for both ACCT 248 and FINA 248

ACCT 250 Special Topics 1, 2 or 3 cr.

A course that deals with special issues and concerns in accounting not included in regular courses. This course may be repeated for credit when topics vary. Prerequisites vary with the topic and are noted in the course schedule. Credits depend on the course offered. Business majors only. Prerequisite: Approval of track convener.

ACCT 251 Accounting Tutorial 0.5-3 cr.

Tutorials provide opportunities for students to pursue directed study readings and preliminary research relevant to their concentration where existing courses do not offer the required subject matter. Tutorials include a presentation of a report on the work. Business majors only. Prerequisite: Approval of track convener.

ACCT 253 Technical Skills Workshop in Accounting 0cr.

A twelve-hour workshop designed to provide insights into emerging trends and teach how to leverage specific tools, technologies, or methodologies in the field of accounting. This workshop aims to enhance technical skill sets, fostering a higher level of proficiency and efficiency in the future career. Accounting concentration only. Junior Standing.

Finance Courses

FINA 210 Business Finance 3 cr.

This course teaches the tools that determine and analyze the major decisions a financial

manager has to make, including identification of the firm's goals, time value of money, use of discount cash flow models, capital budgeting under certainty, capital structure as it relates to cost of capital, dividend policy and ethics in finance. Engineering students must only register in FINA 211 instead of FINA 210. Prerequisite: ACCT 210.

FINA 211 Introduction to Finance for Engineers 3 cr.

This course introduces basic principles of finance to engineers and provides practical tools for financial decisions and valuation in a corporate context, including financial statement analysis, valuation, capital budgeting under uncertainty, cost of capital, capital structure, dividend policy, lease finance, options, and acquisition. Engineering majors only. Prerequisite: ACCT 210.

FINA 215 Financial Markets and Institutions 3 cr.

This course provides students with a broad understanding of the functioning of financial markets and explores the determinants of interest rates and their impact on asset pricing. The course also explores the roles and functions of financial institutions and intermediaries such as commercial banks, investment banks, mutual funds, pension funds and insurance companies; additionally, the course briefly tackles the types of risks each of these institutions face. Business majors only. Prerequisite: FINA 210.

FINA 218 Risk Management in Financial Institutions 3 cr.

This course focuses on managing risk in the context of the Basel accords. Emphasis is placed on the identification, measurement and management of risk at financial institutions. An overview of the Basel Accords is provided along with computations of capital requirements taking into consideration market, credit and operational risk. Basic quantitative, legal and accounting tools are used. Business majors only. Prerequisite: FINA 210.

FINA 220 Investment Management 3 cr.

A study of the operations of securities markets, investment policies, valuation of individual securities and techniques of investing in securities. This course also introduces students to analysis of investment information, evaluation of risks and returns, and principles of portfolio selection in investment decisions. Business majors only. Prerequisite: FINA 210.

FINA 221 Fixed Income Securities 3 cr.

The course's primary objective is to equip students with the knowledge and skills to navigate the complexities of fixed-income markets. Students will develop theoretical and practical skills to analyze fixed-income instruments across various market conditions by examining real-world case studies and engaging in hands-on exercises. Therefore, throughout the course, students will delve into the investment spectrum of fixed-income securities, including treasury and corporate bonds, mortgage-backed securities, asset-backed securities, floating and variable rate bonds, and other bond instruments. Emphasis will be placed on mastering the analytical techniques for evaluating these securities, including yield curve analysis, duration, convexity measurements, bond rating assessment, and pricing models. Business majors only. Prerequisite: FINA 210.

FINA 222 Valuation Methods 3 cr.

This course covers techniques used by investment bankers and analysts for enterprise valuation. The techniques used are divided into intrinsic valuation and relative valuation. Intrinsic valuation includes dividend discount models, free cash flow to equity, free cash flow to firm. Relative valuation measures are price-to-earnings, price-to-sales, price-to-book, and price-to-cash flow. Business majors only. Prerequisite: FINA 210.

FINA 225 Commercial Bank Management 3 cr.

Defines functions, operations and objectives of commercial banks as compared to other financial institutions. The course studies the management aspects of commercial banks, financial analysis of bank statements, liquidity management, assets and liability management, profitability, capital adequacy, credit analysis, trade finance and banking regulations. Business majors only. Prerequisite: FINA 210.

FINA 227 Insurance 3 cr.

An operational approach to risk management in business and personal affairs. The major thrust of this course is to introduce students to the various types of insurance contracts including life, health, property and liability insurance, and how to measure and manage risk. This course also covers reinsurance and the know-how to make the best use of insurance contracts and coverage. Business majors only. Prerequisite: FINA 210.

FINA 228 Risk Management 3 cr.

This course provides an introduction to the risks faced by financial and nonfinancial institutions. These risks include interest rate, liquidity, operational, market and credit risk. Students will acquire a thorough understanding of the measures of market and credit risk such as Value at Risk (VaR), Expected Shortfall (ES), default probabilities and credit VaR. The course also introduces stress testing, scenario analysis as well as the use of derivatives to hedge risk. Business majors only. Prerequisites: FINA 210 and senior standing.

FINA 230 International Financial Management 3 cr.

An analysis of the opportunities, problems, and financial decisions confronting multinational companies. The focus of this course is on understanding international regulatory and environment differences, access to money and capital markets, use of derivatives to hedge exchange rate risk, exposure to political risk and other types of risk, and international diversification. Business majors only. Prerequisite: FINA 210.

FINA 231 Private Equity 3 cr.

The course provides students with a practical understanding of the private equity industry. Private equity is the study of investing capital in the equity of private companies to fund growth as well as investing in public companies to take them private. The course explores how modern private equity firms raise capital, align interests, conduct due diligence, secure leverage, negotiate deals, execute an investment plan and exit through an Initial Public Offering or a Merger and Acquisition. The course places particular emphasis on the conduct of private equity in the MENA region and emerging markets. Business majors only. Prerequisite: FINA 210

FINA 232/ENTM 232 Real Estate Management 3 cr.

This course is designed to give the student a general overview of the real estate space. Topics include an introduction to real estate markets (sources of demand), real estate finance, project evaluation, elements of real estate law, appraisals, property development and property management. Business majors only. Prerequisite: FINA 210. Students cannot receive credit for both ENTM 232 and FINA 232.

FINA 234 Real Estate Finance and Investment 3 cr.

This course examines selected issues in real estate finance and investment: Techniques for analyzing financial decisions in property development and investment; property income streams, pro forma analysis, equity valuation, taxes, risk types, and sensitivity analysis. It also introduces the fundamentals of mortgage securitization and public markets in real estate securities. Business majors only. Prerequisite: FINA 210.

FINA 235 Financial Planning 3 cr.

A course that deals with planning and managing personal finance. This course focuses on topics such as the financial planner's role and environment, cash flow budgeting, consumer credit, debt management, insurance, taxation and financial planning, retirement planning, estate planning and wills, personal bankruptcy and insolvency, and preparation of financial plans. Business majors only. Prerequisite: FINA 210.

FINA 236/ENTM 236 Entrepreneurial Finance 3 cr.

This course aims to take the student through the various stages of financing new venture deals, from inception to startup to harvest. The course teaches students how to identify new venture financing needs and corresponding financing sources. The course also examines new venture valuation techniques. From the investor's perspective, the course is designed to enable improved investment and financing decisions in entrepreneurial settings. From the viewpoint of the entrepreneur, it will examine financial planning and forecasting, the evaluation of alternative sources of financing, venture capital, and basic company valuation. Business majors only. Prerequisite: FINA 210. Students cannot receive credit for both ENTM 236 and FINA 236.

FINA 240/DCSN 220 Financial Modeling 3 cr.

This course is designed to provide students with the knowledge and skills needed to build, analyze, and interpret financial models. The course will cover essential financial concepts, Excel skills, and modeling techniques used in various industries. Students will gain hands-on experience in constructing financial models for decision-making and valuation purposes. The Financial Modeling course establishes a crucial bridge between foundational finance courses and advanced topics within the field. Building on the principles acquired in introductory finance and accounting courses, this specialized course delves into the practical application of financial concepts through the construction and analysis of sophisticated financial models. It complements accounting courses by providing students with a hands-on understanding of how financial statements and forecasting techniques are interwoven in real-world scenarios. Moreover, the course extends the quantitative skills developed in basic mathematics and statistics courses, honing them specifically for financial modeling purposes by introducing valuation techniques, scenario analysis, and the integration of Excel and VBA programming. Business majors only. Prerequisite: BUSS 200 and FINA 210. Students cannot receive credit for both DCSN 220 and FINA 240.

FINA 241/ENTM 241 Venture Capital Management 3 cr.

This course provides the students with conceptual and practical knowledge about key operating and strategic aspects of an entrepreneurial business start-up, from inception to IPO. It covers operating and strategic issues including the development of a business plan and new venture strategies, the impact of marketing methods on financial requirements, the assessment and staging of the financing needs of the venture, sources of finance, advantages and drawbacks, valuation methods, IPO prerequisites and constraints, organizational design, along with harvesting alternatives. Business majors only. Prerequisite: FINA 210. Students cannot receive credit for both ENTM 241 and FINA 241.

FINA 244 Derivative Securities 3 cr.

This course introduces the students to the functioning of derivatives markets and the pricing of derivatives contracts. The pricing of contingent claims such as forwards, futures, swaps, and options will be covered in detail. The course also examines how financial institutions use derivatives contracts to hedge risk. Business majors only. Prerequisites: FINA 210.

FINA 245 Hedge Fund Strategies 3cr.

This course focuses on the theory and practice of hedge fund management. The class describes some of the main strategies used by hedge funds. The course covers tactical asset allocation across asset classes such as commodities, equities, currencies and fixed income, individual equity investing (discretionary equity investing, short selling, quantitative equity strategies), global macro investing, managed futures strategies, and relative-value strategies (fixed income arbitrage, convertible bond arbitrage, event driven investments). Practical aspects that pertain to the implementation of trading strategies (transaction costs, liquidity risk and performance measurement) as well as “backtesting” a trading strategy are also discussed. Business majors only. Prerequisite: FINA 210

FINA 246 Corporate Finance 3 cr.

This course provides thorough understanding and analyses, using the case approach, of the financial policies and strategic financial decisions of corporations. The topics covered include project valuation using real options, cost of capital for a multidivisional firm, capital structure and estimation of debt benefits, distribution policy (Dividends and Buybacks), raising capital (IPOs and SEOs), warrants and convertibles, mergers and acquisitions, leverage buyouts, corporate failure and restructuring. Business majors only. Prerequisite: FINA 210.

FINA 248/ACCT 248 Financial Statement Analysis 3cr.

A course that covers the relevance and process of accounting and financial analyses within the broader theme of business analysis. The focus is on informational role of accounting, the quality of reporting, the analysis of financing, investing, and operating activities, as well as of different aspects of an entity’s financial performance and financial position – all towards the ultimate purpose of informed decision-making. Business majors only. Prerequisite: ACCT 210. Students cannot receive credit for both FINA 248 and ACCT 248.

FINA 249 Introduction to Sustainable Finance 3 cr.

This course introduces students to the principles of sustainable finance from the perspective of investors and management. Students will learn to critically assess the role of financial markets in promoting sustainable development, effectively integrate environmental, social, and governance (ESG) criteria into financial analyses and decisions, and develop expertise in sustainable investment strategies and products. Topics covered include sustainability challenges, the externalities of firm behavior, the role of governance structures and institutional investors in steering towards sustainable business practices, ESG metrics and data, and the role of financial markets and instruments in the allocation of capital towards sustainable business activities. Students will understand how to align financial practices with the broader objectives of sustainable development. Prerequisite: FINA 210.

FINA 250 Special Topics 1, 2, or 3 cr.

A course that deals with special issues and concerns in finance not included in regular courses. This course may be repeated for credit when topics vary. Prerequisites vary with the topic and are noted in the course schedule. Credits depend on the course offered. Business majors only. Prerequisite: Approval of track convener.

FINA 251 Finance Tutorial 0.5-3 cr.

Tutorials provide opportunities for students to pursue directed study readings and preliminary research relevant to their concentration when existing courses do not offer the required subject matter. Tutorials include a presentation of a report on the work. Business majors only. Prerequisite: Approval of track convener.

FINA 253 Technical Skills Workshop in Finance 0cr.

A twelve-hour workshop designed to provide insights into emerging trends and teach how to leverage specific tools, technologies, or methodologies in the field of finance. This workshop aims to enhance technical skill sets, fostering a higher level of proficiency and efficiency in the future career. Finance concentration only. Junior Standing.

Marketing, Management and Entrepreneurship Track Courses

In addition to the 39 credit general undergraduate requirement from outside the school (listed earlier) and the 36 credits required in the business core (ACCT 210, ACCT 215, BUSS 200, BUSS 211, BUSS 215, BUSS 239, BUSS 245, BUSS 249, DCSN 200, FINA 210, INFO 200, MKTG 210, MNGT 215, and a free Business elective), the track requires students following one of its concentrations to take 15 credits in the concentration area (including the required concentration courses in each area) and a technical skills workshop in the concentration area. Students may choose to pursue a concentration in Marketing, Management and Organization, Entrepreneurship and Innovation, or General Business as described in the corresponding degree plan for that concentration.

Entrepreneurship Courses

ENTM 220 Entrepreneurship and Business Planning 3 cr.

In this course, students learn about innovation, entrepreneurship, and the lean startup in an experiential manner. Teams pursue their own innovative business idea based on the lean startup concepts, where they build on the design thinking methodology and interview potential customers in order to formulate a business plan, build a prototype, and test it for their new venture. Teams will be ideally composed of a mix of students coming from business, technical, and art majors to work together on developing creative, technically feasible, human-centered and financially feasible ventures. General Education/ Societies and Individuals. Junior or senior standing.

ENTM 221 Entrepreneurial Mindset 3 cr.

This course will expose the student to many of the topics currently dominating the study of entrepreneurship. These may include theoretical perspectives on the economic and social function of entrepreneurs, psychological and cognitive aspects of entrepreneurs, the intersection of opportunities and enterprising individuals, the decision to exploit, and the new venture creation process. This course is designed for students who wish to understand entrepreneurship from a deeper and more theoretical perspective than practitioner guidance. Prerequisite: MNGT 215.

ENTM 225/MNGT 235 Business Environment of the Firm 3 cr.

This course focuses on macro-organizational theories and their applications to analyze a firm's environment. Students will be introduced to system theory, institutional theory, and identity theory. Then students will learn how to apply external analysis tools such as Porter 5 forces, Strategic Grouping, and PESTEL. After taking this course, students are expected to have a clear understanding of the impact of the environment on organizations and to identify macro disruptors as threats or opportunities. This course will train students to think strategically about opportunities in their environments. Prerequisite: MNGT 215. Students cannot receive credit for both ENTM 225 and MNGT 235.

ENTM 230 Decision-Making Skills for Entrepreneurs 3 cr.

In this course, students will gain various decision-making skills that are relevant to the field

of entrepreneurship and will utilize various Artificial Intelligence (AI) tools that will help them, as entrepreneurs, make a number of decisions and confront a variety of problems, from financial management and client acquisition to product creation and marketing techniques. Students will also reflect on the strengths and weaknesses of AI in entrepreneurship as well as examine its ethical implications and impact on accuracy, productivity, and efficiency. Prerequisite: Senior Standing.

ENTM 232/FINA 232 Real Estate Management 3 cr.

This course is designed to give students a general overview of the real estate space. Topics include an introduction to real estate markets (sources of demand), real estate finance, project evaluation, elements of real estate law, appraisals, property development and property management. Business majors only. Prerequisite: FINA 210. Students cannot receive credit for both ENTM 232 and FINA 232.

ENTM 236/FINA 236 Entrepreneurial Finance 3 cr.

This course aims to take the student through the various stages of financing new venture deals, from inception to startup to harvest. The course teaches students how to identify new venture financing needs and corresponding financing sources. The course also examines new venture valuation techniques. From the investor's perspective, the course is designed to enable improved investment and financing decisions in entrepreneurial settings. From the viewpoint of the entrepreneur, it will examine financial planning and forecasting, evaluation of alternative sources of financing, venture capital, and basic company valuation. Business majors only. Prerequisite: FINA 210. Students cannot receive credit for both ENTM 236 and FINA 236.

ENTM 235 Family Business: Issues and Solutions 3 cr.

A course that focuses on family businesses: their importance, structure, governance, management and challenges; issues of succession, inheritance, family versus non-family management, and rivalry between siblings, cousins or across generations. Business majors only. (Offered in fall semester only). Prerequisite: MNGT 215.

ENTM 240 Social Entrepreneurship 3 cr.

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

ENTM 241/FINA 241 Venture Capital Management 3 cr.

This course provides the students with conceptual and practical knowledge about key operating and strategic aspects of an entrepreneurial business start-up, from inception to IPO. It covers operating and strategic issues including the development of a business plan and new venture strategies, the impact of marketing methods on financial requirements, the assessment and staging of the financing needs of the venture, sources of finance, advantages and drawbacks, valuation methods, IPO prerequisites and constraints, organizational design, along with harvesting alternatives. Business majors only. Prerequisite: FINA 210. Students cannot receive credit for both ENTM 241 and FINA 241.

ENTM 250 Special Topics 1, 2 or 3 cr.

A course that deals with special issues and concerns in entrepreneurship not included in regular courses. This course may be repeated for credit when topics vary. Prerequisites vary with the topic and are noted in the course schedule. Credits depend on the course offered. Prerequisite: Approval of track convener.

ENTM 251 Entrepreneurship Tutorial 0.5-3 cr.

Tutorials provide opportunities for students to pursue directed study readings and preliminary research relevant to their concentration where existing courses do not offer the required subject matter. Tutorials include a presentation of a report on the work. Prerequisite: Approval of track convener.

ENTM 270 Launching a New Venture 3 cr.

This course focuses on the founding and development of new business ventures. It identifies the prerequisites for successful new ventures, the threats to their survival, and the practical actions entrepreneurs may take to overcome them and successfully grow their startup. Students will work in groups to create new startups while building viable business plans and paying attention to issues such as competitive analysis, financing options, team management, metric measurement, investment needs, and future plans. They will finally pitch their startups at the end of the course. Business majors only. (Offered in Spring semester only). Prerequisites: MNGT 215 and FINA 210.

ENTM 253 Technical Skills Workshop in Entrepreneurship and Innovation 0cr.

A twelve-hour workshop designed to provide insights into emerging trends and teach how to leverage specific tools, technologies, or methodologies in the field of Entrepreneurship. This workshop aims to enhance technical skill sets, fostering a higher level of proficiency and efficiency in the future career. Entrepreneurship and Innovation concentration only. Junior Standing.

Management Courses**MNGT 215 Fundamentals of Management and Organizational Behavior 3 cr.**

A course that introduces the management discipline to students and familiarizes them with managerial and leadership skills appropriate in different contexts. It integrates theories of management with the applications in the real-world workplace. The course includes critical analysis of scenarios, guest speakers, and role-playing. The main topics cover traditional and contemporary management views and functions. It also includes topics related to leadership and employee motivation, strategic decision-making, power dynamics and politics, communication, personal growth within organizations, and managing groups and teams. General Education/Social Science list I course. Corequisite: ENGL 204.

MNGT 218 Advanced Topics in Organizational Behavior 3 cr.

This course provides an advanced perspective of the field of organizational behavior and management. Students will achieve an understanding of individual and group behavior in the workplace, and of what makes an organization function. A focus is placed on current management challenges in relation to individuals and interactions in organizations, and systems of work organization. The course illustrates the relevance of organizational behavior theory for practice through creating sustainable workplaces. Specific topics include motivation at work, promoting well-being, fairness and justice at work, leadership, organizational design, change management, and sustainable human resource management. Business majors only. Prerequisite: MNGT 215 and ENGL 204.

MNGT 220 Human Resource Management 3 cr.

This course introduces the principles of human resource management. It helps students acquire the basic HRM concepts and equips them with the tools necessary for the effective management of people in organizations. Main topics covered include strategic HRM, planning and staffing, training and development, performance management, compensation, career management and global HRM. Business majors only. (Offered in Fall semester only). Business majors only. Prerequisite: MNGT 215 and ENGL 204.

MNGT 222 HR Analytics

Data analytics, in general, is no longer about discovering interesting statistics and presenting them to business executives. In this era, big data is an important topic, enabling both tactical and strategic decision-making in every aspect of a business. In particular, the function of people analytics, which entails using data analytics tools to measure, report, and understand employee matters (from hire to exit, through learning and performance), is undergoing a major shift. This course will equip students with an inquisitive approach to analyzing people data within the workplace and studying the impact of the analyzed data on the overall organization. Students will learn how people analytics can help managers, executives, and HR professionals optimize employee value and drive effectiveness and efficiency in the employee's experience. Students are not required to have a background in data analytics to take this course; the first module will provide an overview of the foundation for using and statistically analyzing data that they will build on throughout the course. Business majors only. Prerequisite: BUSS 200, MNGT 215 and ENGL 204.

MNGT 223 Cross Cultural Management 3 cr.

The purpose of this course is to prepare students for professional life in the modern connected world. This course provides an opportunity to practice a collection of cross-cultural business tools through hands-on experiential activities in which students will work in a multi-cultural team. Students will develop an individual cross-cultural competency in the global business context and build the skills they need to communicate, problem-solve and collaborate in a global team environment—all essential 21st century skills. Business majors only. Prerequisite: MNGT215 and ENGL 204.

MNGT 224 Leadership in Organizations 3 cr.

In the fast-paced and ever-changing landscape of today's organizations, effective leadership is paramount. This course offers a comprehensive exploration of leadership within the context of modern workplaces. The course also explores issues around managing people and teams in the contemporary workplace. Students will delve into the multifaceted nature of leadership, examining its complexities, challenges, and opportunities. The course begins by framing leadership analysis, highlighting the inherent problems and complexities that leaders encounter in dynamic organizational environments. Students develop a nuanced understanding of the factors influencing contemporary leadership dynamics. Business majors only. Prerequisite: MNGT 215 and ENGL 204.

MNGT 227 Managing Change in Organizations 3 cr.

Organizations today are characterized by increasing levels of complexity, uncertainty, and change. Organizations are increasingly faced with the need to adapt to change, and managers today must understand the various challenges, opportunities, and implications of these contexts to workplace dynamics, organizational performance, and sustainability. This course provides students with an understanding of what change is about, as well as perspectives on change management. The primary aim is to equip managers, leaders, consultants, and advisers with the requisite skills to navigate the complexities of organizational change effectively. Business majors only. Prerequisite: MNGT 215 and ENGL 204.

MNGT 228 Contemporary Issues in Management and Organization 3 cr.

This course addresses contemporary issues in management theory and practice. The course reflects on the relevance of various management and organization topics in the context of the historical evolution of work and the employment relationship. The course also focuses on implications for employee attitudes and behaviors, and for organizations. The main topics include organizational culture, technology at work, change management, the social and psychological contracts of work, work-life balance, emotions at work, and workplace wellbeing. Business majors only. Prerequisite: MNGT 215 and ENGL 204.

MNGT 230 International Business 3 cr.

A course on the management function in a global economy. Topics covered include substantive and stylistic challenges for senior and middle management in international cross-continent corporations and conglomerates, standardization and diffusion of authority and operations, mobility and self-reinvention, integration and differentiation. Business majors only. Prerequisite: MNGT 215 and ENGL 204.

MNGT 231 Judgment & Decision Making 3cr.

Judgment and decision-making are at the very core of the manager's responsibility, but managers often make non-rational decisions. In this course students will learn about how managers and executives should make decisions as well as how they actually do make decisions. We explore the psychological and social forces that derail our rational thinking. The course also helps students identify where poor decision-making is likely to occur and provides tools necessary to combat non-rational decision-making in themselves and in others. Business majors only. Prerequisite: MNGT 215 and ENGL 204.

MNGT 233 Gender work and Inclusive Systems 3 cr.

This course raises awareness and deepens understanding of the significant role of gender and diversity in contemporary work organizations. It offers multiple perspectives to analyze issues of gender and diversity at the levels of identity, organizational practices and society. The course is designed to provide students with the necessary analytic tools to deepen their grasp of the challenges of building more inclusive workplaces by drawing from different foundational perspectives including: Managerial, Social Justice, and Critical-Feminist. The course provides variant rationales for building these more inclusive systems. Prerequisites: ENGL 204.

MNGT 235/ENTM 225 Business Environment of the Firm 3 cr.

This course focuses on macro-organizational theories and their applications to analyze a firm's environment. The course will introduce students to system theory, institutional theory, and identity theory. Then students will learn how to apply external analysis tools such as Porter 5 forces, Strategic Grouping, and PESTEL. After taking this course, students are expected to have a clear understanding of the impact of the environment on organizations and to identify macro-disruptors as threats or opportunities. This course will train students to think strategically about opportunities in their environments. Prerequisite: MNGT 215. Students cannot receive credit for both ENTM 225 and MNGT 235.

MNGT 234 Training and Development 3 cr.

This course introduces students to the theories, application, and skills development aspects of Training and Development. Students will learn how to assess training needs, design, and develop training materials, implement, and evaluate a training program from concept to application. In this regard, all concepts of training, including total needs' assessment, employees and trainees' learning motivation, knowledge transfer theories as well as training evaluation methods will be covered. Furthermore, the course provides a deep understanding of how Training and Development is integrated into the overall organizational strategy. Finally, students will develop their training abilities and skills by preparing and delivering short presentations and working on small projects to apply the basic theories related to the topic. Business majors only. Prerequisites: MNGT 215 and ENGL 204.

MNGT 250 Special Topics 1, 2 or 3 cr.

A course that deals with special issues and concerns in management not included in regular courses. This course may be repeated for credit when topics vary. Prerequisites vary with the topic and are noted in the course schedule. Credits depend on the course offered. Business majors only. Prerequisite: Approval of track convener.

MNGT 251 Management Tutorial 0.5-3 cr.

Tutorials provide opportunities for students to pursue directed study readings and preliminary research relevant to their concentration where existing courses do not offer the required subject matter. Tutorials include a presentation of a report on the work. Business majors only. Prerequisite: Approval of track convener.

MNGT 253 Technical Skills Workshop in Management 0cr.

A twelve-hour workshop designed to provide insights into emerging trends and teach how to leverage specific tools, technologies, or methodologies in the field of management. This workshop aims to enhance technical skill sets, fostering a higher level of proficiency and efficiency in the future career. Management and Organization Concentration only. Junior Standing.

Marketing Courses

MKTG 210 Principles of Marketing 3 cr.

This course provides a basic exploration of strategic marketing, covering key concepts and contemporary practices across diverse settings. It delves into the application of modern marketing principles in product and service industries across enterprises of varying sizes, including analysis of buyer behavior, market segmentation and positioning, and development of the marketing mix elements. Corequisite: ENGL 204.

MKTG 221 Marketing Insights and Analytics

In today's fast-evolving marketing landscape, success hinges on harnessing the power of data. This course delves into the dynamic world of marketing insights and analytics, providing students with a comprehensive understanding of marketing research principles and techniques while emphasizing contemporary practices in analytics. Students will gain a holistic understanding and practical application of how data-driven insights serve as the cornerstone of informed decision-making in marketing strategy development and execution. Business majors only. Prerequisites: MKTG 210, BUSS 200 and ENGL 204.

MKTG 225 Strategic Brand Management 3 cr.

This course takes a customer-centric approach to explore and identify the ingredients for building, managing and communicating inspiring brands. Topics covered include understanding the functions of a brand, positioning and crafting the brand image, measuring brand equity and creating an effective communication strategy. Business majors only. Prerequisite: MKTG 210 and ENGL 204. Students cannot receive credit for both SOAN 231 and MKTG 225 or for both SOAN 235 and MKTG 225.

MKTG 227 Digital Marketing Strategy 3 cr.

This course delivers the frameworks and tools needed to design and implement a successful digital marketing strategy that achieves business objectives. Topics covered include Social Media and web analytics, influencer marketing, online campaigning, and online customer relationship marketing. Business majors only. Prerequisite: MKTG 210 and ENGL 204.

MKTG 231 Customer Experience Design 3 cr.

All customer-brand interactions involve experiences, good or bad. Successful companies like Apple, Starbucks, Netflix etc. strive to create holistic experiences for customers that include emotive, sensory, identity value to create strong and enduring customer-brand bonds, which are difficult for competitors to copy or break. Customer experience is an all-encompassing term that goes beyond traditional definitions of marketing, customer service, customer satisfaction, and loyalty. This course builds on and extends traditional marketing principles to enable students to develop compelling customer and brand experiences. Business majors only. Prerequisites: MKTG 210 and ENGL 204.

MKTG 235 Retailing and Merchandising 3 cr.

This course examines the opportunities and problems faced by marketers in contemporary retail formats. The principle issues involved in retailing are explored, including store location and layout, merchandise planning, buying and selling, category management, and coordination of store activities. Overall, the course allows students to develop appropriate skills and knowledge for effective and efficient decision-making in the contemporary retail environment. Business majors only. Prerequisite: MKTG 210 and ENGL 204.

MKTG 238 Public Relations 3 cr.

In this dynamic course, students delve into the exciting world of PR, exploring the strategic communication practices used to build and maintain positive relationships between organizations and their publics, along with managing brand reputation. Students will gain a comprehensive understanding of the evolving PR landscape, encompassing traditional and digital media, social media, crisis communication, and ethical considerations. Business majors only. Prerequisite: MKTG 210 and ENGL 204. Students cannot receive credit for both SOAN 234 and MKTG 238.

MKTG 240 Consumer Behavior 3 cr.

A course that focuses on the customer as the key to market success. Topics covered include the roles of a customer, market values a customer seeks, determinants of customer behavior, the customer's mindset, customer decision-making and customer-focused marketing. Business majors only. Prerequisite: MKTG 210 and ENGL 204.

MKTG 241 Luxury and Fashion Brand Marketing 3 cr.

Combining strategy and style, this course aims to equip a new generation of brand leaders with a deep understanding of the practice, passion, and impact of the luxury and fashion industries. Through theory and practice, students will understand the luxury brand world and its evolution, identify luxury and fashion customer profiles and behavior, and create luxury and fashion brand identity and desire. The learning plan will enable students to create desire and purpose, balance brand and performance, design for inclusivity and sustainability, and respond to fashion futures. Business majors only. Prerequisites: MKTG210 and ENG 204.

MKTG 242 Digital Content Creation for Business 3 cr.

This course provides students with the knowledge and tools needed to develop and produce the content required to activate a business's online brand strategy. This hands-on course is interdisciplinary and will cover: Understanding content objectives, briefs, and calendars, picking the right medium, and producing multimedia content including videos, photos, visuals, and copywriting. Business majors only. Prerequisites: MKTG210 and ENGL 204.

MKTG 250 Special Topics 1, 2 or 3 cr.

A course that deals with special issues and concerns in marketing not included in regular courses. It may be repeated for credit when topics vary. Prerequisites vary with the topic and are noted in the course schedule. Credits depend on the course offered. Business majors only. Prerequisite: Approval of track convener.

MKTG 251 Marketing Tutorial 0.5-3 cr.

Tutorials provide opportunities for students to pursue directed study readings and preliminary research relevant to their concentration when existing courses do not offer the required subject matter. Tutorials include a presentation of a report on the work. Business majors only. Prerequisite: Approval of track convener.

MKTG 253 Technical Skills Workshop in Marketing 0cr.

A twelve-hour workshop designed to provide insights into emerging trends and teach how

to leverage specific tools, technologies, or methodologies in the field of marketing. This workshop aims to enhance technical skill sets, fostering a higher level of proficiency and efficiency in the future career. Marketing concentration only. Junior Standing.

BIDS Track Courses

In addition to the 39 credits of general undergraduate requirements from outside the school (listed earlier) and the 36 credits required in the business core (ACCT 210, ACCT 215, BUSS 200, BUSS 211, BUSS 215, BUSS 239, BUSS 245, BUSS 249, DCSN 200, FINA 210, INFO 200, MKTG 210, MNGT 215 and a free Business elective), the track requires students following one of its concentrations to take 15 credits in the concentration area (including the required concentration courses in each area) and a technical skills workshop in the concentration area. Students may choose to pursue a concentration in Information Systems or Operations Management as described in the corresponding degree plan for that concentration.

DCSN 200 Operations Management 3 cr.

An introduction to contemporary operational management issues and techniques. The focus of the course is on the tradeoffs in various decision areas and how operational strategies are aligned with the organization strategy. Some of the main topics include capacity planning, flow time management, inventory management as well as quality management and control. Emphasis is placed on the development and use of quantitative models such as linear programming and decision trees to assist in decision-making. Students are expected to have some prior familiarity with Microsoft Excel.

DCSN 205 Managerial Decision-Making 3 cr.

An introduction to the tools and techniques of modern managerial decision-making, using spreadsheets as a modeling and analysis tool. The course addresses the formulation of models that can be used to analyze complex problems taken from various functional areas of management, including finance, marketing, operations and human resources. The goal is to understand how business decisions are reached, what tradeoffs are made and how outcomes depend on the underlying data. Decision-making is studied: under certainty (linear, integer and nonlinear programming; networks; project management; and multi-objectives); under uncertainty (decision analysis and decision trees) and under risk (simulation). Software tools such as Microsoft Excel, Excel Solver Add-in, Tree Plan, Risk Solver Platform, and Microsoft Project will be used for hands-on experiences. Business majors only. Prerequisites: MATH 204 and CMPS 208. Junior or senior standing.

DCSN 210 Supply Chain Management 3 cr.

Aims to provide the knowledge and tools necessary to develop, implement and sustain strategies for managing supply chains. The course will focus on both developing conceptual frameworks and using analytical tools for supply chain management. Real business cases will be extensively used. Supply chain concepts and solution techniques using analytical tools will be applied to various supply chain issues. Prerequisite: DCSN 200. Students cannot earn credit for both DCSN 210 and DCSN 214.

DCSN 211 Pricing and Revenue Management 3 cr.

Effective pricing and capacity management offer powerful levers that companies are increasingly using to squeeze more profits in competitive markets. The course focuses, at a tactical level, on how to integrate pricing, sales and product design decisions to extract maximal value from any mismatch between supply and demand. It also introduces pricing and capacity management as a hedging tool in the presence of various risk factors. It is based on model-building and relies on constrained optimization techniques implemented

through Excel and Solver. Business majors only. Corequisite: BUSS 200. Junior or senior standing.

[DCSN 212 Project Management 3 cr.](#)

Explores technical and managerial challenges of project management in general. The topics addressed in this course range from project selection techniques, project planning, budgeting, risk analysis, resource management to project monitoring and termination. The goal is to understand how project management decisions are reached, what tradeoffs are made, and how outcomes depend on the underlying situation. Decision analysis tools such as linear/non-linear programming and spreadsheet simulation are utilized. Software packages used are Microsoft Project, Risk Solver/Crystal Ball and Excel Solver. Business majors only. Prerequisites: DCSN 200 and BUSS 200.

[DCSN 214 Sustainable Supply Chain Management 3 cr.](#)

This course discusses the design and the management of sustainable supply chain processes. The course aims to provide students with an understanding of the sustainability challenges and opportunities facing supply chains today. It presents a general framework that allows an alignment between internal competencies of organizations and their market positioning. It discusses concepts and tools that enable an effective design of a sustainable supply chain network and a better management of resources and logistics. The course is case-based and driven by a balance of qualitative and quantitative approaches. Business majors only. Prerequisite: DCSN 200. Students cannot earn credit for both DCSN 210 and DCSN 214.

[DCSN 215 Advanced Managerial Decision-Making Models 3 cr.](#)

Addresses advanced models for decision-making from functional areas of management, including finance, marketing, operations and human resources, through case studies and use of applications software. Business majors only. Prerequisite: DCSN 205.

[DCSN 216/INFO 216 Business Analytics Using Data Mining 3 cr.](#)

Introduces applied data mining techniques including data processing and a set of data analytics tools related to predictive modeling such as classification and regression trees, logistic regression, artificial neural networks and other techniques. Students will learn how to use these tools to provide practical solutions to problems faced by businesses today. They will gain knowledge in how to improve decision-making by adopting a data analytics approach. The course is designed for advanced undergraduate students and features the use of data mining software. Case studies and practical examples will be extensively presented throughout the course. Business majors only. Prerequisite: BUSS 200. Students cannot receive credit for both DCSN 216 and INFO 216.

[DCSN 220/FINA 240 Financial Modeling 3 cr.](#)

This course is designed to provide students with the knowledge and skills needed to build, analyze, and interpret financial models. The course will cover essential financial concepts, Excel skills, and modeling techniques used in various industries. Students will gain hands-on experience in constructing financial models for decision-making and valuation purposes. The Financial Modeling course establishes a crucial bridge between foundational finance courses and advanced topics within the field. Building on the principles acquired in introductory finance and accounting courses, this specialized course delves into the practical application of financial concepts through the construction and analysis of sophisticated financial models. It complements accounting courses by providing students with a hands-on understanding of how financial statements and forecasting techniques are interwoven in real-world scenarios. Moreover, the course extends the quantitative skills developed in basic mathematics and statistics courses, honing them specifically for financial modeling purposes by introducing valuation techniques, scenario analysis, and the integration of Excel and VBA programming.

Business majors only. Prerequisite: BUSS 200 and FINA 210. Students cannot receive credit for both DCSN 220 and FINA 240.

[DCSN 225/INFO 225 Enterprise Systems Design and Implementation 3 cr.](#)

Provides students with a deeper understanding of business processes and enterprise systems. Different cross-functional business processes are covered, with an emphasis on how they interact to successfully deliver the business functions of an enterprise. The concepts in the course are reinforced by the use of Enterprise Resource Planning applications. The course also covers how enterprise data can be used to derive business insights and analytics. The following topical areas are emphasized in the course: business processes and enterprise systems, process integration, systems implementation and enterprise systems for business analytics. Business majors only. (Offered once a year: either in fall or spring semester). Prerequisites: INFO 200 and DCSN 200. Students cannot receive credit for both DCSN 225 and INFO 225.

[DCSN 227 Operations Management II 3 cr.](#)

Building on Operations Management (DCSN 200), the course focuses on the basic concepts, issues, and techniques for efficient and effective operations. Special emphasis is placed on process improvement and resource planning. Topics include Operations Strategy, Location and Layout Strategies, Lean Operations, Human Resources, Job Design and Work Measurement, Aggregate Planning S&OP, Material Requirements Planning (MRP) and Enterprise Resource Planning (ERP), Maintenance and Reliability, Learning Curves, and Short Term Scheduling. By the end of the course, students will have extended knowledge of the key role Operations Management plays in competitive advantage. Students should expect to become familiar with various tools of operations management and the behavioral aspects of managing and planning operations. Further, they will acquire some of the skills necessary to critically analyze a firm's performance from an operational point of view. Business majors only. Prerequisite: DCSN 200.

[DCSN 250 Special Topics 1, 2 or 3 cr.](#)

Special issues and concerns in business decision systems not included in regular courses. This course may be repeated for credit when topics vary. Prerequisites vary with the topic and are noted in the course schedule. Credits depend on the course offered. Business majors only. Prerequisite: Approval of track convener.

[DCSN 251 Decision Systems Tutorial 0.5-3 cr.](#)

Tutorials provide opportunities for students to pursue directed study readings and preliminary research relevant to their concentration where existing courses do not offer the required subject matter. Tutorials include a presentation of a report on the work. Business majors only. Prerequisite: Approval of track convener.

[DCSN 253 Technical Skills Workshop in Operations Management 0cr.](#)

A twelve-hour workshop designed to provide insights into emerging trends and teach how to leverage specific tools, technologies, or methodologies in the field of operations management. This workshop aims to enhance technical skill sets, fostering a higher level of proficiency and efficiency in the future career. Operations Management concentration only. Junior Standing.

Management Information Systems Courses

[INFO 200 Foundations of Information Systems 3 cr.](#)

Introduces information systems that raise productivity, create customer value and sustain competitive advantage. The course shows how the integration of information technology and information systems in the organization's work processes adds value for the business and its

customers. It focuses on the following topical areas: competitiveness, functional information systems, e-commerce and supply chain systems, business intelligence systems and systems development. Junior or senior standing.

[INFO 216/DCSN 216 Business Analytics Using Data Mining 3 cr.](#)

Introduces applied data mining techniques including data processing and a set of data analytics tools related to predictive modeling such as classification and regression trees, logistic regression, artificial neural networks and other techniques. Students will learn how to use these tools to provide practical solutions to problems faced by businesses today. They will gain knowledge in how to improve decision-making by adopting a data analytics approach. The course is designed for advanced undergraduate students and features the use of data mining software. Case studies and practical examples will be extensively presented throughout the course. Business majors only. Prerequisite: BUSS 200. Students cannot receive credit for both DCSN 216 and INFO 216.

[INFO 225/DCSN 225 Enterprise Systems Design and Implementation 3 cr.](#)

Provides students with a deeper understanding of business processes and enterprise systems. Different cross-functional business processes are covered, with an emphasis on how they interact to successfully deliver the business functions of an enterprise. The concepts in the course are reinforced by the use of Enterprise Resource Planning applications. The course also covers how enterprise data can be used to derive business insights and analytics. The following topical areas are emphasized in the course: business processes and enterprise systems, process integration, systems implementation and enterprise systems for business analytics. Business majors only. (Offered once a year: either in fall or spring semester). Prerequisites: INFO 200 and DCSN 200. Students cannot receive credit for both DCSN 225 and INFO 225.

[INFO 226 System Development and Database Design 3 cr.](#)

This course emphasizes the issues facing businesses and management in the development of information systems: properly formulating business problems; targeting appropriate processes and functions; and requisite design and implementation processes. This course also introduces the central role of database management systems (DBMS) and their applications in the business IT/IS environment. Cases and real-life business needs will underscore these issues. Business majors only. (Offered once a year: either in fall or spring semester) Prerequisite: INFO 200.

[INFO 227 Social Media in Digital Management 3 cr.](#)

Social Media technologies (e.g., Instagram, Facebook, LinkedIn) are transforming society and businesses. While companies benefit from direct interaction with customers and a wealth of data that can be leveraged, they must strengthen their organizational agility and pace of coordination between the different departments (Sales, Marketing, Customer service, etc.). The course explains how data from social media can be used to drive business decisions as well as define and enhance strategies. Business majors only. Prerequisites: INFO 200, MKTG 210. Permission of instructor for non-OSB students.

[INFO 232/ACCT 232 Accounting Information Systems 3 cr.](#)

A course that explores in detail several typical Accounting Information System (AIS) application sub-systems, such as order entry/sales, billing/receivables/cash receipts, inventory, purchasing/accounts payable/cash disbursements, payroll and materials planning/production. This course includes understanding, documenting, designing, using and auditing these application subsystems. Business majors only. Prerequisites: ACCT 210 and INFO 200. Students cannot receive credit for both ACCT 232 and INFO 232.

[INFO 235 Introduction to AI for Business 3 cr.](#)

This course is designed to familiarize students with the fundamental concepts and principles of Artificial Intelligence (AI) and how businesses can use this technology to enhance processes and gain a competitive edge. It explains the history and foundation of AI, the landscape of its applications and tackles a few particular topics, mainly: machine learning, deep learning, recommendation engines, and natural language processing. The aim is to teach students how to apply these methods within a business context, using cloud services. The course does not require a technical background. Business majors only. Prerequisite: INFO 200.

[INFO 250 Special Topics 1, 2 or 3 cr.](#)

Special issues and concerns in business information systems not included in regular courses. This course may be repeated for credit when topics vary. Prerequisites vary with the topic and are noted in the course schedule. Credits depend on the course offered. Business majors only. Prerequisite: Approval of track convener.

[INFO 251 Information Systems Tutorial 0.5-3 cr.](#)

Tutorials provide opportunities for students to pursue directed study readings and preliminary research relevant to their concentration where existing courses do not offer the required subject matter. Tutorials include a presentation of a report on the work. Business majors only. Prerequisite: Approval of track convener.

[INFO 253 Technical Skills Workshop in Information Systems 0cr.](#)

A twelve-hour workshop designed to provide insights into emerging trends and teach how to leverage specific tools, technologies, or methodologies in the field of information systems. This workshop aims to enhance technical skill sets, fostering a higher level of proficiency and efficiency in the future career. Information Systems concentration only. Junior Standing.