

**Suliman S.
Olayan School of
Business (OSB)**

Suliman S. Olayan School of Business (OSB)

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The Finance, Accounting and Managerial Economics Track

Convener:	Jamali, Ibrahim
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Associate Professors:	Dbouk, Wassim; Ismail, Ahmad; Jamali, Ibrahim; Khalil, Samer; McNamara, Steven
Assistant Professors:	Al-Dah, Bilal; Al Helaly, Moataz; Al Okaily, Jihad; Daher, Mai; Mazboudi, Mohamad; El-Meslmani, Nabil; Riaz Uddin, Mohammad
Senior Lecturers:	Azzam, Henry; Ghanem, Abdel Jalil
Lecturers:	Hout, Bassima; Tannir-Fawaz, Lina; Uwaydah-Mardini, Rania
Instructor:	El-Hajj, Sana

The Management, Marketing and Entrepreneurship Track

Convener:	Afiouni, Fida
Professors:	Harvey, Steve; Jamali, Dima; Sidani, Yusuf
Associate Professors:	Afiouni, Fida; Karam, Charlotte; Batat, Wided
Assistant Professors:	Aljukhadar, Muhammad; Apaydin, Marina; Fathallah, Ramzi; Daou, Alain; Daouk Öyry, Lina; El Jurdi, Hounaida; Elias, Rida; Farah, Bassam; Joseph, Jay; Khoury, Haitham; Samara, Georges
Senior Lecturers:	Abdallah, Hanin; Dimechkie, Riad; Kettaneh, Tarek
Lecturer:	Khauli, Leila
Instructors:	Kfoury, Michael; Panossian, Hagop

The Business Information and Decision Systems Track

Convener:	Fleszar, Krzysztof
Professors:	Hindi, Khalil; Osman, Ibrahim; Fleszar, Krzysztof
Associate Professors:	Araman, Victor; Azad, Bijan; Moussawi, Lama; Bou Hamad, Imad; Nasr, Walid
Assistant Professors:	Daou, Hoda; Khreich, Wael; Salamoun, Randa; Zabliith, Fouad; Tsoukalas, Angelos
Senior Lecturer:	Sammouri, Wissam
Lecturers:	Geutcherian, Rita; 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 57 members today. It now graduates approximately 350 students from its undergraduate program and more than 60 students from its graduate programs every year.

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.

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.

RADICAL Values

Resilience: We work at continuous improvement and excellence with determination and resolve. We proudly embody at OSB a trait often attributed to our larger region. Giving up is simply not part of our vocabulary.

Agility: Success at OSB requires that we move quickly and nimbly at opportunities, all while maintaining rigor and attention to detail. We work to remove all things that deter us from an agility that keeps us competitive.

Daring: We allow ourselves to work differently, experiment where others might caution, and explore as a means to keep ourselves fresh and relevant. Daring is a mindset that allows us to be innovative, entrepreneurial and creative in our way.

Impact: We are at AUB to have impact through our research, teaching and transfer of knowledge. That service is multifaceted and involves a large number of stakeholders relevant to our spheres of influence.

Commitment to good: We are professionals committed to fulfilling our roles and responsibilities with integrity. We represent, in our roles, the highest standards, compassion and empathy that others will learn to emulate, and we will remain steadfast at expecting this of each and every one.

Anchored in our community: We are deeply rooted in the Lebanese community and the greater MENA region, and we interpret this fact as a definitive strength that is hard to replicate. It is the community that we are from, that we understand and that we are committed to building from our developing position of international strength.

Legacy: Our history is rich and inspirational, and thinking of it invigorates us daily when we recognize what people have accomplished through AUB. We draw entrepreneurial courage from Suliman S. Olayan's business acumen and success, a great perspective on

community service from AUB's many impactful alumni, and resilience from an institution that has withstood a century and a half of tumultuous societal challenges with great distinction.

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 24 credits (advanced placement credits inclusive)
- A minimum cumulative average of 77
- A minimum grade of 70 in one of the following courses: 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 overall average of 77.

Students with an overall average of less than 77 and have met the above conditions may be considered (through a petition at OSB) for an internal transfer, provided they have a minimum average of 77 in any 5 of the following courses: ACCT 210, FINA 210, INFO 200, DCSN 200, MNGT 215, MKTG 210, ACCT 215, DCSN 205 and BUSS 215.

The Undergraduate Admission Committee may consider petitions from students with an overall average between 75 and 77.

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 average of 77 as stated in the General University Academic Information section of the catalogue; 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 normally 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 240, BUSS 245, BUSS 248, BUSS 249, DCSN 200, FINA 210, INFO 200, MKTG 210 and MNGT 215.
- The student is required to achieve an average grade of "B" in all the courses for which transfer credit is sought. Courses with a grade less than "C" will not be transferred.
- 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 average of no less than 75 (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.

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, INFO 200, DCSN 200, MKTG 210, and MNGT 215.
- achieved a minimum overall cumulative average of 77.

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.

Information about deadlines and applications are available on the following link:

<http://www.aub.edu.lb/registrar/Documents/pdfdoc/dualdegree.pdf>

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.), 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, MNGT 215, MKTG 210, INFO 200 and DCSN 200) and maintain a minimum overall average of 77 in all business courses taken

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.

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 10 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 average of at least 80 or an average of at least 80 in the last two terms are given such permission.

The credit load of a student who is in her/his first term on probation (P1) shall not be fewer than 12 credit hours and shall not exceed 17 credit hours. The load of a student who continues to be placed on probation (P2) shall not be fewer than 12 credit hours and shall not exceed 13 credit hours.

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.
- The student has a choice of completing the internship either by dividing it between 4 weeks during the Winter break and any 4 weeks during the Summer term OR any 8 weeks during the Summer term (i.e. between mid-May and end of August).

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 average of 77 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. 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 of "C" in any of the courses.

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 purposes 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 average of at least 70 in these 51 credits.
- For students to graduate with a concentration, the 15 credits in the concentration area must be completed with a cumulative grade average of at least 70. Normally a maximum of two courses completed outside OSB may count toward the concentration.
- Students must complete three required 0-credit business workshops.
- 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 70 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 English communication skills 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 209. A student who is exempted from MATH 203 must take, in addition to MATH 204 and CMPS 209, any other free elective course offerings at AUB faculties. If MATH 203 was taken during Freshman year, students must substitute it with any 3-cr elective
- All business students must take ECON 211 and 212.
- As per the university General Education requirement, all business students must take two courses (6 credits) from the General Education Humanities List 1. In addition, apart from BUSS 215, which is designated as a humanities course for the General Education requirement (List 2), a student must take one course (3 credits) from either List 1 or List 2 of the General Education Humanities courses.
- All business students must take two Natural Sciences from the General Education Natural Sciences courses.
- 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 may use this free business elective to take a non-business course towards fulfilling the minor 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, 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 three 0-credit pass/fail workshops designed to enhance their soft 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 three 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 Management, Marketing, Entrepreneurship and Family Business, Human Resources Management and Business Information and Decision Systems. All courses qualifying as business electives must be offered by OSB.

A student may also choose a second concentration by taking 15 additional credit hours, i.e. the student must complete 15 credits in each concentration. Thus, a business student who chooses to pursue two concentrations must complete 15 credits in each concentration. A BBA student is allowed to graduate with a maximum of two concentrations, and the student must declare concentration(s) (or lack thereof) no later than the end of the junior year.

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 240	Strategic Career Planning Workshop	0
BUSS 245	Internship/Practicum	1
BUSS 248	Developing Business Plans Workshop	0
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

Non-Business 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 non-business courses. These include 6 credit hours of English, 6 credit hours of Economics (social sciences), 9 credit hours of Humanities excluding BUSS 215, 6 credit hours of Mathematics (quantitative thought), 3 credit hours of Computer Science (quantitative thought), 3 credit hours of Arabic and 6 credit hours of Natural Sciences. For a list of specific required non-business courses, refer to the next section.

Students who have taken required non-business courses in their freshman year are exempted from them in the sophomore year. These students must, however, take additional free electives to fulfill the credit hour minimum of 39 required for graduation.

Program Delivery

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

Required concentration courses:

- Any combination of 5 concentration courses

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 209	3
BUSS 239 (taken in 1 st or 2 nd term)	0
Semester 2	Credits
FINA 210	3
ENGL 204	3
MATH 204	3
DCSN 200	3
MNGT 215	3
BUSS 239 (taken in 1 st or 2 nd term)	0

Year III

Semester 3	Credits
ECON 212 or ECON 211	3
BUSS 200	3
ARAB	3
MKTG 210	3
INFO 200	3
BUSS 240 (taken in 3 rd or 4 th term)	0
Semester 4	Credits
ACCT 215	3
BUSS 215 (Humanities)	3
Elective Natural Sciences	3
Humanities I	3
Business Elective	3
BUSS 240 (taken in 3 rd or 4 th term)	0
Summer 2	Credits
Internship Practicum: BUSS 245	1

Year IV

Semester 5	Credits
Business Elective	3
Business Elective	3
Business Elective	3
Humanities I	3
BUSS 211	2
BUSS 248 (taken in 5 th or 6 th term)	0
Semester 6	Credits
Business Elective	3
Free Business Elective	3
BUSS 249	3
Elective Natural Sciences	3
Humanities I or II	3
BUSS 248 (taken in 5 th or 6 th term)	0

Note: Students will not receive credits for: ECON 213, EDUC 219, EDUC 227, STAT 201, STAT 210, ENGM 500, AGSC212

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

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 209	3
BUSS 239 (taken in 1 st or 2 nd term)	0
Semester 2	Credits
FINA 210	3
ENGL 204	3
MATH 204	3
DCSN 200	3
MNGT 215	3
BUSS 239 (taken in 1 st or 2 nd term)	0

Year III

Semester 3	Credits
ECON 212 or ECON 211	3
BUSS 200	3
ARAB	3
MKTG 210	3
ACCT 215	3
BUSS 240 (taken in 3 rd or 4 th term)	0
Semester 4	Credits
INFO 200	3
BUSS 215 (Humanities)	3
Elective Natural Sciences	3
Humanities I	3
ACCT 221	3
BUSS 240 (taken in 3 rd or 4 th term)	0
Summer 2	Credits
Internship Practicum: BUSS 245	1

Year IV

Semester 5	Credits
ACCT 223	3
ACCT Concentration	3
Free Business Elective	3
Humanities I	3
BUSS 211	2
BUSS 248 (taken in 5 th or 6 th term)	0
Semester 6	Credits
ACCT Concentration	3
ACCT Concentration	3
BUSS 249	3
Elective Natural Sciences	3
Humanities I or II	3
BUSS 248 (taken in 5 th or 6 th term)	0

Note: Students will not receive credits for: ECON 213, EDUC 219, EDUC 227, STAT 201, STAT 210, ENGM 500, AGSC212

Program Delivery

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

Required concentration courses:

- DCSN 205
- INFO 225 or INFO 226 (at least one of them should be taken)
- 3 other DCSN/INFO concentration courses

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 209	3
BUSS 239 (taken in 1 st or 2 nd term)	0
Semester 2	Credits
FINA 210	3
ENGL 204	3
MATH 204	3
DCSN 200	3
MNGT 215	3
BUSS 239 (taken in 1 st or 2 nd term)	0

Year III

Semester 3	Credits
ECON 212 or ECON 211	3
BUSS 200	3
ARAB	3
MKTG 210	3
INFO 200	3
BUSS 240 (taken in 3 rd or 4 th term)	0
Semester 4	Credits
ACCT 215	3
BUSS 215 (Humanities)	3
Elective Natural Sciences	3
Humanities I	3
Concentration	3
BUSS 240 (taken in 3 rd or 4 th term)	0
Summer 2	Credits
Internship Practicum: BUSS 245	1

Year IV

Semester 5	Credits
Concentration	3
Concentration	3
Free Business Elective	3
Humanities I	3
BUSS 211	2
BUSS 248 (taken in 5 th or 6 th term)	0
Semester 6	Credits
Concentration	3
Concentration	3
BUSS 249	3
Elective Natural Sciences	3
Humanities I or II	3
BUSS 248 (taken in 5 th or 6 th term)	0

Note: Students will not receive credits for: ECON 213, EDUC 219, EDUC 227, STAT 201, STAT 210, ENGM 500, AGSC212

Program Delivery

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

Required concentration courses:

- ENTM 220
- ENTM 235
- ENTM 270
- 1 other ENTM concentration course
- 1 other ENTM or MNGT or MKTG concentration course

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 209	3
BUSS 239 (taken in 1 st or 2 nd term)	0
Semester 2	Credits
FINA 210	3
ENGL 204	3
MATH 204	3
DCSN 200	3
MNGT 215	3
BUSS 239 (taken in 1 st or 2 nd term)	0

Year III

Semester 3	Credits
ECON 212 or ECON 211	3
BUSS 200	3
ARAB	3
MKTG 210	3
INFO 200	3
BUSS 240 (taken in 3 rd or 4 th term)	0
Semester 4	Credits
ACCT 215	3
BUSS 215 (Humanities)	3
Elective Natural Sciences	3
Humanities I	3
ENTM 220 or ENTM 235 or ENTM 270	3
BUSS 240 (taken in 3 rd or 4 th term)	0
Summer 2	Credits
Internship Practicum: BUSS 245	1

Year IV

Semester 5	Credits
ENTM 220 or ENTM 235 or ENTM 270	3
ENTM 220 or ENTM 235 or ENTM 270	3
Free Business Elective	3
Humanities I	3
BUSS 211	2
BUSS 248 (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 Natural Sciences	3
Humanities I or II	3
BUSS 248 (taken in 5 th or 6 th term)	0

Note: Students will not receive credits for: ECON 213, EDUC 219, EDUC 227, STAT 201, STAT 210, ENGM 500, AGSC212

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

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 209	3
BUSS 239 (taken in 1 st or 2 nd term)	0
Semester 2	Credits
FINA 210	3
ENGL 204	3
MATH 204	3
DCSN 200	3
MNGT 215	3
BUSS 239 (taken in 1 st or 2 nd term)	0

Year III

Semester 3	Credits
ECON 212 or ECON 211	3
BUSS 200	3
ARAB	3
MKTG 210	3
INFO 200	3
BUSS 240 (taken in 3 rd or 4 th term)	0
Semester 4	Credits
ACCT 215	3
BUSS 215 (Humanities)	3
Elective Natural Sciences	3
Humanities I	3
FINA 220 or FINA 222	3
BUSS 240 (taken in 3 rd or 4 th term)	0
Summer 2	Credits
Internship Practicum: BUSS 245	1

Year IV

Semester 5	Credits
FINA 222 or FINA 220	3
FINA Concentration	3
Free Business Elective	3
Humanities I	3
BUSS 211	2
BUSS 248 (taken in 5 th or 6 th term)	0
Semester 6	Credits
FINA Concentration	3
FINA Concentration	3
BUSS 249	3
Elective Natural Sciences	3
Humanities I or II	3
BUSS 248 (take in 5 th or 6 th term)	0

Note: Students will not receive credits for: ECON 213, EDUC 219, EDUC 227, STAT 201, STAT 210, ENMG 500, AGSC212

Program Delivery

The following is a proposed study plan for the BBA program with a **Human Resources Management** concentration:

- Option 1:
 - 2 required concentration courses: MNGT 218 and MNGT 220
 - 3 concentration courses from the MNGT/HR group
- Option 2:
 - 2 required concentration courses: MNGT 218 and MNGT 220
 - 2 concentration courses from the MNGT/HR group
 - 1 AUB course from: PSYC 212, PSYC 216, PSYC 220, PSPA 212, PSPA 259

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 209	3
BUSS 239 (taken in 1 st or 2 nd term)	0
Semester 2	Credits
FINA 210	3
ENGL 204	3
MATH 204	3
DCSN 200	3
MNGT 215	3
BUSS 239 (taken in 1 st or 2 nd term)	0

Year III

Semester 3	Credits
ECON 212 or ECON 211	3
BUSS 200	3
ARAB	3
MKTG 210	3
INFO 200	3
BUSS 240 (taken in 3 rd or 4 th term)	0
Semester 4	Credits
ACCT 215	3
BUSS 215 (Humanities)	3
Elective Natural Sciences	3
Humanities I	3
MNGT 218 or MNGT 220	3
BUSS 240 (taken in 3 rd or 4 th term)	0
Summer 2	Credits
Internship Practicum: BUSS 245	1

Year IV

Semester 5	Credits
MNGT 218 or MNGT 220	3
Concentration	3
Free Business Elective	3
Humanities I	2
BUSS 211	2
BUSS 248 (taken in 5 th or 6 th term)	0
Semester 6	Credits
Concentration	3
Concentration	3
BUSS 249	3
Elective Natural Sciences	3
Humanities I or II	3
BUSS 248 (taken in 5 th or 6 th term)	0

Note: Students will not receive credits for: ECON 213, EDUC 219, EDUC 227, STAT 201, STAT 210, ENGM 500, AGSC212

Program Delivery

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

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

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 209	3
BUSS 239 (taken in 1 st or 2 nd term)	0
Semester 2	Credits
FINA 210	3
ENGL 204	3
MATH 204	3
DCSN 200	3
MNGT 215	3
BUSS 239 (taken in 1 st or 2 nd term)	0

Year III

Semester 3	Credits
ECON 212 or ECON 211	3
BUSS 200	3
ARAB	3
MKTG 210	3
INFO 200	3
BUSS 240 (taken in 3 rd or 4 th term)	0
Semester 4	Credits
ACCT 215	3
BUSS 215 (Humanities)	3
Elective Natural Sciences	3
Humanities I	3
Concentration	3
BUSS 240 (taken in 3 rd or 4 th term)	0
Summer 2	Credits
Internship Practicum: BUSS 245	1

Year IV

Semester 5	Credits
Concentration	3
Concentration	3
Free Business Elective	3
Humanities I	3
BUSS 211	2
BUSS 248 (taken in 5 th or 6 th term)	0
Semester 6	Credits
Concentration	3
Concentration	3
BUSS 249	3
Elective Natural Sciences	3
Humanities I or II	3
BUSS 248 (taken in 5 th or 6 th term)	0

Note: Students will not receive credits for: ECON 213, EDUC 219, EDUC 227, STAT 201, STAT 210, ENGM 500, AGSC212

It is important to note the following:

- Philosophy and Economics BACC II majors must take MATH 203 and MATH 204. Math and Science BACC II majors 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 have completed a) the Math Higher Level examination with a grade of 6 or above, b) the Further Math Subsidiary Level examination with a grade of 6 or above, or c) the Math Methods Subsidiary Level with Further Calculus examination with a grade of 6 or above are also exempted from MATH 203. They must only take MATH 204 and an additional elective to substitute for MATH 203 as per the minimum credit hour requirement for degree completion.
- In order to complete the Humanities requirement, students must complete 12 credit hours of Humanities courses. 6 credits must be completed from Humanities List 1. In addition, 3 credits must be completed from either Humanities List 1 or Humanities List 2. The remainder of the requirement may be fulfilled by BUSS 215 (Humanities List 2). Please refer to the General Education section of this catalogue for more detail.
- Natural Sciences 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 Strategic Career Planning workshop and the Developing Business Plans 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 and Arabic have to meet the 90 credit-hour graduation requirement by taking additional free electives.

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 (Business 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 200 Business Data Analysis 3 cr.

Introduces the basic statistical methods that are commonly used for managerial decision-making. Emphasis is on applying methods and interpreting results. Extensive use of statistical software. The course first reviews the descriptive statistics and basic concepts of probability distributions, in particular the normal distribution. Then the course studies 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. *Prerequisites: MATH 204 and CMPS 209.*

BUSS 211 Business Law 2 cr.

The main objective of the course is to help business students understand the Lebanese and American legal aspect of common business activities and the formation and function of commercial companies along with the related ethical principles. *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 level. Issues such as corruption, sexual harassment, fair trade, fraud, whistle-blowing, 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/Humanities list II course. *Prerequisite: MNGT 215.*

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 240 Strategic Career Planning Workshop 0 cr.
 A twelve-hour workshop designed to build awareness of changing career patterns and major personal and professional influences that impact future careers. Issues such as preparing for joining the labor market, basic career guidance, understanding career stages and practicing self-assessment are emphasized. *Business majors only. Corequisite: BUSS 245.*

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 and business 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 convenor.*

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. *Prerequisite: Approval of course instructor.*

BUSS 248 Developing Business Plans Workshop 0 cr.
 A twelve-hour workshop focusing on starting your own business from inception to IPO, passing through the stages of feasibility study, VC financing, launching and operating. *Business majors only. Prerequisites: ACCT 215, FINA 210, MNGT 215, MKTG 210, BUSS 200, BUSS 215 and INFO 200.*

BUSS 249 Strategic Management 3 cr.
 A course that exposes students to the strategic management process of local, regional and multinational corporations. Emphasis is placed on identifying the tools needed for strategic analysis of the firm and industry, and on comprehending the key strategic issues that managers face in managing corporations. *Business majors only. Prerequisites: ACCT 215, FINA 210, MNGT 215, MKTG 210, BUSS 200, INFO 200 and DCSN 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 240, BUSS 245, BUSS 248, BUSS 249, DCSN 200, FINA 210, INFO 200, MKTG 210, MNGT 215 and a free Business elective), the track requires students wishing to follow one of its general concentrations, either Accounting or Finance, to take 15 credits of any course in the concentration area. Students may choose to pursue an ACCT focus by taking ACCT 221, ACCT 223, and any three ACCT elective courses, or pursue a FINA focus by taking FINA 220, FINA 222, and any three FINA elective courses.

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. Prerequisite: ACCT 210.*

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 introduces students to the accounting issues faced by companies that operate in an international context. It covers both external financial reporting and (internal) management control. Emphasis will be placed on concepts and interpretations rather than on detailed procedures. *Business majors only. Prerequisite: ACCT 215.*

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. *Prerequisite: Approval of track convenor.*

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. *Prerequisite: Approval of track convenor.*

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. *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 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 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 250M Derivatives Securities 3 cr.**
This course covers forwards, futures, swaps and options. Over the last 35 years, the markets for these versatile instruments have grown enormously and have generated a profusion of innovative products and ideas, not to mention periodic crises. Derivatives have become one of the most important tools of modern finance, from both the academic and the practical standpoint, and have therefore become a necessity for any finance professional. By the end of the course, students will have substantial knowledge of how these products work, how they are used, how they are priced and how financial institutions hedge their risks when they trade these products.
- 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.*

- 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 Personal 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 239 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 240/ DCSN 220 Financial Simulation Modeling 3 cr.**
 This course introduces elements of computerized simulation, including modeling deterministic and stochastic systems, generation of random numbers and variables, and probability and statistics related to modeling, validating, running, and interpreting computer simulations. Simulation projects on corporate finance issues, and investment and portfolio analysis form an integral part of the course. *Prerequisite: BUSS 200 or equivalent.*
- FINA 241/ ENTM 241 Venture Capital Management +E11 3 cr.**
 This course provides students with conceptual and practical knowledge of key operating and strategic aspects pertaining to entrepreneurial business start-up, from inception to IPO. It covers operating and strategic aspects of an entrepreneurial business start-up, 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, and valuation from the entrepreneur's as well as from the investor's perspective. The course also covers valuation methods, term sheets, the dilution effects of several funding rounds, IPO pre-requisites and constraints, organizational design, governance and board composition, along with harvesting alternatives. *Business majors only. Prerequisite: FINA 210.*

FINA 242 Advanced Venture Capital and Private Equity 3 cr.
 This course covers special types of financing for capital investment proposals. The course will use the case approach to assess the organization and strategies of the private equity industry, the use of financial and economic tools in Leveraged Buyout and venture capital investing, types of private equity transactions, study of transactions with options and hybrid financing structures, financing of IPOs, incubators and corporate venture capital. *Business majors only. Prerequisites: FINA 210 and FINA 241/ENTM 241.*

FINA 243 Private Banking 3 cr.
 This course equips students with the tools necessary to manage the portfolios of high net worth clients who are demanding increasingly numerous and complex services encompassing estate planning, foreign exchange trading, advice on new investment opportunities or discretionary portfolio management. Private banks strive to offer the most sophisticated form of banking service especially tailored to such clients. The course tackles the client approach techniques as well as the financial knowhow (Knowledge of the markets' functioning, products and services) that are needed for a private banker that is managing high net worth client portfolios. *Business majors only. Prerequisite: FINA 210.*

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 and senior standing.*

FINA 247 Case Studies in Finance 3 cr.
 This course provides thorough understanding, using the case approach, of the financing issues that firms must deal with. The topics covered include cost of capital for a multidivisional firm, capital structure and estimation of debt benefits, pricing Initial Public Offerings (IPOs), Leveraged Buyout (LBO), mergers and acquisitions, warrants and convertibles and financial distress. *Business majors only. 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. *Prerequisite: Approval of track convenor.*

FINA 250L Hedge Fund Strategies 3cr.
 During the last decade, institutional investors have dramatically increased exposure to alternative asset classes, such as hedge funds, commodities, real estate, venture capital, and private equity. This course will focus on the theory and practice of hedge fund management. The class describes some of the main strategies used by hedge funds and proprietary traders and provides a methodology to analyze them, like short-selling, long-short equity, merger arbitrage, convertible bond arbitrage, fixed income arbitrage, distressed securities, event driven, managed futures, global macro, etc. Some of the material for this class may be presented by guest speakers, whose knowledge and professional experience will add significant value to the course.

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.
Prerequisite: Approval of track convenor.

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 240, BUSS 245, BUSS 248, 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, either Management, Marketing or Entrepreneurship, to take 15 credits in the concentration area. Students may choose to pursue an HR focus, MKTG focus, Entrepreneurship and Family Business or General Management as described in the corresponding degree plan for that concentration.

Entrepreneurship Courses

ENTM 220 Managing a Small Business for Growth 3 cr.
 An identification of the management, organization and operational issues critical to the growth of small business enterprises. This course emphasizes the resolution of managerial problems from the perspective of small business focusing mainly on marketing, finance and HR areas. It is targeted at junior and senior students who expect to hold senior management positions in SMEs. *Prerequisite: MNGT 215.*

ENTM 225 Business Environment of the Firm 3 cr.
 A course that focuses on how to analyze the impact of the environment on small firms, the growing role of NGOs and stakeholders in shaping strategies, with special emphasis on the role of government policy. *Prerequisite: MNGT 215.*

ENTM 230 Decision-Making Skills for Entrepreneurs 3 cr.
 This course will introduce the theories, processes, skills and techniques relating to effective decision-making at the individual and group level. Good decision makers know how to recognize decision situations, how to represent the essential structure of the situations and how to analyze them. This course will move back and forth between formal models and behavioral, descriptive models to help students understand and improve their native decision-making abilities. *Prerequisite: MNGT 215.*

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.*

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. *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. *Prerequisite: MNGT 215*

ENTM 241/ Venture Capital Management 3 cr.
FINA 241
 This course provides students with an understanding of the approaches and techniques used by venture capitalists to: assess the prospects of success of a venture; develop and negotiate investment terms including valuation; monitor the investee and understand exit routes such as trade sale and IPO. It also provides the student with conceptual and practical knowledge about key operating and strategic aspects of an entrepreneurial business, from the pre-commercial stage to IPO. *Business majors only. Prerequisite: FINA 210.*

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 convenor.*

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 convenor.*

ENTM 270 Launching a New Venture 3 cr.
 This course focuses on the founding and development of new business organizations. 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 venture. *Prerequisites: MNGT 215 and FINA 210.*

Management Courses

MNGT 215 Fundamentals of Management and Organizational Behavior 3 cr.

A course that focuses on the management of the modern organization and the employees within, preparing students for their role as future managers and leaders. It explores essential management concepts, processes and techniques from an organizational behavior perspective. Main topics covered include management history and evolution, motivation, decision-making, leadership, power and politics, learning and perception, communication, managing groups and teams, and human resource management. General Education/Social Science list I course. *Prerequisite: ENGL 204.*

MNGT 218 Advanced Topics in Organizational Behavior 3 cr.

This course provides an advanced perspective of the field of organizational behavior including social learning theory/organizational behavior models, managerial activities/behaviors, cross-cultural/ international research and leadership. It introduces the research methodology in organizational behavior and provides exposure to contemporary practices of select organizational behavior topics. *Prerequisite: MNGT 215.*

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. *Prerequisite: MNGT 215.*

MNGT 222 HR Analytics

Analytics, in general, is no longer about discovering interesting statistics and presenting it to business executives. In this era, big data is an important topic, and analytical tools are being embedded into our day-to-day decision-making to understand every part of our business. In specific, the function of people analytics, which involves using digital tools and data to measure, report, and understand employee performance, is going through a major shift. This course will equip students with a diagnostic approach to analyze people within the work place and study their impact on the overall organizational performance. They will learn how people analytics can help seniors and executives to lead and manage individuals and teams in a more effective way. 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 in using and statistically analyzing data that they will build on throughout the course. *Prerequisite: MNGT 215*

MNGT 226 Selection and Assessment 3 cr.

This course provides students with advanced knowledge of methods of assessment in the context of selection in organizations across cultures. It provides students with an understanding of how selection decisions are made by and about individuals in the workplace. While providing students with theoretical background relating to the development and use of different tools of assessment, students will practically apply their knowledge in organizational settings.

MNGT 229 Contemporary Issues in Human Capital Management 3 cr.
 This course addresses contemporary issues in human resource management theories and practices in terms of their ability to have a positive impact on organizational results and to encourage desired employee attitudes and behaviors. Main topics examined pertain to organizational culture, international HRM, diversity and work-life balance, downsizing, employee participation, knowledge management, employment ethics, emotions at work, flexibility and workplace bullying. *Prerequisite: MNGT 215.*

MNGT 230 International Management 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, and integration and differentiation. *Prerequisite: MNGT 215.*

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. *Prerequisite: Approval of track convenor.*

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. *Prerequisite: Approval of track convenor.*

Marketing Courses

MKTG 210 Principles of Marketing 3 cr.
 An overview of marketing activities including marketing inputs in strategic planning, global marketing, marketing research, analysis of buyer behavior, market segmentation and positioning, and development of the marketing mix elements. *Prerequisite: ENGL 204.*

MKTG 215 Services Marketing 3 cr.
 An overview of the process of marketing services. This course includes a study of the characteristics of services and their marketing implications, developing marketing strategies, creating value, pricing and promoting the service performance, and *ensuring a positive customer experience.* *Business majors only. Prerequisite: MKTG 210.*

**MKTG 220/
INFO 220 Electronic Marketing 3 cr.**
 An overview of electronic marketing development and its impact on marketing transactions and management of organizations. Topics covered include e-marketing as an economic and strategic approach; business to business and business to consumer e-commerce and e-marketing; management of an e-marketing project; and financial, legal and security issues. *Business majors only. Prerequisites: INFO 200.*

- MKTG 222 Marketing Research & Insights 3 cr.**
 A course that provides thorough coverage of various marketing research tools along an applied orientation, including systematic analysis of the steps comprising the marketing research process, starting with research problem definition and ending with data collection, analysis and presentation. *Business majors only. Prerequisites: MKTG 210 and BUSS 200.*
- MKTG 225 Brand Strategy & Communication 3 cr.**
 An overview of promotion management and integrated marketing communications. Topics covered include behavioral foundations of marketing communications, environmental influences on marketing communications, and the promotion management process and its execution. *Business majors only. Prerequisite: MKTG 210. Students cannot receive credit for both SOAN 231 and MKTG 225 or for both SOAN 235 and MKTG 225.*
- MKTG 227/ Digital Management 3 cr.**
INFO 227
 Social media technologies (e.g., Facebook) are transforming society and business. While companies benefit from direct interaction with customers and a wealth of business analytics, they must strengthen their organizational agility and pace of coordination. The course emphasizes analyzing and setting social media strategy with reliance upon analytics. *Prerequisites: INFO 200 and MKTG 210 (or equivalent). Permission of instructor for non-OSB students.*
- MKTG 230 Digital Luxury Marketing 3 cr.**
 This course aims to develop a theory of digital luxury experience, specifically to conceptualize what a digital luxury experience is, how it differs from offline luxury experiences, how it is organized, and what its drivers are. This course gathers recent research articles on two literatures: digital luxury and customer experience as well as luxury case studies to explore open questions regarding the luxury brand consumption experience in the digital era. The course is intended for topics on luxury, hospitality, lifestyle and digital marketing but can also attract retail, customer service, customer experience, brand management, advertising, customer services, merchandising, tourism and consumer behavior courses. *Prerequisites: INFO 200 and MKTG 210 (or equivalent). Permission of instructor for non-OSB students.*
- MKTG 234 Marketing for Social Change 3 cr.**
 In this hands-on, experiential course, students will explore the consumer behavior/environment/society nexus. Specifically, students will develop, deploy and evaluate campaigns designed to change undesirable human behaviors and/or promote desirable social behaviors to bring about behavioral change for the betterment of society. Students will develop social marketing campaigns related to various topics such as climate change, health and safety, cultural change, social inequalities, animal welfare, and community building. *Prerequisites: INFO 200 and MKTG 210 (or equivalent). Permission of instructor for non-OSB students.*
- 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.*

MKTG 237 Business to Business Marketing 3 cr.
 Business-to-business marketing (B2B marketing), also referred to as industrial marketing, is largely defined by the nature of the customer. In contrast to consumer marketing, the customer in B2B marketing is a profit-seeking (or nonprofit-seeking), budget constrained organization (business, institution, or government) that purchases goods and services in order to achieve its goals. The buying process in B2B marketing is more complex (than in consumer marketing) and there is a mutual dependence of the parties. In short, B2B marketing involves the development and management of marketing programs for products such as aircraft, office supplies, and machinery and equipment. *Prerequisite: MKTG 210.*

MKTG 238 Public Relations 3 cr.
 This course focuses on the communication between an individual or organization and the public to promote stakeholder acceptance and approval. Students explore traditional and emerging components of the public relations process through mass media, as well as the needs of different types of businesses, such as corporations, nonprofit organizations and government offices. *Business majors only. Prerequisite: MKTG 210. 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.*

MKTG 245 International Marketing 3 cr.
 An overview of the scope and challenge of international marketing. Topics covered include the cultural environment of global markets, assessing global market opportunities, and developing and implementing global marketing strategies. *Business majors only. Prerequisite: MKTG 210.*

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. *Prerequisite: Approval of track convenor.*

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. *Prerequisite: Approval of track convenor.*

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 240, BUSS 245, BUSS 248, BUSS 249, DCSN 200, FINA 210, INFO 200, MKTG 210, MNGT 215 and a free Business elective), the track requires all students concentrating in Business Information and Decision Systems to take DCSN 205, INFO 225 OR INFO 226, and any three DCSN/INFO elective courses.

Decision Systems Courses

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. *CMPS 209 or equivalent is recommended.*

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 209.*

DCSN 210 Business Logistics 3 cr.

Aims to provide the knowledge and tools necessary to develop, implement and sustain strategies for managing supply chains. We 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.*

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. *Prerequisites: DCSN 200 and BUSS 200.*

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. *Prerequisites: DCSN 200 and BUSS 200.*

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. *Prerequisite: DCSN 205.*

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. *Prerequisite: BUSS 200.*

DCSN 217 Total Quality Management for Business Excellence 3 cr.
 Focuses on concepts related to quality in all aspects of enterprise operations with special emphasis on the customer. Total Quality Management (TQM) is a comprehensive and fundamental rule or belief for leading and operating an organization, aimed at continually improving performance over the long term by focusing on customers while addressing the needs of all stakeholders. It is both a philosophy and a set of guiding principles that represent the foundation of a continuously improving organization. The bottom line of TQM is results: increased productivity, efficiency, customer satisfaction/delight and world-class performance. This course will present the various TQM frameworks, concepts and quality improvement tools necessary for implementing the quality culture that characterizes world-class organizations of the 21st century. The course will revolve around the core values and criteria for performance excellence embodied in the Malcolm Baldrige National Quality Award, the highest award for performance excellence in U.S. organizations which is increasingly being adopted worldwide as the operational definition of a world-class enterprise. We will, therefore, explore the key actions necessary for transforming business and not-for-profit organizations into world-class organizations that deliver ever-improving value to their customers, clients and constituents. *Prerequisite: DCSN 200.*

DCSN 220/ FINA 240 Financial Simulation Modeling 3 cr.

Introduces elements of computerized simulation, including modeling deterministic and stochastic systems, generation of random numbers and variables, and probability and statistics related to modeling, validating, running and interpreting computer simulations. Simulation projects on corporate finance issues, and investment and portfolio analysis form an integral part of the course. *Prerequisite: BUSS 200 or equivalent.*

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. *Prerequisite: Approval of track convenor.*

DCSN 250F Database Marketing Analysis 3 cr.

This course is about analytic techniques that can assist in turning data into business or customer values. It introduces students to database marketing and some data mining techniques such as clustering, RFM segmentation, classification and regression trees, logistic regression and other techniques. The course is designed for BIDS and Marketing undergraduate students and features the use of data mining software (IBM-SPSS). Case studies and practical examples will be extensively presented throughout the course.

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. *Prerequisite: Approval of track convenor.*

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. *Prerequisite: CMPS 209 or equivalent.*

INFO 205 Information Systems Design and Development 3 cr.

This course emphasizes issues facing business and management in the design and development of information systems: properly formulating business problems; targeting the appropriate processes and functions; delineating the planned data needs and user groups; estimating the value of the solution; and the requisite design and implementation processes, phases and timeframe. Cases will underscore these issues and problems in the context of practical design and development projects. *Prerequisite: INFO 200.*

INFO 210 Business Database Systems 3 cr.
 This course introduces the central role of database management systems (DBMS) and their applications in the business IT/IS environment, including an overview of database design, implementation, query and use based on using features of a commercial structured query language-based (SQL) DBMS. The course includes a case study that requires a basic information model (conceptual/physical design) and the development of a multiple table database satisfying a real business need. *Prerequisite: INFO 200.*

INFO 215 Managing Information Technology Resources 3 cr.
 This course introduces the management of IT/IS as a critical business resource. It examines information economics and business strategy; IS strategies; data resources; IS support provided to business processes and decisions; technical (hardware/network/telecommunication) infrastructure of IS; IS maintenance policies and procedures; staffing and funding approaches for IS services; and IS security measures. *Prerequisite: INFO 200.*

INFO 220/ MKTG 220 E-Commerce/ Electronic Marketing 3 cr.
 This course is an overview of electronic marketing development and its impact on marketing transactions and the management of organizations. Topics covered include e-marketing as an economic and strategic approach; business to business and business to consumer e-commerce and e-marketing; management of an e-marketing project; and financial, legal and security issues. *Prerequisites: MKTG 210 and INFO 200.*

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. *Prerequisites: INFO 200 and DCSN 200.*

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. *Prerequisite: INFO 200.*

INFO 227/ MKTG 227 Social Media in Digital Management 3 cr.
 Social media technologies (e.g., Facebook) are transforming society and business. While companies benefit from direct interaction with customers and a wealth of business analytics, they must strengthen their organizational agility and pace of coordination. The course emphasizes analyzing and setting social media strategy with reliance upon analytics. *Prerequisites: INFO 200 and MKTG 210 (or equivalent). Permission of instructor for non-OSB students.*

INFO 230 Knowledge Management 3 cr.
 This course addresses capturing, transferring, sharing and managing knowledge. Topics include understanding knowledge; knowledge management systems lifecycle; knowledge creation; capturing knowledge; knowledge transfer and knowledge sharing; learning from data; data mining; and ethical and legal issues. *Prerequisite: INFO 200.*

INFO 232/ Accounting Information Systems 3 cr.
ACCT 232
 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.*

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. *Prerequisite: Approval of track convenor.*

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. *Prerequisite: Approval of track convenor.*