



كلية طلال أبوغزاله لإدارة الأعمال
Talal Abu-Ghazaleh College of Business

The German - Jordanian University Talal Abu-Ghazaleh College of Business



الجامعة الألمانية الأردنية
German Jordanian University
Deutsch - Jordanische Hochschule

"Where The Gifted Become Leaders"



2009-2010
Graduate Catalog

STATEMENT FROM THE CHAIRMAN OF THE ADVISORY COUNCIL



The Talal Abu-Ghazaleh College of Business (TAG-College) is the result of the commitment of the Talal Abu-Ghazaleh Organization to make a contribution to the development of the human resources that will lead the Arab region. A thorough study about the launching of this very important project led us to form a partnership with the German-Jordanian University to house the privately run TAG-College within a public university.

This partnership is unique, is working well, and will certainly serve as a model for others to follow.

TAG-College is now located in Amman, Jordan. However, our mission is to serve the whole Arab World. We do plan to open branches in other Arab countries and we are in the process of such negotiations.

Since the short time we started in the fall of 2006, we have already gained the reputation of being a premier school of business in this region. We are not going to sit on this success, but we are going to continue to strive to become one of the top international business schools.

Our success is the result of many factors not the least being the quality of our students and faculty. We only recruit those students who have the talent to benefit from the rigor of our programs and have the potential to become business leaders to fulfill our motto "*where the gifted become leaders*", and we hire the most qualified faculty members we can get. In addition to the quality of students and the faculty, we do not spare any required resource to support our mission.

I wish you all success at TAG-College. You will be joining an elite institution.

Talal Abu-Ghazaleh

Chairman
TAG-College Advisory Council

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INTRODUCTION

The Talal Abu-Ghazaleh College of Business (TAG-College) is the first college of its kind that represents a partnership between the private and public sectors in the Arab world. It was founded to provide educational opportunities at the highest international standards. Our commitment to our students, to academic excellence and to the development of the region is reflected in our mission:

To provide the Arab and global markets with qualified leaders in various business sectors through implementing unique and modern academic and professional programs.

To that end, we only accept outstanding students and provide them with the tools and environment they need to thrive and become the leaders and shapers of the future.

TAG-College was inaugurated in 2006 as one of the faculties of the German-Jordanian University (GJU), a public university formed in 2004 through the joint cooperation of the German and Jordanian governments. This unique partnership brings the business expertise of the Talal Abu-Ghazaleh Organization (TAG-Org) to the academic world of GJU.

Excellence is not easily achieved. TAG-College is fortunate to have the financial support and resources of TAG-Org, which is the largest firm of professional services in the Arab world, with over 72 offices and 200 correspondent offices worldwide. TAG-Org is committed to making TAG-College, in the words of its chairman, *“the Harvard of the Arab world.”*

The program and courses at TAG-College have been developed with the global economy in mind by some of the most respected and renowned figures in academia to meet the highest international standards.

Our MBA Program has been designed to bolster the advancement of knowledge with practical real-world applications and through the case study approach to education placing TAG-College in a league of its own. The MBA program is accredited by the Foundation for International Business Administration Accreditation (FIBAA). The accreditation procedure has verified and confirmed that the program has all the quality elements specified in the European MBA Guidelines. The MBA program at TAG-College is the first in the Arab World to achieve this prestigious accreditation despite being introduced only a couple of years ago.

TAG-College’s aim is to prepare students for leadership positions in certain specialized fields. We are dedicated to always develop new programs that help our graduates meet the demands of the ever-changing global economy.

ACCREDITATION



It has become evident, nowadays, that higher education institutions have become subject to the competition and the transparency of academic achievement compelling them to take the academic reform into their own hands by attaining accreditation for their institutions.

The Foundation for International Business Administration Accreditation (FIBAA), a Swiss non-profit agency for quality assurance with operative branches in Bonn (Germany) and Zurich (Switzerland), is an international accreditation

agency mainly active in Europe that assists higher education institutions in further developing their Bachelor, Master, and Ph.D. programs, through an intensive accreditation process.

This process aims at quality improvement and the accreditation of the program.

It comprises the consultation to quality management, the appraisal of the program concerning its structure and contents and the fulfillment of the requirements which are needed to bestow the FIBAA-quality seal. FIBAA has been an active member in the European Association for Quality Assurance in Higher Education (ENQA) since 2002 and in the European Quality Assurance Register for Higher Education (EQAR).

On the 17th of November, 2009, FIBAA granted the Talal Abu-Ghazaleh College of Business (TAG-College)/German-Jordanian University (GJU) a five years accreditation to its MBA program with concentrations in:

- ***Marketing***
- ***Accounting***
- ***Management***
- ***Banking and Finance***
- ***Quality Management***
- ***Human Resources Management***

The strength of the program lies in its positioning, international orientation, the integration of theoretical and practical content, the use of projects and case studies and the employability of graduates and the teaching staff's business experience as noted by the review panel.

This accreditation bestows the College with FIBAA's quality seal impelling it to earn more attention internationally, and thus, reinforcing the College's vision and mission in providing the Arab and Global markets with qualified business leaders through delivering sound academic and professional programs in accordance with European Standards.



FACILITIES

Our educational environment reflects the changing nature of the business environment. TAG-College has responded to the development of technology by designing state-of-the-art classrooms and laboratories equipped with the latest technological tools. Most of our classrooms are tiered to provide an unobstructed view of the instructor. All classrooms are equipped with computers and computer projectors mounted in the ceiling and padded swivel chairs for the comfort of the students.

TAG-College's facilities include a state-of-the-art audio-visual language center, a video conference center and a number of computer labs, including a specialized lab equipped with Sun Microsystems computers.

The audio-visual language center is designed to allow students to learn languages by listening to correct statements and pronunciations and then recording and listening to their own pronunciation. This facility is designed with individual booths for the students, each equipped with the necessary hardware. The video conference center allows live and direct discussions with lecturers, students and other parties from miles away. It is used for conferences and lectures from abroad.

The Sun Microsystems lab is designed for training courses in software engineering, software analysis and design, programming, simulation, e-business, e-commerce and operating systems. The powerful servers in this lab are very helpful to scientific researchers in need of high computing power.

TAG-College's library houses many volumes of reference material and is equipped with computers that have access to international libraries through memberships that are available for free to the faculty and students. The library is also equipped with individual study carrels for individual study.

A number of lockers are available for use by students and these are allocated on a first-come, first-served basis.

FACULTY AND METHOD OF INSTRUCTION

TAG-College was established to provide students in the Arab world with the highest possible quality of education. Since classes commenced in the fall of 2006, TAG-College has acquired the reputation as the premier school of business in our region. Despite this great accomplishment, TAG-College further aims to become an internationally recognized school of business.

TAG-College is committed to attracting the most talented and highly qualified faculty. Faculty members are aware of the high competency of the student body and are prepared both to be challenged and to challenge their students. Students are encouraged to consult with faculty members during their office hours.

The administration of TAG-College has decided on the policy of using the case method of instruction whenever appropriate. TAG-College endeavors for its students to learn to work in groups, to make presentations, to engage in discussions, to solve real-life problems and to be able to express their knowledge in well-written form. TAG-College's motto from the beginning has been to be an institute "where the gifted become leaders".

REQUIREMENTS FOR ADMISSION

Admission Policy

TAG-College enforces the same admission and graduation policies for its entire graduate program.

Admission to the MBA program is open to any qualified holder of a bachelor's degree from a recognized university *regardless of the undergraduate major field of study*. Graduates of universities where courses are not taught by enrollment do not qualify for admission. *The College's admission policy is to select those candidates who have the greatest potential for academic and professional success.*

Admission Requirements

To qualify for admission, a candidate should meet the following requirements:

1. Academic Requirement:

Be a holder of an undergraduate degree in any field of study from a recognized university with a minimum average of "good". An average of "good" does not necessarily guarantee admission to the program.

2. English Language Requirement:

Obtain a minimum TOEFL score of 80 out of 120 on an Internet based test (iBT) which is equivalent to 550 on a paper based test (PBT), or a minimum IELTS (International English Language Testing System) score of 6.0.

3. Proficiency in Basic Computer Skills:

Be proficient in basic computer skills such as those provided by the Talal Abu-Ghazaleh Cambridge University IT Skills Program or its equivalent.

4. Work Experience:

Must provide evidence of relevant work experience of 2 years.

Applicants should submit a completed application form and an official transcript of all university work and other information that may be requested by the Admissions Committee.

ACADEMIC POLICIES

Grading System

The final grades in each course are reported on a percentage basis as follows:

90 – 100	<i>Excellent</i>
80 – 89.9	<i>Very Good</i>
75 – 79.9	<i>Good</i>
70 – 74.9	<i>Pass</i>
Below 70	<i>Fail</i>

Graduation Requirements

To graduate from the MBA program, a student must finish the 42 credit hours with a minimum cumulative grade point average of 75% and pass a comprehensive examination in the field of specialization.

Course Load

Students must register for a minimum of 6 credit hours and a maximum of 12 credit hours per semester. Students who expect to complete their graduation requirements during a specific semester may register for less than 6 credit hours for that semester but not for more than 12 credit hours.

Residence Requirement

The minimum period of residence for full-time students to complete their MBA program is 16 months, while the minimum period of residence for part-time students to complete the program is 2 years. Students who are unable to complete their program within the maximum allowable period of 10 semesters will have to apply to the Dean of TAG-College for an extension and provide valid reasons for their request.

Transfer from other Universities

Students transferring from other universities with recognized graduate programs can apply for the transfer of a maximum of 12 credit hours provided a minimum grade of “very good” has been earned in the transferred credits. Students who wish to transfer credits to TAG-College should apply to the Dean of TAG-College and provide the syllabus or syllabi of the course(s) for which the transfer credit is requested. The transferred credits will not count towards the student’s grade point average.

Absence from Classes

A student is allowed two unexcused absences for each class taken. A student who exceeds the allowable absences without a valid excuse or medical excuse acceptable to the Dean will not be allowed to take any exams given after his/her return, and a final grade of 50% will be awarded unless the student withdraws during the allowable period.

A student with valid excuses cannot be absent for more than three class meetings. A student who exceeds this allowed absence will be considered to have withdrawn from the course.

Medical excuses should be obtained from a recognized medical clinic or hospital and should be submitted to the Dean within a period that does not exceed two weeks from the date of absence. Other non-medical excuses should also be submitted to the Dean within two weeks from the date of absence.

Students who are absent from a class meeting are responsible for all assignments and announcements made in their absence.

Absence from Program

A student is allowed to be absent from the program for two semesters only provided permission is obtained in advance from the Dean of TAG-College. Absence in excess of two semesters requires the student to reapply for admission.

Academic Probation

A student is placed on academic probation if in any semester his/her cumulative average falls below 75%. A student on academic probation should remove the probation in the semester that follows the semester in which he/she was placed on probation. Summer sessions are not considered for this purpose.

Dismissal from Program

A student will be dismissed from the program in any of the following cases:

1. The student could not remove the academic probation within one semester after being placed on probation.
2. The student failed in a total of three different courses during the course of his/her study, even if he/she passes some of the courses after retaking them.
3. The student has cheated in examinations and/or committed plagiarism.
4. The student failed the comprehensive examination the second time he/she took it.

Grade Appeal

Students who wish to appeal a final grade issued to them should first consult their professor. If the professor does not resolve the complaint, the student then apply in writing to the Dean no later than one week from the date of issuance of the final grades. In the event the Dean is unable to resolve the appeal on his own, he will form a grievance committee to review the case. The decision of the Dean or the grievance committee is binding.

Retaking Courses

A student who fails a course is allowed to retake it and the failing grade will be replaced by the new passing grade. A student is also allowed to retake a course in which he/she earned a low grade for the purpose of improving his/her average and the new grade will replace the old grade. During the student's program, retaking courses due to failure is limited to two courses and the retaking of courses to improve the cumulative average is limited to one course.

TUITION FEES AND SCHOLARSHIPS

Fees

The tuition fees for the MBA program have been set as follows:

	Jordanian Students	Non-Jordanian Students
<i>Admission Fees</i>	JD 250	US\$ 1,500
<i>Registration Fees</i>	JD 100 per semester	US\$ 500 per semester
<i>Tuition Fees</i>	JD 275 per credit hour	US\$ 390 per credit hour

Scholarships

Scholarships are available to assist selected students with demonstrated financial need and great potential for success. Applications for scholarships should be addressed to the Talal Abu-Ghazaleh College of Business.

Students who are unable to meet the tuition fees should not be discouraged from applying to TAG-College.

MBA PROGRAM

The MBA program consists of 42 credit hours. Included in the 42 credit hours are 30 credit hours of core courses. The remaining hours represent required courses in several business fields and subjects.

There is no thesis requirement in the MBA program, a comprehensive exam (MBA 799) is required at the end of the program with a pass or fail grade.

MBA STUDY CURRICULUM AND PLAN

MBA candidates are required to complete a set of required core courses and a number of elective courses. These elective courses can be taken in any area for the completion of a general MBA. Candidates who wish to focus on specific fields are required to take the courses specified for these fields. The various fields of electives are described below.

Our MBA program combines the core (foundation) courses which comprise 30 credit hours. These courses are designed to provide candidates with business and managerial skills. After finishing the core courses, candidates are advised by their academic advisors about the courses they will have to take from the elective courses (12 credit hours) to specialize in different business areas.

MBA CORE COURSES

All MBA students are required to take the same core courses prior to taking elective courses. The courses below represent the MBA core requirements.

Core Courses – 30 Credit Hours

MBA 701	3.0	Research Methodology
MBA 703	3.0	Management Information Systems
MBA 711	3.0	Financial Accounting
MBA 712	3.0	Management and Cost Accounting (<i>Prerequisite: MBA 711</i>)
MBA 721	3.0	Corporate Finance (<i>Prerequisite: MBA 711</i>)
MBA 731	3.0	Managerial Economics
MBA 740	3.0	Organizational Behavior and Human Resources
MBA 743	3.0	Strategic Management and Business Policy (<i>Capstone Course</i>)
MBA 744	3.0	Operations Management (<i>Prerequisite: MBA 701</i>)
MBA 750	3.0	Marketing and Sales Management

MBA ELECTIVE COURSES

Accounting

The Accounting courses are designed for students who wish to become certified accountants and auditors under international standards, and for students who seek senior positions in the industrial and financial sectors. Graduates can seek professional certifications such as the Arab Certified Professional Accountant (ACPA), the Certified Management Accountant (CMA) and the Certified Public Accountant (CPA) in the United States.

Elective Courses in Accounting – 12 Credit Hours

- MBA 717 3.0 International Auditing Theory and Practice**
(Prerequisite: MBA 711)
- MBA 718 3.0 Advanced Accounting** *(Prerequisite: MBA 711)*
- MBA 719 3.0 Intermediate Accounting and International Standards**
(Prerequisite: MBA 711)
- MBA 791 3.0 Seminar in International Accounting**
(Prerequisite: MBA 719)

Banking and Finance

The courses in banking and finance are designed to provide individuals seeking careers in the banking sector and other financial institutions with the skills required for advanced positions in these sectors. The financial sector is one of the main pillars of the national economy. With the steady growth, development and increased diversification and complexity of the financial sector, there is a growing demand for requisite banking and financial skills. Graduates can seek professional certifications such as the Certified Financial Analyst (CFA).

Elective Courses in Banking and Finance – 12 Credit Hours

- MBA 723 3.0 Derivatives and Financial Engineering** *(Prerequisite: MBA 721)*
- MBA 728 3.0 Multinational Business Finance** *(Prerequisite: MBA 721)*
- MBA 729 3.0 Investment and Portfolio Management** *(Prerequisite: MBA 721)*
- MBA 730 3.0 Financial Markets and Institutions** *(Prerequisite: MBA 721)*

Human Resources Management

The courses in human resources prepare candidates to work in the field of human resources and personnel administration. Human resources is the most valuable resource in most organizations, and great emphasis has recently been placed on its proper management. While the courses are ideal for those working in the field who wish to strengthen their theoretical foundation and be promoted to higher positions, they are also designed for those wishing to enter the field.

Elective Courses in Human Resources Management – 12 Credit Hours

MBA 745 3.0 Human Resources Management (*Prerequisite: MBA 740*)

MBA 780 3.0 Special Topics in Human Resources Management
(*Prerequisite MBA 745*)

MBA 782 3.0 Training and Development (*Prerequisite: MBA 745*)

MBA 784 3.0 Compensation Management (*Prerequisite: MBA 745*)

Marketing

The marketing courses provide candidates with the appropriate skills and requirements needed to qualify for marketing jobs. These courses are ideal for candidates working in this field as they can use their newly-acquired educational skills for progression into managerial roles. Marketing professionals are great in demand, and a career in marketing can be very rewarding in terms of job satisfaction and monetary compensation. The industrialization of the Arab countries, along with tremendous growth in business activity require that there be professionals to help move the products and services to their intended recipients.

Elective Courses in Marketing – 12 Credit Hours

MBA 752 3.0 Consumer Behavior (*Prerequisite: MBA 750*)

MBA 753 3.0 Marketing Research (*Prerequisite: MBA 752*)

MBA 756 3.0 Marketing Strategy (*Prerequisite: MBA 750*)

MBA 758 3.0 Services Marketing (*Prerequisite: MBA 750*)

Quality Management

The quality management courses are designed to prepare candidates to take on management positions where they can implement, in addition to the regular management skills, total quality management techniques to help increase both quality and profitability. These courses are developed to meet a need in the market to prepare managers to implement quality standards in order to compete effectively in the global economy. Graduates will be able to seek the Arab Certified Quality Manager (ACQM) certification offered by the Arab Knowledge and Management Society (AKMS).

Elective Courses in Quality Management – 12 Credit Hours

- MBA 770 3.0 Quality Control and Design Experiment**
(Prerequisite: MBA 701)
- MBA 771 3.0 Total Quality Management – Concepts and Applications**
(Prerequisite: MBA 770)
- MBA 774 3.0 Advanced Quality Applications** *(Prerequisite: MBA 770)*
- MBA 775 3.0 Supply Chain Management** *(Prerequisite MBA: 744)*

Management

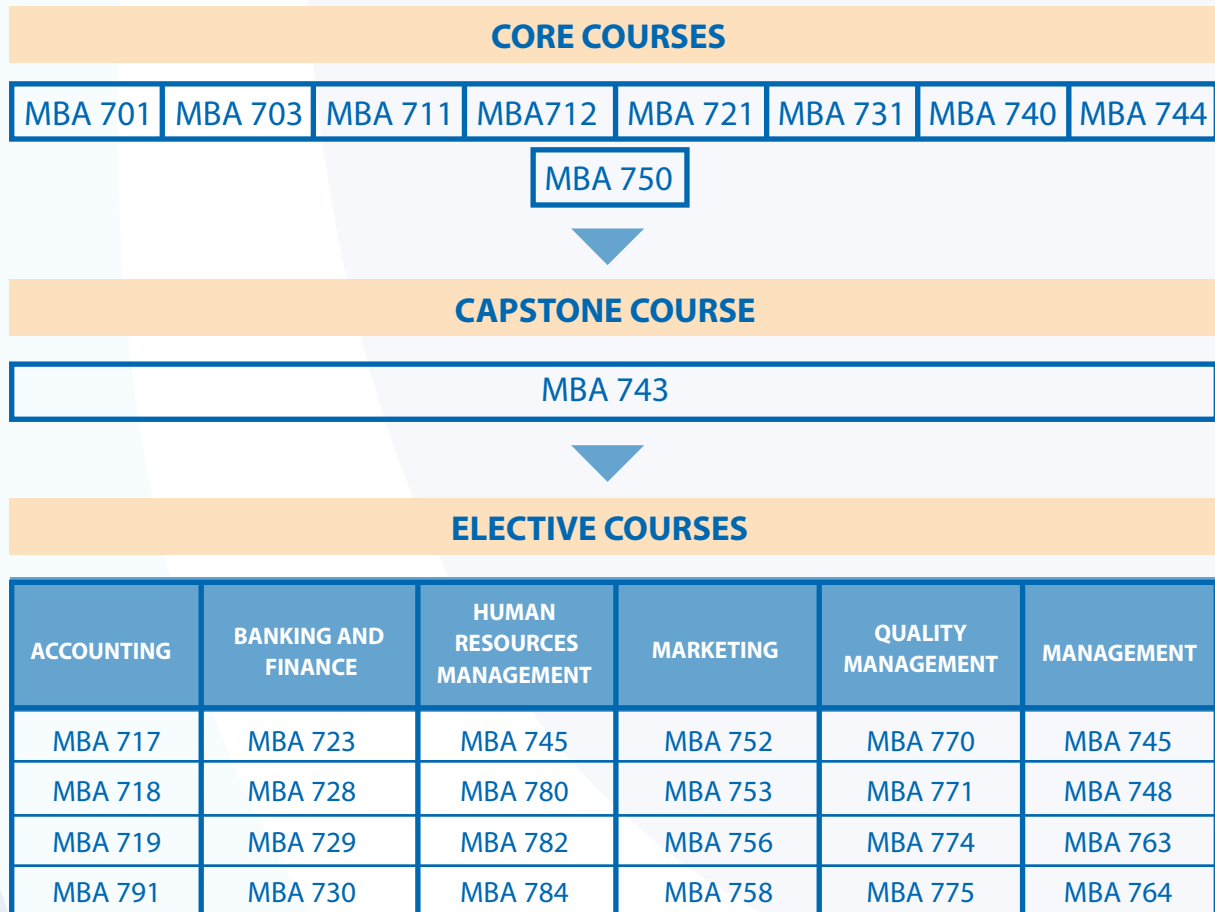
The management courses are designed to provide business and managerial skills primarily to holders of degrees in fields other than business. These courses are also suitable for students with undergraduate degrees in business who wish to acquire modern managerial skills and for graduates of science and liberal arts who seek careers in business.

Elective Courses in Management – 12 Credit Hours

- MBA 745 3.0 Human Resources Management** *(Prerequisite: MBA 740)*
- MBA 748 3.0 International Business and Globalization** *(Prerequisite: MBA743)*
- MBA 763 3.0 Project Management** *(Prerequisite: MBA 743)*
- MBA 764 3.0 Corporate Governance and Ethics** *(Prerequisite: MBA 740)*

MBA SEQUENCE OF COURSES

Students are required to take courses in the sequence that is shown in the table below:



DESCRIPTION OF MBA COURSES

All courses are 3 credit hour courses.

MBA Core Courses

MBA 701. Research Methodology

This course introduces the role of business research, research processes, types of scientific research and their implications on business. Furthermore, statistical and econometrical regression models and their applications in management science; model building and computer applications are used to demonstrate how these models are integrated with businesses today in an interactive manner.

MBA 703. Management Information Systems

The course introduces the student to information systems and communication technologies; information system evaluation and development processes; information technology applications for problem solving and management decision making; and use of information technologies to transaction processes and customer service. Appropriate application software will be used to get hands-on experience, analyze cases, and complete the class project.

MBA 711. Financial Accounting

Basic accounting concepts related to the preparation of external financial statements; theories and procedures relevant to reporting financial position and results of operations. Emphasis is placed on the use of financial reports. Communicating and interpreting financial information presented in the income statement, balance sheet and cash flow statement in terms of revenues, expenses, gains, losses, assets, liabilities and owners' equity.

MBA 712. Management and Cost Accounting

This course recognizes the importance of cost information in the decision-making process including planning, directing and motivating, controlling, and discussing the environment of costing systems. Furthermore, the course emphasizes on analyzing the pricing decisions, performance evaluation, and evaluating alternatives. Management accounting innovation such as activity-based costing and the balanced scorecard is also discussed (*Prerequisite: MBA 711*).

MBA 721. Corporate Finance

The aim of this course is to build the understanding of finance theory and application skill sets required to formulate financial policy on capital investment and valuation decisions in a dynamic and global business environment. Students will be able to apply finance principles to stock and bond valuation, valuation of the firm, capital investment decisions, risk-return principles to estimate firm's cost of capital, the net present value rule, the capital asset pricing model, capital structure models, dividend policy, and the efficient markets hypothesis (*Prerequisite: MBA 711*).

MBA 731. Managerial Economics

Basic knowledge in economics and quantitative methods including fundamental concepts and analytical tools of microeconomics; price theory; constraints; opportunity costs; marginal decision making; specialization, and exchange. Furthermore, the course emphasizes on analyzing demand, forecasting, market structure, competition, theory and estimation of costs, and optimal pricing and output decisions.

MBA 740. Organizational Behaviour and Human Resources

The course provides main conceptual frameworks, models and concepts of topics required to understand people's behaviour in organizations at individual, group and organizational levels. These include: perception, motivation and job satisfaction; leadership; decision making; organizational structure and change management. The course also highlights the importance of Human Resource Management in business organizations and introduces its key functions that are recruiting, training and development, performance appraisal and rewards.

MBA 743. Strategic Management & Business Policy

Integration of all business disciplines into the discussion of goals, strategies, policies, planning, and evaluation. Managing the strategy-making process for competitive advantage, external and internal analysis for environments, building competitive advantages on the business-level strategy, corporate-level, and implementation of the strategy of companies in different industries (*Capstone course*).

MBA 744. Operations Management

This course focuses on the principles of operations management, project management, strategic capacity management, difference between manufacturing process and service process, six sigma quality, strategic sourcing, logistics, lean manufacturing, aggregate sales and operation planning, inventory control, enterprise resource planning and material requirements planning (*Prerequisite: MBA 701*).

MBA 750. Marketing and Sales Management

This course focuses on formulating and implementing marketing management strategies and policies, a task undertaken in most companies at the strategic business unit level. The course provides students with a systematic framework for understanding marketing management and strategy. The course also provides students with comprehensive insights on sales management, its functions and the role of sales management in achieving organizational and marketing objectives.

Elective Courses in Accounting

MBA 717. International Auditing Theory and Practice

A study of the auditing environment, including legal liability and professional ethics. The course examines the auditing theory and the application of the international standards to include assurance services, audit planning, and substantive testing.

Internal control evaluation, independence, sampling and EDP auditing, evidence, and procedures are used by the external auditor and the reports on financial statements (*Prerequisite: MBA 711*).

MBA 718. Advanced Accounting

This course covers theory, concepts, standards and techniques of financial accounting that are related to business combination, consolidated financial statements, and segment reporting, including worksheet analysis of consolidation principles. It also includes accounting for foreign currency transactions and ethical issues in advanced financial accounting (*Prerequisite: MBA 711*).

MBA 719. Intermediate Accounting and International Standards

An in-depth study of the accounting principles and current practices regarding the preparation of financial statements for external users. The course covers many areas such as: assets (tangible and intangible) valuation and measurement, including cash, receivables, inventory, property, plant and equipment, and goodwill. Other related topics are covered such as time value of money, liability measurement, stockholders' equity, revenue recognition, leases, investments, and disclosure in financial statements (*Prerequisite: MBA 711*).

MBA 791. Seminar in International Accounting

This course reviews international accounting practices and theories to include harmonization of financial reporting, auditing, transfer pricing, theories of valuation and income determination, and strategic accounting issues in multinational corporations. The course also provides students with comprehensive insights on the international aspects of the elements of financial statements (*Prerequisite: MBA 718*).

Elective Courses in Banking and Finance

MBA 723. Derivatives and Financial Engineering

This course describes, analyzes and evaluates the characteristics of some of the most important financial derivative instruments, namely forwards, futures, swaps and options, written on foreign exchange (currency) and equity products. It equips students with some essential techniques to be applied when valuing these financial derivatives and hedging the associated financial market risk exposures (*Prerequisite: MBA 721*).

MBA 728. Multinational Business Finance

This course analyses the international financial environment within which multinational firms and financial institutions operate and the theories and practices of international financial management. The primary focus is on understanding the fundamental concepts of exchange rate determination, currency forwards, futures, options, hedging, and operating exposures. This course also discusses international financing strategies, interest rate instruments such as futures, options, and swaps to cover interest rate risks, and describe international investment strategies including multinational capital budgeting (*Prerequisite: MBA 721*).

MBA 729. Investment and Portfolio Management

This course focuses on the investors and fund managers perspective. It seeks to develop skills and techniques which will allow students to devise advanced portfolio management strategies in a world of uncertainty. This module will focus on creating optimal asset allocation strategies using a diverse range of asset classes and cost basis. Students will assess alternative assets and the evidence relating to their use in investment portfolio strategies. In addition, portfolio hedging and portfolio performance evaluation will be covered in this course (*Prerequisite: MBA 721*).

MBA 730. Financial Markets and Institutions

This course examines the operational aspects of financial markets: relevance of the financial markets for the rest of the economy; debt security markets; equity markets and the determinants of prices and yields at which financial transactions occur. Furthermore, the course describes the main financial institutions focusing on their management, performance, regulatory aspects, use of financial markets, and sources and uses of funds (*Prerequisite: MBA 721*).

Elective Courses in Human Resources Management

MBA 745. Human Resources Management

This course provides conceptual frameworks and practical illustrations of the HRM field mainly at Business Organizations. It illustrates key terminology, concepts, themes, theories, models and techniques used in the field of HRM. It handles the subject of HRM based on five generic areas, namely: Resourcing, Performance, Development, Employee Relations and Rewards; In which key functions and activities of HRM including: planning, recruitment and selection, performance evaluation, developing employees' competencies and career, employees' involvement, employees' incentives and rewards are clarified and analyzed (*Prerequisite: MBA 740*).

MBA 780. Special Topics in Human Resources Management

This course covers a variety of topics in HRM such as Planning HR, Industrial Relations, Labor Laws, International HRM, Information Technology and HRM, Strategic HRM and HRM in Jordan...etc. The choice of the topics will be determined by the lecturer of the course according to his/her assessment. Readings are specified according to the selected topics (*Prerequisite: MBA 745*).

MBA 782. Training and Development

This course aims at exploring key theories, themes, concepts, models and techniques related to training and managerial development particularly in business organizations. At the conceptual level, the course highlights key issues related to learning and to the management of knowledge and performance and managers' development and competencies at business organizations. At practical level, based on a number of varied and real case studies, the course explores managerial and organizational implications relevant to managers and employees' development and to the enhancement of their competencies and performance (*Prerequisite: MBA 745*).

MBA 784. Compensation Management

This course considers the development, implementation and administration of compensation programs and packages. Total compensation systems including basic wages, incentives and other benefits are stressed. Designing compensation packages according to various categories of employment is clarified. Practical application of how to analyze jobs, write job description and grouping jobs in categories in order to determine their relative worth by using job evaluation techniques is addressed (*Prerequisite: MBA 745*).

Elective Courses in Marketing

MBA 752. Consumer Behavior

This course provides students with a solid foundation in the dynamic interaction of affect, cognition, behavior, and environmental events in consumer evaluation of purchasing alternatives and decision-making. Included is the study of consumers' knowledge and involvement, attention, comprehension, learning, motivation, personality, attitude development, social class, reference groups, cultures and subcultures, and consumer purchase intention and patterns. Also discussed is the practical and ethical impact of consumer behavior analysis on marketing mix strategies, market segmentation/positioning, persuasion process and promotion, and price affect and cognition (*Prerequisite: MBA 750*).

MBA 753. Marketing Research

This course examines the full process, knowledge and skills of the field of marketing research. This course is intended to explain the role of marketing research in today's business and marketing strategies to achieve the intended performance levels. This includes designing research projects, designing methodologies, developing experimental designs, and designing and developing several quantitative and qualitative research primary data collection methods and instruments such as questionnaires and interviews. This course also explores applications of quantitative and qualitative techniques that analyze data, implement research projects, and communicate and interpret research results and implications (*Prerequisite: MBA 752*).

MBA 756. Marketing Strategy

This course aims to provide students with a solid foundation in understanding marketing strategies and processes that determine competitiveness in dynamic consumer and organizational markets. Particular areas of emphasis include industry analyses, dynamics of competition, segmentation strategies, target marketing, positioning strategies, marketing strategy formulation, selection and evaluation of marketing programs and effectiveness. Strategic thinking and in-depth analytical skills are developed through the application of marketing tools and models. Cross-functional analysis and practical application of marketing concepts and skills are covered through case analyses, class discussions, role playing, and applied projects (*Prerequisite: MBA 750*).

MBA 758. Services Marketing

This course focuses on the vital importance of service industries such as banking and finance, healthcare, and automobile services and the role they play in today's economy. The course will supplement and build on the fundamentals of marketing by focusing on the strategies and problems specified to service businesses. Services marketing problems and challenges created by the unique characteristics of services will be discussed through addressing specific marketing strategies and tactics to tackle them. New trends in services business will be of major focus in this course. Such trends are CRM in services, services recovery, services leadership and productivity (*Prerequisite: MBA 750*).

Elective Courses in Quality Management

MBA 770. Quality Control and Design Experiments

This course reviews the main concepts of probability and statistics, tests of hypotheses, statistical inferences, quality control theory, attribute and continuous control charts, various control chart applications, introduction to designed experiments, factorial designs, and various experimental design applications (*Prerequisite: MBA 701*).

MBA 771. Total Quality Management – Concepts and Applications

This course introduces the main themes of quality (definitions, history and important dimensions); principles of Total Quality Management (TQM); TQM as a new culture; quality management philosophies (Deming, Juran, Crosby, Ishikawa, Taguchi, Feigenbaum); customer satisfaction and customer relationship management; quality awards (Deming, EFQM, Malcolm Baldrige); benchmarking; King Abdullah II Award; and tools for TQM (quality improvement, SPC, QFD, Taguchi technique, etc) (*Prerequisite: MBA 770*).

MBA 774. Advanced Quality Applications

This course provides students with an introduction in Six Sigma methodology; project management skills needed in six sigma; Six Sigma as a problem solving methodology; Six sigma as a process improvement technique; Six Sigma phases (Define-Measure-Analyze-Improve-Control (DMAIC)) and Design for Six Sigma (DFSS). The course also covers various management and quality tools used in Six Sigma (*Prerequisite: MBA 770*).

MBA 775. Supply Chain Management

This course introduces the concept of supply chain management, design and performance, inventory management, network planning, supply contracts, value of information, supply chain integration, distribution strategies, procurement strategies, logistics, customer value and smart pricing. Furthermore, it describes network design, sourcing decisions, and pricing and revenue management (*Prerequisite: MBA 744*).

Elective Courses in Management

MBA 745. Human Resources Management

This course provides conceptual frameworks and practical illustrations of the HRM field mainly at Business Organizations. It illustrates key terminology, concepts, themes, theories, models and techniques used in the field of HRM. It handles the subject of HRM based on five generic areas, namely: Resourcing, Performance, Development, Employee Relations and Rewards; In which key functions and activities of HRM including: planning, recruitment and selection, performance evaluation, developing employees' competencies and career, employees' involvement, employees' incentives and rewards are clarified and analyzed (*Prerequisite: MBA 740*).

MBA 748. International Business and Globalization

This course introduces key concepts, theories and models of international business management. Leading-edge issues pertinent to the management of business organizations across borders including: internationalization, key characteristics

of international environment and its challenges and opportunities are addressed. The role of economic, political, technical-innovative and cultural dimensions in affecting the conduction of business abroad is explored. Key aspects and functions of international business organizations including structuring, staffing, coordinating and controlling mechanisms are highlighted (*Prerequisite: MBA 743*).

MBA 763. Project Management

Examines the organization, planning, and controlling of projects and provides practical knowledge on managing project scope, schedule and resources. Topics include project life cycle, work breakdown structure and Gantt charts, network diagrams, scheduling techniques, and resource allocation decisions. Concepts are applied through team projects and tutorials using project management software (*Prerequisite: MBA 743*).

MBA 764. Corporate Governance and Ethics

This course focuses on issues of governance and accountability in contemporary corporations considering how corporations differ around the world with respect to things such as legal personality, limited liability, transferable shares, investor ownership and delegated management with board structure. Recent corporate scandals are studied to figure out cause of governance failure. The ensuing legislative and regulatory responses are reviewed based on international comparisons. Fundamentals and key theories of business ethics, social and ethical behavior; means for adopting the principles of responsible management education (PRME) and code of ethics in business organizations are also presented (*Prerequisite: MBA 740*).

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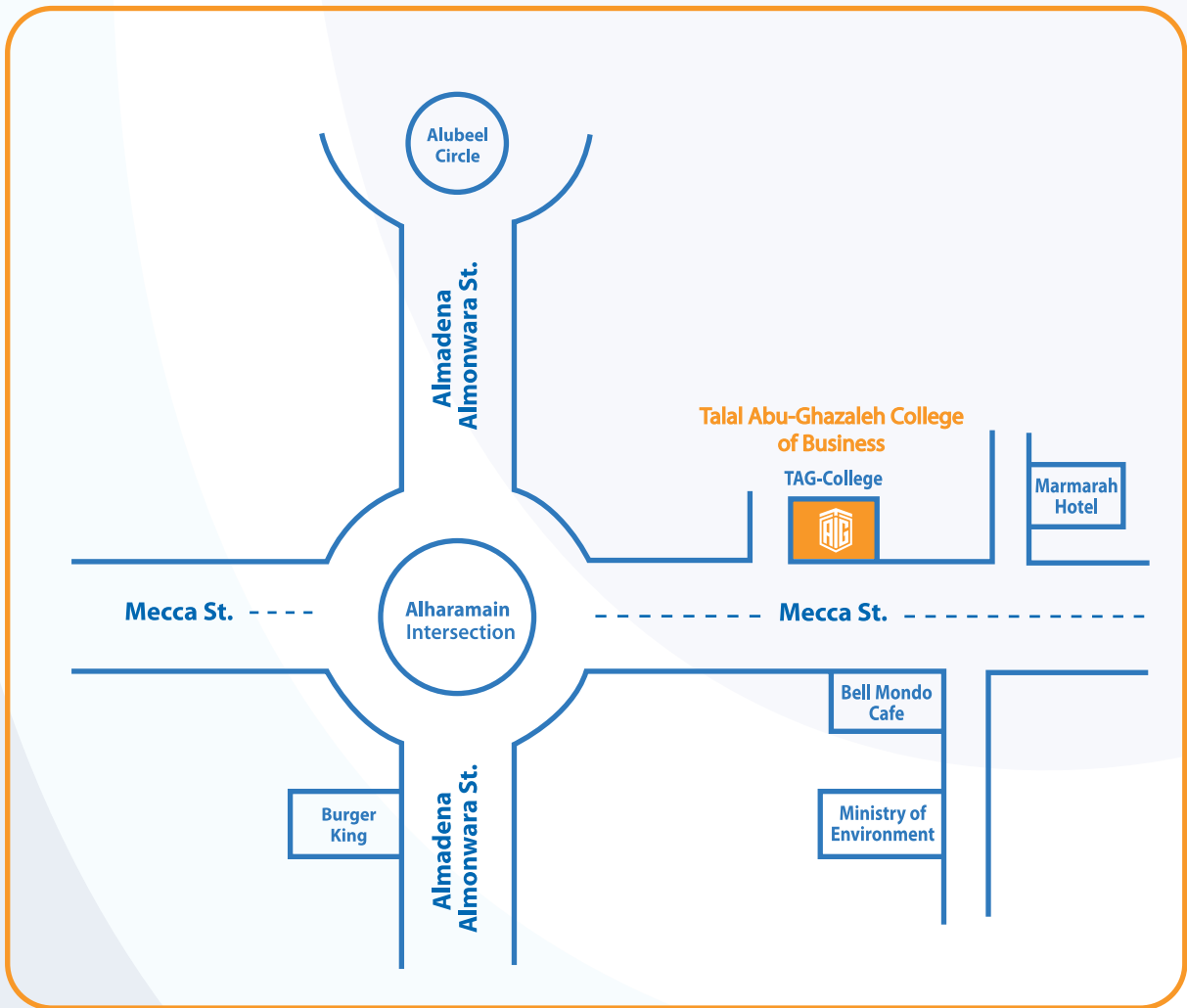
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