



كلية طلال أبو غزالة لإدارة الأعمال  
Talal Abu-Ghazaleh College of Business

# كلية طلال أبو غزالة لإدارة الأعمال

## Talal Abu-Ghazaleh College of Business



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Fall 2009

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Talal Abu-Ghazaleh College of Business

## Welcoming Note



*Dear Students, Faculty, Staff, Alumni and Friends of TAG-College,*

*First, I would like to extend a warm welcome to our new students who joined us for the Academic Year of 2009–2010.*

*One of TAG-College main goals is to graduate leaders with highly accumulated knowledge and management skills; TAG-College through its professors, staff, and facilities is committed to work with you to attain these goals.*

*In June 2009, TAG-College and the German Jordanian University (GJU) celebrated the graduation of its first Master's patch. Our MBA program has recently received accreditation by the Foundation for International Business Administration Accreditation (FIBAA) to be the first in the Arab World to achieve this prestigious accreditation despite being introduced only a couple of years ago.*

*Whether you are a new student starting your MBA or you are a continuing student, we hope that your experience at TAG-College will be a significant milestone in your intellectual and career development.*

*Welcome to the new academic year!*

*Hisham Gharaibeh*

Dr. Hisham Gharaibeh

Dean of TAG-College



## Public and Private Partnership (PPP) and the Arab World

By Professor Adel Al-Rasheed  
Talal Abu-Ghazaleh College of Business



From a general and a practical perspective, PPP is concerned with varied faces of interaction and collaboration between the public (governmental) sector and the private sector. In its wider meaning, it comprises profit organizations and nonprofit civic organizations, and specifically concerned with the utilization of these sectors' human, financial, managerial, organizational, technological and knowledge capabilities based on mutual responsibility, accountability and free choice. It aims at achieving long-term economic and social objectives for the larger number of society members, and ultimately to enable the society to cope with contemporary developments effectively and achieving a better competitive situation.

PPP is viewed as a contemporary developmental managerial approach adopted by both developed and developing countries. It is a multi facet concept of varied economic, social, cultural and political dimensions. PPP is based on multi organizational structure connecting two organizations or more from the varied forms of public and private organizations.

Various causes contributed to the emergence of PPP which comprise: the inadequacy of privatization policies to overcome the poor management of the society economic resources by the public sector in the eighties of the last century, the interrelatedness between private and public sectors' activities, the severe competition, the accelerated economic and technological change and the contraction of funds allocated for social programs and financial institutions' readiness to provide loans for PPP enterprises.

PPP influences positively the effectiveness of managing society resources. It helps to achieve the following benefits: Widening the scope of resources, distributing the risks, increasing the legitimacy of enterprises, substantiating accountability, exchanging knowledge and experiences, reducing the duplication and contradiction, overcoming the bureaucratic red tap, encouraging innovation, achieving compatibility between enterprises and urban communities' needs. Moreover, it takes into consideration the society long term economic and social objectives.

There are two main types of PPP. The first is the Contractual which is concerned of the coordination between public and private sectors based on frameworks and procedures. The second is the Collaborative which is deeper than the first. It is built on mutual participation of concerned parties in the decision making process and achieves the integration between the two sectors' resources and capabilities.

There are various forms of PPP according to their conceptual frameworks. They include: the market entrance which gives importance to the market conditions for effectively providing goods and services to society members; the organizational entrance which emphasizes the organization members' roles in achieving efficient utilization of resources; the resource based entrance where the control of the organization key resources (e.g. market share, technology, employees' competencies, etc.) is given importance; and the urban development entrance where developing urban communities is the most prior.

These forms also differ from each other according to the criteria of classification such as: Type of organizations, type of decision, nature of activity, the initiating party, nature of contract,

type of ownership...etc. The main classification of PPP include: The Contractual PPP and the Collaborative PPP. The first include the forms of: Services contract, management contract, lease arrangement, BOT (Built, Operate and Transfer), appointed PPP and concession PPP. The forms of the second type the Collaborative differ from each other according to the level of cooperation and depth of interaction among the partnership concerned parties.

The classification of PPP according to type of organization include: the matrix management with its multi organizational structure, joint planning, the alliance and coalition, joint agency such as contracting out or outsourcing and networks. The classification of PPP according to the criteria of education include: Institutional learning partnership which is governed by particular legislation and collective agreements as found in north European countries; responsive learning partnership which is similar to the first form but applied at the level of one factory, and reactive learning partnership which is composed of voluntary organizations and local authorities. The classification according to ownership include: Informal partnership which covers non written agreement among top level management of the partnered organizations, the cooptation partnership such joint board members; and the non equity joint ventures where the partnership parties participation is restricted to employees from concerned organizations and their expertise without capital.

### ***PPP in the Arab world***

Despite the fact that PPP is practiced in most Arab countries, studies only covered the experiences of four countries: Jordan, Morocco, Tunis and Saudi Arabia. PPP's in these countries are practiced in limited fields that include: Communications, financial services and higher education in

Jordan; drinking water in Morocco; sea ports in Saudi Arabia and tourist manufacturing products in Tunis. With the exception of Jordanian experience which reaches the collaboration level of PPP as in the restructuring of the Jordanian capital market into a multi PPP organization and as in the establishment of TAG-College based on a multi PPP organization, PPP's in Arab countries are still in their early stages and centered around the Contractual type where the public sector legislates and the private sector invests.

Because PPP is a developmental managerial approach aiming at achieving the effectiveness of managing the society resources, contributing to the sustainable economic and social development and is a mean to strengthening and deepening the democratic practices, accountability and societal awareness, it is hoped that Arab countries will widen the PPP experiences by deepening them in order to arrive at the collaborative type and extending them to include various societal fields. Noting that the experience of PPP in the developed countries which are basically based on the Collaborative type cover all sectors of society including the nuclear, welfare programs, police, tourism, health, fire fighting, natural disasters and crisis, various forms of urban development, scientific experiments and all levels of education.

The followings hints and suggestions are meant to provide a kind of blueprint for widening and deepening PPP practices in Arab countries:

**First:** Conducting empirical studies to assess PPP experiences in Arab countries particularly those which did not assess their PPP experiences in order to reveal obstacles facing the promotion of PPP practices.

**Second:** Introducing principles of PPP management, their conceptual frameworks, models, forms and

other related aspects in relevant conferences, symposiums and workshops; as well as adopting the collaborative approach in conducting relevant research among Arab researches.

**Third:** Adopting criteria to judge the level of success of PPP in achieving its objectives such as: The strategic perspective of PPP, integrating roles of authorized concerned parties, transparency in exchanging information, criteria of performance and quality, accountability, control and integral organization.

**Fourth:** Developing institutional, legislative and legal structure to incubate PPP organizations which should take into consideration the compatibility between the public and the private sectors' objectives.

**Fifth:** Attempting the Collaborative type of PPP hence of its role in enabling the commitment of concerned parties of PPP objectives at both the level of the improvement of services provision and at the level of efficient utilization of resources. In addition to its role in affording the opportunity for concerned parties to practice their roles in deciding matters of concerns

**Sixth:** Gearing PPP's to compatible industrial relations model. Hence the success of any partnership depends on the mutual commitment of all concerned parties including employees. Accordingly, meeting employees' rights and entitlements in a balanced manner becomes necessary.

**Seventh:** Shifting the role of PPP managers from deciding the type of services provided to agents for meeting beneficiaries' demands.

**Eighth:** Selecting the compatible organizational structure which achieves the positive collaboration among those who manage the PPP and between

them and the local community members. This structure has to be flexible and dynamic in order to meet the multi requirements of the PPP organization and beneficiaries' diversified needs.

**Ninth:** Adopting reasonable governance system in order to achieve the concerned parties' objectives and distribute responsibilities among them in a balanced manner.

**Tenth:** Institutionalizing PPP practices according to monitory regulations, laws and legislations aiming at achieving the balance among the

various sectors' activities and leading to the welfare of society.

**Eleventh:** Meeting the economic and social development objectives of the concerned Arab country in order to achieve intended economic and social gains and benefits.

**Note:** This article is based on the authors' book entitled: Al-Rasheed, Adel (2006), Management of Public and Private Partnerships: Concepts, Models and Applications (in Arabic), Arab Organization for Management Development.

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## UNESCO and TAG-Org Sign Partnership Agreement

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The United Nations Educational, Scientific and Cultural Organization (UNESCO) and the Talal Abu-Ghazaleh Organization (TAG-Org), the Jordanian-based international business services company, have signed a partnership agreement in Paris on August 11<sup>th</sup>, 2009 to work together on the building of inclusive knowledge societies and on the promotion of Information and Communication Technologies (ICT) to support education, science and culture in the Arab region.

The agreement reflects the commitment of both organizations to mobilize partners to build Arab knowledge societies, notably by increasing access to and measuring the use of ICT in different sectors of society, enhancing teacher training, and promoting Internet Domain Names in the Arabic script.

UNESCO and TAG-Org have agreed to develop an immediate action plan for the project; prepare



a strategy to enhance multilingualism and internationalized Internet Domain Names; plan for implementation of UNESCO's ICT competency framework for teachers; work together to increase the availability of multilingual content on the Internet; and cooperate on a "TAG-PEDIA" project for increased local content in science and technology, literature, history, art, and many other areas.

# College Corner

## TAG-College Accredited by FIBAA



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 17<sup>th</sup> 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***

TAG-College is the first higher education institution in the Middle East that gets accredited from FIBAA. 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.



## TAG-College Holds its Advisory Council Meeting

*Abu-Ghazaleh chairs the meeting of the Senior Advisory Council of TAG-College and confirms that it attracts the best and endeavors to prepare a generation of future leaders*

The advisory Council of Talal Abu-Ghazaleh College of Business (TAG-College) / German Jordanian University (GJU) held a meeting at Tag-College building. The Council members include elite of reputable intellectual, academic and management leaders in Jordan.

Dr. Talal Abu-Ghazaleh, Chairman of the Council, said that TAG-College was trying to match and compete, in its academic standards, the world's leading schools such as Harvard, by attracting the outstanding students and distinguished professors who are selected in order to prepare future leaders to meet the needs of Arab institutions, corporations and communities in their development process. As promised, TAG-College recently celebrated the graduation of 50 students as future leaders.

The Council commended the achievements of TAG-College, the development of its programs and the accreditation and recognitions it has at regional and international levels. The Council stressed the need to continue efforts to diversify and develop the college's academic programs, and enhance its academic accreditations by more Arab and international recognitions.

The Council discussed the report prepared by the Deanship and management of TAG-College and thanked everyone for their efforts in the past period.





## USAID and TAG-College Partner to Develop Professional Communities in Jordan

The USAID Jordan Economic Development Program (SABEQ) signed on August 31<sup>st</sup> 2009 a Memorandum of Understanding (MoU) with Talal Abu-Ghazaleh College of Business (TAG-College) in a partnership that will sustain and develop the overall objectives of the Professional Communities in Jordan.

The signing ceremony took place at SABEQ premises and was attended by USAID Mission Director Mr. Jay Knott, Director of USAID Economic Growth Office Mr. Steve Gonyea, Mr. Mustafa Nasereddin, Executive Director, Talal Abu-Ghazaleh Organization (TAG-Org) Amman Office, Mr. Bassam Abu-Ghazaleh, Executive Director of TAG-College, Dr. Hesham Gharaibeh Dean of TAG-College, as well as high ranking officials from both sides.

The MoU comes to streamline access to TAG-College data on Jordanian best practices and methodologies to enrich the content of the Professional Communities portal, which is the tool for professionals in their respective fields. The portal serves to provide high quality learning resources that support institutional reform of Professional Community member institutions. TAG-College will provide Professional Community members access to their inventory of research papers conducted by professors and students in Jordan.

In his welcoming remarks, Mr. Knott commended the initiative as a valid expansion to the economic developmental efforts that USAID Jordan carries out with different counterparts. "It is an important private sector organizational reform

tool that we hope will be sustained," he said.

As leaders in offering quality business programs, TAG-College aims through this partnership to involve its faculty members and students to become affiliated Professional Community members. TAG-College students who meet the criteria to become Professional Community Members, will participate in creating a rich pool of expertise that would further enhance Professional Communities roundtables, discussion sessions, and other activities. TAG-College faculty members will also be hosted as guest speakers in the areas of their expertise.

From his part, Mr. Bassam Abu-Ghazaleh expressed his satisfaction with the new partnership stating that "TAG-College, as one of the most important specialized academic institutions, has all the required facilities and resources to make this initiative a success."

The partnership will also create an opportunity of business matchmaking between members who represent Jordanian firms and institutions interested in conducting research to enhance their organization's performance. The Program will be leveraging on this partnership to ensure

sustainability of the Professional Communities Initiative beyond SABEQ.

The USAID Jordan Economic Development Program (SABEQ) is a five year broad economic development initiative implemented by Bearing Point, Inc., and a sizeable team of international and Jordanian partner firms. By supporting improvements in the business environments and providing assistance to expand innovation and productivity in Jordanian businesses, it supports the main objective of building up the private sector as a powerful engine of economic growth.



## Towards a Modern Competition Law for Jordan Workshop Calls for Enforcing Modern Economic Legislation

The Talal Abu-Ghazaleh College of Business/ German Jordanian University and Konrad-Adenauer-Stiftung (KAS) Amman held a workshop on June 22<sup>nd</sup>, 2009 entitled “National Strategy towards a Modern Competition Law for Jordan” at Talal Abu-Ghazaleh Business Forum (TAG-Forum) which was inaugurated by H.E. Minister of Industry and Trade Amer Al-Hadidi.

In his key note speech, H.E. Al-Hadidi stated that the Jordanian Government has implemented a number of policies and plans which aim at enhancing the competitiveness of the economic sectors in the country in a mechanism to create a healthy economic environment which attracts national and foreign investments.

“The competition law was issued as a temporary legislation on August 15<sup>th</sup>, 2002 and became effective since that date. Accordingly, Jordan became the first Arab country in the Middle East to initiate such a national piece of law,” he said. H.E. Al-Hadidi noted that Jordan’s competition law is in conformity with the international competition legislations adding that the Ministry has carried out several procedures to enhance and protect competition in the Kingdom one of which is the launch of the Competition Directorate.

“The Directorate has played a vital role in safeguarding competition regulations in the country. Since its establishment, its staff dealt with 194 cases and economic applications which included complaints, consultancies and economic research and studies,” he said.



In his opening remarks on behalf of Mr. Talal Abu-Ghazaleh, Chairman and CEO of Talal Abu-Ghazaleh Organization (TAG-Org), Mr. Mustafa Naserddin, TAG-Org Senior Executive Director pointed out that the lack of effective competition laws endangers the interests of the vulnerable entities and mainly the national industries in Jordan, consequently such entities will not have the potentials to protect such interests against the influential financial blocks and enterprises.

“I believe it is time to introduce a new modern competition law in Jordan to establish work environment characterized of equality and fairness that enables individuals, universities and enterprises practice their own Intellectual Property Rights,” he stressed.

“We need advanced legislations that take into considerations the interests of competitors and the public alike,” he concluded.

From his part, Mr. Michael Daumer, KAS

Amman Director, noted that the world is currently witnessing a financial crisis, though Jordan is not extremely affected by it.

“There is an urgent need for a social market economy where competition is part of it. Therefore, we need to share and exchange our expertise in enforcing the competition legislations with the assistance of all the concerned parties,” Daumer highlighted.

During the one-day venue, five presentations were delivered covering various topics such as; competition laws – a theoretical approach; competition and the concept of the social market economy; Intellectual Property Rights and the business environment; the Jordanian experience with competition laws and the 2002 competition law-achievements, challenges and lessons learned.

Attorneys from Germany, United Arab Emirates, Jordan and Lebanon and other concerned parties took part in the event.

### **Konrad-Adenauer-Stiftung**

Committed to advancing and maintaining democracy, freedom, and justice in the world, the Konrad-Adenauer-Stiftung (KAS) with its headquarters in Berlin has continuously worked in the various fields of social, economic, educational, cultural, environmental, and security politics in an effort to strengthening political stability, economic prosperity, regional integration, and mutual understanding since 1955.

In Jordan, KAS has been active through its Amman Office for more than 25 years aiming at sustainable social, political, and economic development.

## Library News

TAG-College Library continues its mission to promote excellence in learning, serving as a gateway for information that is vital for research.

### **New Books available at TAG-College library (Appendix)**

#### **New periodicals available at TAG-College library:**

- *The Economist- Weekly*
- *Business Week- Weekly*
- *The Journal of Management - Bimonthly / By the Southern Management Association*
- *Human Resource Management Review- Quarterly / By Elsevier Inc*
- *The Accounting Review – By the American Accounting Association*
- *The Journal of Finance – Bimonthly / By the American accounting association.*
- *Harvard Business Review – Monthly / By Harvard Business School Publishing Cooperation*
- *Journal of Marketing Research – Bimonthly / By the American Marketing Association*
- *Jordan Journal of Business Administration – Quarterly / By University of Jordan*
- *Resalatuna – By Talal Abu-Ghazaleh Organization*

## TAG-Business Forum



### Lecture on the UN's Role in Development

Mr. Sarbuland Khan, Executive Coordinator of the Global Alliance for Information and Communication Technology and Development (GAID), stressed that new technologies could serve the United Nations in its mission to develop health and education sectors and reduce poverty levels worldwide.

This call came during his lecture entitled the "United Nation's Role in Development" at the Talal Abu-Ghazaleh Business Forum (TAG-Forum) delivered on June 15<sup>th</sup>, 2009, with the attendance of Mr. Talal Abu-Ghazaleh, Chairman of the Global Alliance for ICT and Development of the United Nations Department of Economic and Social Affairs (UNDESA-GAID).

Mr. Khan highlighted the important role the UN plays in assisting the underdeveloped countries all over the world through coordinating emergency

relief efforts across the globe by working in close collaboration with national governments, non-governmental organizations (NGOs) and the private sector.

During his twenty-four years of professional experience within the United Nations, Mr. Khan held several positions; he was the Director for the Office for ECOSOC Support and Coordination of the United Nations Department of Economic and Social Affairs.

The Global Alliance for Information and Communication Technologies and Development (GAID), an initiative approved by the United Nations Secretary-General in 2006, was launched after comprehensive worldwide consultations with governments, the private sector, civil society, the technical and Internet communities and academia.

## “The Role of Scientific Research in National Development” Seminar

The Arab Organization for Quality Assurance in Education (AROQA) hosted a seminar entitled “The Role of Scientific Research in National Development” , delivered by Dr. Adnan Nayfeh, President of Al-Zarqa Private University, on June 3<sup>rd</sup>, 2009 at the Talal Abu-Ghazaleh Business Forum - Talal Abu-Ghazaleh College of Business.

Dr. Nayfeh emphasized on the importance of scientific research in daily life focusing on its role in assisting societies. He presented several examples of the modern technology achievements and discussed the policies of various developed countries, particularly the United States and Japan with respect to supporting research on the national level.



Several case studies in a number of countries in South Asia were also tackled with emphasis on how these countries use the latest cutting edge technology to their own advantage and implement technology-based solutions by focusing on applied research to achieve economic progress.

Dr. Nayfeh concluded by presenting the status of scientific research in Arab universities and proposing a number of recommendations.

Researchers, academics from Jordanian universities and representatives from ministries and local and international civil society institutions took part in the event.

## “Writing and Publishing Management Research” Workshop

The Arab Organization for Quality Assurance in Education (AROQA) organized on June 10<sup>th</sup>, 2009 a workshop entitled “Writing and Publishing Management Research” at the Talal Abu-Ghazaleh Business Forum- Talal Abu-Ghazaleh College of Business.

The workshop, delivered by Mr. Brian Berry, Director of Special Projects, Emerald Group Publishing - Middle East and Turkey, aimed at updating the researchers with the best means to write their papers in order to be accepted and published.

Mr. Berry explained the characteristics of good research and introduced the whole publishing process from pre-submission of the manuscript, to revision and finally to publication.



Researchers, academics and students from Jordanian universities as well as representatives from ministries, local and international civil society institutions took part in the event.

## Training Corner

### TAG-Org and CIMA to Launch First Global Arabic Certificate in Islamic Finance From a Professional Chartered Accountancy Body

The Talal Abu-Ghazaleh CIMA Academy will host the global launch of the CIMA (Chartered Institute of Management Accountants) Certificate in Islamic Finance in Arabic in Dubai on October 12<sup>th</sup> at the Emirates Towers.

The launch of the Arabic certificate, which counts HSBC Amanah as its global supporting partner, marks a major step forward for the Islamic Finance industry – it is the first global qualification of its kind to be offered by a professional chartered accountancy body.

The event will be followed by networking over refreshments. For more information, or to attend,



interested parties should email: [Middle.East@cimaglobal.com](mailto:Middle.East@cimaglobal.com) at their earliest convenience.

For more information on the CIMA Certificate in Islamic Finance, log on to: [www.cimaglobal.com/islamicfinance](http://www.cimaglobal.com/islamicfinance)

## Professional Training Courses

The Talal Abu-Ghazaleh Professional Training (TAG-Training Academy) is one of the international institutions that provide high quality services of training and human resources development which meet the training needs of the three components of human performance (knowledge, skills and trends) for all institutions, organizations, and individuals within the public and private sectors.

TAG-Training Academy provides professional training in over 20 sectors and through more than 300 training programs. The following training courses are selected to meet the training needs of the Talal Abu-Ghazaleh College of Business (TAG-College) students.

Course Title	Training Hours	Course Date
Project Management Professional (PMP)	52	November 8 - 24
Preparation of Financial Statements According to the International Accounting Standards	20	November 8 - 12
Human Resources Management	30	November 15 - 26
Job Analysis	20	November 22 - 26
Documentary Credits	20	December 6 - 10
Marketing	30	December 6 - 17
Accounting for Non-Accountants	20	December 6 - 10
Writing Reports and Presentation Skills	20	December 13 - 17
Modern Strategies in Human Resources Management	20	December 6 - 10
Business Finance	30	December 20 - 31

For more information or registration, visit: [www.tagitraining.com/default.aspx?lang=en](http://www.tagitraining.com/default.aspx?lang=en)

## Three Sessions of IELTS Exam Held at TAG-College

The Talal Abu-Ghazaleh College of Business (TAG-College) as an International English Language Testing System (IELTS) examinations center accredited by the British Council held three sessions of the IELTS on August 31<sup>st</sup>, September 12<sup>th</sup>, and November 21<sup>st</sup> 2009.

IELTS results are used by organizations to assess your language skills when you want to study, work or live in an English-speaking country. It has the highest quality control and security procedures. More than 6000 organizations, including many government departments and universities, rely on IELTS. The IELTS scoring system is recognized globally, giving you a truly international result.

**IELTS™**  
English for International Opportunity



TAG-College will offer an IELTS preparation crash course this spring which will help the applicants to understand the IELTS test and equip you with the skills and strategies necessary to achieve the score they require to progress thier career.

For more information and registration for the next exam session; please contact the Registration Department at: [TAGCB.Registration@gju.edu.jo](mailto:TAGCB.Registration@gju.edu.jo) Tel ( +962 - 6 - 550 9222 ext. 5115).

## Students Corner

### Green Decisions

By Mai Mahameed

MBA Human Resources



The olives harvesting season, the smell of soil after rain and the brisk wind; all creates rush of joyful feelings restoring vitality and freshness into our souls, makes us grateful for these blessings that nature keeps providing us relentlessly.

Hoping such great gifts will continue to exist for

generations to come. Although many indications reflect a dark picture for the future of planet earth as our practices are the most hurtful to this marvel world.

Planet earth is ill and will continue to suffer if we don't act urgently. We will leave a destroyed and exploited place for ancestors to come. Many positive deeds have been done to reduce the

environment crisis but still there's more to be done. Some people may think that it's not their problem especially in Jordan and it's not our responsibility to care about the pollution and the climate change, even though many studies indicated that the developed countries are %75 responsible for this environment problematic issues.

According to an article published on earthfirst.com on November 3<sup>rd</sup>, 2009, the urgent environmental problems are:

- Mammal extinction; one in four mammals is threatened with extinction, that's 25 percent that will totally change the ecology of every corner of the earth.
- Collapsing Fish Stock; Millions of people across the world depend upon fish as a major staple in their diet. The collapse of fish species would have a major impact on the world's ecosystems, 29 percent of species have been fished so heavily or have been so affected by pollution that they're down to 10 percent of their previous population levels, If fishing continues the way it is today, there will be a 100 percent collapse by mid-century.
- Destruction of the Rain Forest (the lungs of planet earth); Losing 60 percent of the rain forest would accelerate global warming and affect rainfall in places around the world, massive destruction to the rain forest would have a domino effect on the rest of it, and it is said that it is the 'point of no return', from which recovery will be impossible, is only 15 to 25 years away.
- CO2 Levels in the Atmosphere; Average

temperatures could increase by as much as 12 degrees Fahrenheit by the end of the century if CO2 gas emissions continue to rise, a figure that would easily make the world virtually uninhabitable for humans. A global temperature rise of just 7.2 degrees Fahrenheit would cause a catastrophic domino effect, bringing weather extremes that would result in food and water shortages and destructive floods hurricane Katrina and Tsunami are good examples of what might happen.

If I didn't convince you yet, let me share with you in more in-depth discussion why we should care about the environmental issues; each one of us or a member of our family had experienced respiratory illnesses and/or allergies at the least throat irritation, and this phenomenon is not restricted to us only, but it is spreading around the globe. The increasing threat of infectious diseases to humans and the emergence of new diseases as swine flow (HINI) which has been caused by the environmental problems.



Published information by UN on earthwatch.unep.net had emphasized that human beings

are becoming antibiotic resistant because of environmental pollution; however, the good news out of this melancholic situation is that we can still save the environment and retrieve back negative reactions.

Planet earth has always been generous to us. Saving the environment will even pay back money; this is true, every time we make a green decision we will save money. Let me tell you how!

Let's start with home; use energy efficient lighting: replace the conventional bulbs in your most frequently used places with more energy efficient bulbs. Seal and insulate your home; sealing leaks and drafts around the house can reduce your home's heating needs by up to 20 percent. Use solar energy to heat water: solar cells are environmental friendly method to heat water we have around 300 sunny days a year in Jordan we can make the best out of them. Turn off lights, appliances, televisions and computers when they are not being used. Use water efficiently: saving water is crucial as it is a scarce resource in Jordan, simple tips as turning the water off while shaving or brushing teeth, repairing all toilet and faucet leaks right away, maintain home piping system and water tank floats all will help the environment and save you money on your water bill.

As for our cars, here are some suggestions of what we can do: Be smart; buy more fuel-efficient vehicles that produce fewer gas emissions and cost you less fuel. Maintain your car and check your tires pressure regularly; a well-maintained car is more fuel-efficient and produces fewer gas emissions. It is more reliable and safer!

Most of us work, here are few things we can do at the office; Lets Reduce, Reuse, Recycle. We can achieve that by using two-sided printing and copying; buying supplies made with recycled content; and recycling used printer cartridges.

Other useful tips; especially for people who have a garden to plant it; which is not only good for the environment but also a great recreation that distress us from the hectic daily life. A good tip will be to choose durable items instead of disposable ones; repair than discard, and finally donate the unneeded items to people who can make use of them.

The planet earth had managed to balance itself for the past million years and still through many different natural phenomena's such as: the four season's rotation, the wind movement and the oceans currents with its different kinds of species. All has been done harmoniously and peacefully. Only when we started to intervene in the world continuum harshly the whole system got turbulent and imbalanced, thus, affecting us negatively in all aspects of our lives; physically, financially, mentally and spiritually. Nonetheless, each one of us can start with correcting steps as I mentioned earlier, then influencing our families to go in the right direction ending up having the whole society caring and loving again our planet earth, thus, rejuvenating the environment leaving secure future to our ancestors.

# Effectively Influencing Decision Makers: Ensuring That Your Knowledge Makes a Difference

By Marshall Goldsmith



*“The great majority of people tend to focus downward. They are occupied with efforts rather than results. They worry over what the organization and their superiors ‘owe’ them and should do for them. And they are conscious above all*

*of the authority they ‘should have’. As a result they render themselves ineffectual”.*

*Peter Drucker*

Peter Drucker has written extensively about the impact of the knowledge worker in modern organizations. Knowledge workers can be defined as people who know more about what they are doing than their managers do. Many knowledge workers have years of education and experience in training for their positions, yet have almost no training in how to effectively influence decision makers. As Peter has noted, “The greatest wisdom not applied to action and behavior is meaningless data.”

The ten guidelines listed below are intended to help you do a better job of influencing decision makers. In some cases, these decision makers may be immediate or upper managers – in other cases they may be peers or cross-organizational colleagues. I hope that you find these suggestions to be useful in helping you convert your good ideas into meaningful action!

**1. When presenting ideas to decision makers, realize that it is your responsibility to sell – not their responsibility to buy.**

In many ways, influencing ultimate decision makers is similar to selling products or services to external customers. They don’t have to buy – you have to sell! Any good salesperson takes responsibility for achieving results. No one is impressed with salespeople who blame their customers for not buying their products.

While the importance of taking responsibility may seem obvious in external sales, an amazing number of people in large corporations spend countless hours in “blaming” management for not buying their ideas. Chris Argyris has pointed out how “upward feedback” often turns into “upward buck-passing”. We can become “disempowered” when we focus on what others have done to make things wrong and not what we can do to make things right.

If more time were spent on developing our ability to present ideas, and less time were spent on blaming others for not buying our ideas, a lot more might get accomplished.

A key part of the sales process is education. To again quote Drucker, “The person of knowledge has always been expected to take responsibility for being understood. It is barbarian arrogance to assume that the layman can or should make the effort to understand the specialist.” The effective upward influencer needs to be a good teacher. Good teachers realize the communicating knowledge is often a greater challenge than possessing knowledge.

**2. Focus on contribution to the larger good – not just the achievement of your objectives.**

An effective salesperson would never say to a customer, “You need to buy this product, because if you don’t, I won’t achieve my objectives!”

Effective salespeople relate to the needs of the buyers, not to their own needs. In the same way effective influencers relate to the larger needs of the organization, not just to the needs of their unit or team.

When influencing decision makers, focus on the impact of your suggestion on the overall corporation. In most cases the needs of the unit and the needs of the corporation are directly connected. In some cases they are not. Don’t assume that executives can automatically “make the connection” between the benefit to your unit and the benefit to the larger corporation.

**3. *Strive to win the “big battles” – don’t waste your energy and “psychological capital” on trivial points.***

Executive’s time is very limited. Do a thorough analysis of ideas before “challenging the system”. Don’t waste time on issues that will only have a negligible impact on results. Focus on issues that will make a real difference. Be willing to “lose” on small points.

Be especially sensitive to the need to win trivial non-business arguments on things like restaurants, sports teams or cars. People become more annoyed with us for having to be “right” on trivia than our need to be right on important business points. You are paid to do what makes a difference and to win on important issues. You are not paid to win arguments on the relative quality of athletic teams.

**4. *Present a realistic “cost-benefit” analysis of your ideas – don’t just sell benefits.***

Every organization has limited resources, time and energy. The acceptance of your idea may well mean the rejection of another idea that someone else believes is wonderful. Be prepared to have a realistic discussion of the costs of your idea. Acknowledge the fact that something else may have to be sacrificed in order to have your idea implemented.

By getting ready for a realistic discussion of costs, you can “prepare for objections” to your idea before they occur. You can acknowledge the sacrifice that someone else may have to make and point out how the benefits of your plan may outweigh the costs.

**5. *“Challenge up” on issues involving ethics or integrity – never remain silent on ethics violations.***

Enron, World Com, and other organizations have dramatically pointed out how ethics violations can destroy even the most valuable companies. The best of corporations can be severely damaged by only one violation of corporate integrity. Hopefully, you will never asked to do anything by the management of your corporation that represents a violation of corporate ethics. If you are, refuse to do it and immediately let upper management know of your concerns. This action needs to be taken for the ultimate benefit of your company, your customers, your co-worker and yourself.

When challenging up try not to assume that

management has intentionally requested you to do something wrong. In some cases, inappropriate requests may be made because of misunderstandings or poor communication. Try to present your case in a manner that is intended to be helpful, not judgmental.

**6. Realize that your upper managers are just as “human” as you are – don’t say, “I am amazed that someone at this level...”**

It is realistic to expect upper managers to be competent; it is unrealistic to expect them to be anything other than normal humans. Is there anything in the history of the human species that indicates when people achieve high levels of status, power and money they become completely “wise” and “logical”? How many times have we thought, “I would assume someone at this level...” followed by “should know what is happening”, “should be more logical”, “wouldn’t make that kind of mistake”, or “would never engage in such inappropriate behavior”.

Even the best of leaders are human. We all make mistakes. When your managers make mistakes, focus more on helping them than judging them.

**7. Treat upper managers with the same courtesy that you would treat partners or customers - don’t be disrespectful.**

While it is important to avoid “kissing up” to upper management, it is just as important to avoid the opposite reaction. A surprising number of middle managers spend hours “trashing” the company and its executives or making destructive comments about other co-workers. The item, “avoids destructive comments about

the company or co-workers” regularly scores in the “bottom ten” on co-workers satisfaction with peers.

Before speaking it is generally good to ask four questions:

- Will this comment help our company?
- Will this comment help our customers?
- Will this comment help the person that I am talking to?
- Will this comment help the person that I am talking about?

If the answers are no, no, no and no – don’t say it! There is a big difference between total honesty and dysfunctional disclosure. As we discussed earlier, it is always important to “challenge up” on integrity issues. It is inappropriate to stab decision makers in the back.

**8. Support the final decision of the organization – don’t say, “They made me tell you” to direct reports.**

Assuming that the final decision of the organization is not immoral, illegal or unethical – go out and try to make it work! Managers who consistently say, “they told me to tell you” to co-workers are seen as “messengers” not leaders. Even worse, don’t say, “those fools told me to tell you”. By demonstrated our lack of commitment to the final decision we may sabotage the chances for effective execution.

A simple guideline for communicating difficult decisions is to ask, “How would I want someone to communicate to their people if they were passing down my final decision and they disagreed with

me?” Treat your manager in the same way that you would want to be treated if the roles were reversed.

**9. *Make a positive difference – don’t just try to “win” or “be right”.***

We can easily become more focused on what others are doing wrong, than how we can make things better. An important guideline in influencing up is to always remember your goal – make a positive difference for the organizations.

Corporations are different than academic institutions. In an academic institution the goal may be just sharing diverse ideas, without a need to impact the bottom line. Hours of acrimonious debate can be perfectly acceptable. In a corporation, sharing ideas without having an impact is worse than useless. It is a waste of the stockholders money and a distraction from serving customers.

When I was interviewed in the Harvard Business Review, I was asked, “What is the most common ‘area for improvement’ for the executives that you meet? My answer was “winning too much”. Focus on making a difference. The more other people can “be right” or “win” with your idea, the more likely your idea is to be successfully executed.

**10. *Focus on the future – “let go” of the past.***

One of the most important behaviors to avoid is “whining” about the past. Have you ever managed someone who incessantly whined about how bad things are? When people consistently whine, they inhibit any change they may have for impacting the future. Their managers tend to

view them as annoying. Their direct reports view them as inept. Nobody wins.

Successful people love getting ideas aimed at helping them achieve their goals for the future. They dislike being “proven wrong” because of our mistakes in the past. By focusing on the future you can concentrate on what can be achieved tomorrow, as opposed to what was not achieved yesterday. This future orientation may dramatically increase your odds on effectively influencing up. It will also help you build better long-term relationships with people at all levels of your organization.

In summary, think of the years that you have spent “perfecting your craft”. Think of all of the knowledge that you have accumulated. Think about how your knowledge can potentially benefit your organization. How much energy have you invested in acquiring all of this knowledge? How much energy have you invested in learning to present this knowledge to decision makers – so that you can make a real difference? My hope that by making a small investment in learning to influence decision makers, you can make a large, positive difference for the future of your organization!

# Frequently Asked Questions about Influenza

## 1. How can I protect myself from getting the FLU?

- Cover your nose and mouth with a tissue when you cough or sneeze.
- Wash your hands often with soap and water OR use alcohol-based hand cleaners.
- Avoid touching your eyes, nose, and mouth.
- Avoid sharing personal items.
- Frequently clean and disinfect commonly-used surfaces.
- Boost your immune system: eat healthy, get enough sleep, and exercise.
- Get vaccinated.
- Know the signs and symptoms of the flu.
- Stay informed and follow public health advice.
- Do not panic: find healthy ways to deal with stress and anxiety.



## 2. Should I wear a mask to protect myself?

No. Masks should be worn only by those who have the flu and who are in close proximity to roommates or who must go out to public areas for medical care or to use a common restroom. Masks will not protect well individuals from the flu.

## 3. What are FLU signs & symptoms?

- Fever or Chills AND Cough or Sore Throat.
- Runny or Stuffy Nose.
- Body Aches.
- Headache.
- Tiredness.
- Diarrhea or Vomiting.

## 4. What is the difference between the seasonal flu and H1N1 (swine) flu?

The seasonal flu and H1N1 are caused by different viruses. Some people have some immunity to the seasonal flu, because they have been exposed to similar viruses in the past. That means, if they are exposed to the seasonal flu, they may not get ill, or their illness will be mild. The H1N1 virus is a <novel' virus, which means it is a new virus that has never circulated before. This means no one will have immunity to this new and <novel' virus at first exposure. Therefore, it has the potential to cause many more people to become ill and the illness may be more severe.

**5. What is the difference of sign and symptoms between the cold, the seasonal FLU and the A/H1N1?**

Symptoms	Cold	A/H1N1
Head	Headache rare	Achy
Nose	Runny, sneezing	Stuffy sometimes
Throat	Sore	Sore sometimes
Chest	Severe or hacking cough	Dry cough; can become severe
Appetite	Normal	Decreased
Muscles	Fine	Achy
Onset	Slow	Sudden
Body temperature	Low or no fever, no chills	High fever (over 40 °C) chills
Fatigue	Mild	Severe; can last two to three weeks
Diarrhea	Rare	Sometimes
Vomiting	Rare	Sometimes

**6. What do I do if I get sick?**

IF YOU Are SICK: Stay home or in your residence, except to get medical care & Avoid close contact with others.

**7. When Shall I seek Medical Advice?**

Seek medical care immediately if you are in the high risk group, and you or a close person has the symptoms. Seek emergency medical care if you:

- Have difficulty breathing or chest pain.
- Have purple or blue discoloration of the lips.
- Are vomiting and unable to keep liquids down.
- Have signs of dehydration such as absence of urination.
- Have seizures (i.e.: uncontrolled convulsions).
- Are less responsive than normal or become confused.

**8. Can I get a vaccination to protect me from the H1N1 flu? Seasonal Flu?**

The seasonal flu vaccine will not protect you against H1N1. A vaccine for the H1N1 flu is being developed, but currently not available in the market.

**9. Will I be given antiviral medication to take if I get the H1N1 flu?**

The current recommendation from the Center of Disease Control and Prevention is that otherwise healthy individuals not be given antiviral medication unless severely ill. A prescription for antiviral medications will be provided to citizens who fall into a high risk category.

**10. How long does the virus live on surfaces outside the body (e.g. -- door knobs, telephones, keyboards)?**

According to the Center of Disease Control and Prevention, the H1N1 virus can only survive on surfaces for 28- hours.

**11. When to Get Vaccinated?**

Yearly flu vaccination should begin in September or as soon as vaccine is available and continue throughout the influenza season, into December, January, and beyond. This is because the timing and duration of influenza seasons vary. While influenza outbreaks can happen as early as October, most of the time influenza activity peaks in January or later.

**12. Who should get the vaccine?**

In general, anyone who wants to reduce their chances of getting seasonal flu can get a seasonal influenza vaccine. However, it is recommended that certain people should get vaccinated each year. They are either people who are at high risk of having serious seasonal flu-related complications or people who live with or care for those at high risk for serious seasonal flu-related complications. During flu seasons when vaccine supplies are limited or delayed.

People who should get the seasonal vaccine each year are:

- Children aged 6 months up to their 19th birthday.
- Pregnant women.
- People 50 years of age and older.
- People of any age with certain chronic medical conditions.
- People who live in nursing homes and other long-term care facilities.
- People who live with or care for those at high risk for complications from flu, including: Health care workers, Household contacts of persons at high risk for complications from the flu, Household contacts and out of home caregivers of children less than 6 months of age (these children are too young to be vaccinated).

**13. Who Should Not Be Vaccinated?**

There are some people who should not get a flu vaccine without first consulting a physician. These include:

- People who have a severe allergy to chicken eggs.
- People who have had a severe reaction to an influenza vaccination.
- People who developed Guillain-Barré syndrome (GBS) within 6 weeks of getting an influenza vaccine.
- Children less than 6 months of age (influenza vaccine is not approved for this age group), and
- People who have a moderate-to-severe illness with a fever (they should wait until they recover to get vaccinated.)

## Calendar of Fall Semester

Date	Event
September 26 <sup>th</sup> , 2009	Beginning of Classes
September 27 <sup>th</sup> - 29 <sup>th</sup> , 2009	Add/Drop Period
November 26 <sup>th</sup> - 30 <sup>th</sup> , 2009	Eid Al Adha
December 18 <sup>th</sup> , 2009	Islamic New Year
December 25 <sup>th</sup> , 2009	Christmas
January 1 <sup>st</sup> , 2010	New Year
January 13 <sup>th</sup> , 2010	Last Day to Drop Courses
January 12 <sup>th</sup> - 21 <sup>st</sup> , 2010	Final exams

### Your Contributions

Your feedback and contribution to the TAG-College Newsletter is valuable and much appreciated. Please send any comments or suggestions to: [student.affairs@tagcb.edu.jo](mailto:student.affairs@tagcb.edu.jo)

# Appendix

## New Books available at TAG-College Library:

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A Framework for Marketing Management	<i>Philip Kotler, Kevin Lane Keller (2009)</i>
A Handbook of Intellectual Property Management: Protecting, Developing and Exploiting your IP Assets	<i>Adam Jolly &amp; Jeremy Philpott (2004)</i>
A preface to Marketing Management	<i>J. Paul Peter, James H. Donnelly, Jr.</i>
ABC's of Relationship Selling Through Service	<i>Charles M. Futrell</i>
Accountants' Handbook: Volume One: Financial Accounting and General Topics	<i>Carmichae ,Whittingto , Graham (2007)</i>
Accounting Information Systems	<i>Marshal B. Rommey, Paul John Steinbart (2006)</i>
Accounting Best Practices	<i>Steven M. Bragg (2007)</i>
Accounting Information Systems: Basic Concepts & Current Issues	<i>R.L. Hurt</i>
Accounting: Theory and Practice	<i>M W E Glautier, B. Underdown (2001)</i>
Active Training: A Handbook of Techniques, Designs, Case Examples and Tips	<i>Mel Silberman ,Carol Auerbach (2006)</i>
Advanced Accounting	<i>Joe B. Hoyle, Thomas F. Schaefer, Timothy S. Douplik</i>
Advertising and Promotion	<i>George E. Belch &amp; Micheal A. Belch</i>
An Intelligent Organization: Integrating Performance, Competence and Knowledge Management	<i>Pentti Sydanmaanlakka (2002)</i>
Applied Corporate Finance: A User's Manual	<i>Aswath Damodaran (2006)</i>
Auditing After Sarbanes - OXLEY (Illustrative Cases)	<i>Dr. Jay C. Thibodeau, Deborah Freier</i>
Auditing and Assurance Services	<i>Alvin A. Arens, Ronald J. Elder, Mark S. Beasley</i>
Auditing Cases: An Interactive Learning Approach	<i>Mark S. Beasley (2009)</i>
Auditing Cases: An Interactive Learning Approach	<i>Mark S. Beasley, Frank A. Buckless, Steven M. Glover, Douglas F. Prawitt (2006)</i>
Auditing: an International Approach	<i>Bahram Soltani (2007)</i>
Bank Management & Financial Services	<i>Peter S. Rose, Sylvia C. Hudgins</i>
Bank Management: text and cases	<i>George H. Hempel, Donald G. Simonson (1999)</i>
Basic marketing research using Microsoft Excel Data Analysis	<i>Alvin C. Burns, Ronald F. Bush (2008)</i>
Bond markets, analysis, and strategies	<i>Frank J. Fabozzi (2010)</i>
Breakthrough Marketing Plans: How to stop wasting time and start time and start driving growth	<i>Tim Calkins, Kellogg School of Management</i>
Business finance: a value-based approach	<i>Bill Neale, Trefor McElroy (2004)</i>
Business market management: understanding, creating, and delivering value	<i>James C. Anderson, James A. Narus, Das Narayandas (2009)</i>
Business Planning and Control: Integrating Accounting, Strategy and People	<i>Bruce Bowhill (2008)</i>
Business Research Methods	<i>William G. Zikmund, 2003 - 7th Ed.</i>
Cases in Finance	<i>Jum DeMello</i>
Coaching : evoking excellence in others	<i>James Flaherty (2005)</i>
Competing for the Future	<i>Gary Jamel, C.K. Prahlad</i>
Consumer Behavior	<i>Leon G. Schiffman, Leslie Lazar Kanuk (2009)</i>
Consumer Behavior: Building Marketing Strategy	<i>Dell I. Hawkins, David L. Mothersbaugh</i>
Consumer Behavior: buying, having and being	<i>Michael R. Solomon (2009)</i>
Contemporary Issues in Accounting	<i>Margaret Drever, Patricia Stanton, Susan McGowan (2007)</i>
Corporate Accounting Information Systems	<i>Tony Boczeko (2007)</i>
Corporate Finance and Investment: Decisions and Strategies	<i>Richard Pik , Bill Neale(2009)</i>
Corporate Finance: Theory and Practice	<i>Aswath Damodaran (2001)</i>
Corporate Finance: an Introduction	<i>Ivo Welch (2009)</i>
Corporate Financial Accounting and Reporting	<i>Tim Sutton (2004)</i>

Corporate Governance and International Business	<i>Roger Strange, Gregory Jackson</i>
Cost Accounting: a Managerial Emphasis	<i>Charles T. Horngren (2009)</i>
Cost Reduction and Control Best Practices: the Best Ways for a Financial Manager to Save Money	<i>Institute of Management and Administration (IOMA)</i>
Cost Management A Strategic Emphasis	<i>Edward J. Blocher, David E. Stout, Gary Cokins, Kung H. Chen</i>
Creating Powerful Brands: in Consumer, Service and Industrial Markets	<i>Leslie de Chernatony, Malcolm McDonald</i>
Creative Intelligence: Discovering the Innovative Potential in Ourselves and Others	<i>Alan J. Rowe (2004)</i>
Critical Marketing: Contemporary Issues in Marketing	<i>Mark Tadajewski, Douglas Brownlie (2008 - reprinted)</i>
Customer Service: Career Success Through Customer Loyalty	<i>Paul R. Timm</i>
Dynamic Human Resource Systems: Cross-national Comparisons	<i>James P. Begin (1997)</i>
Education, Leadership and Business Ethics: essays on the Work of Clarence Walton	<i>Ronald F. Duska</i>
Effective Small Business Management: An Entrepreneurial Approach	<i>Norman M. Scarborough, Douglas L. Wilson, Thomas W. Zimmerer (2009)</i>
Enterprise Planning and Development: Small Business Start-up , Survival and Development	<i>David Butler(2006)</i>
Essentials of Human Resource Management	<i>Shaun Tyson (2008-reprinted)</i>
Essentials of Investments	<i>Zvi Bodie, Alex Kane, Alan J. Marcus</i>
Essentials of Marketing Research	<i>Joseph F. Hair, Mary Wolfenbarger, David J. Ortinau, Robert P. Bush</i>
Essentials of Marketing: A Marketing Strategy Planning Approach	<i>William D. Perreault, Jr., Joseph P. Cannon, E. Jerome McCarthy</i>
Explicit Cost Dynamics: an Alternative to Activity-based Costing	<i>Reginald Tomas, Yu-Lee</i>
Finance and Derivatives: Theory and Practice	<i>Sebastien Bossu ,Philippe Henrotte (2002)</i>
Financial Institutions, Markets and Money	<i>David S. Kidwell (2008)</i>
Financial Accounting for Decision Makers	<i>Peter Artill ,Eddie McLaney (2008)</i>
Financial Accounting: an Introduction	<i>Augustine Benedict, Barry Elliot(2008)</i>
Financial Management for Decision Makers	<i>Peter Atrill (2009)</i>
Financial Accounting	<i>Robert Libby, Daniel G. Short, Patricia A. Libby</i>
Financial Accounting and Reporting	<i>Barry Elliott , Jamie Elliott (2008)</i>
Financial Accounting Theory	<i>William R. Scott</i>
Financial Accounting Theory	<i>Craig Deegan &amp; Jeffrey Unerman</i>
Financial Institutions Management: A Risk Management Approach	<i>Anthony Saunders, Marcia Millon Cornett</i>
Financial Instruments and Markets: A Casebook	<i>George C. Chacko (2006)</i>
Financial Markets and Corporate Strategy	<i>David Hillier, Mark Grinblatt, Sheridan Titman</i>
Financial Markets and institutions	<i>Fredric S. Mishkin, Stanley G.Eakins (2009)</i>
Financial Markets and Institutions	<i>Anthony Saunders, Marcia Millon Cornett</i>
Financial Statement Analysis	<i>K. R. Subramanyam, John J. Wild</i>
Financial Statement Analysis and Security Valuation	<i>Stephen H. Penman</i>
Formulation, Implementation & Control of Competitive Strategy	<i>John A. Pearce, Richard B. Robinson, Jr.</i>
From Brand Vision to Brand Evaluation: the Strategic Process of Growing and Strengthening Brands	<i>Leslie de Chernatony (2006)</i>
Fundamental Financial and Managerial Accounting Concepts	<i>Edmonds, Edmonds, Olds, McNai, Tsay, Schneider (2007)</i>
Fundamentals of Multinational Finance	<i>Michael H. Moffett, Arthur I. Stonehill, David K. Eiteman (2009)</i>
Fundamentals of Selling (Customers for Through Service)	<i>Charles M. Futrell</i>
Global Business Today	<i>Charles W. L. Hill</i>
Global Marketing: A Decision-Oriented Approach	<i>Svend Hollensen (2007)</i>
Globalization and its Discontents	<i>Joseph E. Stiglitz (2003)</i>
Governmental and Nonprofit Accounting: Theory and Practice	<i>Robert J. Freeman (2009)</i>
Handbook of Budgeting	<i>William Rea Lalli (2003)</i>
Handbook of Creativity	<i>Robert J. Sternberg (2007)</i>
Handbook of CRM: Achieving Excellence in Customer Management	<i>Adrian Payne (2009-reprinted)</i>
How to Comply with Sarbanes - Oxley section 404: Assessing the Effectiveness of Internal Control	<i>Michael Ramos (2008)</i>
How to write essays & assignments	<i>Kathleen McMillan, Jonathan Weyers (2007)</i>
Human resource management: an international Comparison	<i>Rudiger Pieper(1994)</i>

Human Resource Selection	<i>Robert D. Gatewood, Hubert S. Field, Murray Barrick (2008)</i>
Images of Strategy	<i>Stephen Cummings, David Wilson (2003)</i>
Industrial Organization: Competition, Strategy, Policy	<i>John Lipczynsk ,John Wilson, John Goddard (2005)</i>
Innovation Management and New Product Development	<i>Paul Trott (2008)</i>
Integral Research: a Global Approach Towards Social Science Research Leading to Social Innovation	<i>Ronnie Lessem , Alexander Schieffer (2008)</i>
Integrated Advertising, Promotion, and Marketing Communications	<i>Kenneth E. Clow ,Donald Baack (2010)</i>
Intellectual Property Dictionary	<i>Talal Abu-Ghazaleh</i>
Intellectual Property: Valuation, Exploitation , and Infringement Damages	<i>Gordon V. Smith , Russell L. Parr (2005)</i>
International Accounting	<i>Timothy Douppnik, Hector Perera</i>
International Accounting and Multinational Enterprises	<i>Lee H. Radebaugh, Sidney J. Gray ,Ervin L. Black (2006)</i>
International Corporate Reporting: A Comparative Approach	<i>Clare Roberts, Pauline Weetman , Paul Gordon (2008)</i>
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International Management – Culture, Strategy, and Behavior	<i>Luthans Doh</i>
International Marketing	<i>Philp r. Cateora, Mary C. Gilly, John I. Graham</i>
International Marketing and Export Management	<i>Gerald Albaun, Edwin Duerr (2008)</i>
International Retail Marketing: a Case Study Approach	<i>Margaret Bruce, Christopher M. Moore, Grete Birtwistle</i>
Internet Marketing: Strategy, Implementation and Practice	<i>Dave Chaffey (2009)</i>
Introducing Corporate Finance	<i>Diana Beal, Michelle Goyen, Abul Shamsuddin (2008)</i>
Introducing Leadership	<i>David Pardey (2007)</i>
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Investment Valuation: Tools and Techniques for Determining the Value of Any Assets	<i>Aswath Damodaran (2002)</i>
Judgment in Managerial Decision Making	<i>Max H. Bazerman, Don A. Moore (2009)</i>
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Logistics Management and Strategy: Competing Through the Supply Chain	<i>Alan Harrison , Remko Van Hoek (2008)</i>
Management Accounting	<i>Anthony A. Atkinson (2007)</i>
Management Accounting for Decision Makers	<i>Peter Atrill ,Eddie McLaney (2007)</i>
Management and Organizational Behavior	<i>Laurie J. Mullins (2007)</i>
Management Accounting	<i>Pauline Weetman (2006)</i>
Management and Cost Accounting	<i>Alnoor Bhimani (2008)</i>
Management Extra Managing Markets and Customers	<i>Elsevier Ltd. (2009)</i>
Managerial Accounting: Creating Value in a Dynamic Business Environment	<i>Ronald W. Hilton</i>
Managing Marketing	<i>Roger Palmer, Juanita Cockton ,Graham Cooper (2007)</i>
Managing Cash flow: An Operational Focus	<i>Rob Reider, Peter B. Heyler (2003)</i>
Managing Customers for Profit: Strategies to Increase Profits and Build Loyalty	<i>V. Kumar(2008)</i>
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Managing Product and Service Development	<i>Stefan H. Thomke</i>
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Market-based Management: Strategies for Growing Customer Value and Profitability	<i>Roger J. Best (2009)</i>
Market-Driven Thinking: Achieving Contextual Intelligence	<i>Arch G. Woodside</i>
Marketing Strategy and Competitive Positioning	<i>Graham J. Hooley, Nigel F. Piercy, Brigitte Nicoulaud (2008)</i>
Marketing Management and Strategy	<i>Peter Doyle, Philip Stern (2006)</i>
Marketing Strategy: the Difference Between Marketing and Markets	<i>Paul Fifield (2007)</i>
Marketing Briefs: a Revision and Study Guide	<i>Sally Dibb, Lyndon Simkin (2009-reprinted)</i>
Marketing Communications: Interactivity, Communities and Content	<i>Chris Fill (2009)</i>

Marketing Graffiti: the View from the Street	<i>Michael Saren (2007-reprinted)</i>
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Marketing Strategies: a Contemporary Approach	<i>Ashok Ranchhod, Calin Gurau (2007)</i>
Marketing Strategy: A Decision-focused Approach	<i>Orville C. Walker, JR., John W. Mullins, Jean-Claude Larreche</i>
Marketing: the One-semester Introduction	<i>Geoff Lancaster, Paul Reynolds (2002)</i>
Mergers & Acquisitions From A to Z	<i>Andrew J. Sherman, Milledge A.Hart</i>
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