



# International University of Leadership

...Where Leaders are Born

## MASTER OF BUSINESS ADMINISTRATION

MBA courses are 3 Credits each, students must reach 48 credits to complete the program.

- **PQ: Prerequisites-** Before registering for a course, students must have successfully completed all required pre-requisites for that course.
- **PA: Proctored Assessment-** Courses with a “PA” code means students must pass the final assessment through proctored settings.

Code	Course Title	Credits
ACCT501	Accounting for Decision Making and Control	3
BUL501	Business Law and Ethics	3
COM501-PA	Communication	3
ECO501	Business and the International Economy	3
FIN501	Financial Decision Making	3
GEB501	Managing Innovation	3
LDR502-PA	Leadership and Organizational Behavior	3
MAN501	Project Management	3
MAR501	Marketing and Sales	3
MAR502	Operations, Logistics, and Supply Chain Management	3
MNA501-PA	Strategic Human Resource Management	3
QMB501	Quantitative Methods for Decision-making	3
<b>Concentration in Management-PQ: Core Courses</b>		
GEB520	Globalization and Emerging Markets	3
GEB536	Technological Entrepreneurship	3
ISM501	Information Systems Management	3
MAN520	Risk and Quality Management	3
<b>Concentration in Project Management-PQ: Core Courses</b>		
FIN522	Project Finance and Budgeting	3
MAN520	Risk and Quality Management	3
MAN536	Planning and Control	3
MAN580	Business Policy and Strategic Planning	3
<b>Concentration in Human Resources Management-PQ: Core Courses</b>		
MAN520	Risk and Quality Management	3
MNA520	Selection and Placement	3
MNA536	Compensation and Rewards	3
MNA580	Change Management	3



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<b>Concentration in Marketing and Communication-PQ: Core Courses</b>		
MAR503	Consumer Behavior	3
MAR536	Integrated Marketing Communication	3
MAR520	International Marketing	3
MAR580	Marketing Research	3
<b>Concentration in Information Systems Management-PQ: Core Courses</b>		
ISM502	Strategic Planning for Information Systems	3
ISM520	Decision Support Systems	3
ISM536	Client/Server Computing	3
ISM580	Information Network Security	3
<b>Concentration in Quality Management-PQ: Core Courses</b>		
QMB502	Total Quality Management	3
QMB520	Quality planning	3
QMB536	Quality Auditing	3
QMB580	Cost of Quality	3
<b>Concentration in International Business-PQ: Core Courses</b>		
GEB520	Globalization and Emerging Markets	3
GEB580	International Business Strategy	3
FIN502	International Finance	3
MAR520	International Marketing	3
<b>Concentration in Finance-PQ: Core Courses</b>		
FIN502	International Finance	3
FIN520	Corporate Finance	3
FIN536	Corporate Investment Analysis	3
MAN520	Risk and Quality Management	3
<b>Concentration in Healthcare Management-PQ: Core Courses</b>		
HSA501	Health Care Organizations	3
HSA502	Health Care Infrastructure	3



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HSA520	Health Care Finance	3
HSA536	Health Care Strategic Management	3
<b>Concentration in Leadership and Sustainability-PQ: Core Courses</b>		
LDR520	Sustainable Development	3
LDR536	Modes of governance for sustainable development	3
LDR580	Cross Cultural Management and fields of applications	3
MAN520	Risk and Quality Management	3
<b>Concentration in Sport Management-PQ: Core Courses</b>		
MAR536	Integrated Marketing Communication	3
SPM501	Sports Operation and Facility Management	3
SPM520	Sports Entrepreneurship and Development	3
SPM536	Sports Events and Sponsorship Management	3
<b>Concentration in Hospitality Management-PQ: Core Courses</b>		
HFT502	Hotel & Restaurant Management	3
HFT520	Hospitality Communication and event management	3
HFT536	Tourism & International Travel Management	3
LDR520	Sustainable Development	3
	<b>TOTAL:</b>	<b>48 Cr</b>

## **MBA Course Descriptions**

**Course Numbering System:** 500–699 Graduate Courses

MBA courses are 3 Credits each, students must reach 48 credits to complete the program.

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### **ACCT501. Accounting for Decision Making and Control**

Covers the creation, use, and interpretation of internal accounting data and information. Emphasizes the managerial functions of cost control and reporting, budgeting, profit planning, and projections used in decision making and control.

### **BUL501. Business Law and Ethics**

This course will introduce you to the laws and ethical standards that managers must abide by in the course of conducting business. Laws and ethics almost always shape a company’s decision-making process.

### **\*COM501. Communication- PA**

Introduces students to four core principles that undergird the study and practice of communication, communication literacy, research inquiry, theories and concepts, and community engagement.

### **ECO 501. Business and the International Economy**

This course introduces tools for studying the economic environment of business to help managers understand the implications for their companies.

An examination of both the gains and problems arising from regional global integration covers: International trade, Foreign direct investment, Portfolio capital, and Global environmental issues.

### **FIN501. Financial Decision Making**

Presents the processes for analyzing a firm’s financial condition, developing alternatives, and making business finance decisions. Exercises the analysis of current financial and operational data, and the projection of these data forward to support decision making under varying assumptions. Reviews means of managing working capital including sources of short-term financing of operations.

Examines methods used to raise external capital including initial public offerings, seasoned equity offerings, public and private debt, private equity, and venture capital. Analyzes causes of financial distress and a firm’s response to these situations.

### **FIN502. International Finance-PQ: Core Courses**

Presents international financial tools, applications and concepts used in formulating effective financial management strategies.

Examines international financial relationships and transactions among firms, foreign exchange rate determination and forecasting, foreign exchange risk and exposure, balance of payment accounting, evolution of the international monetary system.

Analyzes special topics such as working capital management strategies, capital budgeting, cost of capital and optimal capital structure in the context of international operations.

**FIN520. Corporate Finance-PQ: Core Courses**

Develops a framework for analyzing corporate financing and investment decisions. Applies with techniques for evaluating capital investments, capital structure and dividend decisions and with the interaction between investment and financing decisions. Topics covered include mergers and acquisitions, leasing, working capital management and a more rigorous analysis of cost of capital, risk and return and corporate liabilities.

**FIN522. Project Finance and Budgeting-PQ: Core Courses**

Projects as businesses and project managers as CEOs. Finance and investment tools for selecting projects. Developing charts of accounts for organizing financial data. Using financial metrics to improve project decision making.

**FIN536. Corporate Investment Analysis-PQ: Core Courses**

Provides a rigorous treatment of the principles of investments, investment management and asset pricing. Analyzes asset allocation, asset pricing models, international diversification, active portfolio management, performance evaluation, and other pertinent topics. Approaches the analysis from the perspective of individual investor, corporate financial manager, and the investment manager.

**GEB501. Managing Innovation**

Managing Innovation (MI) introduces you to the critical elements of designing and developing innovative products and services, how these can be configured, and how the results are managed. These elements include the pivotal roles played by experimentation, prototyping, and learning; product/service development process design and improvement; the understanding and integration of customer needs; development strategy and project management; and the powerful challenge of designing and managing development networks.

**GEB520. Globalization and Emerging Markets-PQ: Core Courses**

The focus of this course is the behaviors and functions required for successful business management in today's challenging global environment. Topics covered include: globalization, social responsibility and ethics, cultural styles, cross-cultural markets, negotiations, international alliances, control systems for global operations, international organizations, cultural shock, diversity, global labor relations, leadership and motivation in a multicultural context.

**GEB536. Technological Entrepreneurship-PQ: Core Courses**

Organizing business activity to take advantage of high tech opportunities. Launching a new high-tech venture. Writing a business plan. Raising capital. Understanding e-business opportunities.

**GEB580. International Business Strategy-PQ: Core Courses**

Examines the international business environment and presents strategic management considerations for international business operations. Exercises strategy formulation by analyzing the major environmental factors affecting global operations, the impact of economic integration, and the influence of government trade policy. Examines the range of market entry strategies and discusses considerations for operations management, financing, and human resource management to support international business. Presents strategy evaluation approaches to assess the effectiveness of company operations.

**HFT502. Hotel & Restaurant Management-PQ: Core Courses**

This course examines the lodging and restaurant structures. Topics include hotel and restaurant operations, reservation systems, staffing, housekeeping, security, marketing and menu strategy related to management responsibilities. Students will have insight into effective and efficient operations and ways in which to gain a competitive advantage in the marketplace.

**HFT520. Hospitality Communication and event management-PQ: Core Courses**

This course addresses the event, meeting and convention management segments of the hospitality industry. It covers two important areas: customer service, and 'behind the scenes' staff and management interaction. Various event model structures are examined, enabling students to explore issues related to sponsorship, venues, staffing, finance, exhibit coordination, contracted services, legal implications, and marketing.

**HFT536. Tourism & International Travel Management-PQ: Core Courses**

Tourism Management introduces the many interdisciplinary aspects of the growing tourism industry, with emphasis on managerial challenges and responsibilities for both domestic and international tourism. Provides an overview to the broad subject of international travel and tourism. Aspects covered include the travel industry, government roles and policy, tourism development, selling travel, transportation, and hospitality-related services.

**HSA501. Health Care Organizations-PQ: Core Courses**

This course provides an overview of the various aspects of healthcare organizations. Specific areas covered include the transition and development of the industry, organizational design, oversight and management roles and responsibilities of various types of healthcare institutions and professionals, evaluating the purpose and clinical performance of physicians, nurses, clinical support and community health services and the organizations functions of financial and human resource management, information services, customer services and marketing and strategy.

**HSA502. Health Care Infrastructure-PQ: Core Courses**

Addresses the U.S. health care system and the factors which shape it. Introduces students to the historical development, structural organization, delivery, and financing of the health care system. The course also examines the roles of various institutions and professional groups in the provision of health services.

**HSA520. Health Care Finance-PQ: Core Courses**

This course will provide students with theory, tools and practical experience in health care financial management. It examines payment sources and reimbursement arrangements; the public and private financing of health care service organizations from both a theoretical and practical perspective, and discusses emerging trends in the health care industry that affect financial decision-making.

**HSA536. Health Care Strategic Management-PQ: Core Courses**

Examines the strategic management process and implementation of successful strategies in health care organizations. This course is the capstone course for this concentration. Analytic, integrative, and decision-making skills will be exercised through the use of case analysis and decision making.

**ISM501. Management of Information Systems-PQ: Core Courses**

This course covers the managerial issues related to Information systems management and shows how to analyze computer-based information systems for business applications. It teaches also managerial skills in using decision-support applications to improve business competitiveness.

**ISM502. Strategic Planning for Information Systems-PQ: Core Courses**

This course covers strategies for developing and implementing an effective information management system. Topics include: database systems organization, creation, and maintenance; evaluation criteria; and standardization of database systems.

**ISM520. Decision Support Systems-PQ: Core Courses**

This course provides an overview of the concepts and methods for decision-making processes. It stresses design, implementation and evaluation of the computer-based Decision Support Systems (DSS). The course examines the information requirements of an organization in different information needs at the operational, administrative, strategic, and organizational levels, and discusses the design and implementation of a comprehensive DDS.

**ISM536. Client/Server Computing-PQ: Core Courses**

This course covers the concepts and descriptions of client/server computing. It discusses the variation and evolution of related technology. It then provides strategies for designing systems using the client/server model, emphasizing enterprise applications that increase functionality, performance, and flexibility while reducing costs.

**ISM580. Information Network Security-PQ: Core Courses**

This course introduces the concepts and terminology of information network security. It covers strategies for designing and implementing networking security and focuses on such topics as firewalls, intrusion detection, authentication and encryption, viruses, disaster prevention and recovery, and successful security policy implementation.

**\*LDR502. Leadership and Organizational Behavior-PA**

A review of the history of management thought. The role of vision, leadership, and values in organizations. Teams and team-building. Conflict management. Organizational design.

**LDR520. Sustainable Development-PQ: Core Courses**

This course provides an overview to the central problems related to the sustainable development. It will enable students to critically think about the meaning of sustainability and how to face the different challenges related to it, locally, nationally and globally.

**LDR536. Modes of governance for sustainable development-PQ: Core Courses**

This course gives a governance perspective on sustainable development. In fact, new governance approaches such as regimes, networks and partnerships play a crucial role to create a more sustainable world. Also, the student will get the importance of the relations between public administration, market parties, nongovernmental organizations and civilians and how they are necessary for governance to achieve sustainable development.

**LDR580. Cross Cultural Management and fields of applications-PQ: Core Courses**

The objective of this course is to examine different cultures in different regions of the world. Students develop skills to work as a multinational group and as leaders of those groups.

**MAN501. Project Management**

Applies the structure for project management and develops the skills needed to manage projects of all sizes. Topics include the project life cycle, project team, project identification, evaluation and selection, project organization, project planning, negotiation and conflict resolution, and human resource management.

**MAN520. Risk and Quality Management-PQ: Core Courses**

Risk identification, risk impact analysis, risk response planning. Mitigating risk. Risk management techniques, such as Monte Carlo simulation. Defining quality. Total quality management (TQM). Quality control. The ISO 9000 perspective on quality.

**MAN536. Planning and Control-PQ: Core Courses**

An in-depth examination of scheduling and cost management issues. Work breakdown structure construction. Scheduling with PERT/CPM, Gantt charts, milestone charts. Parametric and bottom-up cost estimation. Use of the S-curve for cost control. Life-cycle cost estimating. Integrated cost/schedule control using the earned value technique.

**MAN580. Business Policy and Strategic Management-PQ: Core Courses**

The MBA capstone course, conducted as a seminar. Students apply their business knowledge by analyzing a number of case studies. Also, students review current thinking on strategic management and carry out a strategic planning analysis. A principal goal of this course is for students to demonstrate that they can integrate the knowledge they gained in their MBA course studies.

**MAR501. Marketing and Sales.**

An overview of the key functions of marketing: pricing, promotion, distribution channels, and product definition. The market research function. An understanding of who customers are (both internal and external) and how to define their needs and wants. Sales strategies.

**MAR502. Operations, Logistics, and Supply Chain Management.** This course covers the set of activities that creates goods and services through the transformation of inputs into outputs. OM is one of the three major functions of any organization (manufacturing or service), the other two being financing/accounting and marketing.

**MAR503. Consumer Behavior-PQ: Core Courses**

Analyzes the concepts and principles of consumer behavior in relation to marketing decision making. Examines the psychological processes of consumer decision making and how they impact purchasing decisions and customer satisfaction. Emphasis will be placed on consumer behavior and the different marketing approaches and their implications on marketing strategy.

**MAR520. International Marketing-PQ: Core Courses**

Reviews the organization for international marketing, foreign demand analysis, product development and policies, trade channels, promotion policies, pricing, and legal aspects. Emphasis is on development of effective international marketing strategy addressing the major global market areas (Europe, Africa, Asia, and the Americas).

**MAR536. Integrated Marketing Communications-PQ: Core Courses**

Examines the formulation of integrated marketing communication strategies to achieve marketing objectives. Analyzes the use of advertising, sales promotion, public relations, sponsorships, and other communication resources to promote sales, position products, develop brand equity, and support marketing. Examines the use of traditional and nontraditional media.

**MAR580. Marketing research-PQ: Core Courses**

Examines the concepts for conducting marketing research projects to enable effective marketing decision making. Applies both qualitative and quantitative research techniques, questionnaire design, research design, different types of surveys, test marketing, and other aspects of the research process. Emphasis will be placed on designing and implementing a marketing research project.

**\*MNA501. Strategic Human Resource Management-PA**

Analyzes the processes by which the human resource is managed in light of its strategic importance. Examines the relationships between the traditional human resource functions and the various business functions so that efficiency and effectiveness are balanced and optimized. These processes

and relationships are reviewed in light of both the domestic and global environments now and in the future.

**MNA520. Selection and Placement-PQ: Core Courses**

Examines a modern philosophy and approach to motivating the workforce in light of the strategic importance of so doing. Examines the traditional compensation philosophies and technical processes, but also builds and expands on this traditional view of compensation as it explores other motivating elements, such as performance management and feedback, professional development, and career opportunities, that will combine with the traditional compensation elements to best motivate and retain the most talented and fitting assets so that the organization's competitive footing is elevated.

**MNA536. Compensation and rewards-PQ: Core Courses**

Examines the modern philosophy and approaches to compensation in light of the strategic importance of doing so. Analyzes compensation strategies and the associated technical processes. Explores the compensation elements of motivational concepts and presents performance management and feedback processes that when integrated with the compensation strategy motivate and retain the most effective and efficient workforce so as to enhance a firm's competitiveness.

**MNA580. Change Management-PQ: Core Courses**

Challenges of globalization, new technologies, industry restructuring, increased public scrutiny, and other pressures on today's businesses require change skills throughout the organization - for improvement and renewal as well as turnaround and transformation, for cost-reduction and consolidation as well as innovation and growth. Stakeholder demands for performance improvement, accountability, and competitiveness increasingly require organizational cultures that are change-ready and change-adept.

**QMB501. Quantitative Methods for Decision-making.** An overview of basic quantitative skills needed to make effective management decisions. Topics covered include displaying and summarizing data, random variables and probability distributions, sampling, statistical inference, regression analysis, forecasting, statistical quality control, risk analysis, Monte Carlo simulation, decision trees, and linear and integer optimization modeling. Requires Microsoft Excel®.

**QMB502. Total Quality Management-PQ: Core Courses**

An introductory course in the theory and practice of total quality management (TQM). The three core values of TQM include customer orientation, high levels of employee involvement across the enterprise, and a focus on continually improving processes. Particular emphasis will be placed on the requirements for successful implementation of TQM in a wide range of organizations.

**QMB520. Quality Planning-PQ: Core Courses**

Procedures utilized to organize and implement the quality function including planning, budgeting information and test procedures, customer complaints and Quality Function Development.

**QMB536. Quality Auditing-PQ: Core Courses**

Interpreting the effectiveness of an organization's quality system through proper information handling. Emphasis on analysis of prevention, appraisal and failure costs and quality systems audit.

**QMB580. Cost of Quality-PQ: Core Courses**

This purpose of this course is to describe the concept of identifying the cost of poor quality; that is,

the costs of finding and correcting defective, non-valued added work. Specifically, students will learn how to quantify quality problems, identify major opportunities for cost reduction, and establish financial controls on sources of poor quality.

**SPM501. Sports Operation and Facility Management-PQ: Core Courses**

This course provides students with an understanding of the requirements and complexities involved in planning and managing major sports events and facilities in relation to their social, cultural and global environment. Featured topics include the analysis of goals and resources, the development of the revenue streams, design and coordination, scheduling and operations, staff management and the implementation of action plans.

**SPM520. Sports Entrepreneurship and Development-PQ: Core Courses**

This course emphasizes major management principles that affect businesses in the field of sports, and the qualities and skills that a manager needs in order to run a sports business effectively. Legal issues, types of sporting organizations and an overview of starting or acquiring a Sports business.

**SPM536. Sports Events and Sponsorship Management-PQ: Core Courses**

This course introduces the principles of sports sponsorship, then illustrates and teaches how to apply the concepts to real situations. Students learn about the issue of sponsorship by critically examining various sports events and sponsorship responsibilities, including planning, processing, sales strategizing, activating and evaluating.

## MASTER OF BUSINESS ADMINISTRATION PROGRAM OUTCOMES

For the Graduate level of Master of Business Administration, students are expected attain set of skills for successful employment in the international business world, professional research and teaching, and continuation of their education to higher levels.

The MBA graduate programs are equipped to further student intellectual, personal, and professional development. The program includes applicable real-world knowledge from practicing professionals in local and international environments.

### Graduate program objectives

- Value Creation: To be able to identify customer needs and participate in the process of developing products and services to meet these needs; to be able to understand production models and distribution systems, and their role in the value creation process.
- Business Environment: To have general appreciation of the multicultural, political, environmental, legal and regulatory setting of the organization.
- Ethics: Will possess a thorough understanding of business ethical situations the laws regarding corporate governance, and the role of their personal integrity and values.
- Management: Will portray leadership skills, understand group and individual dynamics, and be able to work in teams; Will appreciate the importance of ethnic, cultural and gender diversity in the organization.
- Communication: Will enhance verbal, written and presentation communication skills.
- Decision Analysis: Will have well-developed problem solving skills including the ability to analyze uncertain situations, utilize facts and evidence in drawing conclusions, apply decision making theories, and adapt and innovate in new settings.
- Technology: Will be able to use information technologies as they influence the structure and processes of organizations and economies, and as they influence the roles and techniques of management.
- Strategic Planning: Will understand the business as an integrated system; the relations between the functional areas and long-range planning, implementation and control.

### Graduate program outcomes

1. Students will possess knowledge of current theory and techniques of the major business disciplines (i.e. the MBA core courses).
2. Students will exhibit the leadership capacity and teamwork skills for business decision making.
3. Students will understand the ethical implication of business decision making and recognize ethical dilemmas.
4. Students will demonstrate the ability to communicate effectively.
5. Students will demonstrate critical thinking skills.

6. Students will have an understanding of global perspectives.