

Course Catalog

2020 – 2021

Master of Business Administration Courses

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European Business University of Luxembourg
Wiltz Campus | Online Campus

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CONTENTS

INTRODUCTION	3
CODE: MBA100 - MARKETING MANAGEMENT	6
CODE: MBA101 - HUMAN RESOURCE MANAGEMENT	9
CODE: MBA 102 - FINANCIAL ACCOUNTING AND REPORTING	12
CODE: MBA 103 - CORPORATE POLICY AND ETHICS	15
CODE: MBA 104 - STATISTICS AND DATA ANALYSIS	18
CODE: MBA 105 - BUSINESS LAW SEMINAR	21
CODE: MBA 200 - INTERNATIONAL MARKETING	23
CODE: MBA 201 - ENTREPRENEURSHIP AND INNOVATION MANAGEMENT	26
CODE: MBA 202 - ADVANCED MANAGERIAL ACCOUNTING	28
CODE: MBA 203 - THE GLOBAL ECONOMY	30
CODE: MBA 204 - GLOBAL STRATEGIC MANAGEMENT	33
CODE: MBA 205 - COMMUNICATION SKILLS SEMINAR	36
CODE: MBA 300 - OPERATIONS MANAGEMENT	38
CODE: MBA 301 - STRATEGIC LEADERSHIP IN ORGANIZATIONS	41
CODE: MBA 302 - CORPORATE FINANCE	43
CODE: MBA 303 - INFORMATION TECHNOLOGY STRATEGY	45
CODE: MBA304 - NEGOTIATION SEMINAR	47
CODE: MBA305 - THESIS	49
SPECIALIZATION COURSES	51
DATA SCIENCE AND AI	51
CODE: MSDA 100 - DATA SCIENCE IN REAL LIFE	51
CODE: MSDA 104 - PYTHON FOR DATA SCIENCE	53
CODE: MSDA 201 - MACHINE LEARNING	55
CODE: MSDA 300 - INTRODUCTION TO ARTIFICIAL INTELLIGENCE	57
CODE: MSDA 301 - DEEP LEARNING FUNDAMENTALS	59
FINANCIAL MARKETS	61
CODE: MSF103 - FIXED INCOME SECURITIES AND CREDIT MARKETS	61
CODE: MSF 200 - RISK MANAGEMENT IN FINANCIAL MARKETS	63
CODE: MSF201- FINANCIAL MARKETS AND INSTITUTIONS	66
CODE: MSF301 - CORPORATE INVESTMENT AND FINANCIAL POLICY	68
CODE:MSF302 - MERGERS, BUYOUTS AND CORPORATE RESTRUCTURINGS	71
CODE: MSF303 - PORTFOLIO MANAGEMENT	73
FINTECH AND BLOCKCHAIN	76
CODE: BSDL101 - INTRODUCTION TO DIGITAL CURRENCIES, ICOs& MARKETS	76
CODE: BSDL102 - CYBER SECURITY RISK REGULATION	79
CODE: BSDL200 - BLOCKCHAIN TECHNOLOGY FUNDAMENTALS	81
CODE: BSDL300 -PRINCIPLES IN INNOVATION DISRUPTION	83

INTRODUCTION

This catalog provides course syllabi for all Master of Business Administration (MBA) graduate courses. Unless mentioned otherwise, course structure, as well as course evaluation are standardized for all undergraduate courses. Credits are expressed using the European Credit Transfer System. One European credit stands for 30 hours of workload, consisting of 10 contact hours and 20 study hours. Contact hours include lectures, discussion forums and examinations and study hours include independent study, practical work, research, etc.

One graduate semester consists of 10 weeks of class sessions and exam sessions.

COURSE PLANNING

The total number of courses offered is dependent on the total credit study plan requirements of enrolled students. Students plan their courses according to course availability and prerequisites. Some of the courses have required prerequisites.

A minimum of one course from each of the graduate specialization courses is offered. The total number of specialization courses offered per specialization is dependent on the total credit and course requirements of enrolled students. Students plan their courses according to course availability. None of the specialization courses have required prerequisites.

COURSE SCHEDULING

Courses are scheduled over the full duration of the semester and all courses finish within one semester. Graduate courses consist of 39 contact hours, 1-2 midterm exam hours and 2 final exam hours. Contact hours are usually scheduled as 10 one (1) hour class sessions with one session per week for the duration of the semester and 2 hours of discussion forum per week for 10 weeks. Mid term exams take place in week 5 and final exams take place in week 10 of each semester.

COURSE STRUCTURE

Students are provided a strong theoretical foundation and are introduced to the various concepts in order to gain a thorough understanding of the subject matter. The practical application and implementation of these specific concepts are methodically discussed during the various class sessions by means of real-life examples and comprehensive case studies.

COURSE CONTENT AND LEARNING OUTCOMES

All courses are graduate level and are taught according to a student centered approach. Course content listed should be regarded as indicative course content. Learning outcomes listed are reference points and should be regarded as intended learning outcomes for what students are expected to be able to do at the end of the course. Assessments done in the course should address these learning outcomes. The learning outcomes are established according to Benjamin Bloom's taxonomy for cognitive learning. Based on this framework, courses at Graduate level address primarily the thinking processes: Knowledge, Comprehension, Application, and Analysis.

The overall learning of the courses at the graduate program corresponds to the level descriptors proposed by SCQF Scottish Quality and Qualifications Framework, level 11, corresponding also with the descriptors of the European Qualifications Framework (EQF) for second cycle qualification. The overall learning of the undergraduate programs aims at students obtaining a level according to the indications below.

The descriptor for the second cycle in the Framework for Qualifications of the European Higher Education

Area agreed by the ministers responsible for higher education at their meeting in Bergen in May 2005 in the framework of the Bologna process corresponds to the learning outcomes for EQF level 7.

Setting

- *Operational Context:* The learner operates in complex and unpredictable contexts, requiring selection and application from a wide range of largely standard techniques and information sources.
- *Autonomy and responsibility for actions:* The learner acts with minimal supervision or direction, within agreed guidelines taking responsibility for accessing support and accepts accountability for determining and achieving personal and/or group outcomes.

CHARACTERISTIC 1: KNOWLEDGE AND UNDERSTANDING

- Demonstrate and/or work with:
 - Knowledge that covers and integrates most, if not all, of the main areas of the subject/discipline/sector – including their features, boundaries, terminology and conventions.
 - A critical understanding of the principal theories, concepts and principles.
 - A critical understanding of a range of specialised theories, concepts and principles.
 - Extensive, detailed and critical knowledge and understanding in one or more specialisms, much of which is at, or informed by, developments at the forefront.
 - A critical awareness of current issues in a subject/discipline/sector and one or more specialisms.

CHARACTERISTIC 2: PRACTICE: APPLIED KNOWLEDGE, SKILLS AND UNDERSTANDING

- Apply knowledge, skills and understanding:
 - In using a significant range of the principal professional skills, techniques, practices and/or materials associated with the subject/discipline/sector.
 - In using a range of specialised skills, techniques, practices and/or materials that are at the forefront of, or informed by forefront developments.
 - In applying a range of standard and specialised research and/or equivalent instruments and techniques of enquiry.
 - In planning and executing a significant project of research, investigation or development.
 - In demonstrating originality and/or creativity, including in practices.
 - To practise in a wide and often unpredictable variety of professional level contexts.

CHARACTERISTIC 3: GENERIC COGNITIVE SKILLS

- Apply critical analysis, evaluation and synthesis to forefront issues, or issues that are informed by forefront developments in the subject/discipline/sector.
- Identify, conceptualise and define new and abstract problems and issues.
- Develop original and creative responses to problems and issues.
- Critically review, consolidate and extend knowledge, skills, practices and thinking in a subject/discipline/sector.
- Deal with complex issues and make informed judgements in situations in the absence of complete or consistent data/information.

CHARACTERISTIC 4: COMMUNICATION, ICT AND NUMERACY SKILLS

- Use a wide range of routine skills and a range of advanced and specialised skills as appropriate to a subject/discipline/sector, for example:
- Communicate, using appropriate methods, to a range of audiences with different levels of knowledge/expertise.
- Communicate with peers, more senior colleagues and specialists.
- Use a wide range of ICT applications to support and enhance work at this level and adjust features to suit purpose.
- Undertake critical evaluations of a wide range of numerical and graphical data.

CHARACTERISTIC 5: AUTONOMY, ACCOUNTABILITY AND WORKING WITH OTHERS

- Exercise substantial autonomy and initiative in professional and equivalent activities.
- Take responsibility for your own work and/or significant responsibility for the work of others.
- Take significant responsibility for a range of resources.
- Work in a peer relationship with specialist practitioners.
- Demonstrate leadership and/or initiative and make an identifiable contribution to change and development and/or new thinking.
- Practise in ways which draw on critical reflection on your own and others' roles and responsibilities.
- Manage complex ethical and professional issues and make informed judgements on issues not addressed by current professional and/or ethical codes or practices.

COURSE EVALUATION

Course evaluation: Study Load per 4 ECTS course	Total 108 hrs.
- Lectures: one hour per week for (10 weeks)	10 hours
- Self-directed content learning & preparation: 4 hours per week (10 weeks)	40 hours
- Formative Assessments/Research assignments	36 hours
- Course Preparation and Discussion Forums: 2 hours per week for 10 Weeks	20 hours
- Written Summative Assessments	2 hours

Attendance to all class sessions and participation in all class discussions is mandatory and is part of the final grade for the course. Reading materials and discussion questions should be prepared by each student individually by the next class session. There should be graded weekly assignments. Formative assignments, where feedback is provided on the student's performance but the grade not included in the final grade, are also given throughout the course. Credits are only awarded upon successful completion of the entire course. Partial credit for partial completion of a course is not awarded.

We reserve the right to change the content of this catalog and to make changes to the academic curriculum at any time and without prior notice.

CORE COURSE

CODE: MBA100 - MARKETING MANAGEMENT

COURSE DETAILS

Course level: Graduate
Course category: Core Course
Course credits: 4
Course duration: 10 weeks
Total contact hours: 30 (10hrs Lectures + 20hrs Discussion Forums)
Total exam hours: 4
Total study hours: 76 (40hrs Self-directed + 36hrs Research)
Language of instruction: English

Pre-requisites	N/A
Co-requisites	N/A
Prohibited Combinations	N/A

COURSE OVERVIEW

This course intends to provide an experienced-based approach to marketing theory and its practical application. The course is designed to enable the students to learn the basics of marketing. Topics of the syllabus shall be addressed and discussed from an application oriented perspective

LEARNING CONTENT AND OBJECTIVES

To develop a general understanding of marketing, why it is essential for all kinds of companies, and why strategic and tactical marketing are becoming more and more important these days.

Unit I

Core Concepts of Marketing:

Concept, Meaning, definition, nature, scope and importance of marketing, Goods – Services Continuum, Product, Market, Approaches to Marketing – Product – Production - Sales – Marketing – Societal – Relational. Concept of Marketing Myopia, Holistic Marketing Orientation, Customer Value, Adapting marketing to new liberalised economy - Digitalisation, Customisation, Changing marketing practices.

Unit II

Market Analysis and Planning:

Marketing information system, Strategic marketing planning and organization, Marketing environment, Controllable and uncontrollable factors affecting marketing decisions, Analyzing latest trends in Political, Economic, Socio-cultural and Technical Environment, Concept of market potential & market share. Nature and contents of Marketing plan.

Unit III

Characteristics of consumer and organizational markets, Buyer Behaviour, 5 step Buyer decision process. Meaning and concept of market segmentation, Bases for market segmentation, Types of market segmentation, Effective segmentation criteria, Evaluating & selecting Target Markets, Concept of Target Market, Positioning and differentiation strategies, Concept of positioning – Value Proposition & USP.

Unit IV

Product Decision- Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labelling; Product life cycle – strategic implications; New product development and consumer adoption process.

Unit V

Price Decision- Concept, and Meaning of Price and Pricing, Significance of Pricing Decision, Factors affecting price determination; Pricing Methods and Techniques, Pricing policies and strategies; Discounts and rebates.

Unit VI

Place Decision- Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions, Marketing channel system - Functions and flows; Channel design, Channel management - Selection, Training, Motivation and evaluation of channel members;

Unit VII

Promotion Decision- Communication Process; Promotion mix – advertising, personal selling, sales promotion, publicity and public relations, other promotion mix elements. Media selection; Advertising effectiveness; Sales promotion – tools and techniques.

LEARNING OUTCOMES

Learning Outcomes: On successful completion of the course the candidate will be able to:		Assessed in this module
L1	Understand the scope of marketing and its role and impact on acquiring and retaining customers; SCQF Level 11 characteristics 1, 3, 4, 5	A, B, D
L2	Analyze macro- and micro- marketing environment and apply marketing research; SCQF Level 11 characteristics 1, 2, 3, 4, 5	A, B, C, D
L3	Analyze buyer behavior concept at consumer and organizational markets; SCQF Level 11 characteristics 1, 2, 3, 4, 5	A, B, C, D
L4	Apply the principles of market segmentation, targeting, and positioning; SCQF Level 11 characteristics 1, 2, 3, 4, 5	A, B, C, D
L5	Demonstrate knowledge and apply the elements of a marketing mix elements, including product strategy, pricing, distribution, and communication, in a digital environment; SCQF Level 11 characteristics. 1, 2, 3, 4, 5	A, B, C, D

A – Knowledge and Understanding B – Intellectual Skills C – Practical Skills D – Transferable Skills

Assessments.

55% - Classwork (case studies 20%, discussion forums 15%, course project 20%)

5% - Merits

40% - Final Exam

Students are expected to read the material for webinars, participate in discussions, complete all the assignments and exams. Students must at all times conduct themselves in accordance with high ethical standards. Grading follows the criteria set out in “course weightings” section.

ASSIGNMENTS include case studies, discussion forums, course project, exams. Submission deadlines should be followed, and failure to respect them will result in a percentage deduction.

CASE STUDIES. The case study assignments will assess course outcomes, analytical abilities, understanding of theory and its application to practical cases. The case assignments (case descriptions and relevant questions) will be provided by the instructor. The case solutions (answers to the questions) should be submitted by the students according to the course schedule. Answers should be as specific as possible.

Team-work. Some case-studies are supposed to be done in teams of 3-4 students. Teams are responsible for timely written submissions; it is expected that all the students in the teams participate in case preparation.

Peer-evaluation. The case solutions (anonymously) will be assessed by other students. The instructor will assess and give feedback on both: students' case solutions and their peer-evaluations. Peer-evaluations will also be shown to students (students will see how other students have evaluated their work). The guidelines for peer-evaluation will be given by the instructor.

DISCUSSION FORUMS are assessed based on quality, not on quantity or the size of the students' posts. Students are encouraged to express their own opinions, which may differ from the others', including the instructor's one. Debates with arguments are encouraged.

PROJECT. Course project will include Marketing Plan development for a particular company and product. Project will be done by the students individually. The company and product/service for the project is expected to be chosen by the student; if needed the instructor may help the student with it. It is recommended to choose the company related to the work/experience of the student. The project should be submitted by students in written, by parts, according to the course schedule.

EXAMS. The exams comprise essay-type and mini-case-based questions. Exams will evaluate understanding of the material and the ability to apply marketing theory in practical situations.

BIBLIOGRAPHY

- Marketing Management, second edition by Greg W. Marshall and Mark W. Johnston, ISBN-13: 978-0-07-802886-1, McGraw Hill Education.
- Kotler, Philip, and Kevin Keller. Marketing Management. 13th ed. Prentice Hall, 2008
- Best, Roger J. Market-Based Management – Strategies for Growing Customer Value and Profitability. 5th ed. Prentice Hall, 2009.

CODE: MBA101 - HUMAN RESOURCE MANAGEMENT

COURSE DETAILS

Course level: Graduate
Course category: Core Course
Course credits: 4
Course duration: 10 weeks
Total contact hours: 30 (10hrs Lectures + 20hrs Discussion Forums)
Total exam hours: 4
Total study hours: 76 (40hrs Self-directed + 36hrs Research)
Language of instruction: English

Pre-requisites	N/A
Co-requisites	N/A
Prohibited Combinations	N/A

COURSE OVERVIEW

LEARNING OBJECTIVES AND OUTCOMES

The objective of this course is to endow the student with a broad perspective on themes and issues of Human Resource Management along with their relevance and application. It will help the students to build up and refine decision making skills so that they can help organizations effectively conduct personnel management and employee relations.

UNIT I

Human Resources Management (HRM) : Meaning, Nature and Scope, Difference between HRM and Personnel Management, HRM functions and objectives, Evolution of HRM environment – external and internal.

UNIT II

Evolution and principles of HR, HR Vs. Personnel functions, Role of HR managers. Strategic Human Resource Management and Strategic management processes – Environmental Scanning, Strategy Formulation, implementation and evaluation.

Human Resources planning: Definition, purposes, processes and limiting factors; Human Resources Information system (HRIS); costing of human resources; assessing HEVA (human economic value-added)

UNIT III

Job Analysis – Job Description, Job Specification. The systematic approach to recruitment: recruitment policy, recruitment procedures, recruitment methods and evaluation. The systematic approach to selection: the selection procedure, the design of application form, selection methods, the offer of employment, and evaluation of process.

Training and Development: Purpose, Methods and issues of training and management development programmes.

UNIT IV

Performance Appraisal: Definition, Purpose of appraisal, Procedures and Techniques including 360-degree Performance Appraisal, Job Evaluation.

UNIT V

Discipline and Grievance Procedures: Definition, Disciplinary Procedure, Grievance Handling Procedure. Industrial Relations: Nature, importance and approaches of Industrial Relations.

Promotion, Transfer and Separation: Promotion – purpose, principles and types; Transfer – reason, principles and types; Separation – lay-off, resignation, dismissal, retrenchment, Voluntary Retirement Scheme.

Learning Outcomes: On successful completion of the course the candidate will be able to:		Assessed in this module?	A	B	C	D
L1	Demonstrate understanding of: <ul style="list-style-type: none"> • Current global trends and issues related to Human Resource Management • best HR practice in high-performance organizations • potential changes in HR practices over the coming decade 	Yes	✓			✓
L2	Apply theory, concepts and models to HR practice in the following areas: <ul style="list-style-type: none"> • Strategic planning • Recruitment • Performance Management • Employee Engagement and Retention • Action Research 	Yes	✓	✓	✓	✓
L3	Analyse, evaluate and provide creative solutions to complex HR problems, including: <ul style="list-style-type: none"> • Organizational structure and culture • Employee / Industrial Relations • Dealing with inter-personal issues • Strategic leadership in the field of HR 	Yes		✓	✓	
L4	Communicate effectively with peers and line management in terms of: <ul style="list-style-type: none"> • Communication technologies • Use of presentation tools and techniques • Writing of effective HR documents • Financial analysis of human capital benefits and costs 	Yes		✓	✓	✓
L5	<ul style="list-style-type: none"> • Lead and participate in virtual team meetings and assignments • Develop collective problem-solving skills with colleagues • Make informed judgements related to professional and ethical HR challenges • Take responsibility for initiatives and projects 				✓	✓

A – Knowledge and Understanding B – Intellectual Skills C – Practical Skills D – Transferable Skills

Assessments.

55% - Classwork (review questions, homework, essay, and other related activities)

5% - Merits

40% - Final Exam

BIBLIOGRAPHY

- Armstrong- A Handbook of Human Resource Management, 13th Edition Luis R. Gómez-Mejía, David B.Balkin & Robert L. Cardy - Managing Human Resources 6/E,
- Managing Human Resources, 10th edition Wayne F. Cascio
- Al Ariss, A. (Ed.) (2014) Global Talent Management, Challenges, Strategies, and Opportunities, Springer International Publishing, Switzerland.
- The Global Challenge: International Human Resource Management, 2nd edition Paul Evans, Vladimir Pucik, Ingmar Bjorkman, McGraw Hill
- Newman, A., Ober, S. 2016 Business Communication In Person, in Print, Online 10th Edition, Cengage Learning

CODE: MBA 102 - FINANCIAL ACCOUNTING AND REPORTING

COURSE DETAILS

Course level: Graduate
 Course category: Core Course
 Course credits: 4
 Course duration: 10 weeks
 Total contact hours: 30 (10hrs Lectures + 20hrs Discussion Forums)
 Total exam hours: 4
 Total study hours: 76 (40hrs Self-directed + 36hrs Research)
 Language of instruction: English

Pre-requisites	N/A
Co-requisites	N/A
Prohibited Combinations	N/A

COURSE OVERVIEW

The course is an introduction to Financial Accounting & Reporting designed for business students with the assumption that the knowledge of a unique accounting system (the US, the UK or the French one) is not sufficient. The main purpose of this course is to deal with the measurement of value created (and value creation from the point of view of outside decision-makers) and the use of financial accounting information.

LEARNING OBJECTIVES AND OUTCOMES

When you successfully complete this course, you should be able to:

- **Understand** the process of accumulating, identifying, measuring and recording economic information
- **Appreciate** the use of accounting information for external decision making
- **Understand** the underlying similarities and differences of generally accepted accounting principles in the world
- **Understand** the importance of financial statement analysis for fund managers, financial analysts, strategy advisors and the *stakeholders* of the company
- **Master** the different “tools” used to perform a financial statement analysis.

General introduction

- Definition of financial accounting
- Users of financial accounting
- Introduction to the accounting process

Introduction to the financial statements

- Balance sheet
- Accounting equation (balance sheet equation)
- Income statement
- Notes to financial statements
- Principle of double entry
- Examples of transactions

Introduction to the financial statements

- Notion of depreciation
- Consumption and inventory
- Profit appropriation
- Introduction to financial statement analysis

Accounting principles and end-of-period adjustments

Accounting principles

End-of-period entries: adjusting entries, change in value of fixed assets, change in value of current assets

International accounting

- International Accounting - Harmonization
- Comparative accounting
- Presentation of IASB – List of International Accounting Standards

Financial statements presentation

- Balance sheet
- Income statement
- Notes to financial statements
- Statement of cash flows

Tangible assets

- Basic principles: definition, difference between tangible assets and inventories, difference between tangible assets and expenses
- Acquisition: definition of acquisition cost
- Depreciation: main concepts; straight line and declining balance methods; how to record depreciation
- Self-constructed assets
- Intangible assets
- Definition
- Recognition
- Treatment of changes in value
- Accounting for R&D

Inventories

- Classification of inventory
- Recording of inventory
- Financial analysis of inventory

Introduction to financial instruments

Business combinations

- Consolidation: full consolidation, equity method and proportional consolidation
- Accounting for goodwill

Statement of cash flows

- Objectives and usefulness of a statement of cash flows
- Preparation of the statement of cash flows (IAS 7/FAS 95 model)

- Analysis of the statement of cash flows

Income statement analysis

- Common-size income statements
- Common-size income statements by nature: value added statement and statement of intermediate balances

Balance sheet analysis

- Common-size balance sheets
- Common-size balance sheet: the link between working capital, working capital needs and net cash

Ratio analysis

Corporate social responsibility

Learning Outcomes: On successful completion of the course the candidate will be able to:		Assessed in this module?	A	B	C	D
L1	Understand the process of accumulating, identifying, measuring and recording economic information	NO	X	X		
L2	Appreciate the use of accounting information for external decision making	YES	X	X	X	X
L3	Understand the underlying similarities and differences of generally accepted accounting principles in the world	NO	X	X	X	
L4	Understand the importance of financial statement analysis for fund managers, financial analysts, strategy advisors and the <i>stakeholders</i> of the company	NO	X	X		
L5	Master the different “tools” used to perform a financial statement analysis.	YES	X	X	X	X

A – Knowledge and Understanding B – Intellectual Skills C – Practical Skills D – Transferable Skills

Assessments.

55% - Classwork (review questions, homework, essay, and other related activities)

5% - Merits

40% - Final Exam

BIBLIOGRAPHY

- Dyckman, Thomas R., et al. Financial & Managerial Accounting for Decision Makers. 3rd Ed. Cambridge Pub.
- “Value-Based Management with Corporate Social Responsibility” by Martin, Petty, and Wallace, Oxford University Press, 2nd Edition, 2009 (ISBN-13: 978-0-19-534038-9 is available via www.abebooks.com)

CODE: MBA 103 - CORPORATE POLICY AND ETHICS

COURSE DETAILS

Course level: Graduate

Course category: Core Course

Course credits: 4

Course duration: 10 weeks

Total contact hours: 50 (10hrs Lectures + 40hrs Discussion Forums)

Total exam hours: 4

Total study hours: 56 (40hrs Self-directed + 4hrs Research + 12hrs Specific Assignments)

Language of instruction: English

Pre-requisites	N/A
Co-requisites	N/A
Prohibited Combinations	N/A

COURSE OVERVIEW

This course will prepare students to understand and apply ethical decision-making models within an organizational management model. These models will introduce students to ethical skills, vocabulary, and other tools necessary to behave in an ethical manner, not only within organizations but in society at large.

This course also aims to provide students with solid skills to know and deal with the fundamentals of ethics. They are enabled to analyze business, social and environmental issues that are relevant to the development of Corporate Social Responsibility and sustainable business practices. The course focuses on the CSR practices of Multinational Corporations (MNCs), the challenges and opportunities of acting responsibly in the arena often called “the global village”. It also assesses the role of small and medium-sized enterprises (SMEs) in acting responsibly in a highly competitive environment. It discusses government strategies to attract Foreign Direct Investment (FDI) and the dilemmas these present for responsible business practice and the complex interactions between stakeholders, firms, and government.

The course provides a comprehensive introduction to ethical considerations in business. Students are enabled to develop a deeper understanding of how to act responsibly towards all business stakeholders while, at the same time, not neglecting the firm’s profitability. The course will discuss models of how CSR can create a sustainable ROI for companies. Students are encouraged to gain awareness of the interconnectedness of organizations and nations in a globalized world and how their actions as managers will affect different stakeholders, nations and the world as a whole.

LEARNING OBJECTIVES AND OUTCOMES

When the course is complete students should be able to:

1. Understand the scope and content of ethical theory (including its limitations) and its relevance for diverse institutional and operational business contexts
2. Apply the theoretical precepts of ethical theory in order to evaluate real-life situations, clarify ethical alternatives, articulate associated moral values and explain techniques of moral reasoning
3. Appreciate the significance of corporate governance in shaping the values and practices of an organisation and articulate complex issues in corporate governance under local and global settings
4. Assess of the content and objectives of corporate social responsibility policies while discussing current ethical questions, economic, social and environmental policy frameworks in which CSR takes place

5. Understand the relevance of ethical reasoning to one's own professional career and to be aware of the constraints that organisational life can sometimes place on moral self-determination.
6. Demonstrate a greater awareness of cross-cultural variations in assessing moral issues through case based discussions with other members of learning groups.
7. Identify critical issues of CG and CSR, including corporate ownership structures, transparency, board practices, CSR strategy formulation and implementation, and their impact on different stakeholders
8. Know how to integrate management control issues with corporate governance as a firm-specific objective to achieve superior company performance and greater accountability

The course provides a comprehensive introduction to ethical considerations in business. Students are enabled to develop a deeper understanding of how to act responsibly towards all business stakeholders while, at the same time, not neglecting the firm's profitability. The course will discuss models of how CSR can create a sustainable ROI for companies. Students are encouraged to gain awareness of the interconnectedness of organizations and nations in a globalized world and how their actions as managers will affect different stakeholders, nations and the world as a whole.

1. Introduction to Business Ethics and Corporate Social Responsibility

- Introduction to Ethics and CSR
- The Pro's and Con's
- Corporate Citizenship
- Social responsiveness and performance

2. Theory of Ethics

- Ethical egoism and subjectivism
- Cultural relativism
- Theory and practice

3. Environmental Ethics

- Approaches to environmental issues
- Opposition to green environmentalism
- Sustainable development
- ROI of sustainable environmental

4. Ethical Decision-Making

- The behavioural complex affecting ethical decision-making
- Models of ethical decision-making
- Factors affecting ethical decision-making

5. CSR and Ethics in a Global Context

- Global business activity and practice
- Operating in conflict zones
- Bottom-of-the Pyramid – doing business in poverty markets
- Corruption and its impact on the national and global economy

6. Governing organisations

- Defining corporate governance
- Key features of governance
- National and international dimensions of governance
- Shareholding, ownership and control
- Employee representation
- Boards of directors

7. Auditing and Reporting Social Performance

- Voluntary initiatives
- Voluntary codes
- Social accounting
- Drivers for social and environmental reporting
- Principles on report content

8. Managing Ethics Internally

- Managing corporate ethics
- Corporate values & culture
- Compliance groups
- Ethical change management

9. Environmental Responsibility

- Framing the link between business and the environment
- Principles: responsibility and precaution
- Context: social, political, and legal aspects
- Solutions to environmental problems
- Environmental measurement and management

Learning Outcomes: On successful completion of the course the candidate will be able to:		Assessed in this module?	A	B	C	D
L1	Understand the scope and content of ethical theory (including its limitations) and its relevance for diverse institutional and operational business contexts	Yes 1, 3, 4, 5	x	x		x
L2	Apply the theoretical precepts of ethical theory in order to evaluate real-life situations, clarify ethical alternatives, articulate associated moral values and explain techniques of moral reasoning.	Yes 1, 2, 3, 4, 5	x	x	x	x
L3	Appreciate the significance of corporate governance in shaping the values and practices of an organisation and articulate complex issues in corporate governance under local and global settings.	Yes 1, 2, 3, 4, 5	x	x	x	x
L4	Assess of the content and objectives of corporate social responsibility policies while discussing current ethical questions, economic, social and environmental policy frameworks in which CSR takes place.	Yes 1, 3, 4, 5	x	x		x
L5	Understand the relevance of ethical reasoning to one's own professional career and to be aware of the constraints that organisational life can sometimes place on moral self-determination.	Yes 1, 2, 3, 4, 5	x	x		x
L6	Demonstrate a greater awareness of cross-cultural variations in assessing moral issues through case-based discussions with other members of learning groups.	Yes 1, 2, 3, 4, 5	x	x	x	x
L7	Identify critical issues of CG and CSR, including corporate ownership structures, transparency, board practices, CSR strategy formulation and implementation, and their impact on different stakeholders.	Yes 1, 2, 3, 4, 5	x	x	x	x
L8	Know how to integrate management control issues with corporate governance as a firm-specific objective to achieve superior company performance and greater accountability	Yes 1, 2, 3, 4, 5	x	x	x	x

A – Knowledge and Understanding B – Intellectual Skills C – Practical Skills D -Transferable Skills

Assessments.

35% - Classwork (review questions, homework, essay, and other related activities)

5% - Merits

60% - Final Exam

BIBLIOGRAPHY

- Boylan, M. (2000). *Business Ethics*. Pearson.
- Post, J.E., Lawrence, A.T. Weber, J. (2001). *Business and Society, Corporate Strategy, Public Policy, Ethics*, McGraw Hill.
- Recommended articles are available on Moodle, listed under each session.

CORE COURSE

CODE: MBA 104 - STATISTICS AND DATA ANALYSIS

COURSE DETAILS

Course level: Graduate
Course category: Core Course
Course credits: 4
Course duration: 10 weeks
Total contact hours: 30 (10hrs Lectures + 20hrs Discussion Forums)
Total exam hours: 4
Total study hours: 76 (40hrs Self-directed + 36hrs Research)
Language of instruction: English

Pre-requisites	N/A
Co-requisites	N/A
Prohibited Combinations	N/A

COURSE OVERVIEW

This course aims to equip MBA students with the relevant mathematical tools to be used in business situations. The objective is that students are able to formulate, analyse and implement a quantitative model to support a business decision. The lectures will describe various concepts in the areas of probability, statistics and calculus to be used in a variety of business cases in the following areas: finance, marketing, operations, human resources and project management. The course will give students the opportunity to solve real cases, which will require the use of IT programs and applications.

TOPIC OUTLINE

1. Fundamentals of Statistics. Data Analysis. Measures of central location and dispersion
2. Introduction to probability and probability distributions.
3. Introduction to regression analysis
4. Multiple regression analysis and analysis of results
5. Advanced regression analysis: Relaxing some classical assumptions
6. Decision Analysis
7. Financial Mathematics
8. Linear Programming. The Basics
9. Linear Programming. Application to management problems

LEARNING OUTCOMES.

1. Obtain an appreciation for the breadth of statistical applications in business.
2. Learn how to construct and interpret summarization procedures for quantitative and qualitative data.
3. Learn how to use probability information in the decision making process.
4. Understand the importance of sampling and how results from samples can be used to make inferences about population parameters.
4. Learn how to construct and interpret interval estimate of a population mean.
5. Learn how to formulate and test hypotheses about a population mean.
6. Understand how regression analysis can be used to develop an equation that estimates how two variables are related.
7. Learn how the analysis of variance procedure can be used to determine if means of more than two populations are equal.
8. Hypothesis testing: Single population, two populations, z-test, t-test, one-tailed and two-tailed tests, chi-square tests, F-test for the variances, analysis of variance (ANOVA), and regression analysis.
9. Understand the role that statistical data analysis plays in managerial decision making process.
10. Learn how to use statistical software for computations,

Learning Outcomes: On successful completion of the course the candidate will be able to:		Assessed in this module?	A	B	C	D
L1	Obtain an appreciation for the breadth of statistical applications in business.	YES	X	X		X
L2	Learn how to construct and interpret summarization procedures for quantitative and qualitative data.	YES	X		X	X
L3	Learn how to use probability information in the decision making process, Hypothesis testing: Single population, two populations, z-test, t-test, one-tailed and two-tailed tests, chi-square tests, F-test for the variances, analysis of variance (ANOVA), and regression analysis.	YES	X	X	X	X
L4	Understand the role that statistical data analysis plays in managerial decision making process,	NO	X	X		X
L5	Understand how regression analysis can be used to develop an equation that estimates how two variables are related, Learn how to use statistical software for computations.	YES	X	X	X	

A – Knowledge and Understanding B – Intellectual Skills C – Practical Skills D – Transferable Skills

Assessments.

55% - Classwork (review questions, homework, essay, and other related activities)

5% - Merits

40% - Final Exam

BIBLIOGRAPHY

Bibliography: TBD

- QUANTITATIVE METHODS FOR BUSINESS / Anderson, David Ray ; Sweeney, Dennis J ; Williams, Thomas Arthur. -- Cincinnati, Ohio: South-Western College Pub.

- STATISTICS / Hays, William L. -- Fort Worth: Harcourt Brace College
- STATISTICAL THINKING (Improving Business Performance) / Roger Hoerl and Donald D. Snee, Duxbury (Thomson Learning)
- APPLIED SIMULATION MODELING / Seils, Ceric and Tadikamalla, Duxbury Applied Series (Thomson Learning)
- MAKING HARD DECISIONS / Robert T. Clemen and Terence Reilly, Duxbury (Thomson Learning).
- DATA ANALYSIS & DECISION MAKING WITH MICROSOFT EXCEL, Al-bright, Winston and Zappe, (Thomson-Duxbury).

CORE COURSE

CODE: MBA 105 - BUSINESS LAW SEMINAR

COURSE DETAILS

Course level: Graduate

Course category: Core Course

Course credits: 2

Course duration: 10 weeks

Total contact hours: 20 (10hrs Lectures + 10hrs Discussion Forums)

Total exam hours: 2

Total study hours: 28 (20hrs Self-directed + 2hrs Research + 6hrs Specific Assignments)

Language of instruction: English

Pre-requisites	N/A
Co-requisites	N/A
Prohibited Combinations	N/A

COURSE OVERVIEW

The seminar is designed to introduce students to some of the legal topics they are likely to encounter in their future management careers and give them an opportunity to understand the meaning of some key concepts as well as developing some basic legal skills.

The objective is not to learn in detail all the applicable rules in any given area of the law, but rather to explore some of those most relevant to global companies, acquiring a solid foundation in them.

COURSE AND LEARNING OBJECTIVES

1. Demonstrate the relationship between law and business activity by developing in students an awareness of legal principles involved in business transactions.
2. Provide students with a basic understanding of substantive law in the area of contracts.
3. Develop students' skills in analytical thinking and logical reasoning as a technique for making law based decisions.
4. Provide students with an understanding of conflict resolution from an international perspective.
5. Provide students with knowledge of the key legal issues in developing business from an international perspective.
6. Develop an understanding of the legal and business considerations when evaluating the different business structures available for expansion.
7. Gain knowledge of the specific legislation and business practices to be aware of when carrying out business within the EU and China.

On completion of the course the students will be able to:

1. Understand the relationship between law and business.
2. Recognise the key elements of a valid contract and have a basic understanding of how to draft one.
3. Determine the points to be covered in an international sale of good contract from both a practical and legal perspective.
4. Evaluate the key points when deciding on which business structure to choose in a process of internationalisation.

5. Draft a letter of intent / memorandum of understanding.
6. Understand the need to ensure compliance with EU legislation and the steps to do so.
7. Recognise the legal requirements to be met to enter into the Chinese market

Learning Outcomes: On successful completion of the course the candidate will be able to:		Assessed in this module?	A	B	C	D
L1	Demonstrate a critical understanding of the principle theories, concepts and principles.	Yes	X	X		
L2	In using a significant range of the principal specialised skills, techniques, practices and/or materials associated with the subject/discipline/sector.	Yes			X	
L3	Critically review, consolidate and extend knowledge, skills, practices and thinking in a subject/discipline/sector	Yes	X	X	X	X
L4	Communicate, using appropriate methods, to a wide range of audiences with different levels of expertise / knowledge.				X	
L5	Work in a peer relationship with specialist practitioners					

A – Knowledge and Understanding B – Intellectual Skills C – Practical Skills D – Transferable Skills

Assessments.

45% - Classwork (review questions, homework, essay, and other related activities)

5% - Merits

55% - Final Exam

BIBLIOGRAPHY

- Liuzzo, A and Calhoun Hughes, R (2019). *Essentials of Business Law*. McGraw Hill.
- Kubasek, N. & al. (2020). *Dynamic Business Law*. 5th Edition. McGraw Hill.
- Recommended articles are available on Moodle, listed under each session.

CORE COURSE

CODE: MBA 200 - INTERNATIONAL MARKETING

COURSE DETAILS

Course level: Graduate
Course category: Core Course
Course credits: 4
Course duration: 10 weeks
Total contact hours: 30 (10hrs Lectures + 20hrs Discussion Forums)
Total exam hours: 4
Total study hours: 76 (40hrs Self-directed + 36hrs Research)
Language of instruction: English

Pre-requisites	N/A
Co-requisites	N/A
Prohibited Combinations	N/A

COURSE OVERVIEW

LEARNING OBJECTIVE AND OUTCOME

This course intends to provide an experienced-based approach to marketing theory and its practical application. The course is designed to enable the students to learn the basics of marketing. Topics of the syllabus shall be addressed and discussed from an application-oriented perspective.

LEARNING OUTCOME

At the end of the course the student will be able to:

- Analyze the role of marketing in world markets in the complex global competitive environment landscape.
- Contrast and examine the complex business environment from political, cultural, legal, technological, and economical angles and industry perspectives.
- Critically evaluate and formulate marketing strategies in the international context.
- Assess the interdependence between marketing and sales strategies.
- Examine and evaluate the basic principles, objectives, and issues when developing international channels of distribution

Unit I

Core Concepts of Marketing:

Concept, Meaning, definition, nature, scope and importance of marketing, Goods – Services Continuum, Product, Market, Approaches to Marketing – Product – Production - Sales – Marketing – Societal – Relational. Concept of Marketing Myopia, Holistic Marketing Orientation, Customer Value, Adapting marketing to new liberalised economy - Digitalisation, Customisation, Changing marketing practices

Unit II

Market Analysis and Selection:

Nature and Contents of Marketing Plan, Marketing environment, Controllable and Uncontrollable factors effecting marketing decisions, Analyzing latest trends in Political, Economic, Socio-cultural and Technical Environment, Concept of Market Potential & Market Share, Concept, Characteristics of consumer and organizational markets,

Buyer Behaviour, 5 step Buyer decision process

Meaning and concept of market segmentation, Bases for market segmentation, Types of market segmentation, Effective segmentation criteria, Evaluating & Selecting, Target Markets, Concept of Target Market, Positioning and differentiation strategies, Concept of positioning – Value Proposition & USP, Marketing Information System, Strategic marketing planning and organization.

Unit III

Product Decision- Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labelling; Product life cycle – strategic implications; New product development and consumer adoption process.

Unit IV

Price Decision- Concept, and Meaning of Price and Pricing, Significance of Pricing Decision, Factors affecting price determination; Pricing Methods and Techniques, Pricing policies and strategies; Discounts and rebates.

Unit V

Place Decision- Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions, Marketing channel system - Functions and flows; Channel design, Channel management - Selection, Training, Motivation and evaluation of channel members; Promotion Decision- Communication Process; Promotion mix – advertising, personal selling, sales promotion, publicity and public relations; Media selection; Advertising effectiveness; Sales promotion – tools and techniques.

Learning Outcomes: On successful completion of the course the candidate will be able to:		Assessed in this module?	A	B	C	D
L1	Analyze the role of marketing in world markets in the complex global competitive environment landscape.	Yes	x	x	x	X
L2	Contrast and examine the complex business environment from political, cultural, legal, technological, and economical angles and industry perspectives.	Yes	x	x	x	
L3	Critically evaluate and formulate marketing strategies in the international context.	Yes	x	x		X
L4	Assess the interdependence between marketing and sales strategies.	Yes	X	x	x	x
L5	Examine and evaluate the basic principles, objectives, and issues when developing international channels of distribution .	Yes	x	x	x	x

A – Knowledge and Understanding B – Intellectual Skills C – Practical Skills D – Transferable Skills

Assessments.

55% - Classwork (review questions, homework, essay, and other related activities)

5% - Merits

40% - Final Exam

BIBLIOGRAPHY

- Cateora, P., Gilly, M. & Graham, J. (2011). International Marketing, 15th edition.
- Keegan and Green, Global Marketing 8th Edition eBook, McGraw-Hill.

CODE: MBA 201 - ENTREPRENEURSHIP AND INNOVATION MANAGEMENT

COURSE DETAILS

Course level: Graduate
Course category: Core Course
Course credits: 4
Course duration: 10 weeks
Total contact hours: 30 (10hrs Lectures + 20hrs Discussion Forums)
Total exam hours: 4
Total study hours: 76 (40hrs Self-directed + 36hrs Research)
Language of instruction: English

Pre-requisites	N/A
Co-requisites	N/A
Prohibited Combinations	N/A

COURSE OVERVIEW

Technological innovation is increasingly the source of sustainable competitive advantage for firms around the world. However, building an organization to successfully and repeatedly bring technological innovations to market is a daunting managerial challenge. In this course we examine the practices and processes that managers use to manage innovation effectively including:

- The processes used to create and exploit innovations along the technology, market and strategy dimensions.
- Moving innovations from idea to market.
- The structures and incentives organizations must put into place to effectively allow talented individuals (from different functions) to execute innovation processes.
- The strategies that a firm must consider to most effectively exploit the value of their innovation, including choosing which ideas to pursue and developing innovation platforms that incorporate multiple product options, portfolios and standards.
- The processes, structures and strategies for exploring, executing and exploiting innovations that established firms can use to renew their innovation foundations in the face of potentially disruptive innovations.

LEARNING OUTCOMES

By completion of the course, you will have:

1. Introduction to Technological Innovation
 - Sources of innovation,
 - Types & patterns of innovation
 - Radical versus incremental innovation
 - S-curves of product development and consumer uptake,
 - Learning curve,
 - Entry timing,
 - Methods of assessing & ranking innovation projects
2. Management strategies & Company Structure for innovation such.
 - R&D teams, organizational structures and incentive to innovate,
 - Portfolio management,

- Idea generation processes
- The challenges of innovation in large and small firms;

3. Choosing, protecting & exploiting innovations;

- Innovation Funnel & Stage Gate Process,
- Patents
- Complimentary Platforms
- Economics
- Product Launch

4. Innovation Case Studies and Analysis

- Studying examples of successful innovation.
 1. Culture
 2. Success factors
- Identification & evaluation of poor innovative performance
- Compare and contrast innovation difficulties and advantages in small & large firms

Learning Outcomes: On successful completion of the course the candidate will be able to:		Assessed in this module?	A	B	C	D
L1	Describe sources, types & patterns of innovation SCQF Level 11 characteristics 1	Yes	X	x		
L2	Understands the different strategies and structures companies use to promote innovation. Can weigh the pros & cons of each structure and understands why different companies may choose different structures. SCQF Level 11 characteristics 1, 2, 3	Yes	x	x	x	
L3	Understands factors that contribute towards successful innovations. Able to work within a team to analyses and rank innovation options, understanding how outcome uncertainty may affect group decision making SCQF Level 11 characteristics 1, 2, 3, 4, 5	Yes	X	X	X	x
L4	Analyze case studies of innovation in firms and be able to critically discuss the pros and cons of the strategies used. SCQF Level 11 characteristics 1, 2, 3,	Yes	X	X		x
L5	Recognize and understand the key errors and traps in pursuing new innovations. SCQF Level 11 characteristics. 1, 2, 3	Yes	x	x		

A – Knowledge and Understanding B – Intellectual Skills C – Practical Skills D – Transferable Skills

Assessments.

55% - Classwork (review questions, homework, essay, and other related activities)

5% - Merits

40% - Final Exam

BIBLIOGRAPHY

- Kathleen R. Allen, Launching New Ventures: An Entrepreneurial Approach, 6 th ed. (SouthWestern/Cengage, 2012)
- Eric Ries, The Lean Startup (Crown Business, 2011)

CODE: MBA 202 - ADVANCED MANAGERIAL ACCOUNTING

COURSE DETAILS

Course level: Graduate
Course category: Core Course
Course credits: 4
Course duration: 10 weeks
Total contact hours: 30 (10hrs Lectures + 20hrs Discussion Forums)
Total exam hours: 4
Total study hours: 76 (40hrs Self-directed + 36hrs Research)
Language of instruction: English

Pre-requisites	MBA 102 FINANCIAL ACCOUNTING AND REPORTING MBA 104 STATISTICS AND DATA ANALYSIS
Co-requisites	N/A
Prohibited Combinations	N/A

COURSE OVERVIEW

This course is an intensive introduction to the preparation and interpretation of financial information for investors (external users) and managers (internal users) and to the use of financial instruments to support system and project creation. The course adopts a decision-maker perspective on accounting and finance with the goal of helping students develop a framework for understanding financial, managerial, and tax reports. Also, we will see how cost-volume-profit relationships and incremental analysis provide managers the information to support their decision-making. Issues such as accounting for responsibility centers and transfer pricing will also be introduced.

LEARNING OUTCOMES:

After studying all materials and resources presented in the course, the student will be able to:

1. Identify the role and scope of financial and managerial accounting and the use of accounting information in the decision making process of managers.
2. Define operation and capital budgeting, and explain its role in planning, control and decision making.
3. Prepare an operating budget, identify its major components, and explain the interrelationships among its various components.
4. Explain methods of performance evaluation.
5. Use appropriate financial information to make operational decisions.
6. Demonstrate use of accounting data in the areas of product costing, cost behavior, cost control, and operational and capital budgeting for management decisions.

TOPIC OUTLINE

1. Introduction to Financial Accounting
2. Assets and Liabilities
3. Financial Statement Analysis

4. Review and Exercises
5. Midterm Exam
6. Management Accounting
7. Cost-Volume-Profit Analysis
8. Incremental Analysis
9. Responsibility Accounting and Transfer Pricing

Learning Outcomes: On successful completion of the course the candidate will be able to:		Assessed in this module?	A	B	C	D
L1	Identify the role and scope of financial and managerial accounting and the use of accounting information in the decision making process of managers.	NO	x	x		
L2	Define operation and capital budgeting, and explain its role in planning, control and decision making.	NO	x	x		
L3	Prepare an operating budget, identify its major components, and explain the interrelationships among its various components.	YES		x	x	x
L4	Explain methods of performance evaluation.	YES		x	x	x
L5	Use appropriate financial information to make operational decisions. Demonstrate use of accounting data in the areas of product costing, cost behavior, cost control, and operational and capital budgeting for management decisions.	YES			x	x

A – Knowledge and Understanding B – Intellectual Skills C – Practical Skills D – Transferable Skills

Assessments.

55% - Classwork (review questions, homework, essay, and other related activities)

5% - Merits

40% - Final Exam

BIBLIOGRAPHY

- Burns, Quinn, Warren, and Oliveira (2013). Management Accounting, McGraw-Hill.
- Horngren, C., A. Bhimani, S. Datar and G. Foster (2008). Management and Cost Accounting, Prentice-Hall.
- Anthony, Govindarajan, Hartmann, Kraus and Nilsson (2014). Management Control Systems, McGraw-Hill.
- Zimmerman (2013). Accounting for Decision-making and Control, McGraw-Hill.

CODE: MBA 203 - THE GLOBAL ECONOMY

COURSE DETAILS

Course level: Graduate
Course category: Core Course
Course credits: 4
Course duration: 10 weeks
Total contact hours: 30 (10hrs Lectures + 20hrs Discussion Forums)
Total exam hours: 4
Total study hours: 76 (40hrs Self-directed + 36hrs Research)
Language of instruction: English

Pre-requisites	N/A
Co-requisites	N/A
Prohibited Combinations	N/A

COURSE OVERVIEW

Global Economics aims to teach MBA students the basic principles in Economics to be used in managerial situations. The objective is that students can use this knowledge to make the right economic decision in each situation. The course assumes that students have previously done courses in general economics and microeconomics. The course will give students the opportunity to apply this knowledge to real business cases

COURSE OBJECTIVES

- To understand globalization and regionalization processes, their main characteristics and their impact in the world economy.
- To contrast the advantages/disadvantages of different Government policies.
- To understand how the market structures work.
- To be able to compare free trade vs. trade policies, both from a theoretical perspective and in policy terms.
- To discover the strategies available to Transnational Corporations (TNCs), how, where and when to enter foreign markets; and the impact of TNCs in home and host economies.

LEARNING OUTCOMES

- Distinguish various conceptualizations and theories of the (economic) globalization phenomenon.
- Analyze global trade and finance governance structures and assess their policies and role in a global economy.
- Examine strategies and techniques of trans-national corporations in a global economy.
- Determine the key issues and future challenges for the globalized world economy of the 21st century.
- Identify causes and consequences of change in international labor, trade and financial flows.
- Recognize the underpinnings of the global financial system.
- Debate the causes and policy actions surrounding economic crises.

TOPIC OUTLINE

1. Demand and Supply
 - Demand function
 - Supply function
 - Market equilibrium
 - Elasticities
2. Production and Costs
 - Production function
 - Costs in the short and long run
3. Government Policies and Market Imperfection
 - Minimum and maximum prices
 - Taxes
 - Subsidies and Quotas
4. Market Structures
 - Perfect competition
 - Monopoly,
 - Monopolistic competition & oligopoly
5. Basic Macroeconomic Concepts
 - GDP, GDP deflator
 - Inflation
 - Nominal and Real Interest Rates
 - Unemployment
6. Closed Economy
 - Model of the Closed Economy
 - Equilibrium in the Market
7. Open Economy
 - Model of the Open Economy
 - Equilibrium in the Market
8. Economic Growth
 - Solow Model

Learning Outcomes: On successful completion of the course the candidate will be able to:		Assessed in this module?	A	B	C	D
L1	Distinguish various conceptualizations and theories of the (economic) globalization phenomenon.	NO	X	X		
L2	Analyze global trade and finance governance structures and assess their policies and role in a global economy.	YES	X	X	X	X
L3	Examine strategies and techniques of trans-national corporations in a global economy.	YES		X	X	X
L4	Determine the key issues and future challenges for the globalized world economy of the 21st century, Identify causes	YES	X	X		

	and consequences of change in international labor, trade and financial flows.					
L5	Debate the causes and policy actions surrounding economic crises, Recognize the underpinnings of the global financial system..	NO	X	X		

A – Knowledge and Understanding B – Intellectual Skills C – Practical Skills D – Transferable Skills

Assessments.

55% - Classwork (review questions, homework, essay, and other related activities)

5% - Merits

40% - Final Exam

BIBLIOGRAPHY

- Vonnegut, A. (2018). *Inside the Global Economy, A practical guide*. United Kingdom: Rowman & Littlefield.
- NYU Stern Department of Economics. (2016). *The Global Economy*. USA: New York University's Center for Global Economy and Business.
- Pugel, T. (2020) *International Economics*. 17th Edition, McGraw Hill.
- Recommended articles are available on Moodle, listed under each session.

CODE: MBA 204 - GLOBAL STRATEGIC MANAGEMENT

COURSE DETAILS

Course level: Graduate
Course category: Core Course
Course credits: 4
Course duration: 10 weeks
Total contact hours: 30 (10hrs Lectures + 20hrs Discussion Forums)
Total exam hours: 4
Total study hours: 76 (40hrs Self-directed + 36hrs Research)
Language of instruction: English

Pre-requisites	N/A
Co-requisites	N/A
Prohibited Combinations	N/A

COURSE OVERVIEW

The course emphasizes the value and process of strategic management. In addition to familiarizing students with new subject matter, students are expected to integrate and apply their prior learning to strategic decision making in organisations. The Strategic Management course is designed to explore an organisation's vision, mission, examine principles, techniques and models of organisational and environmental analysis, discuss the theory and practice of strategy formulation and implementation such as corporate governance and business ethics for the development of effective strategic leadership.

LEARNING OBJECTIVES

Upon completion of the course, students should be able to:

- Demonstrate systematic understanding of areas which are fundamental to the development of successful strategy in the global context and a critical awareness of the effects of organisational context, structure and culture on global strategy implementation for innovation, creation and growth of new ventures, and sustainable organisational performance.
- Integrate global strategic thinking into the holistic management of a multinational organisation
- Critically analyse the complexity and the interconnections between various dimensions of multinational enterprises engaged in international activities such as international finance and accounting, international HRM, ethics, sustainability and government-business relations
- Demonstrate an ability to assess the complexities of strategic decision making and effectively play their part in managing resources across national boundaries

COURSE CONTENT

UNIT I

Introduction, Strategic Management, Business Policy, Corporate Strategy, Basic Concept of Strategic Management, Mission, Vision, Objectives, Impact of globalization, Basic Model of Strategic Management, Strategic Decision Making.

UNIT II

Impact of Internet and E-Commerce, Role of Strategic Management in Marketing, Finance, HR and Global Competitiveness.

Environmental Scanning, Industry Analysis, Competitive Intelligence ETOP Study, OCP, SAP Scanning,

UNIT III

Corporate Analysis, Resource based approach, Value-Chain Approach, Scanning Functional Resources, Strategic Budget and Audit.

SWOT Analysis, TOWS Matrix, Various Corporate Strategies: Growth/ Expansion, Diversification, Stability, Retrenchment & Combination Strategy.

UNIT IV

Process of Strategic Planning, Stages of corporate development, Corporate Restructuring, Mergers & Acquisitions, Strategic Alliances, Portfolio Analysis, Corporate Parenting, Functional Strategy, BCG Model, GE 9 Cell, Porters Model: 5 Force and Porters Diamond Model, Strategic Choice.

UNIT V

Strategy Implementation through structure, through Human Resource Management: through values and ethics.

Mc Kinsey's 7S Model, Organization Life Cycle, Management and Control, Activity based Costing, Strategic

Information System.

Case Study related to the Entire Syllabus.

Learning Outcomes: On successful completion of the course the candidate will be able to:		Assessed in this module?	A	B	C	D
L1	Demonstrate systematic understanding of areas which are fundamental to the development of successful strategy in the global context and a critical awareness of the effects of organisational context, structure and culture on global strategy implementation for innovation, creation and growth of new ventures, and sustainable organisational performance.	NO	X	X		
L2	Integrate global strategic thinking into the holistic management of a multinational organisation	NO	X	X	X	
L3	Critically analyse the complexity and the interconnections between various dimensions of multinational enterprises engaged in international activities such as international finance and accounting, international HRM, ethics, sustainability and government-business relations	YES	X	X	X	X
L4	Demonstrate an ability to assess the complexities of strategic decision making and effectively play their part in managing resources across national boundaries	YES	X	X	X	X

A – Knowledge and Understanding B – Intellectual Skills C – Practical Skills D – Transferable Skills

Assessments.

55% - Classwork (review questions, homework, essay, and other related activities)

5% - Merits

40% - Final Exam

BIBLIOGRAPHY

- Jones, M. (2011) Creative accounting, fraud and international accounting scandals.
- Wiley. Mallin, C. (2010) Corporate Governance, 2nd edition. OUP.
- Gray, R., & Bebbington, J. (2001) Accounting for the Environment.
- Sage Griffiths, I. (1995) New Creative Accounting: how to make to profits what you want them to be.
- Perks, R. (1995) Accounting and Society.
- Hoskisson, Hitt, Ireland & Harrison. Competing for Advantage (3rd ed.). Cengage.
- Barney, Jay B. Gaining and Sustaining Competitive Advantage. FOURTH Edition. Prentice-Hall, NJ.

CORE COURSE

CODE: MBA 205 - COMMUNICATION SKILLS SEMINAR

COURSE DETAILS

Course level: Graduate

Course category: Core Course

Course credits: 1

Course duration: 5 weeks

Total contact hours: 10 (5hrs Lectures + 5hrs Discussion Forums)

Total exam hours: 1

Total study hours: 15 (10hrs Self-directed + 2hrs Research + 3hrs Specific Assignments)

Language of instruction: English

Pre-requisites	N/A
Co-requisites	N/A
Prohibited Combinations	N/A

COURSE OVERVIEW

The seminar is designed to provide a comprehensive overview of organizational communications and enable to effectively create communications strategies including the construction of messages. The course will focus on developing the skills required to effectively create communications strategies aimed to improve the management of organizations.

COURSE AND LEARNING OBJECTIVES

1. Demonstrate critical and innovative thinking.
2. Display competence in oral, written, and visual communication.
3. Apply communication theories.
4. Show an understanding of opportunities in the field of communication.
5. Use current technology related to the communication field.
6. Respond effectively to cultural communication differences.
7. Communicate ethically.
8. Demonstrate positive group communication exchanges.

The seminar will have the following outline:

Introduction to Organizational Communication; Business Communication, Communication in Business; Decision-making, Motivation, Feedback and Conflict Management; Strategic Organizational Communication: case studies; Internal Communications Campaigns; Alignment in times of Change and Crisis; Organizational Communication in the Future

Learning Outcomes: On successful completion of the course the candidate will be able to:		Assessed in this module?	A	B	C	D
L1	Demonstrate critical and innovative thinking.	YES	X	X		
L2	Display competence in oral, written, and visual communication; Apply communication theories.	YES	X	X		X
L3	Show an understanding of opportunities in the field of communication; Use current technology related to the communication field.	NO	X	X	X	X
L4	Respond effectively to cultural communication differences; Communicate ethically.	NO	X	X	X	X
L5	Demonstrate positive group communication exchanges.	YES	X	X	X	X

A – Knowledge and Understanding B – Intellectual Skills C – Practical Skills D – Transferable Skills

Assessments.

45% - Classwork (review questions, homework, essay, and other related activities)

5% - Merits

55% - Final Exam

BIBLIOGRAPHY

- The Social Styles Handbook: Adapt Your Style to Win Trust (Wilson Learning Library), by Tom Kramlinger
- HBR Guide to Better Business Writing, by Bryan A. Garner
- Crucial Conversations: Tools for Talking When Stakes Are High, by Kerry Patterson & Joseph Grenny

CORE COURSE

CODE: MBA 300 - OPERATIONS MANAGEMENT

COURSE DETAILS

Course level: Graduate
Course category: Core Course
Course credits: 4
Course duration: 10 weeks
Total contact hours: 30 (10hrs Lectures + 20hrs Discussion Forums)
Total exam hours: 4
Total study hours: 76 (40hrs Self-directed + 36hrs Research)
Language of instruction: English

Pre-requisites	N/A
Co-requisites	N/A
Prohibited Combinations	N/A

COURSE OVERVIEW

LEARNING OBJECTIVE

The course is designed to make the students familiar with different types of Production, plant layout and material handling, operations planning and control, inventory management, quality management etc. and to acquaint them with appropriate tools and techniques needed for understanding the operational situation and also understanding the logistics management.

LEARNING OUTCOME

At the end of the course the students will be able to:

- Gaining an appreciation of the strategic importance of operations and supply chain management in a global business environment
- Be able to describe the impact of operations and supply chain management on other functions within a firm, as well as on the competitive position of the firm
- Developing a working knowledge of the concepts and methods related to designing and managing operations and to create value along the supply chain.
- Learning a skill set for continuous improvement
- Enable learners to recognise the role of technology & strategy in operations management

Unit –I

Operations Management – An overview, Definition of production and operations management, Production Cycle, Classification of operations, New Product Development, Product Design, Plant Location, Layout Planning

Unit –II

Forecasting as a planning tool, Forecasting types and methods, Exponential smoothening, Measurement of errors, Monitoring and Controlling forecasting models, Box- Jenkins Method. Productivity and Work study, Method study, Work Measurement.

Basic Concept & Philosophy of Supply Chain Management; Essential features, Various flows (cash, value and information)

Unit-III

Recent Issues in SCM : Role of Computer / IT in Supply Chain Management, CRM Vs SCM, Benchmarking concept, Features and Implementation, Outsourcing-basic concept, Value Addition in SCM-concept of demand chain management.

Production Planning techniques, Routing Decisions, Line of Balance, Scheduling types & principles, master production schedule.

Unit-IV

Inventory Management – Objectives, Factors, Process, Inventory control techniques- ABC, VED, EOQ, SED,FSN analysis. Basic concepts of quality, dimensions of quality, Juran’s quality trilogy, Deming’s 14 principles, PDCA cycle, Quality circles, Quality improvement and cost reduction- 7QC tools and 7 new QC tools, ISO 9000-2000 clauses, coverage QS 9000 clauses, coverage. Six Sigma, Total Productive Maintenance (TPM)

Unit-V

Logistics Management: Logistics as part of SCM, Logistics costs, different models, logistics sub-system, inbound and outbound logistics, bullwhip effect in logistics, Distribution and warehousing management. *Purchasing & Vendor management*: Centralized and Decentralized purchasing, functions of purchase department and purchase policies. Use of mathematical model for vendor rating / evaluation, single vendor concept, management of stores, accounting for materials.

Learning Outcomes:

Gaining an appreciation of the strategic importance of operations and supply chain management in a global business environment .Understand how operations relates to other business functions.

Being able to describe the impact of operations and supply chain management on other functions within a firm, as well as on the competitive position of the firm. Being aware of the global nature of operations and the complexity of supply chains.

Developing a working knowledge of the concepts and methods related to designing and managing operations and to create value along the supply chain. The basic steps involved in bringing a product/service to market from its design through production and delivery.

Learning a skill set for continuous improvement: The ability to conceptualize how systems are interrelated, to organize activities effectively, to analyze processes critically, to make decisions based on data, and to push for continual process improvement.

Enable learners to recognise the role of technology & strategy in operations management

Learning Outcomes:		Assessed in this module?	A	B	C	D
L1	Gaining an appreciation of the strategic importance of operations and supply chain management in a global business environment	Yes 1, 2, 3, 4, 5	x	x	x	x
L2	Being able to describe the impact of operations and supply chain management on other functions within a firm, as well as on the competitive position of the firm	Yes 1, 2, 3	x	x		

L3	Developing a working knowledge of the concepts and methods related to designing and managing operations and to create value along the supply chain.	Yes 1, 2	x	x		
L4	Learning a skill set for continuous improvement	Yes 3, 5	x	x		x
L5	Enable learners to recognise the role of technology & strategy in operations management	Yes 4, 5	x	x	x	x

A – Knowledge and Understanding B – Intellectual Skills C – Practical Skills D – Transferable Skills

Assessments.

55% - Classwork (review questions, homework, essay, and other related activities)

5% - Merits

40% - Final Exam

BIBLIOGRAPHY

- The Goal by Goldratt and Cox. North River Press, 3rd edition, 2004
- Managing Business Process Flows Principles of Operations Management (MBPF) by Anupindi, Chopra, Deshmukh, Van Mieghem and Zemel. Prentice-Hall, 3rd edition, 2011.

CODE: MBA 301 - STRATEGIC LEADERSHIP IN ORGANIZATIONS

COURSE DETAILS

Course level: Graduate
 Course category: Core Course
 Course credits: 4
 Course duration: 10 weeks
 Total contact hours: 30 (10hrs Lectures + 20hrs Discussion Forums)
 Total exam hours: 4
 Total study hours: 76 (40hrs Self-directed + 36hrs Research)
 Language of instruction: English

Pre-requisites	N/A
Co-requisites	N/A
Prohibited Combinations	N/A

COURSE OVERVIEW

Strategic Management and Leadership are critical factors for success in the not-for-profit sector. The course seeks to explore general topics of relevance in the fields of Strategic Management and Leadership. This course examines the basic concepts and tools for strategic management. It focuses on the analysis, design and implementation of competitive strategies and takes a management perspective examining how best practices in each functional area are integrated into an overall competitive strategy. Students explore the impact of a workforce on leadership practices and decision making while examining new organizational structures.

This course examines the basic concepts and tools for strategic management. The course focuses on the analysis, design and implementation of competitive strategies from a nonprofit perspective. The course takes a management perspective examining how best practices in each functional area are integrated into an overall competitive strategy. Students explore the impact of a workforce on leadership practices and decision making while examining new organizational structures. Course assignments include assigned readings, class discussions, group/team work, presentations, written reports, memorandums and both individual and group exercises.

COURSE AND LEARNING OBJECTIVES

1. Develop in-depth knowledge of their management and leadership strengths
2. Further develop their analytical, oral and written communication skills.
3. Identify areas where personal and professional growth might improve their performance.
4. Increase their knowledge of critical management tools such as strategic planning
5. Draw on theories that have reshaped the concept of leadership
6. Use knowledge to make strategic business decisions and enhance organizational effectiveness
7. Analyze change management trends
8. Demonstrate the ability to think critically in relation to strategic and leadership decisions
9. Clearly identify goals and develop strategic ways to use resources to achieve them
10. Use enhanced collaboration, team building and management skills to encourage better communication, delegation and trust.
11. Decipher the underlying structure of difficult conversations.
12. Explore strategic imagination and its role in shaping organizations.

Learning Outcomes: On successful completion of the course the candidate will be able to:		Assessed in this module?	A	B	C	D
L1	Integrate and apply knowledge of strategic tools and knowledge gained in basic courses to understand the strategic decisions that organizations make. SCQF Level 11 characteristics 1	YES	x	x	x	
L2	Engage in formulation and implementation of business strategy using broad knowledge and understanding of strategic management tools. SCQF Level 11 characteristics 2	YES	x	x	x	x
L3	Holistically and critically analyze and evaluate organizational situations and develop creative solutions, using a strategic management perspective. SCQF Level 11 characteristics 3	YES	x	x	x	x
L4	Conduct and present a credible business analysis and strategic planning in a team setting. SCQF Level 11 characteristics 4	YES	x	x	x	x
L5	Identify and harness individual strengths to enhance leadership and motivation of others towards a strategic vision. SCQF Level 11 characteristics 5	YES		x	x	x

A – Knowledge and Understanding B – Intellectual Skills C – Practical Skills D – Transferable Skills

Assessments.

55% - Classwork (review questions, homework, essay, and other related activities)

5% - Merits

40% - Final Exam

BIBLIOGRAPHY

- Level Three Leadership: Getting Below the Surface Fourth Edition (Clawson, Prentice-Hall, 2008)
- The Art of the Long View: Planning for the Future in an Uncertain World, (Peter Schwartz, Currency Doubleday, 1996)
- Our Iceberg is Melting, (John Kotter and Holger Rathgeber, St. Martin's Press, 2006)

CODE: MBA 302 - CORPORATE FINANCE

COURSE DETAILS

Course level: Graduate
Course category: Core Course
Course credits: 4
Course duration: 10 weeks
Total contact hours: 30 (10hrs Lectures + 20hrs Discussion Forums)
Total exam hours: 4
Total study hours: 76 (40hrs Self-directed + 36hrs Research)
Language of instruction: English

Pre-requisites	MBA202 ADVANCED MANAGERIAL ACCOUNTING
Co-requisites	N/A
Prohibited Combinations	N/A

COURSE OVERVIEW

This course focuses on corporate finance from the managerial point of view. Students will engage in vivid discussions about the key considerations behind fundamental choices CFOs face. Students will also gain insight on the company's financial decision-making processes and learn how to make educated financial decisions. Corporate financial management involves the process through which the corporation creates value through its capital allocation decisions.

Using a blend of quantitative tools and analyses, managers forecast financial needs and opportunities, assess the value of these opportunities, and implement a strategy for achieving the company's financial goals. Major corporate finance decisions include capital budgeting decisions, valuation analysis, financing decisions, risk management, and dividend policy. Students will learn how to analyze how a company functions by looking into the yearly reports disclosed by companies. They will gain knowledge on how to apply the most important ratios (e.g. leverage/ return on investment) and will be able to analyze the company results.

COURSE AND LEARNING OBJECTIVES

The objective of this course is to cover the theory and practice of corporate finance.

Students progress from a general overview of the financial and corporate world to evaluating companies' investments, planning to raise funds and assessing and valuing the firm. In other words, students explore the fundamentals of corporate finance, the value, the risk, the financing, the debt and payout policies. Students will also learn financial analysis while attempting to reflect on long-term and short-term financial planning. Finance theory and practice are integrated throughout the course, reflecting the extent to which real-world practice has been profoundly shaped by modern developments.

After completing this course, students should be able to:

1. Understand the corporate finance theories, concepts and tools, differentiate financial markets to institutions and critically assess the role of accounting versus finance
2. Evaluate companies' investments in real assets, by applying the methods to value bonds and stocks as well as using the net present value and the discounted cash-flow analysis.
3. Plan to raise funds for companies' investments while developing a plan to raise funds for a company, reviewing the risks of companies' investment and reporting on debt and pay out policies.
4. Assess and value the firm by explaining the role of long-term and short-term financial planning and developing a financial analysis.

Learning Outcomes: On successful completion of the course the candidate will be able to:		Assessed in this module?	A	B	C	D
L 1	Understand the corporate finance theories, concepts and tools, differentiate financial markets to institutions and critically assess the role of accounting versus finance	Yes 1, 3, 5	x	x		x
L 2	Evaluate companies' investments in real assets, by applying the methods to value bonds and stocks as well as using the net present value and the discounted cash-flow analysis	Yes 1, 2, 3, 4, 5	x	x	x	x
L 3	Plan to raise funds for companies' investments while developing a plan to raise funds for a company, reviewing the risks of companies' investment and reporting on debt and pay-out policies	Yes 1, 2, 3, 4, 5	x	x	x	x
L 4	Assess and value the firm by explaining the role of long-term and short term financial planning and developing a financial analysis	Yes 1, 2, 3, 4, 5	x	x	x	x

A – Knowledge and Understanding B – Intellectual Skills C – Practical Skills D – Transferable Skills

Assessments.

55% - Classwork (review questions, homework, essay, and other related activities)

5% - Merits

40% - Final Exam

BIBLIOGRAPHY

- Brealey, R., Meyers, S. and Marcus, A. (2020). Fundamentals of Corporate Finance. McGraw Hill.
- Recommended articles are available on Moodle, listed under each session.

CODE: MBA 303 - INFORMATION TECHNOLOGY STRATEGY

COURSE DETAILS

Course level: Graduate
Course category: Core Course
Course credits: 4
Course duration: 10 weeks
Total contact hours: 30 (10hrs Lectures + 20hrs Discussion Forums)
Total exam hours: 4
Total study hours: 76 (40hrs Self-directed + 36hrs Research)
Language of instruction: English

Pre-requisites	N/A
Co-requisites	N/A
Prohibited Combinations	N/A

COURSE OVERVIEW

This course focuses on the role of Management Information Systems in today's companies. At a time when the percentage of companies' budgets dedicated to IT is increasing, students will learn why technology has gained such an important position in today's business.

Though not a "technical" course, but It will provide an overview of the technology in today's companies and explain how companies make the most of their investment.

COURSE AND LEARNING OBJECTIVES

This course will provide an overview of the Information technology environment in today's companies and explain how companies make the most of their investment.

At the end of the course the students will be able to:

1. Evaluate the impact of different types of information systems common in today's companies
2. Examine data resources that companies must access to build effective management of information systems.
3. Critically assess the breadth and depth of IT applications for the purpose of developing information systems
4. Analyze how efficiently managed systems contribute to the value chain and value web of a company
5. Discuss ethical, privacy and security issues related to the use of data and technology in today's business environment.

Learning Outcomes: On successful completion of the course the candidate will be able to:		Assessed in this module?	A	B	C	D
L1	Evaluate the impact of different types of information systems common in today's companies SCQF Level 11 characteristics 1,3	Y	✓	✓		
L2	Examine data resources that companies must access to build effective management of information systems. SCQF Level 11 characteristics 1,2	Y	✓	✓		
L3	Critically assess the breadth and depth of IT applications for the purpose of developing information systems SCQF Level 11 characteristics 1, 3	Y	✓	✓		✓
L4	Analyze how efficiently managed systems contribute to the value chain and value web of a company SCQF Level 11 characteristics 1, 2, 3	Y	✓	✓		✓
L5	Discuss ethical, privacy and security issues related to the use of data and technology in today's business environment. SCQF Level 11 characteristics. 1, 2	y	✓	✓		✓

A – Knowledge and Understanding B – Intellectual Skills C – Practical Skills D – Transferable Skills

Assessments.

55% - Classwork (review questions, homework, essay, and other related activities)

5% - Merits

40% - Final Exam

BIBLIOGRAPHY

- Austin, Robert D., Lynda M. Applegate, and Deborah Soule. Corporate Information Strategy and Management: Text and Cases. 8th ed. McGraw-Hill, 2008.
- Getting the Most out of Information Systems v. 2.0 by John Gallagher

CODE: MBA304 - NEGOTIATION SEMINAR

COURSE DETAILS

Course level: Graduate

Course category: Core Course

Course credits: 2

Course duration: 10 weeks

Total contact hours: 20 (10hrs Lectures + 10hrs Discussion Forums)

Total exam hours: 2

Total study hours: 28 (20hrs Self-directed + 2hrs Research + 6hrs Specific Assignments)

Language of instruction: English

Pre-requisites	N/A
Co-requisites	N/A
Prohibited Combinations	N/A

COURSE OVERVIEW

The purpose of this course is to understand the theory and processes of negotiation so that you can negotiate successfully in a variety of settings. The course is designed to be relevant to the broad spectrum of negotiation problems that are faced by managers and professionals. A basic premise of this course is that while a manager needs analytical skills to discover optimal solutions to problems, a broad array of negotiation skills is also needed to get these solutions accepted and implemented. The course will allow participants the opportunity to develop these skills experientially and to understand negotiation in useful analytical frameworks. If you take advantage of everything that this course has to offer, you will be comfortable and adept in many of your future negotiations.

COURSE AND LEARNING OBJECTIVES

The seminar's objective is to improve negotiation skills by focusing on Elements of the students' personal Negotiation Model, Principles of Negotiation and Process of Negotiation.

By the end of the course students should be able to:

1. Improve their ability to negotiate effectively
2. Improve their ability to analyze negotiation situations and the behaviour of others, recognize strategies and tactics used and to respond effectively
3. Develop a strategic approach/plan for effective negotiations
4. Develop a tool box of 'principled' tactics
5. Gain confidence as a negotiator
6. Gain a greater understanding of themselves, their strengths and weaknesses

Learning Outcomes: On successful completion of the course the candidate will be able to:		Assessed in this module?	A	B	C	D
L1	Improve your ability to negotiate effectively	N	Y	Y		
L2	Improve your ability to analyse negotiation situations and the behaviour of others, recognize strategies and tactics used and to respond effectively	Y	Y	Y	Y	Y
L3	Develop a strategic approach/plan for effective negotiations	Y	Y	Y	Y	Y
L4	Gain confidence as a negotiator	N	Y	Y		
L5	Gain a greater understanding of yourself, your strengths and your weaknesses	N	Y	Y		

A – Knowledge and Understanding B – Intellectual Skills C – Practical Skills D – Transferable Skills

Assessments.

60% - Classwork (review questions, homework, essay, and other related activities)

40% - Final Exam

BIBLIOGRAPHY

- Lewicki, Saunders and Minton, Essentials of Negotiation, Irwin (Second Edition).
- Moore, The Mediation Process, Jossey Bass (Second Edition)
- Ury, Getting Past No: Negotiating with Difficult People, Bantam.

CODE: MBA305 - THESIS

COURSE DETAILS

Course level: Graduate
Course category: Core Course
Course credits: 30
Course duration: n/a
Total contact hours: 10hrs (Supervision)
Total exam hours: n/a
Total study hours: 890hrs (Self-directed content learning & preparation)
Language of instruction: English

Pre-requisites	ALL COURSE CONTENT COMPLETION
Co-requisites	N/A
Prohibited Combinations	N/A

COURSE OVERVIEW

The Master's Thesis course begins after completion of all course requirements and constitutes the final and concluding task in the Master Programme in Business Administration. During the course, students will study research methods, will design and do an empirical study and present this in a written report called a Master's thesis.

LEARNING OBJECTIVE AND OUTCOME

Knowledge and understanding

During the Master's Thesis course, the student shall:

- Demonstrate knowledge and understanding in the main field of study, including both broad knowledge of the field and a considerable degree of specialised knowledge in certain areas of the field as well as insight into current research and development work
- Demonstrate specialised methodological knowledge in the main field of study

Competence and skills

During the Master's Thesis course, the student shall:

- Demonstrate the ability to critically and systematically integrate knowledge and to analyse, assess and deal with complex phenomena, issues and situations even with limited information
- Demonstrate the ability to identify and formulate issues critically, independently and creatively as well as to plan and use appropriate methods, undertake advanced tasks within predetermined time frames, and to contribute to the formation of knowledge as well as the ability to evaluate this work
- Demonstrate the ability in speech and writing, to report clearly and discuss his or her conclusions and the knowledge and arguments on which they are based in dialogue with different audiences, both in a national and international context
- Demonstrate the skills required for participation in research and development work or for independent work in other advanced contexts

Judgement and approach

During the Master's Thesis course, the student shall:

- Demonstrate the ability to assessments with regard to scientific, social and ethical aspects, and to demonstrate an awareness of ethical aspects of research and development work
- Demonstrate insight of the possibilities and limitations of research, its role in society and the responsibility of the individual for how it is used, and
- Demonstrate the ability to identify the personal need for further knowledge in the field and to take responsibility for his or her ongoing learning

ASSESSMENT

Performance in the course will be evaluated on the basis of the final thesis.

SPECIALIZATION COURSES

DATA SCIENCE AND AI

SPECIALIZATION COURSE

CODE: MSDA 100 - DATA SCIENCE IN REAL LIFE

COURSE DETAILS

Course level: Graduate

Course category: Specialization course

Course credits: 4

Course duration: 10 weeks

Total contact hours: 30 (10hrs Lectures + 20hrs Discussion Forums)

Total exam hours: 4

Total study hours: 76 (40hrs Self-directed + 36hrs Research)

Language of instruction: English

Pre-requisites	N/A
Co-requisites	N/A
Prohibited Combinations	N/A

COURSE OVERVIEW

Data Science is the highly sought field of the century. Explore the truth about what Data Science is and hear from real practitioners telling real stories about what it means to work in Data Science and use cases for the same.

Learning Objectives:

- Gain fundamental knowledge of what is Data Science and what do Data Science people do
- Learn about Data Science in a business context and what is the future of Data Science
- Understand Data Science applications and discover some use cases for Data Science

CONTENT

Lesson 1 - Defining Data Science

Lesson 2 - What Does a Data Science Professional Do?

Lesson 3 - Data Science in Business

Lesson 4 - Use Cases for Data Science

Lesson 5 - Data Science People

Learning Outcomes: On successful completion of the course the candidate will be able to:		Assessed in this module?	A	B	C	D
L1	Gain fundamental knowledge of what is Data Science and what do Data Science people do	No	x	x		
L2	Learn about Data Science in a business context and what is the future of Data Science	YES	x	x		
L3	Understand Data Science applications and discover some use cases for Data Science	YES	x	x	x	x

A – Knowledge and Understanding B – Intellectual Skills C – Practical Skills D – Transferable Skills

Assessments.

55% - Classwork (review questions, homework, essay, and other related activities) 5% -

Merits

40% - Final Exam

BIBLIOGRAPHY

Bibliography: TBD

SPECIALIZATION COURSE

CODE: MSDA 104 - PYTHON FOR DATA SCIENCE

COURSE DETAILS

Course level: Graduate
Course category: Specialization course
Course credits: 4
Course duration: 10 weeks
Total contact hours: 30 (10hrs Lectures + 20hrs Discussion Forums)
Total exam hours: 4
Total study hours: 76 (40hrs Self-directed + 36hrs Research)
Language of instruction: English

Pre-requisites	N/A
Co-requisites	N/A
Prohibited Combinations	N/A

COURSE OVERVIEW

Students will review Python for Data Science with this introductory course and familiarize themselves with programming. Carefully crafted by IBM, upon completion of this course students will be able to write Python scripts, perform fundamental hands-on data analysis using the Jupyter- based lab environment, and create their own Data Science projects.

Learning Objectives:

- Write a Python program by implementing concepts of variables, strings, functions, loops, conditions
- Understand the nuances of lists, sets, dictionaries, conditions and branching, objects and classes
- Work with data in Python such as reading and writing files, loading, working, and saving data with Pandas

CONTENT

Lesson 1 - Python Basics

Lesson 2 - Python Data Structures

Lesson 3 - Python Programming Fundamentals

Lesson 4 - Working with Data in Python

Lesson 5 - Working with NumPy arrays

Learning Outcomes: On successful completion of the course the candidate will be able to:		Assessed in this module ?	A	B	C	D
L 1	Write a Python program by implementing concepts of variables, strings, functions, loops, conditions	YES	x	x	x	x
L 2	Understand the nuances of lists, sets, dictionaries, conditions and branching, objects and classes	YES	x	x	x	x
L 3	Work with data in Python such as reading and writing files, loading, working, and saving data with Pandas	YES	x	x	x	x

A – Knowledge and Understanding B – Intellectual Skills C – Practical Skills D – Transferable Skills

Assessments.

55% - Classwork (review questions, homework, essay, and other related activities) 5% - Merits
40% - Final Exam

BIBLIOGRAPHY

Bibliography: TBD

SPECIALIZATION COURSE

CODE: MSDA 201 - MACHINE LEARNING

COURSE DETAILS

Course level: Graduate
Course category: Specialization course
Course credits: 4
Course duration: 10 weeks
Total contact hours: 30 (10hrs Lectures + 20hrs Discussion Forums)
Total exam hours: 4
Total study hours: 76 (40hrs Self-directed + 36hrs Research)
Language of instruction: English

Pre-requisites	N/A
Co-requisites	N/A
Prohibited Combinations	N/A

COURSE OVERVIEW

This Machine Learning course examines automation of data analysis to enable computers to learn and adapt through experience to do specific tasks without explicit programming. Students will master Machine Learning concepts and techniques, including supervised and unsupervised learning, mathematical and heuristic aspects, and hands-on modeling to develop algorithms and prepare students for their role with advanced Machine Learning knowledge.

Learning Objectives:

- Master the concepts of supervised and unsupervised learning, recommendation engine, and time series modeling
- Gain practical mastery over principles, algorithms, and applications of Machine Learning through a hands-on approach that includes working on four major end-to-end projects and 25+ hands-on exercises
- Acquire thorough knowledge of the statistical and heuristic aspects of Machine Learning
- Implement models such as support vector machines, kernel SVM, naive Bayes, decision tree classifier, random forest classifier, logistic regression, K-means clustering and more in Python
- Validate Machine Learning models and decode various accuracy metrics. Improve the final models using another set of optimization algorithms, which include Boosting and Bagging techniques
- Comprehend the theoretical concepts and how they relate to the practical aspects of Machine Learning

CONTENT

- Lesson 1: Introduction to Artificial Intelligence and Machine Learning
- Lesson 2: Data Preprocessing
- Lesson 3: Supervised Learning
- Lesson 4: Feature Engineering
- Lesson 5: Supervised Learning-Classification
- Lesson 6: Unsupervised Learning
- Lesson 7: Time Series Modelling
- Lesson 8: Ensemble Learning
- Lesson 9: Recommender Systems
- Lesson 10: Text Mining

Learning Outcomes: On successful completion of the course the candidate will be able to:		Assessed in this module?	A	B	C	D
L1	Master the concepts of supervised and unsupervised learning, recommendation engine, and time series modeling	YES	x	x	x	x
L2	Gain practical mastery over principles, algorithms, and applications of Machine Learning through a hands-on approach that includes working on four major end-to-end projects and 25+ hands-on exercises	YES	x	x	x	x
L3	Acquire thorough knowledge of the statistical and heuristic aspects of Machine Learning	YES	x	x	x	x
L4	Implement models such as support vector machines, kernel SVM, naive Bayes, decision tree classifier, random forest classifier, logistic regression, K-means clustering and more in Python					
L5	Validate Machine Learning models and decode various accuracy metrics. Improve the final models using another set of optimization algorithms, which include Boosting and Bagging techniques	YES	x	x	x	x
L6	Comprehend the theoretical concepts and how they relate to the practical aspects of Machine Learning	YES	x	x	x	x

A – Knowledge and Understanding B – Intellectual Skills C – Practical Skills D – Transferable Skills

Assessments.

55% - Classwork (review questions, homework, essay, and other related activities) 5% - Merits
40% - Final Exam

BIBLIOGRAPHY

Bibliography: TBD

SPECIALIZATION COURSE

CODE: MSDA 300 - INTRODUCTION TO ARTIFICIAL INTELLIGENCE

COURSE DETAILS

Course level: Graduate
 Course category: Specialization course
 Course credits: 4
 Course duration: 10 weeks
 Total contact hours: 30 (10hrs Lectures + 20hrs Discussion Forums)
 Total exam hours: 4
 Total study hours: 76 (40hrs Self-directed + 36hrs Research)
 Language of instruction: English

Pre-requisites	N/A
Co-requisites	N/A
Prohibited Combinations	N/A

COURSE OVERVIEW

Introduction to Artificial Intelligence course is designed to help learners decode the mystery of Artificial Intelligence and understand its business applications. The course provides an overview of Artificial Intelligence concepts and workflows, Machine Learning, Deep Learning, and performance metrics. Students learn the difference between supervised, unsupervised, and reinforcement learning-be exposed to use cases, and see how clustering and classification algorithms help identify Artificial Intelligence business applications.

Learning Objectives:

- Meaning, purpose, scope, stages, applications, and effects of Artificial Intelligence
- Fundamental concepts of Machine Learning and Deep Learning
- Difference between supervised, semi-supervised and unsupervised learning
- Machine Learning workflow and how to implement the steps effectively
- The role of performance metrics and how to identify their essential methods

CONTENT

Lesson 1 - Decoding Artificial Intelligence
 Lesson 2 - Fundamentals of Machine Learning and Deep Learning
 Lesson 3 - Machine Learning Workflow
 Lesson 4 - Performance Metrics

Learning Outcomes: On successful completion of the course the candidate will be able to:		Assessed in this module?	A	B	C	D
L 1	Meaning, purpose, scope, stages, applications, and effects of Artificial Intelligence	YES	x	x	x	x
L 2	Fundamental concepts of Machine Learning and Deep Learning	YES	x	x	x	x
L 3	Difference between supervised, semi-supervised and unsupervised learning	YES	x	x	x	x

L 4	Machine Learning workflow and how to implement the steps effectively	YES	x	x	x	x
L 5	The role of performance metrics and how to identify their essential methods	YES	x	x	x	x

A – Knowledge and Understanding B – Intellectual Skills C – Practical Skills D – Transferable Skills

Assessments.

55% - Classwork (review questions, homework, essay, and other related activities) 5% -

Merits

40% - Final Exam

BIBLIOGRAPHY

Bibliography: TBD

SPECIALIZATION COURSE

CODE: MSDA 301 - DEEP LEARNING FUNDAMENTALS

COURSE DETAILS

Course level: Graduate
 Course category: Specialization course
 Course credits: 4
 Course duration: 10 weeks
 Total contact hours: 30 (10hrs Lectures + 20hrs Discussion Forums)
 Total exam hours: 4
 Total study hours: 76 (40hrs Self-directed + 36hrs Research)
 Language of instruction: English

Pre-requisites	N/A
Co-requisites	N/A
Prohibited Combinations	N/A

COURSE OVERVIEW

This course is designed to help students learn the fundamentals of Deep Learning. It will make students familiar with the concepts of Deep Learning, Convolutional neural networks, and the effectiveness of Deep Learning. This course examines the rapidly growing field in Data Science with neural networks .

Learning Objectives:

- Gain understanding of Deep Learning
- Understand Deep Learning models such as convolutional networks, recurrent nets, Autoencoders, Recursive Neural Tensor Nets, and Deep Learning Use Cases
- Comprehend Deep Learning platforms and software libraries

CONTENT

Lesson 1 - Introduction to Deep Learning
 Lesson 2 - Deep Learning Models
 Lesson 3 - Additional Deep Learning Models

Learning Outcomes: On successful completion of the course the candidate will be able to:		Assessed in this module?	A	B	C	D
L 1	Gain understanding of Deep Learning	YES	x	x	x	x
L 2	Understand Deep Learning models such as convolutional networks, recurrent nets, Autoencoders, Recursive Neural Tensor Nets, and Deep Learning Use Cases	YES	x	x	x	x
L 3	Comprehend Deep Learning platforms and software libraries	YES	x	x	x	x

A – Knowledge and Understanding B – Intellectual Skills C – Practical Skills D – Transferable Skills

Assessments.

55% - Classwork (review questions, homework, essay, and other related activities) 5% -
Merits
40% - Final Exam

BIBLIOGRAPHY

Bibliography: TBD

FINANCIAL MARKETS

SPECIALIZATION COURSE

CODE: MSF103 - FIXED INCOME SECURITIES AND CREDIT MARKETS

COURSE DETAILS

Course level: Graduate

Course category: Specialization course

Course credits: 4

Course duration: 10 weeks

Total contact hours: 30 (10hrs Lectures + 20hrs Discussion Forums)

Total exam hours: 4

Total study hours: 76 (40hrs Self-directed + 36hrs Research)

Language of instruction: English

Pre-requisites	N/A
Co-requisites	N/A
Prohibited Combinations	N/A

COURSE OVERVIEW

The goals of this course are to describe important fixed income securities and markets and develop tools for valuing fixed income securities and managing interest rate risk. The course covers traditional bonds and term structure concepts as well as fixed-income derivatives and interest rate modelling.

Course description:

- Introduce important fixed income securities such as bonds, forward rate agreements, futures, swaps, interest rate options (Caps, Floors, and Swap options)
- Develop tools for pricing and hedging the fixed income securities
- Discuss tools for managing interest rate risk
- Introduce term structure models

COURSE OUTCOMES

Course outcomes: On completion of the course, students will be able to:

- Identify and distinguish between the different types of fixed income securities;
- Demonstrate how to apply derivative instruments to hedge the risks and enhance the returns of fixed income securities;
- Make use of analytic tools in bond portfolio management and interest rate risk management;
- Identify various sources of credit risk and apply structural models to estimate the risk

COURSE CONTENT

Unit 1: Introduction and Valuation of Fixed Cash Flows

- Valuation
- Yield to maturity
- No arbitrage valuation

Unit 2: The Interest Rate Sensitivity of Instruments with Fixed Cash Flows

- Duration and convexity

Unit 3: Introduction to Variable Cash Flows

- Floating rate notes
- Inverse floaters
- Interest rate Swap

Unit 4: Valuation and Interest Rate Sensitivity of Interest-Rate Dependent Cash Flows

- Valuing cash flows
- Characteristics of Interest rates

Unit 5: Fixed-Income Options

- Callable bonds
- Caps, floors
- Swap options

Unit 6: The Credit Market

- Credit risk
- Credit default swaps

Learning Outcomes: On successful completion of the course the candidate will be able to:		Assessed in this module?	A	B	C	D
L 1	Identify and distinguish between the different types of fixed income securities;	NO	X	X	X	X
L 2	Demonstrate how to apply derivative instruments to hedge the risks and enhance the returns of fixed income securities;	YES	X	X	X	X
L 3	Make use of analytic tools in bond portfolio management and interest rate risk management;	YES	X	X	X	X
L 4	Identify various sources of credit risk and apply structural models to estimate the risk	YES	X	X	X	X

A – Knowledge and Understanding B – Intellectual Skills C – Practical Skills D – Transferable Skills

Assessments.

55% - Classwork (review questions, homework, essay, and other related activities) 5% -

Merits

40% - Final Exam

BIBLIOGRAPHY

Bibliography: Colquitt, J., Credit Risk Management: How to Avoid Lending Disasters and Maximise Earnings, McGraw-Hill

SPECIALIZATION COURSE

CODE: MSF 200 - RISK MANAGEMENT IN FINANCIAL MARKETS

COURSE DETAILS

Course level: Graduate
Course category: Specialization course
Course credits: 4
Course duration: 10 weeks
Total contact hours: 30 (10hrs Lectures + 20hrs Discussion Forums)
Total exam hours: 4
Total study hours: 76 (40hrs Self-directed + 36hrs Research)
Language of instruction: English

Pre-requisites	N/A
Co-requisites	N/A
Prohibited Combinations	N/A

COURSE OVERVIEW

The course explains different types of financial crises, why financial intermediaries exist, how to identify, measure and manage risks in financial institutions. The focus is on interest rate risk, market risk, credit risk, and foreign exchange and liquidity risks. The course gives a good understanding of how to run financial institutions, sovereign debt crises and how to regulate markets to avoid crises. This process, known as the risk management process, is becoming an increasingly important tool in the management of a business and personal financial health. An effective and efficient corporate risk management program leads to knowledge and control of costs and an improved bottom line. The risk management process involves identification of risks and associated potential costs, analysis of the causes of risk of financial loss, determination of various strategies to treat risk, selection of strategies appropriate to the goals and objectives of the business, implementation of the selected strategies, management and monitoring of results. Making adjustments, adapting to external and internal forces, and crisis or disaster management are incorporated in the corporate risk management process.

COURSE OBJECTIVES

This course will examine the way in which business and society make an assessment of, control and transfer risk. The goal of this course is to engage students in active discovery of risk management principles. Students will be prepared to function in a business environment, developing an awareness of the challenges, the tools, and the process of designing and implementing a risk management program. This course focuses on the ways in which businesses and society assess, control, and transfer risk.

COURSE OUTCOMES

Upon completion of the course, students will know the main concepts to quantify and manage all kind of risks of financial institutions.

They will:

- Understand the meaning of risk and the ethical considerations
- Know the role and purpose of risk management.
- Be conversant with the core elements of the risk management process.
- Understand the different categories of risk.

- Critically be able to assess current trends in risk management.
- Have the ability to evaluate the position of insurance within risk management.
- Understand the key risk management lessons learnt from major loss events

COURSE CONTENT

Unit 1: Understanding the meaning of risk

- Risk and certainty
- Probability theory
- Risk perception
- Ethical Considerations

Unit 2: The Role and purpose of risk management

- Benefits of risk management
- Roles and responsibilities, management, compliance and audit functions

Unit 3: The core elements of the risk management process

- Risk register
- Risk management standards
- Regulatory and corporate governance context=

Unit 4: Categories of risk

- Financial, operational, Insurance strategic and reputation
- Categorising risks
- Cause, events and effects

Unit 5: Current trends in risk management

- Enterprise risk management (ERM)
- Governance Risk and Compliance (GRC)
- Risk aggregation and correlation

Unit 6: Insurance within Risk management

- Alternatives to insurance, risk transfer

Unit 7: Key lessons from major loss events

- Examples,
- Consequences of failure in risk management systems

Learning Outcomes: On successful completion of the course the candidate will be able to:		Assessed in this module?	A	B	C	D
L 1	Understand the meaning of risk and the ethical considerations	NO	X	X	X	X
L 2	Know the role and purpose of risk management.	NO	X	X	X	X
L 3	Be conversant with the core elements of the risk management process	YES	X	X	X	X

L 4	Understand the different categories of risk.	YES	X	X	X	X
L 5	Critically be able to assess current trends in risk management.	YES	X	X	X	X
L6	Have the ability to evaluate the position of insurance within risk management.	YES	X	X	X	X
L7	Understand the key risk management lessons learnt from major loss events	NO	X	X	X	X

A – Knowledge and Understanding B – Intellectual Skills C – Practical Skills D – Transferable Skills

Assessments.

55% - Classwork (review questions, homework, essay, and other related activities)

5% - Merits

40% - Final Exam

BIBLIOGRAPHY

Bibliography: Measuring and Managing Credit Risk, Servigny & Renault, McGraw Hill

CODE: MSF201- FINANCIAL MARKETS AND INSTITUTIONS

COURSE DETAILS

Course level: Graduate
Course category: Specialization course
Course credits: 4
Course duration: 10 weeks
Total contact hours: 30 (10hrs Lectures + 20hrs Discussion Forums)
Total exam hours: 4
Total study hours: 76 (40hrs Self-directed + 36hrs Research)
Language of instruction: English

Pre-requisites	N/A
Co-requisites	N/A
Prohibited Combinations	N/A

COURSE OVERVIEW

This course gives fundamental knowledge on the structure, function and role of the financial system in light of the complex web of links and interconnections with the banking sector. The course will cover financial intermediaries, financial instruments and the different markets where credit institutions are active players.

COURSE OBJECTIVES

The objective of this course is to provide students with an introduction to the theory and practice of financial markets and institutions.

- To help students to gain a thorough understanding of the workings of financial markets and of financial instruments
- To introduce the students to the management of financial markets and institutions in an international context

COURSE OUTCOMES

On completion of this course, the student will be able to:

- Understand and critically discuss economic principles behind the determination of interest rates.
- Be conversant with what determines the demand and supply of money.
- Communicate thoughts and critically discuss why financial institutions exist. • understand and critically discuss how the prices of equities are determined and different degrees of stock market efficiency.
- Evaluate and distinguish between different types of money and bond markets instruments and how these markets work.

COURSE CONTENT

Unit 1: Fundamentals of Financial Markets

- Interest rates and valuation
- The behaviour of interest rates

Unit 2: Fundamentals of Institutions

- Financial Crisis
- Central Banks and Monetary Policy

Unit 3: Financial Markets

- Money Markets
- Bond Markets
- Stock Markets
- Forex Markets
- Decentralised Markets and Fintech

Unit 4: Financial Institutions

- Banking and Management
- Financial Regulation
- Banking Industry/OTC
- Ethical considerations and governance

Learning Outcomes: On successful completion of the course the candidate will be able to:		Assessed in this module?	A	B	C	D
L1	understand and critically discuss economic principles behind the determination of interest rates..	YES	X	X	X	X
L2	Be conversant with what determines the demand and supply of money.	YES	X	X	X	X
L3	communicate thoughts and critically discuss why financial institutions exist.	YES	X	X	X	X
L4	understand and critically discuss how the prices of equities are determined and different degrees of stock market efficiency.	YES	X	X	X	X
L5	evaluate and distinguish between different types of money and bond markets instruments and how these markets work	YES	X	X	X	X

A – Knowledge and Understanding B – Intellectual Skills C – Practical Skills D – Transferable Skills

Assessments.

55% - Classwork (review questions, homework, essay, and other related activities)

5% - Merits

40% - Final Exam

BIBLIOGRAPHY

Bibliography: Financial Markets and Institutions, Saunders, McGraw-Hill

SPECIALIZATION COURSE

CODE: MSF301 - CORPORATE INVESTMENT AND FINANCIAL POLICY

COURSE DETAILS

Course level: Graduate

Course category: Specialization course

Course credits: 4

Course duration: 10 weeks

Total contact hours: 30 (10hrs Lectures + 20hrs Discussion Forums)

Total exam hours: 4

Total study hours: 76 (40hrs Self-directed + 36hrs Research)

Language of instruction: English

Pre-requisites	N/A
Co-requisites	N/A
Prohibited Combinations	N/A

COURSE OVERVIEW

This course examines techniques and issues in corporate finance with a focus on corporate investment decisions. The course covers several aspects of valuation in a corporate setting: estimation of free cash flow, stock valuation along with recognition of growth opportunities, risk management strategies, estimation of beta using online data, and specifying market scenarios to identify sustainable growth outcomes when evaluating investment proposals. Further topics include merger and acquisition strategies, the examination of options embedded in corporate capital structures, incentive-aligning compensation including executive stock options, and techniques for measuring financial performance including Economic Value Added.

COURSE OBJECTIVES

- To understand the characteristics of various financial policies including investment in assets and capital structure
- To understand the key factors affecting financial performance
- To understand the features of specific forms of domestic and international business finance and identify the circumstances when each is appropriate
- To understand the key variables affecting financial performance, and
- To understand the principles of risk minimisation strategies including exchange rate and interest rate risk management.

COURSE OUTCOMES

On successful completion of this course, students will be able to:

- Apply percent of sales approach to identify external financing needed at a given growth rate, and use formulas and pricing models to measure growth opportunities
- Employ various capital budgeting techniques in decision-making
- Apply option pricing models including real options methods, to evaluate corporate investments
- Utilise leading techniques in the valuation of merger and acquisition strategies

- Analyse corporate investment decisions in the context of corporate diversification and corporate governance
- Identify & apply ethical principles relevant to the finance profession

COURSE CONTENT

Unit 1: Long term financing

- Bond and stock valuation
- Cost of capital
- Dividend returns

Unit 2: Performance Analysis and Business Planning

- Financial Statement Analysis
- Financial Forecasting
- Business valuation
- Bankruptcy and Restructuring

Unit 3: Long-term investment decision

- Capital budgeting-Evaluation methods
- Capital Budgeting-Cash flow methods
- Capital Budgeting Risk Analysis
- Lease analysis

Unit 4: Working capital policy

- Cash management
- Credit policy/Receivables management
- Hedging Futures and options

Learning Outcomes: On successful completion of the course the candidate will be able to:		Assessed in this module?	A	B	C	D
L 1	Apply percent of sales approach to identify external financing needed at a given growth rate, and use formulas and pricing models to measure growth opportunities	YES	X	X	X	X
L 2	Employ various capital budgeting techniques in decision-making	YES	X	X	X	X
L 3	Apply option pricing models including real options methods, to evaluate corporate investments	YES	X	X	X	X
L 4	Utilise leading techniques in the valuation of merger and acquisition strategies	YES	X	X	X	X
L 5	Analyse corporate investment decisions in the context of corporate diversification and corporate governance	YES	X	X	X	X
L6	Identify & apply ethical principles relevant to the finance profession	NO	X	X	X	X

A – Knowledge and Understanding B – Intellectual Skills C – Practical Skills D – Transferable Skills

Assessments.

55% - Classwork (review questions, homework, essay, and other related activities)

5% - Merits

40% - Final Exam

BIBLIOGRAPHY

Bibliography: Foundations of Financial Management, Block & Danielsen, McGraw-Hill

SPECIALIZATION COURSE

CODE:MSF302 - MERGERS, BUYOUTS AND CORPORATE RESTRUCTURINGS

COURSE DETAILS

Course level: Graduate

Course category: Specialization Course

Course credits: 4

Course duration: 10 weeks

Total contact hours: 30 (10hrs Lectures + 20hrs Discussion Forums)

Total exam hours: 4

Total study hours: 76 (40hrs Self-directed + 36hrs Research)

Language of instruction: English

Pre-requisites	N/A
Co-requisites	N/A
Prohibited Combinations	N/A

COURSE OVERVIEW

This course focuses on identifying ways to increase firm value through corporate restructuring. Specific topics include mergers and tender offers, spin-offs, carve-outs, divestitures, takeover defence strategies, bankruptcy and bankruptcy acquisitions, international acquisitions, leveraged buyouts. We will cover the theory, practice and empirical evidence related to each of these topics. Emphasis will be placed on valuation analysis, understanding deal types, understanding expectations on outcomes, transactional evaluation, and strategic considerations.

COURSE OBJECTIVES

The aim of the course is for the students to understand the motivations, decision processes, transaction execution, and valuation consequences of financial, business, and organizational restructuring by corporate units. The course facilitates developing ability among students to plan, evaluate, and execute corporate restructuring strategies using financial modelling and quantitative techniques. In addition, the objective of this course is to enable students to appreciate the fundamental issues involved in the structure and functioning of the market for corporate control within the framework of finance theory

COURSE OUTCOMES

At the end of this course, students should be able to:

- Discuss the basic steps that the merging firms go through in a typical M&A process, starting from deal initiation until deal completion
- Apply the relevant valuation techniques to assess the values of the assets of the merging firms
- Describe the key negotiation items between the merging firms in a merger process and assess their economic implications for both parties.

COURSE CONTENT

Rev 12/2020

Unit 1: Valuation Strategies

- Tender offers and the free rider problem
- Measurements of performance
- Current trends in restructuring
- Valuing distressed businesses

Unit 2: Structuring transactions

- Mergers vs. Tender Offers
- Means of payment
- Tax effects

Unit 3: Takeover defences

- Merger negotiations
- Tactics of takeover attack/defence

Unit 4: International M&A

- Measurement of performance
- Drivers of M&A activity

Unit 5: Bankruptcy acquisition

- Bankruptcy auctions and fire-sales
- Divestitures, spin-offs, and equity carve-outs
- Distressed debt investments

Learning Outcomes: On successful completion of the course the candidate will be able to:		Assessed in this module?	A	B	C	D
L1	Discuss the basic steps that the merging firms go through in a typical M&A process, starting from deal initiation until deal completion	NO	X	X	X	X
L2	Apply the relevant valuation techniques to assess the values of the assets of the merging firms	YES	X	X	X	X
L3	Describe the key negotiation items between the merging firms in a merger process and assess their economic implications for both parties.	YES	X	X	X	X

A – Knowledge and Understanding B – Intellectual Skills C – Practical Skills D – Transferable Skills

Assessments.

55% - Classwork (review questions, homework, essay, and other related activities) 5% - Merits
40% - Final Exam

BIBLIOGRAPHY

Bibliography: The Art of M&A: A Merger Acquisition Buyout Guide, Reed & Lajoux, McGraw-Hill

SPECIALIZATION COURSE

CODE: MSF303 - PORTFOLIO MANAGEMENT

COURSE DETAILS

Course level: Graduate
Course category: Specialization Course
Course credits: 4
Course duration: 10 weeks
Total contact hours: 30 (10hrs Lectures + 20hrs Discussion Forums)
Total exam hours: 4
Total study hours: 76 (40hrs Self-directed + 36hrs Research)
Language of instruction: English

Pre-requisites	N/A
Co-requisites	N/A
Prohibited Combinations	N/A

COURSE OVERVIEW

The course will focus on the application of financial theory to the issues and problems of investment management. Topics will include portfolio optimization and asset allocation, the basics of bond pricing and debt portfolio management, the theory of asset pricing models and their implications for investment as well as techniques for evaluating investment management performance. The course will build upon the analytical skills developed in prior courses.

COURSE OBJECTIVES

Students will learn to design and implement an investment policy statement for an individual or institutional investor that establishes their financial objectives, risk tolerances, constraints, and investment and monitoring policies. Topics include:

- setting investment objectives and policies
- ethical standards and fiduciary duties
- diversification and asset allocation
- capital markets and market efficiency
- equity portfolio management
- fixed-income portfolio management
- alternative investments portfolio management
- evaluating portfolio performance, and monitoring and rebalancing portfolios

COURSE OUTCOMES

Upon completing this course, students will be able to:

- Construct a policy statement reflecting the objectives and risk tolerances of various types of individual and institutional investors.
- Formulate a personal code of ethics based on industry standards and fiduciary duties.
- Evaluate the effect of risk on investment decisions.
- Justify their view on market efficiency using both theoretical and empirical arguments.
- Analyze the gains from diversification and asset allocation

- Develop an integrated portfolio management plan including equities, fixed income assets and alternative investments reflecting the goals, risk tolerance, and circumstances of individual and institutional investors.
- Appraise portfolio performance using appropriate methodologies.
- Assess various monitoring and rebalancing strategies.

COURSE CONTENT

Unit 1: Securities markets and Investment Vehicles

- Asset classes
- Role of global security exchanges
- Market regulation
- Utility and Risk aversion

Unit 2: Portfolio theory and quantitative tools

- Risk and return features
- Sharpe ratio and portfolio efficiency
- CAPM and Markowitz optimization

Unit 3: Models with Multiple sources of risk

- APT: Theory
- APT: Estimation

Unit 4: Investment Management

- Active vs. passive management
- Liquidity
- International Diversification
- Risk Management
- Ethical considerations

Learning Outcomes: On successful completion of the course the candidate will be able to:		Assessed in this module?	A	B	C	D
L 1	Construct a policy statement reflecting the objectives and risk tolerances of various types of individual and institutional investors.	YES	X	X	X	X
L 2	Formulate a personal code of ethics based on industry standards and fiduciary duties.	YES	X	X	X	X
L 3	Evaluate the effect of risk on investment decisions.	YES	X	X	X	X
L 4	Justify their view on market efficiency using both theoretical and empirical arguments.	YES	X	X	X	X
L 5	Analyze the gains from diversification and asset allocation	YES	X	X	X	X

	Develop an integrated portfolio management plan including equities, fixed income assets and alternative investments reflecting the goals, risk tolerance, and circumstances of individual and institutional investors.	YES	X	X	X	X
	Appraise portfolio performance using appropriate methodologies; Assess various monitoring and rebalancing strategies.	YES	X	X	X	X

A – Knowledge and Understanding B – Intellectual Skills C – Practical Skills D – Transferable Skills

Assessments.

55% - Classwork (review questions, homework, essay, and other related activities)

5% - Merits

40% - Final Exam

BIBLIOGRAPHY

Bibliography: Principles of investment, Bodie, McGraw Hill

FINTECH AND BLOCKCHAIN

SPECIALIZATION COURSE

CODE: BSDL101 - INTRODUCTION TO DIGITAL CURRENCIES, ICOs& MARKETS

COURSE DETAILS

Course level: Undergraduate

Course category: Specialization Course

Course credits: 10

Course duration: 13 weeks

Total contact hours: 38 (13hrs Lectures + 25hrs Discussion Forum)

Total exam hours: 2

Total study hours: 230 (117hrs self-directed + 9hrs Specific assignments + 4hrs Research + 100 Preparation)

Language of instruction: English

Pre-requisites	N/A
Co-requisites	N/A
Prohibited Combinations	N/A

COURSE OVERVIEW

This course was designed for individuals and organizations who want to learn how to navigate investment in cryptocurrencies. Students will learn how to define a currency, analyze the foundations of digital signatures and blockchain technology in cryptocurrency, and accurately assess the risks of cryptocurrency in a modern investment portfolio. By the end of this course, students will have a deep understanding of the realities of Cryptocurrency, the intricacies of Blockchain technology, and an effective strategy for incorporating Cryptocurrency into investment plans.

COURSE OBJECTIVES

The course will survey the theory and principles by which cryptocurrencies operate, practical examples of basic cryptocurrency use, including clients, wallets, transactions. We'll look at the cryptocurrency ecosystem financial services and discuss the existing and potential interaction of cryptocurrencies with the banking, financial, legal and regulatory environment. Lastly, the course will examine in detail how cryptocurrencies can be viewed from an innovation perspective and what opportunities they present for the developing world.

COURSE CONTENT

- Fundamental technology components of blockchain-based digital currencies
- Advanced uses of the blockchain, escrow services, multi-signature transactions, asset registration, attestation and smart contracts applications.
- Alternative blockchains to Bitcoin
- Cryptocurrencies and the monetary and banking systems,
- Regulation and cryptocurrencies
- Developing, financial inclusion and economic development.

COURSE OUTCOMES

At the completion of the course the student will be able to:

- Understand the fundamental technology components of blockchain-based digital currencies, the process of currency issuance, proof-of-work and alternative consensus mechanisms, how they are applied and how the distributed ledger is structured in its core.
- Understand more advanced uses of the blockchain such as escrow services, multi-signature transactions, asset registration, attestation and smart contracts applications.
- Understand alternative blockchains to Bitcoin, such as alt-coins and Ethereum and IOU-based systems like Ripple.
- Understand what parallels and differences cryptocurrencies have with the existing monetary and banking systems, what approaches are the same and what is fundamentally different.
- Understand existing approaches by regulators globally, and the likely frameworks for regulating cryptocurrencies, and their interface with conventional finance, in the future.
- Be able to critically judge on their own, whether cryptocurrencies are disruptive innovations, and what hurdles, bottlenecks or avenues exist towards wider adoption, as well as the potential they present for leapfrogging infrastructure in developing nations and the potential they present for improving financial inclusion and economic development.

Learning Outcomes: On successful completion of the course the candidate will be able to:		Assessed in this module?	A	B	C	D
L1	Understand the fundamental technology components of blockchain-based digital currencies, the process of currency issuance, proof-of-work and alternative consensus mechanisms, how they are applied and how the distributed ledger is structured in its core.	YES	X	X	X	X
L2	Understand more advanced uses of the blockchain such as escrow services, multi-signature transactions, asset registration, attestation and smart contracts applications.	NO	X	X	X	X
L3	Understand alternative blockchains to Bitcoin, such as alt-coins and Ethereum and IOU-based systems like Ripple.	YES	X	X	X	X
L4	Understand what parallels and differences cryptocurrencies have with the existing monetary and banking systems, what approaches are the same and what is fundamentally different.	YES	X	X	X	X
L5	Understand existing approaches by regulators globally, and the likely frameworks for regulating cryptocurrencies, and their interface with conventional finance, in the future.	YES	X	X	X	X
L6	Be able to critically judge on their own, whether cryptocurrencies are disruptive	NO	X	X	X	X

A – Knowledge and Understanding B – Intellectual Skills C – Practical Skills D – Transferable Skills

Assessments.

55% - Classwork (review questions, homework, essay, and other related activities)

5% - Merits

40% - Final Exam

BIBLIOGRAPHY

Bibliography: TBD

CODE: BSD102 - CYBER SECURITY RISK REGULATION

COURSE DETAILS

Course level: Undergraduate

Course category: Specialization Course

Course credits: 10

Course duration: 13 weeks

Total contact hours: 38 (13hrs Lectures + 25hrs Discussion Forum)

Total exam hours: 2

Total study hours: 230 (117hrs self-directed + 9hrs Specific assignments + 4hrs Research + 100 Preparation)

Language of instruction: English

Pre-requisites	N/A
Co-requisites	N/A
Prohibited Combinations	N/A

COURSE OVERVIEW

Cybersecurity is a complex, sophisticated, and growing challenge. This course explores cybersecurity topics from a business context in alignment with prevailing standards and guidelines. The major domains of security are explored from organizational management, risk, and technical perspectives. Critical security goals of Confidentiality, Integrity, and Availability are discussed. The emerging threat landscape is examined, including attacker motives and tactics. The concept of system vulnerabilities is explained along with a review of enterprise techniques for vulnerability management. The security challenge is presented from the enterprise perspective, with attention to the intersection of individual, organizational, and technical cybersecurity concerns.

COURSE OBJECTIVES

1. To introduce the fundamental concepts of information and cybersecurity in the business enterprise.
2. To explore the threats and vulnerabilities associated with business systems.
3. To understand the core domains of security as presented in widely accepted cybersecurity frameworks.
4. To explain critical cybersecurity technical components as related to the respective security domains.
5. To introduce cyber risk management concepts.
6. To explore the challenges of communicating cybersecurity concepts to business executives.

COURSE CONTENT

- Concepts of cybersecurity and technical risks
- Security goals in information systems
- Cyber risk in a systems environment.
- Cyber security threats
- Common security frameworks to treat cyber risks

COURSE OUTCOMES

At the completion of the course:

1. Students will be able to communicate concepts of cybersecurity and technical risks to management, executives, and other non-technical audiences.
2. Students will recognize common security goals in information systems.
3. Students will explain the characteristics of information or cyber risk in a systems environment.
4. Students will understand the prevailing information and cybersecurity threats.
5. Students will be able to apply common security frameworks to treat cyber risks

Learning Outcomes: On successful completion of the course the candidate will be able to:		Assessed in this module?	A	B	C	D
L1	Students will be able to communicate concepts of cybersecurity and technical risks to management, executives, and other non-technical audiences.	NO	X	X		
L2	Students will recognize common security goals in information systems.	YES	X	X	X	X
L3	Students will explain the characteristics of information or cyber risk in a systems environment.	YES	X	X	X	X
L4	Students will understand the prevailing information and cyber security threats.	YES	X	X	X	X
L5	Students will be able to apply common security frameworks to treat cyber risks	YES	X	X	X	X

A – Knowledge and Understanding B – Intellectual Skills C – Practical Skills D – Transferable Skills

Assessments.

55% - Classwork (review questions, homework, essay, and other related activities)

5% - Merits

40% - Final Exam

BIBLIOGRAPHY

Bibliography: TBD

CODE: BSDL200 - BLOCKCHAIN TECHNOLOGY FUNDAMENTALS

COURSE DETAILS

Course level: Undergraduate
Course category: Specialization Course
Course credits: 10
Course duration: 13 weeks
Total contact hours: 38 (13hrs Lectures + 25hrs Discussion Forum)
Total exam hours: 2
Total study hours: 230 (117hrs self-directed + 9hrs Specific assignments + 4hrs Research + 100 Preparation)
Language of instruction: English

Pre-requisites	N/A
Co-requisites	N/A
Prohibited Combinations	N/A

COURSE OVERVIEW

The course will cover the most important blockchain concepts, the philosophy of decentralization behind blockchain, and the main discussions within the blockchain environment.

COURSE OBJECTIVES

The objectives of the Blockchain Fundamentals course consists of knowledge and practical skills components. We will work according to a 'Flipped Learning' methodology. This means that we will create a learning environment in which you, together with your peers, can actively develop your knowledge and skills. You will be put in charge of your own learning progress.

COURSE CONTENT

- History, technology, and applications of Blockchain
- Blockchain applications and concepts
- Creating a Crypto token and initial Coin Offering
- cryptocurrency exchanges and wallets
- Blockchain startups

COURSE OUTCOMES

At the completion of the course the student will be able to:

1. The student will be able to comfortably discuss and describe the history, technology, and applications of Blockchain
2. The student will be able to assess Blockchain applications in a structured manner
3. The student will be able to present Blockchain concepts clearly and persuasively
4. The student will be able to create their own Crypto token

5. The student will be able to create their own Initial Coin Offering
6. The student will be able to use cryptocurrency exchanges and wallets safely
7. The student will gain familiarity with investing in Blockchain startups

Learning Outcomes: On successful completion of the course the candidate will be able to:	Assessed in this module?	A	B	C	D
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L1	The student will be able to comfortably discuss and describe the history, technology, and applications ofBlockchain	NO	X	X		
L2	The student will be able to assess Blockchain applications in a structured manner	YES	X	X	X	X
L3	The student will be able to present Blockchain concepts clearly and persuasively	YES	X	X	X	X
L4	The student will be able to create their own Crypto tokenand, gain familiarity with investing in Blockchain startups	YES	X	X	X	X
L5	The student will be able to create their own Initial CoinOffering	YES	X	X	X	X
L6	The student will be able to use cryptocurrency exchanges and wallets safely	NO	X	X		

A – Knowledge and Understanding B – Intellectual Skills C – Practical Skills D – Transferable Skills

Assessments.

- 55% - Classwork (review questions, homework, essay, and other related activities)
- 5% - Merits
- 40% - Final Exam

BIBLIOGRAPHY

Bibliography: Foundations of Financial Management, Block & Danielsen, McGraw-Hill

SPECIALIZATION COURSE

CODE: BSDL300 -PRINCIPLES IN INNOVATION DISRUPTION

COURSE DETAILS

Course level: Undergraduate

Course category: Specialization Course

Course credits: 10

Course duration: 13 weeks

Total contact hours: 38 (13hrs Lectures + 25hrs Discussion Forum)

Total exam hours: 2

Total study hours: 230 (117hrs self-directed + 9hrs Specific assignments + 4hrs Research + 100 Preparation)

Language of instruction: English

Pre-requisites	N/A
Co-requisites	N/A
Prohibited Combinations	N/A

COURSE OVERVIEW

This course will examine how innovation-driven by emerging technologies is transforming the way we do business and disrupting well-established industries. The driver for the current and imminent wave of disruption is the emergence of technological breakthroughs that can be leveraged by innovative entrepreneurs and forward-thinking companies. Though fast and agile processes, creative innovators are indeed able to appropriate these new technologies and adapt them to relevant use cases that could potentially disintermediate traditional lines of business, or deliver previously unthought-of business models. Some of these technologies are embodied in current buzzwords such as: Big Data, Machine Learning, Artificial Intelligence, Blockchain, Synthetic Biology, Digital Fabrication, Industry 4.0, Internet of Things. Harnessing these emerging technologies and creating innovative business models around them is a process that requires a good knowledge of entrepreneurial principles such as Lean Start-up and Rapid Prototyping, but also a fundamental understanding of the principles behind the technologies in question. For this reason, this course places itself at the intersection between business and technology and aims at strengthening the students' holistic understanding of the interplay between these two domains.

COURSE OBJECTIVES

The objectives of this course are twofold: First, to introduce principles of disruptive innovation in entrepreneurial and economic settings. Second, to focus on disruptive innovation in the sphere of blockchain technology and discuss the potential disruption within various industries.

COURSE CONTENT

- Fundamentals of disruptive technologies
- Advances in disruptive technologies (Start-ups, Industry players and consortia, Software providers, Government and regulators, etc.),
- Business use-cases
- New business models and evolving infrastructures
- Challenges in entrepreneurial activities, cross-industry collaboration and engagement
- Issues and dilemmas in disruptive technologies, ethics, privacy, sustainability, and legislation

COURSE OUTCOMES

At the completion of the course the student will be able to have:

- Clear and critical grasp of the fundamentals of the covered disruptive technologies, their promise as well as their current limitations
- Overview over the ecosystem of stakeholders pushing advances in disruptive technologies forward (Start-ups, Industry players and consortia, Software providers, Government and regulators, etc.), and ability to individually map out the ecosystem for a given technology.
- Knowledge of pertinent business use-cases related to specific technologies, and the ability to assess these use-cases
- Ability to conceptualize and understand new business models based on collaborative, open, and continuously evolving infrastructures
- Awareness and understanding of challenges involved in engaging in entrepreneurial activities in the domain of technologies that are at an early maturity stage
- Awareness of the importance of cross-industry collaboration and engagement in the process of ongoing standards-building for new technologies.
- Understanding of issues and dilemmas in the development of disruptive technologies related to ethics, privacy, sustainability, and legislation

Learning Outcomes: On successful completion of the course the candidate will be able to:		Assessed in this module?	A	B	C	D
L1	Clear and critical grasp of the fundamentals of the covered disruptive technologies, their promise as well as their current limitations	NO	X	X		
L2	Overview over the ecosystem of stakeholders pushing advances in disruptive technologies forward (Start-ups, Industryplayers and consortia, Software providers, Government and regulators, etc.), and ability to individually map out the ecosystem for a given technology.	YES	X	X	X	X
L3	Knowledge of pertinent business use-cases related to specific technologies, and the ability to assess these use-cases	NO	X	X		
L4	Awareness of the importance of cross-industry collaboration and engagement in the process of ongoing standards-building for new technologies.	YES	X	X	X	X
L5	Ability to conceptualize and understand new business models based on collaborative, open, and continuously evolving infrastructures	YES	X	X	X	X
L6	Understanding of issues and dilemmas in the development of disruptive technologies related to ethics, privacy, sustainability, and legislation	NO	X	X		
L7	Awareness and understanding of challenges involved in engaging in entrepreneurial activities in the domain of technologies that are at an early maturity stage	YES	X	X	X	X

A – Knowledge and Understanding B – Intellectual Skills C – Practical Skills D – Transferable Skills

Assessments.

55% - Classwork (review questions, homework, essay, and other related activities)

5% - Merits

40% - Final Exam

BIBLIOGRAPHY

Bibliography: TBD