



Master of Business Administration (MBA)

Course Catalog

Academic Year 2018/2020

Revised: May 2018

Core Courses

Study focus area: *Managing & Leading*

Developing Leadership Skills 6 ECTS	Managing People and Organizations 6 ECTS
<p>Course Description:</p> <p>This course examines leadership within both a personal and professional context. Students have the opportunity to explore leadership qualities and skills and identify their strengths and potential to be a good leader. Personal and interpersonal effectiveness skills are developed as these are highly required by leaders in the business world today and in every industry. Through this course, students explore their current situation as leaders and reflect on their opportunities for development, which is a never-ending process. They also have the opportunity to develop strong team spirit and collaboration with their peers.</p> <p>Learning Outcomes:</p> <p>Upon successful completion of this course, students should be able to:</p> <ul style="list-style-type: none"> • Assess leadership styles, practices, knowledge and skills and their appropriate applications on a personal and professional context • Critically evaluate various leadership concepts and issues and their application in today's global business world • Examine and apply the knowledge and skills leading to effective collaboration in a variety of contexts • Develop a personal leadership profile through self-assessment, research and analysis, and set up a rigorous plan for improvement <p>Demonstrate and evaluate leadership development as a transformational process</p>	<p>Course Description:</p> <p>This course draws from the key learnings and skills developed in the course “Developing Leadership Skills” that is offered early during the MBA program. It aims to expose students to a holistic view of the challenges facing effective management of people in the organizational context, in the highly competitive and turbulent global business environment today. These challenges call for a new mindset and skills in terms of managing the most important asset of every organization, be it on an individual, group or organizational level and ensuring alignment with the organizational vision, mission and values.</p> <p>Learning Outcomes:</p> <p>Upon successful completion of this course, students should be able to:</p> <ul style="list-style-type: none"> • Analyze individual and group behaviour and its impact on the process of management • Explore different motivational theories and critically reflect on their effectiveness in empowering and engaging people in organizations today • Critically evaluate the appropriateness of various leadership styles and theories in handling conflict • Assess the basic design elements of different types of organizational structures and work practices and evaluate their impact on employee performance • Explain how organizational change and culture affect employee engagement and performance within organizations

Study focus area: *Decision-making*

Business Analytics for Effective Decision-Making 6 ECTS	Financial Reporting & Analysis 6 ECTS
<p>Course Description:</p> <p>The course comprises a series of major topic areas relating to different elements of business analytics. The objective of the course is to challenge students to appreciate the importance of developing the right skills to be able to identify, analyze and interpret data under highly complex and unpredictable business situations. By achieving this aim, students are expected to make informed decisions for their organizations, bearing in mind the priorities and interests of various stakeholders as well as the risks involved.</p> <p>Learning Outcomes:</p> <p>Upon successful completion of this course, students should be able to:</p> <ul style="list-style-type: none"> • Critically evaluate some of the greatest challenges that organizations face today in analyzing the vast amount of data needed to make effective business decisions • Apply the concepts and tools of business analytics in real life case studies • Apply basic inferential statistics to examine the relationship between data pertaining to an issue or problem 	<p>Course Description:</p> <p>Students will review in detail all the elements of a balance sheet, an income statement, and a statement of cash flows. They will learn how companies control their cash, their accounts receivable, and manage their inventories. They will gain an understanding of how companies finance their operations with short-term and long-term debt and through common and preferred stock financing. They will learn how to prepare and analyze a statement of cash flows, showing the sources and uses of cash from operating, investing, and financing activities. They will also learn how to read, analyze, and interpret a set of financial statements using the various ratios as well as MVA and EVA.</p> <p>Learning Outcomes:</p> <p>Upon successful completion of this course, students should be able to:</p> <ul style="list-style-type: none"> • Demonstrate understanding of Generally Accepted Accounting Principles (GAAP) and the new International Financial Reporting Standards (IFRS). • Interpret data from the three basic financial statements in order to assess the financial position of a firm • Demonstrate competence in making short-term and long-term financial investment decisions

Managerial Accounting 6 ECTS	Financial Management 6 ECTS
<p>Course Description:</p> <p>Managerial accounting and the Business Environment. Basic concepts of Just-in-Time (JIT), Total Quality Management (TQM), Process Reengineering, Theory of Constraints (TOC). Cost concepts for effective decision-making, cost terms and classification. Systems Design: Job Order Costing, Process Costing. Cost behavior: Analysis and Use. Cost-Volume-Profit (CVP) analysis. Profit planning: budgets and budgetary control: definition and types of budgets, fixed and flexible budgets, alternative approaches to budgeting, behavioral aspects of budgeting, limitations of budgeting. Control of costs, revenues and operating efficiency: standard costing, responsibility accounting, variances and reports. Activity-based costing.</p> <p>Learning Outcomes:</p> <p>Upon successful completion of this course, students should be able to:</p> <ul style="list-style-type: none"> • Apply the basic concepts and practice of managerial accounting and analyze the different types of costs • Effectively use management accounting tools for decision-making, differentiate among types of budgets, and make use of alternative approaches to budgeting • Critically appreciate the value of controlling costs, revenues and operating efficiency for business organizations 	<p>Course Description:</p> <p>This course provides extensive insight into both corporate finance and personal finance, enabling students to apply their knowledge in a real world setting, where the dynamics of financial markets confront the realities of making financial decisions from the point of view of both a business and investor. Various models are introduced and discussed as are their strengths and weaknesses. In addition, quantitative tools will be used to apply financial concepts to real questions.</p> <p>Learning Outcomes:</p> <p>Upon successful completion of this course, students should be able to:</p> <ul style="list-style-type: none"> • Critically appreciate central banking and monetary policy and the challenges in discretionary fiscal and monetary policies • Demonstrate competence in applying the mathematical tools of basic financial analysis • Apply capital budgeting techniques in evaluating investment opportunities, demonstrate competence in using various types of financial instruments, and differentiate among various securities and apply methods for their evaluation

Study focus area: *Managing the Product/Service Mix*

Operations Management in the Digital Age 6 ECTS	Global Marketing 6 ECTS
<p>Course Description:</p> <p>This course offers students the opportunity to develop the skills and concepts required to ensure how a firm's operations contribute to its competitive position. The complex processes that underlie the development and manufacture of products as well as the creation and delivery of services are presented and the ways technology can aid to achieve this are explored. The course comprises a series of major topic areas relating to different elements of operations management. A significant component of the course is dedicated to Project Management following the development of a sense of the strategic overview of project management. Various components of project management such as project selection, planning, organizing, execution and project control are examined.</p> <p>Learning Outcomes:</p> <p>Upon successful completion of this course, the student should be able to:</p> <ul style="list-style-type: none"> • Critically evaluate the strategic role of operations management in creating and enhancing a firm's competitive advantage • Demonstrate familiarity with key concepts and issues of OM in both manufacturing and service organizations in a digitalized business environment • Critically appreciate the interdependence of the operations function with the other key functional areas of a firm • Reflect on some of the greatest challenges that organizations face today in managing projects • Critically review the effective and efficient methods for successful execution of projects • Demonstrate effective application of the skills and competences needed for successful project management in organizations today 	<p>Course Description:</p> <p>This course seeks to introduce students to both conceptual tools and practical realities of marketing within globalizing business environments. Through using case studies and examples from various countries, students should gain insights into effective marketing practices and be challenged to apply ethical principles in 'real-world' contexts on a global scale. This will be achieved by exploring and applying international marketing theories and models and actively participating in class discussions and exercises.</p> <p>Learning Outcomes:</p> <p>Upon successful completion of this course, students should be able to:</p> <ul style="list-style-type: none"> • Critically appreciate the foundational elements and basic concepts and tools used in contemporary global marketing • Apply international marketing concepts and tools to real-world marketing decision-making • Critically evaluate the components and necessity of using cross-cultural management techniques in an overall regional/global marketing strategy

Study focus area: *Strategic Thinking*

Strategic Management 6 ECTS	Corporate Governance & Social Legitimacy 6 ECTS
<p>Course Description:</p> <p>This is a capstone course where students will learn about different strategies used in today's highly competitive business environment and understand why some companies succeed while others fail. Besides the fundamental theoretical principles, a major emphasis will be placed on analyzing various case studies. This course aims to provide students with a critical understanding of the strategic management process and the opportunity to develop and refine relevant skills in the practice of strategic management. Students will gain experience of evaluating and analyzing the challenges managers face in the development and deployment of strategy as well as consider a range of alternative approaches to dealing with strategic management issues in order to achieve competitive advantage.</p> <p>Learning Outcomes:</p> <p>Upon successful completion of this course, students should be able to:</p> <ul style="list-style-type: none"> • Conduct strategic analysis in a variety of industries and competitive situations • Formulate strategic plans and recommendations for business growth • Integrate knowledge and skills across various business-functional areas and exhibit the ability to lead, make decisions, and function as an effective member of an executive management team • Utilize strategic thinking to formulate sustainable competitive strategies and make recommendations to decision makers for action • Apply critical thinking to complex business situations • Critically examine and evaluate business plans 	<p>Course Description:</p> <p>This course examines how corporations respond to ethical dilemmas whilst considering the needs of their various stakeholders and the expectations of national governments. To enable this, corporations are expected to act in ethically responsible ways within the context carrying business in a global environment. The roles that government regulation and community collaboration play on operating across cultures are also explored. Emphasis in this course is also placed on ethics as the systematic study of moral choices. Business Ethics is defined by the interaction of ethics and business so it can therefore help to approach moral problems in business more systematically. Are business people to act according to law or according to moral norms? What are the reasons that make some actions right and other, wrong? Business Ethics will not make anyone moral, but it presupposes that those who study it are already moral beings.</p> <p>Learning Outcomes:</p> <p>Upon successful completion of this course, students should be able to:</p> <ul style="list-style-type: none"> • Critically appreciate the rules that govern moral human conduct and judgments • Apply these rules and know how to analyze and justify them in the context of an organization • Critically evaluate how the stages of moral development influence moral judgments • Assess how ethical issues influence society, management decision making, behaviour, policies and practices • Define governance in business and recognise the legitimacy of a corporation as an institution in a global society;

Study focus area: *Thinking and Acting as a Global Entrepreneur*

Entrepreneurial Management 6 ECTS	Managerial Economics 0 ECTS
<p>Course Description:</p> <p>The objective of this course is to equip students with analytical tools and a framework from which they will be able to successfully evaluate new ideas and understand the tasks of launching, financing and creating new high-growth companies. Students who successfully complete the course will have hands-on experience in developing credible business plans and selling and marketing their ideas to external audiences. The lectures will be delivered by the professor but guest speaker presentations as well as student project presentations will take place. Often students will be asked to briefly summarize in class one of the topics presented. Student teams will be formed at the beginning of the course. The student teams will write-up and present their main course project.</p> <p>Learning Outcomes:</p> <p>Upon successful completion of this course, students should be able to:</p> <ul style="list-style-type: none"> • Apply processes for new and most promising high-growth ventures creation • Critically evaluate market potential opportunities for aspiring entrepreneurs and “intrapreneurs” • Gain knowledge and experience of opportunity assessment, team creation, startup marketing and growth challenges, innovation importance and access to finance • Prepare a business plan and “package” an opportunity for presentation to top management and/or investors • Gain insight into the particular management challenges facing startups • Differentiate between intrapreneurship and entrepreneurship • Critically evaluate the additional challenges facing entrepreneurs in Europe, the impact of globalization and of technology strategy 	<p>Course Description:</p> <p>This course is devoted to the study of the economic analysis of the firm as a framework for business decision-making. Topics include demand, cost analysis and cost types, market structures, cost-benefit analysis, market efficiencies and inefficiencies, and a thorough literacy in both macroeconomics news and current events. This course will also explore some sensitive social issues within the established framework of positive economic principles and thought.</p> <p>Note: This is a non-credit course offered to students who do not have an economics background or to any other students who wish to refresh their knowledge of economics</p> <p>Learning Outcomes:</p> <p>Upon successful completion of this course, students should be able to:</p> <ul style="list-style-type: none"> • Understand the concept of the rational, self-interested agent; types of costs and differentiate explicit and implicit costs • Understand actions in terms of opportunity costs to ensure that comparative advantages are exploited • Apply the concepts of positive and normative economics to aid in effective decision-making in the organizational context

Concentration Courses:

(These are offered once students complete the core courses outlined above)

Marketing Concentration

- Brand Management
- NeuroMarketing and Consumer Behavior
- Innovation and New Product Development

Finance Concentration

- International Trade, Finance & Investments
- Entrepreneurial Finance: Venture Capital and Private Equity
- Financial Strategy

Entrepreneurship Concentration

- Entrepreneurial Finance: Venture Capital & Private Equity
- International Trade, Finance & Investments
- Innovation & New Product Development

General Management Concentration

(Students can select any 3 non-overlapping courses from the rest of available concentrations)