



College of Business Administration

MBA Program

MBA Program Catalog

College of Business Administration

Prince Sultan University

Riyadh, Saudi Arabia

Spring 2008

The Vision of CBA

To be among the top 10% business schools worldwide.

The Mission of CBA

Our mission is to produce world-class business graduates in the heart of the Kingdom of Saudi Arabia. We are committed to use continuously updated curriculum, employ well qualified faculty, and provide excellent teaching facilities. In addition, we will remain engaged in producing relevant intellectual contributions and maintaining mutually beneficial linkages with the community around.

Welcome From HH PSU's Board of Trustees Chairman

I am proud to present to you PSU's distinguished MBA program designed to meet world-class standards in terms of quality of instruction, state-of-the-art pedagogy, globalized curriculum, and relevant to today's Saudi economy.

Within one year of its launch, PSU's MBA program has earned national and regional recognition by virtue of its team-oriented curriculum. The University's MBA program is designed to nurture entrepreneurial and leadership skills in our graduates. Benchmarked against the best MBA programs in the world, the PSU's MBA program offers the utmost flexibility to male and female students thus enabling them to complete it in convenient and timely fashions. Improvement in our program's facilities and academic infrastructure (e.g. the upcoming AACSB accreditation) are ongoing and ensure that our MBA students will imbibe knowledge, acquire skills and cultivate expertise on par with best programs in the world.

I look forward to welcoming you to our world-class MBA program, one envisioned to graduate future business leaders in the Kingdom and beyond.

HH Dr. Abdul Aziz Bin Mohammad Bin Aiaf

Chairman,

PSU's Board of Trustees

PSU Rector's Message

Prince Sultan University provides quality education set to the highest international standards. We are committed to promoting excellence in teaching, learning and research. In these endeavors we are guided by our awareness of responsibility and our role in seeing that the needs and demands of society are addressed and met.

PSU has recognized this as an opportunity and, in response, has developed a dynamic program of study specifically designed for the advancement of business leaders, managers and entrepreneurs who seek a higher level of learning while pursuing an active career.

Our MBA program supports this learning process in a unique manner. It fosters interaction and collaboration between our teaching faculty (who combine academic excellence and business experience) and the successful entrepreneurs and leaders across Riyadh who founded the University.

I welcome you to join us as we continue to build our great enterprise of recruiting, training and graduating tomorrow's business leaders in the Kingdom, the Middle East and beyond.

Dr. Ahmed Yamani

Rector

Prince Sultan University

Welcome from the Dean

Welcome to the PSU's MBA program from the College of Business Administration. Investing in an MBA degree is one of the most important decisions a person can make to improve one's skills and advance his/her career. We at Prince Sultan University strive to ensure that you will get the highest return on your investment in our MBA degree program. We are confident that upon your graduation, you will have put your career on the fast track, expanded your menu of life choices and increased your earning power.

Today's highly competitive environment of rapidly expanding global markets and fast-paced technological advances presents companies and their managers with new situations and challenges. To meet and deal with the ever-changing business environments, new approaches to management and business education are in order.

At our business school, we will provide you with the right educational mix of seasoned expertise, new theory and practical training that will enable our graduates to grapple with and master the challenges of doing business in the 21st century. Our business school program is crafted to present its students in stimulating and effective learning environments; ones where various strategies are tested, critical thinking is prized and business acumen is sharpened.

To implement new approaches in the business disciplines, we recruit faculty from an array of backgrounds and their hands-on experience, expertise and scholarship are brought into the classrooms. Our faculty is committed to both cutting-edge research in the field and excellence at the classroom as our curriculum reflects this.

We are convinced that our MBA program will sharpen your business skills and therein enable you to seek and meet your future goals. Upon exiting the halls of PSU with an MBA degree in hand, our program graduates will join the community of scholars and business leaders in the Kingdom and beyond.

Dr. Mohamad Aljebreen Al-Misher

Dean,

College of Business Administration

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1. The College of Business Administration

PSU established the College of Business Administration (CBA) in order to play an important role in developing human capital for the Kingdom's fast-growing business and service sectors. This enterprise started in 1999 with the development of a well-structured undergraduate program in business. Since then, graduates of the business undergraduate program have made their marks in the Saudi Arabian and regional business sectors; and today PSU is looked to as the supplier of effective bilingual business graduates. To build on the success achieved in the undergraduate programs, the CBA launched its Master of Business Administration (MBA) program in 2007. It is designed to train men and women for leadership positions in the private and public business sectors.

The MBA program involves schooling in business basics, obtaining comprehensive knowledge of the profession's disciplines, and specializing in one of its major fields. The program begins with a sequence of foundation courses, followed by a range of intermediate discipline specific courses, and concludes with course work in a specialized major field (e.g. Finance, Marketing). Textbook and lecture learning is deepened and enriched by simulation of practical applications of such knowledge. Students with little or no work experience undertake internship programs and acquire real world business experience and establish rapport with the Riyadh business community with prospects of future employment.

The MBA professional graduate program is thus structured to cultivate analytical skills and infuse managerial decision-making expertise. Emphasis is on developing the ability to evaluate business and organizational situations with competency, insight and creativity. The CBA Masters degree program employs an active learning process, one that allows aspiring young business executives to work in specialized areas and sectors armed with the necessary tools of conceptual, interpersonal and problem-solving skills. In brief, PSU MBA graduates are ready and able to make informed and creative judgments vis-à-vis business policy and operations in the real world outside the classroom.

Members of the CBA faculty are world-class educators with diverse backgrounds. Their scholarly academic research is valued by fellow academics and noted practitioners alike. The CBA is making continuous efforts to enhance its intellectual capital by hiring highly qualified Ph.D. faculty from globally acclaimed and accredited institutions.

2. MBA Program Features and Benefits

The MBA Program's object is to educate and groom managers and corporate leaders. This is accomplished by imparting students with knowledge, skills and expertise via its mix of a comprehensive core curriculum and choice of specialized major fields. This combination is complemented by of the MBA program's flexibility which allows degree candidates to tailor their studies to meet their own particular needs and schedules. The broad range of electives offered by the CBA enables students to 'custom fit' their MBA degree, thereby distinguishing themselves from their counterparts in the job market.

Key Features of the Program:

- rigorous, relevant, team-oriented curriculum designed to develop both analytical skills and leadership qualities
- a curriculum that can be customized to meet specific career needs
- program flexibility allows both timely and convenient options for degree completion
- supportive environment based on small class size
- courses integrate throughout awareness of diversity, globalization and ethics
- frequent contacts and interactions with executives of various local, regional and global enterprises visiting the CBA on a regular basis
- quality faculty provide first-class teaching, advising and consultation
- collaborative culture imbued with strong work ethics create the necessary bonds among students, faculty, and business executives

3. Admission Requirements and Procedures

3.1. Admission Requirements

A student seeking admission to the MBA program should have:

- completed a four-year bachelor degree (or equivalent) in any discipline from a local institution accredited by the Saudi Arabian government, or from an accredited foreign institution.
- good academic standing at the college or university last attended.
- attained a "good" grade point average (2.25 out of 4.00) or an equivalent in the bachelor degree from an accredited university.
- acquired a good command in English with a TOEFL score of 500 or above in the case of a paper-based exam, and a score of 173 or above in the case of a computer-based exam.
- obtained a satisfactory GMAT score.
- passed an interview with the admission committee if short-listed after a review of his/her submitted documents.

Applicants should note that, while professionally relevant work experience is not a requirement, it nonetheless remains desirable.

3.2. Documents Needed

- A completed MBA application form.
- Three recent photographs.
- Official transcripts of all post-secondary certificates. Request your academic institutions to send official transcripts in a sealed envelope directly to the MBA Program Office; or collect them after they are sealed and signed on the envelope flap by the officer responsible (e.g., Registrar); then attach them to your application documents.
- Recommendation letters from two referees. Request your referees to send their confidential reports in a sealed envelope directly to the MBA Program Office; or collect them after they are sealed and signed on the envelope flap by the referees; then attach them to your application documents.
- Work experience certificates, if any.
- Documents of leadership, extra-curricular and professional activities, if any.
- GMAT Score report. Please provide a copy of the GMAT score report. The college may ask for the score to be sent directly by the GMAT administrator (www.mba.com).
- TOEFL Score report. Please provide a copy of the TOEFL score report. The college may ask for the score to be sent directly by the ETS (www.ets.org/toefl). Prince Sultan University's Code for ETS is 0003.
- An updated résumé.
- Copy of identification documents. Copy of the ID card for Saudi nationals and passport copy for international applicants.

3.3. Application Procedures

Step 1: Students should submit the completed application form with all documents as mentioned above either in person or by mailing it to the College of Business Administration at least two months before the start of a semester. All documents should be delivered to the following address:

*Office of the MBA Program
College of Business Administration,
Prince Sultan University,
P.O.Box 66833,
Riyadh 11586,
Saudi Arabia.*

Step 2: The MBA admission committee will review the application to determine the applicant's suitability for the program. The review criteria include mainly the prior academic performance, GMAT score, TOEFL score, and referees' recommendations.

Step 3: After the initial review in *Step 2*, the committee will publish a short-list of candidates.

Step 4: The short-listed candidates will be invited for an interview with an interview board.

Step 5: A final merit list of candidates will be prepared based on the prior academic results, GMAT score, TOEFL score and the result of the interview.

Step 6: Offers of admission will be given to candidates according to the merit list and subject to the availability of seats in the MBA classes each semester. If any candidate remains on

the merit list but an admission is not offered, he/she will be kept on the waiting list for admission for any vacancy that may arise before the start of the semester. *Offers of admission could be provisional or final. Students offered provisional admission must satisfy one or more of the following requirements to successfully continue with the program.*

1) *Pass certain pre-requisite courses.*

2) *Obtain a stipulated level of GPA in the first semester.*

Students who are admitted to the program will have to complete their files with PSU within the deadline provided by the MBA Program Office.

4. MBA Program Curriculum

The MBA program leading to the award of a professional degree aims at training students for effective managerial decision-making. Therefore, the curriculum emphasizes the development of skills and expertise that help students to evaluate business and organizational situations so that they are trained to make informed and innovative decisions regarding business policies and processes. The MBA program begins with a sequence of foundation courses followed by a range of core courses and conclude with the pursuance of the major courses, which provide an opportunity to focus on a particular field of choice. Thus, the curriculum takes into consideration the requirements of different subject areas and specializations enabling graduates to work in the areas of their interest. A unique feature of our curriculum is that it has the flexibility to incorporate innovative and emerging topics through the offering of the '*Selected/Special Topics*' course under each area of specialization.

4.1. Course Structure

The PSU MBA program consists of 36-credit curriculum: 27 credits accrue from the core courses and 9 credits from the major courses. The course structure has been designed to focus on contemporary business perspectives and issues, collaboration, teamwork, and development of entrepreneurial skills. The curriculum will prepare students to lead, build, and manage enterprises that create value for the stakeholders in a dynamic global economy while providing the students with essential tools for success in their careers. It also instills awareness of ethical issues and their effects on society. Most importantly, successful graduates learn to solve problems, avoid creating new ones, simplify issues, and optimize results for their organizations. The MBA curriculum is summarized in Table 1:

Table 1. MBA Course Structure

Module	Credits
Foundation (A maximum of 5 courses depending upon background of the applicant)	7.5 (not counted towards GPA)
Business Core (9 courses)	27
Major Area (3 courses)	09
Internship (8 Weeks)	Pass/Fail (not counted towards GPA)
Total	36 Credits

4.2. Foundation Courses

The foundation courses are required for those students who do not have adequate academic exposure to business-allied subjects. Students may have to take all or some of the foundation courses from the list in Table 2 in order to prepare themselves for successful study in the business core and major courses.

Students who are required to take any of the foundation courses must pass them with a grade of "C" or above before proceeding to the core courses. As a general rule, a student receiving a grade lower than "C" in any of the foundation courses will be dismissed from the MBA program, while the MBA program committee may require some students to earn a grade of "B" or higher in the foundation courses depending on their prior academic background. Grades achieved in the foundation courses will *not* be computed in the Grade Point Average (GPA) for the MBA degree.

Some students may be granted a waiver of any or all of the foundation courses; if the MBA program committee found it appropriate; in view of their academic background and/or work experience.

Lastly, the MBA program committee may allow a student to register for some of the core courses while pursuing the foundation courses.

Table 2. List of Foundation Courses

Code	Courses	Credits
BUS 500	Introduction to Business	1.5
ACC 500	Financial Accounting	1.5
BUS 501	Mathematics for Business	1.5
BUS 502	Business Statistics	1.5
BUS 503	Business Communication	1.5

4.3. Core Business Curriculum

The objective of the core business curriculum is to develop solid analytical knowledge in the key areas of business, e.g., finance, marketing, production, organizational behavior, accounting, and corporate strategy. These courses are designed to provide core theoretical knowledge and its practical applications in real business situations. Students will discover strategic insights into the key areas of business and appreciate innovation and effective decision making in dynamic work environments. The core curriculum consists of 27 credits, which can be completed in three academic semesters. A brief summary of the business core curriculum is presented in Table 3 below:

Table 3. List of Core Courses

Code	Courses	Credits	Prerequisites
ECON 510	Managerial Economics	3	
ACC 520	Managerial Accounting	3	ACC 500
MKT 530	Marketing Management	3	

FIN 550	Financial Management	3	ACC 500, BUS 501, BUS 502
BUS 570	Managing Organizations and People	3	
BUS 580	Legal and Ethical Environment of Business	3	
BUS 581	Managing Information	3	
BUS 582	Production and Operation Management	3	BUS 501 and BUS 502
BUS 590	Strategic Management	3	BUS 582, MKT 530, FIN 550

4.4. Major Areas

Having completed the core curriculum, students choose career-focused business discipline areas in order to add depth to their acquired knowledge. The College of Business Administration's MBA program offers five Majors as follows. (**Note: the number of Majors to be offered depends on how many students are interested in each Major.**)

- 1) Finance Major
- 2) Chartered Financial Analyst (CFA) Major
- 3) Human Resource Management Major
- 4) Marketing Major
- 5) General Major

A student needs to take a total of 9 credits from the courses available in the particular major of his/her choice. Details of every major curriculum are provided below:

4.4.1. Finance Major

The Finance Major is a choice for those considering careers in corporate financial management, commercial and investment banking, consumer financing, leasing, insurance, portfolio investment and security analysis. Finance Major students are required to take one compulsory course, FIN 551 Investment Analysis & Portfolio Management, and to choose two finance courses from the list below in Table 4.

Table 4. Finance Major Courses

<i>Compulsory Major Course</i>			
Code	Course	Credits	Prerequisites
FIN 551	Investment Analysis & Portfolio Management	3	FIN 550
<i>Elective Major Courses (Any Two Courses to Be Chosen)</i>			
Code	Course	Credits	Prerequisite
FIN 552	Corporate Finance	3	FIN 550
FIN 553	Financial Markets and Institutions	3	FIN 550
FIN 554	Financial Derivatives	3	FIN 551
FIN 555	Insurance and Risk Management	3	FIN 550

FIN 556	MNC Finance	3	FIN 550
FIN 559	Selected Topics in Finance	3	FIN 550

4.4.2. Chartered Financial Analyst (CFA) Major

The CFA Major is best suited to students wishing to focus on investment and portfolio management. To obtain a CFA charter, a candidate must pass three exams (levels I, II & III). The three CFA exams are based on the Candidate Body of Knowledge (CBOK), which is divided into ten topic areas.

This Major is designed to prepare students to take the CFA exam. Students will take three courses, which are comprehensive, practitioner-oriented, and specifically designed for the CFA program. CFA Major students are required to take one compulsory course, FIN 551 Investment Analysis & Portfolio Management, and to choose two courses from the list below in Table 5.

Table 5. CFA Major Courses

<i>Compulsory Major Course</i>			
Code	Course	Credits	Prerequisite
FIN 551	Investment Analysis & Portfolio Management	3	FIN 550
<i>Elective Major Courses (Any Two Courses To Be Chosen)</i>			
Code	Course	Credits	Prerequisite
FIN 562	Financial Analysis I (Tools)	3	FIN 550
FIN 563	Financial Analysis II (Valuation)	3	FIN 550
FIN 569	Selected CFA Topics	3	FIN 551

4.4.3. Human Resource Management Major

The Human Resource Management (HRM) Major is a choice for those who wish to focus on the recruitment, selection, motivation, and development of human resources in business, government, and non-profit organizations. Building on a broad understanding of human resources, students will study the field from the viewpoint of the managerial decision-maker. Students are required to take one compulsory course HRM 571, Human Resource Planning, and to choose two courses from the list provided in Table 6.

Table 6. Human Resource Management Major Courses

<i>Compulsory Major Course</i>			
Code	Course	Credits	Prerequisite
HRM 571	Human Resource Planning	3	BUS 570

<i>Elective Major Courses (Any Two Courses to Be Chosen)</i>			
Code	Course	Credits	Prerequisite
HRM 572	Compensation Management	3	BUS 570
HRM 573	Employee Relations	3	BUS 570
HRM 574	Organizational change and Development	3	BUS 570
HRM 575	Human Resource Development	3	BUS 570
HRM 579	Selected Topics in Human Resources Management	3	BUS 570

4.4.4. Marketing Major

The Marketing Major is a choice for those considering a career in marketing careers in a highly competitive environment. This Major prepares the students to make strategic decisions with respect to product design and development, pricing mechanisms, promotional activities, and distribution systems. In addition, it has broad relevance for a career in management consultancy, entrepreneurial management, and marketing research. Marketing Major students are required to take one compulsory course, MKT 538, Strategic Marketing, and to choose two courses from the list provided in Table 7.

Table 7: Marketing Major Courses

<i>Compulsory Major Course</i>			
Code	Course	Credits	Prerequisite
MKT 538	Strategic Marketing	3	Two MKT electives OR college consent
<i>Elective Major Courses (Any Two Courses to Be Chosen)</i>			
Code	Course	Credits	Prerequisite
MKT 532	Marketing Research	3	MKT 530
MKT 533	Consumer Behavior	3	MKT 530
MKT 534	International Marketing	3	MKT 530
MKT 535	Electronic Marketing	3	MKT 530
MKT 539	Special Topics in Marketing	3	MKT 530

4.4.5. General Major

The General Major includes the compulsory courses of all the three Majors of Finance, Marketing, and Human Resource Management (FIN 551, MKT 538 & HRM 571).

4.5. Schedule of Courses Offered

Courses are normally offered in the sequence outlined below. Students are advised to follow this sequence, provided that foundation courses are waived, passed earlier, or taken simultaneously, and the required courses of prerequisites are passed:

1st Year - 1st Semester (starting in September)

ECON 510 Managerial Economics
MKT 530 Marketing Management
BUS 570 Managing Organizations and People

1st Year – 2nd Semester (starting in February)

ACC 520 Managerial Accounting
FIN 550 Financial Management
BUS 581 Managing Information

2nd Year – 1st Semester (starting in September)

BUS 580 Legal and Ethical Environment of Business
BUS 582 Production and Operation Management
MAJOR Compulsory

2nd Year – 2nd Semester (starting in February)

BUS 590 Strategic Management
MAJOR Elective I
MAJOR Elective II

4.6. Internship Program

The Internship Program provides students with an opportunity to establish linkages with businesses and industries. Internships expose them to real-world business situations thereby enhancing their chances of employment.

Students with no work experience are required to undertake an internship program. The internship entails an eight-week practicum (practical training) for a student, which constitutes a preparatory step towards a post-MBA career. Students are required to prepare an internship report and present it before a committee. The MBA program committee will evaluate reports and award them 'passing' or 'failing' grades. As a general policy, internship is part of the MBA program and all full-time MBA students are required to undertake the internship with a local or a foreign company during the summer semester. However, students who have two years of relevant work experience or employment in any managerial position can apply for exemption from the internship requirement.

4.7. Seminars

PSU MBA program is augmented by following three non-credit seminars offered within a 12 month period, that are designed to nurture leadership talents of our students, provide them with an opportunity to start new ventures as upcoming Saudi entrepreneurs and undertake a tour to a

major foreign destination to learn intricacies of doing business in a foreign country by globalizing their vision. The seminars are not required for graduation; however, those seminars will be shown on the transcript of those students registering and attending them.

The three seminars are as follows:

- BUS 594 - Seminar in Business Leadership
- BUS 595 - Seminar in Entrepreneurship
- BUS 596 - Business Study Mission

5. Rules and Regulations

5.1. Class Timings

In order to suit the needs of those students who work during the day (i.e. professionals), MBA classes are conducted in the evening (from 6 p.m. to 9 p.m. on weekdays (Saturday through Wednesday). Having professionals in the class allows them to sharing their day-to-day business experiences and challenges in class. This by itself is enlivens class discussions and provides insights the non-professional students.

5.2. Course Load

Full-time MBA students may enroll for a maximum of three courses in each semester. Students taking three courses per semester can complete the MBA program in four regular semesters plus one summer semester of 8 weeks (if internship is required). Student will require longer time to complete the MBA degree if less than three courses are pursued in any one semester. Students must, however, must complete the MBA program within five years from the day of first registration.

5.3. Repeating Courses

Students who obtain an F, a D or a D+ grade in any core course, or in any compulsory elective must repeat the course when it is offered. Students who obtain an F, a D or a D+ grade in any elective course must repeat this course or replace it with another elective. No course can be repeated if the earned grade is 'C' or above. Please note that the grades of all attempts (including first and repeat attempts) are counted in the computation of GPA.

5.4. Teaching Methodology

The program will be delivered using the boardroom-learning format. The language of instruction for the entire program will only be English. All lectures, class discussions and presentations will be in English. The lectures will be enriched with real life cases and events, in addition to materials presented in the textbooks. Students may be required to discuss and analyze cases in most courses in order to develop their thinking and decision-making expertise.

5.5. Attendance Regulations

A registered student must attend all classes of each enrolled course during every semester. A student will receive a grade of 'DN' (Denial) in any course if he/she is absent in more than 25% of the total number of the classes, irrespective of whether the absences are for valid or invalid reasons. In case, a student is allowed to register a course after the scheduled start-date of classes, his/her absences prior to the registration of a course will also be counted for DN purpose.

Students should expect to receive lower grades in the event of excessive absences. The responsibility for work missed rests entirely with the students. Students are REQUIRED to attend all classes.

5.6. Assessment Criteria

PSU follows a procedure of continuous assessment of students' performance through assignments, quizzes, cases, term papers, projects, and tests etc. This continuous assessment covers up to 70 percent of course evaluation and the remaining 30 percent is assigned to final examination. After the completion of all assessments, a final grade is awarded based on the scale elaborated in Table 8:

Table 8: Grading Scales

Marks	Grades	Points	Remarks
95-100	A+	4	Exceptional
90-94	A	3.75	Excellent
85-89	B+	3.5	Superior
80-84	B	3	Very Good
75-79	C+	2.5	Above Average
70-74	C	2	Good
65-69	D+	1.5	High Pass
60-64	D	1	Pass
Below 60	F	0	Fail
	IP	-	In Progress
	DN	0	Denial
	IC	-	In-Complete
	NP	-	No-Grade Pass
	NF	-	No-Grade Fail
	W	-	Withdrawn
	WP	-	Withdrawn with Pass
	WF	-	Withdrawn with Fail
	AU	-	Audit

- No student shall be eligible to appear at any examination unless he/she is enrolled in the MBA program and has paid all the necessary fees.
- The determination of the form of coursework and examination will be left to the course instructor who will be solely responsible for the course delivery as well as its evaluation. The grade given in the course by the instructor shall be final.

5.7. Statute of Limitations for Degree Completion

A student must complete the MBA program within a period of five academic years from the date of first registration with PSU, including any period of withdrawal.

5.8. Credit Transfer

As a general policy, a total of six (6) credit hours or two courses from relevant graduate programs of other duly accredited academic institutions may be transferred, subject to the following terms and conditions:

- Credits earned must be from an accredited graduate business program of any local or foreign university whose curriculum and quality of teaching match those of the MBA program at the PSU College of Business Administration. The MBA Program Director will evaluate the curriculum and quality of teaching at the institution from which the student earned those credits and a credit transfer proposal must be approved by the Dean of the College of Business Administration.
- Only credits earned within five years prior to enrolment at PSU College of Business Administration will be considered for transfer.
- Credits must be transferred at the time of entry into PSU College of Business Administration. A request for credit transfer must be made while the student is submitting the application for admission to the MBA program. The following documents must be submitted for a credit transfer request:
 - a written request mentioning the titles of the courses to which credit transfer is requested.
 - a transcript directly forwarded by the university from which the credit transfer is requested or an attested copy of the same.
 - curriculum, brochure and website address of the institution, from where from the credits are to be transferred.
 - detailed syllabus and course outline that provide information about the text/reference book(s) used, and the student assessment system employed.
 - biographical information of the instructor, who taught the course.
 - sample copy of any graded assignments (if available).
- Credit transfers are allowed only for business core courses; no credit can be transferred for major courses.
- Credits proposed for transfer must be of grade level "B" or above.

- Credits approved for transfer will be entered on the transcript as credits waved for graduation, but they will not be counted for the computation of your GPA at PSU.
- Credits earned in a semester (16 weeks of teaching) are accepted whereas credits earned in the trimesters or quarters are not accepted for transfer to PSU.

5.9. Drop /Add and Withdrawals Policies and Procedures

Once a student registered certain courses, he/she will be permitted to drop any of the existing courses and/or to add new ones that are not registered at the beginning. In addition, a student can withdraw from a course or the whole semester. However, Drop/Add and withdrawal are subject to certain limitations and formalities as listed below.

5.9.1. Drop/Add of Courses

A student may drop any course within five weeks of the start of a semester with no effect on his/her transcript. For this purpose, he/she needs to fill out a **Drop/Add Form (DAF)** available from the Registration Office. Stopping to attend class or just informing the course instructor about one's decision to drop the course does not constitute an effective dropping and will result in a failing grade "F" in the course. For an effective dropping, a student must fill out the Drop/Add form and submit it to the MBA director. Further, it is the responsibility of the student to check with the Registration Office and make sure that the course is removed from his/her list of registered courses.

In order to add a course, a **Drop/Add Form** is also necessary to be submitted by the student and approved by the MBA program director. Courses can be added only in the first week of classes. Students will not be allowed to add any course after the first week because the courses demand continuous and cumulative work, which will not be possible for a late entrant.

5.9.2. Withdrawal Policy

A student will be eligible for a grade of "W" for any course/courses, if he/she withdraws after five weeks but **within nine weeks** from the beginning of a semester. However, after nine weeks from the beginning of the semester a student can only withdraw from the whole semester. Hence, *for a student to be approved for withdrawal from the whole semester, there must be extenuating circumstances beyond the student's control. The approval for withdrawal from the whole semester must be obtained from the Dean of the College of Business Administration. Upon the approval of the withdrawal, a student will be eligible for a grade of "WP" if he/she has a passing grade in the course period; Otherwise, the grade of "WF" will be recorded in his/her transcript.*

As noted in **section 5.2.**, students must complete all the MBA degree requirements within five years from the day of registration. If temporary withdrawal from MBA Program is requested, leave of absence will be granted until the student resumes his/her study. If any student has taken withdrawal earlier but wants to resume study later, he/she should re-register and enroll in the courses offered to the regular students only. No additional courses will be offered for withdrawal students re-registering after terminating their temporary withdrawals. Therefore, students who are interested in taking temporary withdrawal from the MBA program run the risk of not being

able to complete their MBA program on time as they originally planned since they may need to wait for one semester or more for specific courses to be offered.

5.9.3. Withdrawal Procedures

A graduate student, who desires to withdraw temporarily from the university during any given semester, shall complete the required *withdrawal form* (remember to date it) and initiate the process through the Director of the MBA program. **Phone call requests for withdrawal cannot be processed.** Having been approved by the Director of the MBA program and the Dean of the College of Business Administration, the form will be submitted to the Accounts Office for refunds, if any. Refund is pro-rated based on the week of request for withdrawal.

5.9.4. Refund Policy on Dropped Courses

A. Refund policy for the courses dropped during the Fall and Spring terms (starting in September and February respectively):-

- 1) Within 1st Week of the semester: Refund is 100%.
- 2) From 2nd Week of the semester and onwards: No Refunds.

B. Refund policy for the courses dropped during Summer terms:

- 1) On the day of Registration and the following day: Refund is 100%.
- 2) On 3rd day of registration and onwards: No Refunds.

5.9.5. Refund of Tuition upon Withdrawal

A. For withdrawal during the Fall and Spring terms, the Refund is as follows:

- 1) Within 1st week of the semester: Refund would be 100%.
- 2) Within 2nd week of the semester: Refund would be 75%.
- 3) Within 3rd week of the semester: Refund would be 50%.
- 4) Within 4th week of the semester: Refund would be 25%.
- 5) Within 5th week of the semester and onwards: No Refunds.

B. For withdrawal during Summer terms the Refund is as follows:

- 1) On the day of Registration and the following day: Refund is 100%.
- 2) On the 3rd Day of Registration: Refund would be 75%.
- 3) On the 4th Day of Registration: Refund would be 50%.
- 4) On the 5th Day of Registration: Refund would be 25%.
- 5) On the 6th Day of Registration and onwards: No Refunds.

5.10. Award of the MBA Degree

A candidate must fulfill the following requirements for the award of an MBA degree:

- 1- Completion of all the required core and elective courses, which constitute 36 credit hours in total.
- 2- Passing all the courses individually with a minimum of C grade while maintaining a minimum Grade Point Average (GPA) of 3.00.
- 3- Passing the internship program, (unless exempted).

Having fulfilled the above requirements, successful candidate shall be awarded the degree of MBA by PSU.

6. Academic Standing of Students

6.1. Good Standing

All students must maintain a cumulative GPA 3.00 or above and strictly adhere to academic rules and regulations in order to be in good academic standing throughout the MBA study period. In addition, all students must demonstrate proper professional conduct consistent with the customary personal conduct code at PSU. Any students studying on PSU scholarship (full or partial), however, must maintain a minimum cumulative GPA of 3.00 at all times, beside adhering to the rules and regulations and conducting themselves properly. Otherwise, further scholarship funding towards the completion of their MBA program will not be provided.

6.2. Probation and Dismissal

Academic standing of each student, with regular status in the graduate program, will be assessed on completion of a minimum of nine credit hours. A student whose GPA drops below 3.00 but remains above 2.50, (at any time after earning 9 semester hours) will receive an academic warning and will be placed on probation. Probationary status must be removed by raising the overall GPA to 3.00 or better during the 9 hours of graduate work immediately following the period in which the status was incurred. Failure to do so will result in the student being dropped from the program. Likewise, if the GPA of any student falls below 2.50, the student will automatically be dismissed from the MBA program.

6.3. Probation/Dismissal Notices

The CBA issues probation and dismissal notices to students. However, failure to receive a notice does not change the student's probation or dismissal status, since students are expected to monitor their own progress in light of these policies.

6.4. Appeal Against Dismissal

A dismissed student will have a chance of appeal to the Dean of the College of Business Administration against the dismissal within the time stipulated in the dismissal notice. If any student so appeals, a decision on the appeal will be communicated to him/her within two weeks after the appeal is filed. If the decision is positive, then the student will be placed on probation instead of being dismissed. A student can appeal against dismissal only once during the whole period of study. However, no appeal is allowed if any student is dismissed for not complying with university rules and regulations, or for engaging in unethical conduct, as mentioned in Students' Catalog.

7. Scholarships and Financial Aid

7.1. Scholarships

Spending money on MBA degree is a major investment. Although this is an investment in one's future, with a superb cost-benefit ratio, it is an investment that must be planned for carefully. Students are expected to contribute a portion of their income and assets to meet the costs of graduate business study. To attract international students in this regard, the CBA plans to award at least three scholarships each year. The scholarship program is designed to finance the MBA Program for those international students who demonstrate exceptional academic achievements. For the award of these scholarships, priority will be given to the international students not residing across Saudi Arabia.

The scholarships are expected to cover tuition, fees, accommodation, health insurance, and a monthly stipend of SR 2000 for each student of good standing. The international student who is on a scholarship is expected to have a full load (9 credits) and work in the College of Business Administration as a teaching assistant. Details of the scholarships and other forms of financial aid are announced from time to time, but most frequently before the start of a new semester.

7.2. Financial Aid

Financial aid will be available through the PSU Financial Grant Office. This is mainly meant for Saudi citizens and lawful residents of the kingdom. Financial aid can partially or fully cover the tuition.

8. Fees and Tuition

Students pay for tuition each semester in accordance with the number of credit hours for which they are enrolled. The university reserves the right to change tuition or fees without prior notice.

8.1. Fees and Tuitions for the Academic Year 2008-2009:

Application Fee	SR 100
Deposit on Admission (to be adjusted with the second semester tuition)	SR 4000
Tuition Per Credit Hour	SR 2800
Mandatory Health & Accident Insurance Policy (for International Students only - approximate cost per semester)	SR 1000

Note: all fees mentioned above are subject to change without any prior notice

8.2. Payment of Fees and Tuition

All tuitions and fees are due and payable on the first day of classes. No financial deferment will be considered for the first semester. However, the university may allow financial deferment from the second semester onward, but in no case will the deferment be extended beyond 30 days after the first day of classes. Deferred payment plans are available only through Office of the Vice-Rector of Financial and Administrative Affairs.

9. Support for Students

The College of Business Administration recognizes the importance of a congenial and stimulating academic environment for high-quality education. As a part of its endeavors to foster this environment, PSU has launched some value-adding services for MBA students in addition to the regular support services (e.g., library and photocopy services). The notable value-added student support services include the following:

- Laptops: within the second week of their first semester, every MBA student will receive a complimentary laptop computer from the MBA Program Office.
- Wireless Network: PSU has established a wireless network in the Library and at the cafeteria so that students can log on to the Internet and send e-mails from anywhere they prefer.
- Networked Classroom: the seats in MBA classrooms are fitted with network points so that students can connect their laptop during class sessions.
- Smart Boards: every class is fitted with a state-of-the-art smart board for professors to conduct their lectures and discussions electronically.
- Electronic Journals: the Library has subscribed to a number of leading business journals including Harvard Business Review.

10. Frequently Asked Questions

Q. Is there any admission deadline?

A. The College of Business administration must receive applications and all documents required for admission to the MBA two months before the start of a semester. Specific deadlines will be posted on notice-boards, on website (<http://www.psu.edu.sa>), and in the press.

Q. How much is the application fee?

A. The application fee is SR 100.00. It can be paid in cash or by bank check while submitting an admission application.

Q. Do I need to take the GMAT?

A. Yes. All applicants must take the GMAT. PSU does not require a specific score; however, achieving a high score increases your chance of getting MBA program admission. However, having a score that exceeds the average does not guarantee admission. GMAT scores are valid for 5 years. For example, applicants applying for Fall 2008 admission may submit a GMAT score from a test taken at any time after January 2003. You may take the test as many times as you wish, PSU will consider the score that you submitted at the time of application for admission.

Q. Will you interview me?

A. We will interview you if we shortlist you after reviewing your credentials.

Q. What factors are considered in the admission decision?

A. The Admission Committee considers your academic potential based on your prior academic results (GPA), TOEFL, GMAT, and on your personal qualities as observed during the interview. We look at each candidate individually. Our goal is to assemble a class of students who will bring diverse perspectives to the learning environment.

Q. Is work experience required?

A. We admit students with relevant experience as well as a select number of students who enroll directly from an undergraduate program without fulltime work experience. Typically these candidates demonstrate superior academic potential as well as outstanding leadership, maturity, and focus derived from their success in extracurricular and community activities. Fulltime work experience is not a requirement for admission into the program, but relevant professional experience is desirable.

Q. Do I need an undergraduate degree in business or a professional business background?

A. No. The Admissions' Committee looks for good quantitative skills, leadership ability, and excellent verbal communication skills. You can demonstrate these competencies through a variety of undergraduate majors and professional experiences.

Q. Do I need a four-year degree?

A. Yes, you need a four-year undergraduate degree (or equivalent) to seek admission into our MBA program.

Q. What is the minimum GPA requirement at the undergraduate level?

A. The minimum GPA requirement for admission is 2.25/4.00 (or equivalent) in your undergraduate degree. However, if your GPA is less than 2.25/4.00 but you possess excellent work experience or a good masters degree, the MBA program committee may consider you for provisional admission to the MBA program. Nevertheless, you have to take a full load of courses (9 Credit Hours) in the first semester, and you must obtain a GPA of 3.00 or above. Otherwise you will be dismissed from the program.

Q. Can I transfer credits taken at another school to your College to count toward my MBA?

A. Yes, you can transfer a maximum of six credits or two courses from relevant graduate programs of other academic institutions. The credit transfer is subject to certain terms and conditions. (See: **5.8. Credit Transfer** for details).

Q. How long is the study time/period for the MBA program?

A. You can complete the MBA program in two years. However, your registration will remain valid for five years after initial registration, and you must complete all requirements of the MBA program within this 5-year period.

Q. What specializations does the MBA program offer?

A. We offer specializations in Finance, CFA, Marketing, and Human Resource Management. However, you can also pursue a general MBA by taking compulsory courses from all the areas of specialization.

Q. Does the College of Business Administration offer scholarships or grants?

A. Yes, we offer some scholarships that are expected to cover tuitions, fees, accommodation, and a monthly stipend of SR 2000 for deserving candidates.
(See: **7. Scholarships & Financial Aid** for details).

11. Special Note

The College of Business Administration reserves the right to add new provision(s); or modify or completely delete any of the existing provision(s) mentioned in this catalog without any prior notice.

Appendix A

Course Descriptions

ACC 500 Financial Accounting (1.5 Credits)

The course is designed to develop an understanding of accounting principles based on basic concepts and methods used in corporate financial statements. Major topics include: the basic accrual model, analysis of transactions, balance sheet, income statement and cash flow statement construction and analysis. The course is expected to enable students to analyze the actual financial reports and understand how basic concepts and methods of financial accounting are applied to issues such as long-term assets, inventory, sales, receivables, debt securities, corporate ownership, international operations, and analysis of financial statements.

ACC 520 Managerial Accounting (3 Credits)

The course deals with the tools and techniques for internal use of accounting information for managerial decisions. It specifically focuses on cost accumulations and analyses, alternative costing methods, accounting aspects of planning, budgeting and budgetary control, financial and non-financial performance evaluations, and other relevant uses of accounting information in the decision-making process.

BUS 500 Introduction to Business (1.5 Credits)

The course provides background information related to the field of business administration. Being a survey course, emphasis is placed to introduce the students to all functional areas of business with an emphasis on Saudi economy, and the Saudi corporate sector.

BUS 501 Mathematics for Business (1.5 Credits)

The course focuses on learning the basic mathematical techniques that are expected to improve an understanding of conventional but essential mathematical tools; e.g. matrix algebra, derivatives, calculus, optimization techniques and systems of equations. Discussion of these mathematical issues allows the students to comprehend them fully and apply them successfully in the areas of business.

BUS 502 Business Statistics (1.5 Credits)

This course is designed to develop an understanding of the basic quantitative techniques that are expected to improve the data-analysis skills of students. Particular focus is given to the measures of central tendency, measures of dispersion, index numbers, probabilities, time series and regression analysis. These statistical techniques will be discussed and explained in a way that allows students to comprehend them fully and leads toward logical interpretation of data and results.

BUS 503 Business Communication (1.5 Credits)

The course focuses on oral and written communication abilities of students. It allows them to respond to complete inter-personal and inter-group scenarios. It is also expected to enable them to conduct individual and team presentations, to run meetings, and to develop effective communication skills that managers ought to possess in order to perform their organizational responsibilities. The students will also learn about the techniques of structuring and delivering business-related contents in a logical and effective manner.

BUS 570 Managing Organizations and People (3 Credits)

The course primarily deals with the application of behavioral concepts and theory in managing an organization. It reveals a scientific way of integrating the workers' interest with the goals/profit intentions of the organizations. The topics of major emphasis shall be recruitment, selection, training, motivation, leadership, conflict resolution, performance appraisal, group dynamics, teamwork, stress management etc. The course is expected to improve students' communication skills, leadership ability, 'human' skills, teamwork initiatives etc.

BUS 580 Legal and Ethical Environment of Business (3 Credits)

This course enables the students to learn how managers can use the law to create and capture value, and manage risk at various levels of business. The structure of legal environment of business; sources of law affecting business; contracts and sales; product liability; corporations; security; bankruptcy; antitrust; discrimination; labor relations; environmental law; criminal law; cyber law; associated ethical and international issues that managers confront in the modern business arena form the subject matter for the course. The topic mentioned above will be discussed in the context of Saudi Arabian business law.

BUS 581 Managing Information (3 Credits)

This course provides an overview of information technology and its applications in business decisions. Students will acquire knowledge of how information is collected and processed for on-time decision-making. It particularly explores some issues of information systems related to managing and administering information databases, internets and networks, enterprise resource planning, customer relationship management, and supply chain systems. The course also investigates the overall automation needs of an organization and the strategic role of information technology in satisfying these needs.

BUS 582 Production and Operation Management (3 Credits)

Prerequisites BUS 501 and BUS 502

This course is structured to enable professionals to construct mathematical models of manufacturing and service operations and to solve operation problems in the areas of: forecasting; layout of facilities; aggregate production planning; inventory control; scheduling; project management; and quality control. It also aims to provide an understanding of the use of enterprise systems for integration of various functional areas of business with operation management.

BUS 590 Strategic Management (3 Credits)

This course provides a comprehensive picture of the organization (as opposed to separate departmentalized views) while making strategic decisions. The course includes, but is not limited to, advanced topics of gaining and maintaining competitive advantage; strategic planning, implementation and evaluation; ethical, environmental and global perspectives in decision-making, etc. Ultimately, the total course realization/achievement will be an integration of knowledge and experience that the student has gained from all his/her previous courses and experiences.

BUS 593 Internship in Business (0 Credit)

Prerequisite College consent

The internship entails an eight-week practicum (practical training) for a student, which constitutes a preparatory step towards a post-MBA career. Students are required to prepare an internship report and present it before a committee. The report should show the student learning objectives and to what extent the job experience has complemented with the theory. The MBA program committee will evaluate the report and award a grade of Pass or Fail.

BUS 594 MBA Seminar in Business Leadership (0 Credit)

This one semester long zero-credit seminar is designed to bring top business leaders of the Kingdom to PSU, who will mentor our MBA students in national and global leadership.

BUS 595 MBA Seminar in Entrepreneurship (0 Credit)

This one semester long zero-credit seminar is designed to help MBA students start new ventures, get them registered with the appropriate Saudi authorities and let them execute their dreams to be successful entrepreneurs across the kingdom.

BUS 596 MBA Business Study Mission (BSM) (0 Credit)

This zero-credit BSM, organized once in a year, would consist of (1) visiting certain selected business establishments in the chosen foreign country, (2) meeting with the top entrepreneurs and professionals of the chosen foreign country, and (3) learning the business environment of the destination country. Designed to globalize the vision of our students, this program would go a long way to help our students excel in their leadership positions on the global stage.

ECON 510 Managerial Economics (3 Credits)

This course covers fundamental economic principles applicable to managerial decision-making. It provides a broad overview of the economic environment under which managers operate their businesses. The students will acquire the necessary conceptual skills to analyze the economic consequences of managerial decisions. The course provides tools of analysis and concepts that are used in economic analysis of business problems. Specific topics include supply and demand analysis; production and cost analyses, demand estimation and forecasting, profit maximization under various markets and decision-making under situations of risks and uncertainty.

FIN 550 Financial Management (3 Credits)

Prerequisites BUS 501, BUS 502 and ACC 500

This course provides an overview of current theory and practice of financial administration with emphasis on the development of decision-making criteria in the areas of capital investment, financing and working capital management. Major topics to be covered include financial statement analysis, time value of money, cost of capital, security valuation, risk and return, capital budgeting decisions, and the cost of capital.

FIN 551 Investment Analysis & Portfolio Management (3 credits)

Prerequisite FIN550

Investment decisions require thorough analysis of risk and return. An understanding of the tradeoff between risk and return is at the heart of investment decision-making process. Topics to be covered in this course include bond valuation, equity valuation, portfolio diversification, market efficiency and its implications, and the capital asset pricing model (CAPM).

FIN 552 Corporate Finance (3 credits)

Prerequisite FIN550

This course explores the challenges facing financial managers in the modern corporate environment. More specifically, it deals with the role financial decisions play in optimizing capital structure in order to minimize the cost of capital. Besides optimizing the financial structure of corporation; it also deals with how to make the best use of corporate capital in suitable projects in order to add additional value for shareholders. Other topics covered are strategic acquisition, structuring of financial contracts, evaluation of merger candidates, leveraged buyouts, competitive bidding, corporate restructuring and other methods of shareholder value enhancement as well as dividend policy and leasing.

FIN 553 Financial Markets and Institutions (3 credits)

Prerequisite FIN550

The course introduces the students to theory and practice of financial markets and institutions from the perspective of risk management. The topics covered in the course include financial intermediation and financial intermediaries, risk of financial intermediation, interest rate risk, market risk, credit risk, foreign exchange risk, liquidity risk, liability management, capital adequacy, hedging with financial derivatives, and asset securitization.

FIN 554 Financial Derivatives (3 credits)

Prerequisite FIN550

The course focuses on derivative securities such as options, futures, and swaps. Topics included in this course are: an introduction to various types of derivative securities, an understanding of the markets in which derivative securities are traded, different pricing models of options and futures, and the use of derivative securities in managing portfolio risks.

FIN 555 Insurance and Risk Management

Prerequisite FIN550

Every year billions of dollars exchange hands between insurance companies and the people they insure. But what is the reason for insurance, and how did this industry evolve into the financial giant and major employer that we see today? What are the legal and ethical considerations of insurance in today's business and society? Why does our life, health, auto, and home insurance cost so much? and what can we do about it? Is the handling of personal and corporate finance affected by risk? Also, what is this concept of managing risk, and how does that differ from insurance? This course will explore these issues and more.

FIN 556 MNC Finance (3 Credits)

Prerequisite FIN550

This course is designed to acquaint students with techniques used to manage the finance function of a multinational corporation (MNC). Topics included in this course are: the financial environment, in which an MNC operates, exchange-rate determination, measurement and management of various exchange-rate exposures, international capital budgeting, and management of short-term assets and liabilities of an MNC.

FIN 559 Selected Topics in Finance (3 Credits)

Prerequisite FIN550

This course presents finance topics of current concern to faculty and students. It is offered only when faculty is available and sufficient student interest exists. Seminar content announced in advance of scheduled offerings. Prerequisite: permission of instructor.

FIN 562 Financial Analysis I (Tools) (3 Credits)

Prerequisite FIN550

This course is primarily designed to cover tools needed to prepare the students for the CFA exam. The focus of the course will be on three areas: economic analysis, quantitative tools, and accounting problems related to the CFA.

FIN 563 Financial Analysis II (Valuation) (3 Credits)

Prerequisite FIN550

This course is intended to cover two major areas of the CFA exam. The first part of the course will focus on security valuation. Both equity and debt instruments are examined. The second part of this course will concentrate on contingent valuation of claims and strategies. Derivatives, futures, forward contracts, and swaps will be examined.

FIN 569 Selected CFA Topics

Prerequisite FIN551

This course covers the topics relevant to the CFA examination which are not well covered in other courses will be discussed in this course. It is offered only when faculty is available and sufficient student interest exists. Specific contents of the course will be announced in advance of any scheduled offering.

HRM 571 Human Resource Planning (3 Credits)

Prerequisite BUS 570

This course focuses on techniques of developing personnel policy and its implementation. Environmental trend analysis, identification of manpower needs, manpower planning models, succession planning etc. are some important topics of discussion in the course. Further, the course highlights the importance of a personnel information system, particularly in forecasting manpower needs, and it also deals with indicators of manpower effectiveness.

HRM 572 Compensation Management (3 Credits)

Prerequisite BUS 570

This course discusses the issue of compensation mainly from the organization's perspective rather than from the employees' or from societal perspectives. Issues addressed include job analysis, job evaluation and salary and benefits' administration. The course trains students to design compensation systems that elicit desired employee behavior at work. In addition, the course examines questions such as how an organization can motivate candidates to join as employees, how it can make them stay and perform at high levels, how it can remain ethical and legal in its compensation programs, etc.

HRM 573 Employee Relations (3 Credits)

Prerequisite BUS 570

Improving the quality of work-life for employees is the major focus of this course. Employee communication-related issues such as orientation to new employees, formal and informal consultation with the employees, quality circles, total quality management, use of billboards and news bulletins, exit interviews, etc., are explored in detail. In addition, methods of job enrichment and career development – career-planning assistance, practitioner training, cross-training, job rotation, job sharing, flextime, etc. are also examined in the course.

HRM 574 Organizational Change and Development (3 Credits)

Prerequisite BUS 570

The course examines the field of organizational development at three distinct levels of analysis: individuals, groups, and organizations. The topics of emphasis include communication, motivation, leadership, job design, diversity, organizational design, decision-making, conflict management, authority, power, innovation, work environment, etc. The course elaborates on organizational development methods frequently used in solving managerial and organization problems. The course also emphasizes strategies like team-building, team-skills training, survey-feedback, sensitivity training, etc.

HRM 575 Human Resource Development (3 Credits)

Prerequisite BUS 570

Broadly, the course deals with the part of human resource management related to training and development. It focuses on methods of identifying training needs, developing training content, conducting training sessions, and evaluating the effectiveness of training. As the organization and the employees maintain a symbiotic relationship, the organizational and individual employee's objectives are to be taken into consideration in all activities ranging from identification of training needs to evaluation of training effectiveness. In addition, the course deals with topics such as designing professional and managerial career paths, identifying and developing management talent, using performance appraisal for coaching and development etc.

HRM 579 Selected Topics in Human Resources

Prerequisite BUS 570

Human Resource topics of current concern to faculty and students. Offered only when faculty is available and sufficient student interest exists. Seminar content announced in advance of scheduled offerings.

MKT 530 Marketing Management (3 Credits)

The course covers marketing management techniques and the tools necessary for effective marketing decision-making. Topics include the study of marketing research, consumer behavior, product strategy and liability, pricing policies, promotion, supply chain management, international and ethical issues, and control procedures.

MKT 532 Marketing Research (3 Credits)

Prerequisite MKT 530

This course examines marketing research as the systematic and objective planning, obtaining, recording, analyzing and interpreting of data to support the decisions of marketing managers. Topics include the process of marketing research, the use of technology to support the research function, types of relevant data, establishing research design, sampling procedures, methods of data collection, measurement, statistical testing of results and writing the research report. In addition, the course will involve the integration of business examples and applications that illustrate the importance of marketing research to support an organization's marketing program.

MKT 533 Consumer Behavior (3 Credits)

Prerequisite MKT 530

This course presents and analyzes the factors that influence what consumers buy, in addition to why, when, where, and how they buy products? It draws on behavioral science concepts and theories which include economic, psychological, and socio-cultural variables that affect consumer behavior and the consumer decision process.

MKT 534 International Marketing

Prerequisite MKT 530

This course looks into the business activities for directing the flow of a company's products to foreign markets. International marketing should be viewed as an integrated discipline that combines several other disciplines: economics, anthropology, cultural studies, history, demographics, languages, law, statistics, geography, and international trade. This course will stimulate your intellectual curiosity on various critical

issues and provide you with analytical frameworks that are necessary for understanding different cultural environments in global markets and assessing global marketing opportunities. The course also offers you ample knowledge for developing and implementing global marketing strategies.

MKT 535 Electronic Marketing

Prerequisite MKT 530

This course introduces students to basic issues in e-commerce and marketing. It explores the impact of the Internet and the world wide web on the marketing of goods and services. It examines the adoption of the internet by consumers and firms. Students will study how marketing on the Web is changing the way firms interact with the market, and how firms are taking advantage of the Internet to improve their marketing strategies. Current issues in business-to-consumer (B2C) and business-to-business (B2B) e-commerce will be explored. The course will approach these issues using readings, discussions, lectures, exercises, and projects.

MKT 538 Strategic Marketing (3 Credits)

Prerequisite Two MKT Electives

This course focuses on the role played by the marketing function in the strategic management of the organization. Within the framework of the marketing discipline, students will learn how to ascertain customer needs and to plan strategically in order to fill those needs in an increasingly changing environment. The course presents analytical techniques, strategic marketing methods, and strategic choices.

MKT 539 Selected Topics in Marketing

Prerequisite MKT 530

This course introduces marketing topics of current concern to faculty and students. It is offered only when faculty is available and sufficient student interest exists. Seminar content is announced in advance of scheduled offerings. Prerequisite: permission of instructor.
