

## Executive MBA (EMBA) Course Description

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## Foundation Courses

### **BUS 490 Principles of Management**

This course prepares students with a comprehensive introduction to effective management principles, terminology and conduct. It not only provides students with an introduction to contemporary management concepts and skills, it also guides students on how to put these concepts and skills into practice.

Through the course, students are expected to improve effective team work skills, research skills, and decision-making skills using experiential learning modules to study the problems and issues encountered by organizations.

In addition, students will be equipped with management theories and an understanding of managerial ethics for their future career.

The course also provides a foundation for students who plan to continue to explore the management in other courses.

The course uses theoretical applications. No prerequisite.

### **BUS 491 Principles of Marketing**

This course focuses on marketing decisions and the implementation of marketing programs for the achievement of strategic objectives. It prepares students with a comprehensive introduction to the environment of marketing; relation of social sciences to marketing; evaluation of marketing theory and research; assessment of demand and consumer behavior analysis; market institutions; method and mechanics of distribution in domestic, foreign and overseas markets; sales organization; advertising; new product development, publicity and promotion; and marketing program development.

The course examines how marketing strategies can contribute to the creation of sustainable competitive advantages; and how the environment can affect marketing strategies.

The course also provides a foundation for students to continue to explore international marketing in other courses.

The course uses theoretical applications. No prerequisite.

**BUS 492            Principles of Accounting**

This course covers fundamental accounting terms, concepts and procedures. These concepts and procedures will document a variety of business activities according to appropriate accounting practices.

The course emphasizes and presents for students an introduction to financial accounting, accounting terminology, understanding financial statements and analysis of a business entity using financial statements. It includes also time value of money and a critical review of the conventional accounting system.

The course also provides a foundation for students who plan to continue to explore both accounting and business courses.

The course uses theoretical applications. No prerequisite.

**BUS 493            Principles of Finance**

This course introduces the concepts necessary for financial decision-making, primarily in a corporate setting. However, most of the concepts can be applied as well to personal financial decisions. The course covers the role and function of financial managers, financial analysis, compound interest valuation and capital budgeting, management of current assets, as well as an introduction to financial instruments and institutions.

The course also provides a foundation for students who plan to continue to explore both financial accounting and management in other courses.

The course uses theoretical applications. No prerequisite.

**BUS 494            Introduction to Economics-Micro/Macro**

This course covers the basic ideas and theories of economic thought. In addition, it covers theories and concepts associated both with microeconomics and macroeconomics.

Microeconomics explores the way in which individual economic agents – workers, consumers, households and firms – make decisions. Macroeconomics encompasses the aggregate economy and is concerned with issues such as the total output, interest rates, inflation and unemployment.

The course combines economic theory with practical, everyday applications. The goal of this course is to give students a sufficient understanding of economic issues and problems so that they can understand the impact of government policy, economic phenomena, and the choices people make in relation to financial and management of resources.

The course also provides a foundation for students who plan to continue to explore international economics in other courses.

The course uses theoretical applications. No prerequisite.

**BUS 495            Introduction to Statistics**

This course provides students with an understanding of and ability to apply (1) exploratory data analysis, (2) basic inferential procedures, (3) regression analysis, (4) statistical process control, and (5) experimental design. The methods covered have been selected for their relevance to managerial decision making and problem-solving.

The course provides a foundation for students who plan to continue to explore managerial statistics in other courses.

The course uses theoretical applications. No prerequisite.

## Core Courses

### **MGT 505 Strategic Management I**

This course enables students to identify central issues and to suggest alternative approaches to various problems in business organizations in order to present well-supported recommendations for future actions. The course accomplishes these objectives by explaining concepts and theories useful to understanding strategic decisions, strategic decision making, social responsibility and ethics in strategic management, situation analysis and corporate strategy, business and functional strategies, and strategy implementation and control.

This course uses a case study approach. Prerequisite: Understanding of the principles of management.

### **MGT 506 Strategic Management II**

This course continues the study by students of strategic approaches to decision making in the context of multiple positive solutions and unknown (and multiple) variables. It builds upon the concepts presented in Strategic Management I and expands upon the complexity of the decision making process to help students understand that correct decisions are made based upon analysis of old and new variables.

This course uses a case study approach. Prerequisite: MGT 505.

### **MGT 510 Operations Management**

This course enables students to understand the operational issues which include designing, acquiring, operating, and maintaining the facilities and processes; purchasing raw materials; controlling and maintaining inventories; and providing the proper labor needed to produce goods or services so that customers' expectations are met.

The course is intended to be a survey of operating practices and models both in manufacturing and service oriented firms. It is intended to provide managers in all functional areas with sufficient knowledge to make informed "total business decisions" and to introduce standard terms and concepts for communications with operating personnel.

This course uses a case study approach. Prerequisite: Understanding of the principles of management.

### **MGT 515 Supply Chain Management**

This course enables students to understand the system of supply chain by which organizations deliver their products and services to their customers. Supply chains include physical activities (such as receiving goods, production, and transportation) and informational activities (such as product design, purchasing, and planning). Supply chain management represents the conscious effort by firms to develop and run organization-wide supply chains, rather than individual efforts,, in the most effective and efficient ways possible.

This course uses a case study approach. Prerequisite: MGT 510.

**MGT 520      Human Resources Management**

This course provides students with a broad perspective on strategic human resources management as it operates in a global economy with international hiring, placement and evaluation. Emphasis is on topics such as integration of human resources management into corporate strategy in multinational corporations, and implementation of HR strategies into an organization's internal and external environments across international and cultural boundaries. The course also explores the implications of strategic human resources management approaches on productivity in international business organizations. The objective of this course is to help managers understand the complexity of operating organizations with multinational work forces which operate with local and international laws and expectations.

This course uses a case study approach. Prerequisite: Understanding of the principles of Management.

**MGT 525      Organization Behavior & Leadership**

This course prepares students to understand and appreciate the systems approach to human and organizational behavior. Students will gain an awareness and knowledge of contemporary issues and approaches to organizational change and development facing organizations. The course is designed to help students understand organizational theory, group dynamics, motivation theory, leadership concepts, and the integration of interdisciplinary concepts from the behavioral sciences.

This course uses both theoretical applications and a case study approach. Prerequisite: Understanding of the principles of management. Prerequisite: Understanding of the principles of Management.

**MGT 530      Management Ethics & Law**

This course presents to students the legal and ethical dilemmas that face managers operating in an international business environment with legal and ethical issues that may be at odds with each other, depending upon the existing cultural and legal requirements of the various states and regions of the world. The objective of this course is to present to managers examples that they will face when negotiating international business arrangements in environments with the 'rules of fair play' are different and sometimes contradictory depending on the countries and cultures involved.

This course uses a case study approach. No prerequisite.

**MGT 535 International Business**

This course prepares students for developing and writing a business plan, and operating in the international business sector. The objective of this course is to help students understand the complex issues associated with international business. The course addresses key issues such as: who the customers and competitors will be; how much money will be needed for investment in the business; and what kind of payoff is intended when dealing with different cultures and nations. Students will study several cases that compare and contrast business practices, customs and laws that involve international dimensions that are different from Saudi Arabia (i.e. USA, EU, etc.).

This course uses both theoretical applications and a case study approach. No prerequisite.

**MGT 540 International Management**

This course presents students with the challenges associated with operating organizations in environments whereby both the workforce and client relations are dominated by general organization and individual employee behaviors that reflect different cultural perspectives on quality, commitment, loyalty, honesty, work ethics, etc. The objective of this course is to help managers come to understand and manage their internal employee behaviors such that there is a common understanding of the 'appropriate organization' culture of a given organization operating with international staff.

This course uses a case study approach. Prerequisite: Understanding of the principles of management.

**MKT 505 International Marketing & Consumer Behavior**

This course explores the principles and theories of marketing in an international setting. The course examines the external profile of targeted international markets for the purpose of positioning the organization's marketing activities by means of the investigation of customers and competitors in different international markets mixes, as well as the impact of diverse cultural influences on marketing strategies. In addition, it addresses the internal profile through self-study and portfolio analyses, and how an organization may have to adjust its internal structures and activities in order to be successful in changing international markets. The course objective is to help students become aware of the major aspects in the planning and controlling of marketing operations in a global economy. By developing their marketing skills, students identify appropriate marketing activities and formulate alternative business strategies for declining or mature markets within a strategic context for a single or multinational market.

This course uses a case study approach. Prerequisite: Understanding of the principles of marketing.

**ECO 505            International Economics**

This course builds upon the basic concepts and tools of micro- and macroeconomics. It utilizes the global economy to expose the students to topics such as economic problems in international monetary exchange; as well as the demand, supply, and determination of price, elasticity, and market adjustments in a world economy with international suppliers and national tariffs. The course also presents an overview of macroeconomics by highlighting topics such as consumption and investment multiplier model, central banking and monetary policy, deficits and government debt, and the role of international trade in the world economy. The objective of this course is to inform managers of the differences between the rather straightforward economics of national economies versus complexities international economies.

This course uses a case study approach. Prerequisite: Understanding of basic economics.

**MGT 545            IT for Managers**

This course is comprised of two component parts:

1. The first part is an international perspective on management strategy for information technology (IT); it provides an understanding of the managerial implications of IT within the global business context.

Case materials address all key issues in managing IT in advanced industrial states with sensitive attention to cross-cultural differences. The course also highlights recent strategies for managing IT, which include outsourcing, facilities management, and the use of management consultants.

2. The second part addresses the important aspect of people-to-people communications that is required at all times in the use of management information systems, systems analysis, and business computing. This part of the course provides practical approaches to communication with clients, customers, suppliers, peers, and managers with a general, overview of the communication demands of global business.

The objective of this course is to help managers understand the nature of data and how to manage it in an international context. Various IT applications will be introduced during the class.

This course uses a case study approach, as well as computer lab applications of management information systems. No prerequisite.

**STT 505            Management Statistics**

This course is designed to help managers make informed decisions based upon appropriate and reliable data. Modern business enterprises have become enormously complex structures, which increases the need to turn to quantitative techniques and models as a means for problem solving. The course introduces students to statistical methods and models, and to the computer packages needed for their implementation. The objective of this course is to help managers learn how to use statistics and make informed, research-based decisions, rather than intuitive ones.

This course uses the case model approach. Prerequisite: Understanding of basic statistics.

**ACC 505          Financial Accounting**

Financial accounting statements are prepared mainly for investors, creditors and other interested external users. The main emphasis of this course is on teaching the students how to analyze corporations and other business entities and how to use accounting information. The course provides enough knowledge of accounting to enable a person to use financial statements to assess a company's financial strengths and weaknesses.

This course uses both theoretical applications and a case study approach. Prerequisite: Understanding of the principles of accounting.

**FIN 505          Financial Management**

The objective of this course is to prepare students to operate in financial contexts by emphasizing the financial aspects of managerial decisions. The course provides a working knowledge of the tools and analytical conventions used in the practice of corporate finance. The emphasis is on establishing an understanding of the basic elements of financial theory to be used in the application of analytical reasoning to business finance problems and managerial decisions.

This course uses both theoretical applications and a case study approach. Prerequisite: ACC 505.

**MGT 590          Group Project/Team Dynamics (Thesis Option)**

This course is the capstone project for the EMBA and is designed to simulate the complexities associated with contemporary international group dynamics associated with bringing an idea through the analysis and planning stages, funding and pre-launch stages, and into the execution and reassessment stages of an international business project. The objective of this course is to help students utilize all of the theoretical and applied knowledge that they have gained in the EMBA program and utilize same to work together to complete a full project. This course requires the application of advanced managerial skills to plan, design, budget, organize and execute a simulated international business project in a group setting. For students seeking the dual EMBA diploma from HFU, a thesis must be written as a part of this course.

Prerequisite: Approval of the EMBA Director.

## Concentrations

### Hospitality and Tourism Management

#### Concentration in Hospitality and Tourism Management

From organizing special events to managing food and beverage services, the Hospitality and Tourism Management concentration prepares students for leadership roles in the hospitality and tourism industry.

The concentration covers topics including principles of hospitality and tourism management, marketing for hospitality and tourism, and management accounting for hospitality and tourism.

This concentration is designed for individuals trying to break into the HR profession, and those currently in the hospitality and tourism industry seeking the expertise and skills they need to succeed.

#### **HTM 550      Hospitality & Tourism Management (2 credits)**

This course provides students a perspective on how and why management strategies are changing. It examines the external and internal driving forces behind the changes. Focal points include strategy selection, positioning, and business development techniques and options. The course also provides insight into the strategic planning process and emerging organizational operating concepts, offering a global perspective of the hospitality industry. Key managerial strategies are delineated for brands, customer service, communications, crisis management, ethics, finance, human resources, leadership, marketing, purchasing, operations, risk management, security, organizational concepts, sales, and technology.

#### **HTM 551      Marketing for Hospitality and Tourism (2 credits)**

This course examines core concepts and principles of hospitality and tourism marketing from an international perspective. Marketing management philosophies, customer service strategies, electronic and target marketing, consumer buying behavior, marketing research, product development, pricing approaches, public relations, advertising, sales promotion, distribution systems, professional sales management and market plan development are covered with conceptual and case analysis. In addition, the course provides numerous practical examples for managerial decision making in the *Haj & Omra* marketplace.

#### **HTM 552      Management Accounting for Hospitality & Tourism (2 credits)**

This course examines hotel and restaurant accounting concepts that are vital to decision making within an organization's internal environment. The course covers hospitality accounting for assets, payroll, preparation of income statements, and the balance sheet. In addition, the course covers the tools to handle the financial decisions with ratio analysis, budgeting and forecasting.

## Human Resources Management

### **Concentration in Human Resources Management**

The Human Resource Management concentration is a comprehensive examination of the field of Human Resource Management. It is both a broad and a detailed look at how the Human Resources department functions within an organization, whether that organization be for profit or not, public or private, educational or governmental. This concentration prepares students to serve as Human Resources professionals by covering topics in the fields of International Human Resources Management, Compensation & Benefits Management, and Contracts & Evaluation.

This concentration is designed to facilitate an understanding of how human resources systems are developed and maintained within organizations. Special emphasis is placed on understanding the legal environment (both legislative and judicial) in areas such as equal opportunity, compensation, safety and privacy. Specific systems covered in depth include recruitment, selection, training, performance appraisal, compensation & benefits, discipline and employee health. Throughout the courses, specific attention will be given to the importance of ethics, employee rights and social responsibility in human resource decisions.

### **HRM 550 International Human Resources Management (2 credits)**

In this course, the focus is on the significance of international management in today's highly interconnected and global economy. Managers of multinational and global corporations should be aware of the opportunities and challenges in various dissimilar geographical and cultural locales of the world. In designing this course, the objective is to broaden the students' understanding of the various functions of international and global managers. The objectives of this class are to help students grasp the significance of the operational issues in managing a multinational and global company in the global context, as well as the development of a global mindset on the part of managers who are dealing with international staff.

### **HRM 551 Compensation & Benefits (2 credits)**

Compensation and benefits (C&B) systems are an integral part of a company's Human Resources strategy and programs. C&B also are central to an organization's overall employment value proposition, which allows it to attract and retain a workforce. C&B costs are generally significant, at times exceeding the total cost of raw materials for manufacturing. C&B are usually an important part of the company's performance management system, providing a key link between business strategy and operating plans, and affect how employees at all levels are motivated and paid. The C&B system melds the operating structure, strategy and culture of the organization; therefore, it will vary from company to company. This course presents to students the operating principles, tools and techniques, regulations, and conventional and best practices that are used across industries, companies and country borders.

**HRM 552      Contracts & Evaluation (2 credits)**

This course enables students to understand the legal requirements of Human Resource management and to explore the essential elements of a valid contract; the nature of contracts; performance of contract; termination and discharge of contract; indemnity and guarantee; bailment and pledge; and law of agency. The course emphasizes the objectives and elements of job descriptions and key performance areas; how to draft a job description for a new employee; and how to conclude contracts ordered through legislation and executive orders in the context of laws, guidelines and regulations. The course also will cover and explore the employee evaluation process and how to assess training needs and evaluate the effectiveness of training. The course includes topics such as the opportunity to perform trained tasks, skill retention and decay, transfer of skill and training, and contextual influences on training effectiveness. Finally, the course enables the student to understand how Human Resources development professionals train individuals and develop their potential within the workplace.

## Entrepreneurship

### Concentration in Entrepreneurship

The Entrepreneurship concentration gives business students the opportunity for detailed study in the rapidly growing field of business formation and innovation. The overall goal of the concentration is to provide an “insider’s” understanding of the entrepreneurial process.

Whether the ventures are for profit or not, and irrespective of the size of the business, successful entrepreneurs must communicate effectively; must employ quantitative methods to solve the problems that restrict business opportunities; evaluate a wide variety of information before proceeding; and use agility and the ability to manage change as sources of competitive advantage.

The concentration includes areas, such as corporate venturing, finance and marketing.

Also, the concentration includes emphases on conceptual foundations, analytical tools, and general frame of mind that are important for entrepreneurial success, in combination with significant practical experience and exposure to real business situations.

### **ENT 550          Corporate Ventures & Start-ups (2 credits)**

This course examines the strategic and commercial issues facing high-growth corporate venturing and start-ups. The course helps the student develop a sophisticated understanding of the tools and techniques employed by successful entrepreneurs in raising start-up capital, growth stages, and product development and sales for their ventures. Further, the course examines how organizations can create and sustain capacity for entrepreneurship and better manage the innovation process. Finally, the course focuses on organization and project management in order to explore the many ways that organizations can establish structures and processes for successful entrepreneurship.

### **ENT 551          Entrepreneurial Finance (2 credits)**

This course helps students to bring financial management decision-making tools and techniques typically applied in corporate contexts into the realm of entrepreneurship. The course presents the importance of understanding and applying entrepreneurial finance methods and techniques to a successful venture.

### **ENT 552          New Product Plan Strategic & Development          (2 credit)**

This course examines the process of strategic planning for marketing innovation and development of new products a dynamic business environment within the organization. The course integrates concepts and techniques from several disciplines to understand new product development.

## Health Care Management

### Concentration in Health Care Management

This concentration prepares students to lead the changing landscape and infrastructure of health care with all of its complexity in its structure, processes, and outcomes.

The program is designed to:

- Fine-tune problem-solving and decision-making skills.
- Develop professional competence in the range of management disciplines.
- Increase cognitive competencies in management theory.
- Increase interpersonal effectiveness and self-confidence in speaking, writing and group leadership.

The concentration examines topics that challenge health care managers such as government intervention and regulation; accreditation; cost efficiency; health care reform and managed care; biological and technological innovation; reimbursement practices; multi-provider and integrated systems; and other issues unique to the health care industry.

#### **HCM 550      Health Economics (2 credits)**

This course utilizes analytical techniques from microeconomics to analyze the inter-relationships among health care resource providers, consumers and markets.

#### **HCM 551      Economic Analysis of Health Systems (2 credits)**

Using applied macro- and microeconomic models, this course analyzes the private sector's and government's role in health care. The course addresses the methodology for economic evaluation of health care intervention and analysis of the general health care industry.

#### **HCM 552      Management of Health Care Information System (2 credits)**

This course explores the concepts, design and application of the management information systems in the modern healthcare environment.

## Insurance and Risk Management

### Concentration in Insurance and Risk Management

The Insurance and Risk Management concentration examines the techniques useful to corporations, organizations and individuals in minimizing the potential financial losses arising from their exposure to risk. These techniques range from traditional insurance products to current advances in corporate and insurer risk management (e.g., risk financing and retention, non-insurance risk transfer, catastrophe derivatives). The concentration also encompasses such topics as risk and insurance regulations, global risk management, Islamic insurance, estate planning, and related public policy initiatives. Students graduating with this concentration work in or will take positions with investment banks, re-insurers, accounting firms, insurance brokerage firms, consulting firms, insurance companies, government ministries and corporate risk management departments.

The Insurance and Risk Management concentration also examines the techniques that corporations, organizations and individuals use to minimize the potential financial losses arising from their exposure to risk. These techniques range from traditional insurance products to current advances in corporate and insurer risk management.

#### **IRM 550 Introduction to Risk Management and Insurance (2 credits)**

This course examines techniques and policies used by organizations and individuals for managing insurable risks commonly addressed in the marketplace. In addition to presenting how to identify, evaluate and manage these risks, the course also focuses attention on the analysis of insurance markets and the incentives conveyed by these markets for managing risk.

#### **IRM 551 Property and Liability Insurance Management (2 credits)**

This course examines the structure of insurance markets and the management of insurance companies, with an emphasis on property and liability insurers. The key operational functions of an insurer also are discussed. Emphasis is given to applications of economic and financial concepts to the solution of problems faced by insurers. The course also examines the regulatory and legal framework, and the affects of this structure on insurer operations.

#### **IRM 552 Capital Market Issues in Property and Liability Insurance (2 credits)**

This course provides an in-depth examination and analysis of management issues within the property and liability insurance industry. Topics covered include the convergence of the insurance and capital markets, underwriting problems, reinsurance, risk transfer and securitization of risk, catastrophe risk as an 'alternative investment', cost of capital, investment issues, and the impact of investment income on pricing and solvency issues.

## International Financial Management

### Concentration in International Financial Management

The International Financial Management concentration provides the analytical concepts and diagnostic skills needed to participate in high-level strategic sessions with top management.

The field of international financial management addresses financial decisions facing corporate managers regarding trade and investment across national borders. Firms today are increasingly involved in the global economy, and therefore, issues of international financial management are becoming more significant. Changes in international conditions make international financial management more challenging. Foreign investments are distinguished from domestic investments not only by location, but also by currency, applicable interest rates, and governmental jurisdiction.

The International Financial Management concentration courses examine international finance, behavioral finance, and multinational corporate finance.

#### **FIN 550 International Finance (2 credits)**

This course examines the characteristics of the international financial market and explores various aspects of corporate financial management. Topics include international parity conditions, exchange rate risk management, country risk, cross-border investment analysis, multinational firm budgeting, hedging in foreign currency markets, accessing international financial markets for financing, and competitive strategy in a global marketplace.

#### **FIN 551 Behavioral Finance (2 credits)**

This course introduces the theories developed by research into cognitive biases, investor emotions and herd effects; it explores the applications of these theories in corporate finance and investment management and suggests approaches through which sophisticated investors can exploit the opportunities created by non-rational investors. Traditional (or standard) finance builds its theories on the presumption that assets are valued in modern financial markets through the buy-and-sell decisions of rational, profit-maximizing investors. An accumulating body of research challenges this fundamental assumption, suggesting instead that investment decisions are motivated by a complex array of non-rational psychological factors.

#### **FIN 552 Multinational Corporate Finance (2 credits)**

This course considers financial issues associated with the operation of a firm in the international environment. The course focuses on the three complications that make corporate financial decision making more complex for internationally oriented firms than purely domestic firms, namely exchange rates, international taxation, and political risk. Specifically, the course focuses on the following issues: exchange rate forecasting and the identification, measurement, and management of corporate exchange rate exposure; the basic issues in international taxation and its impact on financial decisions; the evaluation and incorporation of political risk into project evaluation; the array of corporate financing possibilities in a global market, including projecting financing; the basic issues in international investment analysis such as capital budgeting and cost of capital determination for foreign projects; and methods for evaluating the performance of foreign operations.

## Marketing Management

### Concentration in Marketing Management

The Marketing Management concentration integrates three broad streams of thought: strategic marketing management, marketing research & analysis, and consumer behavior. To this end, the courses address marketing management in organizations that are concerned with meeting consumer needs and wants by providing products and services. The concentration provides a general perspective of consumer behavior and analysis techniques as applied to managerial marketing. Further, the concentration equips students with the tools and the background necessary for building a market-oriented, customer-focused organization. Finally, the concentration focuses on marketing in the context of providing strategic direction to an enterprise. Students are exposed to issues related to understanding customers; systematically gathering and analyzing market information; and making strategic marketing decisions that meet the needs of customers and help firms attain their long-term objectives.

#### **MKT 550 Strategic Marketing Management (2 credits)**

This course allows students to develop skills in dealing with strategic marketing problems found both in profit and non-profit settings. The focus of the course is on developing a framework for strategic marketing plans with emphases on consumer and environmental analysis. Market segmentation, product positioning, marketing responsiveness, and competitive reaction also are explored.

#### **MKT 551 Marketing Research and Analysis (2 credits)**

This course is designed to prepare students to be able to collect, analyze and interpret economic, demographic and sociological data for use in marketing decision making.

The course introduces the entire scope of marketing research and analysis. The outcome is for students to become exposed to marketing research problems and techniques so that they may be better equipped to gather, evaluate and use information effectively when making marketing decisions. The course covers the design, execution, analysis of market research, and reports and how to interpret it.

#### **MKT 552 Buyer Behavior: Understanding the Customer (2 credits)**

This course addresses the factors that influence the behavior of consumers and business customers. The course focuses on cultural, social, family and individual influences, such as personal motives, perception and attitudes on consumer buying decisions for goods and services.

The course helps students to understand why people buy the things they do - how having (or not having) the purchased items affects their lives and how they feel about themselves and others. Knowledge of consumer behavior is needed in order to segment markets, design successful products, price the products appropriately, communicate to consumers in an effective manner, and develop a winning marketing strategy.

There are two general objectives for this course: 1) to give the student a conceptual framework that may help in explaining and predicting the behavior of consumers, and 2) to give the student an appreciation of how consumer behavior impacts marketing strategy, product development, and other aspects of marketing.

## **Management Information Systems & Technology**

### **Concentration in Management Information Systems & Technology**

The Management Information Systems & Technology concentration is designed for students who plan to integrate information technology into organizations. Strategic advantage in the Internet Age has been achieved by adopting a new business model, a model that allows core competencies of information technology, IT management and knowledge management capability to form a single integrated system for organizing, interpreting and utilizing data.

This awareness has resulted in a growing need for managers at all levels of an organization to be conversant with strategies and tactics for managing IT. The MIS concentration meets this need by exposing students to IT management concepts and theory. Interdisciplinary, project- and case-based, this concentration lays a solid foundation in several areas--systems analysis and design; integration of e-Commerce and e-business; information conception and design; and the assessment of opportunities for web-based systems & solutions. Students with an MIS concentration find positions in IT systems departments of organizations and also in consulting.

### **MIS 550 Information System Development and Management (2 credits)**

This course addresses issues relevant to the development of large-scale information systems, including systems concepts and thinking, systems development life cycle, objectives, methodology and deliverables in each phase, behavioral implications of systems development, and integration information systems with business processes.

### **MIS 551 Electronic Commerce (2 credits)**

This course allows students to develop skills in dealing with Electronic Commerce (EC), focusing on the integration of IT and business models. Topics include: (1) business-to-consumer EC; (2) business-to-business EC; (3) enterprise information management; (4) infrastructure development; (5) knowledge management; and (6) EC strategy.

### **MIS 552 Information Systems for Business, E-Business & E-Commerce (2 credits)**

Internet and IT technologies form the foundation upon which the information infrastructure of business and society is being built. Knowledge about web-based information systems is essential for creating competitive organizations, providing products and services to customers, and adding business value. This course therefore develops an understanding of the main components of electronic business and commerce. It is based on the value chain including E-products and E-services, E-procurement, online marketing, E-contracting, online distribution, E-payment and electronic customer relationship management.

## Public Administration

### Concentration in Public Administration

The Public Administration concentration prepares students with the leadership, policy, research, marketing, finance and budgeting knowledge they need to succeed in today's competitive public sector environment. The professional practice of public management is an art as well as a science. Today's successful leaders in the public or non-profit sector need intuition, creative problem-solving abilities and self-confidence, knowledge of the discipline, and communication and analytical skills.

The YU EMBA with a Public Administration concentration prepares students for leadership roles in the management of government and non-profit agencies. The concentration provides students with an in-depth study of public administration and presents to them the skills and tools needed to become successful contributors to local, provincial and federal government and public service agencies, non-profit organizations and international institutions.

### **PAM 550      Public Budgeting (2 credits)**

This course introduces students to governmental and non-profit accounting, reporting, and auditing as these areas continue to evolve rapidly. Moreover, the ever-increasing scrutiny and accountability to which governments and non-profit organizations are being subjected by others, including government regulators, practitioners, investors and creditors, standards setters, and academicians, clearly signals that the accounting, reporting, and auditing concepts, standards, and practices will continue to evolve rapidly.

### **PAM 551      Administration of Public Institutions (2 credits)**

This course provides a detailed overview of public administration. It provides students with an understanding of public policy development, administration of public laws, government programs, organizational behavior, E-government, management of public programs, public leadership, agency financial management, ethics, accountability in government, and public employee management. The political and cultural environment of public institutions also is covered. The course explores the intricacies of public funds management to include financial management, auditing, public accounting principles, evaluating program performance, and the ethics and responsibilities of public service.

### **PAM 552      Public Finance & Governmental Procedures (2 credits)**

This course examines government activities and the methods of financing government expenditures. The course includes the study of the economic basis for, and the impact of, government activity. Relevant topics include federalism, cost-benefit analysis of government investment, budgeting, corporate taxation and the impact of personal income taxation on consumption.

## Project Management

### Concentration in Project Management

The Project Management concentration is for professionals who seek to enhance their ability to motivate people, complete complex projects, and achieve cost-effective results. Project managers are usually responsible for directing projects and other large scale, ongoing activities, while ensuring that the projects stay within the timeline and budget, and any problems that may arise are solved quickly and effectively.

#### **PMT 550      Project Management Strategies (2 credits)**

This course provides the tools to understand, design, and apply systematic project management to organization and administration. In addition to teaching students how to satisfy customer needs, this course assists students on how to apply budgeting concepts, manage production time, invest resources, and create performance specifications designed with defined requirements. The course introduces the methodologies and technologies that can assist project managers to coordinate a project from project definition, through environmental considerations, time sensitivity, risk sensitivity, metrics gathering, and cost reduction. Students also w examine impact analysis and risk response control.

#### **PMT 551      Managing Project Teams (2 credits)**

This course explores the diverse sectors of project management leadership and team activity. Project teams are comprised of individuals from multiple job sectors and divisions, and must be integrated into new and changing functioning units. The course explores project team members contributions from project creation to completion, while managing team conflict, motivation, individual and group behavior, and strategic completion of work assignments. The material covers a wide range of organizations and topics related to project teams.

#### **PMT 552      Managing Complex Projects (2 credits)**

Managing Complex Projects is a comprehensive study of the project management process. The course prepares students for the complexities of project management from a systems perspective. The course prepares students to plan, control and perform projects within the modern workplace by presenting requisite processes, tools and techniques Topics covered in the course include the systematic approach to planning activities, executing, monitoring, controlling and closing. The course addresses project integration management, project scope management, project time management, project cost management, project quality management, project communication management, project risk management, and project human resources management.

## **E-Business and Technology**

### **Concentration in E-Business and Technology**

The E-Business and Technology concentration brings E-commerce professionals to the next level in their careers. E-commerce, marketing, design, development and management are essential components of this program that allow students to gain a comprehensive understanding of current and emerging issues in business transactions over electronic mediums.

#### **EBT 550            E-Business (2 credits)**

This course provides current and emerging issues in business transactions over the electronic medium. Topics include E-commerce business models and concepts, infrastructure, marketing, security and encryption, retailing, supply chain, ethical, social, and political issues. The course also examines issues and topics in the functional areas of business as they relate to electronic commerce.

#### **EBT 551            E-Business Marketing (2 credits)**

This course presents an overview of the paradigm for business transactions. It focuses on electronic transactions and exchanges among businesses, as well as targeting the infrastructure providers as they converge for the purchase and sale of goods, services, ideas, and information over the Internet.

#### **EBT 552            Design, Development & Management of E-Commerce (2 credits)**

This course presents an overview of the theories and techniques for E-business and E-commerce management and operation. It covers the full range of topics necessary for understanding and undertaking E-business activities. The course presents aspects of electronic commerce that deals with current and emerging issues in business transactions over the electronic medium. The study topics include uniform commercial codes, taxation, payment systems and security, technology/technical standards, infrastructure, content and intellectual protection of property, privacy, censorship, and legal issues and strategies from a business perspective. The course also examines issues and topics in the functional areas of business as they relate to electronic commerce.