INTERNATIONAL BURCH UNIVERSITY
FACULTY OF ECONOMICS AND SOCIAL SCIENCES
DEPARTMENT OF MANAGEMENT

THIRD CYCLE STUDY PROGRAM SPECIFICATION

Sarajevo

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1. PROGRAM DESCRIPTION

1.1 General

As today's marketplace evolves and becomes increasingly complex, many employers are choosing to balance their need to retain good employees with their need to fill managerial positions with candidates possessing advanced-level knowledge and skills.

Whether you're a real estate agent, an ER doctor, an engineer or an editor for your local newspaper, a graduate business degree can prepare you to move into a managerial position within your field.

Is your current career path a less than perfect fit for your aptitudes and interests? If so, a PHD program can give you the opportunity to explore your options, and then provide you with the training you need to change careers entirely.

1.2 Mission

The goal of the PHD program at International Burch University is to provide with all-embracing managerial education for the leaders/managers of companies who are supposed to have viable and learning organizations in rapidly changing business environments. Today's decision-makers, problem- solvers have to cope with problems, which include social and behavioral attributes, through a holistic approach to management. However, the major mode of thinking in the business world is limited to the philosophy that produces simple solutions to simple problems. Thus, there is a need to be aware of the fact that the different methods and techniques produce only partial solutions to the organizational concerns. Managers of the 21st century should be equipped with "Creative Holism Skill" in which they can deal with various managerial problems with different methodologies simultaneously.

PHD program at International Burch University reflects the above philosophy in its courses. It is committed to the all dimensions of management and therefore can be entitled as a general master program. It offers courses from management, organization, accounting, finance, and marketing. In this way, it gives an opportunity for people who expects of having a career in general management field.

The Doctoral Program prepares students for careers in research, consulting and teaching in the management stream. IBU offers PHD programs in all functional areas of Management. The institute encourages research in interdisciplinary areas through a system of joint supervision with other departments of IT. The academic program leading to the PHD degree is broad-based, typically phases over three years and includes one year rigorous course credit requirement.

1.3 Our Merits and Principles

- Provision of high standard courses and assessments
- Being responsive to changing requirements / environments
- Recognising, promoting and inspiring excellence
- Being fully accountable for ethical and quality standards

1.4 Academic qualification of staff

Academic staff evolved in the fulfilment of the academic program is expected to have the following patterns:
- Total dedication of staff to the well-functioning of the department organization, which is highly qualified and supplemented with empirical experiences from important institutions from Bosnia and Herzegovina and abroad.

- The course syllabus with weekly schedule of the lectures will be given by the Course Coordinator at the beginning of the course.
- Continual improvement of lectures by implementing new methods and gained and improved knowledge.
- Scientific research work, participation at conferences and seminars and writing scientific articles.

1.5 Academic Program

IBU offers a 3-year (3+2+3) and 180 ECTS, full time program that develops managers with an integrated understanding of all business functions. Through a judicious blend of concepts, tools and skills, the curriculum provides an in-depth understanding of the operational and strategic aspects of management. The program emphasizes on:

- Analytical reasoning, teamwork and effective communication
- Experience sharing through guest lectures and seminars by senior executives from the industry
- Holistic understanding of various aspects of business
- Industry interaction through course projects, seminars and a final Project

1.6 Quality Teaching and Learning

We define good teaching as instruction that leads to effective learning, which in turn means thorough and lasting acquisition of the knowledge, skills, and values the lecturer or the Department, has set out to impart.
Main principles of our Department concerning the quality teaching and learning are to:
- encourage contact between students and faculty,
- develop reciprocity and cooperation among students,
- encourage active learning,
- give prompt feedback,
- emphasize time on task,
- communicate high expectations, and
- respect diverse talents and ways of learning.

1.7 Teaching/ Learning methods and strategies

Lectures are methods useful for large groups where the lecturer presents factual material in direct and logical manner. It contains experience which inspires and stimulates thinking to open discussion. Quality lectures need time for the preparation of necessary introduction and summary, as well as time and content limit. They also include examples and anecdotes to be effective and interesting.

Lectures with discussion involve students to make question, to clarify and make challenge. This method is limited by time and requires that questions be prepared prior to discussion.

Case study represents a method where lecturer clearly and dramatically defines the problem and provides an opportunity for students to assume roles of others and thus appreciate another point of view. Students have possibility to explore solutions and practice their skills.

Guest speaker. The intention of some courses is to invite guest speakers which are experts in their field of work or research to give lecture on one of the relevant topics. This brings change to the course atmosphere and also breaks down audience's stereotypes.

Group project: provides an opportunity for students to study a real micro or macroeconomic problem, work in a team and present the results of research in front of the class.

Individual project: involves a literature review, problem specification and analysis written up in a report. This enables a student to practice the application of techniques they have learned as well as put into practice general research skills.

1.8 Assessment of teaching

To asses and evaluate the quality of our teaching and its impact on student learning we use following strategies:

- **Teaching dossiers** - Factual description of lecturers' teaching achievements which contains documentation that collectively suggests the scope and quality of his or her teaching. Dossiers provide an opportunity for Course Coordinators to articulate their teaching philosophy, review their teaching goals and objectives, assess the effectiveness of their classroom practice and the strategies they use to animate their pedagogical values, and identify areas of strength and opportunities for improvement. They also highlight lecturers' range of responsibilities, accomplishments, and contributions to teaching and learning more generally within the department and university.

- **Student ratings** are gathered trough mandatory and standardized surveys which are conducted across courses at the end of each semester. Information obtained by means of student ratings can be used by individuals to improve the course in future years, and to identify areas of strength and weakness in their teaching.

- **Peer observations** offer critical insights into a lecturer's performance, complementing student ratings and other forms of evaluation to contribute to a fuller and more accurate representation of overall teaching quality. Usually, colleagues are in the best position to judge specific dimensions of teaching quality, including the goals, content, design and organization of the course, the methods and materials used in delivery, and evaluation of student work.

- **Letters and individual interviews** elicit information not readily available through student ratings or other forms of evaluation. Insights, success stories, and thoughtful analyses are often the outcomes of an interview or request for written impressions of a lecturer's teaching. Students, who are reluctant to give information on a rating scale or in written form, often respond well to a skilled, probing interviewer.

- **Classroom assessment** involves the use of techniques and instruments designed to give lecturers ongoing feedback about the effect their teaching is having on the level and quality of student learning; this feedback then informs their subsequent instructional decisions. There are a variety of instruments for classroom assessment, such as one minute papers, one-sentence summaries, critical incident questionnaires, focus groups, and mid-year mini surveys

- **External Examiners reports** are valuable tools for the assessment of teaching effectiveness, because of the objective approach to the evaluation of teaching methods and techniques, conducted by professionals outside the Department.

- **Accreditation Visits** beside other things also evaluate teaching and the success of lecturers in achieving learning outcomes for each course.

1.9 Assessment of Students' Achievements

The purpose of outcomes-based learning assessment is to improve the quality of learning and teaching in Management department. The fundamental principles are:
- to choose a method which most effectively assesses the objectives of the unit of study?
- professional judgment is the foundation for assessment

- methods should be aligned with the overall aims of the program, and may include the development of disciplinary skills (such as critical evaluation or problem solving) and support the development of vocational competencies (such as particular communication or team skills.)
- assessment should be valid, reliable and fair

Assessment process of learning outcomes at the Management department begins with the normal assessment process in the major courses that are taken by students. Each course defines course outcomes and relates the course outcomes to the learning outcomes of the Department. Within each category of learning outcomes following methods of assessment are in use:
- Reports and case studies for assessing critical thinking and making judgments
- Group work, work-based problem and case analysis for assessing the ability of solving problems and developing plans
- Internship and practical experience for assessment of performance and demonstration of techniques
- Portfolio and group work for managing and developing oneself
- Research work, project and final thesis for accessing and managing information
- Written examination, short answer questions: True/False/ Multiple Choice Questions (paper-based or computer-aided assessment) and report for demonstrating knowledge and understanding
- Portfolio, project and presentation for assessment of designing, creating, performing outcomes
- Written and oral presentation, group work, discussion for assessment of communication outcomes

The methods of the assessment are also defined by each course, stated in the curriculum and are conducted during semesters.

1.10 Job opportunities

Earning a PHD can give you the competitive edge in landing a job or changing careers. PHD students can choose to focus in a variety of areas such as marketing, technology, finance, human resource, general management and operations management. Each concentration will lead the PHD candidate to an assortment of careers options that will allow him to supervise employees and manage multiple divisions and processes. APHD is a great option for someone looking to advance in his field or change careers paths altogether without having to step backwards before moving forward.

- **Finance**

    With a finance concentration, a PHD can look forward to a job as a financial analyst. In this role, he will collect and analyze data in order to make decisions about the company's growth and investments. An accounting manager handles tax reporting duties and auditing. Other careers within the finance concentration are corporate controller, corporate treasurer and chief financial officer (CFO).

- **Marketing**

    A product manager is charged with increasing the profitability of a product line. She supervises multiple divisions within an organization so that she has a good handle on the workflow and can improve the efficiency of the time it takes to get the product to market. A new product development specialist is another career that a marketing PHD may pursue. In this position, she is responsible for managing a new or emerging product line. A marketing manager cultivates current relationships with clients by ensuring customer satisfaction and improving customer retention through a variety of marketing programs.

- **Information Systems**

  In this field a PHD would manage computer developers, programmers, maintenance engineers and computer system analysts. He will also manage technical projects related to software and hardware installation and upgrades, system implementations and networking issues.

- **Human Resources and Organizational Management**

  A PHD can opt to pursue a job as a compensation specialist. A human resource PHD can also lead to a career as an employee relations specialist, a recruiter and hiring manager, a retention manager or a restructuring analyst.

- **Operations Management**

  For someone looking to pursue management in a service industry, such as manufacturing or production, getting a PHD focused in operations management is a step in the right direction. Operations management can lead to a operations management career. This job is charged with creating the technical goals for a company. She will strategize on how best to optimize product development and streamline production. A general operations manager must be a well-rounded executive who is good at hiring and supervising employees, preparing and adhering to budgets, following administrative polices and making decisions for the departments she oversees.

2. CURRICULUM OF DEPARTMENT OF MANAGEMENT

1. Semester				
CODE	**COURSE NAME**	**T**	**P**	**ECTS**
MAN 607	Advanced Research Methods	3	0	6
XXX xxx	Elective I	3	0	6
XXX xxx	Elective II	3	0	6
XXX xxx	Elective III	3	0	6
MAN 632	Seminar I			6
	Total	**12**	**0**	**30**

2. Semester				
CODE	**COURSE NAME**	**T**	**P**	**ECTS**
XXX xxx	Elective I	3	0	6
XXX xxx	Elective II	3	0	6
XXX xxx	Elective III	3	0	6
XXX xxx	Elective IV	3	0	6
MAN 633	Seminar II			6
	Total	**12**	**0**	**30**

3. Semester				
CODE	**COURSE NAME**	**T**	**P**	**ECTS**
MAN 634	PhD Dissertation I	0	0	30
	Total	**0**	**0**	**30**

4. Semester				
CODE	**COURSE NAME**	**T**	**P**	**ECTS**
MAN 635	PhD Dissertation II	0	0	30
	Total	**0**	**0**	**30**

5. Semester				
CODE	**COURSE NAME**	**T**	**P**	**ECTS**
MAN 636	PhD Dissertation III	0	0	30
	Total	**0**	**0**	**30**

6. Semester				
CODE	**COURSE NAME**	**T**	**P**	**ECTS**
MAN 637	PhD Dissertation IV	0	0	30
	Total	**0**	**0**	**30**

CODE	ELECTIVES COURSES	T	P	EC
CEN 652	Business Intelligence	3	0	6
CEN 661	Special Topics in Decision Support Systems	3	0	6
CEN 664	Philosophical Foundations of Artificial Intelligence	3	0	6
CEN 665	Data Communications and Computer Networks	3	0	6
CEN 667	IT Governance	3	0	6
CEN 691	Fuzzy Systems and Control	3	0	6
MAN 601	Accounting Theory	3	0	6
MAN 602	Advanced Auditing and Practices	3	0	6
MAN 603	Advanced Econometrics	3	0	6
MAN 604	Advanced Financial Management	3	0	6
MAN 605	Advanced Financial Reporting and Analysis	3	0	6
MAN 606	Advanced Operation Research	3	0	6
MAN 607	Advanced Research Methods	3	0	6
MAN 608	Advanced Statistic	3	0	6
MAN 609	Advanced Studies	3	0	6
MAN 610	Business and Professional Ethics	3	0	6
MAN 611	Business Policy	3	0	6
MAN 612	Computer Application for Business	3	0	6
MAN 613	Creative Problem Solving	3	0	6
MAN 614	Current Issues in Consumer Behavior	3	0	6
MAN 615	Economic Growth	3	0	6

MAN 616	Financial Markets and Instrument	3	0	6
MAN 617	Forecasting Techniques	3	0	6
MAN 618	Game Theory	3	0	6
MAN 619	Individual Studies	3	0	6
MAN 620	International Accounting and Financial Reporting	3	0	6
MAN 621	International Finance	3	0	6
MAN 622	International Monetary Economics	3	0	6
MAN 623	Investment Analysis and Portfolio Management	3	0	6
MAN 624	Issues in Advanced Cost Accounting	3	0	6
MAN 625	Managerial Leadership	3	0	6
MAN 626	Marketing Theory	3	0	6
MAN 627	New Product Management	3	0	6
MAN 628	Production and Operations Management	3	0	6
MAN 629	Qualitative Research Methods	3	0	6
MAN 630	Quantitative Research Methods	3	0	6
MAN 631	Readings In Organization And Management	3	0	6

3. COURSE DESCRIPTIONS

Course Code: MAN 601	Course Name: ACCOUNTING THEORY		
Level: Graduate	Year: I	Semester: I-II	ECTS Credits: 6
Status: Elective	Hours/Week: 3		Total Hours: 45
Course Description	This course examines the foundations and applications of accounting theory as it relates to financial accounting and reporting. The course draws upon existing research which provides evidence about the applicability of accounting theory to the financial reporting process for business enterprises which prepares financial statements in accordance with generally accepted accounting principles.		
Course Objectives	The objective of this course is to provide the student with the opportunity to obtain a sound knowledge of normative, positive and critical theories of accounting.		
Course Content	• Accounting theory construction (1) • Accounting theory construction (2) • Applying theory to accounting regulation • Measurement theory • Accounting measurement systems (1) • Accounting measurement systems (2) • Preparation for midterm exam • Midterm exam • Positive theory of accounting policy and disclosure (1) • Positive theory of accounting policy and disclosure (2) • Capital market research (1) • Capital market research (2) • Behavioral research in accounting • Emerging issues in accounting and auditing • Preparation for final exam		
Teaching Methods Description	• Interactive lectures and communication with students • Discussions and group work • Problem solving or case studies • Practical Sessions		

Assessment Methods Description (%)	Quiz	0 %	Lab/Practical Exam	0 %
	Homework	0 %	Term Paper	0 %
	Project	10 %	Attendance	0 %
	Midterm Exam	30 %	Class Deliverables	0 %
	Presentation	10 %	Final Exam	50 %
	Total	**100 %**		

Learning Outcomes	After completion of this course, students should be able to: 1. Identify and discuss the underlying assumptions or concepts of accounting theory. 2. Discuss how theory can be applied to accounting regulation. 3. Describe accounting measurement systems. 4. Explain capital market research. 5. Recognize emerging issues in accounting and auditing.
Prerequisite Course(s)	
Language of Instruction	English
Mandatory Literature	Godfrey J, Hodgson A., Tarca A., & Holmes S. (2010). Accounting Theory. Wiley.
Recommended Literature	

ECTS (ALLOCATED BASED ON STUDENT'S WORKLOAD)			
Activities	Quantity	Duration	Workload
Lecture (15 weeks x Lecture hours per week)	15	3	45
Laboratory / Practice (15 weeks x Laboratory / Practice hours per week)	0	0	0
Midterm Examination (1 week)	1	2	2
Final Examination (1 week)	1	3	3
Preparation for Midterm Examination	1	30	30
Preparation for Final Examination	1	40	45
Assignment / Homework / Project	1	40	40

Seminar / Presentation		1	20	20
Total Workload				185
ECTS Credit (Total Workload / 25)				6

Course Code: MAN 602	Course Name: ADVANCED AUDITING AND PRACTICES		
Level: Graduate	Year: I	Semester: I-II	ECTS Credits: 6
Status: Elective	Hours/Week: 3		Total Hours: 45
Course Description	The course will also cover advanced topics concerning complex auditing judgments, and the use of audit software tools.		
Course Objectives	To give students an understanding of audit theory and its application to the audit of financial statements. The emphasis of this course is on the practical application of audit procedures on realistic financial audit case scenarios.		
Course Content	• Introduction to advanced auditing • Audit evidence and planning • Specialized audit tools • Auditing the revenue cycle • Auditing cash and marketable securities • Auditing inventory • Preparation for midterm exam • Midterm exam	• Auditing accounts payable and the acquisition payment cycle • Auditing long-lived assets • Auditing debt obligations • Audit of stockholders equity • Advanced topics in auditing • Complex auditing judgments • Preparation for final exam	
Teaching Methods Description	• Interactive lectures and communication with students • Discussions and group work	• Problem solving or case studies • Practical Sessions	

Assessment Methods Description (%)	Quiz	0 %	Lab/Practical Exam	0 %
	Homework	0 %	Term Paper	0 %
	Project	10 %	Attendance	0 %
	Midterm Exam	30 %	Class Deliverables	0 %
	Presentation	10 %	Final Exam	50 %
	Total	**100 %**		

Learning Outcomes	After completion of this course, students should be able to: 1. Apply audit theory to the audit of financial statements 2. Employ computer-based audit testing techniques to conduct analytical review procedures 3. Demonstrate a solid understanding of contemporary research practices and problems in selected areas of auditing research 4. Interpret the different types of audit opinions and be able to communicate audit results to governance and stakeholder groups 5. Reflect on and critically evaluate audit and assurance opportunities in emerging contexts
Prerequisite Course(s)	Introduction to Accounting, Auditing
Language of Instruction	English
Mandatory Literature	Gramling, Rittenberg, & Johnstone. (2012). Auditing – A Business Risk Approach. Cengage Learning.
Recommended Literature	

ECTS (ALLOCATED BASED ON STUDENT'S WORKLOAD)			
Activities	Quantity	Duration	Workload
Lecture (15 weeks x Lecture hours per week)	15	3	45
Laboratory / Practice (15 weeks x Laboratory / Practice hours per week)	0	0	0
Midterm Examination (1 week)	1	2	2
Final Examination (1 week)	1	3	3
Preparation for Midterm Examination	1	35	35
Preparation for Final Examination	1	55	55
Assignment / Homework / Project	1	40	40

Seminar / Presentation		1	10	10
Total Workload				190
ECTS Credit (Total Workload / 25)				6

Course Code: MAN 604	Course Name: ADVANCED FINANCIAL MANAGEMENT		
Level: Graduate	Year: I	Semester: I-II	ECTS Credits:6
Status: Elective	Hours/Week: 3		Total Hours: 45
Course Description	The course aims to develop an understanding of financial management and business finance and their practical application to the decision making processes adopted by managers in organisations.		
Course Objectives	The course is designed to progressively broaden and deepen the knowledge, skills and professional values demonstrated by the students.		
Course Content	• Role and responsibility towards stakeholders (1) • Role and responsibility towards stakeholders (2) • Economic environment for multinational organizations(1) • Economic environment for multinational organizations(2) • Advanced investment appraisal (1) • Advanced investment appraisal (2)	• Preparation for midterm exam • Midterm exam • Acquisition and mergers (1) • Acquisition and mergers (2) • Corporate reconstruction and re-organization • Treasury and advanced risk management techniques (1) • Treasury and advanced risk management techniques (2) • Emerging issues in finance and financial management • Preparation for final exam		
Teaching Methods Description	• Interactive lectures and communication with students • Discussions and group work	• Presentations • Problem solving or case studies		

Assessment Methods Description (%)	Quiz	0 %	Lab/Practical Exam	0 %
	Homework	0 %	Term Paper	15 %
	Project	0 %	Attendance	0 %
	Midterm Exam	25 %	Class Deliverables	0 %
	Presentation	10 %	Final Exam	50 %
	Total	**100 %**		

Learning Outcomes	After completion of this course, students should be able to: 1. Encompass and evaluate the role and responsibility of the senior financial executive or advisor in meeting conflicting needs of stakeholders 2. Evaluate the impact of macroeconomics and recognize the role of international financial institutions in the financial management of multinationals 3. Assess and plan acquisitions and mergers as an alternative growth strategy 4. Authorize and evaluate alternative advanced treasury and risk management techniques 5. Identify and assess the potential impact of emerging issues in finance and financial management.
Prerequisite Course(s)	-
Language of Instruction	English
Mandatory Literature	Horne W. (2008). Fundamentals of Financial Management, Prentice Hall.
Recommended Literature	Financial management: Theory and Practice, Eugene F. Brighan and Michael C. Ehrhardt.

ECTS (ALLOCATED BASED ON STUDENT'S WORKLOAD)			
Activities	Quantity	Duration	Workload
Lecture (15 weeks x Lecture hours per week)	15	3	45
Laboratory / Practice (15 weeks x Laboratory / Practice hours per week)	0	0	0
Midterm Examination (1 week)	1	2	2
Final Examination (1 week)	1	2	2
Preparation for Midterm Examination	1	25	25
Preparation for Final Examination	1	45	45

Assignment / Homework / Project	1	50	50
Seminar / Presentation	1	20	20
Total Workload			189
ECTS Credit (Total Workload / 25)			6

Course Code: MAN 605	Course Name: ADVANCED FINANCIAL REPORTING AND ANALYSIS		
Level: Graduate	Year: I	Semester: I-II	ECTS Credits: 6
Status: Elective	Hours/Week: 3		Total Hours: 45
Course Description	This course focuses on the analysis of managers' financial reporting and disclosure strategies, and the effects of such strategies on firms' equity values and contracts. We will examine various institutional settings and economic contexts in which managers make financial reporting and disclosure choices, paying close attention to the quality and credibility of the information disclosed.		
Course Objectives	The aim of this course is to help students master developing hands-on financial statement analysis skills in a variety of business decision contexts.		
Course Content	• Revenue and expense recognition • Complex issues in revenue recognition • Accounts receivable and inventories • Investment property • Long-lived fixed assets and intangible assets • Liabilities and equity • Preparation for midterm exam • Midterm exam	• Deferred expenses, financing liabilities, leases and special purpose entities • Financial derivatives and hedging • Business combinations, equity-method investments and intercompany transactions. • Critically analyze the financial statements • Understanding of international financial reporting standards • International harmonization issues • Preparation for final exam	
Teaching Methods Description	• Interactive lectures and communication with students • Discussions and group work	• Presentations • Problem solving or case studies	

Assessment Methods Description (%)	Quiz	0 %	Lab/Practical Exam	0 %
	Homework	0 %	Term Paper	15 %
	Project	0 %	Attendance	0 %
	Midterm Exam	25 %	Class Deliverables	0 %
	Presentation	10 %	Final Exam	50 %
	Total	**100 %**		

Learning Outcomes	After completion of this course, students should be able to: 1. Detect the role of financial reporting information in valuation and contracting 2. Evaluate the extent to which a firm's financial reports and disclosures capture its underlying business reality 3. Utilize techniques for analyzing financial reports 4. Critically analyze financial statements 5. Discuss international financial reporting standards and harmonization issues
Prerequisite Course(s)	Introduction to Accounting, Financial Statement Analysis
Language of Instruction	English
Mandatory Literature	Penman. (2004). Financial Statement Analysis and Security Valuation. 2nd edition. McGraw-Hill Irwin.
Recommended Literature	Palepu, Bernard and Healy. (2004). Business Analysis & Valuation Using Financial Statements. 3rd edition. Southwestern.

ECTS (ALLOCATED BASED ON STUDENT'S WORKLOAD)			
Activities	Quantity	Duration	Workload
Lecture (15 weeks x Lecture hours per week)	15	3	45
Laboratory / Practice (15 weeks x Laboratory / Practice hours per week)	0	0	0
Midterm Examination (1 week)	1	2	2
Final Examination (1 week)	1	2	2
Preparation for Midterm Examination	1	25	25

Preparation for Final Examination	1	40	40
Assignment / Homework / Project	1	50	50
Seminar / Presentation	1	20	20
Total Workload			184
ECTS Credit (Total Workload / 25)			6

Course Code: MAN 607	Course Name: ADVANCED RESEARCH METHODS		
Level: Graduate	Year: I	Semester: I-II	ECTS Credits: 6
Status: Elective	Hours/Week: 3		Total Hours: 45

Course Description	The purpose of this course is to prepare doctoral students for thesis research. The course is designed to review and analyze advanced research concepts in social sciences.
Course Objectives	Understanding main concepts in advanced research methodology such as model building, sampling and measurement, scale design and construction, and advanced statistical methods used in social sciences research.
Course Content	• Sampling and measurement • Scale design and construction • Introduction to multivariate relationships • Statistical inference: Estimation • Statistical inference: Significance tests • Analysis of covariance • Multivariate analysis of variance • Midterm exam • Discriminant function analysis • Measures of relationships: Regression techniques • Structural equation modeling • Factor analysis • Cluster analysis • Writing for publication • Ethical issues
Teaching Methods Description	• Interactive lectures and communication with students • Project – research proposal • Discussions and group work • Problem solving or case studies • Presentations

Assessment Methods Description (%)	Quiz	0 %	Lab/Practical Exam	0 %
	Homework	0 %	Term Paper	20 %
	Project	20 %	Attendance	0 %
	Midterm Exam	20 %	Class Deliverables	0 %
	Presentation	10 %	Final Exam	30 %
	Total	**100 %**		

Learning Outcomes	After completion of this course, students should be able to: 1. Develop a research model 2. Understand the way how relationships are analyzed in a research model 3. Analyze and comment on advanced statistical analysis reports 4. Evaluate advanced research publications in social sciences 5. Prepare a methodologically sound research proposal
Prerequisite Course(s)	- Completion of a master level research methodology course - Completion of a master level statistics course
Language of Instruction	English
Mandatory Literature	Giles, D. (2002). Advanced research methods in psychology. New York: Routledge Agresti, A. And Finley, B. (2014). Statistical Methods for Social Sciences. New York: Pearson.
Recommended Literature	Selected articles from various academic journals in social sciences.

ECTS (ALLOCATED BASED ON STUDENT'S WORKLOAD)			
Activities	**Quantity**	**Duration**	**Workload**
Lecture (15 weeks x Lecture hours per week)	15	3	45
Laboratory / Practice (15 weeks x Laboratory / Practice hours per week)	0	0	0
Midterm Examination (1 week)	1	2	2
Final Examination (1 week)	1	3	3
Preparation for Midterm Examination	1	20	20
Preparation for Final Examination	1	30	30
Assignment / Homework / Project	1	55	55
Seminar / Presentation	2	15	30

Total Workload	185
ECTS Credit (Total Workload / 25)	6

Course Code: MAN 610	Course Name: BUSINESS AND PROFESSIONAL ETHICS		
Level: Graduate	**Year:** I	**Semester:** I-II	**ECTS Credits:** 6
Status: Elective	**Hours/Week:** 3		**Total Hours:** 45
Course Description	Business and professional ethics is a course which gives students an opportunity to learn how to identify ethical issues in business, how to analyze ethical issues using moral principles, and how to make recommendations to resolve these issues.		
Course Objectives	This course will emphasize on the question about whether any ethical values are already implied in business and market activity, or whether introducing ethics into business will cause fundamental changes to business. It will also assess how business should influence our individual and social lives, and ask what role business and its values play in our society as a whole.		
Course Content	• The importance of business ethics. • Stakeholder relationships, social responsibility, and corporate governance. • Emerging business ethics issues. • Emerging business ethics issues. • The institutionalization of business ethics. • Ethical decision making and ethical leadership. • Ethical decision making and ethical leadership	• Midterm exam • Individual factors: moral philosophies and values. • Organizational factors: the role of ethical culture and relationships. • Developing an effective ethics program. • Developing an effective ethics program. • Managing and controlling ethics programs. • Business ethics in a global economy. • Business ethics in a global economy.		
Teaching Methods Description	• Interactive lectures and communication with students • Discussions and group work • Presentations • Guest instructors	• Use of educational films • Student debates • Problem solving or case studies • Practical Sessions		

Assessment Methods Description (%)	Quiz	0 %	Lab/Practical Exam	0 %
	Homework	10 %	Term Paper	0 %
	Project	40 %	Attendance	10 %
	Midterm Exam	30 %	Class Deliverables	0 %
	Presentation	10 %	Final Exam	0 %
	Total	**100 %**		

Learning Outcomes	After completion of this course, students should be able to: 1. Understand why ethics is important in business and why ethical responsibilities go beyond compliance with laws and regulations. 2. Understand moral principles. 3. Understand how corporate culture influences ethical decision making. Understand 4. Understand corporate social responsibility. 5. Understand how to manage ethics programs
Prerequisite Course(s)	-
Language of Instruction	English
Mandatory Literature	O.C. Ferrell, J. Fraedrick & L. Ferrell , Business Ethics: Ethical Decision Making and Cases, 9th Ed. Cengage Learning, 2013 Hartman, Laura P. and Joe DesJardins, *Business Ethics: Decision-Making for Personal Integrity & Social Responsibility.* McGraw-Hill/Irwin, 2008.
Recommended Literature	

ECTS (ALLOCATED BASED ON STUDENT'S WORKLOAD)			
Activities	**Quantity**	**Duration**	**Workload**
Lecture (15 weeks x Lecture hours per week)	15	3	45
Laboratory / Practice (15 weeks x Laboratory / Practice hours per week)	0	0	0
Midterm Examination (1 week)	1	2	2

Final Examination (1 week)	0	0	0
Preparation for Midterm Examination	1	40	40
Preparation for Final Examination	0	0	0
Assignment / Homework / Project	3	20	60
Seminar / Presentation	1	40	40
Total Workload			187
ECTS Credit (Total Workload / 25)			6

Course Code: MAN 611	Course Name: BUSINESS POLICY		
Level: Graduate	Year: I	Semester: I-II	ECTS Credits: 6
Status: Elective	Hours/Week: 3		Total Hours: 45

Course Description	The Business Policy course focuses on the competitive strategy of the firm, examining issues central to its long and short-term competitive position. Students act in the roles of key decision-makers or their advisors and solve problems related to the development or maintenance of the competitive advantage of the firm in a given market. The course develops an understanding of key strategic frameworks using theoretical readings and case-based discussions. Students will learn concepts and tools for analyzing the competitive environment, strategic position and firm-specific capabilities in order to understand the sources of a firm's competitive advantage. In addition, students will address corporate strategy issues such as the economic logic and administrative challenges associated with diversification choices about horizontal and vertical integration.
Course Objectives	The goal of the course is for students to develop an analytic tool kit for understanding strategic issues and to enrich their appreciation for the thought processes essential to incisive strategic analysis. This course offers students the opportunity to develop a general management perspective by combining their knowledge of specific functional areas with an appreciation for the requirements posed by the need to integrate all functions into a coherent whole.
Course Content	- Introduction, course overview and the history of business strategy - External audit - Internal audit - Strategic focusing - The concept of strategy - Competitive advantage - Competitive positioning - Preparation for midterm exam - Midterm exam - How to compete: industry context - Where to compete: firm resources - Where to compete: capabilities - Where to compete: corporate strategies - Integration and summary - Preparation for final exam
Teaching Methods Description	- Interactive lectures and communication with students - Discussions, case studies and group work - Presentations - Guest instructors

Assessment Methods Description (%)	Quiz	0 %	Lab/Practical Exam	0 %
	Homework	0 %	Term Paper	0 %
	Project	40 %	Attendance	0 %
	Midterm Exam	15 %	Class Deliverables	10 %
	Presentation	20 %	Final Exam	15 %
	Total	**100 %**		

Learning Outcomes	After completion of this course, students should be able to: 1. Develop skills in structuring business problems 2. Develop skills in solving complex business problems 3. Analyze the external audit process 4. Analyze the internal audit process 5. Evaluate strategies in action
Prerequisite Course(s)	-
Language of Instruction	English
Mandatory Literature	Thomas L. Wheelen, J. David Hunger, Concepts in Strategic Management and Business Policy, Pearson, 2004
Recommended Literature	

ECTS (ALLOCATED BASED ON STUDENT'S WORKLOAD)			
Activities	Quantity	Duration	Workload
Lecture (15 weeks x Lecture hours per week)	15	3	45
Laboratory / Practice (15 weeks x Laboratory / Practice hours per week)	0	0	0

Midterm Examination (1 week)	1	2	2
Final Examination (1 week)	1	2	2
Preparation for Midterm Examination	1	20	20
Preparation for Final Examination	1	25	25
Assignment / Homework / Project	2	30	60
Seminar / Presentation	1	30	30
Total Workload			184
ECTS Credit (Total Workload / 25)			6

Course Code: MAN 612	Course Name: COMPUTER APPLICATION FOR BUSINESS		
Level: Graduate	Year: I	Semester: I-II	ECTS Credits: 6
Status: Elective	Hours/Week:3		Total Hours :45
Course Description	This course unit surveys the range of applications software used in business and finance and gets students to develop applications using a spreadsheet		
Course Objectives	The general objective of this course is to gain proficiency as a software solutions architect--solving general operational business problems using the most commonly used office microcomputer software applications programs		
Course Content	- SPSS part I - SPSS part II - SPSS part III - SPSS part IV - SPSS part V - SPSS part VI - Preparation for Midterm - Midterm	- Excel part I - Excel part II - Excel part III - Access part I - Access part II - QM part I - QM part II	
Teaching Methods Description	- Instruction - Discussions - Article reviews	- Presentations - Homework	

Assessment Methods Description (%)	Quiz	0 %	Lab/Practical Exam	0 %
	Homework	15 %	Term Paper	0 %
	Project	0 %	Attendance	0 %
	Midterm Exam	20 %	Class Deliverables	0 %
	Presentation	15 %	Final Exam	50 %
	Total	**100 %**		

Learning Outcomes	After completion of this course, students should be able to: 1. Describe typical applications of software in business and finance. 2. Demonstrate an awareness of the cost and benefits involved in the adoption of IT sufficient to discuss and review its impact upon the organization. 3. Critically analyze a case study and explain how the software contributes to the success of the operation. 4. Explain the potential and limitations of software for information systems. 5. Demonstrate an awareness of legal, ethical, social, economic and political consequences of the use of IT for individuals, organizations and society. 6. Use Microsoft Excel to develop solutions to simple business needs and incorporate simple macros using Visual Basic for Applications.
Prerequisite Course(s)	
Language of Instruction	English
Mandatory Literature	Small Business Solutions for Networking, Alan Neibauer,0735606854, 2000 Computer application in Business Administration, Software, Microsoft Office, SPSS, QM, QSB.
Recommended Literature	Cronk B.C. (2002). How to use SPSS: A step-by-step guide to analysis and interpretation. Second edition. Pyrczak Publishing (optional

ECTS (ALLOCATED BASED ON STUDENT'S WORKLOAD)			
Activities	Quantity	Duration	Workload
Lecture (15 weeks x Lecture hours per week)	15	3	45
Laboratory / Practice (15 weeks x Laboratory / Practice hours per week)	15	0	0
Midterm Examination (1 week)	1	2	2
Final Examination (1 week)	1	2	2

Preparation for Midterm Examination	1	30	30
Preparation for Final Examination	1	55	55
Assignment / Homework / Project	1	30	30
Seminar / Presentation	1	20	20
Total Workload			184
ECTS Credit (Total Workload / 25)			6

Course Code: MAN 613	Course Name: CREATIVE PROBLEM SOLVING		
Level: Graduate	Year: I	Semester: I-II	ECTS Credits: 6
Status: Elective	Hours/Week: 3		Total Hours: 45

Course Description	Successful organizations recognize that critical thinking and creative solutions significantly enhance one's leadership capabilities, business results and business potential
Course Objectives	In this course, the students will develop their skills as a critical thinker and problem solver and recognize and leverage their thinking preferences, as well as those on their team, to find different solutions to everyday problems.
Course Content	• Critical Thinking and Creative Problem Solving Essentials • Leveraging Personal Thinking Styles • Assessing your preferred approach to thinking • Identifying thinking preferences • Unleashing Your Creativity • The creative environment • Group creative thinking • The iterative mind • Solving Problems Using • Analysis and Prioritization Tools • Systematic approaches to problem solving • Decision analysis • Translating • Creativity and Analysis into Practical Application • Avoiding analysis paralysis
Teaching Methods Description	• Description • Practical Sessions • Exercises • Presentation • Assignments • Case Studies • Self-evaluation

Assessment Methods Description (%)	Quiz	0 %	Lab/Practical Exam	0 %
	Homework	10 %	Term Paper	20 %
	Project	15 %	Attendance	0 %
	Midterm Exam	0 %	Class Deliverables	0 %
	Presentation	15 %	Final Exam	40 %
	Total	**100 %**		

Learning Outcomes	After completion of this course, students should be able to: 1. How to make better decisions through critical thinking and creative problem solving 2. How to develop your personal creativity 3. How to select the best decision given the specific situation 4. How to apply processes to assess work issues and problems 5. How to transform your creativity into practical business solutions
Prerequisite Course(s)	Nothing
Language of Instruction	English
Mandatory Literature	J. Y. F. Lau (2011), An Introduction to Critical Thinking and Creativity: Think More, Think Better, Wiley Pub., ISBN: 978-0-470-19509-3
Recommended Literature	Donald J. Treffinger Ph.D., Scott G. Isaksen Ph.D., K. Brian Stead-Dorval (2006), Creative Problem Solving: An Introduction (4th ed.), ISBN: 978-1-59363-187-1

ECTS (ALLOCATED BASED ON STUDENT'S WORKLOAD)			
Activities	Quantity	Duration	Workload
Lecture (15 weeks x Lecture hours per week)	15	3	45
Laboratory / Practice (15 weeks x Laboratory / Practice hours per week)	0	0	0
Midterm Examination (1 week)	0	0	0
Final Examination (1 week)	1	3	3
Preparation for Midterm Examination	0	0	0
Preparation for Final Examination	1	45	45
Assignment / Homework / Project	3	22	66

Seminar / Presentation		1	25	25
Total Workload				184
ECTS Credit (Total Workload / 25)				6

Course Code: MAN 614	Course Name: CURRENT ISSUES IN CONSUMER BEHAVIOUR		
Level: Graduate	Year: I	Semester: I-II	ECTS Credits: 6
Status: Elective	Hours/Week: 3		Total Hours: 45

Course Description	This course is designed to explore contemporary research topics in consumer behaviour. Recent publications in esteemed consumer behaviour journals that are related to main concepts such as perception, learning, motivation, values, personality, attitudes, decision making and culture are discussed during lectures.
Course Objectives	Exploring the developments in consumer behaviour research as well as developing a research proposal based on current issues in consumer behaviour research and testing propositions based on an actual research study.
Course Content	• An update on recent publications on consumer behaviour • Research in consumer decision making • Research in consumer motivation • Research in consumer personality • Development of a research proposal • Research in consumer perception • Research in attitude formation and change • Midterm exam • Research in communication theory • Research in reference groups, family and social class formation • Research in culture and sub-culture • Research in consumer influence and diffusion of innovations Theory development - experiential aspects • Data analysis and research report presentation • Proposal presentations • Preparation for final exam
Teaching Methods Description	• Interactive lectures and communication with students • Discussions and group work • Problem solving or case studies • Presentations

Assessment Methods Description (%)	Quiz	0 %	Lab/Practical Exam	0 %
	Homework	0 %	Term Paper	30 %
	Project	0 %	Attendance	0 %
	Midterm Exam	30 %	Class Deliverables	0 %
	Presentation	10 %	Final Exam	30 %
	Total		**100 %**	

Learning Outcomes	After completion of this course, students should be able to: 1. Explore recent research with respect to main theories in consumer behavior research 2. Evaluate and analyze scientific papers that develop consumer behavior theories 3. Learn how to develop and test a consumer behaviour model 4. Develop skills to write a consumer behaviour proposal
Prerequisite Course(s)	- Completion of a master level marketing management/consumer behaviour course - Completion of an undergraduate level introductory marketing/consumer behaviour course
Language of Instruction	English
Mandatory Literature	Selected articles from the following journals: Journal of Psychology and Marketing, Journal of Consumer Psychology, Marketing Theory , Journal of Consumer Research, Psychological Methods, Journal of Marketing, Journal of Retailing, Journal of Services Marketing, Journal of Business Ethics
Recommended Literature	Kerlinger, F. N. (1986). *Foundations of Behavioral Research*. 3rd ed. Orlando, FL: Holt, Reinhart and Winston. Nunnaly, J. and Bernstein, I.H. (1994). *Psychometric Theory*. 3rd ed. New York: McGraw Hill.

ECTS (ALLOCATED BASED ON STUDENT'S WORKLOAD)			
Activities	Quantity	Duration	Workload
Lecture (15 weeks x Lecture hours per week)	15	3	45
Laboratory / Practice (15 weeks x Laboratory / Practice hours per week)	0	0	0
Midterm Examination (1 week)	1	2	2

Final Examination (1 week)	1	3	3
Preparation for Midterm Examination	1	20	20
Preparation for Final Examination	1	30	30
Assignment / Homework / Project	1	46	46
Seminar / Presentation	2	20	40
Total Workload			186
ECTS Credit (Total Workload / 25)			6

Course Code: MAN 615	Course Name: ECONOMIC GROWTH		
Level :Graduate	Year: I	Semester: I-II	ECTS Credits: 6
Status: Elective	Hours/Week: 3		Total Hours: 45

Course Description	The subject of this course is the modern theory of economic growth: the trade-off between current and future consumption, the stability of capitalist economies, the effects of technological progress and monetary policy on economic growth, and the consequences of sustained, or alternatively, of zero economic growth.
Course Objectives	The objectives of the course are to familiarize students with a set of issues and questions that are central to macroeconomics, and that are also (hopefully) exciting and important; To develop some of the most important tools of dynamic economics useful in macroeconomics as well as in a number of sub disciplines of economics; and to provide students with a number of workhorse models useful in multiple areas of macroeconomics.
Course Content	- The mathematics of growth - Consumption vs. Growth with a fixed population: Robinson Crusoe's problem - Consumption vs. Growth with a growing population: the blue lagoon problem - Is capitalism doomed? The Harrod-Domar growth model - The stabilizing effect of substitutability – the neoclassical growth model - Extension of the neoclassical growth model - Overview - Technological progress and economic growth - Optimal growth: the „golden rule" - Money and economic growth - Human capital - Endogenous economic growth - Measuring the rates and determinants of economic growth - Alternative theories of growth and distribution - Growth in a finite world: the „limitations to growth" debate
Teaching Methods Description	- Interactive lectures and communication with students - Discussions and group work - Presentations - Problem solving or case studies

Assessment Methods Description (%)				
	Quiz	0 %	Lab/Practical Exam	0 %
	Homework	10 %	Term Paper	40 %
	Project	20 %	Attendance	0 %
	Midterm Exam	0 %	Class Deliverables	0 %
	Presentation	30 %	Final Exam	0 %
	Total	**100 %**		

Learning Outcomes	After completion of this course, students should be able to: 1. Differentiate growth theories 2. Critically analyse growth trends of regions and countries 3. Debate on different development issues 4. Distinguish endogenous and exogenous growth indicators 5. Research and write about global growth problems and solutions
Prerequisite Course(s)	/
Language of Instruction	English
Mandatory Literature	Weil, N. David (2005) Economic Growth, Addison-Wesley
Recommended Literature	Daron Acemoglu, James A. Robinson (2013) Why Nations Fail: The Origins of Power, Prosperity, and Poverty

ECTS (ALLOCATED BASED ON STUDENT'S WORKLOAD)			
Activities	Quantity	Duration	Workload
Lecture (15 weeks x Lecture hours per week)	15	3	45
Laboratory / Practice (15 weeks x Laboratory / Practice hours per week)	0	0	0
Midterm Examination (1 week)	0	0	0
Final Examination (1 week)	0	0	0

Preparation for Midterm Examination	0	0	0
Preparation for Final Examination	0	0	0
Assignment / Homework / Project	2	45	90
Seminar / Presentation	2	25	50
Total Workload			**185**
ECTS Credit (Total Workload / 25)			6

Course Code: MAN 616	Course Name: FINANCIAL MARKETS AND INSTRUMENTS		
Level: Graduate	Year: I	Semester: I-II	ECTS Credits: 6
Status: Elective	Hours/Week: 3		Total Hours: 45
Course Description	The course designed to give students detailed exposure to the wide variety of financial instruments and the domestic financial markets in which they are traded.		
Course Objectives	The course objective is to provide advanced and medium-level knowledge about theoretical background and practical functioning of selected segments of financial markets, namely the fixed-income securities (bonds, repos, and mortgages), swaps and credit derivatives. The stress is laid primarily on understanding the role of these instruments in managing financial risks and in speculative, hedging and arbitrage trading strategies.		
Course Content	- What do interest rates mean and what is their role in valuation? - How do risk and term structure affect interest rates? - Structure of central banks - Conduct of monetary policy: tools, goals, strategy, and tactics - The money markets - The stock market - Preparation for midterm exam	- Midterm exam - The mortgage markets - The foreign exchange market - Banking and the management of financial institutions - Savings associations and credit unions - The mutual fund industry - Insurance companies and pension funds - Preparation for final exam	
Teaching Methods Description	- Interactive lectures and communication with students - Discussions and group work	- Presentations - Problem solving or case studies	

Assessment Methods Description (%)	Quiz	0 %	Lab/Practical Exam	0 %
	Homework	0 %	Term Paper	0 %
	Project	15 %	Attendance	0 %
	Midterm Exam	25 %	Class Deliverables	0 %
	Presentation	10 %	Final Exam	50 %
	Total	**100 %**		

Learning Outcomes	After completion of this course, students should be able to: 1. Comprehend the functions, roles and organization of financial markets 2. Encompass the different principal instruments and products used in financial transactions 3. Perceive how financial securities are issued and traded 4. Master the advanced methods and techniques of evaluating financial securities and product 5. Apply gained knowledge to real life examples
Prerequisite Course(s)	-
Language of Instruction	English
Mandatory Literature	Mishkin F.S and Stanley. (2008). Financial Markets and Institutions. 6th Edition. Prentice Hall.
Recommended Literature	Fabozzi F.J. and Modigliani F. (2003). Capital Markets: Institutions and Instruments. 3rd edition. Prentice Hall, Inc.

ECTS (ALLOCATED BASED ON STUDENT'S WORKLOAD)			
Activities	Quantity	Duration	Workload
Lecture (15 weeks x Lecture hours per week)	15	3	45
Laboratory / Practice (15 weeks x Laboratory / Practice hours per week)	0	0	0
Midterm Examination (1 week)	1	2	2
Final Examination (1 week)	1	2	2
Preparation for Midterm Examination	1	25	25

Preparation for Final Examination	1	45	45
Assignment / Homework / Project	1	45	45
Seminar / Presentation	1	20	20
Total Workload			184
ECTS Credit (Total Workload / 25)			6

Course Code: MAN 617	Course Name: FORECASTING TECHNIQUES		
Level: Graduate	**Year:** I	**Semester:** I-II	**ECTS Credits:** 6
Status: Elective	**Hours/Week:** 3		**Total Hours:** 45

Course Description	All economic decisions are forward looking. We make decisions today for some type of return or improvement in the future. Consequently, we always make our decisions under uncertainty. The simplest definition of economic forecasting is that it is a process that has as its objective the prediction of future events or conditions to reduce that uncertainty so that our decisions will be better ones. Emphasis is on a combination of the mathematical development of forecasting models and their application to data. The applications are in lab sessions in which students will be instructed in using an econometrics computer package and asked to solve problems using that package.
Course Objectives	The general objectives for this course are to: provide students with an understanding of data analysis applicable to developing economic forecasts; provide an understanding of forecasting error metrics; provide students with the basics of economic forecasting methods and models; expose them to the use of a computer package for developing forecasting models; allow to apply the techniques learned in the course to lab assignments; make policy recommendations (private and public) based on rational forecasts
Course Content	• Introduction to forecasting • Review of Basic Statistical Concepts • Data Patterns and Forecasting Techniques • Overview of Forecasting Techniques • Moving Averages and Smoothing Methods • Application • Preparation for Midterm exam • Midterm exam • Time Series and their Components • Box-Jenkins Type Forecasting Models • Overview • Simple Linear Regression • Multiple Regression Analysis • Time Series • Preparation for Final Exam
Teaching Methods Description	• Interactive lectures and communication with students • Discussions and group work • Presentations • Problem solving or case studies • Lab work

Assessment Methods Description (%)	Quiz	0 %	Lab/Practical Exam	20 %
	Homework	10 %	Term Paper	0 %
	Project	20 %	Attendance	0 %
	Midterm Exam	20 %	Class Deliverables	0 %
	Presentation	0 %	Final Exam	30 %
	Total	**100 %**		

Learning Outcomes	After completion of this course, students should be able to: 1. Manipulate features of a computer package; 2. Evaluate forecast error measures; 3. Identify and discuss features of appropriate forecasting models; 4. Manipulate the mathematical and statistical properties of classes of forecasting models 5. Use forecasting methods
Prerequisite Course(s)	/
Language of Instruction	English
Mandatory Literature	Introduction to Time Series and Forecasting Montgomery et al. Publisher: J. Wiley & Sons
Recommended Literature	Business Forecasting 9th ed., Hanke and Wichern. Pearson/Prentice Hall, Inc, ISBN: 139780132301206 Statistics, data analysis and decision modelling, Evan, James R., Pearson Prentice Hall, 2007,

ECTS (ALLOCATED BASED ON STUDENT'S WORKLOAD)			
Activities	**Quantity**	**Duration**	**Workload**
Lecture (15 weeks x Lecture hours per week)	15	3	45
Laboratory / Practice (15 weeks x Laboratory / Practice hours per week)	0	0	0

Midterm Examination (1 week)	1	2	2
Final Examination (1 week)	1	2	2
Preparation for Midterm Examination	1	30	30
Preparation for Final Examination	1	45	35
Assignment / Homework / Project	3	25	75
Seminar / Presentation	0	0	0
Total Workload			189
ECTS Credit (Total Workload / 25)			6

Course Code: MAN 618	Course Name: GAME THEORY		
Level: Graduate	Year: I	Semester: I-II	ECTS Credits: 6
Status: Elective	Hours/Week: 3		Total Hours: 45
Course Description	This course presents the foundations and selected topics in, game theory. It includes review of basic definitions and equilibrium concepts, and development of applications ranging from auctions to political economy and industrial organization. Game theory is a formal subject with theorems and proofs. The material covered is useful for diverse fields including psychology and economics, industrial organization, and macroeconomics.		
Course Objectives	The overall goal is to introduce students with the formal study of conflict and cooperation. Game theoretic concepts apply whenever the actions of several agents are interdependent. These agents may be individuals, groups, firms, or any combination of these. The concepts of game theory provide students with a language to formulate, structure, analyse, and understand strategic scenarios.		
Course Content	• Games in strategic form • Games in extensive form • Applications of multistage games with observed actions • Introduction to repeated games • Static games of incomplete information, • Bayesian equilibrium • Auctions • Overview • Application • Dynamic games of incomplete information • Dominance • Nash equilibrium • Mixed strategies • Application • Zero-sum games and computation		
Teaching Methods Description	• Interactive lectures and communication with students • Discussions and group work • Presentations • Problem solving or case studies		

Assessment Methods Description (%)	Quiz	20 %	Lab/Practical Exam	0 %
	Homework	10 %	Term Paper	30 %
	Project	30 %	Attendance	0 %
	Midterm Exam	0 %	Class Deliverables	10 %
	Presentation	0 %	Final Exam	0 %
	Total	**100 %**		

Learning Outcomes	After completion of this course, students should be able to: 1. Comprehend game theory at a level required to read current research in economics in applied theory; 2. Use, modify and extend existing game theory models in their own research; 3. Formulate strategic scenarios 4. Develop game theory models for their own research in applied theory, 5. Read current research in game theory with the help of reference texts
Prerequisite Course(s)	/
Language of Instruction	English
Mandatory Literature	Fudenberg, D. and J. Tirole: Game Theory, 1991, MIT Press
Recommended Literature	Osborne M. and A. Rubinstein, A Course in Game Theory, 1994, MIT Press

ECTS (ALLOCATED BASED ON STUDENT'S WORKLOAD)			
Activities	Quantity	Duration	Workload
Lecture (15 weeks x Lecture hours per week)	15	3	45
Laboratory / Practice (15 weeks x Laboratory / Practice hours per week)	0	0	0
Midterm Examination (1 week)	0	0	0
Final Examination (1 week)	0	0	0
Preparation for Midterm Examination	0	0	0

Preparation for Final Examination	0	0	0
Assignment / Homework / Project	4	30	120
Seminar / Presentation	1	20	20
Total Workload			**185**
ECTS Credit (Total Workload / 25)			6

Course Code: MAN 620	Course Name: INTERNATIONAL ACCOUNTING AND FINANCIAL REPORTING		
Level: Graduate	Year: I	Semester: I-II	ECTS Credits: 6
Status: Elective	Hours/Week: 3		Total Hours: 45

Course Description	International Accounting is the study of an entity reported as either a multinational company or an entity whose reporting obligations to stakeholders are located in a country other than that of the reporting entity. The course discuss the effects of financial reporting, international taxation, and international financial statement analysis on a multinational reporting entity.
Course Objectives	This course provides students with a guided tour of the most important topics of international accounting. It provides students with important tools necessary to think about international accounting and address the three broad areas of multinational corporate accounting: measurement, disclosure and audit.
Course Content	• Introduction to international accounting • Worldwide accounting diversity • International harmonization of financial reporting • International financial reporting standards • Comparative accounting • Foreign currency transactions • Hedging foreign exchange risk • Midterm exam • Translation of foreign currency financial statements • Analysis of foreign financial statements • International taxation • International transfer pricing • Strategic accounting issues in multinational corporations • Corporative international auditing • Corporate governance
Teaching Methods Description	• Interactive lectures and communication with students • Discussions and group work • Problem solving or case studies • Practical Sessions

Assessment Methods Description (%)	Quiz	0 %	Lab/Practical Exam	0 %
	Homework	0 %	Term Paper	10 %
	Project	0 %	Attendance	0 %
	Midterm Exam	30 %	Class Deliverables	0 %
	Presentation	10 %	Final Exam	50 %
	Total	**100 %**		

Learning Outcomes	After completion of this course, students should be able to: 1. Explain how international accounting differs from domestic accounting 2. Identify several internal and external reporting issues that arise when business operations navigate national borders. 3. Perform international financial statement analysis for a multinational reporting entity. 4. Discuss strategic accounting issues in multinational corporations. 5. Describe international transfer pricing.
Prerequisite Course(s)	/
Language of Instruction	English
Mandatory Literature	Doupink T. & Perera H. (2007). International Accounting. McGraw Hill
Recommended Literature	Alexander D., Britton A. & Jorissen A. (2007). International Financial Reporting and Analysis. 3rd Edition. Thomson Learning.

ECTS (ALLOCATED BASED ON STUDENT'S WORKLOAD)			
Activities	**Quantity**	**Duration**	**Workload**
Lecture (15 weeks x Lecture hours per week)	15	3	45
Laboratory / Practice (15 weeks x Laboratory / Practice hours per week)	0	0	0
Midterm Examination (1 week)	1	2	2
Final Examination (1 week)	1	3	3
Preparation for Midterm Examination	1	40	40

Preparation for Final Examination	1	50	50
Assignment / Homework / Project	1	20	20
Seminar / Presentation	2	10	20
Total Workload			180
ECTS Credit (Total Workload / 25)			6

Course Code: MAN 621	Course Name: INTERNATIONAL FINANCE		
Level: Graduate	Year: I	Semester: I-II	ECTS Credits: 6
Status: Elective	Hours/Week: 3		Total Hours: 45
Course Description	This course will focus on four main areas of international finance: key economic theories, various financial instruments for risk management, exchange risk management, and international financing and investment issues.		
Course Objectives	To give students an understanding and application of the systems and models that enable the financial flows and operations to be carried out.		
Course Content	• Introduction to international finance • The determination of exchange rates • The international monetary system (1) • The international monetary system (2) • The foreign exchange market • Currency futures and option market • Preparation for midterm exam • Midterm exam • International parity conditions • Transaction exposure • Operating exposure • Translation exposure • Long term financing • Special topics in international finance • Preparation for final exam		
Teaching Methods Description	• Interactive lectures and communication with students • Discussions and group work • Presentations • Problem solving or case studies		

Assessment Methods Description (%)	Quiz	0 %	Lab/Practical Exam	0 %
	Homework	0 %	Term Paper	0 %
	Project	15 %	Attendance	0 %
	Midterm Exam	25 %	Class Deliverables	0 %
	Presentation	10 %	Final Exam	50 %
	Total	**100 %**		

Learning Outcomes	After completion of this course, students should be able to: 1. Comprehend the environment and factors associated with foreign exchange rate determination. 2. Identify and describe forms of financial instruments available for foreign exchange risk management. 3. Discuss strategies and techniques associated with foreign exchange risk management. 4. Encompass and explain key economic theories that underlie the foundation of foreign exchange risk management. 5. Present transaction, operating and translating exposure.
Prerequisite Course(s)	-
Language of Instruction	English
Mandatory Literature	Atrill P. (2009). Financial Management for Decision Makers. Prentice Hall.
Recommended Literature	

ECTS (ALLOCATED BASED ON STUDENT'S WORKLOAD)			
Activities	Quantity	Duration	Workload
Lecture (15 weeks x Lecture hours per week)	15	3	45
Laboratory / Practice (15 weeks x Laboratory / Practice hours per week)	0	0	0
Midterm Examination (1 week)	1	2	2
Final Examination (1 week)	1	2	2
Preparation for Midterm Examination	1	25	25
Preparation for Final Examination	1	40	40
Assignment / Homework / Project	1	45	45

Seminar / Presentation		1	25	25
Total Workload				184
ECTS Credit (Total Workload / 25)				6

Course Code: MAN 622	Course Name: INTERNATIONAL MONETARY ECONOMICS		
Level: Graduate	Year: I	Semester: I-II	ECTS Credits: 6
Status: Elective	Hours/Week: 3		Total Hours :45

Course Description	Economic Globalization has become a fact of life. International economies have become so interconnected that events and policies in one part of the world have global effects. This course covers international finance and macroeconomic analysis in open economies. Key topics include the determination and fluctuations of exchange rates and the balance of payments, the effects of monetary and fiscal policies in an open economy, the choice of the exchange rate regime, the merits of a single currency area, the role of international financial institutions, the root causes of financial crises, and international development policies. The course will develop the theoretical tools necessary to analyze such issues.
Course Objectives	The goal of this course is to explore the unique challenges and opportunities posed by this increased pace of economic globalization from a macroeconomic perspective.
Course Content	• Introduction • National income accounting and the balance of payments • Exchange rates and the foreign exchange market: An Asset approach • Money, interest rates and exchange rates • Exchange rates • Price levels and the exchange rates in the long run • Overview • Output and the exchange rate in the short run • Fixed exchange rates • Foreign exchange intervention • International monetary systems: a historical overview • Optimum currency areas and the European experience • Financial globalization: opportunity and crises • Developing countries: growth, crises and reform • Overview
Teaching Methods Description	• Interactive lectures and communication with students • Discussions and group work • Presentations • Problem solving or case studies

Assessment Methods Description (%)	Quiz	0 %	Lab/Practical Exam	0 %
	Homework	20 %	Term Paper	40 %
	Project	0 %	Attendance	0 %
	Midterm Exam	0 %	Class Deliverables	10 %
	Presentation	30 %	Final Exam	0 %
	Total	**100 %**		

Learning Outcomes	After completion of this course, students should be able to: 1. Recognize and understand global trends in economics 2. Be familiar with international finance and macroeconomic analysis 3. Analyze global macroeconomic trends 4. Critically approach to macroeconomic problems 5. Explain monetary and financial issues in developed and developing countries
Prerequisite Course(s)	
Language of Instruction	English
Mandatory Literature	Krugman, Paul R., International Economics, London, Addison Wesley, 2009
Recommended Literature	• Lewis Hunter, How much Money does Economy Need? *Solving the Central Economic Puzzle of Money, Prices, and Jobs, Axios Press, 2008* • Krugman, P. / Obstfeld, M. / Melitz, M.: International Economics: Theory and Policy, Addison-Wesley, 9th ed. 2012 • Roubini, N. / Mihm, S.: Crisis Economics, the Penguin Press, New York, 2010- Copeland L.S.: Exchange Rates and International Finance, FT Prentice Hall, Pearson, 4th ed., 2005 • Mankiw, N. G.: Macroeconomics, Worth Publishers, 7th ed. 2010

ECTS (ALLOCATED BASED ON STUDENT'S WORKLOAD)			
Activities	**Quantity**	**Duration**	**Workload**
Lecture (15 weeks x Lecture hours per week)	15	3	45

Laboratory / Practice (15 weeks x Laboratory / Practice hours per week)	0	0	0
Midterm Examination (1 week)	0	0	0
Final Examination (1 week)	0	0	0
Preparation for Midterm Examination	0	0	0
Preparation for Final Examination	0	0	0
Assignment / Homework / Project	2	35	70
Seminar / Presentation	2	34	68
Total Workload			**183**
ECTS Credit (Total Workload / 25)			6

Course Code: MAN 623	Course Name: INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT		
Level: Graduate	Year: I	Semester: I-II	ECTS Credits: 6
Status: Elective	Hours/Week: 3		Total Hours: 45
Course Description	The course covers topics related to the portfolio theory, analytical techniques, methods of stock selection, and the nature of investments, which are all used to develop notions of the most recent investment techniques.		
Course Objectives	The main objective of the course is to give to the students the advanced theoretical and practical knowledge needed to understand the main types of international financial investments, and to value, select and manage those investments.		
Course Content	• Securities as a component of portfolios • Creating and rebalancing portfolio • Portfolio risk • Portfolio management strategies • Measurements of yield and risk • Capital asset pricing model • Markowitz's portfolio theory • Midterm exam	• Principles of futures markets • Benching the equity players • Performance evaluation • International portfolio management • Institutional investors and portfolio management • Total efficiency of portfolio • Preparation for final exam	
Teaching Methods Description	• Interactive lectures and communication with students • Discussions and group work	• Presentations • Problem solving or case studies	

Assessment Methods Description (%)	Quiz	0 %	Lab/Practical Exam	0 %
	Homework	0 %	Term Paper	0 %
	Project	15 %	Attendance	0 %
	Midterm Exam	25 %	Class Deliverables	0 %
	Presentation	10 %	Final Exam	50 %
	Total	**100 %**		

Learning Outcomes	After completion of this course, students should be able to: 1. Comprehend concept of investment analysis, for security selection and portfolio management purposes 2. Create portfolio and identify tradeoff between risk and return 3. Develop investment strategies 4. Conduct performance evaluation of portfolio 5. Discuss international portfolio management
Prerequisite Course(s)	-
Language of Instruction	English
Mandatory Literature	Reilly, F.K. and Norton, E.A. Norton. (2006). Investments. 7th Edition. South-Western a division of Thomson Learning.
Recommended Literature	Benninga, S. (2000). Financial Modelling. Cambridge, MA: MIT Press.

ECTS (ALLOCATED BASED ON STUDENT'S WORKLOAD)			
Activities	Quantity	Duration	Workload
Lecture (15 weeks x Lecture hours per week)	15	3	45
Laboratory / Practice (15 weeks x Laboratory / Practice hours per week)	0	0	0
Midterm Examination (1 week)	1	2	2
Final Examination (1 week)	1	2	2
Preparation for Midterm Examination	1	25	25
Preparation for Final Examination	1	40	40
Assignment / Homework / Project	1	45	45

Seminar / Presentation	1	28	28
Total Workload			187
ECTS Credit (Total Workload / 25)			6

Course Code: MAN 624	Course Name: ISSUES IN ADVANCED COST ACCOUNTING		
Level: Graduate	Year: I	Semester: I-II	ECTS Credits: 6
Status: Elective	Hours/Week: 3		Total Hours: 45

Course Description	Despite the benefits arising from different techniques of cost accounting, there are several cost accounting issues. . The study of current and relevant developments in accounting theory and practice including generally accepted accounting principles and the issues related to the historical cost, marginal cost, price of assets at net present value, manipulation of books of accounts and accounting standards will be discussed.
Course Objectives	To give students an understanding of current issues and concerns in cost accounting area analysing real life scenarios.
Course Content	• The accountability model (1) • The accountability model (2) • The relationship of managerial cost accounting to financial accounting (1) • The relationship of managerial cost accounting to financial accounting (2) • The relationship of managerial cost accounting to budgeting • The relationship of cost accounting to managing – supporting management's needs • Preparation for midterm exam • Midterm exam • The relationship of cost accounting to reporting (1) • The relationship of cost accounting to reporting (2) • Marketing managerial cost accounting (1) • Marketing managerial cost accounting (2) • Assessing current environment • Various costing methodologies and methods for assigning costs • Preparation for final exam
Teaching Methods Description	• Interactive lectures and communication with students • Discussions and group work • Problem solving or case studies • Practical Sessions

Assessment Methods Description (%)	Quiz	0 %	Lab/Practical Exam	0 %
	Homework	0 %	Term Paper	0 %
	Project	10 %	Attendance	0 %
	Midterm Exam	30 %	Class Deliverables	0 %
	Presentation	10 %	Final Exam	50 %
	Total	**100 %**		

Learning Outcomes	After completion of this course, students should be able to: 1. Identify current issues in cost accounting from different perspectives. 2. Describe the relationship between managerial cost accounting and financial accounting 3. Explain the relation between pricing decisions and cost management. 4. Discuss cost accounting issues related to the historical and marginal cost, asset pricing at net present value, manipulation of book of accounts and accounting standards. 5. State the importance of cost accounting management in current environment.
Prerequisite Course(s)	/
Language of Instruction	English
Mandatory Literature	Bhimani A. (2006). Contemporary Issues in Management Accounting. Oxford.
Recommended Literature	

ECTS (ALLOCATED BASED ON STUDENT'S WORKLOAD)			
Activities	**Quantity**	**Duration**	**Workload**
Lecture (15 weeks x Lecture hours per week)	15	3	45
Laboratory / Practice (15 weeks x Laboratory / Practice hours per week)	0	0	0
Midterm Examination (1 week)	1	2	2
Final Examination (1 week)	1	3	3

Preparation for Midterm Examination	1	35	35
Preparation for Final Examination	1	55	55
Assignment / Homework / Project	1	30	30
Seminar / Presentation	1	20	20
Total Workload			190
ECTS Credit (Total Workload / 25)			6

Course Code: MAN 625	Course Name: MANAGERIAL LEADERSHIP		
Level: Graduate	Year: I	Semester: I-II	ECTS Credits: 6
Status: Elective	Hours/Week: 3		Total Hours: 45

Course Description	The Leadership course offers students the opportunity to examine leadership theory, develop leadership skills and apply their knowledge and skills through a project.
Course Objectives	Upon completion of this course the student will develop a working knowledge of leadership theory and practice. The student will also develop self-knowledge of his or her leadership philosophy and preferred leadership styles along with a skill for successful analysis of cases involving leadership.
Course Content	- Introduction: The Nature of Leadership - Managerial Traits and Skills. - The Nature of Managerial Work. - Perspectives on Effective Leadership Behavior - Participative Leadership, Delegation, and Empowerment - Early Contingency Theories of Effective Leadership - Power and Influence - Midterm Exam - Dyadic Relations, Attributions, and Followership - Charismatic and Transformational Leadership - Leading Change in Organizations - Ethical, Servant, Spiritual, and Authentic Leadership - Leadership in Teams and Decision Groups - Strategic Leadership by Executives - Developing Leadership Skills
Teaching Methods Description	- Interactive lectures and communication with students - Discussions, case studies and group work - Presentations - Guest instructors

Assessment Methods Description (%)				
Quiz	0 %	Lab/Practical Exam	0 %
Homework	0 %	Term Paper	0 %
Project	40 %	Attendance	0 %
Midterm Exam	15 %	Class Deliverables	10 %
Presentation	20 %	Final Exam	15 %
Total	**100 %**		

Learning Outcomes	After completion of this course, students should be able to: 1. Define charismatic leadership qualities, 2. Compare transactional with transformational leadership, 3. Understand the role of trust and necessity of ethics in leadership, 4. Identify the roles of team leaders, 5. Explain how leaders motivate their team members, discuss when leadership may not be necessary, define different issues in leadership, and explain how to create effective leaders.
Prerequisite Course(s)	-
Language of Instruction	English
Mandatory Literature	Leadership, Hughes, Ginnett, Curphy (2009), McGraw Hill, ISBN 0072881208
Recommended Literature	- Yukl, Gary (2010) Leadership in Organizations, 7th Edition, Upper Saddle River, NJ: Pearson-Prentice. - Suggested: Daft, Richard L. (2005) The Leadership Experience, 3rd Edition, Mason, OH: South-Western- Thomson Learning, Northouse, P. G. (2007) Leadership: Theory and Practice, 4th Edition, Thousand Oaks: Sage Publications.

ECTS (ALLOCATED BASED ON STUDENT'S WORKLOAD)			
Activities	**Quantity**	**Duration**	**Workload**
Lecture (15 weeks x Lecture hours per week)	15	3	45
Laboratory / Practice (15 weeks x Laboratory / Practice hours per week)	0	0	0
Midterm Examination (1 week)	1	2	2
Final Examination (1 week)	1	2	2

Preparation for Midterm Examination	1	15	15
Preparation for Final Examination	1	25	25
Assignment / Homework / Project	2	34	68
Seminar / Presentation	1	25	25
Total Workload			182
ECTS Credit (Total Workload / 25)			6

Course Code: MAN 626	Course Name: MARKETING THEORY		
Level: Graduate	Year: I	Semester: I-II	ECTS Credits: 6
Status: Elective	Hours/Week: 3		Total Hours: 45

Course Description	This course covers the evolution of theoretical concepts in marketing. Various theories and analytical methods commonly used in marketing science development are analyzed throughout the course.
Course Objectives	Understanding the development and testing of major marketing theories including branding, pricing, and quality, satisfaction, value, segmentation, positioning, new product development and ethics.
Course Content	- History and theory - Methodology – basics of science and measurement - Methodology – scale development - Theory development – pricing, quality - Theory development - value - Theory development – consumer satisfaction - Theory development – branding, positioning - Midterm exam - Theory development – retailing, sales promotions - Theory development – market segmentation, - Theory development - experiential aspects - Theory development – new product development - Theory development - distribution channels - Theory development – ethics - Preparation for final exam
Teaching Methods Description	- Interactive lectures and communication with students - Discussions and group work - Problem solving or case studies - Presentations

Assessment Methods Description (%)	Quiz	0 %	Lab/Practical Exam	0 %
	Homework	0 %	Term Paper	30 %
	Project	0 %	Attendance	0 %
	Midterm Exam	30 %	Class Deliverables	0 %
	Presentation	10 %	Final Exam	30 %
	Total	**100 %**		

Learning Outcomes	After completion of this course, students should be able to: 1. Understand the historical development of main marketing theories. 2. Evaluate and analyze scientific papers that develop marketing theories 3. Learn how to develop and test a marketing theory model. 4. Develop skills to write a marketing proposal
Prerequisite Course(s)	- Completion of a master level marketing management course - Completion of an undergraduate level introductory marketing course
Language of Instruction	English
Mandatory Literature	- Selected articles from the following journals: - Marketing Theory , Journal of Consumer Research, Psychological Methods, Tourism Management, Journal of Marketing, Journal of Retailing, Journal of Services Marketing, Journal of Business Ethics
Recommended Literature	- Kerlinger, F. N. (1986). *Foundations of Behavioral Research.* 3rd ed. Orlando, FL: Holt, Reinhart and Winston. - Nunnaly, J. and Bernstein, I.H. (1994). *Psychometric Theory.* 3rd ed. New York: McGraw Hill.

ECTS (ALLOCATED BASED ON STUDENT'S WORKLOAD)			
Activities	**Quantity**	**Duration**	**Workload**
Lecture (15 weeks x Lecture hours per week)	15	3	45
Laboratory / Practice (15 weeks x Laboratory / Practice hours per week)	0	0	0
Midterm Examination (1 week)	1	2	2
Final Examination (1 week)	1	3	3
Preparation for Midterm Examination	1	30	30

Preparation for Final Examination	1	45	45
Assignment / Homework / Project	1	30	30
Seminar / Presentation	2	15	30
Total Workload			185
ECTS Credit (Total Workload / 25)			6

Course Code: MAN 627	Course Name: NEW PRODUCT MANAGEMENT		
Level: Graduate	**Year:** I	**Semester:** I-II	**ECTS Credits:** 6
Status: Elective	**Hours/Week:** 3		**Total Hours:** 45

Course Description	This course is designed to teach students the new product development process and the strategic features of new product development. The course aims to develop strategic thinking, planning, and managing abilities throughout the entire new product development process.
Course Objectives	Analyse and discuss research topics in new product development area such as innovation, managing intellectual property, managing new product development projects, and product and brand strategy and consumer reactions toward new product concepts.
Course Content	• Innovation management: An introduction • Macro factors and innovation • Managing innovation within firms • Innovation and operations management • Managing intellectual property • Managing organizational knowledge • Strategic alliances and networks • Midterm exam • Management of research and development • Managing R&D projects • The role of technology transfer in innovation • Product and brand strategy • New product development • Packaging and product development • The role of market research in new product development
Teaching Methods Description	• Interactive lectures and communication with students • Discussions and group work • Problem solving or case studies • Presentations

Assessment Methods Description (%)	Quiz	0 %	Lab/Practical Exam	0 %
	Homework	0 %	Term Paper	30 %
	Project	0 %	Attendance	0 %
	Midterm Exam	30 %	Class Deliverables	0 %
	Presentation	10 %	Final Exam	30 %
	Total	**100 %**		

Learning Outcomes	After completion of this course, students should be able to: 1. Understand the generation of product concepts that satisfy the needs of customers 2. Explore and analyze market needs and appreciate their direct relationship with new products 3. Identify new product opportunities 4. Introduce financial, environmental, social, and cultural considerations with regard to design decisions 5. Explore recent research in new product development research 6. Evaluate and analyze scientific papers in new product development and innovation 7. Learn how to develop and test a research proposition in new product development 8. Develop skills to write a new product development proposal
Prerequisite Course(s)	- Completion of a master level marketing management course
Language of Instruction	English
Mandatory Literature	• Selected articles from the following journals: • Journal of Product Innovation Management, International Journal of Product Development, Journal of Psychology and Marketing, Journal of Consumer Psychology, Design Management Journal, Journal of Consumer Research, Psychological Methods, Journal of Marketing, Journal of Retailing
Recommended Literature	Crawford, C.M., and Di Benedetto, C.A., (2011). New Products Management, McGraw Hill. Trott, P. (2005). Innovation Management and New Product Development. Financial Times Press.

ECTS (ALLOCATED BASED ON STUDENT'S WORKLOAD)			
Activities	**Quantity**	**Duration**	**Workload**
Lecture (15 weeks x Lecture hours per week)	15	3	45
Laboratory / Practice (15 weeks x Laboratory / Practice hours per week)	0	0	0
Midterm Examination (1 week)	1	2	2

Final Examination (1 week)	1	3	3
Preparation for Midterm Examination	1	35	35
Preparation for Final Examination	1	35	35
Assignment / Homework / Project	1	35	35
Seminar / Presentation	2	15	30
Total Workload			185
ECTS Credit (Total Workload / 25)			6

Course Code: MAN 630	Course Name: QUANTITATIVE RESEARCH METHODS		
Level: Graduate	**Year:** I	**Semester:** I-II	**ECTS Credits:** 6
Status: Elective	**Hours/Week:** 3		**Total Hours:** 45

Course Description	This course is designed to provide an introduction to statistical methods useful for analysing data, with specific application to problems of business and economics.
Course Objectives	The methods examined, however, have general application to a wide range of data analysis. At the end of the class, you will: (1) understand the fundamentals of uncertainty and risk management, (2) know how to use methods for estimation and forecasting, (3) be able combine knowledge of risk and estimation in optimization, and (4) Know how to use the tools of statistical inference. You will also be expected to learn how to use statistics to think critically about real world issues. Statistical methodology and theory will be presented in an applications context. Ultimately, the goal is to provide you with quantitative tools that can be used in the areas of marketing, financial and managerial accounting, corporate finance, and applied operational methods.

Course Content	• Organizing and visualizing data
	• Numerical descriptive measures
	• Basic probability
	• Discrete probability distributions
	• The normal distribution and other continuous distributions
	• Sampling and sampling distributions
	• Confidence interval estimation
	  • Fundamentals of hypothesis testing
	  • One-sample tests. Two-sample tests
	  • Analysis of variance
	  • Chi-square tests and nonparametric tests
	  • Simple linear regression. Multiple regression
	  • Time-series forecasting
	  • Statistical applications in quality management
	  • A roadmap for analysing data

Teaching Methods Description	• Description
	• Practical Sessions
	• Exercises
	• Presentation
	  • Assignments
	  • Case Studies
	  • Self-evaluation

Assessment Methods Description (%)				
	Quiz	0 %	Lab/Practical Exam	0 %
	Homework	10 %	Term Paper	20 %
	Project	15 %	Attendance	0 %
	Midterm Exam	0 %	Class Deliverables	0 %
	Presentation	15 %	Final Exam	40 %
	Total	**100 %**		

Learning Outcomes	After completion of this course, students should be able to: 1. Describe the steps of the decision-making process and different types of decision-making environments. 2. Make decisions under uncertainty when probability values are not known. Make decisions under risk when probability values are known. 3. Use Excel to set up and solve problems involving decision tables. Develop accurate and useful decision trees. 4. Understand the importance and use of utility theory in decision making.
Prerequisite Course(s)	
Language of Instruction	English
Mandatory Literature	Basic Business Statistics: Concepts and Applications, 12th edition (2012), David Levine, Mark Berenson, and Tim Krehbiel, ISBN 10: 0-13-216838-3, ISBN 13: 978-0-13-216838-0 Prentice Hall
Recommended Literature	Balnaves, Mark, Caputi, Peter (2001), Introduction to Quantitative Research Methods, An Investigative Approach, ISBN: 9780761968047

ECTS (ALLOCATED BASED ON STUDENT'S WORKLOAD)

Activities	Quantity	Duration	Workload
Lecture (15 weeks x Lecture hours per week)	15	3	45

Laboratory / Practice (15 weeks x Laboratory / Practice hours per week)	0	0	0
Midterm Examination (1 week)	0	0	0
Final Examination (1 week)	1	3	3
Preparation for Midterm Examination	0	0	0
Preparation for Final Examination	1	45	45
Assignment / Homework / Project	2	27	54
Seminar / Presentation	2	18	36
Total Workload			183
ECTS Credit (Total Workload / 25)			6

Course Code: MAN 631	Course Name: READING IN ORGANIZATION AND MANAGEMENT		
Level: Graduate	Year: I	Semester: I-II	ECTS Credits: 6
Status: Elective	Hours/Week: 3		Total Hours: 45
Course Description	Reading in organisation and management course helps students develop skills to understand organisation and management by analysing some special topics on the basis of theory and practice.		
Course Objectives	Topics consist of introduction to organisation and management, managing: history and current thinking, stakeholders, managers, effectiveness and ethics, managing in a changing global environment, organisational strategy and structure in a changing global environment, leading strategically through effective vision and mission, international strategies, human resource management and personnel planning and recruiting.		
Course Content	• Modern management: skills for success • Managing: history and current thinking • Stakeholders, managers and ethics • Stakeholders, managers and ethics • Managing in a changing global environment • Organizational design and strategy in a changing global environment • Introducing strategic management • Midterm exam	• Leading strategically through effective vision and mission • Leading strategically through effective vision and mission • Looking at international strategies • What is strategy? • What is strategy? • Introduction to human resource management; personnel planning and recruiting • Employee testing and selection; interviewing candidates	
Teaching Methods Description	• Interactive lectures and communication with students • Discussions and group work • Presentations • Guest instructors	• Use of educational films • Student debates • Problem solving or case studies • Practical Sessions	

Assessment Methods Description (%)	Quiz	0 %	Lab/Practical Exam	0 %
	Homework	0 %	Term Paper	0 %
	Project	0 %	Attendance	0 %
	Midterm Exam	40 %	Class Deliverables	0 %
	Presentation	10 %	Final Exam	50 %
	Total	**100 %**		

Learning Outcomes	After completion of this course, students should be able to: 1. Understand management and organisations. 2. Gain knowledge and a repertoire of skills that will make them managers in a changing global environment. 3. Understand stakeholders and ethical issues in organisations. 4. Understand strategic management issues. 5. Understand how to manage human resources in organisations.
Prerequisite Course(s)	-
Language of Instruction	English
Mandatory Literature	Certo, S. C. and Certo, T. (2006). Modern Management: Concepts and Skills, 10/e, Prentice Hall, New Jersey. Jones, G. R. (2010). Organisational Theory, Design, and Change: Text and Cases, 6th ed. Prentice Hall, New Jersey. Carpenter M. A. and Sanders W. G. (2009). Strategic Management: Concepts and Cases, 2nd ed. Prentice Hall, New Jersey. Dessler, G. (2008). Human Resource Management, 11th ed. Prentice Hall, New Jersey. *Articles:* Neubert, M., Carlson, D.S., Kacmar, K.M., Roberts, J., Chonko, L.B., 2009. The virtuous influence of ethical leadership behavior: evidence from the field. Journal of Business Ethics 90 (2), 157–170. Porter, M. E. (1996). What is Strategy? Harvard Business Review, 74, 61. Fu, W. and Deshpande, S. P. (2013). The Impact of Caring Climate, Job Satisfaction, and

	Organizational Commitment on Job Performance of Employees in a China's Insurance Company, Journal of Business Ethics 124(2):339-349.
Recommended Literature	-

ECTS (ALLOCATED BASED ON STUDENT'S WORKLOAD)			
Activities	**Quantity**	**Duration**	**Workload**
Lecture (15 weeks x Lecture hours per week)	15	3	45
Laboratory / Practice (15 weeks x Laboratory / Practice hours per week)	0	0	0
Midterm Examination (1 week)	1	2	2
Final Examination (1 week)	1	3	3
Preparation for Midterm Examination	1	45	45
Preparation for Final Examination	1	60	60
Assignment / Homework / Project	0	0	0
Seminar / Presentation	1	20	25
Total Workload			180
ECTS Credit (Total Workload / 25)			6

Course Code: MAN 632	Course Name: SEMINAR I		
Level: Graduate	Year: I	Semester: I	ECTS Credits: 6
Status: Compulsory	Hours/Week:		Total Hours:

Course Description	The Management Seminar course is designed on a way to gets students into using, extending or engaging ideas in the management literature in their own original research guided by supervisor.
Course Objectives	To discover and pursue a unique topic of research in order to construct new knowledge. To design and conduct an original research project. To be able to discuss research and other topics with experts in the field.

Course Content	• Choosing a research topic
	• Problem Statement
	• Purpose Statement
	• Research Questions
	• Research Methods • Literature Review
	    • Analyzing results
	    • Writing project
	    • Presentation

Teaching Methods Description	• Discussions • Mentor-candidate communication

Assessment Methods Description (%)	Quiz	0 %	Lab/Practical Exam	0 %
	Homework	0 %	Term Paper	0 %
	Project	50 %	Attendance	0 %
	Midterm Exam	0 %	Class Deliverables	0 %
	Presentation	50 %	Final Exam	0 %
	Total	**100 %**		

Learning Outcomes	After completion of this course, students should be able to: 1. Conduct credible scholarly research 2. Produce a manuscript for publication in a professional or scholarly journal 3. Designed professional presentations based on the research 4. Successfully defend research project
Prerequisite Course(s)	
Language of Instruction	English
Mandatory Literature	
Recommended Literature	American Psychological Association (2009). Publication manual of the American Psychological Association (6th ed.). Washington, DC: Author. Cone, J. D. & Foster, S. L. (1993). Dissertations and theses from start to finish: Psychology and related fields. Washington, DC: American Psychological Association

ECTS (ALLOCATED BASED ON STUDENT'S WORKLOAD)			
Activities	**Quantity**	**Duration**	**Workload**
Literature review and Consultations	1	40	40
Research/laboratory/field work	1	40	40
Data Analysis and Reporting	1	20	20
Thesis Writing Process	1	30	30
Seminar / Presentation (including defense)	1	20	20
Total Workload			150
ECTS Credit (Total Workload / 25)			6

Course Code: MAN 633	Course Name: SEMINAR II		
Level: PhD	Year: I	Semester: II	ECTS Credits: 6
Status: Compulsory	Hours/Week:		Total Hours:
Course Description	The Management Seminar course is designed on a way to gets students into using, extending or engaging ideas in the management literature in their own original research guided by supervisor.		
Course Objectives	To discover and pursue a unique topic of research in order to construct new knowledge. To design and conduct an original research project. To be able to discuss research and other topics with experts in the field.		
Course Content	• Choosing a research topic • Problem Statement • Purpose Statement • Research Questions • Research Methods • Literature Review • Analyzing results • Writing project • Presentation		
Teaching Methods Description	• Discussions • Mentor-candidate communication		

Assessment Methods Description (%)	Quiz	0 %	Lab/Practical Exam	0 %
	Homework	0 %	Term Paper	0 %
	Project	50 %	Attendance	0 %
	Midterm Exam	0 %	Class Deliverables	0 %
	Presentation	50 %	Final Exam	0 %
	Total	**100 %**		

Learning Outcomes	After completion of this course, students should be able to: 1. Conduct credible scholarly research 2. Produce a manuscript for publication in a professional or scholarly journal 3. Designed professional presentations based on the research 4. Successfully defend research project
Prerequisite Course(s)	
Language of Instruction	English
Mandatory Literature	
Recommended Literature	American Psychological Association (2009). Publication manual of the American Psychological Association (6th ed.). Washington, DC: Author. Cone, J. D. & Foster, S. L. (1993). Dissertations and theses from start to finish: Psychology and related fields. Washington, DC: American Psychological Association

ECTS (ALLOCATED BASED ON STUDENT'S WORKLOAD)			
Activities	Quantity	Duration	Workload
Literature review and Consultations	1	40	40
Research/laboratory/field work	1	40	40
Data Analysis and Reporting	1	20	20
Thesis Writing Process	1	30	30
Seminar / Presentation (including defense)	1	20	20
Total Workload			150
ECTS Credit (Total Workload / 25)			6

Course Code: CEN 652	Course Name: BUSINESS INTELLIGENCE		
Level: Graduate	Year: I	Semester: I-II	ECTS Credits: 6
Status: Elective	Hours/Week: 3		Total Hours: 45
Course Description	This subject introduces students to concepts and models of BI and the current state of BI research. It exposes students to research process and different approaches used in studying BI. It aims to equip research students with the skills to guide them through the key steps in designing, conducting and analyzing research in BI. , analyzing data and theory building.		
Course Objectives	The overall objective of this course is to introduce students to the basic concepts and techniques of business intelligence/ business analytics. Topics covered include business decision-making, evidence-based management, data warehouse design and implementation, data sourcing and quality, on-line analytical processing (OLAP), dashboards and data mining classification, regression and time series, case studies of business analytics practice.		
Course Content	• Data-Analytic Thinking • Business Problems and Data Science Solutions • Introduction to Predictive Modelling • Fitting a Model to Data • Overfitting and its Avoidance • Similarity, Neighbors and Clusters • Assignment discussion	• Decision Analytic Thinking I • Visualizing Model Performance • Evidence and Probabilities • Representing and Mining Text • Decision Analytic Thinking II • Other Data Science Task and Techniques • Data Science and Business Strategy • Project presentations	
Teaching Methods Description	• Interactive lectures • Tutorial		

Assessment Methods Description (%)	Quiz	0 %	Lab/Practical Exam	0 %
	Homework	30 %	Term Paper	30 %
	Project	30 %	Attendance	10 %
	Midterm Exam	0 %	Class Deliverables	0 %
	Presentation	0 %	Final Exam	0 %
	Total	**100 %**		

Learning Outcomes	After completion of this course, students should be able to: 1. Use BI systems and technology to support decision making. 2. Design and build BI applications based on users' needs. 3. Identify business and technical requirements for a BI solution. 4. Apply relevant theories, concepts and techniques to solve real-world BI problems. 5. Perform data analyses. 6. Visualize the results of data analyses.
Prerequisite Course(s)	-
Language of Instruction	English
Mandatory Literature	Data Science for Business: What you need to know about data mining and data-analytics thinking, BY Foster Provost & Tom Fawcett, 2013.
Recommended Literature	

ECTS (ALLOCATED BASED ON STUDENT'S WORKLOAD)			
Activities	Quantity	Duration	Workload
Lecture (15 weeks x Lecture hours per week)	15	3	45
Laboratory / Practice (15 weeks x Laboratory / Practice hours per week)	0	0	0
Midterm Examination (1 week)	0	0	0
Final Examination (1 week)	0	0	0
Preparation for Midterm Examination	0	0	0

Preparation for Final Examination	0	0	0
Assignment / Homework / Project	5	27	135
Seminar / Presentation	0	0	0
Total Workload			180
ECTS Credit (Total Workload / 25)			6

Course Code: CEN 661	**Course Name:** SPECIAL TOPICS IN DECISION SUPPORT SYSTEMS

Level: Graduate	**Year:** I	**Semester:** I-II	**ECTS Credits:** 6
Status: Elective	**Hours/Week: 3**		**Total Hours:** 45

Course Description	This subject considers the intellectual foundations of the DSS field and the current state of DSS research. It exposes students to research process and different approaches used in studying DSS. In general, decision support systems are utilized by people who are skilled in their jobs and who need to be assisted rather than substituted by a computer system. In other words, the cognitive element needed to understand and derive practical, realistic and implementable action-plans from the results generated by the IT-based analytical models is just as important as the ability to design and operate these systems.
Course Objectives	Objectives of this course are to equip research students with the skills to guide them through the key steps in developing their DSS research strategies and research proposals.
Course Content	• Course Introduction • Typical DSS research article format • Intellectual foundations of DSS-research and theory • Current state of DSS research - literature review • DSS research planning, design and writing a research proposal • Experimental study of DSS • Survey-based study of DSS • Assignment discussion • DSS case study • Focus groups in DSS research • Project presentations • Archival and historical research in DSS • Action and design research in DSS • Ethics in DSS research • Students' Research Proposals Presentations
Teaching Methods Description	• Interactive lectures and communications with students • Discussions • Group works

Assessment Methods Description (%)			
Quiz	0 %	Lab/Practical Exam	0 %
Homework	20 %	Term Paper	40 %
Project	30 %	Attendance	10 %
Midterm Exam	0 %	Class Deliverables	0 %
Presentation	0 %	Final Exam	0 %
Total	**100 %**		

Learning Outcomes	After completion of this course, students should be able to: 1. Review and clarify the fundamental terms, concepts and theories associated with Decision Support Systems, computerized decision aids, expert systems, group support systems and executive information systems. 2. Examine examples and case studies documenting computer support for organizational decision making, and various planning, analysis and control tasks. 3. Discuss and develop skills in the analysis, design and implementation of computerized Decision Support Systems. 4. Discuss organizational and social implications of Decision Support Systems. 5. Discuss ethics in DSS research.
Prerequisite Course(s)	-
Language of Instruction	English
Mandatory Literature	Selected readings (TBA) Useful Web Links: IFIP WG8.3 http://www.ifip-dss.org/ Data Resources http://dssresources.com Teradata University Network http://www.teradata.com
Recommended Literature	

ECTS (ALLOCATED BASED ON STUDENT'S WORKLOAD)			
Activities	**Quantity**	**Duration**	**Workload**

Lecture (15 weeks x Lecture hours per week)	15	3	45
Laboratory / Practice (15 weeks x Laboratory / Practice hours per week)	0	0	0
Midterm Examination (1 week)	0	0	0
Final Examination (1 week)	0	0	0
Preparation for Midterm Examination	0	0	0
Preparation for Final Examination	0	0	0
Assignment / Homework / Project	3	45	135
Seminar / Presentation	0	0	0
Total Workload			180
ECTS Credit (Total Workload / 25)			6

Course Code: CEN 664	Course Name: PHILOSOPHICAL FOUNDATIONS OF ARTIFICIAL INTELLIGENCE		
Level: Graduate	**Year:** I	**Semester:** I-II	**ECTS Credits:** 6
Status: Elective	**Hours/Week: 3**		**Total Hours:** 45

Course Description	In this course students will deal with topics such as: action and agency; behaviourism; belief; computational models of mind; concepts; consciousness; content; context; Davidson and anomalous monism; Dreyfus's criticisms; folk psychology; functionalism; Goedel's theorem; intentionality; the Language of Thought; mental representation; naturalism; perception; possible worlds; practical reasoning; propositional attitudes; rationality; reasons and causes; reference; Searle and Chinese Room; the self; thought and language; Turing Test; Weak AI vs. Strong AI. Previous knowledge of artificial intelligence is required.
Course Objectives	The objective of this course is to give students understanding of knowledge representation and logic to solve problems of an essentially deterministic nature. Thus, students will learn how to develop intelligent agents that operate in a fairly static, predictable environment.
Course Content	• Introduction • Concepts of AI (1) • Intelligent agents • Solving problems by searching • Logical agents • First-order logic • Classical planning • Midterm Exam • Propositional logic • Knowledge representation • Uncertain Knowledge and Reasoning • Planning and Acting in the Real World • Quantifying uncertainties • Probabilistic reasoning • Project presentations
Teaching Methods Description	• Interactive lectures and communications with students • Discussions • Group works

Assessment Methods Description (%)	Quiz	0 %	Lab/Practical Exam	0 %
	Homework	20 %	Term Paper	0 %
	Project	20 %	Attendance	0 %
	Midterm Exam	20 %	Class Deliverables	0 %
	Presentation	0 %	Final Exam	40 %
	Total	**100 %**		

Learning Outcomes	After completion of this course, students should be able to: 1. Identify problems that are amenable to solution by AI methods, and which AI methods may be suited to solving a given problem. 2. Formalize a given problem in the language/framework of different AI methods (e.g., as a search problem, as a constraint satisfaction problem, as a planning problem, as a Markov decision process, etc.). 3. Implement basic AI algorithms (e.g., standard search algorithms or dynamic programming). 4. Identify and think clearly about the primary concerns and key concepts of the foundations of artificial intelligence. 5. Critically appraise the distinctive arguments which have been developed in this area of philosophy.
Prerequisite Course(s)	-
Language of Instruction	English
Mandatory Literature	S. Russell and P. Norvig, Artificial Intelligence: A Modern Approach (second edition). Artificial Intelligence: A Philosophical Introduction, by Jack Copeland. Blackwell. (1993).
Recommended Literature	Artificial Intelligence: A New Synthesis, by Nils J. Nilsson. Morgan Kaufmann. (1998).

ECTS (ALLOCATED BASED ON STUDENT'S WORKLOAD)			
Activities	**Quantity**	**Duration**	**Workload**
Lecture (15 weeks x Lecture hours per week)	15	3	45
Laboratory / Practice (15 weeks x Laboratory / Practice hours per week)	0	0	0
Midterm Examination (1 week)	1	2	2

Final Examination (1 week)	1	2	2
Preparation for Midterm Examination	1	30	30
Preparation for Final Examination	1	50	50
Assignment / Homework / Project	2	27	54
Seminar / Presentation	0	0	0
Total Workload			183
ECTS Credit (Total Workload / 25)			6

Course Code: CEN 665	Course Name: DATA COMMUNICATIONS AND COMPUTER NETWORKS		
Level: Graduate	Year: I	Semester: I-II	ECTS Credits: 6
Status: Elective	Hours/Week: 3		Total Hours: 45
Course Description	This course introduces the advanced of data communication and networking. Students will develop an understanding of the general principles of networking as implemented in networks connected to the Internet. Specific attention will be given to the principles of network architecture and layering, multiplexing, network addressing, routing and routing protocols. Activities include setting up a local area network, the Internet, security, network management and network performance analysis.		
Course Objectives	The objective of this course is that the student will develop an understanding of the underlying structure of networks and how they operate.		
Course Content	- Introduction - Data communications concepts; networking criteria; protocols & standards; standards organizations. - Basic Concepts: Line configuration; topology; transmission mode; categories of network; internetworks. - Reference models: The ISO/OSI model; protocol layers; the TCP/IP protocol suite and reference model - Signals: Analog & digital data; periodic and aperiodic signals; simple analog signals; time and frequency domains; frequency spectrum and bandwidth; digital signals. - Transmission Media: Guided media; unguided media; transmission impairment; throughput; propagation speed; propagation time; wavelength; Shannon capacity. - Multiplexing: FDM; TDM; the telephone system; DSL - Midterm Exam - Error Detection and Correction: Error types; detection process; VCR; LRC CRC; checksum; error correction - Data Link Control: Line discipline; flow control; error control. - Data Link Protocols: Asynchronous protocols; synchronous protocols; character oriented protocols; bit oriented protocols; link access protocol - Local Area Networks: Project 802; Ethernet and its variants. - Networking and Internetworking Devices: Repeaters; routers; bridges; gateways. - TCP/IP Protocol Suite: Internet Protocol; addressing; other network layer protocols (ARP; RARP; ICMP; IGMP). Transport Layer protocols (UDP; TCP). - Project presentations		
Teaching Methods Description	- Interactive lectures and communications with students - Discussions	Group works	

Assessment Methods Description (%)	Quiz	0 %	Lab/Practical Exam	0 %
	Homework	0 %	Term Paper	0 %
	Project	30 %	Attendance	0 %
	Midterm Exam	30 %	Class Deliverables	0 %
	Presentation	0 %	Final Exam	40 %
	Total	**100 %**		

Learning Outcomes	After completion of this course, students should be able to: 1. Explain basic networking concepts by studying client/server architecture, network scalability, geographical scope, the Internet, intranets and extranets. 2. Identify, describe and give examples of the networking applications used in everyday tasks such as reading email or surfing the web. 3. Describe layered communication, the process of encapsulation, and message routing in network equipped devices using appropriate protocols. 4. Design and build an Ethernet network by designing the subnet structure and configuring the routers to service that network. 5. Manage network management and systems administration. 6. Construct a patch cord to connect a host computer to a network.
Prerequisite Course(s)	-
Language of Instruction	English

Mandatory Literature	Behrouz A. Forouzan. Data Communications and Networking (4th Edition). McGraw Hill. 2007. ISBN: 0-07-296775-7.
Recommended Literature	• William Stallings, Data and Computer Communications, Pearson, 2009 • Dr. K.V. Prasad, Principles of Digital Communication Systems and Computer Networks, Charles River Media, 2003 • Larry L. Peterson & Bruce S. Davie, Computer Networks A Systems Approach, Third Edition, Morgan Kaufmann Publishers, 2003. • Nader F. Mir, Computer and Communication Networks, Prentice Hall, 2006.

ECTS (ALLOCATED BASED ON STUDENT'S WORKLOAD)			
Activities	**Quantity**	**Duration**	**Workload**
Lecture (15 weeks x Lecture hours per week)	15	3	45
Laboratory / Practice (15 weeks x Laboratory / Practice hours per week)	0	0	0
Midterm Examination (1 week)	1	2	2
Final Examination (1 week)	1	2	2
Preparation for Midterm Examination	1	35	35
Preparation for Final Examination	1	55	55
Assignment / Homework / Project	1	50	50
Seminar / Presentation	0	0	0
Total Workload			189
ECTS Credit (Total Workload / 25)			6

Course Code: CEN 667	Course Name: IT GOVERNANCE		
Level: Graduate	Year: I	Semester: I-II	ECTS Credits: 6
Status: Elective	Hours/Week: 3		Total Hours: 45
Course Description	IT governance is about the way in which leadership accomplishes the delivery of mission-critical business capability using Information Technology strategy, goals, and objectives. IT governance is concerned with the strategic alignment between the goals and objectives of the business and the utilization of its IT resources to effectively achieve the desired results. In the course will be presented various methodologies and standards which will help to govern IT using best practices and standards.		
Course Objectives	The main objective of this course is to present IT governance which has task to disseminate authority to the various layers in the organizational structures within specific business, while ensuring appropriate and prudent use of that authority.		
Course Content	• The principles of IT Governance • IT Governance and IT management issues • Responsibility for IT governance • Approaches to IT Governance • COBIT Framework (1) • COBIT Framework (2) • IT Governance Frameworks • Midterm Exam	• Corporate Governance of IT • IT Balanced Scorecard (1) • IT Balanced Scorecard (2) • Frameworks, standards and best practices • Evaluating IT Governance • Applying IT Governance approaches • Project presentations	
Teaching Methods Description	• Interactive lectures and communications with students • Discussions and group works		

Assessment Methods Description (%)	Quiz	0 %	Lab/Practical Exam	0 %
	Homework	0 %	Term Paper	0 %
	Project	40 %	Attendance	0 %
	Midterm Exam	0 %	Class Deliverables	0 %
	Presentation	0 %	Final Exam	60 %
	Total	**100 %**		

Learning Outcomes	After completion of this course, students should be able to: 1. Identify and prioritize information assets 2. Identify and prioritize threats to information assets 3. Define an information security strategy and architecture 4. Plan for and respond to intruders in an information system 5. Describe legal and public relations implications of security and privacy issues 6. Present a disaster recovery plan for recovery of information assets after an incident.
Prerequisite Course(s)	-
Language of Instruction	English
Mandatory Literature	International IT Governance: Alan Calder & Steve Watkins, Koganb Page, 206
Recommended Literature	• Business Continuity Planning Methodology, Akhtar Syed, Afsar Syed, Sentryx 2004. • The Disaster Recovery Handbook, Michael Wallace and Lawrence Webber, Amacom, 2004. • Disaster Recovery Planning, John William ToigoPrentice Hall, 2003. • Application Security in the ISO 27001 Environment, Vinnod Avasudavan et al. IT Governance Publishing 2008. • Text of standards: ISO 27001, 27002, 27003, 2700, 20000-1, 20000-2, ISO / IEC • Business Continuity BS 25999-1 and BS 25999-2, British Standardisation Institute.

ECTS (ALLOCATED BASED ON STUDENT'S WORKLOAD)			
Activities	Quantity	Duration	Workload
Lecture (15 weeks x Lecture hours per week)	15	3	45
Laboratory / Practice (15 weeks x Laboratory / Practice hours per week)	0	0	0

Midterm Examination (1 week)	0	0	0
Final Examination (1 week)	1	2	2
Preparation for Midterm Examination	0	0	0
Preparation for Final Examination	1	60	60
Assignment / Homework / Project	1	75	75
Seminar / Presentation	0	0	0
Total Workload			182
ECTS Credit (Total Workload / 25)			6

Course Code: CEN 691	Course Name: FUZZY SYSTEMS AND CONTROL		
Level: Graduate	Year: I	Semester: I-II	ECTS Credits: 6
Status: Elective	Hours/Week: 3		Total Hours: 45

Course Description	Fuzzy logic is a tool that can be applied to ambiguous, complicated, complex, or nonlinear systems or problems, which cannot easily solved by classical techniques. This course discusses the fundamental of fuzzy set theory and fuzzy logic. In addition, this course also introduces applications of fuzzy logic in several areas.
Course Objectives	Objective of this course is to: develop the ability to design and analyze systems involving fuzzy logic.
Course Content	• Intro. to Fuzzy Logic • Fuzzy Sets and Operations • Fuzzy Relations • Fuzzy Logic (1) • Fuzzy Logic (2) • Membership Functions, Fuzzification, Defuzzification (1) • Membership Functions, Fuzzification, Defuzzification (2) • Membership Functions, Fuzzification, Defuzzification (3) • Fuzzy Rule-base System • Fuzzy Inference • Applications with MATLAB (1) • Applications with MATLAB (2) • Presentations (1) • Presentations (2) • Presentations (3)
Teaching Methods Description	• Interactive lectures and communication with students • Practical Sessions

Assessment Methods Description (%)	Quiz	0 %	Lab/Practical Exam	40 %
	Homework	0 %	Term Paper	0 %
	Assignment	0 %	Attendance	0 %
	Midterm Exam	0 %	Class Deliverables	0 %
	Presentation	30 %	Final Exam	30 %
	Total	**100 %**		

Learning Outcomes	After completion of this course, students should be able to: 1. Describe and compute vague concepts using fuzzy sets and fuzzy logic. 2. Design fuzzy rules and perform fuzzy reasoning on them. 3. Illustrate the organization, design and operation of some common fuzzy systems. 4. Know how to use fuzzy systems to solve real-world problems. 5. Define the basic mathematical concepts of fuzzy sets
Prerequisite Course(s)	-
Language of Instruction	English
Mandatory Literature	T. J. Ross, Fuzzy logic with engineering applications, 1 ed. New York, NY: McGraw-Hill H.-J. Zimmermann, Fuzzy set theory and its applications, 3 ed. Norwell, MA: Kluwer
Recommended Literature	

ECTS (ALLOCATED BASED ON STUDENT'S WORKLOAD)			
Activities	**Quantity**	**Duration**	**Workload**
Lecture (15 weeks x Lecture hours per week)	15	3	45
Laboratory / Practice (15 weeks x Laboratory/Practice hours per week)	0	0	0
Midterm Examination (1 week)	0	0	0
Final Examination (1 week)	1	2	2
Preparation for Midterm Examination	0	0	0
Preparation for Final Examination	1	82	82
Assignment / Homework/ Project	0	0	0
Seminar	1	55	55
Total Workload			184
ECTS Credit (Total Workload / 25)			6

Course Code: MAN 608	Course Name: ADVANCED STATISTICS		
Level: Graduate	Year: I	Semester: I-II	ECTS Credits: 6
Status: Elective	Hours/Week: 3		Total Hours: 45

Course Description	This applied course is designed for graduate students with a prior background in statistics. This means that students should have considerable experience with multiple regressions and an ability to conduct such analyses using some statistical software.
Course Objectives	This course aims at refreshing the statistical knowledge of the students and presenting advanced statistical methods which will be needed during dissertation and further academic studies.
Course Content	• Introduction • Basic descriptive statistics: Tables, percentages, ratios, rates and graphs • Measures of central tendency • Measures of dispersion • The normal curve • Inferential statistics: Sampling and the sampling distribution • Estimation procedures • Midterm exam • Hypothesis sampling: The one sample case • Hypothesis sampling: Two sample case • Hypothesis sampling: Analysis of variance • Hypothesis sampling: Chi square • Bivariate association for nominal and ordinal level variables • Association between variables measured at the interval ratio level • Partial correlation and multiple regression and correlation
Teaching Methods Description	• Interactive lectures and communication with students • Discussion and group work • Problem solving or case studies • Practical sessions

Assessment Methods Description (%)				
	Quiz	0 %	Lab/Practical Exam	0 %
	Homework	0 %	Term Paper	15 %
	Project	15 %	Attendance	0 %
	Midterm Exam	25 %	Class Deliverables	0 %
	Presentation	10 %	Final Exam	35 %
	Total		**100 %**	

Learning Outcomes	After completion of this course, students should be able to: 1. Describe, calculate and interpret measures of central tendency and measures of dispersion 2. Apply inferential methods relating to the means of normal distributions. 3. Demonstrate an understanding of, and corrections for, multiple comparisons 4. Design studies for obtaining data while minimizing bias and inefficiency 5. Apply and interpret basic summary and modeling techniques in the context of logistic regression
Prerequisite Course(s)	Statistics
Language of Instruction	English
Mandatory Literature	Joseph F. Healey, Statistics: a tool for social research, 8th edition, Wadsworth Cengage Learning, 2008.
Recommended Literature	Gerard Keller, Statistics for management and economics, 2005

ECTS (ALLOCATED BASED ON STUDENT'S WORKLOAD)			
Activities	Quantity	Duration	Workload
Lecture (15 weeks x Lecture hours per week)	15	3	45
Laboratory / Practice (15 weeks x Laboratory / Practice hours per week)	0	0	0
Midterm Examination (1 week)	1	2	2
Final Examination (1 week)	1	2	2
Preparation for Midterm Examination	1	25	25
Preparation for Final Examination	1	40	40
Assignment / Homework / Project	2	27	54
Seminar / Presentation	1	15	15

Total Workload	183
ECTS Credit (Total Workload / 25)	6

Course Code: MAN 603	Course Name: ADVANCED ECONOMETRICS		
Level: Graduate	Year: I	Semester: I-II	ECTS Credits: 6
Status: Elective	Hours/Week: 3		Total Hours: 45

Course Description	The course provides the student with a "user friendly," non-intimidating introduction to econometric theory and techniques. The course motives students to understand econometric techniques through extensive examples, careful explanations, and a wide variety of problem material.
Course Objectives	The objective of the course is to teach students how to use econometric methods to quantify economic relations. The emphasis will be on applying econometrics to real-world problems.
Course Content	• Introduction: Criteria for estimators • The classical linear regression model • Interval estimation and hypothesis testing • Wrong repressor, nonlinearities, and parameter inconstancy • Measurement errors and auto regression • Simultaneous equations • Multicollinearity • Midterm exam • Incorporating extraneous information • The Bayesian approach • Qualitative dependent variables • Limited dependent variables • Time series econometrics • Forecasting • Preparation for final exam
Teaching Methods Description	• Interactive lectures and communication with students • Discussions and group work • Practical sessions • Exercises

Assessment Methods Description (%)				
Quiz	0 %	Lab/Practical Exam	0 %
Homework	0 %	Term Paper	15 %
Project	15 %	Attendance	0 %
Midterm Exam	25 %	Class Deliverables	0 %
Presentation	10 %	Final Exam	35 %
Total	**100 %**		

Learning Outcomes	After completion of this course, students should be able to: 1. Define basic estimation procedures, inference methods, asymptotic properties, and model formulation techniques in common linear regression models used in applied econometric analysis of cross-sectional and time-series data. 2. Address and discuss different estimation/specification problems typically faced in applied economic research using linear regression techniques (omitted variable bias, heteroskedasticity, multicollinearity, autocorrelation, etc.). 3. Discuss, apply and interpret Bayesian approach. 4. Conduct and interpret time series analysis. 5. Implement econometric techniques learned in class in an applied research context utilizing SAS software.
Prerequisite Course(s)	-
Language of Instruction	English
Mandatory Literature	Gujarati, Damodar N.: Essentials of Econometrics, 4th Edition, McGraw Hill. 2009.
Recommended Literature	James H. Stock and Mark W. Watson, Introduction to Econometrics, Pearson, 2009.

ECTS (ALLOCATED BASED ON STUDENT'S WORKLOAD)			
Activities	Quantity	Duration	Workload
Lecture (15 weeks x Lecture hours per week)	15	3	45
Laboratory / Practice (15 weeks x Laboratory / Practice hours per week)	0	0	0
Midterm Examination (1 week)	1	2	2
Final Examination (1 week)	1	2	2
Preparation for Midterm Examination	1	35	35
Preparation for Final Examination	1	45	45
Assignment / Homework / Project	2	20	40

Seminar / Presentation	1	20	20
Total Workload			189
ECTS Credit (Total Workload / 25)			6

Course Code: MAN 606	Course Name: ADVANCED OPERATION RESEARCH		
Level: Graduate	Year: I	Semester: II	ECTS Credits: 6
Status: Elective	Hours/Week: 3	Total Hours: 45	

Course Description	This course will cover techniques for the solution and analysis of deterministic linear models used in Operations Research. The primary types of models to be addressed will be linear programming, network flow, and integer linear programming. It provides students with tools and theories to solve these real-world problems by finding the optimal solutions to the models subject to constraints of time, labor, resource, material, and business rules.
Course Objectives	The give students and understanding of operation research tools and theories to solve real life issues by finding the optimal solutions to the models subject to time, labor, resource and material constraints.
Course Content	• What is operations research? • Modelling with linear programming • The simplex method and sensitivity analysis • Duality and post-optimal analysis • Transportation model and its variants • Network models • Advanced linear programming • Midterm exam • Goal programming • Integer linear programming • Deterministic dynamic programming • Deterministic inventory models • Review of basic probability • Decision analysis and games • Probabilistic inventory models
Teaching Methods Description	• Interactive lectures and communication with students • Discussions and group work • Problem solving or case studies • Practical sessions

Assessment Methods Description (%)	Quiz	0 %	Lab/Practical Exam	0 %
	Homework	0 %	Term Paper	15 %
	Project	15 %	Attendance	0 %
	Midterm Exam	25 %	Class Deliverables	0 %
	Presentation	10 %	Final Exam	35 %
	Total		**100 %**	

Learning Outcomes	After completion of this course, students should be able to: 1. Improve the ability to rigorously prove mathematical statements. 2. Cultivate an ability to analyze the structure of and mathematically model various complex system occurring in industrial applications. 3. Develop knowledge of the mathematical structure of the most commonly used deterministic linear optimization models. 4. Develop an understanding of the techniques used to solve linear optimization models using their mathematical structure. 5. Develop an understanding of the use of modeling languages for expressing and solving optimization models.
Prerequisite Course(s)	
Language of Instruction	English
Mandatory Literature	Operations Research, An Introduction, Hamdy A. Taha
Recommended Literature	Winston, W, Operations Research : Applications and Algorithms, fourth edition (2004), Thomson / Brooks-Cole.

ECTS (ALLOCATED BASED ON STUDENT'S WORKLOAD)			
Activities	**Quantity**	**Duration**	**Workload**
Lecture (15 weeks x Lecture hours per week)	15	3	45
Laboratory / Practice (15 weeks x Laboratory / Practice hours per week)	0	0	0
Midterm Examination (1 week)	1	2	2
Final Examination (1 week)	1	2	2
Preparation for Midterm Examination	1	25	25

Preparation for Final Examination	1	45	45
Assignment / Homework / Project	2	25	50
Seminar / Presentation	1	15	15
Total Workload			184
ECTS Credit (Total Workload / 25)			6

Course Code : MAN 629	Course Name: QUALITATIVE RESEARCH METHODS		
Level : Graduate	**Year :** I	**Semester :** I-II	**ECTS Credits :** 6
Status : Elective	**Hours/Week :** 3	**Total Hours :** 45	

Course Description	The purpose of this course is to analyze qualitative research subjects for advanced research studies in social sciences. The course is designed to prepare graduate students to read and comprehend qualitative research publications as well as have them conduct research studies for their own projects/theses.
Course Objectives	Understanding main concepts in qualitative research methodology such as interviewing, ethnography, case study, grounded theory, observation, sampling, data collection, ethics and publication.
Course Content	• The case and rational for qualitative research • Interviewing • Ethnography • Single and multiple case study research • Grounded theory • Case study • Observation • Midterm exam • Designing qualitative research: Defining a problem, selecting a site, and sampling informants • Data collection • Dealing with validity, reliability and ethics • Level of analysis • Strategies and techniques for data analysis • Building theories of qualitative research • Publication of qualitative research
Teaching Methods Description	• Interactive lectures and communication with students • Project – research proposal • Discussions and group work • Problem solving or case studies • Presentations

Assessment Methods Description (%)	Quiz	0 %	Lab/Practical Exam	0 %
	Homework	0 %	Term Paper	20 %
	Project	20 %	Attendance	0 %
	Midterm Exam	20 %	Class Deliverables	0 %
	Presentation	10 %	Final Exam	30 %
	Total	**100 %**		

Learning Outcomes	After completion of this course, students should be able to: 1. Understand the development of a qualitative research project 2. Learn how to conduct a qualitative research, collect and analyze data 3. Discuss main research approaches in qualitative research 4. Describe main concepts in qualitative research ethics 5. Acquire and apply skills to write a scientific research publication with qualitative research
Prerequisite Course(s)	- Completion of a graduate level research methodology course
Language of Instruction	English
Mandatory Literature	Merriam, S. B. (2009). Qualitative Research: A Guide to Design and Implementation. New Jersey: Wiley. Cresswell, J. W. (2008). Research Design: Qualitative, Quantitative, and Mixed Methods Approaches, 3rd Edition. Thousand Oaks, CA: Sage.
Recommended Literature	Corbin, J and Straus, A. (2007). Basics of Qualitative Research: Techniques and Procedures for Developing Grounded Theory 3rd Edition. Thousand Oaks, CA: Sage

ECTS (ALLOCATED BASED ON STUDENT'S WORKLOAD)			
Activities	**Quantity**	**Duration**	**Workload**
Lecture (15 weeks x Lecture hours per week)	15	3	45
Laboratory / Practice (15 weeks x Laboratory / Practice hours per week)	0	0	0
Midterm Examination (1 week)	1	2	2
Final Examination (1 week)	1	3	3
Preparation for Midterm Examination	1	25	25
Preparation for Final Examination	1	40	40

Assignment / Homework / Project	0	50	50
Seminar / Presentation	0	30	30
Total Workload			190
ECTS Credit (Total Workload / 25)			6

Course Code: MAN 619	Course Name: INDIVIDUAL STUDIES		
Level: Graduate	Year: I	Semester: I-II	ECTS Credits: 6
Status: Elective	Hours/Week:		Total Hours:
Course Description	The Management Individual studies course is designed on a way to gets students into using, extending or engaging ideas in the management literature in their own original research guided by supervisor.		
Course Objectives	To discover and pursue a unique topic of research in order to construct new knowledge. To design and conduct an original research project. To be able to discuss research and other topics with experts in the field.		
Course Content	• Choosing a research topic • Problem statement • Purpose statement • Research questions • Research methods • Literature review • Analyzing results • Writing project • Presentation		
Teaching Methods Description	• Discussions • Mentor-candidate communication		

Assessment Methods Description (%)	Quiz	0 %	Lab/Practical Exam	0 %
	Homework	0 %	Term Paper	0 %
	Project	50 %	Attendance	0 %
	Midterm Exam	0 %	Class Deliverables	0 %
	Presentation	50 %	Final Exam	0 %
	Total	**100 %**		

Learning Outcomes	After completion of this course, students should be able to: 1. Conduct credible scholarly research 2. Produce a manuscript for publication in a professional or scholarly journal 3. Designed professional presentations based on the research 4. Successfully defend research project
Prerequisite Course(s)	
Language of Instruction	English
Mandatory Literature	
Recommended Literature	• American Psychological Association (2009). Publication manual of the American Psychological Association (6th ed.). Washington, DC: Author. • Cone, J. D. & Foster, S. L. (1993). Dissertations and theses from start to finish: • Psychology and related fields. Washington, DC: American Psychological Association

ECTS (ALLOCATED BASED ON STUDENT'S WORKLOAD)			
Activities	Quantity	Duration	Workload
Literature review and Consultations	1	50	50
Research/laboratory/field work	1	45	45
Data Analysis and Reporting	1	40	40
Thesis Writing Process	1	30	30
Seminar / Presentation (including defense)	1	20	20
Total Workload			185
ECTS Credit (Total Workload / 25)			6

Course Code: MAN 628	Course Name: PRODUCTION AND OPERATIONS MANAGEMENT		
Level: Graduate	Year: I	Semester: II	ECTS Credits: 6
Status: Elective	Hours/Week: 3	Total Hours: 45	

Course Description	To develop the ability to comprehend, and selectively apply operations management concepts in complex organisational contexts, in order to assess and improve operational performance The course includes topics such as systems, models and modelling approaches, decision analysis, certainty, risk and uncertainty conditions, linear programming, sensitivity analysis and transportation and assignment problems.
Course Objectives	To familiarize the students with the basic concepts and principles of operations management and to improve the analytical thinking and modelling abilities of the students on quantitative management problems.
Course Content	• Introduction • Funding the production and operation management • Tools for analysis and decision-making (1) • Tools for analysis and decision-making (2) • Fixtures for independent demand • Planning • Table-short period • Midterm exam • Planning and managing projects (1) • Planning and managing projects (2) • Quality control • Work-force management • Maintenance planning • Presentation of the project • Overview-case studies
Teaching Methods Description	• Interactive lectures and communication with students • Discussion and group work • Problem solving or case studies • Practical sessions

Assessment Methods Description (%)	Quiz	0 %	Lab/Practical Exam	0 %
	Homework	0 %	Term Paper	15 %
	Project	15 %	Attendance	0 %
	Midterm Exam	25 %	Class Deliverables	0 %
	Presentation	10 %	Final Exam	35 %
	Total		**100 %**	

Learning Outcomes	After completion of this course, students should be able to: 1. Determine and evaluate operations management characteristics and strategies for operational performance. 2. Formulate and appraise an operations processes, flow and layout and derive some changes to these to improve operational performance 3. Comprehend a selection of operation management concepts and principles, examine the current and potential application of these to an organisation and derive the most relevant to operational performance 4. Recognise and attempt to organise the complexity of an organisations operations and integrate operations management principles and concepts to assess and improve operational performance
Prerequisite Course(s)	
Language of Instruction	English
Mandatory Literature	Joseph S. Martinich, Production and Operations Management ,McGraw Hill Jay Heizer & Barry Render, "Operations Management", 9/E, Prentice Hall, 2005
Recommended Literature	Stephen N. Chapman; Fundamentals of Production Planning and Control, Prentice Hall, 2006.

ECTS (ALLOCATED BASED ON STUDENT'S WORKLOAD)			
Activities	**Quantity**	**Duration**	**Workload**
Lecture (15 weeks x Lecture hours per week)	15	3	45
Laboratory / Practice (15 weeks x Laboratory / Practice hours per week)	0	0	0
Midterm Examination (1 week)	1	2	2
Final Examination (1 week)	1	2	2

Preparation for Midterm Examination	1	25	25
Preparation for Final Examination	1	40	40
Assignment / Homework / Project	2	27	54
Seminar / Presentation	1	15	15
Total Workload			183
ECTS Credit (Total Workload / 25)			6

Course Code: MAN 634	Course Name: PhD DISSERTATION I		
Level: PhD	Year: II	Semester: III	ECTS Credits: 30
Status: Compulsory	Hours/Week:		Total Hours :

Course Description	This course is designed to develop understandings, skills, and outlooks to conduct original, independent research in Management.
Course Objectives	To discover and pursue a unique topic of research in order to construct new knowledge To design and conduct an original research project To develop skills in designing a discipline specific research methodology. To develop a working knowledge of relevant literature in IT To practice humanities/social science/scientific writing and learn how to participate in the peer review process To be able to discuss research and other topics with academics in your field
Course Content	• What is a Dissertation? • Choosing a Dissertation Topic • Problem Statement • Purpose Statement • Research Questions • Hypotheses • Research Methods - Quantitative and Qualitative • Literature Review • Theoretical Framework • Prospectus Roadblocks • Prospectus Capstone
Teaching Methods Description	• Discussions and group works • Mentor-candidate communication

Assessment Methods Description (%)	Quiz	0 %	Lab/Practical Exam	0 %
	Homework	0 %	Term Paper	0 %
	Project	50 %	Attendance	0 %
	Midterm Exam	0 %	Class Deliverables	0 %
	Presentation	50 %	Final Exam	0 %
	Total		**100 %**	

Learning Outcomes	After completion of this course, students should be able to: 1. Conduct creditable scholarly research 2. Successfully defend his or her dissertation research 3. Produce a manuscript for publication in a professional or scholarly journal 4. Make professional presentations based on his or her research
Prerequisite Course(s)	
Language of Instruction	English
Mandatory Literature	Textbook choice depends on individual topics.
Recommended Literature	American Psychological Association (2009). Publication manual of the American Psychological Association (6th ed.). Washington, DC: Author. Cone, J. D. & Foster, S. L. (1993). Dissertations and theses from start to finish: Psychology and related fields. Washington, DC: American Psychological Association

ECTS (ALLOCATED BASED ON STUDENT'S WORKLOAD)			
Activities	**Quantity**	**Duration**	**Workload**
Literature review and Consultations	1	250	250
Research/laboratory/field work	1	160	160
Data Analysis and Reporting	1	150	150
Thesis Writing Process	1	100	100
Seminar / Presentation (including defense)	1	100	100
Total Workload			760
ECTS Credit (Total Workload / 25)			30

Course Code: MAN 635	Course Name: PhD DISSERTATION II		
Level: PhD	Year: II	Semester: IV	ECTS Credits: 30
Status: Compulsory	Hours/Week:		Total Hours :

Course Description	This course is designed to develop understandings, skills, and outlooks to conduct original, independent research in Management.
Course Objectives	To discover and pursue a unique topic of research in order to construct new knowledge To design and conduct an original research project To develop skills in designing a discipline specific research methodology. To develop a working knowledge of relevant literature in IT To practice humanities/social science/scientific writing and learn how to participate in the peer review process To be able to discuss research and other topics with academics in your field
Course Content	• What is a Dissertation? • Choosing a Dissertation Topic • Problem Statement • Purpose Statement • Research Questions • Hypotheses • Research Methods - Quantitative and Qualitative • Literature Review • Theoretical Framework • Prospectus Roadblocks • Prospectus Capstone
Teaching Methods Description	• Discussions and group works • Mentor-candidate communication

Assessment Methods Description (%)	Quiz	0 %	Lab/Practical Exam	0 %
	Homework	0 %	Term Paper	0 %
	Project	50 %	Attendance	0 %
	Midterm Exam	0 %	Class Deliverables	0 %
	Presentation	50 %	Final Exam	0 %
	Total		**100 %**	

Learning Outcomes	After completion of this course, students should be able to: 1. Conduct creditable scholarly research 2. Successfully defend his or her dissertation research 3. Produce a manuscript for publication in a professional or scholarly journal 4. Make professional presentations based on his or her research
Prerequisite Course(s)	
Language of Instruction	English
Mandatory Literature	Textbook choice depends on individual topics.
Recommended Literature	American Psychological Association (2009). Publication manual of the American Psychological Association (6th ed.). Washington, DC: Author. Cone, J. D. & Foster, S. L. (1993). Dissertations and theses from start to finish: Psychology and related fields. Washington, DC: American Psychological Association

ECTS (ALLOCATED BASED ON STUDENT'S WORKLOAD)			
Activities	Quantity	Duration	Workload
Literature review and Consultations	1	250	250
Research/laboratory/field work	1	160	160
Data Analysis and Reporting	1	150	150
Thesis Writing Process	1	100	100
Seminar / Presentation (including defense)	1	100	100
Total Workload			760
ECTS Credit (Total Workload / 25)			30

Course Code: MAN 636	Course Name: PhD DISSERTATION III		
Level: PhD	Year: III	Semester: V	ECTS Credits: 30
Status: Compulsory	Hours/Week:		Total Hours :

Course Description	This course is designed to develop understandings, skills, and outlooks to conduct original, independent research in Management.
Course Objectives	To discover and pursue a unique topic of research in order to construct new knowledge To design and conduct an original research project To develop skills in designing a discipline specific research methodology. To develop a working knowledge of relevant literature in IT To practice humanities/social science/scientific writing and learn how to participate in the peer review process To be able to discuss research and other topics with academics in your field
Course Content	• What is a Dissertation? • Choosing a Dissertation Topic • Problem Statement • Purpose Statement • Research Questions • Hypotheses • Research Methods - Quantitative and Qualitative • Literature Review • Theoretical Framework • Prospectus Roadblocks • Prospectus Capstone
Teaching Methods Description	• Discussions and group works • Mentor-candidate communication

Assessment Methods Description (%)				
	Quiz	0 %	Lab/Practical Exam	0 %
	Homework	0 %	Term Paper	0 %
	Project	50 %	Attendance	0 %
	Midterm Exam	0 %	Class Deliverables	0 %
	Presentation	50 %	Final Exam	0 %
	Total	**100 %**		

Learning Outcomes	After completion of this course, students should be able to: 1. Conduct creditable scholarly research 2. Successfully defend his or her dissertation research 3. Produce a manuscript for publication in a professional or scholarly journal 4. Make professional presentations based on his or her research
Prerequisite Course(s)	
Language of Instruction	English
Mandatory Literature	Textbook choice depends on individual topics.
Recommended Literature	American Psychological Association (2009). Publication manual of the American Psychological Association (6th ed.). Washington, DC: Author. Cone, J. D. & Foster, S. L. (1993). Dissertations and theses from start to finish: Psychology and related fields. Washington, DC: American Psychological Association

ECTS (ALLOCATED BASED ON STUDENT'S WORKLOAD)			
Activities	**Quantity**	**Duration**	**Workload**
Literature review and Consultations	1	250	250
Research/laboratory/field work	1	160	160
Data Analysis and Reporting	1	150	150
Thesis Writing Process	1	100	100
Seminar / Presentation (including defense)	1	100	100
Total Workload			760
ECTS Credit (Total Workload / 25)			30

Course Code: MAN 637	Course Name: PhD DISSERTATION IV		
Level: PhD	Year: III	Semester: VI	ECTS Credits: 30
Status: Compulsory	Hours/Week:		Total Hours :

Course Description	This course is designed to develop understandings, skills, and outlooks to conduct original, independent research in Management.
Course Objectives	To discover and pursue a unique topic of research in order to construct new knowledge To design and conduct an original research project To develop skills in designing a discipline specific research methodology. To develop a working knowledge of relevant literature in IT To practice humanities/social science/scientific writing and learn how to participate in the peer review process To be able to discuss research and other topics with academics in your field
Course Content	• What is a Dissertation? • Choosing a Dissertation Topic • Problem Statement • Purpose Statement • Research Questions • Hypotheses • Research Methods - Quantitative and Qualitative • Literature Review • Theoretical Framework • Prospectus Roadblocks • Prospectus Capstone
Teaching Methods Description	• Discussions and group works • Mentor-candidate communication

Assessment Methods Description (%)	Quiz	0 %	Lab/Practical Exam	0 %
	Homework	0 %	Term Paper	0 %
	Project	50 %	Attendance	0 %
	Midterm Exam	0 %	Class Deliverables	0 %
	Presentation	50 %	Final Exam	0 %
	Total	**100 %**		

Learning Outcomes	After completion of this course, students should be able to: 1. Conduct creditable scholarly research 2. Successfully defend his or her dissertation research 3. Produce a manuscript for publication in a professional or scholarly journal 4. Make professional presentations based on his or her research
Prerequisite Course(s)	
Language of Instruction	English
Mandatory Literature	Textbook choice depends on individual topics.
Recommended Literature	American Psychological Association (2009). Publication manual of the American Psychological Association (6th ed.). Washington, DC: Author. Cone, J. D. & Foster, S. L. (1993). Dissertations and theses from start to finish: Psychology and related fields. Washington, DC: American Psychological Association

ECTS (ALLOCATED BASED ON STUDENT'S WORKLOAD)			
Activities	Quantity	Duration	Workload
Literature review and Consultations	1	250	250
Research/laboratory/field work	1	160	160
Data Analysis and Reporting	1	150	150
Thesis Writing Process	1	100	100
Seminar / Presentation (including defense)	1	100	100
Total Workload			760
ECTS Credit (Total Workload / 25)			30