Faculty of Business Administration and Economics

Dean: Fadi Asrawi, Ph.D.

The Faculty of Business Administration and Economics at Haigazian University offers degree programs leading to a B.A, B.B.A. or MBA.

The following undergraduate programs are offered:
Majors:
- Business Administration
- Economics
- Hospitality Management

Emphases:
- Accounting
- Advertising and Communication
- Finance
- Hospitality Management
- Human Resources Management
- Legal Studies
- Management Information Systems

The Department of Business Administration also offers a minor consisting of 7 courses.

The mission of the Faculty of Business Administration and Economics is to provide students with an education that exposes them to a body of theory, research, and applications, which will develop in them conceptual and analytical abilities. These abilities will enable them to participate and work viably in current and future business environments.

The learning goals of the FBAD are set out below. By the end of the program, it is expected that students will be able to:
- Demonstrate competence in decision making and critical thinking using appropriate analytical, logical, qualitative and quantitative techniques.
- Show the capability to use and apply theories correctly.
- Be effective communicators. Using the latest technologies, they will be able to prepare and deliver effective oral and written presentations.
- Act ethically and use ethical standards in all their business undertakings.
- Solve business problems and design innovative strategic solutions.

Economics

Coordinator: Ani Tortian, Ph.D.
The Faculty of Business Administration and Economics at Haigazian University offers a degree program leading to a B.A. in Economics.

On completion of the Business Administration degree with emphasis in Economics, students will be able to:
- Demonstrate an understanding of the core concepts, terminology, and

models used in economics.
- Apply economic theory, analyze problems and use qualitative and/or quantitative analysis to make correct interpretations.
- Demonstrate the ability to write and communicate clearly and cogently their ideas.
- Define, analyze and evaluate economic issues and theories.

Students desiring to major in Economics must first secure the approval of the Faculty, then complete 63 credit hours offered by the Department of Economics. Students entering as Sophomores must complete a minimum of 94 credits of 200-level courses. Students entering as Freshmen must complete a minimum of 124 credits, of which 94 credits must be in 200-level courses.

General Education (30 cr.)

Core requirements for all HU students are listed on page 58.

Prerequisites

Students must complete the following courses and get a grade of 70 or higher during their sophomore year.

ECO 201 Microeconomic Principles	3 cr.
ECO 202 Macroeconomic Principles	3 cr.
ACC 211 Fundamentals of Accounting I	3 cr.
ACC 212 Fundamentals of Accounting II	3 cr.

Economics Requirements (37 cr.)

ECO 201 Microeconomic Principles	3 cr.
ECO 202 Macroeconomic Principles	3 cr.
ECO 216 Intermediate Macroeconomics	3 cr.
ECO 217 Intermediate Microeconomics	3 cr.
ECO 220 Monetary Economics	3 cr.
ECO 226 Public Finance	3 cr.
ECO 231 Economic Statistics I	3 cr.
ECO 232 Economic Statistics II	3 cr.
ECO 241 Economic Development	3 cr.
ECO 251 History of Economic Thought	3 cr.
ECO 259 Introduction to Econometrics	3 cr.
ECO 281 International Economics	3 cr.
ECO 299 Business Internship	1 cr.

Electives (3 cr.)

Any elective in the Faculty of Business Administration & Economics	3 cr.

Business Requirements (15 cr.)

ACC 211 Fundamentals of Accounting I	3 cr.
ACC 212 Fundamentals of Accounting II	3 cr.
BAD 202 Leadership Development 1: Self Development	1 cr.
BAD 203 Leadership Development 2: Interpersonal Development	1 cr.
BAD 204 Leadership Development 3: Leadership	1 cr.
FIN 220 Financial Management	3 cr.
MIS 272 Management Information Systems	3 cr.

Math Requirements (6 cr.)

MAT 201 Calculus and Analytic Geometry III	3 cr.
MAT 202 Differential Equations	3 cr.

Business Communication Requirement **(3 cr.)**

ENG 248 Business English	3 cr.

Courses in Business Administration (BAD)

BAD 101 Introduction to Business (Freshman Level) (3 cr.)

The course provides general overview of the business world and its various fields. It covers topics related to management, organization, production, labor, accounting, data processing, marketing, and finance in brief.

BAD 200 Community Service (1 cr.)

The course is offered for all students at HU. Cross-cultural exchange is an integral part of the course. It allows students to go beyond the limitations and boundaries in which they live, by opening their heart and mind to people and cultures radically different from their own. Community service allows the volunteer to appreciate the joys and struggles facing the people of this world. Volunteering is an opportunity to advance in all areas of your life. The purpose is to connect with your community.

BAD 201 Introduction to Business (3 cr.)

A general course in Business Administration providing an overview of the business world and its various fields. Topics related to management, organization, production, labor, accounting, data processing, marketing, and finance are briefly covered. This course is offered only to non-business majors.

BAD 202 Leadership Development 1: Self Development (1 cr.)

A comprehensive course that integrates personal and professional growth through the development of effective communication skills, positive self-image and self-esteem, and strategies for problem solving and decision making. Analysis of life course events, such as the development of career and educational objectives. Emphasis is on personal health assessment and strategies for coping with stress.

BAD 203 Leadership Development 2: Interpersonal Development (1 cr.)

Effective interpersonal communication skills are key to both personal and professional success. In order to become an effective communicator, one must learn how to communicate with diverse people (differences in race, gender, religion, education, socioeconomic status, etc.) in diverse situations (workplace, intimate/romantic, friendships, family relationships, etc.). This course will help students improve their interpersonal communications skills as well as clarify why some people are more effective and others less effective. Prerequisite: BAD 202.

BAD 204 Leadership Development 3: Leadership (1 cr.)

This course addresses the practice of leadership not as a science or simple formula that can be applied, but as skills that can be developed. Traditional concepts of effective leadership are studied, as well as current strategies for success in a personal business environment. Students consider values and ethics, discuss various aspects of effective leadership, and develop a personal plan to cultivate a durable, effective, personal leadership mode. Prerequisite: BAD 203.

BAD 231 Business Management (3 cr.)

This course is a survey of the major functions performed by the manager of any type of enterprise, namely the planning, organizing, leading, and controlling functions. These functions are studied in a dynamic environment with emphasis on individual and group research. Corequisite: ENG 201.

BAD 233 Commercial Banking (3 cr.)
(Equivalent to FIN 233)

This course presents a study of the local and international banking environment. It emphasizes and studies the functions of commercial banking, its services, structure, management of balance sheet accounts, and profitability. Students become familiar with the reasons banks are so heavily regulated and why adequate solvency and liquidity are critical to maintaining a safe and sound banking system. Islamic banking is also covered. Traditional and modern banking, commercial and investment banks are distinguished from each other. The crucial role played by the central bank and the main functions of a central bank are explained. Prerequisite: FIN 226.

BAD 238 Organizational Behavior (3 cr.)
(Equivalent to HRM 238)

The OB course covers all the key concepts needed to understand, predict, and respond to the behavior of people in real-world organizations. The course includes cutting-edge topics in how to increase motivation and job satisfaction. Corequisite: HRM 200.

BAD 242 Distribution Management and Retailing (3 cr.)

The course addresses the roles and processes of physical distribution, channel management, and retailing. Emphasis is placed on decision areas concerning transportation, inventory control, and customer service levels. The relationship between the manufacturer and end-user is analyzed from a control perspective, and the activities and functions of channel intermediaries are studied for their impact on market planning. Channel design and developments in contemporary retailing methods are covered with emphasis on retail store operations and the influence of technology on distribution. Prerequisite: ADC 241.

BAD 244 Real Estate Management (3 cr.)

The principles and practices of real estate management are examined in an international context. An investment perspective is complemented by an examination of accepted professional practices in the USA, Europe, and Lebanon for buying, selling, and holding property.

BAD 251 Insurance (3 cr.)

Theory and practice of risk management and personal lives are studied. The course includes a survey of the major patterns of life, property, and business insurance and the investment aspects of the insurance industry. It also examines social insurance. Prerequisite: Junior Standing.

BAD 255 Operations Research (3 cr.)

This course is a survey of management science, or operations research, and its quantitative tools. It covers in depth linear programming with the graphical approach, the mathematical optimization, and the extensive sensitivity analysis for separate and joint parameter changes. The course includes an analysis of critical path methods (PERT/CPM) and a discussion of the management of

crashing activity durations. The course will also solve inventory models with the use of mathematical calculus, assuming both deterministic and uncertain demand. In addition, the problems of purchase discounts and single-period inventory management are studied. The student is introduced to the use of a statistical and computer software package for solving operations research problems. Prerequisites: ECO 231, CSC 205, and junior standing.

BAD 271 Managerial Economics (3 cr.)
(Equivalent to ECO 217)

The course emphasizes the application of economic tools of analysis to solve managerial problems. The following economic techniques and principles used in formulating business policies are considered: forecasting, estimation and analysis of demand functions, estimation of production and cost functions, forms of competition, pricing techniques, and profit and capital budgeting. Prerequisite: ECO 201 and ECO 231 or BAD 281.

BAD 275 Leadership and Total Quality Management (3 cr.)
(Equivalent to HRM 275)

The course focuses on the philosophy and guiding principles, approaches, methodologies and tools, and techniques of total Quality Management (TQM). The course aims at providing the future organizational manager as well as the non-managerial employee of an organization with the means to successfully carry out and improve personal work processes, peer group work processes, and participation in and/or management of the overall organizational processes. Major topics include : leadership, customer satisfaction, employee involvement, performance measures, and continuous improvement. Prerequisite: BAD 231 and ECO 231.

BAD 281 Quantitative Methods (3 cr.)

This course is designed to HOM and LST majors only. It is a combination of math concepts and introductory statistical analysis. The math part will cover linear equations, functions of one variable, differentiation, derivatives, optimization (both maximization and minimization), and integration. The statistical part will cover ways to present and describe data, frequency distributions, bar and pie charts, measures of location and measures of dispersion, an introduction to probability, discrete and continuous probability distributions, the Central Limit Theorem, estimation and confidence intervals and one-sample tests of hypothesis. Students cannot receive credit for BAD 281 on one hand and both MAT 204 and ECO 231, on the other hand.

BAD 292 Selected Topics (3 cr.)

This course will focus on a selected theme in the Business Administration field. Topical coverage of areas in management, finance, marketing , accounting and human resources management based on the interests of the students. Students may take more than one Selected Topics.

BAD 295 Senior Seminar in Business (3 cr.)

A senior course in the field of business or economics, the topic of which changes each semester. A student may complete this course more than once. In such a case, one course will be considered as required and the second one as a major elective. Prerequisite: Senior Standing and courses that will be specified depending on the BAD 295 topic to be covered.

BAD 2951 Senior Seminar in Money and Banking (3 cr.)

This course is in three parts. The first covers the role of financial markets in the economy, the determination of interest rates and foreign exchange rates, the theories of the term structure of interest rates, and some principles of the time value of money. The second part covers the mechanism of the supply of money, multiple deposit creation, the components of the money multiplier, and the theories of money demand. The last part covers fiscal and monetary policies in an IS/LM framework, and the effects of these policies on macroeconomic stabilization, economic activity and real interest rates, with a stress on the importance of rational expectations in monetary economics. Prerequisite: ECO 216.

BAD 295D Senior Seminar: International Economics (3 cr.) (Equivalent to ECO 281)

An introduction to the theory of international trade and finance with emphasis on the study of the gains from international specializations and exchange, mechanisms of inter-country economic relations, balance of payments, correction of imbalances in international trade flows, and effects and purposes of restrictions on trade. Attention is given to major contemporary international trade problems. Prerequisite: ECO 216 and BAD 271.

BAD 295E Senior Seminar: Project Management (3 cr.)

In order to introduce any significant change, be it the development of a new product, or the re-engineering of existing products or services, organizations must engage in Project Management. The use of disciplined, rigorous, and generally accepted project management techniques greatly increases the chance of successfully delivering business changes. This course examines the organization, planning, and controlling of projects and provides practical knowledge on managing project scope, schedule and resources. Topics include project life cycle, work breakdown structure and Gantt charts, network diagrams, scheduling techniques, and resource allocation decisions. Concepts are applied through team projects and tutorials using project management software such as Microsoft Project. Prerequisite: Senior Standing.

BAD 299 Business Internship Program (1 cr.)

A one-credit course of one to two months of training in a business firm. Prerequisite: Completion of 54 Sophomore-level credits.

Courses in Accounting (ACC)

ACC 211 Fundamentals of Accounting I (3 cr.)

An introductory course in financial accounting. The course covers the techniques of recording, classifying, and summarizing financial information; the completion of the accounting cycle; the preparation of the income statement, the balance sheet and the cash flow statement according to the requirements of Generally Accepted Accounting Principles; accounting for current assets such as cash, receivables and inventories, plant assets and depreciation, natural resources and depletion, intangible assets and amortization. Prerequisite: Sophomore Standing.

ACC 212 Fundamentals of Accounting II (3 cr.)

The second of two introductory courses in financial accounting. This course covers the accounting for partnerships and corporations according to the Generally Accepted Accounting Principles. Financial Management techniques

such as working capital management, debt and equity financing and dividend policy are introduced. The preparation of the cash flow statement using both the direct and indirect methods is covered. Prerequisite: ACC 211.

ACC 213 Cost and Managerial Accounting (3 cr.)

The course presents a study of the concepts and principles underlying the development of cost information for decision-making and control. It covers process and job order systems using both traditional and activity-based costing (ABC) in the service, merchandising, and manufacturing sectors; break-even analysis; variance analysis; cost behavior and budgeting (standard and flexible); pricing and optimization through cost control. Prerequisite: ACC 211 and Junior Standing.

ACC 215 Auditing (3 cr.)

Through this course the student is familiarized with the auditing practices pertaining to economic enterprises. The public responsibilities, ethical requirements, rules, regulations and conventions governing the profession are covered. Prerequisite: ACC 212.

ACC 216 Intermediate Accounting (3 cr.)

The course covers the principles and standards of financial accounting used for the preparation and presentation of financial statements. Accounts of the balance sheet and income statement are covered in more depth than in ACC 211 and ACC 212. The effects of changing prices on financial statements are also covered. Prerequisite: ACC 212.

ACC 217 Advanced Accounting (3 cr.)

An advanced course in financial accounting. The course covers some specialized topics not discussed in Intermediate Accounting, namely accounting for intercorporate investments requiring consolidated financial statements, accounting for partnerships, for fiduciary transactions, and for foreign exchange transactions. Prerequisite: ACC 212.

ACC 218 Internal Auditing (3 cr.)

This course is an introduction to internal auditing and its role within an organization, its elements and services. It covers the following subjects: the audit approach, corporate governance perspectives, risk management, internal controls, setting an audit strategy, the audit fieldwork and audit professionalism. Prerequisite: ACC 212.

ACC 222 Business Taxation (3 cr.)

The course covers federal taxation in the US for individuals, corporations, partnerships, government, and not-for-profit organizations. It stresses the need to apply these taxation laws to public accounting engagements. The latest tax laws are studied in an effort to enable the student to understand and apply taxation to any business. Prerequisite: ACC 212.

ACC 224 Information Technology in Accounting (3 cr.)

This course includes the following information technology topics that CPAs need to understand to perform auditing and other attestation engagements in computerized environments: Role of Information Systems, Hardware, Software, Date Structure, Networks, Transaction Processing Modes, Electronic Commerce, Application Processing Phases, IT Control Objectives, Control

Activities and Design, and Physical Access Controls and Security. Prerequisite: CSC 205 and Senior Standing.

ACC 299 Internship (1 cr.)

A one-credit course of one to two months of training in a business firm. Prerequisite: Completion of 54 Sophomore-level credits.

Courses in Advertising & Communication (ADC)

ADC 232 Sales Management (3 cr.)

An overview of selling and sales management. Findings of social sciences, latest technology and quantitative tools are used to educate sales representatives on effective selling. Topics covered include setting sale objectives; recruiting, training, compensating and motivating the sales force; forecasting sales and budgeting sales functions; measuring the effectiveness of sales programs. Prerequisite: ADC 241.

ADC 240 Introduction to Advertising (3 cr.)

Survey of the economics, psychology, and philosophy of advertising; creative and media strategies; and organizational structure. This course emphasizes the principles and practices of advertising in relation to economies, societies, and mass communication. Prerequisite: ADC 241.

ADC 241 Marketing Management (3 cr.)

The course presents a survey of the field of marketing through analyzing the planning, organizing, and controlling of the marketing function in an organization. The variables of the marketing mix (i.e., product planning, pricing, distributing, and promotion) in a continuously changing environment are discussed. Special emphasis is placed on individual and group research. Prerequisite: ECO 201. Corequisite: ENG 201.

ADC 242 Consumer Behavior (3 cr.)

The decision-making process of buyers is examined and evaluated with reference to sociopsychological and economic factors. Market segmentation and target market selection are focal topics. Prerequisite: ADC 241.

ADC 243 Consumer Communications and the Public (3 cr.)

Addresses the interface between marketing activity and various public institutions and actions: government agencies, consumer groups, boycotts, and litigation. Prerequisite: ADC 241.

ADC 244 Marketing E -Commerce (3 cr.)

Internet technology and its use in business and commerce; consumer choice, search, and implications for competition; pricing and bundling of information goods; intelligent markets; personalization and targeted communications; value chain handling; retailing and business-to-business applications; security, encryption, and payment systems; privacy and intellectual property. Prerequisite: ADC 241.

ADC 245 International Marketing (3 cr.)

The course covers the variables of the marketing mix (i.e., product planning, pricing, distributing, and promoting) of a company operating overseas. The laws

related to international marketing as well as the selection of marketing policies and techniques and the financial features of foreign trade are also covered. Prerequisite: ADC 241.

ADC 246 Marketing Research (3 cr.)

The course explores, through the use of scientific tools, both internal and field research. Methods of sampling, data collection, and analysis are studied as means of reaching more effective marketing decisions. Prerequisite: ADC 241. Corequisite: ECO 232.

ADC 247 Integrated Marketing Communication (3 cr.)

Focus is on the intersection between marketing communications and strategic marketing. Prepares students to plan and manage all the varied communication tasks as a system. Develops tools to design marketing communications, deploy them tactically to meet strategic goals, and to create learning systems to adjust them periodically. Lectures, guest speakers, case discussions, and projects. Prerequisite: ADC 240.

ADC 249 Entrepreneurial Marketing (3 cr.)

The primary objective is to teach students to do rigorous, explicit, customer-based marketing analysis, which is most appropriate for new ventures. Explicit analysis of customers and potential customers, using available data, together with explicit and sensible additional assumptions about customer needs and behavior. Additional course objectives are to teach students about: (a) ways to implement marketing strategies when resources are very limited, and (b) common deficiencies in marketing by entrepreneurial organizations. Prerequisite: ADC 241.

ADC 299 Internship (1 cr.)

A one-credit course of one to two months of training in a business firm. Prerequisite: Completion of 54 Sophomore-level credits.

Courses in Finance (FIN)

FIN 220 Financial Management (3 cr.)

This is an introductory course in corporate finance and lays the foundation for future finance courses. It will cover such subjects as the analysis of financial statements with the use of ratio analysis, the estimation of and the interrelation between return and risk, bond valuation, stock valuation, project evaluation, and the cost of capital. The emphasis is put on both theory and practice. The course will enable students to value securities and projects and take trading positions or recommend investment decisions. The basis for the course is on the time value of money and its many applications and ramifications in finance. Prerequisites: ACC 211 or HOM 260, ECO 202, & ECO 231 or BAD 281.

FIN 221 Financial Markets and Institutions (3 cr.)

Financial markets finance much of the expenditures by corporations, governments, and individuals. This course presents an overview of the structure, functions, instruments and depository and non-depository institutions in money, financial and capital markets, and their role in the allocation of capital. The student will understand the importance of financial markets to the economy, the securities traded in these markets, such as bonds, stocks and derivatives, the impact of interest rates, the determinants of interest rates, the effects and types

of financial regulation, and the influence of a central bank on interest rates and on the markets. Prerequisite: FIN 220.

FIN 225 Intermediate Finance (3 cr.)

The time value of money, financial ratios, and capital budgeting are initially reviewed. The impact of debt on financial leverage is studied. All the different theories of capital structure, starting with the capital structure irrelevance in perfect capital markets, to the effect of financial distress and bankruptcy costs, the signaling theory, the agency theories, and the effects of taxes, are covered, and in each case the optimal capital structure is identified. The course includes also techniques for short term cash flow, working capital and inventory management, and for long term financing issues involved in financial leases, mergers and acquisitions. Prerequisite: FIN 220.

FIN 227 Futures, Options and other Derivatives (3 cr.)

This course is intended to introduce the student to highly speculative markets that may serve the purpose of risk management. The instruments studied range from forwards, to futures, to swaps, to options, to options on futures, and to synthetic securities and derivatives. The similarities and differences between these instruments are highlighted. The course shows how these contracts can be written on commodities, on stocks and stock indexes, on bonds, on currencies, and on interest rates. Three categories of investors and their behavior are described: arbitrageurs, hedgers, and speculators. Prerequisite: FIN 221.

FIN 228 Fixed Income Securities (3 cr.)

This course dwells on fixed-income securities like Treasury, agency and corporate bonds. Bond valuation, the yield curve, the yield curve theories, credit ratings, credit risk, credit default swaps, bond mathematics and bond theorems are reviewed in depth. The effect of embedded options in bonds, like call and put options, are analyzed and priced. Futures and options on interest rates are explained. Both variable and fixed interest rate securities and their significance for swaps are described. Both asset and liability swaps are depicted. The concepts of arbitrage and hedging are presented. Prerequisite: FIN 221.

FIN 229 Investment (3 cr.)

This course presents the practical applications of investment theory using modern finance theory. It covers the themes of asset allocation, asset pricing and trading based on the risk/return trade-off. The student learns how to construct an investment portfolio, and how to manage and evaluate that portfolio. Stress is placed on security analysis and valuation and the role of traditional and derivatives markets. Topics covered are portfolio diversification, the general bond theorems, the capital asset pricing model (CAPM), the arbitrage pricing theory (APT), fundamental and technical analysis, and the three axioms of the efficient market hypothesis (EMH). Prerequisite: FIN 221.

FIN 230 Portfolio Analysis (3 cr.)

The contents of this course cover the following: systematic portfolio management, portfolio construction, portfolio insurance, portfolio performance, arbitrage in portfolios, bond valuation and duration, and applying valuation models. In addition, financial derivatives and the way they are used to hedge portfolios are studied. The material on options includes trading rules, put-call parity, exact and analytical option pricing, binomial models and the effect on option prices of income, such as dividends, on the underlying asset. The material on futures includes trading, hedging, and pricing. The material on swaps

includes forward rate agreements (FRAs), currency and interest rate swaps, and the concept of comparative advantage. Prerequisite: FIN 221.

FIN 233 Commercial Banking (3 cr.)
(Equivalent to BAD 233)

This course presents a study of the local and international banking environment. It emphasizes and studies the functions of commercial banking, its services, structure, management of balance sheet accounts, and profitability. Students become familiar with the reasons banks are so heavily regulated and why adequate solvency and liquidity are critical to maintaining a safe and sound banking system. Islamic banking is also covered. Traditional and modern banking, commercial and investment banks are distinguished from each other. The crucial role played by the central bank and the main functions of a central bank are explained. Prerequisite: FIN 220.

FIN 299 Internship (1 cr.)

A one-credit course of one to two months of training in a business firm. Prerequisite: Completion of 54 Sophomore-level credits.

Courses in Hospitality Management (HOM)

HOM 200 The Lodging and Food Service Industry (3 cr.)

Helps students understand the hospitality industry as a whole and see how departments work together. Covers both the lodging and food service industries.

HOM 241 Food and Beverage Management (3 cr.)
(Equivalent to NSD 230)

Shows how to profitably manage a food service operation in order to satisfy guests. Employees learn how to give guests the highest priority as all details of food and beverage operations are planned, implemented, and evaluated. Corequisite: HOM 200.

HOM 250 Supervision in the Hospitality Industry (3 cr.)

This course develops the communication skills essential for effective leadership, different ways to increase productivity and raise performance standards as well as turning basic human resource functions into motivational strategies. Corequisite: HOM 200.

HOM 260 Hospitality Industry Financial Accounting (3 cr.)

Introduces the fundamentals of financial accounting through examples from hotels, restaurants, and clubs. Students will easily understand the accounting process and its function in hospitality operations. Summarizes the ten steps in the accounting cycle and covers in detail the income statement and balance sheet and their uses in hospitality-specific accounting systems. Students cannot receive credit for both ACC 211 and HOM 260. Corequisite: HOM 200.

HOM 281 Hospitality Facilities Management and Design (3 cr.)

Shows operations managers how to handle today's engineering and maintenance concerns. Covers all major facility systems. Clearly shows non-engineers how to understand and speak the language of vendors, suppliers, and maintenance/engineering staff, reduce expenses, and increase the efficiency of a facility's systems. Corequisite: HOM 200.

HOM 299 Internship (1 cr.)
This program blends theory with practice by combining classroom education with work experience relating to studies. All students majoring in Hospitality Management must complete a minimum of two summer's full-time working experience in a Hospitality and tourism enterprise.

HOM 304 Leadership and Management in the Hospitality Industry (3 cr.)
Designed to acquaint students with quality and leadership issues facing today's hospitality industry. Included are the Malcolm Baldrige National Quality Award, continuous improvement, quality service, power and empowerment, communication skills, goal setting, high performance teams, diversity, managing organizational change, and strategic career planning. Corequisite: HOM 200.

HOM 333 Managing Front Office Operations (3 cr.)
Designed to increase front office efficiency and help sales grow with the knowledge gained from this course. Includes yield management techniques and the latest computer technology. Shows how front office activities and functions affect other departments and stresses how to manage the front office to ensure that the firm's goals are met. Corequisite: HOM 200.

HOM 338 Housekeeping Management (3 cr.)
Students will learn what it takes to manage this vital department. Provides a thorough overview, from the big picture of maintaining a quality staff, planning, and organizing, to the technical details of cleaning each area of the hotel. Corequisite: HOM 200.

HOM 357 Managing Hospitality Human Resources (3 cr.)
Written in practical terms to give students solutions to today's sensitive problems. Explains how to fulfill the requirements of the Americans With Disabilities Act (ADA) and other employment and workplace laws. Covers the latest strategies for attracting a wider range of applicants, minimizing turnover, reducing productivity losses, and much more. Corequisite: HOM 200.

HOM 390 Hospitality Law (3 cr.)
Teaches students how to avoid lawsuits and protect property in the hospitality industry. Gives students an understanding of potential legal problems and how important legal considerations can affect a property. Corequisite: HOM 200.

HOM 462 Hospitality Industry Managerial Accounting (3 cr.)
With this course, students make effective managerial, business, and operational decisions based on a thorough understanding of financial analysis. Includes how to analyze financial statements, identify costs, develop realistic budgets, forecast, plan cash flow, and more. Prerequisite: HOM 260.

HOM 464 Planning and Control for Food and Beverage Operations (3 cr.)
Helps students take charge of the complexities of controlling food, beverages, labor, and sales income. Covers standards determination, the operating budget, and income/cost control, as well as control systems, the basics of computers, and computer applications in planning and control functions. Corequisite: HOM 200.

HOM 468 Hospitality Industry Computer Systems (3 cr.)
Gives students a thorough understanding of hospitality computer technology and

the management of information systems. Features applications for all functional areas, including reservations, rooms, food and beverage, sales, event management, and accounting. Students learn to improve efficiency while serving guests better. Corequisite: HOM 200.

HOM 469 Culinary Theory and Practice (3 cr.)

This course is designed to introduce the student to food and beverage operations through three major components: fundamental food composition and properties, food products and preparation, and food safety. Students will prepare recipes, menus, and production schedules. Students will develop the ability to recognize properly prepared foods through preparing, tasting and evaluating foods. They will also plan menus, develop recipes, and produce them in a final project. Corequisite: HOM 200.

HOM 472 Hospitality Sales and Marketing (3 cr.)

Builds a top-flight sales team with creative, successful sales and marketing programs that really work. Features new ways to sell rooms and food and beverage services to business and leisure travelers, travel agents, and meeting planners. Industry pros give tips on sales programs and advertising strategies that worked for them, as well as suggestions for playing up the unique features of a property. Corequisite: HOM 200.

HOM 498 Hospitality Internship (3 cr.)

This course provides an opportunity for the student to complete a relevant internship in a specialized area of the hospitality and tourism industry. Students will maintain a written journal of internship experiences and produce a report that analyzes the results of research on a problem unique to the establishment. Additionally, student will prepare a professional career portfolio based on the internship experience. Students may pursue a wide variety of hospitality establishments for their internships including hotels, restaurants, resorts, convention centers, sports clubs, country clubs, and associations.

HOM 499 Hospitality Internship (3 cr.)

(Same description as HOM 498)

Courses in Human Resources Management (HRM)

HRM 200 Strategic Human Resource Management (3 cr.)

The course covers a wide range of HR topics and shows students the importance of human resource management. Offering a wealth of functional examples and applications, this course explains how important is that all managers need basic human resource management skills. This course builds its core around the talent management process—which is defined as the goal-oriented and integrated process of planning, recruiting, developing, managing, and compensating employees. Corequisite: BAD 231

HRM 207 Performance Management (3 cr.)

This course clearly describes the key approaches to designing, implementing and managing an effective performance management system, and sets these approaches within the broader context of the organization. Covering the importance of mission and strategy, reviewing and rewarding performance, and the controversies surrounding performance-related pay it is relevant to all those

who have a responsibility for designing, introducing or managing a performance management system. Prerequisite: HRM 200.

HRM 208 Compensation and Benefits (3 cr.)

Strategic Compensation: A Human Resource Management Approach illustrates the art and science of compensation practice and its role in promoting a company's competitive advantage. This course focuses on a compensation program's objectives and strategies that are essential in providing a company with a competitive edge. A compensation program is an invaluable tool companies possess to attract, motivate and retain talent. Prerequisite: HRM 200 and HRM 207.

HRM 209 Group Dynamics (3 cr.)

The course provides students with practical strategies, built on theory and research, for communicating and working successfully in groups. It includes the guiding principle of balance while looking at both how groups work and how to work in groups. This course gives students the tools to apply group communication theories, methods, and skills—helping them become more effective and ethical group members. Corequisite: HRM 238.

HRM 210 Training and Development (3 cr.)

This is a senior course that teaches HR students the necessary skills to become affective trainers. Knowledge of proper training methods is crucial for rapidly growing organizations. The course covers several concepts like defining training and development in organizations, describing the role of trainers, using different training designs and programs, teaching how to judge the feedback system and developing the trainer as a leader. Students also learn about electronic training as well as developing, implementing and evaluating training inside organizations.Corequisite: HRM 200.

HRM 223 Negotiation (3 cr.)

The course addresses negotiations and dispute resolution in a wide variety of settings. Because skill development is an important part of becoming a masterful negotiator, concepts are augmented with numerous exercises, activities, role plays, and self-assessments. By combining theoretical foundations with experiential exercises, the course helps students develop their ability to negotiate and resolve conflicts in both personal and professional settings. Prerequisite: LST 267. Corequisite: HRM 238.

HRM 229 Industrial and Organizational Psychology (3 cr.)

Industrial/organizational psychology is a field with a strong scientific base and an applied orientation, the course demonstrates the connection between psychological theory and application: theoretical concepts are shown to lead to useful interventions. The course is designed with the student in mind. Whenever possible, the course draws on examples and illustrations from the world of work that students understand - making for an introductory text appealing to a wide range of students with varying academic backgrounds. An examination of psychological principles and techniques in their application to various aspects of industry and business. Prerequisite: Junior Standing.

HRM 238 Organizational Behavior (3 cr.)
(Equivalent to BAD 238)

The OB course covers all the key concepts needed to understand, predict, and respond to the behavior of people in real-world organizations. The course

includes cutting-edge topics in how to increase motivation and job satisfaction. Corequisite: HRM 200.

HRM 276 Leadership and Change Management (3 cr.)

Recognizing and responding to change is the oxygen of life for an organization, and leadership is fundamentally about focusing organizations on these new realities. In the past, leaders generally knew that they were invested with formal power and their directives carried the weight of authority. Today's organizations are flatter and formal authority is not as useful anymore; in order to get people moving in the right direction, leaders have to rely on personal influence, communication and conflict resolution skills. Managing change is tough but necessary in an environment that shifts constantly. Moreover, consensus on how to achieve change is difficult as each manager looks at change initiative from his or her viewpoint, based on personal experience. Corequisite: HRM 238.

HRM 299 Internship (1 cr.)

A one-credit course of one to two months of training in a business firm. Prerequisite: Completion of 54 Sophomore-level credits.

Courses in Legal Studies (LST)

LST 261 Business Law (3 cr.)

The course covers laws pertaining to businessmen, business associations, and commercial documents. Special emphasis is placed on the Lebanese Commercial code and the Lebanese Accounting Plan, comparing them to the laws of other Arab countries, the U.S., and Europe. Prerequisite: Junior Standing.

LST 262 Corporate and Business Vehicles (3 cr.)

Agency (formation, functionality, etc.) partnerships, commercial representative, broker; companies (limited liability, joint stock, etc.) Prerequisite: LST 261.

LST 263 Commercial Papers and Banking Operations (3 cr.)

Bills of exchange, promissory notes, cheques, letter of credits (International Chamber of Commerce's regulations), letter of guarantees, bank deposits, joint accounts, banking secrecy law, anti money laundering law. Prerequisite: LST 261.

LST 264 Real Estate Law (3 cr.)

The formation of the real estate register, its function; sale and purchase of real estate (form, condition, effect, registration etc.); mortgage of real estate (form, registration effect etc.). Prerequisite: LST 261.

LST 265 International Business Law (3 cr.)

International institutions and regulations (WTO, UN, EU, International Business Treaty etc.). Prerequisite: LST 261.

LST 266 Taxation Law (3 cr.)

This course covers taxation regulations in Lebanon for individuals, corporations and commercial establishments, including tax abatement and tax exemption and taking into consideration the provisions stated in the public budget. Prerequisite: LST 261.

LST 267 Labor Contract and Social Security (3 cr.)

This course covers the legal provisions which govern the labor contract and explains the legal effects of such contract and gives the student solid knowledge about the social security regulations in Lebanon and the mutual obligations and rights of employers and employees. Prerequisite: Junior Standing.

LST 268 Holding and Off -Shore Companies (3 cr.)

This course provides the student with the legal framework according to which holding and off-shore companies are authorized to conduct their activities in Lebanon and how such companies are formed along with their obligations. Prerequisite: LST 261.

LST 299 Internship (1 cr.)

A one-credit course of one to two months of training in a business firm. Prerequisite: Completion of 54 Sophomore-level credits.

Courses in Management Information Systems (MIS)

MIS 272 Management Information Systems (3 cr.)

This course is an introduction to the MIS discipline, and it covers the fundamentals of information technology, management structures, and basic business operations. The goal of this course is to teach business students how to use and manage information technologies to support and revitalize business processes, improve business decision making, and gain competitive advantage. Topics include: the components of information systems and systems thinking; how to gain strategic advantage using information systems; the components of information technology, such as hardware, software, data resource management, and telecommunications; business applications, such as electronic commerce, and enterprise systems; and finally an introduction to the systems development life-cycle. Prerequisite: CSC 205.

MIS 274 Relational Database Management (3 cr.)

This course provides students with the necessary skills to analyze data and design the appropriate relational database structures to solve business problems. It offers a review of the history of data base management systems (DBM) and discusses the advantages and disadvantages of the various types of DBMS technologies. A combination of theory and practical applications prepares the student to model, analyze, and design DBMS schemas and related structures. Topics include: Entity Relationship Modeling and Data Normalization; Physical Database Schemas in Microsoft SQL Server and/or Oracle; and how to use the Structure Query Language (SQL). Prerequisite: MIS 272. Corequisite: CSC 204.

MIS 276 E-Commerce (3 cr.)

This is an introduction to E-commerce, and it covers the entire landscape of e-business and e-commerce. The focus is on what a manager needs to know about Internet infrastructure, strategy formulation and implementation, technology concepts, public policy issues, and capital infrastructure in order to make effective business decisions. This is presented in a framework for the study and practice of e-commerce with business strategy at the core surrounded by four infrastructures: the technology infrastructure that underlies the Internet, the media infrastructure that provides the content for businesses, public policy regulations that provide both opportunities and constraints, and the capital

infrastructure that provides the money and capital to run the businesses. Prerequisite: MIS 278 and Junior Standing.

MIS 278 Web Application Development (3 cr.)

This course teaches the fundamentals of building effective database-driven web business applications and prototypes, using modern development tools and visual development environments. Particular emphasis is on teaching internet technologies, including both client and server-based scripting and programming languages. Students will be exposed to different development environments such as Microsoft's ASP. Net using the Visual Studio framework, and other competing java-based architectures. Also included are coverage of HTML, XML, Prerequisite: MIS 272 and CSC 202.

MIS 280 System Analysis and Design of Information Systems (3 cr.)

This course is an introduction to the process of building, acquiring, or integrating information systems, and it combines traditional structured systems development methods, as well as object-oriented methods and techniques. Topics include: Systems Planning and Scope Definition, Requirements Discovery and Modeling, Fact-Finding Techniques, Windows-based and Internet based Systems Design methodologies, CASE engineering tools, and the Unified Modeling Language. The major emphasis of this course is the delivery of an information systems blueprint and specifications. Prerequisite: MIS 274 and CSC 204.

MIS 284 Networking Essentials (2 cr.)

This course offers a complete introduction to data communications and offers a business-oriented perspective on the technology that lies at the heart of the booming telecommunications revolution. Providing a solid background of fundamentals to tomorrow's information systems professionals, this course in data communications keeps a balance between the super-technical and the watered-down, providing a solid understanding not only of how things work, but how they can be applied to create business solutions. Topics include Networks (LAN, MAN, WAN), Conducted and Wireless Media, Network Topologies, network hardware, network operating systems, and the Internet. Prerequisite: MIS272 and CSC 204.

MIS 284 L Networking Essentials - Lab (1 cr.)

This course complements the MIS 284 course by offering a hands-on lab environment for students to test the various network theories. This includes working with various Media, network processors, such as switches and routers, and how to build a small LAN using Microsoft Windows XP and Windows 2003. Corequisite: MIS 284.

MIS 295 Special Topics in MIS (3 cr.)

Given the rapid change in technology, today's MIS students must be prepared and ready to exploit new emerging trends and technologies. The goal of this course is to explore alternating advanced MIS topics, including: Business Intelligence, Content Management, Data Warehousing and Data Mining, Strategic Enterprise Architecture, Strategic IT Planning and Management, Project Portfolio Management, Artificial Intelligence, Decision Support Systems, and other such emerging topics. This is a senior course in the field of MIS, the topic of which changes every semester. Prerequisite: MIS272 and CSC 204.

MIS 299 Internship (1 cr.)

A one-credit course of one to two months of training in a business organization, designed to provide students an opportunity to test their academic knowledge in a real business environment. Completion of 54 sophomore-level credits.

Courses in Economics

ECO 101 Introduction to Economics (Freshman Level) (3 cr.)

Introduction to the broad field of economics and its principles. A study of the behavior of individual consumers and firms under various market conditions. Acquaintance with the basic tools of fiscal and monetary policies and the methods of their implementation.

ECO 201 Microeconomic Principles (3 cr.)

Analysis of price determination and resource allocation in a market economy. Particular attention is paid to the individual consumer and producer choice under a variety of market structures. The minimum passing grade is 70 for Business Administration and Economics students. Prerequisite: Sophomore standing.

ECO 202 Macroeconomic Principles (3 cr.)

Introduction to theories of national income, fiscal and monetary policies, money and banking, inflation and unemployment, public finance, and international transactions. The minimum passing grade is 70 for Business Administration and Economics students.

ECO 203 A Survey of Economic Theory (3 cr.)

Introduction to the broad field of economics and its principles. A study of the behavior of individual consumers and firms under various market conditions. Acquaintance with the basic tools of fiscal and monetary policies and the methods of their implementation. Finally, an overview of international trade and finance. Students cannot receive credit for both ECO 203 and ECO 201-202. Not open to Business and Economics majors.

ECO 216 Intermediate Macroeconomics (3 cr.)

This course covers three main parts. The first part is for the short run. The IS/LM framework will be introduced with special emphasis on the effects of monetary and fiscal policies on aggregate variables. The second part is for the medium run. The Aggregate Supply/Aggregate Demand (AS/AD) model is introduced with special emphasis on the effects of aggregate demand on unemployment and the price level. The Phillips curve, the natural rate of unemployment, and Okun's law are studied. The last part is for the long run. In this part growth theory is explained. The overall stress is on the determination of macroeconomic variables, like inflation, interest rates, money supply, output, consumption, investment, saving and unemployment. Prerequisites: ECO 201, ECO 202.

ECO 217 Intermediate Microeconomics (3 cr.) (Equivalent to BAD 271)

Theoretical analysis of the behavior of the consumer, the firm, and other economic units as well as of the determination of product and factor prices under various market structures. Application of the theory to contemporary economic problems. Students may not receive credit for both ECO 217 and BAD 271. Prerequisite: ECO 201 and ECO 231 or BAD 281.

ECO 220 Monetary Economics (3 cr.)

This course is in three parts. The first covers the role of financial markets in the economy, the determination of interest rates and foreign exchange rates, the theories of the term structure of interest rates, and some principles of the time value of money. The second part covers the mechanism of the supply of money, multiple deposit creation, the components of the money multiplier, and the theories of money demand. The last part covers fiscal and monetary policies in an IS/LM framework, and the effects of these policies on macroeconomic stabilization, economic activity and real interest rates, with a stress on the importance of rational expectations in monetary economics. Prerequisite: ECO 216.

ECO 222 Analysis of Contemporary Economics (3 cr.)

The course studies consumer demand, productive resources, technology, government policies, and environmental policies. It relates managerial economics to product selection, production methods, pricing, and promotional strategies. Prerequisite: ECO 217.

ECO 223 Transition and Development in Armenia and Eastern European Countries (3 cr.) (Equivalent to ARM 267)

The course discusses the ongoing transition from the socialist mode of economic development to a mixed market economy in the countries of the former communist bloc, focusing on Armenia as a special case study. It analyzes the basic features of economies in transition, the sources of external finance, reform measures within the different economic sectors, and the position of the state visa-vis various political groups. Prerequisite: Junior Standing.

ECO 226 Public Finance (3 cr.)

The aim of this course is to introduce the students to the theory, policy and application of public economics. To this end, analysis is conducted of the economic role of the public sector and the costs and benefits of allocating resources to the public sector as opposed to allowing the private sector to use those resources. The course presents the economic basis for government activity such as the provision of public goods, the management of various externalities, the importance of transaction costs and the Coase theorem, and the need for properly delineating property rights. It covers the criteria for the evaluation of government enterprises, and the financing of government expenditures through taxation policies. Prerequisites: ECO 216, and BAD 271/ECO 217.

ECO 231 Economic Statistics I (3 cr.)

Descriptive statistics, including frequency distribution, measures of central tendency, measures of variations, elements of probability theory, probability distribution, sampling and sampling distributions, estimation, and hypothesis testing. Prerequisite: MAT 104 for students with Bacc II in Humanities.

ECO 232 Economic Statistics II (3 cr.)

Hypothesis testing, regression and correlation analysis, analysis of variance; Chi-Square distribution, t and F distributions; time series and forecasting, index numbers, decision theory. Prerequisite: ECO 231.

ECO 241 Economic Development (3 cr.)

The meaning and characteristics of underdevelopment, survey of theories of

growth and theory of development, the problem of "disguised" unemployment, factor proportions and optimal techniques of production, the role of capital accumulation and foreign trade, industrialization, planning techniques for economic development. Prerequisite: ECO 216, and BAD 271/ECO 217.

ECO 246 Economic Organization of the Middle East (3 cr.)

Analytical examination of the contemporary performance of Arab economies, their developmental experience, the changes in their structure, their major resources, and the outlook for development. Prerequisite: ECO 201 and ECO 202.

ECO 248 Economics of the Environment (3 cr.)

Describes the interdependence between the environment and the economy. Several case studies are featured throughout the course. The critical problem of proper evaluation of services provided by natural environments is discussed using several techniques including cost-benefit analysis. Prerequisite: ECO 201 and ECO 202.

ECO 251 History of Economic Thought (3 cr.)

Historical Development of economic doctrines and theory. Topics include mercantilism, physiocracy, Adam Smith, Thomas Molthes, David Ricardo, J.S. Mill, Karl Marx, marginal analysis, Alfred Marshall, J.M. Keynes and modern economic schools. Special emphasis is placed on the effect of historical insight upon the contemporary care of economic theory. Prerequisite: ECO 216, BAD 271/ECO 217.

ECO 258 Modeling and Forecasting (3 cr.)

Development of calculus differential equations and finite mathematics; use of regression analysis as employed in the disciplines of Economics and Business. Prerequisite: MAT 204.

ECO 259 Introduction to Econometrics (3 cr.)

This is a senior course in statistical analysis that covers the main topic of linear regression analysis. There is a review of the two-variable model and this is generalized to cover multiple regression. The usage, diagnostics, and problems of the multiple regression are discussed in depth. Tests and adjustments for heteroscedasticity, serial correlation and normality of the regression residuals are explained. The course is both theoretical, building on statistical concepts, and applied, with a stress on the importance of properly specifying functions and correctly interpreting the empirical results, that are obtained from a computer output. Hypothesis testing is underscored in many respects. Emphasis is placed on the necessity to have an underlying theory before undertaking the estimation process. The students will learn how to use statistical packages. Prerequisite: ECO 232.

ECO 281 International Economics (3 cr.)
(Equivalent to BAD 295D)

An introduction to the theory of international trade and finance with emphasis on the study of the gains from international specializations and exchange, mechanisms of inter-country economic relations, balance of payments, correction of imbalances in international trade flows, and effects and purposes of restrictions on trade. Attention is given to major contemporary international trade problems. Prerequisite: ECO 216 and ECO 217.

ECO 284 Labor Economics and Trade Unions (3 cr.)

Analysis of factors affecting the demand for and supply of labor in a modern economy. The growth and development of the Trade Union movement, employers' associations, and the system of collective bargaining; government intervention in the labor market. Prerequisite: ECO 201 and ECO 217.

ECO 286 Economics of Industry (3 cr.)

Industrial structures, monopoly versus competition, concentration levels, barriers on import, control of competition, government intervention in industry, implications of regional policy. Prerequisite: BAD 271/ECO 217.

ECO 288 Law and Finance in Relation to International Trade (3 cr.)

Methods of international payments, mechanics of the foreign exchange market, foreign exchange control systems, credit insurance, and documentary credits. Prerequisite: ECO 217.

ECO 292 International Political Economy (3 cr.)

This course examines political problems of the contemporary world which have their roots in economics-unemployment; the value of the dollar; energy; trade; sanctions; the role of the US, Japan, and the EU in the world economy; and underdevelopment. The course works towards a synthesis of economics and politics to understand the modern world. Prerequisite: ECO 201 and ECO 202.

ECO 299 Economics Internship Program (1 cr.)

A one-credit course of one to two months of training in a business firm. Prerequisite: completion of 54 sophomore-level credits.