

## MASTER IN BUSINESS ADMINISTRATION AND MANAGEMENT

### Concentrations:

Management

Finance

### Main Language of Instruction:

French  English  Arabic

### OBJECTIVES

#### 1) Master in Business Administration and Management, concentration: Management

This program aims to develop students' expertise in managing financial data within companies and other organizations and prepares them for versatile roles in accounting, internal audit, or management control.

#### 2) Master in Business Administration and Management, concentration: Finance

This program prepares students for the field of corporate finance, covering a wide range of applications, from innovation valorization to financial analysis of companies and evaluation of mergers and acquisitions. It develops a comprehensive understanding of corporate finance, enabling students to navigate complex decision-making processes at all stages of business development and access diverse and rewarding career opportunities.

### PROGRAM LEARNING OUTCOMES (COMPETENCIES)

- Apply ICT as a tool for communication, information, and management
- Develop relational and communication skills
- Understand organizational dynamics and management processes
- Analyze the fundamental dynamics of the business environment
- Enhance personal development and creativity
- Master quantitative models, corporate finance, and the economic environment
- Recognize the role of individuals in internal corporate activities and external relations
- Demonstrate a sense of ethics and values

### ADMISSION REQUIREMENTS

- Holder of a Bachelor in Business Administration and Management or an equivalent degree
- File review
- Interview with the master's committee

### PROGRAM REQUIREMENTS

**120 credits: Required courses (100 credits including 40 as common courses), Institution's elective courses (20 credits)**

#### Required Courses – Common Core (40 Cr.)

Business Plan (4 Cr.), Quantitative Research Methods (4 Cr.), Research Methodology (4 Cr.), Business Policy (4 Cr.), Decision-Making in Business (4 Cr.), Thesis Project (20 Cr.).

#### Institution's Elective Courses (20 Cr.), to be chosen from the list below:

Financial Performance Management (4 Cr.), Economic Analysis (4 Cr.), Corporate Communication (4 Cr.), Human Resources Management (4 Cr.) Customer Focused Innovation (4 Cr.), Data Management and Analytics (4 Cr.), Digital Transformation Management (4 Cr.), Introduction to ESG Investing (4 Cr.), Mastering the Professional Environment (4 Cr.), Company Valuation (4 Cr.).

**Required Courses – Concentration: Management (60 Cr.)**

Innovation Management (4 Cr.), International Management (4 Cr.), Market Strategy (4 Cr.), Organization Design (4 Cr.), Situation Analysis (4 Cr.), Business Processes and Company Structuring (4 Cr.), Negotiation (4 Cr.), Operations Management (4 Cr.), Project Management (4 Cr.) Thesis (24 Cr.).

**Required Courses – Concentration: Finance (60 Cr.)**

Foundations of Risk Management (2 Cr.), Financial Reporting and Analysis (4 Cr.), Merger and Acquisitions (4 Cr.), Advanced Financial Markets (4 Cr.), Financial Data Analytics and Programming (4 Cr.), Advanced Finance (4 Cr.), Portfolio Management (4 Cr.), Future and Options Markets (4 Cr.), Compliance, Ethics and Regulations in Finance (2 Cr.), Thesis (24 Cr.), Introduction to Cryptocurrencies (2 Cr.), Economics of Big Data and AI (2 Cr.).

**SUGGESTED STUDY PLAN****Semester 1**

Code	Course Name	Credits
<b>Required Courses – Common Core</b>		
008BUPLM1	Business Plan	4
008GESSM1	Business Policy	4
008PPDGM1	Decision-Making in Business	4
008FPMGM1 008ANACM1 or 008COINM1 008HRMAM1	<b>The student chooses 2 Institution's Elective Courses from the following:</b> Financial Performance Management Economic Analysis or Corporate Communication Human Resources Management	8
<b>Total</b>		<b>20</b>

**Semester 2**

Code	Course Name	Credits
<b>Required Courses – Common Core</b>		
008MDLRM2	Research Methodology	4
008PROMM2	Thesis Project	20
008QRMTM2	Quantitative Research Methods	4
008DMANM2 008DDTMM2 008SUFIM2 008MPEVM2	<b>The student chooses 2 Institution's Elective Courses from the following:</b> Data Management and Analytics Digital Transformation Management Introduction to ESG Investing Mastering the Professional Environment	8
008COVAM2 or 008CFIVM2	<b>The student chooses 1 Institution's Elective Course:</b> Company valuation or Customer Focused Innovation	4
<b>Total</b>		<b>40</b>

### Semester 3

Code	Course Name	Credits
	<b>Master in Business Administration and Management, Concentration: Management</b>	
008INVMM3	Innovation Management	4
008ITMTM3	International Management	4
008MSTAM3	Market Strategy	4
008ORDAM3	Organization Design	4
008IFMAM3	Situation Analysis	4
	<b>Total</b>	<b>20</b>
	<b>Master in Business Administration and Management, Concentration: Finance</b>	
008FRKMM3	Foundations of Risk Management	2
008FRAAM3	Financial Reporting and Analysis	4
008FAQAM3	Mergers and Acquisitions	4
008AFMAM3	Advanced Financial Markets	4
008FDAPM3	Financial Data Analytics and Programming	4
008ITCAM3	Introduction to Cryptocurrencies	2
	<b>Total</b>	<b>20</b>

### Semester 4

Code	Course Name	Credits
	<b>Master in Business Administration and Management, Concentration: Management</b>	
008BPPCAM4	Business Processes and Company Structuring	4
008NEGOM4	Negotiation	4
008OPMAM4	Operations Management	4
008POMAM4	Project Management	4
008THSAM4	Thesis	24
	<b>Total</b>	<b>40</b>
	<b>Master in Business Administration and Management, Concentration: Finance</b>	
008ADFIM4	Advanced Finance	4
008PFMAM4	Portfolio Management	4
008FAOMM4	Future and Options Markets	4
008CERFM4	Compliance, Ethics and Regulations in Finance	2
008MEMSM4	Thesis	24
008EBDIM4	Economics of Big Data and AI	2
	<b>Total</b>	<b>40</b>

## **COURSE DESCRIPTION – 1<sup>ST</sup> YEAR OF THE MASTER IN BUSINESS ADMINISTRATION AND MANAGEMENT (COMMON CORE)**

<b>008BUPLM1</b>	<b>Business Plan</b>	<b>4 Cr.</b>
This course equips students with the essential steps and techniques to develop a business plan for a new venture, a project within an existing company, or the expansion of an ongoing project. It guides students in creating a comprehensive written plan that integrates key concepts from corporate finance, marketing, and management. By consolidating these elements into a strategic action plan, the course ensures students maximize the likelihood of project success.		
<b>008GESSM1</b>	<b>Business Policy</b>	<b>4 Cr.</b>
This course covers the following topics: The differentiation, positioning, expansion, diversification and market penetration strategies; the consequences of the various strategies as well as their impact, on the business environment.		
<b>008PPDGM1</b>	<b>Decision-Making in Business</b>	<b>4 Cr.</b>
This course familiarizes students with management tools in a dynamic environment by reviewing key theories and developing management models suited to such contexts. Students apply these concepts through a corporate simulation, Shadow Manager's Domotix, which enables them to manage a company over multiple simulated years. Through the simulation, students will be confronted with the complexity of decision-making and the results obtained in the face of internal and external constraints and opportunities. Simulation also tests other human skills such as confrontation, decision-making and teamwork, testing leadership or negotiating skills.		
<b>008ANACM1</b>	<b>Economic Analysis</b>	<b>4 Cr.</b>
This course covers the following: The analysis of economic problems, the effectiveness and limitations of fiscal, monetary and anti-inflationary policies based on the theoretical proposals of the different schools of economic thought.		
<b>008COINM1</b>	<b>Corporate Communication</b>	<b>4 Cr.</b>
This course covers the various aspects and tools of integrated communication. It focuses on the means available to develop communication plans and integrate them into a comprehensive marketing strategy. It enables students to understand the meaning of the profession of communication as well as its requirements while learning the field in a practical way. The course allows students to study the evolving technologies and possibilities of the web in terms of communication and to understand trends that evolve rapidly with consumer behavior. Crisis communication is also covered in detail allowing students to integrate it into their strategic thinking.		
<b>008FPMGM1</b>	<b>Financial Performance Management</b>	<b>4 Cr.</b>
This course provides the necessary skills for students to develop strategies relating the organization's strategic direction and to provide the necessary direction to get there. More specifically, students will be asked to express and defend their own viewpoints, reconcile them with others' and existing practices in financial reporting, and take personal responsibility for cases. The course covers the various approaches to financial plan modelling, the all-important cash flow planning and forecasting and performance measurement and reflects this in increased shareholder value with the primary aim of maximization of shareholder wealth.		
<b>008HRMAM1</b>	<b>Human Resources Management</b>	<b>4 Cr.</b>
This course addresses the rapid and continuous changes in human resources management, emphasizing the need to anticipate the future and adapt practices to environmental developments. It defines the nature of the human resources function, analyses its role and objectives, and explains the links between its activities and those of other company departments. The course also introduces students to the operational dimension of human resources management, covering its various areas while retaining a theoretical perspective.		

**008MDLRM2      Research Methodology****4 Cr.**

This course is divided into two complementary parts. The first part entitled Research Design enables students to understand the main paradigms of research, the process and the different methods of research in social sciences, in particular in management science, and how to gather empirical data to be able to draw conclusions about certain phenomena through qualitative and quantitative studies. The second part, Statistical Research Methods, aims to introduce students to methods of data analysis in quantitative research in social sciences. After an overview of the basic concepts in Descriptive Statistics, students will be introduced to the various statistical techniques that allow them to describe a variable (univariate analysis), to unravel the relationships between two or more variables (bi- and multivariate analyses), to draw conclusions on the characteristics of a population from the observation of a sample (inferential statistics), as well as to test hypotheses.

**008QRMTM2      Quantitative Research Methods****4 Cr.**

This course introduces basic concepts and statistical methods of primary and secondary data analysis applied to business. By the end of this course, students will be able to: (i) organize and describe data in different schemes, (ii) interpret and compare observed results for more than two variables, (iii) efficiently use different tests to validate the chosen hypotheses, (iv) undertake advanced analysis over research questions, and (v) implement statistical models to forecast the studied variables.

**008CFIVM2      Customer-Focused Innovation****4 Cr.**

This course introduces the basic principles of design thinking, focusing on the three essentials for innovation success: user **desirability**, technical **feasibility**, and business/economic **viability**. It includes a collaborative project with students at Santa Clara University, primarily centered on desirability. Student teams will apply content from synchronous classes and asynchronous preparations to assignments directed by actual client companies, working in 6- to 10-person project teams and sub-team pairs. Students will develop the ability to understand the challenges, principles, and practices of design thinking in innovation and to navigate creative, interpretive, and translational challenges, particularly in cross-cultural contexts with significant resource asymmetries.

**008DMANM2      Data Management and Analytics****4 Cr.**

This course covers data management and analytics, emphasizing the collection, organization, and protection of organizational data, as well as understanding the importance of data and discovering patterns and trends. It demonstrates how raw data can be transformed into meaningful insights and highlights the value of every data set. The course also addresses the skills needed to represent and report data effectively to stakeholders.

**008DDTMM2      Digital Transformation Management****4 Cr.**

This course enables students to think of solutions to business problems in a data-driven world, and to manage projects, risks and change in an organization that is going through a digital transformation.

1- Data/AI/Digital Projects

- a. Problem definition
- b. Decision making process
- c. Solution identification: internal vs external, platforms, tools, methodology

2- Digital Transformation in an Organization:

- a. Project management framework
- b. Organization culture and structure
- c. Team management
- d. Communication management
- e. Creativity and innovation in solutions
- f. Legal and ethical issues

**008SUFIM2      Introduction to ESG Investing****4 Cr.**

This course introduces ESG investing and enables students to:

- Understand the context for different approaches to responsible investment and specifically, consideration of environmental, social and governance (ESG) factors.
- Understand the underlying issues that constitute factors within each of the environmental, social and governance areas.

- Understand the broader sustainability context and global initiatives.
- Understand the ESG market: relevance, size, scope, key drivers and challenges, and risks and opportunities.

**008MPEVM2 Mastering the Professional Environment**

**4 Cr.**

By the end of this course, students will:

1. Get grounded: Students will raise their self-awareness, their identity, their role, their vision, their mission, their values, etc.
2. Use their time wisely: Students will understand the importance of the time factor in performance and stress management, by identifying strategies to improve their time management skills.
3. Communicate simply and powerfully: Students will learn how to manage their thoughts, emotions and behaviors and they will identify the appropriate communication standards.
4. Strengthen their powerbase: Students will identify their network of professional relationships that makes up their powerbase and helps them achieve their targets.
5. Engage and mobilize teams: Students will know how to create the right environment for team members by learning about the leadership tripod (leader, follower, and common goal).
6. Manage Up: Students will learn how to manage in higher roles, by understanding that each organization has certain objectives, and that everyone seeks their personal development and growth.
7. Manage their limiting beliefs: Students will understand how to control limiting beliefs with positivity and positive thinking, and by creating new habits.
8. Lead change: Students will know that the only constant in life is change. They will understand how to transform their mindset and apply their learning to make change happen.
9. Solve a conflict: Students will understand why, when, and how they should resolve a conflict.
10. Master executive presence: Students will know how to develop and master executive presence, by mastering their body language and raising their self-esteem and self-awareness.

**008PROMM2 Thesis Project**

**20 Cr.**

The M1 Thesis project is a research project, neither a draft nor a simple statement of the question. It must be an accomplished, organized piece of research that presents a proposal on a subject, shows that the student has carried out and taken advantage of bibliographical research, and constitutes a genuine argument.

**008COVAM2 Company Valuation**

**4 Cr.**

This course provides a comprehensive overview of the main approaches used to assess a company's value, including Discounted Cash Flow (DCF), comparable multiples, and asset-based methods. Understanding these methods is essential for careers in finance, investment, or corporate strategy. Through real-world examples and case studies, students will learn to interpret financial data, select the appropriate valuation model, and identify the factors that drive value creation.

**COURSE DESCRIPTION - MASTER IN BUSINESS ADMINISTRATION AND MANAGEMENT, CONCENTRATION: FINANCE**

**008FRKMM3 Foundations of Risk Management**

**2 Cr.**

This course is designed to provide students with a thorough understanding of the fundamentals of risk management in the financial and business context. It explores the different categories of risk faced by organizations, including financial, operational, strategic and market risks, and examines the tools, techniques and strategies used to manage them.

**008FRAAM3 Financial Reporting and Analysis**

**4 Cr.**

This course is an immersive, hands-on experience designed to prepare students to make strategic financial decisions in a dynamic, realistic environment. Using market simulations, real-time financial data and portfolio management models, this course enables students to apply their finance skills and develop a deep understanding of portfolio management.

<b>008FAQAM3</b>	<b>Mergers and Acquisitions</b>	<b>4 Cr.</b>
This course is an in-depth exploration of the processes, strategies and financial implications of mergers, acquisitions and divestitures. Students will gain a comprehensive understanding of the key issues involved in mergers and acquisitions, preparing them for careers in corporate finance, strategy consulting, business law and corporate management.		
<b>008AFMAM3</b>	<b>Advanced Financial Markets</b>	<b>4 Cr.</b>
This course provides students in the Corporate Finance and Financial Asset Management programs with an in-depth understanding of financial markets, their functioning, and their role in corporate finance. It explains how financial markets underpin decisions related to fundraising, portfolio management, and risk management.		
<b>008FDAPM3</b>	<b>Financial Data Analytics and Programming</b>	<b>4 Cr.</b>
This course trains students in the advanced use of data analytics and programming in the financial context. Data analytics and programming skills are increasingly essential for corporate finance professionals, enabling them to make informed decisions, automate tasks, and optimize financial processes.		
<b>008ADFIM4</b>	<b>Advanced Finance</b>	<b>4 Cr.</b>
This course is designed for students in the Corporate Finance program. It aims to develop in-depth expertise in advanced financial analysis, with an emphasis on the application of these skills in the corporate finance context. Students will explore advanced analytical concepts and techniques to better understand and assess the financial health of companies.		
<b>008PFMAM4</b>	<b>Portfolio Management</b>	<b>4 Cr.</b>
This course is designed for students in the Corporate Finance and Financial Asset Management programs. It aims to develop the skills needed to design, manage and optimize financial asset portfolios. Students will explore the principles of diversification, asset valuation, risk management and performance monitoring in a financial context.		
<b>008FAOMM4</b>	<b>Future and Options Markets</b>	<b>4 Cr.</b>
This course is designed for students in the Corporate Finance and Financial Asset Management programs. It aims to provide an in-depth understanding of derivative markets, including futures and options. Students will explore the theoretical concepts and practical applications of these financial instruments.		
<b>008CERFM4</b>	<b>Compliance, Ethics and Regulations in Finance</b>	<b>2 Cr.</b>
This course prepares students in the Corporate Finance and Financial Asset Management programs to understand and integrate ethical principles and social responsibilities into the financial context. It explores the ethical dilemmas specific to financial decisions and asset management, while emphasizing the importance of CSR in these areas.		
<b>008EBDIM4</b>	<b>Economics of Big Data and IA</b>	<b>2 Cr.</b>
The course explores the economic impacts of the use of big data and artificial intelligence (AI) in business and finance. Students will explore how these technologies are transforming financial decisions, asset management and business models.		
<b>008ITCAM3</b>	<b>Introduction to Cryptocurrencies</b>	<b>2 Cr.</b>
The course explores emerging financial technologies (Fintech) and the world of digital finance, including cryptocurrencies and blockchains. Students will study the technological innovations transforming the financial sector and examine the opportunities and challenges associated with crypto-assets.		
<b>008MEMSM4</b>	<b>Thesis</b>	<b>24 Cr.</b>
This course presents the thesis as the culmination of a process in which students work independently and become producers of knowledge. It explains how, in dialogue with their thesis director, students define their subject and apply appropriate research methodology and approaches. The thesis reflects their ability to constructively analyze a topic, carry out a project, and balance initiative with adherence to presentation and writing standards.		

## **COURSE DESCRIPTION - MASTER IN BUSINESS ADMINISTRATION AND MANAGEMENT, CONCENTRATION: MANAGEMENT**

<b>oo8INVMM3</b>	<b>Innovation Management</b>	<b>4 Cr.</b>
This course emphasizes the need to view innovation as a management process. It presents the concepts that help show how the firm gathers information over time, how it uses technical and societal knowledge and how it develops an attractive proposition for its products and services. It shows how it is achieved through developing linkages and partnerships with those having necessary capabilities. The course explains how firms can improve their innovation processes to develop new products and services. It recognizes the importance of innovation to achieve competitive advantage and long-term financial success.		
<b>oo8ITMTM3</b>	<b>International Management</b>	<b>4 Cr.</b>
This course delivers global theoretical and analytical insights related to managing the environmental factors, social responsibility, conflict and culture, firm's strategy, structure and control, human resources, as well as motivations and leadership in multinational corporations. It aims at providing students with a wide range of information linked to firms' management challenges, opportunities, and activities at an international level. During the course, practical scenarios and applied case study activities are addressed.		
<b>oo8MSTAM3</b>	<b>Market Strategy</b>	<b>4 Cr.</b>
This course broadens the perspective beyond traditional marketing activities to focus on identifying, selecting, and implementing strategic positioning.		
<b>oo8ORDAM3</b>	<b>Organization Design</b>	<b>4 Cr.</b>
This course examines the evolution of organizations and management theories, including the history of work, organizational design, and organizational transformation. It covers institutional theory, conflict, power, and politics, as well as decision-making processes and the role of IT in organizations.		
<b>oo8IFMAM3</b>	<b>Situation Analysis</b>	<b>4 Cr.</b>
This course uses analytic maps of the situation, processes and relations identified using approaches pioneered in Grounded Theory. Part I introduces students to the method of SA, discussing recent developments in the field. Part II offers five new chapters about various facets of the SA method, including a history of Grounded Theory and Situational Analysis, SA as critical pragmatist interactionism, using SA in managing a mixed-methods project, and SA mapping in the social policy classroom and in clinical counseling as innovatively collaborative analysis. Part III offers six new exemplary research articles drawn from energy research and international relations, public health research methods, disabled access to public transportation, participation in conservation in a biosphere reserve, and PTSD and the military. The carefully selected new readings vividly demonstrate how widely this method has travelled, successfully meeting the needs of diverse researchers seeking an innovative relational approach to critically analyzing a wide array of data. Situational Analysis in Practice will be of interest to undergraduate and graduate students practicing the SA method across the social sciences, including sociology and healthcare among other disciplines, as well as research scholars interested in qualitative inquiry.		
<b>oo8BPPCAM4</b>	<b>Business Processes and Company Structuring</b>	<b>4 Cr.</b>
This course is an intermediate/advanced study of organizational management, examining organizational characteristics such as processes, systems, decision-making, performance management, and change management. It explores organizations in diverse contexts, including businesses, startups, universities, hospitals, non-profits, and public institutions. The course explains organizations as complex systems that must adapt continuously while efficiently managing human, material, and work resources to achieve clear goals. It highlights the modern manager's challenges in achieving organizational efficiency amid evolving expectations and global competition. Students will study organizational design theories and best practices through case studies and literature and learn tools and tactics to enhance effectiveness as individuals and team members within organizations.		

**008NEGOM4 Negotiation 4 Cr.**

This course aims to improve students' understanding of negotiation strategies and processes, considering the situational context, relationship aspect, and negotiation goals. With a focus on business negotiation, the course offers tips on the preparation work and the applicable techniques relevant to a chosen strategy. The course also briefly introduces the role and types of third-party intervention for negotiations and conflict resolution. Finally, it addresses issues related to cross-cultural negotiations, as workforce diversification and organizational globalization have made them increasingly important.

**008OPMAM4 Operations Management 4 Cr.**

This course addresses decision-making to optimize operations management within enterprises, considering the business environment and uncertainties. It covers supply chain management, project planning, inventory and transportation management, waiting lines, and the experience effect.

**008POMAM4 Project Management 4 Cr.**

This course provides an approach to the principles and practices of Project Management. Students will learn how to plan, organize, and control projects using tools and techniques under the guidelines of PMI's CAPM.

**008THSAM4 Thesis 24 Cr.**

This course presents the thesis as the culmination of a process in which students work independently and become producers of knowledge. It explains how, in dialogue with their thesis director, students define their subject and apply appropriate research methodology and approaches. The thesis reflects their ability to constructively analyze a topic, carry out a project, and balance initiative with adherence to presentation and writing standards.